

7.20

CNC Community CHRONICLE

No. 17 of 1974

Sunday
15 September



dies solis

Monday
16 September

11:00-1:00 I.D. Pictures
D.S.A. Office
Campus Center



dies lunae

Tuesday
17 September

9:15-11:00 Faculty Evaluation
Committee (CC 205)

10:30-12:00 Dean's Academic
Administrative Council.
Conference Room.

11:00-1:00 I.D. Pictures.
D.S.A. Office
Campus Center



dies martis

Wednesday
18 September

11:00-1:00 I.D. Pictures
D.S.A. Office.
Campus Center

2:00-4:00 Curriculum Committee
Location to be
Announced

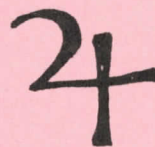


dies mercurii

Thursday
19 September

10:00-11:50 President's
Administrative
Council. Conference
Room.

11:00-1:00 I.D. Pictures
D.S.A. Office
Campus Center



dies jovis

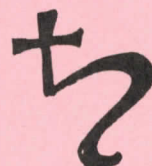
Friday
20 September

11:00-1:00
I.D. Pictures
D.S.A. Office
Campus Center



dies veneris

Saturday
20 September



dies saturni

ACADEMIC INTEREST

The faculty and staff of CNC are invited to attend a series of lectures in commemoration of the bicentennial of the American Revolution to be given in the Campus Center Theatre on Tuesday evenings beginning September 24th. The total cost for all the lectures, a supplementary reading text, and a published report of the symposium, is \$15.00 per person; or \$3.00 per individual lecture. Please make series reservations through the history department.

Program

- SEPTEMBER 24 "THE STAMP ACT CRISIS IN VIRGINIA REVISITED"
Thad W. Tate, Director, The Institute of Early American History
and Culture
- OCTOBER 1 "REVOLUTION IN VIRGINIA: RELIGION AND SECULARISM"
Rhys Isaac, Latrobe University (Australia)
- OCTOBER 8 "WOMEN DURING THE ERA OF THE AMERICAN REVOLUTION: THE HISTORIAN
AS SUFFRAGETTE"
James H. Hutson, The Library of Congress
- OCTOBER 15 "TWO COLONIAL CAPITOLS DURING THE REVOLUTION: WILLIAMSBURG AND
RICHMOND"
Parke Rouse, Jr., Director, Virginia Independence Bicentennial
Commission
- OCTOBER 22 "BRITISH OPINION OF THE AMERICAN REVOLUTION"
Theodora A. Bostick, Christopher Newport College
- OCTOBER 29 "NORFOLK'S REVOLUTIONARY EXPERIENCE"
Peter C. Stewart, Old Dominion University
- NOVEMBER 5 "REBELLION AGAINST THE REBELLION: THE FERVOR WEARS THIN"
William Parks, Christopher Newport College
- NOVEMBER 12 "THE ROLE OF SOCIAL CLASS IN THE REVOLUTION"
Timothy E. Morgan, Christopher Newport College
- NOVEMBER 19 "VIOLENCE AND THE AMERICAN REVOLUTION"
Richard Maxwell Brown, The College of William and Mary

All Lectures 8:00 P.M.--Campus Center Theatre

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Report of the Faculty Evaluation Committee to the CNC Faculty for the Academic Year 1973-74

I. FORMATION OF THE COMMITTEE

In the spring of 1973 the Faculty of CNC passed a motion that "the President appoint a committee to study and recommend professional standards and criteria for retention, promotion, tenure, and merit increase." In September, President Windsor appointed the following, representing the three Divisions as then constituted: Professors Joyce Sancetta (chairman), Lawrence Sacks and Harvey Williams. These three at once began long weekly meetings and in January, 1973 brought to the Faculty a report, hereinafter called the "Standards Document", which was accepted after much discussion and some amendment in March, 1973. This document provided for a Faculty Evaluation Committee of six members, two each from each professorial rank, who were elected at the May Faculty meeting.

This study was part of the whole picture of the time, nationally as well as locally; the necessity to deal with rapidly changing conditions from the 60's to the 70's in student enrollment, needs, and expectations; in faculty rights and responsibilities; and also with the particular pressures on CNC of a state demand for accountability.

Because of many other changes occurring at the College as well as the demand of the Self Study, the first year of the operation of the Faculty Evaluation Committee was especially difficult for all. This report to the faculty is an endeavor to summarize its actions, accomplishments and limitations, and its recommendations for the future.

II. Operation of FEC in 1973-74

A. Fall, 1973.

The elected FEC started meeting weekly at the start of the academic year 1973-74, having elected Professor JoAnne Squires, (3 year term), Chairman; Professor Swindlehurst, (2 year term), Secretary; who was in two months replaced by Professor Ronald Persky, (3 year term); other members being Professor Joyce Sancetta (1 year term), Professor Ruth Kernodle, (2 year term) and Professor Harvey Williams, (1 year term).

The first job faced by the Committee was to interpret its function, which was decided as being to operationalize the policies and practices set forth in the "Standards Document." This required reconciling both departmental autonomy and the rights of the individual faculty member to the extent possible with professional standards, consistency and fairness throughout the College. The FEC decided it was not its function to make individual judgments about any evaluatee.

One very important principle adopted was that all statements made in the departments' final summaries and attachments, should be accompanied by evidence provided in a written form so the FEC could see if such opinions were supported and necessary documentation was available for all grievances and other procedures. Such a principle was necessary in order to protect each individual's right to due process.

The FEC worked against great time pressure in order to make possible a decision by December 15 about those in the second year of a probationary appointment. Operating procedures and deadlines had to be set up immediately; therefore, interim procedures were circulated to all departments, containing due dates, a checklist for all actions and decisions, and a request for response as to the adequacy of this method of operation upon trial. The departments involved cooperated and some helpful suggestions were received.

B. Spring, 1974

After this first trial evaluation, the FEC revised and refined its methods in line with its experience and with suggestions from others.

1. The checklist was abandoned as unnecessary and cumbersome.
2. In its place, a dossier format was designed and circulated, with accompanying directions, indicating that when certain materials were used, they should be arranged in a specific order and referenced. Also, in the interest of efficient checking for consistency, the Committee prepared standard forms for statements of recommendation, summary statements to support these recommendations (to include references to documents in the dossier as evidence) with places whereon all those involved were to sign. Among the sheets included was also a form whereon an evaluatee could state his case for rectification of inequity with places for peer group members to sign indicating approval or disapproval.
3. More explicit statements were circulated to the Faculty clarifying ambiguous statements in the "Standards Document" concerning dissent with the majority statement. Two important problems surfaced which concerned protecting due process, 1) when a peer was reluctant to place a statement

in the written records and 2) when a peer or evaluatee wished to avoid a face-to-face confrontation. An entry was to be made in the summary statement that such adverse opinion existed, and the exploration and decision thereafter was to be handled by the Dean of Academic Affairs in conference with the faculty member having the adverse opinion and the evaluatee, separately and/or together, with others involved also being consulted by the Dean and all allegations transmitted to the evaluatee.

4. Another problem that was exposed as inadequately covered in the "Standards Document" was that of formation of peer group in one or two-member departments and for an evaluatee who had no one else in his department "of same rank and above", decisions were this year made as follows (but see recommendations for next year):

a. In the former case, a peer group was set up with the Associate Dean of Academic Affairs as chairman; one member chosen by the FEC from a list of three submitted by the evaluatee; one member chosen by the FEC from a list of three submitted by the other member of the department; the other member of the department; and in some cases, a member of the discipline from William and Mary.

b. In the second case, the FEC did not guide clearly and the practices by departments were not uniform. In some cases, the entire department, even those of lower rank, sat in the peer group; in another, a large department, smaller groups were formed; in one case the department voted to select peers in rank from other disciplines who had had experience with the work and person of the evaluatee but no person was in the peer group from the evaluatee's discipline.

III. Problems encountered.

The problems encountered in this first faculty evaluation by faculty could be ascribed largely to two factors.

A. The first was the lack of time necessary to do the large amount of work required, especially in those departments in which such records had not been kept and the chairman was accustomed to make such decisions. Many faculty members, including committee members, were very hard pressed by other demands and questioned the need for some of the paperwork. The second year around, perhaps these pressures will be alleviated and better practices adopted.

The FEC though meeting in the spring often for 15-20 hours a week, found it most difficult to handle problems and to be consistent in decisions under such pressures, and some of its memos were less than tactful and sometimes unclear. Furthermore, some faculty members submitted material long after the due dates. The policy had been established that two members would review each dossier; if any questions at all showed, other members also reviewed it. It is now thought that if more review time is available to the committee, the full committee should review each case involving a problem.

B. The other problems encountered concerned mainly inadequacies in the "Standards Document" itself, or in the FEC directives. Faculty members were helpful in assisting us to pinpoint these.

1. There was great variation in the quantity of material submitted, from pages of almost everything vaguely related and not organized, nor referenced, to very sketchy dossiers with significant omissions. There was also great variation in peer group procedures. Some

departments used oral examinations, with or without the evaluatee present; in other cases the peer group members seemed to have been operating quite separately with no consultation.

2. The summary statements also varied widely, some carefully and clearly composed and easy to check for documentation, others much less useful. It should be added here, however, that by far the majority of the material seemed most carefully chosen and arranged and every effort made to render easier the task of the FEC and of the Administration officers who were to make the final decisions.

3. The use or non-use of student evaluations was much discussed by the faculty, with practice varying. The intention of the FEC was not to legislate their use but merely to direct attention to a certain spot in the dossier where such data would be placed if they were used, as many departments preferred to do. The direction from the FEC was, however, unclear. The outcome of this problem is the formation by faculty vote of an ad hoc committee to study and report next year; this solution the FEC most heartily approves.

4. A smaller but troublesome problem involved rumors and innuendoes as to the role and actions of the FEC, lack of confidentiality, etc. The rumors were discussed and traced by the committee and proved not to be due to leaks from us. An arrangement has already been made with the Dean of Academic Affairs for a locked room and locked file for greater protection of documents in the future.

IV. FINAL SUMMARY

On the whole, the Committee thinks, and President Windsor affirmed his belief at the April faculty meeting, that for the first year of operation under such difficulties, both the Committee and the faculty at large performed well, though improvements are to be made. The fact that the Committee members, though from differing experiences and of widely differing opinions, worked harmoniously together, speaks to this point; so does the relatively small number of appeals, all of which were resolved within the college community.

A. On the positive side, the committee did endeavor to look out for the rights of each faculty member and to protect so far as was possible the rights of each department to interpret the procedures and criteria its own way. Almost all faculty members cooperated in meeting deadlines and in following directions. Particularly complicated cases were reviewed over and over. Careful records were kept of all recommendations, on green paper for the FEC files and gold paper for the Dean's files, and of all minutes and memoranda. A study was made of how departments varied in those cases in which the "Standards Document" allowed differing procedures.

It is worth mention that though the six members of the committee varied greatly in experience and point of view, discussions were always conducted in a spirit of goodwill and tolerance of the apportion and with a sense of great responsibility. Relations with the Dean of Academic Affairs, the Associate Dean, and the President were always cordial and mutually helpful.

B. On the negative side, the following problems remain to be dealt with by the Committee this year, in many cases requiring the "Standards Document" to be amended by faculty vote after discussion:

1. The matter of student evaluations has already been mentioned as under study by an appointed faculty ad hoc committee and a college-wide policy is to be voted.

2. The definition of "merit increase" and procedures for determining its award needs to be debated and defined. (This year standards differed widely by departments and in the end none were granted by administration decision.)

3. The composition of peer groups for (a) one and two-member departments, (b) departments so large that all members "of same rank and above" do not wish to serve on all peer groups, (c) evaluatee is uniquely of the highest rank in the department, needs to be further defined. The inclusion of persons in the peer group from other disciplines who know the evaluatee through committee work or in some other role, or a systematic means of getting the opinions of such, should be studied and determined.

Every member of the college community should remain alert to the effects upon the evaluatee and the department of having peers evaluate peers. If professional rapport is endangered or unnecessary tensions aroused, action should be taken to alleviate these situations.

4. The question whether the faculty members with administrative duties should be evaluated for such, and if so, how, needs clarification.

5. The FEC has been instructed by the faculty to study whether and how credit should be given for adjunct or part-time teaching or non-teaching professional activities.

6. Further clarification is needed for when tenure can be first considered. (The President has already adopted the practice recommended by the "Standards Document" of stating in the initial contract what if any credit for promotion and tenure are to be given for service at other institutions.)

7. The determination of what constitutes "equivalent excellence" in the statements of the requirements for promotion to Associate and Full Professor needs further clarification in the "Standards Document."

8. The FEC has been directed to study what exceptions, if any, and under what circumstances, can be made to the stated requirements for each rank, (e.g., the number of years in rank before promotion from Assistant Professor to Associate), and to bring recommendations to the faculty.

9. Some contracts were changed during the summer session which were not reviewed by the Committee or subjected to the formal appeal process. More explicit procedures will be developed for this time period.

C. As already stated, the Committee will try in every possible way to reduce unprofitable work and make the process more responsive to human capacities and needs. It is expected, of course, that in a year or less strains, the usual harmonious faculty relations, and faculty-administration relations, will prevail.

D. Not every institution of higher learning has attempted to insure a democratic process in arriving at critical decisions concerning the status and pay of faculty members. The President and Dean of Academic Affairs should be highly commended for encouraging and assisting in the development of such a program at Christopher Newport College.

Designing and implementing our evaluation program demanded hours of time, careful thought, and great maturity from each faculty member and the faculty should be commended for their efforts.

The Committee wishes to express their appreciation to those members of the secretarial staff who devoted a great deal of time and effort during the evaluation process and in the preparation of these reports.

DATES FOR YOUR DIARY

CHRISTOPHER NEWPORT COLLEGE
ARTISTS IN CONCERT SERIES
CAMPUS CENTER THEATRE

Eugene List, October 2, 1974 - 8:00 P.M.
Olivia Stapp - November 6, 1974 - 8:00 P.M.

For Ticket Information and Reservations Call 596-7611, Ext. 274 or 278.

NOTICES

A number of faculty members have contributed their dollar to support the CNC representative to the Virginia Faculty Senate. If you have not already done so, please leave your contribution with Mrs. Casey in the Dean's office.

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I.D. pictures will be taken each day (September 16 through September 20) from 11 A.M. to 1 P.M. in D.S.A. office, Campus Center.

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The Faculty Evaluation Committee has scheduled its meetings for every Tuesday 9:15-11 in 205 Campus Center.

The Faculty Evaluation Committee met on September 9 to elect its 1974-75 officers. The results of that election:

Chairman: JoAnne Squires
Vice Chairman: Al Millar
Secretary: Ron Persky.

* * * *

The Curriculum Committee will have its first meeting on September 18, 1974 from 2-4 P.M. and will meet thereafter the first and third Wednesday of each month at the same time. The location of the meeting will be announced later.

On the agenda for the September 18 meeting will be the discussion of the proposed ML205, ML206, Sociology 210, and Sociology 461 courses. Professors Scheiderer, St. Onge, and Kernodle have been invited to attend.

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Offer of Assistance:

Students in Introduction to the Theatre are ready to work for you if you have any needs related to drama or theatre. Can we prepare scenes for any of your classes? Students can work from a script or they can improvise. (Our first project was the making of a film for the Ethics and Politics project.) If you have needs, please contact Rita Hubbard, CC142, Ext. 322.

FACULTY NEWS

The Peyton Randolph Lecturers were announced on Tuesday by Thomas F. Mainor, Chairman of the Selection Committee. The twenty Lecturers are:

Carl Abbott	ODU
Curtis Brooks	ODU
William Butts	Norfolk State
Lee Doerries	CNC
Robert Durel	CNC
Martin Farrell	Hampton Institute
Stan Fedyszyn	CNC
John Handy	Hampton Institute
Richard Lapchick	Virginia Wesleyan
Irvin Levinstein	ODU
Patrick Lewis	Hampton Institute
Donn Lipscomb	Virginia Wesleyan
Manindra Mohapatra	ODU
Ruth Mulliken	CNC
Jack Nickson	ODU
William Parks	CNC
Margaret & Patrick Rollins	ODU
Barbara Whitehead	Hampton Institute
Harvey Williams	CNC
Spencer Wise	CNC.

Sixty faculty members applied for the Lectureships, according to Mr. Mainor. The twenty winners will gather at Bacon's Castle on September 20th for the Peyton Randolph Symposium on Ethics and Politics, to be led by Dr. John Turnbull of St. John's Church in Washington, D.C., and Dr. David Little of the University of Virginia.

* * * *

President Windsor, Dean Musial, and Mrs. Linda Becker attended a conference in Richmond on Wednesday, September 11, sponsored by the State Council on Higher Education and the Virginia Public Telecommunications Council. The purpose of the meeting was to encourage colleges and universities to develop master plans for the development of all electronic instructional support systems (computer terminals, learning carrels, audio-visual equipment, etc.). Any faculty members who would be interested in participating in the development of a CNC master plan should leave their name with Dean Musial.

* * * *

President Windsor has asked me to be liaison faculty member for the Danforth Fellowships. These are grants for those in their last year of undergraduate study or in the first year thereafter, who need financial aid for graduate work looking to college teaching. The stipends are large and the fellowships prestigious; it is an honor to CNC to be asked to participate even if one of our nominees is not chosen.

Since a candidate must take the Graduate Record Examinations in October, anyone you know who you think promising should be asked to contact me as soon as possible for further information. I should also be glad of volunteers to assist me in screening such applicants as there may be.

Dr. Joyce K. Sancetta
Newport Hall 208

