

CNC CHRONICLE

1982-83

#30 of 1982
November 12th

FAC - 1:00 - W109

2:00 - Curriculum Committee - A449

MON.

November 15

2:00 - VP/Deans

TUE.

November 16

President/VPs - 10:00

2:00 - Handbook Committee - A449

WED.

November 17

FPC - 3:00

2:30 - A305 - Task Force, Policies Affecting Faculty

THU.

November 18

11:00 - Articulation Committee - A449

FRI.

November 19

3:00 - Happy Hour

SAT.

November 20

SUN.

November 21

7:30 - CC Theatre - Priscilla Woodley,
Soprano

Published weekly by the
Vice President for
Academic Affairs

OFFICIAL ANNOUNCEMENTS

Report from the Southern Association Preliminary Visit

The first step in the College's effort to secure reaffirmation of its accreditation by the Southern Association of Colleges and Schools has been completed. The preliminary visit of the College's liaison with the Association's Commission on Colleges occurred during the last week in October, 1982, some twenty-two months prior to the initiation of the self-study process that will serve as the basis of the College's reaffirmation candidacy. The report from that visitation was received in this office this week; because of its importance to the entire College Community, I have chosen to have it reproduced in its entirety below. Where suggestions have been made, I will direct that appropriate, constructive, and timely initiatives be undertaken in response to such suggestions.

-- President Anderson



SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS

795 Peachtree Street, N.E. • Atlanta, Georgia 30365

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REPORT TO

CHRISTOPHER NEWPORT COLLEGE

2 November 1982

This report to Christopher Newport College is the result of a visit to the College October 25-28, 1982 by Henry L. Ashmore, Associate Executive Director, Commission on Colleges, Southern Association of Colleges and Schools. President John E. Anderson requested such a consultative visit in a letter dated October 5, 1982. In his letter, President Anderson asked for formal counsel in five areas which were of special concern to the College at this time. These will be referred to seriatim in this report.

1. The Academic Organization of the Seventeen Academic Departments of the Present School of Liberal Arts, Sciences, and Education.

Observations: The present system of having seventeen departments with rotating elected chairmen who are elected for three years and may be by unanimous secret vote reelected for an additional three years, although having the possibility of operating effectively under certain circumstances, does have inherent in its nature the following factors which could create problems in a growing, developing, changing institution:

- a. The fact that seventeen departments report to one person can create a situation where the person supervising and coordinating the departments cannot give adequate time and attention to the individual departments.

- b. A situation could develop where "no one is really in charge" permitting damage to the individual departments.
- c. There is no person at the departmental level who can be realistically held responsible for the overall productivity, evaluation and development of the department.
- d. There is a lack of continuity in leadership which might prevent long-range planning, goal achieving, curriculum developing, etc.

It is essential that each department be as quality a department as possible in order to have a quality institution as a whole; this necessitates effective leadership on a sustained basis with built-in accountability required. This is not to mitigate faculty involvement, which is essential, but actually to insure and enhance it.

Suggestions: In order to approach effective academic administration, the college might consider the following options as it searches for a system which incorporates its historical operational procedures, improves its accountability requirements, and creates the best possible modus operandi for achieving its potential:

- a. Change from an elective system of choosing department chairmen to an appointed system.
- b. Divide the present college into two or more colleges with an appointed Dean (with teaching responsibilities) for each college. (for instance, Dean of Arts, Dean of Science, and Dean of Education and Socially Related Programs; or Dean of Arts and Science and Dean of Professional Studies, etc.)
- c. Develop a system which "pays" for effective leadership--financially, rather than reduced loads only.

2. The Academic Review Process.

Observations: The present process appears to be effectively organized and functioning. In this day of rapid change, reduced financial resources, and increasing enrollment (for Christopher Newport College) this is a needed process not only for purposes of evaluation, but also for utilizing in an optimum way present and future resources. It is particularly good that faculty is involved and apparently assuming collegial responsibility for helping the College get maximum utilization from its resources.

Suggestion: Some anxiety was expressed by some members of the committee as to legal effects which might affect them; therefore, the College might devise a plan to address this anxiety. If an insurance plan is in effect covering this, such information should be widely and frequently communicated.

3. The Administrative Review Process.

Observations: This process, too, appears to be effectively organized and

functioning. It is particularly wise for the College to evaluate administrative services as it evaluates the academic services. Again, it is a matter of using resources to the maximum.

4. The State of the College's Curriculum with Special Reference to Its Distribution Requirements.

Observations: The College presently has distribution requirements which are required of all students. There are differences in such requirements among the degrees, and under each degree the student is given several choices in each area. The concept of having a common core or distribution of courses is, of course, educationally sound and feasible. However, in times of financial retrenchment and growth of new programs, such a practice as exists at the College might prove to be unwieldy and costly. The College cannot grow and meet the needs of its consumers unless existing resources are marshalled in an efficient and cost-productive way. The present distribution requirements were inherited from William and Mary and are mostly unchanged from early days. Times, needs, and future planning almost mandate a careful review of this program at this time. (William and Mary has apparently changed its distribution requirements several times since Christopher Newport was established.)

Suggestion: The College should carefully examine all distribution requirements of all degrees in order to effect the following:

- a. The development of a common core of distribution requirements for all students in all degrees.
- b. The development within each discipline of specific courses required without too much flexibility and/or choice, thus reducing the present proliferation of such courses.

As a result, the College would have a stronger, not weaker, distribution of courses providing a real common denominator to all students, and at less cost to the College, thus providing greater resources to meet new needs.

5. The Rewriting of the College Handbook.

Observations: This project has been effectively accomplished and with the finalization of Section V will provide a cogent document by which the College can proceed to govern itself with each component part now having procedures and guidelines by which to function. Apparently, much thought, activity, and emotion went into the development of this handbook; there is a sense of accomplishment over it and a feeling among most faculty and administrators to now "get on with operating the College."

The development of this Handbook is a good example of how this College can proceed by working together to attack and solve problems which might be emotionally toned and anxiety-fraught. The end result is productive and satisfying.

The College finds itself, as do hundreds of other institutions of higher learning, in a changing world with changing needs. This has always been true of all colleges; however, the technological strides abounding today mandate change at a significantly quickening pace. Faculty, administration,

and governing boards, therefore, have greater responsibilities to act quickly and responsibly. Couple this with reduced financial resources and there emerge interesting and provocative challenges.

Henry L. Ashmore
Associate Executive Director
Commission on Colleges

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Correction to Registration News

Although the course LSPE 395B-TP (Adaptive and Corrective Physical Education for the Exceptional Learner) is listed correctly in the section for Special Topics & Seminar Courses, it is listed incorrectly in the schedule itself as "Thry/Tech Coaching." I would appreciate it if you would advise your advisees of this error.

-- Jim Hubbard, Chairman, LSPE

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Position Vacancy

LIBRARY DIRECTOR
CHRISTOPHER NEWPORT COLLEGE
NEWPORT NEWS, VIRGINIA

Christopher Newport College seeks nominations and applications for the position of Library Director. The position is currently open. The salary is competitive.

Christopher Newport College is a state supported, undergraduate, coeducational, non residential college serving the metropolitan area of Newport News, Hampton, Williamsburg and the surrounding counties in Virginia. The College, in its twenty first year, enrolls 4300 students within six degree programs covering twenty five disciplines. The College and the State are currently conducting a feasibility study on upgrading the College to comprehensive (Master) status.

The Director of the Library is the chief administrative officer of the Library, and reports directly to the Vice President for Academic Affairs. Responsibilities include administration of an 113,000 volume library; the media center; supervision of 6 professional librarians and 12 support staff; management of an acquisition budget of \$100,680 and an operating budget of \$616,500.

The Library holds membership in Solinet, and the Tidewater Consortium of Higher Education linking 14 colleges and university libraries from Williamsburg to Virginia Beach with a total collection of 3,000,000 volumes.

Candidates for the position must have

- (1) an ALA accredited MLS Degree and an additional advanced degree, preferably the doctorate;
- (2) substantial senior administrative experience in an academic library, preferably one supporting graduate programs;
- (3) experience in areas of collection development, media centers, budget planning and management, space planning and development, and automated systems;
- (4) knowledge of current library and information technology;
- (5) demonstrated ability to communicate and work effectively with staff, faculty, students, administration and the many publics which an urban college serves;
- (6) demonstrated ability to provide creative leadership and advocacy for

- libraries within and beyond the College community;
(7) evidence of professional or scholarly activity.

Send letter of application, a detailed resume, and three letters of reference to

Mr. L. B. Wood, Jr.
Chair, Director of Library Search Committee
Christopher Newport College
50 Shoe Lane
Newport News, Virginia 23606

Deadline for receipt of completed application is December 31, 1982. The College is an equal opportunity, affirmative action employer.

NEWS & GENERAL INFORMATION

Intramural Turkey Trot

Run for a free Thanksgiving Turkey on Friday, November 19, 1982 at 3:00 p.m. The 1 3/4 mile run is open to all CNC students, faculty, and staff. The Women's and Men's categories are: 25 and under; 26-39; and 40 and over.

Also needed are people interested in helping me during the run. If you have any questions and/or are available to help, please contact Cherie Kautz at 599-7054 or leave your name and message at the Intramural Office in Ratcliffe Gym. Sign-up is either in the Gym or in the Campus Center at the Intramural Board.

-- Cherie Kautz
Intramural Office

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Menu for Week of November 15-19

Mon., Nov. 15:

Hamburger Steak
Scalloped Potatoes
Lima Beans \$2.15

Tues., Nov. 16

Roast Beef
Mashed Potatoes
Corn \$2.15

Wed., Nov. 17 "THANKSGIVING BUFFET"

Fresh Turkey
Sweet Potato Pudding
Green Beans
Dressing & Gravy
Apple Cobbler
Iced Tea \$3.00 (includes tax)

Thurs., Nov. 18:

Meat Loaf
Mashed Potatoes
Peas \$2.15

Fri., Nov. 19

Lasagna
Garlic Bread
Salad \$2.15

-- Cafeteria Manager

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Tidewater Solar Energy Association Meeting:

Tuesday, November 16, 7:30 p.m. at Hampton Institute's Turner Hall Auditorium on Cemetary Road. No charge. "Controlling Your Solar Energy System." Also a tour of HI's Solar Radiation Laboratory.

-- Agnes Braganza

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HH Club

The next meeting of the HH Club has been postponed from November 12 to November 19.

-- Tim Morgan

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Library Director Search Committee

Faculty members serving on the Search Committee for Library Director solicit the considerations and concerns of individual faculty members. Please submit your written comments by December 1st.

Douglas Gordon
Susan St. Onge
Wayne Schell

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Faculty/Staff Directory

Due to the 5% budget cut, there will be no "new" Faculty/Staff Directory this year. You will find in your mail boxes today, a directory update consisting of new listings and directory changes.

-- Paula Delo, Director
Public Relations

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CNC Faculty Invited to Hear Nicaraguan Ambassador

On Tuesday night, November 23rd, His Excellency Francisco Fiallos Navarro, Nicaraguan Ambassador to the United States, will address a dinner meeting of the World Affairs Council of Greater Hampton Roads. The meeting will be at the Coliseum Sheraton Inn-Motel in Hampton.

All interested CNC faculty are invited to both the 6:30 p.m. dinner and the program which will begin at about 8:00 p.m. For dinner reservations or additional details call Professor Jim Moore at 7092.

-- Jim Moore

FACULTY/STAFF NEWS

Douglas Gordon conducted an In-service Workshop in Expectations for College Composition for the Newport News Public Schools. Students Denise Ridley, Carlton Powell, Doug Stewart, Dee Woodward, Mike Krank, Christina Marshall and Amy Clark, from Basic Studies 020, English 101, and English 103 composition classes, made presentations.

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On November 4, Dr. Andrew Papageorge gave a speech at NASA before the Classification and Compensation Society, Hampton Roads Chapter entitled "What in the World is Theory "Z" Management?"

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Doris Reppen met on October 19th and October 28th with Denbigh High School students of German and of Spanish to explain the Language Placement Tests given at CNC and the importance of the study of foreign languages in college.

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Dr. Steve Sanderlin gave a presentation on and a reading of "The Miller's Tale" of Geoffrey Chaucer to the members of Sigma Tau Delta on Saturday night, November 6, at the Village Green Clubhouse.

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Floyd Zula attended the joint meeting of the D.C.-Md.-Va. Chapter and the Southeastern Chapter of the Art Libraries Society which was held in Chapel Hill, North Carolina, November 5-7, 1982.

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Elizabeth Daly made a presentation entitled "Advancing Institutional Excellence through

Administrative Skill-Building" at the annual meeting of the Northeast Region, National Association of Academic Affairs Administrators in Providence, Rhode Island.

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Priscilla Woodley, soprano, will be singing a recital on the faculty artist series on Sunday, November 21 at 7:30 p.m. in the Campus Center Theatre.

The program will include songs by Gustav Mahler, Claude Debussy, Gabriel Faure, Hector Berlioz, Maurice Ravel, Samuel Barber, John Duke, Aaron Copland and Robert Baksa and arias by Richard Wagner and Francesco Cilea.

Thank you.

-- Priscilla Woodley, F&P Arts

COMMITTEE INFORMATION & FACULTY BUSINESS

Faculty Advisory Committee Report

1. On October 29, the F.A.C. made the following recommendation to Dr. Summerville:

As requested in your memo of 9/9/82, the Faculty Advisory Committee is providing its recommendation relative to the organization of the present School of Liberal Arts, Sciences and Education.

Recommendation A:

The present organization of the School with a single Dean should be retained.

Rationale:

The alternative provides for an organization at the academic leadership level of the School which is parallel with that existing in the School of Business.

The College is committed to a liberal arts core as an integral part of producing well-educated professionals. This liberal arts core is under pressure from the enrollment variances, budget restrictions and expanding requirements from professional accrediting societies. It is prudent to preserve the structure which provides for a single voice to speak and act on behalf of this liberal arts core.

Recommendation B:

It is recommended that the Administrative Program Review Committee consider whether the dean needs additional support services, other than strictly clerical services, to perform the duties of his position as this position will be defined in any forthcoming job description.

Rationale:

The routine paperwork requirement on this office, and undoubtedly the office of the other dean, may have grown to the point where some of this needs to be delegated to a subordinate or to another appropriate office of the College.

Comment:

Should the recommendation to retain the position of dean be accepted, it is recommended that no change be instituted in the organizational model of this College without a thorough examination of the entire model. Any change in one area impacts on all levels of the College to varying degrees.

2. The F.A.C. prepared an information item for the Board of Visitors entitled, "The Professional Life of the Christopher Newport College Faculty Member." The text was included in the written agenda of the Board and stimulated positive comments from the Committee on Academic Affairs, the Board as a whole, and student representatives to the Board. The Vice Chairman of the Board, Mr. Stephen D. Halliday, suggested that this description be made available in future to new members of the Board. The text is printed here for your information.

The Professional Life of the Christopher Newport College Faculty Member

The style and elements of the work life associated with any occupation are most familiar and best described by the persons who pursue that vocation. This truism is particularly applicable when speaking of the traditional professions, of the law, medicine, ministry and education. The development of such a description by members of a given profession can be instructive not only to those outside that field of endeavor, but also for those within it. Several years ago the faculty members at Christopher Newport, along with all faculty members at all state-supported institutions of higher learning in Virginia, kept a time log of their professional activities. Whatever the motives of the legislature for mandating this survey, the exercise proved to be instructive for faculty members.

The Faculty Advisory Committee believes such a self analysis and description is of worth to the Faculty and may be instructive to those who serve the institution in different capacities such as members of the Board of Visitors. To those ends, this description was prepared and is included in the agenda as an item of information.

Since colleges and universities have different specific missions, the role of the typical faculty member varies from institution to institution. The mission objectives of C.N.C. and the characteristics of our student body cause the College to be primarily a teaching institution serving the diverse educational needs of a predominantly local and multi-aged constituency.

Each faculty member teaches the equivalent of twelve credit hours each semester. The actual number of hours of contact with students may well be more than twelve because of the formulas by which lab credits are computed. It is difficult to convey what this teaching commitment of twelve contact hours means. One might liken it to delivering twelve one-hour speeches each week or twelve hours of managing group dynamics, structuring laboratory experiences or providing experiential learning opportunities. In many ways, the professor is like an actor "psyching up" for twelve performances each week before a discerning audience which deserves a broad range of intellectual and pedagogical needs to be satisfied in each class.

Many faculty members teach an additional course during the regular semesters and summer session. This practice makes it possible for the College to offer students an additional course taught by a regular, full-time faculty member and allows the professor to augment a relatively low salary. The small size of the College and the broad diversity of areas of study available to students may cause the average professor to prepare and teach three different courses each semester for a total of six academic preparations or more each academic year.

The hours spent in the classroom are the culmination of a much longer preparation process which tends to be unseen by others. Initial course preparation involves intensive research, mastery of subject matter, organization of materials, structuring of the course, locating appropriate and not too expensive texts for students and formulating course assignments appropriate for the student and level of the course. This time of preparation tends to exceed by far the actual contact teaching hours and must be done during the semester or summer prior to the actual teaching of the course.

5.

A single course is never in an immutable state as each time the course is offered the professor attempts to improve it by incorporating the results of new research in the academic field and using different teaching methods and aids. Even lecture material or assigned readings which have been used previously must be diligently reviewed in order that the professor have command of the material and present it in a motivational and instructional manner. The goal is the constant improvement of the educational experience afforded to Christopher Newport College students.

Grading student assignments and tests, both to evaluate and to improve student work, is a vital part of every course. The distribution of grading chores throughout the semester varies according to discipline and course level. A professor might regularly spend five to eight hours each week grading regular quizzes or assignments or the grading in each of four courses might be concentrated in much longer periods of time three to four times each semester. For example, each theme in English 101 requires approximately ten minutes to grade in classes of thirty to thirty-five students in which a minimum of seven themes are assigned during the semester in addition to examinations. The grading is often followed up with individual student conferences.

Teaching is a direct person-to-person process. Particularly at CNC, the faculty is unusually student-oriented and gives much more time and attention to individual students than is the case at larger institutions. Faculty members are actively involved in both the academic and informal advising of students. Academic advising is a part of regular faculty responsibilities. This process includes making certain that the student understands and fulfills College and departmental requirements, designing individualized programs for each student, and taking a personal interest in his development. Faculty members have individual conferences with most advisees at least once each semester; these sessions average about twenty minutes but often extend to an hour. The number of advisees per faculty member varies and may range from ten to eighty per faculty member, the latter being the case in the School of Business and Economics.

The informal advising role of faculty members presents a great challenge. Our students are often among the first, if not the first, in the family to attend college. Students from families in which there is a tradition of attending college have a greater knowledge of what will be expected of them and are more prepared to fulfill those expectations both because of previous preparation and attitude. Many of our students need extensive guidance if they are to succeed. More of our students also need "someone to talk to" than at many other colleges. The absence of dormitory residence and the life of a community away from home often means that the faculty member is the only point of contact between the student and CNC. Whether he needs advice about potential majors and career choices, a sympathetic ear for problems regarding the situation at home or a sounding board on which to try out a great new idea he learned in a class, the CNC student is likely to turn to one of his professors. This requires the CNC faculty member to be sensitive to student needs, often putting aside grading or preparation activities when he senses that this particular student needs someone to talk to right now. Many faculty members regularly schedule conferences with their students regarding course assignments in order to maximize personal contact with students and to enhance their intellectual experience.

Along with teaching and advising, service on College committees is a regular part of faculty responsibilities. This responsibility includes the regular monthly faculty meetings, elected standing committees, appointed committees and ad hoc committees either elected or appointed to perform a limited assignment. It is not common for a faculty member to belong to three-four committees at any given time which constitutes a significant commitment of time.

In addition to being faculty members at CNC, each professor is a professional in his academic field who must actively participate in appropriate professional functions. Faculty members belong to professional organizations; attend professional meetings,

often at their own expense; and subscribe to and consume the research published in academic journals. These activities are vital to insure an intellectually alive faculty member who is current in his field.

Many faculty members are producers, as well as consumers, of research. This research activity results in the generation of new knowledge which may be shared with students in class or colleagues at professional meetings or through publication of the result of the research.

The public service role of the Faculty at Christopher Newport College is significant and varied. Many community, state and national agencies are well served by faculty members who deliver speeches, serve on advisory boards, and act as consultants to a broad spectrum of agencies. This public service role was detailed in an informational report published in the agenda of the Board of Visitors last spring.

Like the student body, the faculty members have varied interests and talents which compliment each other and cause the Faculty to make a wide range of contributions to research, and to the ever-widening community of Christopher Newport.

This opportunity to share our multi-faceted professional life style with you, the members of the Board of Visitors, is appreciated and we hope that some useful knowledge and insight have been provided.

3. Reports of Liaison Representatives to the Committees of the Board of Visitors

a. Committee on Development & College Relations - T. Bostick

Mrs. Delo reported that the College has received considerable free publicity from its association with other local groups in activities such as Plug-In Peninsula and Respect for Life Projects.

Coach Vaughan announced the new staff members in the athletic programs and successes in, among others, men's soccer and men and women's cross-country running.

Mr. Wood reported on alumni activities and on the progress of the current fund drive. At its conclusion (December 31, 1982), an itemized disbursement of funds from the Fund Drive will be reported. The Board members on this sub-committee indicated that it is the intention of the Board to designate a portion of the receipts from the annual drive for faculty salaries as soon as the amount of money collected would make such action meaningful.

b. Committee on Buildings & Grounds - P. Killam

Richard White, Capital Outlay Specialist reported as follows on the status of capital outlay projects: 1) The 400 meter track should be ready for use in spring semester. There are currently some problems to be resolved with sub-standard fence material, and a need to regrade and reseed the track infield and soccer field. 2) The Science building is expected to be completed in March 1983. The equipment list has been approved by the State Division of Engineering and Building. There are problems with the instructional support of the exterior brick veneer panels between the two floors. The college is currently seeking a resolution of these problems. 3) The Campus Center addition is on schedule with expected completion in September 1983. 4) The roof repair project will be bid within a month. 5) The North Parking Lot expansion should be ready for use by November 5. Lights are on order and will be installed when received. The lot will have a stone base surface for the time being. 6) Computer Center renovation will be bid sometime in December.

7) A security fence is to be installed on the north and northwest boundary of the college.

Dr. David Bankes presented a design for a Japanese Garden to be built in the small courtyard off the staff lounge of the Library. Dolly Sherman of the library cataloging department has been instrumental in promoting this project.

c. Committee on Student Affairs - B. Winter

Discussion focused on the preference of the students for two generations, rather than one, per year. Progress is being made in the effort to provide a health care program for C.N.C. students. The impact of the five percent budget reversion on the Office of Student Affairs was discussed. The Director of Admissions made a report on fall enrollment. C.N.C. had a significant increase, while several nearby colleges experienced short falls to their enrollment projection.

d. Committee on Financial Affairs - A. Papageorge

Agenda items included V.P. Eagle's report on the budget and expenditures to date, the 5% budget reversion, Budget Amendment Request 1983-84 and the proposed increase in tuition for out of state off-campus students.

The liaison representative pointed out the concern of the Faculty over the low level of annual raise in salary experienced this year, the loss of purchasing power of the Faculty over the past three years and the damage which the continuation of this trend could cause to the Faculty and the College.

e. Committee on Audit - B. Fellowes

Agenda items included a presentation by the State Internal Auditor, legal responsibilities and financial management functions of the Board and the functions of the Audit Committee.

f. Committee on Academic Affairs - J. Pugh & E. Daly

Discussion items included "The Professional Life of the Christopher Newport College Faculty Member, report, the Six Year Curricular Plan, Graduate Programs, Honors Program, Faculty Utilization and Departmental Enrollments, Curriculum/Program Review Committee, budget reductions, school reorganization, In Memoriam resolution to Bette V. Mosteller, progress on the College Handbook and personnel actions.

4. At the initiation of F.A.C., members of that committee and faculty liaison representatives attended the afternoon meeting of the Board of Visitors. This action is being taken to facilitate Faculty Board communication and will continue in the future.
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