Faculty members, administrators combine for quality

ucation.

versities retain the burden of rehave means of affecting faculty quality control.

The situation depends, according to a veteran University of Texas at Austin education administration professor, on whether the person and personality in administration matches the administrative position.

Dr. Laurence D. Haskew sug-

Faculties of colleges and uni- gested at an Academic Admini- ence a faculty toward compat- seminar will adjourn after a Friersities retain the burden of re- strators Seminar at A&M that ability with criteria and objectives day session with Texas Senator sponsibility for quality control administrators have 20 percent of an institution." of their ranks, but administrators effectiveness in affecting quality control of faculty.

> "The other 80 percent rests on the shoulders of the faculty itself," Haskew commented, "through faculty collectives, peer pressure and other means."

He detailed several levers administrators can apply to affect faculty quality control, which he defined as "the ability to influ-

Haskew warned that "about the only foundation an administrator can stand on to exercise this leverage is a sheer, visible confidence in the faculty."

The seminar had an earlier Thursday session with Dr. Paul L. Dressel, assistant provost and institutional research director of Michigan State University, on quality control in programs. The

day session with Texas Senator William T. (Bill) Moore to move to Baylor University for the second week of consideration of resource management in higher ed-

Haskew commented that faculty quality "may have correlation with degrees earned, institutions at which tthey were received and fields of study."

He prefers, however, other indicators of quality.

dominated by the character of academic expectations held by pace-setter members of a faculty; target resources, the range and nature of special talents, competencies and dedications held by various faculty members, and performance, the adherence by faculty to criteria set for their per-

formance," Haskew itemized. In a real situation, he noted, the faculty sets criteria for itself and collegial governments, appointive "the payoff is really whether, not power, department liaison, stu-

perform against criteria." Haskew said levers to quality control are obtained by administrators through chartered authority and bestowal-with checks and balances-by the faculty it-

Levers the 40-year professor and administrator covered included administrative entry into faculty selection, budget allocations, tive bargaining, among

"The faculty selecti is a point of pressure control," Haskew enl appointments affect pe within the faculty an tion of faculty sele said the median insti have only 60 percent ulty after 10 years w percent turnover can be in many by 1982.



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