



CHRISTOPHER
NEWPORT
COLLEGE

JANUARY 24th

#3 of 1986

THE CHRONICLE

1985-86 Academic Year

Monday
January 27th

Men's Basketball - (away) - Averett College - 7:30 pm

Women's Basketball - (away) - Averett College - 5:30 pm

Tuesday
January 28th

Wednesday
January 29th

Curriculum Committee - McMurrin Hall - 3:20 pm

Dean's Colloquia-Brauer Lecture - Noon - A105 - Dr. Algin B. King

Thursday
January 30th

Friday
January 31st

Men's Basketball - (away) - 7:30 pm - St. Andrews Presbyterian College

Women's Basketball - (away) - 5:30 pm - St. Andrews Presbyterian College

Saturday
February 1st

Men's Basketball - (away) -
2:00 pm - Methodist College

Women's Basketball - (away) -
4:00 pm - Methodist College

Sunday
February 2nd

OFFICIAL ANNOUNCEMENTS

February Meeting of the Instructional Faculty

The Instructional Faculty will meet at 3:00 p.m., Friday, February 14, 1986, in A-105. Committee chairmen and individual faculty members who wish to place items of business on the agenda for consideration must submit the substance of such items to this office no later than noon, Wednesday, February 5, 1986. It would be helpful to all concerned if all committee reports to be presented at this meeting were submitted for publication by this deadline as well. The agenda will be published in the Chronicle of February 7, 1986.

As is the case with all meetings of the Instructional Faculty, all other members of the academic community are welcome to attend as observers.

-- Vice President for Academic Affairs

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Legislative Roster

For the convenient reference of the academic community I have attached to this edition of the Chronicle rosters of the members of both the Virginia House of Delegates and the Senate of Virginia. The members of the Higher Education Subcommittee of the House Committee on Appropriations are identified by arrows to the left of their names. This is the body presently considering the Governor's recommended position reductions at Christopher Newport College for the 1986-1988 biennium. The subcommittee may report its own recommendations to its parent body sometime next week. It is therefore desirable that all who wish to communicate their views on this matter to the members of this subcommittee do so by telephone, telegram, letter, or personal visit at the earliest possible time. Each of these individuals has already been provided with a copy of Rector Halliday's letter to Secretary Finley and a copy of President Anderson's subcommittee presentation -- both reproduced elsewhere in this Chronicle.

-- Vice President for Academic Affairs

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BOARD OF VISITORS

The Board of Visitors will convene in Regular Session at 2:00p.m., January 29, 1986, in the Usry Board Room of the Campus Center. The Faculty Advisory Committee members will meet with the Board of Visitors in open discussion on goals and objectives from 1:00p.m. to 2:00p.m., in the Usry Board Room.

--Joanne Landis
Board Liaison

NEWS & GENERAL INFORMATION

Statistical Analyses of Individual Faculty USES Data

If you have ever entertained questions about the response of students on the USES survey--questions such as, "Do students vary in their responses as a function of the grades they believe they are going to get?" or, "Which questions on the survey are the most similar to others in terms of the responses they elicit from students?"--then you may want to take advantage of a special offer. Working cooperatively with the Computer Center staff, I will make available to each faculty member who requests it several analyses of past USES evaluation data which pertain to his or her courses. These include crosstabulations between overall performance ratings and all other questions on the survey, correlations among all the questions, and the extraction of factors or meaningful clusters of questions. Depending on the number of requests received, I will also meet with faculty members, either individually or in groups, to answer specific questions and help to interpret the statistical summaries generated. If you are interested, please contact me at extension 7392.

-- Dennis Ridley, Asst., VPAA

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Enhancements of Academic Computing in 1985

During 1985, several major enhancements in the area of academic computing have been made. These enhancements include:

- The PRIME 750 was upgraded in the PRIME 9955. The 9955's CPU runs at a relative speed of three times that of the PRIME 750. Main Memory has been increased to eight (8) megabytes. A total of 110 terminals are now connected to the PRIME 9955.
- A new 300-megabyte disk drive was purchased. This brings the on-line storage capacity of the PRIME 9955 to 900 megabytes.
- To accommodate remote access to the mainframe, the 300-baud dial-up modems have been replaced by eight 1200-baud modems. Faster throughput should be realized by dial-up users.
- Two major software packages have been purchased: LISP/PROLOG which is an artificial intelligence compiler and the Interactive Financial Planning System (IFPS) which allows on-line financial planning.
- Software consultants are now available to assist students and faculty from 8:00 AM to 10:00 PM every day.
- Ten additional workstations have been added in the terminal lab bringing the total terminals available in the lab to forty.
- A microcomputer lab has been installed in McMurran Hall, Room 115. This lab contains twenty-two Apple IIe microcomputers for student use.
- A new microcomputer lab containing thirty-three IBM-PC micros is now in the installation phase.

Should you have any questions about the hardware or if you need any assistance in using the software packages, please let us know.

-- Shahram Amiri, Director, Computer Center

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Dean's Colloquia-Brauer Lecture

A final reminder that on Wednesday, January 29, in A-105 Dr. Algin B. King, Brauer Professor of Business, will give his Brauer Lecture under the auspices of the Dean's Colloquia Series. Al's lecture is entitled "The Onset of the Third Industrial Revolution: A Changing Environment for American Business and Management Thinking" and will deal with changing business strategies mandated by a transitional world market.

If you have not made your reservations for the luncheon in Al's honor which will follow the lecture, please forward \$5 to me by Tuesday, January 28, at the latest.

Please make arrangements to attend this lecture and encourage your students to do likewise. Your encouragement and example are the surest guarantee of the continuation of this unique college-wide series.

-- Jim Morris, History Department
Chairman, Dean's Colloquia Committee

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NEH 1986 Institutes for College and University Faculty

The National Endowment for the Humanities Division of Education Programs has announced institutes for college and university faculty to be held during summer 1986. Participation is open to full-time college and university faculty. Stipends will cover the cost of travel, room, and board.

The institutes are:

Dartmouth Dante Institute
Dartmouth College
June 30-August 8

Historical Archaeology at Flowerdew
Hundred
Flowerdew Hundred, Prince George County, VA
July 2-August 2

Platonism & the Middle Ages
University of Notre Dame
July 21-August 15

Transatlantic Encounters:
The Cultural Contacts of
European and American
Civilizations, 1490-1700
Newberry Library
June 9-July 3

Theory of Knowledge
Univ. of Colorado, Boulder
June 16-August 8

Great Books of the Major Asian Traditions
Columbia University
June 2-July 11

Philosophy of Religion
Western Washington University
June 30-August 9

Archaeological History of Syra-
Palestine
University Museum
University of Pennsylvania
June 2-July 11

Workshop on Major Topics in Asian
Civilization
Columbia University
June 24-July 18

Religious Studies and Liberal
Education: Opportunities and
New Directions
University of Chicago
June 18-July 30

German Society: Its Sources and
Forms, 1450-1650
Folger Shakespeare Library
July 1-August 8

Perspectives on Montaigne and
His Time
Duke University
June 16-July 25

Linguistic Turn in Recent
Continental Philosophy
Purdue University
June 23-August 1

Technology of Historic
Architecture
Princeton University
July 28-August 22

Afro-American Religious History
Princeton University
June 22-July 18

Comparative Philosophy
University of Hawaii at Manoa
June 15-August 8

Early Printed Book
Newberry Library
June 23-August 2

Greek Tragedy in Translation
Dartmouth College
June 30-August 8

Metaphysics and the Modern World
Santa Clara University
June 25-August 5

Brazilian Civilization and
Portuguese Language
St. John's College
July 7-August 9

The application deadline for all institutes is March 1, 1986. For more information and application forms, please contact Wendell Barbour, Grants Coordinator at 7130 or Betty Smith at 7135.

-- Wendell Barbour, Grants Coordinator

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NEH 1986 Summer Seminars for College Teachers

Also available in the Grants Office is information concerning the National Endowment for the Humanities 1986 Summer Seminars for College Teachers program. These two-month sessions provide undergraduate college teachers an opportunity for advanced study in their own fields related to their interests. A stipend of \$3,000 will be awarded to help cover travel, research, and living expenses for the two-month tenure period. Please contact Betty Smith at 7135 for a list of the various 1986 seminars. The deadline for applications is March 1, 1986.

-- Wendell Barbour, Grants Coordinator

FACULTY/STAFF/STUDENT NEWS

On January 17, 1986, Jennilou Grotevant spoke to the Oyster Point Rotary Club on "Encouraging Reading in Children and Young Adults."

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Mary Daniel was a participant in the Fifty-Sixth Institute: "Introduction to Modern Archives," presented by the National Archives and Records Administration in cooperation with the Library of Congress. Included among the faculty were Frank G. Burke, Acting Archivist of the United States; Megan F. Desnoyers, Archivist at the John F. Kennedy Library; and David B. Gracey II,

Texas State Archivist. The Institute, which ran from January 6 to January 17, concentrated on archival techniques for individuals who work with records of public and private institutions, as well as those who work with personal papers. In addition to the lecture sessions, the participants were given comprehensive tours of the National Archives and the Manuscript Division of the Library of Congress. They also attended workshops which provided an introduction to preservation techniques and machine readable records.

COMMITTEE INFORMATION & FACULTY BUSINESS

Dean's Search Committee

The Committee has narrowed the applicant pool for this position to five. A description of each remaining candidate follows this announcement. At this point, we are setting up on-campus interviews with each individual. These will be held during the weeks of February 3, February 10 and February 17. As soon as exact times have been confirmed, a schedule of dates and events will be published. We especially hope that you will be able to attend the open forum that each candidate will participate in.

We will conclude our participation in the selection process by forwarding three names to Vice President Summerville on February 20, 1986.

-- Susan L. Casey, Chairman

"TOP 5"

- (1) Rowland G. Baughman
current position:- Associate Dean at Central Connecticut State University
past experience: - Chairman of the Business Division at Post College
- teaching career since 1971
- business experience with Bendix, Westinghouse, American Standard & Baltimore Gas & Electric
educational background:
- DBA, George Washington University
- MA, George Washington University, Personnel Administration
- BA, Western Maryland College, Economics
- (2) Donald C. Darnton
current position:- Chair of the Department of Business Administration at West Virginia State College, regional director of the Center for Education and Research with Industry, and state higher education coordinator of the Education for Economic Security Act (math and science education) for the West Virginia Board of Regents.
past experience: - President of Missouri Southern State College
- Interim President; Academic Vice President of Mansfield State College
- teaching career since 1959
educational experience:
- PhD, University of Michigan, Economics
- MA, University of Michigan, Economics
- AB, College of William and Mary, Economics
- (3) L. Aubrey Drewry, Jr.
current position:- The R. Hugh Daniel Professor of Business and Free Enterprise and Director, the Edward Lee Norton Center for Continuing Education in Business, Birmingham-Southern College
past experience: - Chairman, Division of Economics and Business Administration, Birmingham-Southern College.
- Dean, College of Business and Applied Science, Marshall University
- Dean, School of Business, Western Carolina University
- Teaching career since 1955
educational experience:
- PhD, University of Virginia
- MA, University of Virginia
- BS, Commerce, University of Virginia.

- (4) Richard L. Hunter
 current position:- Dean, School of Business and Economics, Christopher Newport College
 past experience: - teaching career since 1982
 - Business experience with Allied Chemical Company and Maida Development Company
 educational experience:
 - MBA, Investments and Banking, New York University
 - BA, Duke University
- (5) Terry L. Maris
 current position:- Assistant Dean, College of Business, Director, Community Business Assistance Center, and Director, Small Business Institute, Eastern Illinois University
 past experience: - teaching career since 1976
 educational experience:
 - PhD, Organizational Behavior, University of Nebraska
 - MBA, Management and Organizational Behavior, University of Nebraska
 - BGS, Psychology, University of Nebraska at Omaha.

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Faculty Development Grant

The Faculty Advisory Committee encourages interested faculty to apply for Faculty Development Grants during the spring and summer semesters of 1986. The grant application deadline is February 26, 1986. Application forms are available from the office of the VPAA. Completed applications should be sent directly to the school Deans.

Faculty Participation in Institutional Goals and Objectives

The Rector of the Board of Visitors has asked for faculty participations in the process of developing institutional goals and objectives. Please send your suggestions to the Chairman of the Faculty Advisory Committee by January 27. The FAC will be meeting with the Board on January 29th to pass along faculty views.

-- Douglas Gordon, Chairman, FAC

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Handbook Committee

The Handbook Committee is soliciting suggestions for changes to the 1986-87 edition of the College Handbook. Suggestions should be in writing, identify the section and page number(s) to be changed, and be stated in a form that could be directly incorporated into the text of the Handbook. Please send suggestions to Kathryn McCubbin, Gosnold 128.

-- Kathryn McCubbin, Chairman

CORRESPONDENCE SUBMITTED FOR PUBLICATION

January 22, 1985

MEMORANDUM

TO: FACULTY AND STAFF

FROM: RECTOR STEPHEN D. HALLIDAY SDH:jk

SUBJECT: Letter to The Honorable Donald J. Finley,
 Secretary of Education, January 18, 1986

I am enclosing a copy of the letter that was sent to Dr. Finley on the Board's position concerning the Budget Bill, House Document Number 1, for your information.

January 18, 1986

The Honorable Donald J. Finley
Secretary of Education
Post Office Box 1475
Richmond, Virginia 23212

Dear Secretary Finley:

Thank you for recently meeting with me and others from Christopher Newport College. You explained the rationale behind the Budget Bill (House Document Number 1) which among other items calls for a reduction of 32.5 positions with aggregate salaries of \$819,006 at CNC over a two year period. Certainly, the Board of Visitors understands the need to seriously consider cost savings and realizes that some cutbacks may be in order. However, in view of the severity and immediacy of the proposed reductions at CNC, an intensive review of the consequences of such reductions make it readily apparent that the reductions as proposed will result in irreparable damage to CNC.

You stated that the reductions are based on "guidelines" for positions developed by the State Council of Higher Education and are necessary to reduce CNC to the desired statewide goal of 93% of these guidelines. This sudden downward reversal changes the direction from formerly desirable goals (i.e., 100% guideline funding), and obliterates achieved gains hard won over the years. The 93% target would indicate that CNC, currently at 99.6% of guidelines, is the "richest" in terms of positions of the 15 public colleges and universities in the state, except for Virginia Military Institute and Virginia State University, which are exempt. This clearly is not the case as any determination external to the formula will reveal.

CNC has been and continues to be a low cost provider of education. For 1985-86, CNC was again funded by the state at the lowest General Fund appropriation (i.e., \$2,135) per full time equivalent student of any of those same 15 institutions. Thus, we are "richest" according to guidelines and "poorest" according to appropriation per student and real dollars. The net effect of the proposed budget is to require that "rich" schools such as CNC cut positions while "poor" schools such as the University of Virginia (i.e., 89.9% of guidelines but funded at \$4,266 per fulltime equivalent student) add positions. This seems to be similar to an inverse Robin Hood robbing from the poor to give to the wealthy.

To even further compound the problem for the College, the rigid adherence to formula driven guidelines can create a downward spiral for CNC or any similar institution. For example, if CNC reduced the 32.5 positions pro rata to existing personnel percentages, the result would be a total revenue loss of over \$1,200,000 and a total full time equivalent student loss of 322. This occurs because to save the positions and salaries (i.e. proposed position reductions) certain classes are not offered and, thus, the revenues and student credit hours are lost.

It must be noted that the death spiral continues in the next and subsequent years until either finality or flooring occurs. Thus,

in each successive year, decreasing enrollments require further personnel reductions at a 93% funding of the decreasing base because declining enrollments require further personnel reductions. At CNC the required reduction would be an additional 35 positions beyond the original 32.5. Further cuts are necessary the next year and so on. The result is either continually decreasing personnel or increasing the ratio of students per faculty.

The total operating budget at CNC is \$14,479,400 but the proposed cutbacks are only to the E & G personnel budget of \$7,927,300 or 55% of the total. You suggested that reliable tests are not available in non-personnel areas. However, a budgeting cutback which creates such severity in approximately half of the total budget but leaves the balance intact is subject to question. For example, a reduction in equipment, operating expenses and auxiliary enterprises, could not even count toward the required 32.5 positions or money reduction, because they are funded by the remaining 45% of the budget.

The problem is further compounded by the mix of faculty and students at CNC. We have by far the highest percentage of part time students and faculty of any of the 15 public colleges and universities. In fact, we are almost double the state average in both areas. However, we are expected to administer our students with the same guideline number of faculty and staff which is wholly insensitive to this reality.

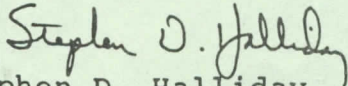
Reductions of this magnitude at CNC could result in substantial impairment or discontinuance of a number of necessary support services such as continuing education, counseling, and library. Furthermore, there would be greatly increased administrative costs in areas such as personnel, training, and legal that should be considered against the proposed savings. Because of the time deadlines of "due notice" requirements contractually obligated and humanely demanded, the flexibility of CNC in even administering such a reduction program as proposed is greatly hampered.

In summary, we would suggest that guidelines should be just that. They should be "guides" to the rendering of human judgment and not substitutes for the judgment itself. Formulas should be only utilized within ranges and with balance, sensitivity, and perspective. The successful attainment of a goal, if worthy, incorporates a reasonable process as well as a desirable end product. To that end, we would propose a level funding of CNC for the next biennium, until either other institutions are brought up to the desirable guidelines percentages - and we note that even under the program as proposed, George Mason University will not attain 93% within the biennium - or until CNC, through enrollment increases, is thereby reduced to a satisfactory level of funding.

Also we would suggest that the guidelines themselves should be re-examined as the basis for decision making in view of potential results discussed herein. Our plan is for system wide progress we can all support and be proud of. There are many alternatives to the proposed Budget Bill which can allow an orderly, competent and cost saving plan to be implemented. We look forward to

working with you to achieving the worthy goals you have for the Commonwealth.

Very truly yours,



Stephen D. Halliday
Rector

SDH:tb

cc: Senator Hunter B. Andrews
Senator William E. Fears
Senator Robert C. Scott
Delegate Mary Christian
Delegate Shirley Cooper
Delegate Alan A. Diamonstein
Delegate W. Henry Maxwell
Delegate Harvey B. Morgan
Delegate T. V. Morrison, Jr.
Delegate S. Wallace Stieffen
Board of Visitors
Dr. Gordon K. Davies, Director, SCHEV
Dr. John E. Anderson, President
* * * * *

Testimony Before the Higher Education Subcommittee of House Appropriations
By John E. Anderson, President, Christopher Newport College (1/20/86)

Mr. Chairman and Members of the Committee, we welcome this opportunity to provide you with some additional information and perhaps insights about the proposed budget as you deliberate its implications and consequences. We of course are most concerned about the severe adverse impact the budget cuts have on CNC, and will primarily address that issue. These cuts require the reduction of 32.5 positions by July 1987, with 20 of them to be made by July 1, 1986, which is 5 and 1/2 months away. In a school our size, these cuts pose a threat of major magnitude to the operation of the institution.

In addition, however, there are some curious results arising out of this new approach to Guideline funding, and we hope to pique your interest in further exploring those curiosities.

Finally, we will suggest a remedy which we believe will work to the best interests of both CNC and the Commonwealth.

Adverse Impact

CNC is a small non-dormitory school of some 4100 students with an FTE of 2797. About half are full time students with the remainder being older and part time. Some 76% work full or part time. There is, as you could imagine, a considerable night program, especially in the School of Business. Almost all, for one reason or another are tied to the community and cannot afford to go away to school. They are also first generation in college and consequently "education," if you will, their families at the dinner table and home as well. The mission of the College is teaching, public service, and research, with the heavy emphasis on teaching. As a result of being small with a personalized atmosphere, a position reduction of the magnitude proposed is staggering. It represents 11% of the work force, and would be felt in every segment of the College, since there are no economies of scale as are found in large institutions to offset this drastic a measure.

There are four sources from which the cuts would be made. They are:

1. Part time Faculty including summer school -- numbering 53

2. Classified Personnel -- numbering 101
3. Administration -- numbering 28
4. Full time Faculty -- numbering 111

This a total of 293 employees. This number is to be reduced to 261: twenty by July 1st of this year (five and 1/2 months away), and 12 more by July 1, 1986.

It has been suggested that current vacancies of some 8 positions, determined by statistics taken at the end of December 1985, and that normal attrition be used to accomplish this reduction. Well intentioned ideas, but for those who have had any operational experience, it is not sound managerially because it has no guiding intelligence. Thus, it is merely opportunistic, occurring in the wrong areas. Moreover, it will not accomplish the purpose of overall reduction, since it ignores the accompanying requirement of money loss as well as position elimination. Further, the unique collegiate committee system of reviewing prospective faculty credentials is greatly time consuming -- as it should be when the down the line result is a life-property entitlement called tenure, as are affirmative action requirements.

Without understanding these requirements of an academic setting, any one month "snapshot" of vacancies yields an erroneous impression, as is the case here. Thus the simple solution suggested will not work, leaving either the reduction of part time-summer school, or the discharge of currently employed personnel remaining as sources of the cut.

1. Turning to part time-summer school as the source, it becomes quickly obvious that a certain early-reached stage two things will happen, both bad. They are:
 - A. Part time and summer school positions create revenues beyond their direct costs. A part time instructor costs less by far to teach the same number of students than a full time person, and there are no fringe benefit costs either. To cut from this source merely compounds the money problem for the institution. Consequently, it is feasible to a limited degree only.
 - B. Reductions of personnel from this source also reduces the student enrollment significantly. This is especially true of a school with a large part time enrollment. CNC is such a school. As the enrollment is reduced, so is the basis for calculating funding for the next and subsequent years.

Thus, by reducing the enrollment, the base is reduced, requiring more reductions, which will result in further reduced enrollments and support etc.

It is a true death spiral and will happen to CNC just as sure as we are all here, unless intervention is obtained. We ask that the intervention be now, while preventive measures are at hand, rather than later when irreparable damage will have already occurred.

Consequently, this easily identifiable source from which to take positions is in truth the primrose path to destruction for the institution.

2. The next source is the Classified Personnel. This includes custodial as well as academic support personnel. In a small school, many functions are one-person operations. At CNC these include warehouse, public relations, budget office, print shop, internal auditor, capital outlay, and the management information function. In addition, there are two and three person operations, the removal of one of which persons renders them useless, and consequently entails the elimination of the entire function. Continuing education, counseling, and development/alumni relations are such functions at CNC. As a result, position reductions are restricted to academic secretaries, campus security, library, student services, business office (A reminder of the prompt payment act is worthy of note here) and custodial/maintenance. These are areas which are already understaffed according to both the Southern Association of Colleges and Schools Standards and the Comptroller of the Commonwealth. Position reduction in these areas will damage the ability of this college to conduct business, and notice is hereby given to that effect.

3. Administration. There are 28 Administrators at CNC. The deletion of all 28 -- a prospect not without its merits -- would not accomplish the reduction required. Since again by Southern Association Standards, a skeleton organizational structure is already in place at CNC, reductions from this source will be necessary, but will have the consequent of removing oversight and accountability from immediate to distant levels with the concomitant results of waste and inefficiency in its wake. In any case, no major savings are gained from this source.
4. Full time faculty. There 111 full time faculty at CNC, 72% of whom are tenured. They, for the most part, are in departments which have steady or slightly declining enrollments.

The remaining faculty are basically in developing programs, such as computer science and business, with increasing enrollments. It again becomes either a question of discharging tenured people, with the direct costs of litigation and the indirect costs of turmoil to be borne by both by the institution and the Commonwealth, or discharging untentured people in the areas of increasing enrollment with the attendant creation of the enrollment reduction death spiral earlier mentioned.

In summary, there is no easy road to the implementation of these proposed cuts. There is no avoiding the termination of loyal employees whose only transgression is that they have run afoul of a newly imposed application of a formula. Consequently, the drastic measures required to produce the proposed cuts will result in severe damage to the institution both in the near and long term. We cannot allow that to happen. We therefore ask for and beg for your assistance in providing relief.

Remedy

There are many remedies. The simplest is that since 100% of Guidelines is a goal, and since there are other "floored" or exempt institutions, it is proposed that all institutions above the 93% average be held at their respective levels until funds are available to bring the others up to parity, then march together as system to achieve 100% attainment. This moratorium on cuts will allow an orderly, competent, and consensually acceptable plan to be implemented. There are perhaps better solutions. If so, we humbly request that you bring them to bear in our behalf.

In addition to our serious situation, some curious things in general result from the proposed budget. The most curious, perhaps, is the redefining of "Have" and "Have Not" institutions. Schools such as CNC are placed in the position of being overfunded -- a "Have" institution, as it were.

It is stated that simple equity "requires" that this wealth be stripped and redistributed to the "Have Not" institutions, which include the University of Virginia and Virginia Tech. This approach under the guise of "treating everyone alike" is similar to taking two inches from both a person 6'6" and one 5'6". The first could still play basketball, the other would barely be able to see over the bench. Further, taking \$5000 from a person making \$20,000 a year and \$5000 from a person making \$65,000 a year is treating them both "alike," but not even an IRS agent would consider that to be treating them equitably. This is curious thinking indeed, and reminds one of the British Band during the surrender ceremonies at Yorktown in 1776 playing "Topsy Turvy" or "The World Turned Upside Down."

Or perhaps even more appropriately would be the vision of an Inverse Robin Hood role, played by the Commonwealth of Virginia, taking from the poor and giving to the rich. As Alice in Wonderland would say, "curiouser and curiouser."

Further in this vein of curious events in this proposed budget for higher education, is the reversal of the long standing goal of attaining 100% funding of SCHEV Guidelines. After considerable struggle and assistance from previous General Assemblies, many institutions are now exempted, floored, or close to this 100% goal. To take an institution such as CNC which is at 99+% of Guidelines and drive them down to 93% or lower, only to raise them back again at some subsequent point, is indeed curious. The destruction in the next 18 months

of gains achieved over many years makes little if any sense, and you are urged not to let this happen. Or, on a larger scale, perhaps it is decided that 93% is better than 100% and should be the new standard of parity. A few institutions on the strength of the availability of outside private donations and funds supporting their academic programs have achieved and will continue to achieve excellence at less than 100% funding from the Commonwealth.

The less affluent institutions will not be able to do so, thereby creating an imbalance in the quality of institutions within the Commonwealth's system of higher education that will be noticeable to the point of embarrassment.

Responsible stewardship demands understanding of this implication and a proper response to it. Moreover, if in 1986-88, 93% is better than 100%, then the prospect for 1988-90 is something else indeed, and best left to your own imaginations. Perhaps the final curiosity which shall be mentioned is the prospect of taking resources from the lowest cost provider of higher education in the Commonwealth as measured by appropriation per FTE student, and adding them to the highest cost providers. This has the net effect of not only driving up costs per student in the next biennium, but also establishes the increased base from which even more resources will be required to sustain or augment them in the future. Thus, high cost programs are rewarded, and low cost ones are penalized. Another curious effect.

These points are made to suggest that the methodology for funding higher education by internalized formula without the benefit of external structure and effects is fraught with inconsistency, counterproductivity, and the potential for disaster. Guidelines should be just that. They should be guides to the rendering of human judgment, and not a substitute for that judgment. Formulas should be utilized within ranges, and with balance, sensitivity, and perspective. The successful attainment of a goal, however worthy, incorporates a reasonable process as well as a desirable end product. We implore you to supply that vision and perspective which provides for both process and product. Thank you.

John E. Anderson, President
Christopher Newport College
January 20, 1986

VIRGINIA HOUSE OF DELEGATES

A. L. Philpott, Speaker (804) 786-6880
Joseph H. Holleman, Jr., Clerk (804) 786-8826

Legislative Information (804) 786-6530

Members elected on November 5, 1985 to serve a two-year term, beginning January 8, 1986 and ending January 13, 1988, subject to certification by the State Board of Elections on November 25, 1985.

(Mailing address for members during 1986 Session: House of Delegates, P. O. Box 406, Richmond, Virginia 23203)

HOUSE DISTRICT NAME	MAILING ADDRESS	TELEPHONES		
		Area Code	Business	Home
*59 ABBITT, WATKINS M., JR. (D)	P.O. Box 683, Appomattox 24522	(804)	352-5600	933-4308
54 ACKERMAN, ROBERT W. (D)	406 Amella Street, Fredericksburg 22401	(703)	373-5469	582-5048
15 AGEE, G. STEVEN (R)	P.O. Box 408, Salem 24153	(703)	774-1197	387-1545
58 ALLEN, GEORGE F. (R)	109 E. Jefferson Street, Charlottesville 22901	(804)	979-8131	973-3535
47 ALMAND, JAMES F. (D)	Suite 206, 2060 N. 14th Street, Arlington 22201	(703)	524-9700	533-9223
33 ANDREWS, ROBERT T. (R)	820 Turkey Run Road, McLean 22101	(703)	442-8838	356-4797
72 AXSELLE, RALPH L. (Bill), JR. (D)	5501 Staples Mill Road, Richmond 23228	(804)	262-1208	740-0536
74 BALL, ROBERT B., SR. (D)	P.O. Box 28056, Richmond 23228-0056	(804)	262-1861	266-0996
30 BEARD, GEORGE P., JR. (R)	P.O. Box 444, Culpeper 22701	(703)	825-4800	825-0580
68 BENEDETTI, JOSEPH B. (R)	P.O. Box 11168, Richmond 23230	(804)	359-0300	358-3394
100 BLOXOM, ROBERT S. (R)	Mappsville 23407	(804)	824-3456	685-4203
51 BRICKLEY, DAVID G. (D)	4804 Kellogg Drive, Woodbridge 22193	(703)	680-2750	590-3569
6 BROWN, JOHN C. (R)	401 Belleair Lane, Bristol 24201	(703)	669-2136	669-7488
*38 BYRNE, LESLIE L. (D)	P.O. Box 2612, Falls Church 22042	(703)	573-6996	534-4988
34 CALLAHAN, VINCENT F., JR. (R)	6220 Nelway Drive, P.O. Drawer 1173, McLean 22101	(703)	356-1925	356-6231
20 CALVERT, KENNETH E. (R)	753 Main Street, Danville 24541	(804)	793-9445	791-2448
*92 CHRISTIAN, MARY T. (I)	P.O. Box 1892, Hampton 23669	(804)	727-5429	723-2673
*27 CLINE, PAUL C. (D)	221 Dixie Avenue, Harrisonburg 22801	(703)	568-6344	434-8831
46 COHEN, BERNARD S. (D)	221 S. Alfred Street, Alexandria 22314	(703)	836-9000	370-3735
96 COOPER, SHIRLEY F. (D)	106 Old Dominion Road, Yorktown 23690	(804)	898-6994	898-6994
87 COPELAND, HOWARD E. (D)	6663 Stoney Point, South, Norfolk 23502	(804)	468-5000	588-6205
→ 75 COUNCILL, J. PAUL, JR. (D)	P.O. Box 119, Franklin 23851	(804)	562-4283	562-4283
14 CRANWELL, C. RICHARD (D)	P.O. Box 459, Vinton 24179	(703)	344-1905	344-8909
78 CREEKMORE, FREDERICK H. (D)	752 Cedar Road, P.O. Drawer B, Chesapeake 23320	(804)	547-9191	482-3892
22 CROUCH, JOSEPH P. (R)	10000 Timberlake Road, Lynchburg 24502	(804)	237-2525	237-2434
42 CUNNINGHAM, ROBERT K. (R)	7829 Greeley Boulevard, Springfield 22152	(703)	451-5470	451-5470
63 DeBOER, JAY W. (D)	16 E. Tabb Street, Petersburg 23803	(804)	861-4310	861-8896
→ 94 DIAMONSTEIN, ALAN A. (D)	P.O. Box 324, Newport News 23607	(804)	245-2836	599-3800
56 DICKINSON, V. EARL (D)	Route 2, Box 10, Mineral 23117	(703)	895-5214	894-4470
66 DICKS, JOHN G. (Chp), III (D)	P.O. Box 247, Chesterfield 23832	(804)	748-8171	748-4228
41 DILLARD, JAMES H., II (R)	4709 Briar Patch Lane, Fairfax 22032	(703)	938-6401	323-7354
12 DOBYNS, J. ROBERT (D)	P.O. Box 1228, Dublin 24084	(703)	674-6953	674-5139
70 EALEY, ROLAND D. (Duke) (D)	2 E. Clay Street, Richmond 23219-1330	(804)	648-5348	643-1436
9 FINNEY, WILLARD R. (D)	105 S. Main Street, Rocky Mount 24151	(703)	483-9488	483-9679
77 FOREHAND, V. THOMAS, JR. (D)	3924 Oak Drive, East, Chesapeake 23321	(804)	547-5101	484-2222
25 GIESEN, ARTHUR R. (Pete), JR. (R)	2048 Chase Avenue, Waynesboro 22980	(703)	949-0909	943-6975
76 GLASSCOCK, J. SAMUEL (D)	P.O. Box 1876, Suffolk 23434	(804)	539-3474	255-4429
37 GORDY, STEPHEN E. (R)	3708 Prado Place, Fairfax 22031	(703)	273-2573	273-2573
97 GRAYSON, GEORGE W. (D)	P.O. Box 1969, Williamsburg 23187	(804)	253-0553	253-2400
3 GREEN, WILLIAM F. (D)	P.O. Box 1478, Lebanon 24266	(703)	963-9012	889-2956
31 GUEST, RAYMOND R. (Andy), JR. (R)	27 S. Royal Avenue, Front Royal 22630	(703)	635-8822	635-5553
→ 69 HALL, FRANKLIN P. (D)	Suite One, 700 Building, Richmond 23219	(804)	644-4588	272-8724
26 HANGER, EMMETT W., JR. (R)	P.O. Box 2, Mt. Solon 22843	(703)	885-8925	828-3949
55 HARGROVE, FRANK D. (R)	Route 4, Box 305, Glen Allen 23060	(804)	798-6053	798-6443
→ 40 HARRIS, ROBERT E. (R)	4440 Glenn Rose Street, Fairfax 22032	(703)	553-8636	323-8312
21 HAWKINS, CHARLES R. (R)	Box 285, Chatham 24531	(804)	432-8222	432-9147
86 HEILIG, GEORGE H., JR. (D)	700 Newtown Road, Norfolk 23502	(804)	461-2500	423-8863

HOUSE
DISTRICT NAME

MAILING ADDRESS

TELEPHONES

Area
Code Business Home

7	JENNINGS, G. C. (D)	Royal Oak Building, P.O. Box 231, Marion 24354	(703)	783-5136	783-3277
23	JESTER, ROYSTON, III (R)	P.O. Box 1359, Lynchburg 24505	(804)	528-5858	384-2477
62	JONES, R. BEASLEY (D)	Route 1, Box 36, Dinwiddie 23841	(804)	469-3711	469-7548
43	KEATING, GLADYS B. (D)	5909 Parkridge Lane, Franconia 22310	(703)	971-3571	971-7421
8	LACY, CHARLES C. (Chuck) (D)	P.O. Box 220, Wytheville 24382	(703)	228-2144	228-5353
71	LAMBERT, BENJAMIN J., III (D)	904 N. First Street, Richmond 23219	(804)	643-3534	321-6885
64	MARKS, C. HARDAWAY (D)	P.O. Box 170, Hopewell 23860	(804)	458-0100	458-2959
48	MARSHALL, MARY A. (D)	2256 N. Wakefield Street, Arlington 22207	(703)	528-1710	528-1710
95	MAXWELL, W. HENRY (D)	900 Shore Drive, Newport News 23607	(804)	380-1779	380-1774
84	McCLANAN, GLENN B. (D)	425 S. Witchduck Road, Virginia Beach 23462	(804)	497-9451	340-8835
35	McDIARMID, DOROTHY S. (D)	390 Maple Avenue, East, Vienna 22180	(703)	938-2700	938-2394
4	McGLOTHLIN, DONALD A., SR. (D)	Box 909, Grundy 24614	(703)	935-2156	935-2287
44	MEDICO, FRANK (R)	1000 Emerald Drive, Alexandria 22308	(703)	780-3798	780-3798
*80	MELVIN, KENNETH R. (D)	601 Dinwiddie Street, Portsmouth 23704	(804)	397-1009	488-1416
28	MILLER, CLINTON (R)	P.O. Box 484, Woodstock 22664	(703)	459-2159	459-4412
89	MILLER, YVONNE B. (D)	7403 Oakmont Drive, Norfolk 23513	(804)	623-8702	853-1560
53	MONCURE, THOMAS M., JR. (R)	P.O. Box 82, Stafford 22554	(703)	659-3928	371-9515
79	MOORE, WILLIAM S., JR. (D)	P.O. Box 1513, Portsmouth 23705	(804)	399-2456	484-9429
98	MORGAN, HARVEY B. (R)	P.O. Box 949, Gloucester 23061	(804)	693-4750	693-3712
93	MORRISON, THEODORE V., JR. (D)	P.O. Box 1003, Newport News 23601	(804)	596-0316	596-6723
88	MOSS, THOMAS W., JR. (D)	1505 First Virginia Bank Tower, Norfolk 23510	(804)	623-5345	623-4900
13	MUNFORD, JOAN H. (D)	205 E. Eakin Street, Blacksburg 24060	(703)	953-1100	552-2491
99	MURPHY, W. TAYLOE, JR. (D)	Box 527, Warsaw 22572	(804)	333-4051	472-3094
83	O'BRIEN, J. W. (Billy), JR. (D)	Suite 107, 4661 Haygood Road, Virginia Beach 23455	(804)	464-5600	481-5964
61	PARKER, LEWIS W., JR. (D)	P.O. Box 120, South Hill 23970	(804)	447-3146	447-3797
50	PARRISH, HARRY J. (R)	8898 Bond Court, Manassas 22110-4327	(703)	368-3121	368-3539
11	PHILPOTT, A. L. (D)	P.O. Box 864, Bassett 24055	(703)	629-7032	629-5150
81	PICKETT, OWEN B. (D)	Tenth Floor, 1 Columbus Center, Virginia Beach 23462	(804)	490-6000	422-5474
36	PLUM, KENNETH R. (D)	1652 Parkcrest Circle, #101, Reston 22090	(703)	893-1090	435-1955
*82	PURKEY, HARRY R. (Bob) (R)	2352 Leeward Shore Drive, Virginia Beach 23451	(804)	446-4070	481-0724
19	PUTNEY, LACEY E. (I)	P.O. Box 127, Bedford 24523	(703)	586-0080	586-9300
1	QUILLEN, FORD C. (D)	Box 339, Gate City 24251	(703)	386-7023	386-6003
*10	REYNOLDS, W. ROSCOE (D)	P.O. Drawer 404, Martinsville 24114	(703)	632-9449	956-2643
2	ROBINSON, JAMES W. (D)	P.O. Box 187, Pound 24279	(703)	679-1191	796-4516
90	ROBINSON, WILLIAM P., JR. (D)	1612 First Virginia Bank Tower, Norfolk 23510	(804)	622-0803	588-4322
32	ROLLINS, KENNETH B. (R)	P.O. Box 803, Leesburg 22075	(703)	777-1191	777-4282
*52	ROLLISON, J. A. (Jack), III (R)	P.O. Box 441, Woodbridge 22194	(703)	494-1157	491-3430
67	SAUNDERS, N. LESLIE, JR. (D)	P.O. Box 35651, Richmond 23235	(804)	745-3350	275-6258
60	SLAYTON, FRANKLIN M. (D)	P.O. Box 446, South Boston 24592	(804)	572-4983	572-2245
29	SMITH, ALSON H., JR. (D)	P.O. Box 422, Winchester 22601	(703)	662-7200	662-7374
5	STAFFORD, C. JEFFERSON (R)	Pearisburg 24134	(703)	921-4042	921-3592
49	STAMBAUGH, WARREN G. (D)	Suite 323, 2425 Wilson Boulevard, Arlington 22201	(703)	276-8015	527-0824
91	STIEFFEN, S. WALLACE (D)	P.O. Box 4038, Hampton 23664	(804)	851-8981	851-8910
73	STOSCH, WALTER A. (R)	Suite 1700, 700 E. Main Street, Richmond 23219	(804)	649-0351	270-4001
85	TATA, ROBERT (R)	4536 Gleneagle Drive, Virginia Beach 23462	(804)	853-4577	499-2490
17	THOMAS, A. VICTOR (D)	3028 Lockridge Road, S.W., Roanoke 24014	(703)	342-4308	342-4308
45	VAN LANDINGHAM, MARIAN (D)	City Hall, 301 King Street, Alexandria 22314	(703)	549-2511	548-4318
57	VAN YAHRES, MITCHELL (D)	408 Altamont Circle, Charlottesville 22901	(804)	293-3134	293-6483
65	WATKINS, JOHN (R)	15001 Midlothian Turnpike, Midlothian 23113	(804)	794-5016	794-6930
39	WATTS, VIVIAN E. (D)	8717 Mary Lee Lane, Annandale 22003	(703)	978-2989	978-2989
24	WILKINS, S. VANCE, JR. (R)	Route 1, Amherst 24521	(804)	946-5584	946-2528
18	WILSON, WILLIAM T. (D)	228 N. Maple Avenue, Covington 24426	(703)	962-4986	747-2041
16	WOODRUM, CLIFTON A. (Chip) (D)	P.O. Box 1371, Roanoke 24007	(703)	345-0426	343-8784

* New member

SENATE OF VIRGINIA 1985 SESSION

SENATE DISTRICT NAME	MAILING ADDRESS	TELEPHONES		
		Area Code	Business	Home
18 ANDERSON, HOWARD P. (D)	P.O. Box 847, Halifax 24558	(804)	476-6310	476-6317
1 ANDREWS, HUNTER B. (D)	16 South King Street, P.O. Box 566, Hampton 23669	(804)	722-2581	722-7073
5 BABALAS, PETER K. (D)	700 Atlantic National Bank Bldg., 415 St. Paul's Blvd., Norfolk 23510	(804)	622-3100	622-3100
19 BARKER, W. ONICO (R)	2025 N. Main St., Danville 24540	(804)	792-7211	836-3385
38 BIRD, DANIEL W., JR. (D)	525 W. Main St., P.O. Box 628, Wytheville 24382	(703)	228-2106	228-2614
40 BUCHANAN, JOHN C. (D)	P.O. Box 1006, Wise 24293	(703)	328-6278	328-6278
8 CANADA, A. JOE, JR. (R)	1062 Laskin Road, Suite 12-A, Virginia Beach 23451	(804)	422-8833	428-7736
28 CHICHESTER, JOHN H. (R)	P. O. Box 904, Fredericksburg 22404	(703)	373-5600	373-4131
29 COLGAN, CHARLES J. (D)	P.O. Box 1650, Manassas 22110	(703)	361-1123	368-9647
4 CROSS, ELMO G., JR. (D)	1125 Hanover Green, Mechanicsville 23111	(804)	746-4621	746-2377
32 DUVAL, CLIVE L., 2d (D)	P.O. Box 749, Arlington 22216	(703)	525-4000	356-3011
22 EMICK, DUDLEY J., JR. (D)	P.O. Box 158, Fincastle 24090	(703)	992-2114	992-3302
3 FEARS, WILLIAM E. (D)	P.O. Box 210, Accomac 23301	(703)	473-2991	
36 GARTLAN, JOSEPH V., JR. (D)	1801 K St., N.W., Suite 1100, Washington, D.C. 20006	(804)	787-1560	787-1094
20 GOODE, VIRGIL H., JR. (D)	124 Orchard Ave., Rocky Mount 24151	(202)	822-5358	(703) 960-3044
16 GRAY, ELMON T. (D)	P.O. Box 85, Waverly 23890	(703)	483-9030	483-9030
7 HOLLAND, CLARENCE A. (D)	P. O. Box 5622, Virginia Beach 23455	(804)	834-2292	834-2385
31 HOLLAND, EDWARD M. (D)	2425 Wilson Blvd., Suite 345, P.O. Box 985, Arlington 22216	(804)	460-0915	464-5746
15 HOLLAND, RICHARD J. (D)	P.O. Box 285, Windsor 23487	(703)	528-4505	524-0138
17 HOUCK, R. EDWARD (D)	P. O. Box 7, Spotsylvania 22553	(804)	242-6111	242-4318
13 JOANNOU, JOHNNY S. (D)	P. O. Box 1064, Portsmouth 23705-1064	(703)	898-4445	786-2782
39 JONES, JAMES P. (D)	P.O. Box 2009, Bristol 24203	(804)	393-9393	399-8277
21 MACFARLANE, J. GRANGER (D)	P. O. Box 201, Roanoke 24002	(703)	466-4800	628-3272
37 MARYE, MADISON E. (D)	P.O. Box 37, Shawsville 24162	(703)	344-5531	343-8114
25 MICHIE, THOMAS J., JR. (D)	1900 N. Pantops Drive, Charlottesville 22901	(703)	268-2741	268-2741
26 MILLER, KEVIN G. (R)	417 Mountain View Drive, Harrisonburg 22801	(804)	977-3390	979-3244
30 MITCHELL, WILEY F., JR. (R)	511 Canterbury Lane, Alexandria 22314	(703)	568-6842	434-9758
24 NOLEN, FRANK W. (D)	P.O. Box 13, New Hope 24469	(202)	887-1765	(703) 370-1408
14 PARKER, WILLIAM T. (D)	241 Cedar Rd., Chesapeake 23320	(703)	249-5711	363-5642
12 PARKERSON, WILLIAM F., JR. (D)	Paxton Square Bldg., Suite 200, 3108 Parham Road, P.O. Box 29368, Richmond 23229	(703)	248-2481	
34 RUSSELL, JOHN W. (R)	3505 Cornell Road, Fairfax 22030	(804)	482-1600	547-3713
11 RUSSELL, ROBERT E. (R)	1219 Mall Drive, Bon Air 23235	(804)	747-9545	740-8923
35 SASLAW, RICHARD L. (D)	P. O. Box 1856, Springfield 22151	(703)	273-0145	273-0145
23 SCHEWEL, ELLIOT S. (D)	1031 Main St., Box 1600, Lynchburg 24505	(804)	794-9751	748-3292
2 SCOTT, ROBERT C. (D)	247 28th St., Suite 200, Newport News 23607	(703)	941-1292	978-3790
27 TRUBAN, WILLIAM A. (R)	P.O. Box 503, Woodstock 22664	(804)	845-2326	384-2772
33 WADDELL, CHARLES L. (D)	Route 2, Box 299-B, Sterling 22170	(804)	528-3000	
6 WALKER, STANLEY C. (D)	P. O. Box 3628, Norfolk 23514	(804)	380-1000	244-7819
9 WILDER, LAWRENCE DOUGLAS (D)	2509 E. Broad St., Richmond 23223	(703)	459-2930	459-5844
10 WILLEY, EDWARD E. (D)	P.O. Box 9138, Richmond 23227	(703)	430-2466	430-2591
		(804)	623-6245	461-5171
		(804)	643-8401	329-0000
		(804)	786-7733	264-8944

