AGENDA

1. Call to order

2. Approval of Minutes of 8 September Senate Meeting

3. Acceptance of Agenda

4. Remarks of the Chairperson

5. Résumé of Items Under Consideration

   by Various Standing Committees

   Professor David A. Sanders

6. Question Time

7. Report on the CIC Faculty Governance Meeting

   Vice-Chair of the Senate Professor Kirk D. Alter

8. Introduction of the Equity and Diversity Committee

   Professors Alberto J. Rodriguez and Heather L. Servaty-Seib

9. New Business- Introduction of the Provost

   Professor Patricia Hart and Provost Debasish Dutta

10. Memorial Resolutions

11. Adjournment
UNIVERSITY SENATE
First Meeting, Monday, 8 September 2014, 2:30 p.m.
Room 302, Stewart Center


Guests: Eva Nodine, Liz Evans, Luis Lewin, Amanda Hamon Kuntz, Audeen Fentiman, Suresh Garimella, Spencer Deery, John Harbor

1. The meeting was called to order at 2:30 p.m. by Chairperson Patricia Hart.
2. The minutes of the 8 September 2014 Senate meeting were approved as distributed.
3. The agenda was accepted as distributed.
4. Professor Hart presented the remarks of the Chairperson (see Appendix A).
5. Professor Kirk Alter presented the Résumé of Items under Consideration (ROI) by various standing committees (see Appendix B). Those chairs of the Senate standing committees who were present briefly described the current activities of their respective committees.
6. At Question Time, Professor Hart entertained questions from the floor.
One written question had been received. The question concerned the availability of a free (no fee) room for the annual Print and Poster Exchange. Professor Hart addressed this question in her remarks (see Appendix A).

Professor Janusz Duzienkiewicz, Senator from Purdue North Central (PNC), thanked Professor Hart for her attendance at meetings on the PNC and Purdue University Calumet campuses. The meetings concern the proposed merger of the campuses’ operations and her support of the faculty on both campuses is appreciated.

Professor Linda Prokopy asked if it is possible for the chairs of the Senate Standing Committees to provide written reports of their committees’ activities. This would have been appropriate as several of the committee chairs were not present during the presentation of the ROI. Professor Alter said that it was one of the issues he would discuss during his presentation at today’s meeting (see Appendix C).

Senator Christopher Kulesza asked about the process for changing the Senate Bylaws. He was told this is done through the Standing Committees as per the section on the Bylaws pertaining to approval of said changes.

Professor Alberto Rodriguez brought up the issue of creating and approving documents on the Senate floor during a scheduled meeting. Professor Alter mentioned that he would present some suggestions for improving the operation of the Senate, including the processes/procedures for approving documents, during his presentation (see Appendix C). Professor Alter and several Senators discussed issues related to the Senate and Senate meetings prior to his presentation.

Professor Charles Ross asked Professor Alberto Rodriguez, Chair of the Equity and Diversity Committee (EDC), which groups on campus would be the foci of the EDC. It was noted that the specific groups are listed in Senate Document 13-7, the description of the committee and its charges and responsibilities. This document can be found in the 21 April 2014 Senate minutes on the Senate web site (www.purdue.edu/senate). It is also listed separately on the web site.

Professor Alice Pawley mentioned the previous faculty surveys that had been done under the auspices of the Faculty Informetrics Committee. She asked if there were more recent surveys than the one done in 2007. Professor Hart and Vice Provost Laurel Weldon noted that the COACHE Survey had been done in the last three years and the results were posted in October 2012. Vice Provost Weldon said that the next implementation of the COACHE Survey would begin soon. The results will be important in providing information for our new Provost concerning the priorities of the faculty. Vice Provost Weldon asked to be put on the agenda for an upcoming Senate meeting. Finally, she noted that the percent response on the previous survey was high and the survey itself was comprehensive in nature.

7. Professor Kirk Alter presented a summary of the recent CIC Faculty Governance meeting that was held at the Ohio State University (see Appendix C). Following his presentation he answered questions from the floor.

8. Professors Alberto Rodriguez and Heather Servaty-Seib introduced the Equity and Diversity Committee and described its responsibilities as well as the aspirations of the committee members.
9. During New Business, Professor Hart introduced the new Provost, Debasish Dutta. Provost Dutta spoke to the group about his visions and priorities for the University and answered questions from the floor.

10. Memorial Resolutions had been received for. Out of respect for their departed colleagues, the Senators stood for a moment of silence.

11. The meeting adjourned at 3:35 p.m.
SECOND SENATE MEETING  
October 20, 2014  
Patricia Hart

Having been informed that we have a quorum, I would like to call this meeting of the Purdue University Senate to order. May I have a motion to approve the minutes of our last meeting? Second? All those in favor please say “aye.”

Let me start by passing on the regrets of President Daniels, who is not present today has an excellent excuse, which he communicated well in advance.

Hunter Rawlings, the president of Association of American Universities, contacted President Daniels to ask if he would partner in a discussion with Alice Rivlin, President Clinton’s appointee as director of the Office of Management and Budget (the same appointment the president held under President Bush). President Daniels and Director Rivlin will discuss the impact of federal entitlements on research funding at the nation’s institutions of higher education.

Next, let me thank all of you who participated in the poll to identify areas of interest, and those who attended the Town Hall.

Your replies will help the Steering Committee, chaired by Professor David Sanders, plan our meetings for the year. Our work is always shaped by the important things that come up during the year, particularly by all of the business that you bring forward, either through your committees or in resolutions submitted directly to the Steering Committee. Also, please remember that you are always welcome to contact the senate leadership with suggestions.

In addition to the Qualtrics poll on senate interest, at Vice Chair Alter’s thoughtful suggestion, we held the first of what we hope will be several more town hall meetings to identify issues that are of broad concern to the faculty beyond the senate. We got 94 responses to the Qualtrics survey.

The results showed significant interest in all of the listed topics, with little statistical difference between most of them, though people were definitely most concerned with the tuition freeze and the budget. To that end, the leadership has already started thinking about how best to allow the Senate to participate in an informed discussion of the subject. Please write if you have suggestions.

The second-most interesting matter that came out of the poll, the town hall, and also a great number of emails I have received, involves how to integrate the non-English speaking international students academically and socially. That question is part of broader picture of concerns about the balance of Purdue students in the future, including how to attract more Hoosiers and underrepresented minorities. People want to know how this will relate to making the bottom line add up at the Purdue of tomorrow. This inevitably leads to issues of equity and inclusion. At today’s meeting, we are happy to hear from the director of the new Equity Standing Committee, Professor Alberto Rodríguez.
A variety of things were mentioned in the comments and at the town hall, showing you have some strong concerns regarding health care benefits. I have also received a number of emails and some phone calls on this subject, so we would hope to see some of these things come up as New Business.

The poll also showed strong awareness of the proliferation of sexual assaults on American campuses. You have asked if Purdue is doing the right things. The steering committee will be briefed on Purdue’s initiatives next week, and after that, I believe we will want to charge several committees to look further.

When all is said and done, we in the leadership do think we have identified some really important topics for work this year, and we hope you see this as an invitation to continue to bring up issues you would like to discuss in depth.

Next we will have a resume of the items under consideration by various standing committees. Professor David Sanders.

Next our bylaws state we shall have ten minutes dedicated to questions. Let me with the questions that were submitted in writing:

Unfortunately there will be NO Print and Poster Exchange this year. This program that began in 1964 and provided 50 years of free art for our campus will remain in suspension until a new storage space can be found. Pictures hanging in offices currently will remain on campus walls until the program resumes.

It is my understanding that the group that expressed interest in taking over the Lending Collection program was unable to find a campus location for storing and working on the pictures.

This program has been a true benefit to the campus and it would be desirable to see it continue. Thus maybe the more people who know about the need, the better the chance to locate space.

The group that was interested in taking over this popular campus service was unable to locate a storage location for on campus for “homeless” pictures. What is needed is a room that is:

- 10ft x 10ft (or more)
- dry
- secure with a locked door

Do you know of a room that could be used for this program? The room does not have to be pretty, just available for infrequent access. If you know of some space, please send an email to: marian@ecn.purdue.edu.
Next, we will have two reports, followed by new business.

Some of you will recall that in the past meeting, it was suggested that we conduct our business first, before listening to the reports. The contents of our meetings are prescribed to a certain extent in the senate bylaws, but the order is not. If you have any opinions that you would like to share, I’d invite you to email professor David Sanders, who chairs the Steering Committee.

Now let me introduce our first report, for information. Vice Chair of the Senate, Professor Kirk Alter, will now report on the CIC Faculty Governance Meeting where he represented Purdue while I stayed home and addressed the Board of Trustees.

The second report is an introduction to the Equity and Diversity Committee by Prof. Alberto Rodríguez/Heather Servaty-Seib

The next order of business is to introduce to you our new Provost and Executive Vice President for Academic Affairs, Dr. Deba Dutta. Let me tell you a few words about him.

If I truly tried to enumerate all of Provost Dutta’s accomplishments, it would take the rest of our time here today, so in the interest of time, I am just going to hit some of the high points. There is much, much more that could be said.

Provost Dutta earned his PhD in industrial engineering at Purdue in 1989 so his Purdue affiliation goes way back!

He comes to us from Champaign Urbana, where he was associate provost and dean of the Graduate College, as well as being the Edward and Jane Marr Gutgsell Professor of Mechanical Science and Engineering. Before that, he served at the National Science Foundation as acting director of the Division of Graduate Education, among other important things.

Earlier, at the University of Michigan, he had a decade of successes that included creating significant collaboration with the Shanghai Jiao Tong University. Dutta’s leadership was marked by innovations in academic programs and in recruiting, retaining and preparing graduate students, particularly from the underrepresented populations. I am very hopeful that with his experience, he can help us move the needle on underrepresented minority recruitment and retention at the student, staff, and faculty levels.

He is a scholar in residence at the National Academy of Engineering, and serves on the Illinois Arts Education Advisory Committee. Dutta has extensive experience in higher education — including teaching, research, administration, finances and policy development — at the university, college and department levels.

We are extremely lucky to have lured him away from Illinois, and I am so happy to welcome him. Provost Dutta, we’d like to invite you to speak to us for a few minutes.
The final item of business is MEMORIAL RESOLUTIONS for valued colleagues who have passed away. May I please ask you to stand for a moment of silence and reflection?

Thomas E. Gaston, Sr.
Professor Emeritus English
February 2, 1931 – March 7, 2014

Peter V. Harrington
Professor Emeritus of Economic Education
1937 – 2014

Harvey Huston Marshall
Professor Emeritus of Sociology
November 25, 1939 – May 23, 2014

David M. Miller
Professor Emeritus English
1934 – 2014

Phillip J. Scaletta Jr.
Professor Emeritus of Management
1926 – 2014

Thank you. May I have a motion to adjourn?
TO: University Senate
FROM: David A. Sanders, Chairperson of the Steering Committee
SUBJECT: Résumé of Items under Consideration by the Various Standing Committees

STEERING COMMITTEE
David A. Sanders, Chairperson retrovir@purdue.edu

ADVISORY COMMITTEE
Patricia Hart, Chairperson of the Senate phart@purdue.edu

NOMINATING COMMITTEE
Michael A. Hill, Chairperson hillma@purdue.edu

EDUCATIONAL POLICY COMMITTEE
Hal P. Kirkwood, Chairperson kirkwood@purdue.edu
1. Transfer Credits
2. Service-Learning Course Designation
3. ‘In Residence’ & Academic Regulations
4. Eliminating or recharging Committee on Scholastic Dismissal & Removals
5. Educational Policy Holistic Review

EQUITY AND DIVERSITY COMMITTEE
Alberto J. Rodriguez, Chairperson alberto-rodriguez12@purdue.edu
1. Seeking additional senate members
2. Reviewing past and current equity and diversity related issues
3. Determining short and long-term goals

FACULTY AFFAIRS COMMITTEE
Levon Esters, Chairperson lesters@purdue.edu
1. On-line Course Evaluation
2. Draft Promotion and Tenure Policy Documents
3. Limited Term and Continuous Lectures Policy (with regional campuses – will resume discussion in January, 2015)

STUDENT AFFAIRS COMMITTEE
Sandra Rossie, Chairperson rossie@purdue.edu
1. Student Conduct

UNIVERSITY RESOURCES POLICY COMMITTEE
Michael Fosmire, Chairperson fosmire@purdue.edu
1. Long-term energy plan for University
2. Budgeting policies
3. Concur
4. Clarifying business practices
5. Faculty retention

Chair of the Senate, Patty Hart, phart@purdue.edu
Vice Chair of the Senate, Kirk Alter, alterk@purdue.edu
Secretary of the Senate, Joseph W. Camp, Jr., jcamp@purdue.edu
University Senate Minutes; http://www.purdue.edu/senate
Committee on Institutional Cooperation:
2014 Faculty Governance Leadership Conference

Kirk Alter
Purdue University
Senate, Vice Chairperson

Email Address
alterk@purdue.edu
COMMITTEE ON INSTITUTIONAL COOPERATION

Member Universities:

University of Chicago
University of Illinois
Indiana University
University of Iowa
University of Maryland
University of Michigan
Michigan State University
University of Minnesota
University of Nebraska-Lincoln
Northwestern University
Ohio State University
Pennsylvania State University
Purdue University
Rutgers University
University of Wisconsin-Madison

Members Attending 2014 Faculty Governance Leadership Conference: September 24-26, 2014

University of Illinois
Indiana University
University of Iowa
University of Maryland
Michigan State University
University of Minnesota
University of Nebraska-Lincoln
Northwestern University
Ohio State University
Pennsylvania State University
Purdue University
Rutgers University
University of Wisconsin-Madison
COLLECTING BEST PRACTICES ON SHARED GOVERNANCE

• PURDUE SENATE WEBSITE – LINK TO OTHER UNIVERSITY SENATES
  • HTTP://WWW.PURDUE.EDU/SENATE/
• CIC WEBSITE
  • HTTP://WWW.CIC.NET/HOME
2014 FACULTY GOVERNANCE LEADERSHIP CONFERENCE: AGENDA

• SHARED GOVERNANCE
• RECOGNIZING HIGH IMPACT RESEARCH
• BEST PRACTICES FOR FACULTY LEADERS IN GOVERNMENT AND LEGISLATIVE ACTIVITY
• SETTING ACADEMIC PRIORITIES
• FACULTY INVOLVEMENT IN PRESIDENTIAL AND ADMINISTRATOR SEARCHES
• TACKLING COLLEGE AFFORDABILITY
• THE CHANGING NCAA LANDSCAPE
• INSTITUTIONAL ROUNDTABLE
SOME THINGS WE COULD DO BETTER...

1. FULLY POPULATE ALL OF OUR COMMITTEES & SUBCOMMITTEES
2. HAVE A CLEARLY DEFINED PROPOSAL PATHWAY
3. HAVE A STANDARDIZED PROPOSAL TEMPLATE
4. EXTRACT FROM THE BYLAWS SENATE JOB DESCRIPTIONS, RESPONSIBILITIES & DUTIES
5. REGULAR BY-LAWS REVIEW
6. DEVELOP STRATEGIC PLAN FOR EACH STANDING COMMITTEE & SUBCOMMITTEE – SENATE AS PROACTIVE WITH ITS OWN AGENDA RATHER THAN REACTIVE
7. Evaluate whether term-limits by-law change in 2012 has had desired or other than intended effect/s

8. Consider Senate leadership terms designed to better match presidential term

9. Evaluate organization & loading of standing committees

10. Understand & utilize the Senate calendar more effectively
CALENDAR, TIMING & PROCESS

UNDERSTAND THE PROCESS AND TIMING TO GET RESOLUTIONS THROUGH THE SENATE

BEGIN AT THE APPROPRIATE STANDING COMMITTEE

THE ISSUE MAY BE DIRECTED TO A SUB-COMMITTEE FOR DISCUSSION, CONSIDERATION AND ACTION

THEN, BACK TO COMMITTEE FOR 1ST READING

THEN, 2ND READING AND VOTE

BEFORE YOU BRING IT TO THE FLOOR NETWORK WITH YOUR SENATE COLLEAGUES, GATHER SUPPORT, ENCOURAGE DISCUSSION

ONCE IT ARRIVES AT THE SENATE

ANTICIPATE OBJECTIONS AND QUESTIONS AND CONSIDER PREPARING RESPONSES IN ADVANCE

1ST READING

2ND READING AND VOTE

ALL OF THIS TAKES TIME, SO PREPARE A CALENDAR IN ADVANCE AND MAP OUT YOUR PLAN FROM INTRODUCTION TO ADOPTION
SENATE WEBSITE - [HTTP://WWW.PURDUE.EDU/SENATE/]

SOME ACTIONS TO CONSIDER:

READ THE BYLAWS – THIS IS A MUST DO!

THE CURRENT RULES OF OPERATION

BUT, BYLAWS CAN BE AMENDED, AND SHOULD REPRESENT THE SPIRIT OF THE MEMBERSHIP

SCAN PAST CALENDARS, AGENDAS & MINUTES

THERE IS USEFUL HISTORY AND GUIDANCE

READ THE COMMITTEE AND SUB-COMMITTEE DESCRIPTIONS AND:

LEARN THE PURVIEW OF EACH COMMITTEE AND SUBCOMMITTEE

LEARN WHO THE CHAIR IS

IDENTIFY MEMBERS WHO YOU KNOW

BEGIN TO CONSIDER WHICH COMMITTEE MOST CLEARLY RESONATES WITH WHAT YOU WISH TO ACCOMPLISH AS SENATOR
CLICK ON SOME OF THE OTHER UNIVERSITY SENATE WEBSITES

OHIO STATE’S HAS A VERY NICE PROPOSAL PATHWAY AND PROPOSAL TEMPLATE THAT WE DO NOT HAVE AT THIS TIME, BUT HOPEFULLY WILL SOON.

HTTP://SENATE.OSU.EDU/

UNIVERSITY OF WISCONSIN HAS A NICE ORIENTATION FOR FACULTY SENATORS THAT WE DO NOT HAVE AT THIS TIME, BUT HOPEFULLY WILL SOON.

HTTP://WWW.SECFAC.WISC.EDU/SENATE/ORIENTATION.HTM

UNIVERSITY OF MINNESOTA HAS A NICE ORG. CHART - HTTP://WWW1.UMN.EDU/USENATE/CONSTITUTION/ORGCHART.PDF, AND SOME NICE NEW SENATOR ORIENTATION VIDEO INSTRUCTION - HTTP://WWW1.UMN.EDU/USENATE/USENATE/ORIENTATION/ORIENTATION.HTML

I KNOW IT’S A BIT WONKY, BUT YOU MIGHT EVEN VIEW A FEW VIDEO CLIPS OF PAST SENATE MEETINGS AT OTHER SCHOOLS. UNIVERSITY OF ILLINOIS RECORDS AND POSTS ALL OF THEIR MEETINGS - HTTP://WWW.SENATE.ILLINOIS.EDU/VIDEO.ASP
BOARD OF TRUSTEES WEBSITE - [HTTP://WWW.PURDUE.EDU/BOT/](HTTP://WWW.PURDUE.EDU/BOT/)

SOME ACTION TO CONSIDER:
SCAN THE BYLAWS OF THE BOT

IT’S USEFUL TO UNDERSTAND THE ROLE AND GOVERNING DOCUMENTS OF THE BOARD

LEARN WHO THE MEMBERS OF THE BOT ARE AND IDENTIFY POSSIBLE INTERSECTIONS
READ THE UNIVERSITY CODE
PAY PARTICULAR ATTENTION TO THE POWERS AND ASSIGNED ROLES OF THE ENTITIES.
LAST REVISION 8/96
PASSIVE & REACTIVE VS. PROACTIVE

OUR SENATE SOMETIMES SEEMS LIKE A MOSTLY PASSIVE RECIPIENT OF ADMINISTRATION PRESENTATIONS.

THAT IS NOT THE PURPOSE OF THE SENATE MEETING.

THE PURPOSE OF THE SENATE IS TO FULFILL ITS CHARTER:

THE UNIVERSITY SENATE IS THE GOVERNING BODY OF THE FACULTY AND IT EXERCISES THE LEGISLATIVE AND POLICY-MAKING POWERS ASSIGNED TO THE FACULTY, SUBJECT ONLY TO REVIEW AND CHECK BY THE FACULTY BY ESTABLISHED PROCEDURES (ARTICLE VI). THEREFORE, SUBJECT TO THE AUTHORITY OF THE BOARD OF TRUSTEES AND IN CONSULTATION WITH THE PRESIDENT, IT HAS THE POWER AND RESPONSIBILITY TO PROPOSE OR TO ADOPT POLICIES, REGULATIONS, AND PROCEDURES INTENDED TO ACHIEVE THE EDUCATIONAL OBJECTIVES OF PURDUE UNIVERSITY AND THE GENERAL WELFARE OF THOSE INVOLVED IN THESE EDUCATIONAL PROCESSES.

DON’T BE A PASSIVE RECIPIENT AT SENATE MEETINGS

HELP SET THE AGENDA BY USING THE COMMITTEE PROCESS TO BRING FORWARD POLICIES, REGULATIONS AND PROCEDURES DESIGNED TO CONTINUOUSLY IMPROVE THE INSTITUTION.
PASSIVE & REACTIVE VS. PROACTIVE

HERE IS AN EXCERPT FROM A LETTER RECEIVED FROM A FRUSTRATED SENATOR JUST THIS WEEK:

“I WISH TO BRING ATTENTION TO THE NATURE OF THE BUSINESS CONDUCTED DURING OUR REGULAR SENATE SESSIONS...AFTER WITNESSING THE NATURE OF DEBATE...A RESTRUCTURING PROCESS IS WARRANTED...THE ABILITY TO TACKLE IMPORTANT ISSUES ON CAMPUS IS SEVERELY LACKING WITHIN OUR UNIVERSITY SENATE. MOST OFTEN, OUR TIME IS LARGELY RESERVED FOR PRESENTATIONS BY THE UNIVERSITY ADMINISTRATION. ALTHOUGH THIS INFORMATION IS GENERALLY HELPFUL, LITTLE PROGRESS IS MADE BASED ON THE FEEDBACK PROVIDED BY OUR MEMBERSHIP. FURTHER, LEGISLATIVE BUSINESS IS RARELY VOTED ON BY THE UNIVERSITY SENATE...SIGNIFICANT REFORM MUST BE MADE TO OUR AGENDA AND STRUCTURE.”
ON BECOMING MORE PROACTIVE

DEVELOP YOUR OWN PERSONAL AGENDA AND PLATFORM ON WHAT YOU WISH TO ACHIEVE

- TALK TO YOUR CONSTITUENTS
- CONSIDER WHAT ENGAGED YOU IN THE FIRST PLACE

AS QUICKLY AS POSSIBLE LEARN THE COMMITTEE STRUCTURE AND SCOPE AND GET INVOLVED

- IN COMMITTEE MEETINGS DON’T DEFER TO ADMINISTRATION MEMBERS...WE’RE ALL EQUAL PARTNERS

LEARN HOW TO BRING PROPOSED POLICIES, REGULATIONS AND PROCEDURES IN A FASHION DESIGNED TO MOVE THEM THROUGH COMMITTEE AND TO THE SENATE FLOOR

BEGIN BUILDING COALITIONS OF COLLEAGUES WHO WILL DEBATE PROPOSALS SO THAT THEY ARE ADEQUATELY VETTED

ANTICIPATE THE FINANCIAL RAMIFICATIONS OF YOUR PROPOSAL (SEE OSU SAMPLE PROPOSAL) AND INCLUDE A PRO FORMA
ON BECOMING MORE PROACTIVE

ONCE YOU’RE COMFORTABLE WITH THE PROCESS, SEEK EXPERIENCE AS A SUB-COMMITTEE OR COMMITTEE CHAIR.

GET TO KNOW THE MEMBERS OF THE NOMINATING COMMITTEE, SENATE LEADERSHIP AND THE CHAIRS OF THE STANDING COMMITTEES

AS CHAIR OF A SUB-COMMITTEE OR COMMITTEE, YOU WILL BE ASKED FOR A REPORT OF YOUR COMMITTEE’S ACTION. IF YOUR ANSWER IS, “NO REPORT,” THEN WE ALL KNOW WHAT THAT MEANS RIGHT?

WE DIDN’T HAVE GOALS WE WISHED TO ACCOMPLISH, WE DIDN’T HAVE A PLATFORM FOR CONTINUOUS IMPROVEMENT, MAYBE WE DIDN’T MEET, AND THE ADMINISTRATION DIDN’T TASK US WITH ANYTHING, SO...NO REPORT.

BEGIN TO ASSEMBLE A GROUP OF LIKE-MINDED SENATORS AND CRAFT YOUR OWN LEADERSHIP TEAM WITH AN EYE TOWARDS BECOMING SENATE LEADERS.
ON BECOMING MORE PROACTIVE

BOTS INTERESTED IN A GREATER ROLE IN DETERMINING CURRICULA
FUNDING MODELS
ADMISSIONS STANDARDS
INFLUENCE OF POLLS AND RANKINGS

READ THE CHRONICLE OF HIGHER EDUCATION
HTTP://CHRONICLE.COM/SECTION/HOME/5/?EIO=34361

READ TIMES HIGHER EDUCATION
HTTP://WWW.TIMESHIGHEREDUCATION.CO.UK/NEWS/