

Library
Archives

CNC CHRONICLE

1982-83

#19 of 1983
June 10

MON.

JUNE 13

9:00 - President/Vice President

TUE.

JUNE 14

WED.

JUNE 15

THU.

JUNE 16

FRI.

JUNE 17

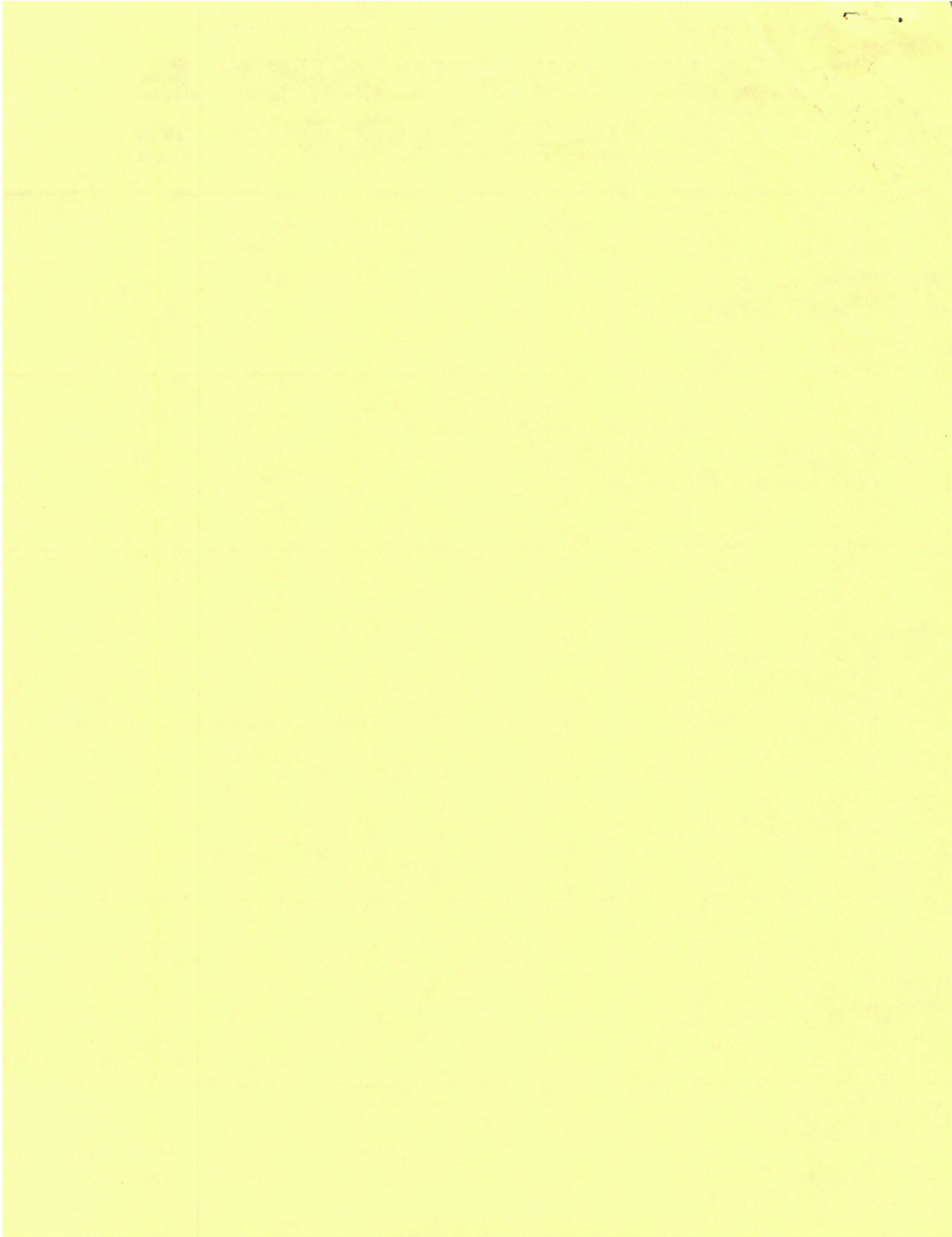
SAT.

JUNE 17

SUN.

JUNE 19

Published weekly by the
Vice President for
Academic Affairs



OFFICIAL ANNOUNCEMENTS

College Handbook

The Executive Committee of the Board of Visitors met on the evening of Monday, June 6, 1983, to prepare a draft of the "Board Policies" section of the College Handbook for consideration by the full Board at its June meeting. A working draft was produced and will be reviewed by a consultant and legal counsel. The full Board will consider this draft, with suggestions by counsel, as an agenda item at its meeting of June 23, 1983.

-- President Anderson

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1983-1984 Contracts

The College will make formal offers of contractual employment to its intended 1983-1984 instructional faculty and T&R administrators during the week of June 27, 1983.

-- Vice President for Academic Affairs

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Summer School Faculty in the School of Liberal Arts, Sciences, and Education

Payroll Authorization is being processed for summer school pay. If a signed contract is not on file, you cannot be processed on the summer payroll. Please check and be sure that you have turned in your contract(s). Paydates are as follows:

A Session	1 installment 7/16/83
B Session	1 installment 8/16/83
C Session	2 installments: 7/16/83 & 8/16/83

-- Robert J. Durel, Acting Dean
School of Liberal Arts, Sciences,
& Education

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Media Department Summer Hours (May 27 - August 19, 1983):

Monday	8am - 6pm	Wednesday	8am - 6pm
Tuesday	8am - 6pm	Thursday	8am - 6pm
		Friday	8am - 4:45 pm

No service on Saturdays or Sundays

Department will be closed: Independence Day, Monday, July 4.

-- Assistant Library Director for
Media

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School of Liberal Arts, Sciences, and Education Summer School Registration - June 13 & July 19

Designated advisers for the summer session should plan to be in Room A105 (Administration Building) for advising purposes. If you have any question, please consult my office or the Office of the Registrar.

Robert J. Durel, Acting Dean, School
of Liberal Arts, Sciences, & Education

COMMITTEE INFORMATION & FACULTY BUSINESS

Curriculum Committee - Minutes, May 5, 1983

Present: Professors Hammer(chair), Jenkins, Mathews, Morgan, Olson

Absent: Professors R. Hubbard, Maniyar and student M. Shires

1. A joint meeting of the Curriculum Task Force and the Curriculum Committee will be held on Thursday, May 12 at 2:30 in the CC Board Room. T. Morgan has outline of their proposal for review.
2. Approval of April 14 and 21 minutes on a motion by Morgan, second Jenkins.
3. The Chair announced that the Computer Science, Education and Leisure Studies courses we recommended, along with the Pass/Fail issue, and the Business School's replacement of Computer Science 220 by 210 (also allowing 295 for the coming semester) for the required Distribution will be brought to the Faculty at the May meeting. T. Morgan will substitute for Hammer.
4. The Chair noted that guidelines on this committee's work with the Degree's Committee are needed. A procedure for cross-reference and coordination would be desirable and should be developed next year.
5. Dr. J. Paul from Degrees Committee brought recommendations for the ROTC proposal and discussed this issue with the committee. On a motion by Olson, second by Jenkins, the committee voted to recommend to the Faculty the approval of the Military Science lecture courses at (2-2-0) and the Military Science Lab courses at (1-0-1). At the same time, the number of Military Science credits that may count toward graduation will be limited to 14 credits.
6. A curriculum committee sub-committee (Olson & Jenkins) reported that they are still seeking input on how to improve the 19 points regarding criteria for new course proposals. The sub-committee is also looking at criteria for evaluating ongoing programs.
7. Adjournment by acclamation.

Respectfully submitted,

Cheryl M. Mathews
Secretary, Curriculum Committee

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Faculty Input Group - College Handbook

The ad hoc committee designated by the Board of Visitors to supply input relative to the College Handbook forwarded fifteen copies of an eighteen-page document to President Anderson and the Board of Visitors on Wednesday, May 25. Five copies of this input have been placed on "overnight reserve" in Smith Library for review. Should anyone wish a copy which may be kept for three days, one is available in W-226 from Mrs. Price, the secretary in the Education Department.

In response to the "Public Notice of Meeting" memorandum issued on Friday, June 3, J. Pugh and E. Daly, two members of the Faculty Input Group on the College Handbook attended the meeting of the Executive Committee of the Board of Visitors on Monday, June 6 at 7 p.m. Several other members of the Faculty also attended.

An eight page draft copy, revised 5/18/83, of the College Handbook Introduction and Policies of the Board of Visitors of Christopher Newport College was the basis for discussion.

Major provisions agreed to by this group which will be included in a revised copy to be presented to the full Board of Visitors for action on June 23 are as follows:

1. The structure for the Handbook will be:
 - A) By-Laws

- B) policies
- C) regulations
- D) information

2. The By-Laws of the Board will be reviewed by the Board By-Laws Committee composed of Mrs. D. Hudgins, Mr. R. Halliday and Mr. H. Brauer. Amendments to the By-Laws will be recommended and acted upon by the Board of Visitors according to the provisions of the present By-Laws.
3. The provisions for "an emergency reduction" and "the declaration of a financial exigency" will be made more precise as to the nature of the impact and the vote of the Board necessary for these two extraordinary situations to come into being.
4. The stipulation, "the President may establish minimum levels of productivity for the curricular programs of the College, and may discontinue those programs not meeting these levels," was removed.
5. The stipulation, "Those employees of the College who have been awarded academic rank by the Board shall be the Faculty of the College," was removed. The significant implications inherent in such a blanket definition of Faculty will be discussed in the future.
6. The statement relative to teaching load of 15 hours will be qualified in a fashion similar to the provisions in the pink and green pages in recognition of the three-hours earned by faculty members because of their responsibilities relative to advising, registration, service to their academic departments, committee and other College-related service, public service, and professional development.
7. The "Hearing" provisions will be amended to include the concept of the Board hearing upon its own discretion written appeals other than the denial of promotion or tenure. The terms "bad faith and illegal discrimination" will be evaluated for propriety.

Assurance was given that the input given by the four-member faculty group" would be considered in the deliberative process of the By-Laws Committee and Board of Visitors.

The meeting adjourned at 11:30 p.m. It is noted that the Daily Press report was based on the presence of the reporter for less than the full duration of the meeting.

Assurance was given by President Anderson that the revised copy of this section which will be acted upon by the Board on June 23 will be reviewed prior to that time by the Office of the Attorney General.

A copy of the draft document dated 5/18/83 which was discussed by the members of the Board of Visitors is on reserve in the Library titled Draft - Board of Visitors Policies (5/18/83).

*Professors Daly, Miller, Papageorge and Pugh

E. Daly

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Report to the President
Reduction in Force Committee
May 20, 1983

The Reduction in Force Committee believes that the substance of this report should be read in the context of the financial position of Christopher Newport College. During slightly more than two decades of existence, CNC has provided

quality education at low cost both to the Commonwealth and to the individual student. The 5% reversion, ordered by Governor Robb in July, 1982, and continued by the General Assembly for the 1983-84 academic year, has created serious budgetary conditions.

The Committee believes that the past frugality of the College deserves notice and support. CNC receives the smallest financial support per full-time equivalent (FTE) student (\$1,910 in 1982-83) of any senior college in the state. The statewide average funding per FTE is \$2,720. The FTE funding of schools with comparable missions and student populations is as follows: Clinch Valley College, \$2,971; Mary Washington College, \$2,362; Longwood College, \$2,206. The funding for 1983-84 continues the same pattern. While the statewide average will be \$4,057 per FTE student, CNC will receive \$2,687; Clinch Valley, \$4,114; Mary Washington College, \$3,265; and Longwood College, \$2,964. These figures typify CNC's financial position throughout its history.

Students at CNC pay a significantly higher percentage of the total cost of their education than do students at comparable colleges, indeed higher than at all but one other state college. While the statewide average was 17% in 1979-80 (the most recent year for which there are data), students at Clinch Valley (where a significant portion are from out-of-state) paid 16%, students at Mary Washington 20.5%, and at Longwood 19%. CNC students paid 25.11%.

In addition, CNC has made restrained use of full-time faculty; in Fall 1982, for example, 108 positions were filled by full-time faculty and approximately thirty (30) by others; in Spring 1983, 109 positions were filled by full-time faculty and approximately thirty (30) by others. CNC's percentage of full-time faculty to all faculty positions is 80%, attesting to a careful stewardship of funds.

Finally, the College has sustained a five-year annual growth rate in enrollment of 3% while enduring stable and, more recently, decreasing budgets. (If inflation is considered, all recent budgets have represented decreases over the years immediately previous.) The most recent Status Report of the Dean of Admissions, as well as projections by the VPAA, indicate that such growth in enrollment will continue.

Despite a history of careful budgeting, CNC was directed by the Secretary of Education in January, 1983, to plan for additional budget reversions of 5, 10, or 15% of its state allocations. Such a reversion would reduce an already frugal budget. These reductions threaten the academic programs and crucial auxiliary services like the admissions office and the library. Indeed, the College's frugality should be hailed as a model of academic management. Moreover, the Reduction in Force Committee believes that there should be stronger advocacy of Christopher Newport College and its importance to the academic and economic life of the Peninsula.

The first task of the committee was to address the question: If there were a 5% reversion, would there be sufficient funding available for all existing faculty positions? We found that, while such a reversion would seriously affect the College and its programs, it need not cause the reduction of any college positions. We suggest how the monies for such a reversion could be taken from various parts of the College in two distinct plans. The first plan evolved from President Anderson's memo of May 12, in which he directs to the committee to describe how \$175,000 (5% of the VPAA budget) could be acquired from the Tentative Budget--Academic Affairs--Fiscal Year 1984. The second plan was developed by the committee to distribute the 5% reversion over all of the college budgets.

The first suggested plan is based on the premise that the VPAA would revert \$175,000 from his tentative budget for FY84 (CF. Appendix K). The following recom-

recommendations revert this amount without reducing either the Salaries and Fringes T&R and Class or Wages and Fringes T&R categories under instruction in the VPAA's budget.

1. Return to an administrative structure with one dean.

The FY84 budget allocates \$135,000 in salaries and fringes for the three deans. If the college returns to having a single dean, it could allow \$45,000 under Salaries and Fringes for the dean, and \$67,500 for the two deans who would return to the teaching faculty plus funds for faculty support of the dean's office, perhaps, through division directors.

Cost Avoidance \$22,500

2. Revert \$52,000 from the Library's non-personal services allocation.

With this recommendation, we also recommend that the Board assign \$52,000 of the Development Fund to the Library for the services affected by the \$52,000 reverted through the VPAA's budget.

Cost Avoidance (to E&G* budget) \$52,000

3. Eliminate the non-personal services allocations for the deans and the VPAA. The money spent in these categories is beneficial to the College, but we feel maintaining faculty positions and/or salaries is more important.

Cost Avoidance \$47,000

4. Revert \$53,500 from the Wages and Fringes, Other and Non-Personal Services categories. This money should be taken from the L&NS, SS&PS, B&E, Off-Campus, Service, Pub. Svce., Dir-Cont. Ed., VPAA, and Media administrative areas. The amount from each area is to be decided by the VPAA. We recommend that all convention travel be eliminated and a freeze placed on buying any new equipment with money from these two categories.

Cost Avoidance \$53,500

Recommendations 2, 3, and 4 above will have a serious effect on the functions of the College. They should be considered only if a 5% reversion were called and the President were to order a \$175,000 reduction from Tentative Budget--Academic Affairs--Fiscal Year 1984. However, these recommendations should be followed before eliminating or reducing any of the other items in the VPAA's tentative FY84 budget.

* Education and General Programs Budget.

The second suggested plan aims at distributing a hypothetical 5% reversion of funds among the various divisions of the college while preserving the total number of college positions. The plan is based upon the adjusted 1982-83 allocation from the Annual Operating Plan Status Report, Biennium 1982-84 (the most complete budget we had). This budget is divided between personal and non-personal services:

\$6,226,030	Personal Services
1,361,855	Non-Personal Services
\$7,587,885	Total E&G Budget

According to the VPFA, the hypothetical 5% reversion is to be made upon 69% of the total budget or \$261,782. Additional sources of annual revenue are

\$1,500,000	Auxiliary Enterprises
	(Fact Book, 1982-83)
150,000	Development Office
	(submitted by Director of Development)

We suggest that the cuts be apportioned among the budgets as follows:

1. An estimated \$500,000 of the non-personal services in the E&G budget are fixed costs. Five percent of the remainder is \$43,100, which should be distributed with the following limits:

not more than:	18,000 from non-personal services for VPAA budget
	6,000 from VPSA budget
	13,100 from ADP (Automated Data Processing)
	5,000 from VPFA budget

Cost Avoidance \$43,100

- *2. Five percent from the annual auxiliary enterprises budget could be obtained by eliminating the President's Discretionary Fund (\$25,000) and by reducing support for athletic and student activities with low participation:

Cost Avoidance \$60,900

- *3. Divert five percent of the annual income from the Development Office to E&G activities:

Cost Avoidance \$ 7,500

4. Contracting Security services:

Cost Avoidance \$40,000

5. Contracting maintenance services:

Cost Avoidance \$60,000

6. Transfer of 75% of VPSA salary to Auxiliary Services:

Cost Avoidance (to E&G budget) \$36,000

* It should be noted that there is some question as to the propriety of using student fees and development funds to defray expenses against the assessments against the E&G budget. There is no strict prohibition against this, but since the funds were accumulated for different purposes, careful justification must accompany any transfer of funds. The committee thinks now that justification for this transfer exists.

7. Return to an administrative structure of one dean:

Cost Avoidance \$22,500

The steps described above result in cost avoidance of more than \$261,000.

We think that the following steps merit further consideration:

1. Increase or initiate fees for special student services.
2. Contract the work of the Placement Center.

3. Request a Special Appropriation from the General Assembly.

In the charge of May 10, 1983, President Anderson asked, "are there bases in addition to enrollment patterns which ought to be considered" if faculty positions were reduced? In addition, he requested that such criteria be identified and justified.

The decision to restrict or eliminate the level of faculty support in an on-going, functioning academic program is a grave step for the institution, the department, and the faculty member. In order to justify the discontinuance of a program, the College must know that its educational mission will be enhanced by the elimination. Particular care must be taken before eliminating or reducing one program to enlarge another.

The criteria (in addition to enrollment patterns) for deciding to establish, continue, expand, restrict, or discontinue specific academic programs which are relevant to CNC in its current phase of development should include the following considerations (in order of importance).

1. The degree to which a program enhances or diminishes the overall educational mission of the College.
2. The degree to which the program enables students to acquire knowledge, skills, attitudes, and values in cognitive, non-cognitive, and vocational areas which will enhance the quality of the students' lives and their value to the community.
3. The pragmatic integrity of a department. The number of faculty members will not be diminished to the point that the program will be destroyed.
4. The quality of the faculty and their contribution to the College and the community.
5. The relationship to demands of enrolled students, applicants, and community employers both in the short-term and as projected for the future. CNC is the only four-year public institution of higher education located in the geographic and population center of the Peninsula. The kind and quality of educational experience provided affects not only the lives of its students but also the economic well-being and quality of life of the area to the degree that the College provides necessary and appropriate learning experiences.
6. The kinds of teaching-learning strategies most effective for the discipline. Different programs and courses require different kinds of teaching expertise and activities. These requirements often determine the number of students with whom one faculty member can effectively interact in the instructional situation, or the amount of time an instructor must devote to each student outside of classroom hours. Some examples:
 - a) A single lecturer addressing large number of students may be effective for some kinds of learning, whereas a one-to-one contact may be appropriate for others. Effective teacher/student ratios vary.
 - b) The effective assessment of what has been learned and feedback to the student varies along a continuum from easily scored and reported multiple-choice exams to painstakingly critiqued essays and project reports.
7. The availability of appropriate classroom space, properly designed and equipped. CNC may lack necessary specialized areas or equipment and the wherewithal to develop and provide these facilities. At present, there are not enough classrooms available to schedule all classes which could be held during many hours

of the day.

8. The relationship of program costs to the availability of funds and other resources. For instance, dollars may not be available to fund professionals who can command large salaries without severely curtailing money available to other necessary programs; the state formula may not permit adding more faculty positions or budget appropriations may limit the number of faculty positions. Other costs of the program or course may be prohibitive in the context of the funds allocated to the College.

If the decision is made to reduce or eliminate a program or area of specialization, the faculty affected must (should) be given the opportunity to retrain for other positions at the College. At present, 10 faculty members in programs of dwindling enrollment are doing this and will assume some new teaching responsibilities in the Fall semester, 1983. Other faculty are taking leaves of absence which provide them opportunities for professional development and/or retraining and provide additional teaching opportunities for faculty in dwindling departments. Early retirement and temporary outplacement are other options which should be provided to faculty members. Generally speaking, the AAUP Recommended Institutional Regulations, Regulation 4 on Academic Freedom and Tenure (1976), should be followed in any reduction in force.

In the time that the Reduction in Force Committee has functioned, we have completed our Procedures and Standards and the first two items of the Charge from President Anderson. The Committee does not believe that financial exigency exists or will exist if there were a 5% reversion called; therefore, we cannot justify a reduction in force on the basis that sufficient funding is not available for all existing faculty positions. The fact that faculty personnel are actively engaged in their own retraining suggests that programmatic changes will be possible without reductions in force. The development of the criteria herein was as far as the committee could progress before the May 20, 1983, deadline. Any further recommendations on the priority of reduction by position and/or department should follow faculty input by this Reduction in Force Committee.

Respectfully submitted,

John Avioli
 Martin Buoncristiani
 Robert Coker
 Jay Paul, Chair
 JoAnne Squires