

CNC CHRONICLE

1982-83

#24 of 1982
October 1st

1:00 - FAC - W109

MON.

October 4

10:00 - VP's/President

1st & 2nd Yr. Faculty
Notification of Evaluation;
Forward Criteria to FEC

2:00 - Deans/Vice President for A.A.

TUE.

October 5

1:30 - Handbook Committee - A449

WED.

October 6

2:00 - Biology Staff Meeting - G133

Noon - F&P Arts - G143

2:00 - English Department - N203

2:30 - Task Force

THU.

October 7

1:00 - FAC - G108

3:00 - FACULTY MEETING - N125

FRI.

October 8

SAT. SUN.

Published weekly by the
Vice President for
Academic Affairs

OFFICIAL ANNOUNCEMENTS

Agenda for the October Meeting of the Faculty -- 10/8/82

The October meeting of the Faculty will convene at 3:00 p.m., Friday, October 8, 1982, in N-125.

- I. Approval of the minutes of the September meeting (attached, page 6)
- II. Committee reports:
 - A. Faculty Advisory Committee Dr. Daly
 - B. Curriculum Committee Dr. Hammer
 - C. Degrees Committee..... Dr. Paul
 - D. Academic Status Committee..... Dr. Buoncristiani
 - E. Admissions Committee..... Mr. Butchko
 - F. Faculty Evaluation Committee..... Dr. Miller
 - G. Nominations Committee..... Dr. Herrmann
- III. Old Business:
 - A. Consideration of a proposal from the Handbook Committee's Task Force on Policies Affecting the Faculty (attached, page 10) Dr. Sacks
 - B. Other old business.
- IV. New Business:
 - A. Consideration of recommendation of the Degrees Committee (attached, page 8) Dr. Paul
 - B. Other new business.
- V. Announcements.
- VI. Adjournment.

Members of the Faculty are requested to bring this issue of the Chronicle with them to the October 8th meeting.

Vice President for Academic Affairs

* * * * *

Car Rental Contract

The Commonwealth of Virginia has recently negotiated a commercial car rental program with National Car Rental. This program of special rates and discounts is available to all State employees on business or personal rentals.

See the Purchasing Office for rates, discounts and identification cards.

Alice J. Babcock
Director of Purchasing

* * * * *

Student Status Forms

Blue Cross and Blue Shield should be notified each fall of dependent children between the ages of 19 and 23 who are unmarried, full-time students. Student status forms should be filled out by employees so that coverage will continue for these students. Claims will be denied if a current status form is not on file with Blue Cross and Blue Shield. Student status forms are available in the College Personnel Office.

Director of Personnel

* * * * *

Vehicle Insurance; Accident Procedures

Effective September 22, 1982, vehicles owned by Christopher Newport College are insured by the American Casualty Company. This insurance is procured centrally by the Office of Risk Management in accord with revisions of the State law passed by the 1982 Session of the General Assembly. In the event of an accident two accident reports must be completed - a citizen report of the accident, and an insurance claim form. The citizen report of accident will be located in the glove compartment of each vehicle. (Blank copies of this form may also be obtained from any local or State police office.) Blank insurance claim forms are maintained in the office of the Vice President for Financial Affairs.

Instructions for actions to be taken in the event of an accident will also be in the glove compartment of each agency owned vehicle.

College personnel should be aware that these procedures apply to college owned vehicles (i.e. police car, vans, pick-up trucks) as opposed to State owned vehicles dispatched on a semi-permanent basis from the State Garage.

Vice President for Financial Affairs

* * * * *

Copyright Law

Complying with the copyright law is difficult because portions of the law are vague and confusing. A recent flurry of questions regarding copyright indicates renewed concern among teaching faculty about copyright compliance.

Section 107 of Public Law 94-553 deals with limitations on exclusive rights: Fair Use. This section of the law reads:

Notwithstanding the provisions of section 106, the fair use of copyrighted work, including such use by reproduction in copies or phonorecords or by any other means specified by that section, for purposes such as criticism, comment, news reporting, teaching (including multiple copies for classroom use), scholarship, or research, is not an infringement of copyright. In determining whether the use made of a work in any particular case is a fair use the factors to be considered shall include----

- (1) the purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes;
- (2) the nature of the copyrighted work;
- (3) the amount and substantiality of the portion used in relation to the copyrighted work as a whole; and
- (4) the effect of the use upon the potential market for or value of the copyrighted work.

Because this section of the law is non-specific, guidelines for classroom copying were developed. These guidelines are used by the library staff to determine whether copying requests can be filled. A copy is included here (following page) for reference.

Additional copies of the guidelines are available at the library circulation desk. Questions about copyright and print materials should be directed to Jennilou Fernsler, Readers' Services Librarian, ext. 7134. Questions about reproducing audio-visual materials should be directed to Frank Edgcombe, Assistant Library Director for Technical Services, ext. 7248.

Jennilou Fernsler, Readers' Services
Librarian, Capt. John Smith Library

GUIDELINES

I. Single Copying for Teachers

A single copy may be made of any of the following by or for a teacher at his or her individual request for his or her scholarly research or use in teaching or preparation to teach a class:

- A. A chapter from a book;
- B. An article from a periodical or newspaper;
- C. A short story, short essay or short poem, whether or not from a collective work;
- D. A chart, graph, diagram, drawing, cartoon or picture from a book, periodical, or newspaper;

II. Multiple Copies for Classroom Use

Multiple copies (not to exceed in any event more than one copy per pupil in a course) may be made by or for the teacher giving the course for classroom use or discussion; *provided that:*

- A. The copying meets the tests of brevity and spontaneity as defined below; *and,*
- B. Meets the cumulative effect test as defined below; *and,*
- C. Each copy includes a notice of copyright

*Definitions**Brevity*

(i) Poetry: (a) A complete poem if less than 250 words and if printed on not more than two pages or, (b) from a longer poem, an excerpt of not more than 250 words.

(ii) Prose: (a) Either a complete article, story or essay of less than 2,500 words, or (b) an excerpt from any prose work of not more than 1,000 words or 10% of the work, whichever is less, but in any event a minimum of 500 words.

[Each of the numerical limits stated in "i" and "ii" above may be expanded to permit the completion of an unfinished line of a poem or of an unfinished prose paragraph.]

(iii) Illustration: One chart, graph, diagram, drawing, cartoon or picture per book or per periodical issue.

(iv) "Special" works: Certain works in poetry, prose or in "poetic prose" which often combine language with illustrations and which are intended sometimes for children and at other times for a more general audience fall short of 2,500 words in their entirety. Paragraph "ii" above notwithstanding such "special works" may not be reproduced in their entirety; however, an excerpt comprising not more than two of the published pages of such special work and containing not more than 10% of the words found in the text thereof, may be reproduced.

Spontaneity

(i) The copying is at the instance and inspiration of the individual teacher, and

(ii) The inspiration and decision to use the work and the moment of its use for maximum teaching effectiveness are so close in time that it would be unreasonable to expect a timely reply to a request for permission.

Cumulative Effect

(i) The copying of the material is for only one course in the school in which the copies are made.

(ii) Not more than one short poem, article, story, essay or two excerpts may be copied from the same author, nor more than three from the same collective work or periodical volume during one class term.

(iii) There shall not be more than nine instances of such multiple copying for one course during one class term.

[The limitations stated in "ii" and "iii" above shall not apply to current news periodicals and newspapers and current news sections of other periodicals.]

III. Prohibitions as to I and II Above

Notwithstanding any of the above, the following shall be prohibited:

(A) Copying shall not be used to create or to replace or substitute for anthologies, compilations or collective works. Such replacement or substitution may occur whether copies of various works or excerpts therefrom are accumulated or reproduced and used separately.

(B) There shall be no copying of or from works intended to be "consumable" in the course of study or of teaching. These include workbooks, exercises, standardized tests and test booklets and answer sheets and like consumable material.

(C) Copying shall not:

(a) substitute for the purchase of books, publishers' reprints or periodicals;

(b) be directed by higher authority;

(c) be repeated with respect to the same item by the same teacher from term to term.

(D) No charge shall be made to the student beyond the actual cost of the photocopying.

Agreed March 19, 1976.

Ad Hoc Committee on Copyright Law Revision:

By SHELDON ELLIOTT STEINBACH.

Author-Publisher Group:

Authors League of America:

By IRWIN KARP, *Counsel.*

Association of American Publishers, Inc.:

By ALEXANDER C. HOFFMAN,

Chairman, Copyright Committee.

NEWS & GENERAL INFORMATIONRespect for Life Week

CNC and Mary Immaculate Hospital are jointly saluting "Respect for Life Week" beginning with the CNC Fall Family Run on October 2. Mid-week, Thursday, October 7, the two institutions are hosting an unusual evening at Mary Immaculate Hospital. "You Ask the Experts Night" is an evening aimed at educating the general public on sports injuries, preventive medicine, financial aid for athletes, etc. The hospital will provide an orthopedic surgeon, a family practitioner, coordinator of the cardiac unit. From CNC will be Susan Walthall, Vince Brown and our new trainer Chris Jones. The evening includes a general panel, questions from the audience and time for individual discussions with the speakers. If you or your children are involved in sports or fitness programs, this will be an excellent chance for some free advice. I have learned a lot just working with them on press releases and the TV show. The panel begins at 7:30 - 9:30 p.m. at Mary Immaculate Hospital right off Denbigh Boulevard. Please join us.

-- Paula Delo, Director of Public
Relations

* * * * *

Seafood Festival

The Peninsula Chamber of Commerce is planning a Peninsula-wide seafood festival to be held at the Patrick Henry International Airport on Thursday, October 14, 1982, from 4:00-7:00 p.m. The Chamber would like the entire CNC community to join us for some good food and fellowship. The bill of fare includes: Oysters on the halfshell; Clams on the halfshell; Crab claws; Crab cakes; Fish fillets; Cole slaw; Baked beans; Hush puppies; Soft drinks; Draft beer. Tickets are available from:

PENINSULA CHAMBER OF COMMERCE
Coliseum Mall, A-12, 1800 W. Mercury Blvd.
Hampton, Virginia 23666
(804)-838-4182

Individual tickets are \$11.00; books of five are available for \$45.00 per book. We hope to see you on the 14th.

Rose H. White, Manager
Business Service Division

* * * * *

Training

Following is a schedule of the fall workshops sponsored by the Office of Personnel Development Services. If you are interested in attending any of these sessions, please contact Mary Poindexter, Personnel Office (7145), for information concerning enrollment. All fees and travel expenses will be charged to departmental budgets.

Open Enrollment Schedule

Oct. 14-15	Time Management	OE 212
Oct. 18-19	Managerial Writing	OE 125
Oct. 21-22	Data Processing for Non-Data Processing Managers	OE 212
Oct. 28-29	Performance Evaluation	OE 107
Nov. 3-4	Fundamentals for Supervisors	OE 020
Nov. 3-5	Fundamentals for Potential Supervisors	OE 010
Nov. 8-9	Styles of Management I	OE 030
Nov. 8-9	Data Processing for Non-Data Processing Managers	OE 212
Nov. 15-16	Public Speaking	OE 023
Nov. 15-16	Financial Management for Non-Financial Managers	OE 213
Nov. 18-19	Personnel Selection	OE 106

Nov. 18-19	Women in Management I	OE 130
Nov. 29-30	Strategic Planning	OE 306
Dec. 1-2	Effective Problem Solving	OE 109
Dec. 2-3	Managerial Writing	OE 125
Dec. 6-7	Styles of Management II	OE 031
Dec. 9-10	Productively Managing Stress	OE 122
Dec. 9-10	Managing Change	OE 207
Dec. 13-14	Performance Evaluation	OE 107
Dec. 13-14	Women in Management II	OE 131
Dec. 14-15	Women in Management I	OE 130

Tuition is \$35 per workshop. All workshops will be from 8:30-4:30 at the Training Center, Mezzanine, James Monroe Bldg., 101 N. 14th St., Richmond.

Personnel Office

* * * * *

Power Outage

There will be a scheduled power outage campus-wide from 3-5 p.m. Friday, October 1, 1982.

Vice President for Financial Affairs

* * * * *

Menu for Week of Oct. 4-8

Mon., Oct. 4	Quiche Boiled Potatoes Peas	\$2.15	Thurs., Oct. 7	Fried Chicken Mashed Potatoes Corn	\$2.15
Tues., Oct. 5	Stuffed Cabbage Mashed Potatoes Green Beans	\$2.15	Fri., Oct. 8	Hamburger Steak with onion Macaroni & Cheese	\$2.15
Wed., Oct. 6	Lasagna Garlic Bread Salad	\$2.15		Lima Beans	\$2.15

Cafeteria Manager

FACULTY/STAFF NEWS

The course "Classroom Management" taught by Elizabeth Daly on the CenTeX interactive Telecommunication system several years ago and later shown on the five Public Broadcasting System Channels in Virginia is now being telecast on Channel 14, Tuesday, and Thursday at 8:00 p.m.

* * * * *

On Monday evening September 20, Dr. Marshall Booker was a guest of Mr. Charlie Huddle on the "Talk Show"-WTAR radio- talking about the economy in 1983 and answering questions from audience call-ins.

* * * * *

On Wednesday, September 29, Marshall Booker was interviewed on Good Morning Tidewater-WVEC-TV. His topic was: "The relationship of the Local, State, and National Economics."

* * * * *

On Tuesday evening, September 28, Marshall Booker was the evening dinner speaker for the Warwick Kiwanis meeting at the King James. His topic was: "The National Economy, Now and in January 1983."

COMMITTEE INFORMATION & FACULTY BUSINESS

Minutes of the Christopher Newport College Faculty September 10, 1982

The regular meeting of the Christopher Newport College Faculty was held September 10, 1982, in room 125 of Christopher Newport Hall. Vice President for Academic Affairs, Richard Summerville, presided.

CALL TO ORDER

The meeting was called to order at 3:06 p.m.

ANNOUNCEMENTS BY THE CHAIRMAN

The Chairman requested that the faculty welcome the following members:

Richard Greenough of the Political Science Department who has returned from leave of absence to do advanced study;

Linda Hornback of the Education Department who has received the degree of Doctor of Education;

Robert Durel who will be serving as Acting Dean of the School of Liberal Arts, Sciences, and Education this year.

The membership responded with applause in each case.

At the request of the Chairman, department chairmen or their representatives presented new or returning members. Each was greeted with applause.

The Chairman discussed, briefly, conduct of future faculty meetings and solicited cooperation from the membership to promote smooth operation of meetings.

ADDRESS

Ms. Mary Passage, Rector of the Board of Visitors, addressed the membership.

PRESENTATION

Dr. John E. Anderson, President of the College, discussed the financial state of the College.

APPROVAL OF MINUTES

Motion by Mr. Hoaglund, and seconded that the minutes of the April, 1982, meeting be approved.

Action Approval by voice vote.

CORRECTION

The Chairman announced that the information that appears on page 1 of the May, 1982, meeting concerning John McGregor is incorrect. Mr. McGregor is a permanent member of the Division of Natural and Quantitative Sciences, Department of Computer Science and not a temporary member of the B&E Division.

APPROVAL OF MINUTES

It was moved, seconded, and passed by voice vote, to approve the minutes of the May 7 meeting.

COMMITTEE REPORTS

A. For the Faculty Advisory Committee, the Chairman, Ms. Daly:

1. A Committee Report will be published in the next issue of the Chronicle.

2. Chapters I through IV of the revised Faculty Handbook (white pages only) is in force.

B. There was no report from the Curriculum Committee.

C. For the Degrees Committee, the Chairman, Mr. Paul:

"Please be sure to use the revised Degree Progress sheets for advising. Please be sure, also, to inform the Committee of any inaccuracies in the sheets."

D. For the Academic Status Committee, the Chairman, Mr. Buoncristiani:

"The Committee has nothing to report."

E. For the Admissions Committee, the Chairman, Ms. Reppen:

"No report."

F. For the Faculty Evaluation Committee, the Chairman, Mr. Miller:

"The FEC calendar will be published soon in the Chronicle."

G. For the Nominations Committee, the Chairman, Mr. Herrmann:

"The Committee will present New Business later in the meeting."

H. For the Handbook Committee, the Chairman, Mr. Durel:

"1. The new members of the College Handbook Committee are: Dr. Buck Miller, who will serve as chairman, and Dr. Wes Pendergrass of the Department of Management and Marketing. I have resigned as chairman but will continue on the committee as the third member representing the faculty.

2. The Task Force on Policies Affecting the Faculty has scheduled an open meeting for Thursday, September 23, 1982, at 2:30 p.m. in A105. At the open meeting the documents which we presented to the Faculty last April will be discussed."

ELECTIONS

Mr. Herrmann, Chairman of the Nominations Committee presided over this portion of the meeting.

A. For the Curriculum Committee: Nominee for at-large position until 1984.

Rita Hubbard

No further nominations.

Ms. Hubbard was declared elected by acclamation.

B. For the Faculty Evaluation Committee: Nominee from A&L.

Susan St. Onge

No further nominations.

Ms. St. Onge was declared elected by acclamation.

For the Faculty Evaluation Committee: At-large nominee.

Wayne Schell

No further nominations.

Mr. Schell was declared elected by acclamation.

C. For Vice Chairman of the Faculty: Nominees

Theodora Bostick

Jean Pugh

No further nominations.

Ms. Pugh was elected by secret ballot.

ANNOUNCEMENT

By Acting Dean Robert Durel offering his resignation as faculty representative to the Faculty Senate of Virginia.

Motion by Mr. Paul and seconded that Dean Durel's resignation be accepted with regret.

Action Motion passed by voice vote.

ELECTION

To a one-year term as representative to the Faculty Senate of Virginia.

Nominee: William Winter

No further nominations.

Mr. Winter was declared elected by acclamation.

NEW BUSINESS

Motion by Ms. Daly and seconded that a letter* of appreciation be sent to Professor Stuart Van Orden who retired this spring from the Department of Fine and Performing Arts.

Action Motion approved unanimously by voice vote.

ANNOUNCEMENT BY THE CHAIRMAN

The Chairman commented briefly on his new roles as Academic Vice President of the College and as Chairman of the Faculty.

ADJOURNMENT

The meeting was adjourned at 4:30 p.m.

Aletha S. Markusen
Secretary of the Faculty
September 10, 1982

*Copy on file in the Office of the Vice President for Academic Affairs

* * * * *

Addendum to the Minutes of the CNC Faculty October 9, 1981.

At the November 13, 1981, meeting the following correction was made in the October minutes: The meeting adjourned at 3:30 instead of at 5:30 as recorded.

* * * * *

Addendum to the Minutes of the CNC Faculty Meeting, February 12, 1982.

At the March 12, 1982, meeting the following correction was made in the February, 1982, minutes as follows: On page 2, the last line of Mr. Morgan's motion should read "...to German 493 and German 492 be changed to German 494."

Aletha S. Markusen
Secretary of the Faculty
September 27, 1982

* * * * *

Degrees Committee - Minutes, September 8, 1982

The Committee on Degrees met with the following members present - Dr. Paul, Dr. Hoaglund, Mr. Hubbard, Dr. Booker, Dr. Weber.

The first order of business was to elect the chairman. The Committee re-elected Dr. Jay Paul.

The following petitions were considered:

- Case 1: student petitioned to take the last hours for the degree at CNC at Radford University.
Committee Action: Recommend, under very extreme circumstances and with departmental recommendation, approval to take the remaining 29 hours at Radford. Only 3 of those hours are in the major.
- Case 2: student petitioned to have courses taken in transfer at West Virginia Tech satisfy the humanities distribution requirement at CNC.
Committee Action: Recommend approval based upon departmental recommendation.
- Case 3: student petitioned to be exempted from physical education distribution requirement for medical reasons.
Committee Action: Based upon documentation on file and under the faculty guidelines the student's petition was approved.
- Case 4: student petitioned to present 2 years of physics sequence courses to satisfy the B.S. degree in computer science.
Committee Action: Recommend approval based upon departmental recommendations.

Two other decisions were deferred.

The meeting was adjourned.

Secretary, Brenda C. Blount
Chairman, Jay Paul

* * * * *

Faculty Development Grants

The deadline for receipt of Faculty Development Grant applications is Friday, October 29. Full-time faculty members are encouraged to apply. Guidance is contained in the cur-

rent CNC Handbook 1982-83 (pink) pages V-34-36 Section 5. The completion of two forms, available from W. Casey in the office of the Vice President for Academic Affairs, constitutes the complete application package.

1. Application - Category I Instructional Improvement & Professional Development

OR

Category II Dissertation Grant

Submit one copy to your academic department, one to Dr. Summerville and 8 copies to the Chairman of FAC.

2. Departmental Recommendation Form - to be forwarded by the department chairman directly to the chairman of FAC.

* * * * *

Administrative Reorganization - School of Liberal Arts, Sciences, and Education

The FAC has been asked to make a recommendation concerning the retention of the present structure of seventeen academic departments with a Dean who reports to the Vice President for Academic Affairs or the second alternative as described by Dr. Summerville in his memo.

The principal structural alternative to the present arrangement appears to be an organization of the 17 departments into not more than three divisions (or small schools), each of which would be headed by a 1/2 time administrator (dean; director; or head) who would exercise over his or her school's several departments all authority and functions now exercised by your office over the 17 departments of the School of Liberal Arts, Sciences, and Education. Each such administrator would report directly to the Vice President for Academic Affairs. If such a plan were to be implemented, it could not be permitted to cost more in totality than our present arrangement. This would probably require that it be implemented using present faculty personnel for the leadership positions, augmenting their regular faculty salaries with an appropriate administrative stipend.

The FAC solicits the ideas and recommendations of individual faculty members and academic departments concerning these two alternatives. Please send your comments to the chairman of FAC.

For your information, the seventeen chairmen of the relevant school will also make a formal recommendation to Dean Durel who will make his own formal, independent recommendation to Dr. Summerville.

E. Daly
Chairman, FAC

* * * * *

New Course Proposals

Course proposals for courses being taught for the first time in the spring 1983 semester should be submitted to the Curriculum Committee by 14 October 1982. This will allow both the Committee and the Faculty proper time for consideration and assure that any such courses will be included in the '83-'84 catalog.

Be reminded that course proposals must be approved by the appropriate division before submission to the Curriculum Committee.

Gary Hammer, Chairman
Curriculum Committee

* * * * *

Revisions in Section B of the "FACULTY STANDARDS" Document

The Task Force on Policies Affecting the Faculty has carefully considered all submissions, written and verbal, concerning the part of this section dealing with Standards and Procedures for Evaluations. We were particularly helped by the recommendations and guided by concerns about dossiers and student evaluations, and will formally submit for faculty consideration at the October meeting of the Faculty the document with those sections revised as indicated on the following pages to reflect the guidance we have received. Your attention, therefore, is respectfully called to these revisions and particularly to page 17 (following). In reviewing page 17, please be mindful that those sections of the document that was presented last spring appear in standard type face; of these, those which are to be deleted are overtyped with dashes; additions are typed in italics. The Task Force asks that each member of the Faculty become conversant with the document that follows prior to the meeting of October 8.

L. J. Sacks, Chairman
Task Force on Policies Affecting
the Faculty

B. FACULTY STANDARDS, CRITERIA AND POLICIES FOR RETENTION, PROMOTION, TENURE
AND MERIT INCREASES IN SALARY

1. Introduction

The evaluation procedures for decisions concerning retention, promotion and tenure are predicated on the proposition that peers are most familiar with the accomplishments, limitations and potential of each faculty member; thus, members of the department and, to a lesser extent, members of related departments are directly involved in an initial recommendation. The Department Chairman, with responsibilities to both the members of the department and to the Dean of the School, reviews the initial evaluation and adds a second perspective. The Dean reviews the combined recommendation. A college committee of tenured members of the Faculty provides College-wide Faculty perspective in its review of all recommendations and forwards its recommendation, together with that of the Dean, to the Vice President for Academic Affairs, who makes the final recommendation to the President. The President makes the final decision and, subject to approval of the Board of Visitors, issues a contract reflecting that decision.

2. Standards and Procedures for Evaluations

a. College-wide Standards and Procedures

The criteria for retention, promotion, tenure, and merit increases are teaching, professional development, and service. At Christopher Newport College the first, teaching, is of paramount importance, and poor teaching cannot be redeemed by superiority in the other two areas.

Decisions involving promotions or awarding of tenure, henceforth designated "critical decisions," receive special attention, due to the long-term commitment involved. The procedures include a step-by-step guide to the operation of the evaluation process and a calendar for timely completion of each step.

1 b. Departmental Standards and Procedures

2 Consistent with the general standards described below, each
3 department delineates the specific criteria and procedures it will
4 use in evaluating its members. The criteria are submitted to the
5 Faculty Review Committee for approval of the initial statement or
6 amendments thereto. In case of disagreement about a provision of the
7 departmental statement, the department may seek the support of the
8 Dean in petitioning the FRC in favor of its position and may
9 finally appeal an adverse decision to the Faculty.

10 c. Policy on Merit Increases in Salary

11 The Faculty recognizes that evaluation for merit salary increases
12 is one aspect of the overall evaluation plan. The notation of meri-
13 torious service is established and recommended in the evaluation proc-
14 edure by a predominantly and clearly positive evaluation accompanying
15 recommendation for retention, where appropriate. Merit salary increase
16 is not recommended when the evaluation establishes that the evaluatee has
17 failed to perform adequately relative to the criteria for evaluation. In
18 the case of the evaluation of tenured members of the Faculty who are
19 evaluated every third year, meritorious service established at the time
20 of the evaluation is assumed to continue and apply until the next evalua-
21 tion is conducted.

22 d. Evaluation Scope and Schedule

23 By the end of September, the FRC, in conjunction with the VPAA,
24 publishes a calendar of deadlines for each step of the evaluation process.
25 The schedule is driven by the deadlines for notification of non-renewal
26 for probationary Faculty members:

27 -not later than March 1 of the first academic year of service if the
28 appointment expires at the end of the year;

1 -not later than December 15 of the second year, if the appointment expires
2 at the end of the year;

3 -at least twelve months before the expiration of an appointment after
4 two or more years at the College.

5 Faculty members holding non-tenured appointments are evaluated each
6 year. Tenured members are evaluated each year unless a waiver of evalua-
7 tion for that year, approved by a majority of the members of the depart-
8 ment and the Dean of the School, is submitted to the FRC; such waiver may
9 be granted for no more than two successive years. Tenured members eligible
10 for waiver of evaluation may elect to be evaluated to establish evidence
11 for a later promotion decision.

12 Evaluation of faculty members holding adjunct or temporary appoint-
13 ments is conducted entirely within the department by a committee ap-
14 pointed by the Chairman or, if circumstances prevent this, by a com-
15 mittee appointed by the Dean of the School. Such evaluation provides
16 information for the Chairman or Dean for future decisions; it does not
17 constitute an intention to renew these term appointments.

18 e. Step-by-Step Procedure

19 Step 1. The FRC publishes the evaluation calander for the year by the
20 end of September, with deadlines for each step.

21 Step 2. The VPAA notifies the department and the FRC of required and
22 optional decisions to be made for each faculty member during
23 the coming year.

24 Step 3. The department chairman notifies each member of the department
25 of the evaluation decision(s) for that year; the members are
26 thus advised to gather the necessary documentation for the
27 evaluation.

28 Step 4. The department submits for approval of the FRC any changes in
29 departmental standards and procedures.

30 Step 5. Formation of the Peer Group. The Chairman of the Department

and members of the FRC do not serve on peer groups. For promotion decisions, peer group members are of the same or higher rank as the evaluatee. The peer groups for tenured members of the faculty or for tenure decisions are composed of tenured members of the Faculty.

The department chairman facilitates the formation of the peer group for each other member of the department. For evaluation of the chairman, the division coordinator facilitates formation of the peer group. Each Peer Group elects its own Chairman.

- 1) For non-critical decisions, the Peer Group consists of three members selected in the following sequence: one Faculty member selected by the evaluatee; one Faculty member selected by members of the department other than the chairman and evaluatee from among these other members; one Faculty member selected by the Dean.
- 2) For critical decisions, the Peer Group consists of at least five members, at least two of whom are from outside the department, three selected as set forth above [1]) and two selected by the first three. If the Peer Group cannot be formed in accordance with these directions, then the Dean, in consultation with the Department members, includes members of departments of closely related disciplines as "the Department", for the evaluation. For tenure decisions, the Peer Group includes all tenured members of the Department except the Chairman and is expanded if necessary to accomplish this.
- 3) Upon request to the FRC by a majority of the members of the Department or of the Dean, or following any renewal with reservations, the Peer Group consists of five members.

Step 6. The Peer Group receives the Annual Activities Report and the Dossier from the evaluatee. Consistent with College and Departmental standards and procedures, the Peer Group accepts for consideration information from other sources, including Peer Group members' first-hand knowledge about the evaluatee. Examples of information to be considered are: classroom visitation reports, discussions with students and colleagues, and information from chairmen of committees on which the evaluatee has served. In the special case of information from a source requesting anonymity, the evaluatee may request

1 verification of the source, without revealing the identity, by a third
 2 party mutually acceptable to the evaluatee and the Peer Group. If agree-
 3 ment cannot be reached, the third party is selected by the FRC. The
 4 Peer Group may recommend to the evaluatee the inclusion of additional
 5 information or clarification concerning any submissions. In its delibera-
 6 tions the Peer Group may call upon other members of the Department to con-
 7 tribute information concerning the evaluatee and/or to participate in part
 8 or all of the deliberations; however, the decisions are those of the Peer
 9 Group.

10 The Peer Group meets to combine the individual findings of each member.
 11 On a form furnished by the FRC, the Peer Group reports its recommendation,
 12 along with an accompanying statement justifying that decision. Each member
 13 signs the report form, indicating agreement or disagreement, and either
 14 signs the statement or prepares a separate statement indicating the area
 15 or areas of disagreement with the recommendation and/or accompanying
 16 statement.

17 Step 7. The signed recommendations are presented to the evaluatee for signature. This
 18 signature confirms that the evaluatee has read them. If in disagreement with
 19 the recommendation or with any minority statement, the evaluatee may forward a
 20 signed statement concerning the areas of disagreement. The recommendation(s)
 21 of the Peer Group and any accompanying statement by the evaluatee are forwarded
 22 to the Department Chairman along with the evaluatee's dossier. For evaluation
 23 of the Chairman, the recommendations and any accompanying statement are
 24 forwarded to the Dean; the dossier is retained by the Peer Group chairman.

25 Step 8. The Department Chairman receives the recommendations and supporting statements
 26 of the Peer Group, along with the Annual Activities report in the dossier. If
 27 in agreement with the recommendations and statements, the Chairman add his/
 28 her signature to the documents. In case of disagreement with the recommen-
 29 dations or statements, the Chairman may meet with the Peer Group in an
 30 attempt to resolve the disagreement.

reached that calls for a change in the Peer Group's recommendation or supporting statement, the new form and statement are presented to the evaluatee for signature. If accommodation is not reached, the Chairman prepares a separate recommendation and supporting statement and presents these to the evaluatee for signature. The evaluatee may then prepare a statement concerning areas of disagreement with the Chairman's recommendation or accompanying statement. The chairman forwards to the Dean a file containing all recommendations and statements. For critical decisions, the dossier is also forwarded; for other decisions, it is retained in the Chairman's office until the completion of the evaluation process.

Step 9. The School Dean reviews the file to add a school-wide perspective to the evaluation. In case of questions, the Dean may consult with the Department Chairman, the Peer Group and/or the FRC and has access to the dossier upon request to the Chairman. The Dean adds a recommendation to the file, with a copy to the evaluatee, and forwards the file to the FRC. The evaluatee may note an appeal of the Dean's recommendation to the FRC, followed, within the prescribed time, by a statement of the nature of the appeal.

Step 10. The Faculty Review Committee (FRC) reviews the file of each evaluatee to provide College-wide perspective to the evaluation process. The FRC has access to the dossier on request to the Chairman. The FRC forwards a recommendation to the Vice President for Academic Affairs, with a copy of the recommendation to the evaluatee, who may appeal the recommendation by giving notice of appeal, followed, with the prescribed time, by a statement of the nature of the appeal.

Step 11. The Vice President for Academic Affairs reviews the file of each evaluatee and forms a final recommendation. The VPAA has access to the dossier on request to the Chairman. The Vice President's recommendation is forwarded to the President, with a copy to the evaluatee.

Step 12. The President reviews all evaluation recommendations and, with Board of

Visitors approval, issues a contract. Appeal of the decision is through the

grievance procedures.

f. Evidence to be Considered

1) Annual Activities Report

Each probationary and tenured faculty member prepares an annual activities report highlighting activities for the preceding year in the three major areas of evaluation--teaching, professional development and service. The report should provide guidance for the Peer Group and the Chairman to areas the member considers of primary importance. It provides the starting point for the evaluation at the departmental level *for those members being evaluated that year and provides information from each member for the departmental Annual Report.* Guidance for preparation of the Report is provided by the FRC.

2) Dossier

Each faculty member *being evaluated* prepares a dossier containing supporting evidence for the Annual Activities Reports *for each year since the previous evaluation.* For tenured members of the Faculty the dossier consists of the Annual Activities Report(s), an updated vita, and student evaluation summaries (*vide infra*), unless more extensive documentation is requested by the Peer Group, the Department Chairman, the Dean or the Vice President for Academic Affairs. The supporting evidence requested of a tenured faculty member need not be forwarded, with the Annual Activities Report and the *vita*, past the level at which it was requested, if there is agreement to this effect by those who have reviewed the material to this point. The dossier is considered by the Peer Group and by the Department Chairman, but is forwarded beyond the Departmental level only on request of the Dean, FRC or VPAA.

3) Student Evaluations

Student evaluation of the instructor provides serves two distinct services functions, providing data for evaluating the instructor and providing assistance for improving the instruction. The former function is served exclusively by the College-wide Uniform Student Evaluation Survey (USES), which is administered in each class section unless exemption is received in writing from the VPAA. The procedures for administration of the USES are specified by the VPAA. The latter function may also be served by an evaluation instrument prepared by the instructor and/or the department for that purpose. The results of such evaluations may not be used as part of the College evaluation process. The most effective use is by the instructor as an aid in improving instruction. The other use is by the Peer Group and the Chairman for evaluation purposes. The two uses call for different types of questions; therefore, different evaluation forms are used for each purpose and they are handled differently. Student evaluations for instructional improvement are considered only by the instructor and such colleagues with whom the instructor wishes to consider the responses.

Student responses to the USES used for evaluation purposes are considered in summary form, with a typewritten transcription of

1 student comments, by the Peer Group and Department Chairman; this in-
2 formation is also available to the faculty member.

3 Student evaluations of all types are subject to many variables in
4 interpretation and, while there is general agreement that they provide
5 useful services, it is likewise agreed that great care must be exer-
6 cised in the interpretation of the evaluation part of the response:
7 they are only used in conjunction with other information bearing on
8 teaching effectiveness. Student evaluations in every course are carried
9 out by each department during the last two weeks of each semester.

10 4) Department Enrollment Patterns and Projections

11 g. Evaluation Areas

12 The evaluatee supports the statements in the Annual Activities Report
13 through inclusion of relevant materials in the dossier. These relate
14 to the three major areas of evaluation which the Peer Group considers
15 in reaching its decision.

16 1) Teaching effectiveness: this criteria is the major concern in
17 the evaluation process. Evidence to be included concerns course plan-
18 ning, preparation and selection of course materials, evaluation of
19 students and interpersonal effectiveness as a teacher. Documentation
20 may include examples of course syllabi, tests, hand-outs, self-
21 description of teaching methods, statement of colleagues following
22 class visitation, and other depositions. Summaries of student evalua-
23 tions for evaluation purposes are included in this section of the
24 dossier.

25 2) Professional Development includes participation in professional
26 societies including presentations; formal and informal interactions

1 with college peers in professional matters; participation in short
2 courses and additional course work in professionally related areas;
3 completion of additional degrees; research in progress and publica-
4 tions; attainment of honors and awards.

5 Documentation includes research proposals and publications or progress
6 reports; depositions by colleagues, and certificates. An updated
7 VITA is included in this section of the dossier.

8 3) Service includes: service in the Department, including advising,
9 meeting classes regularly, keeping posted office hours, and carrying
10 out other departmental assignments and deadlines, interpersonal effec-
11 tiveness with colleagues; to the College, including attendance at
12 faculty meetings, performance on committees, cooperation with College
13 policies and deadlines; and to the community in providing professional
14 expertise in any way that makes the community aware of the presence and
15 concern of the College.

16 Documentation of the above may be in the form of depositions by depart-
17 ment chairmen, committee chairmen, administrative personnel, community
18 people, or a self-report.

19 4) Other considerations: in addition to evaluating a faculty member's
20 performance, the Peer Group considers those departmental trends which
21 are likely to change the expectation of a continuing need for the member's
22 services. These trends are enrollment patterns, especially within the
23 faculty member's areas of specialization, and projections of need for
24 services.

3. PROMOTIONS

The Faculty is arranged in a hierarchical system of academic ranks, representing successively higher experience, accomplishments, expectations and recognition. For full time members of the faculty these ranks are: Instructor, Assistant Professor, Associate Professor, Professor and Distinguished Professor. Within each rank is listed first the minimum qualifications that anyone in that rank must possess and second (where appropriate) the evaluation standards that must be satisfied in order to be promoted to that rank.

(1) Instructor: Normally holds at least the Master's degree in the academic discipline, preferably having completed work toward the accepted terminal degree in the discipline. Evidence or promise of competence in teaching, research and service.

(2) Assistant Professor:

Minimum Qualifications: Normally holds the terminal degree in the appropriate field of expertise.

Evaluative Standards: (a) Evidence or promise of excellence in teaching, professional development and service.

(b) A history of predominantly positive peer evaluations.

(3) Associate Professor:

Minimum Qualifications: (a) Achievement of the terminal degree in the appropriate field of expertise, except under extraordinary circumstances of demonstrated excellence within the area of expertise.

(b) At least four years of teaching and/or relevant research experience at the rank of Assistant Professor.

(c) A total of five years teaching and/or relevant experience.

Evaluation Standards: (a) Successful compliance with the expectations at the rank of Assistant Professor.

(b) Demonstrated excellence within the areas of teaching, professional development and service.

(c) Demonstrated promise of being a strongly contributing member of the department, College and academic discipline.

- (d) History of predominantly positive peer evaluation.
- (e) Normally at least two years of service at CNC

(4) Professor:

Minimum Qualifications: (a) Achievement of the terminal degree in the appropriate field of expertise.

(b) At least five years of teaching and/or relevant research experience at the rank of Associate Professor.

(c) A total of ten years of teaching and/or relevant research experience.

Evaluation Standards: (a) Successful compliance with the expectations at the rank of Associate Professor.

(b) Demonstrated excellence in most, if not all, of the areas of teaching, professional development and service.

(c) History of predominantly positive peer evaluation.

(d) Continued promise of being a strong member of the department, College and academic discipline.

(e) Normally at least three years of service at CNC.

(5) Distinguished Professor: This extraordinary rank is established to recognize those exceptional teacher-scholars who have met the criteria for professor and have, in addition, established a national or international reputation in the professional discipline through extensive and creative scholarly contributions.