

CHRISTOPHER NEWPORT COLLEGE

BOARD OF VISITORS

MINUTES

THURSDAY, APRIL 9, 1981

The fourth regular meeting of the Board of Visitors for the 1980-81 academic session of Christopher Newport College was called to order at 1:00 p.m., on Thursday, April 9, 1981, with Rector Harrol A. Brauer, Jr., presiding.

Board Members Present

Mr. Harrol A. Brauer, Rector
Mrs. Mary Passage, Vice Rector
Mr. William Allaun
Mrs. Patsy D. Carpenter
Mrs. DeRonda M. Hudgins
Mrs. Billie Pile
Mr. John Pugh
Mr. William Savage
Dr. Stephen Wright

Board Members Absent

Mr. Samuel B. Jacobs
Dr. George Cypress
Mr. Stephen Halliday
Mr. F. Hunter Creech
Dr. David Fluharty

Officers of the College Present

Dr. John E. Anderson, President
Mr. John T. Colson, Assistant to the President
Dr. Charles E. Behymer, Vice President for Student Affairs
Dr. Robert J. Edwards, Vice President for Academic Affairs
Mr. L. B. Wood, Jr., Liaison to the Board

Guests Present

Mrs. Paula Delo, Public Relations Officer
Mr. Mark Lerner, Times Herald Education Writer
Ms. Yolanda Jones, Daily Press Education Writer
Mr. Robert Hixon, Capital Outlay Specialist

The minutes of the February 12, 1981, meeting, having been circulated by mail prior to the meeting and receiving no motions for change, were moved for approval by Mrs. Passage. Duly approved, the motion passed unanimously.

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Report of the Rector

Announcing the Annual Meeting of the Commonwealth's Council of Visitors scheduled for April 26 and 27 in Richmond on the campus of Virginia Commonwealth University, Rector Brauer asked Mrs. Passage to represent the Board, which she consented to do.

The Rector, then, outlined the plans for the 1981 Commencement Ceremonies, now set for the Hampton Roads Coliseum, on Sunday May 31, at two in the afternoon, with Vice Admiral Kinnear of NATO to be the speaker. After the Ceremonies, he noted, the Board would assemble for the official 1981 photograph, and then would depart for the James River Country Club where the Board would host a cocktail party and dinner for the friends of the College.

The last announcement concerned the final regular meeting of the Board which had been set at the February meeting for June 18. This meeting is the Annual Meeting.

Report of the Executive Committee

Rector Brauer reported that the Executive Committee had met on March 26, with Mrs. Passage, Mr. Halliday and him present.

Rector Brauer, in placing Resolution 1, "Approval of Faculty Handbook," before the Board, explained that President Anderson's review of the actions of the Board of Visitors of The College of William and Mary and of this Board in relation to the documents of governance of the faculty had revealed that not every portion of the document entitled Faculty Handbook had been approved by either or both Boards. He further explained that Enclosure 1, "Display of Prior Board Resolutions on Sections of Faculty Handbook and Attendant Enclosures" laid before the Board all of the relative official acts of either or both Boards. The importance of this issue lay in the task of revising the Handbook, which Dr. Anderson felt should be undertaken given the advice of the Attorney General of Virginia, which advice had emerged from intensive legal review of the Handbook. The Executive Committee felt that the various issues attendant to the act of revising could be best handled through Resolution 1 and its four parts. The resolution established the base document and then provided short and long range, comprehensive strategies for revising. Rector Brauer asked President Anderson to elaborate on the background of the Resolution. Dr. Anderson took the members through the various elements in Enclosure 1 to establish the history and content of Board decisions, through observations of the

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Attorney General regarding language (ambiguities and inconsistencies), and through the changing structure of the faculty as anticipated by the Faculty Advisory Committee. He then reviewed those sections of the current Faculty Handbook not voted on by the Board to show that, in essence, these were administrative or housekeeping matters and not matters of policy. In reference to the Resolution, he said that, first, it would serve to establish in a single resolve what the two Boards had passed in several scattered resolves and, thus was, in part, a resolution of reaffirmation, as well as consolidation; second, it would give direction to, and a timetable for, achieving changes which the College's legal environment required; and, third, it would set forth the comprehensive goal of a College Handbook - a handbook with a larger prospect than the current one - wherein the entire body of College policy, Commonwealth and Board originated, could be published. He felt that the outcome would be a solid documentary base for college wide governance.

There followed an extensive question and discussion period. The main issues are summarized below:

(1) Since the Board would take up a review and revision of its By Laws at its June 18 meeting, would not that be the better time to take up the whole issue of governance?

(2) Since the Ad Hoc Committee on the By Laws had come to feel that the Board needed specific procedures for processing grievance, especially at the level of the Board, and since it felt that the By Laws were not the place to express such procedure, the Committee had prepared to recommend the creation of an Ad Hoc Committee on Grievance Procedures. Would it not be better to procede to deal with Grievance Procedures first and follow that with the problem of the Handbook?

(3) Given the timing of the issuance of contracts for the 1981-82 Academic Session, which should be April, and the first phase of revision, which is June and which then creates the governing language for 1981-82, should the Board not expect problems from faculty claiming violation of their April contracting assumption?

(4) Will the College Handbook include The Student Handbook?

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(5) Will the process of revision be compatible with the normal process of effecting change in the various segments of the College community?

Out of the foregoing issues, the following understandings were achieved:

(1) The By Laws of the Board and the Handbook are sufficiently separate from one another to be dealt with in separate fashions: the former dealing with the actual organization of the Board; the latter with Board decisions which form the policy for administrative action in relation to contracts.

(2) The language revisions anticipated for recommendation in June would not take the nature of sharp or notable change in relation to actual current practice. They would be attempts largely to express a resolving of current verbal ambiguities and logical inconsistencies in the document which the College community has apparently resolved or is in the process of resolving in practice. The revisions' purpose would be, therefore, to give the College the clearest possible expression of current practice so as to provide immediately the most secure base for governance during the 1981-82 Academic Session. This clarification must come before that Session begins, if it is to be in the basic document of that Session. The need to achieve, before the next Academic Session, a better level of clarity was the central point of the Attorney General's critique of the Handbook.

(3) The proposed College Handbook would include "The Student Handbook" as well as key segments of the Commonwealth's Personnel Acts which govern classified employees. It would be, thus, the College's central regulatory document.

(4) The methodology of building The College Handbook would be participatory with a seven member Ad Hoc Steering Committee appointed by the President to act as that body through which the various College communities could make recommendations and from which a final consolidated recommendation would be sent to the President. The membership of the Committee would be

- 1 Faculty Member, School of Arts, Sciences and Education
- 1 Faculty Member, School of Business and Economics
- 1 Faculty Member, at large
- 1 Administrator, Faculty Affairs
- 1 Administrator, Financial Affairs
- 1 Administrator, Student Affairs
- 1 Student

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These understandings evoked further issues which are summarized below:

(1) Will the recommended changes to the Handbook put before the Board at its June meeting have their origin solely in the Office of the President or will that Office conduct a systematic collection of outside opinion so as to assure the sense of participation in the larger community in the process of revising?

(2) Can the Board afford, in a matter as large as Grievance and its attendant procedures, to assume merely the place of the last reviewer of recommendations begun in faculty or student communities and later refined in administrative communities? Should not the Board play a role at each stage in the evolution of such policies? Would not simultaneousness produce better interaction of points of view and, hence, more satisfactory policy? Would not this eliminate redundancy?

In relation to the first issue, President Anderson indicated that the faculty were already involved in the revising process, namely, that the Faculty Advisory Committee and a committee with Dr. Daly as Chair were working on this project. On the second issue, President Anderson indicated that one of his functions was to represent the Board - he was their agent - to the various faculty committees or to the faculty as a whole, or to his administrative staff, and, thus, where there were Board positions officially defined, he was responsible to present them. He, further, noted that, while there was nothing that prohibited Board member's participation in each part of the birth of a policy, there was, in truth, no policy until the process was completed, that is, until the moment the whole Board voted its will in a formal meeting. The birth process of a policy uses redundancy for protection.

After these responses, Mr. Allaun moved the adoption of Resolution 1, which motion Mrs. Passage seconded and the Board approved unanimously. Mr. Allaun, then, suggested that Mrs. Hudgins make a motion on the Grievance issue and to do so in such a way as to create an effort which would be coordinated with the effort authorized by Resolution 1. Mrs. Hudgins moved

"Resolved that the Rector appoint an Ad Hoc Committee on Grievance to (1) review all policies and regulations now in effect at each level of the grievance process and (2) recommend a standard procedure to govern the actions of the Board of Visitors."

Dr. Wright seconded the motion, which motion was then passed unanimously by the Board.

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Report of the Academic Affairs Committee

Mrs. Passage, Chairman, reported that the Committee met at 10:30 a.m.: Board Members present were Dr. Wright, Mrs. Carpenter, and Mr. Savage; College Administration and Faculty, Dr. Anderson, Dr. Edwards, Dean McLoughland, Dr. J. Webb, Dr. Booker and Dr. Millar.

The Chairman summarized the report of Dr. Booker, faculty liaison to the Committee: (1) Faculty supports the revision of the Handbook; (2) the Faculty is concerned about salaries; (3) a Faculty committee is attempting to define evaluation as it relates to merit and merit stipends.

Mrs. Passage reported that, at the request of the Student Affairs Committee, Dean McLoughland visited the Academic Affairs Committee in order to report on the academic articulation efforts between Thomas Nelson Community College and Christopher Newport. The report emphasized the continued efforts to build a series of two-plus-two programs with the Community College.

The third item to be reported by the Committee was its review of the Styron Scholars Program, which was centered in the detailed report furnished the Committee by Dr. Jane Webb as Enclosure 3, pp. 109-121, of the Agenda. Mrs. Passage, noting the obvious presence of the pains of newness, extended the Committee's applause for the quality of the work of the first year's Honor's Council and faculty and for the students who had been able and willing to meet the Program's challenges. The Committee felt that the report showed that the College had learned much and that next year's program should show the positive effects of this year's learning. Wanting to encourage the academic growth of the institution, Mrs. Passage offered, on behalf of the Committee, the following resolution

Resolved, that the Board of Visitors extend Merit Scholarships in the amount of \$400 for the Academic Session 1981-1982 to each of the top 14 new Styron Scholars and to each of the returning scholars.

Dr. Wright's second was followed by a unanimous affirmation of the motion. Resolutions 2, 3, 4, 5, 6, and 7 having to do with Faculty personnel matters were transferred to the agenda of the Executive Session as permitted by Commonwealth statute.

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Report of the Financial Affairs Committee

Dr. Wright reported for Mr. Creech, Chairman, who was unable to remain for the Board Meeting. Present for the Committee meeting were Rector Brauer, Dr. Wright, Mrs. Pile, Mr. Pugh, and Mr. Creech, all of the Board; Dr. Anderson, Dr. Bauer, Mr. Hones, Mr. Eagle, and Mrs. Butler, from the College; Miss Kochli, from the Student Association and Ms. Jones and Mr. Lerner, from the Press.

Dr. Wright reported that the income and expenditure patterns were on target as they had been throughout this year and that all present signs seemed to point toward these patterns holding through the Spring. This was particularly remarkable given the excessive costs of fuel for the year and the apparent need, within the Commonwealth, that the College assume major responsibility for meeting this cost rather than the State's doing so through a supplemental allocation from central funds - central funds had taken care of previous similar situations.

Dr. Wright noted the Committee's continued concern about acquiring adjacent land, such an act being legislatively permitted but financially impossible under current circumstances. The Committee expressed the hope that the Office of Development and the Foundation might be able to find ways to gain property for the College.

Noting that Resolutions 8 and 9 dealt with personnel questions, Dr. Wright moved these to the agenda of the Executive Session as Commonwealth law allows.

Report of the Committee on Student Affairs

Chairman, Mrs. Hudgins, announced that the Committee had met in Dr. Behymer's Office with Mrs. Carpenter, Mrs. Passage, Mr. Savage and her present, from the Board; with Dr. Behymer and Dr. Winter, from the College; with Mr. Powell, from the Student Association.

Mrs. Hudgins, placing Enclosure 5 "Student Recruitment Programs" before the Board, pointed to the population projections for the State and for Planning District 21:

15 to 18 year olds

<u>Year</u>	<u>State</u>	<u>PD -21</u>
1980	382,087	26,720
1986	351,319	23,905

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The significant decline in the number of 18 year olds, the traditional year for starting college, without a corresponding decline in the number of colleges has, and will continue to, cause increasingly more sophisticated recruitment strategies to be formulated by all colleges, by those within the State and from afar - the recent advent in Virginia of recruitment activities by western schools being the single most striking sign of this need. Compounding the problem of fewer traditional aged students is the very probable possibility of severe cut backs in Federal Aid which will affect negatively student loan and scholarship programs, and, thereby, possibly lower the number of students pursuing a college education. Despite these developing limitations to growth, the College was experiencing growth in applications when compared to this month last year as reflected below

	<u>1980</u>	<u>1981</u>
Applications	420	481
Admissions	290	325

Turning the Committee's attention to Enclosure 6 "Fiscal Summary: Financial Aid," Mrs. Hudgins expanded further on the financial aid reduction's implications. Of the 886 awards in 1980-81, 647 came from Federal resources; 191 from the State; and 48 from local resources. To understand further the Federal importance, she noted, one had but to look at the growth from 1978-79 to the present in the Guaranteed Student Loan Program:

<u>1978-1979</u>	<u>1980-1981</u>
\$159,461	\$792,470

Looking at the total growth of financial aid over the same period

<u>1978-1979</u>	<u>1980-1981</u>
\$718,207	\$1,497,576

she noted one can see the increasing importance of financial aid to the development of the College. Of the \$1,497,576, only \$17,278 came from local resources; thus, changes at the Federal level will require extraordinary changes at the State and especially at the local level, she noted. To date, the College has not been able to estimate the impact of this possible change at the Federal level since there is no satisfactory way to project how students will be redistributed among colleges.

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The Chair asked the Board to read carefully "The Report on Attrition," Enclosure 7, since it too dealt with the question of growth for the College. The Committee found interesting the telephone survey taken among 33 non returning students selected randomly wherein the largest reason for not returning was "Interference with Job" (16.7%).

Last, Mrs. Hudgins reported the coming of a new magazine for the College to be published twice a year under the guidance of the editors of Metro Magazine. It will combine some of the elements of a newspaper, an annual, and a literary magazine, and could become a tool to help unify the college community.

Report of the Building and Grounds Committee

Chairman Allaun reported that the Committee met at 10:30a.m., with Mrs. Pile present, from the Board; Mr. Colson and Mr. Hixon, from the Administration; Dr. Killam from the faculty; Miss Glasheen, from the Student Association; and Miss Jones from the Press.

Chairman Allaun directed the Board to Enclosure 8, "Status of Current Capital Outlay Projects" and reviewed the slow process toward construction which had characterized the capital projects of this Session. The delay in the Science and Campus Center additions was now centered in the debate over what kind of fuel - with the State standing for coal and the College for natural gas given its use already on campus. The preliminary drawings of the Campus Center were now passed. And a revised plan for the track had been submitted to local contractors for bidding with the contract to be let in mid-May. To these projects had been added the renovation of the Computer Center, for the purposes of safety and security as determined by the Commonwealth Auditor General; money for renovation, \$40,000, was provided by the General Assembly during its 1981 Session.

The Chairman announced that before September there should be a new road from Moore's Lane, L-shaped fencing along the north side of the campus and ground broken for the Science and Campus Center additions. In preparation for these changes, the College Grounds Office had transplanted thirteen trees and many shrubs. Anticipating the loss of parking to construction, the College was negotiating with the City of Newport News to expand the north parking lot and install the appropriate drainage.

Following the report, various Board members asked if the College might not identify more clearly the entrance to the College off Warwick Boulevard. Mr. Hixon said that the College would ask the City for an effective designator.

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Report of the Committee on Development and College Relations

Chairman Pugh reported that the Committee had met at 10:30 a.m. with Mrs. Hudgins and Mr. Creech present from the Board; Mr. Wood, Mrs. Delo, Mr. Vaughan and Ms. Wathall and Dr. Daly from the College; Miss Hezzen, from the Student Association; and Miss Jones and Mr. Lerner, from the Press.

Mr. Pugh presented summaries of the reports of the Public Information Officer and of the Director of Athletics: (1) The Public Information Office has concentrated on getting members of the College community before the press and civic clubs; (2) The Athletic Office has continued to expand the number of athletic teams for women and plans to move Womens Athletics from the AIUAW to the NCAA next year (Ms. Wathall, the College's first Director of Women's Athletics, attended the meeting as Mr. Vaughan's guest).

The Chair reported on the progress of the Fifth Annual Fund Drive, which had received \$59,456, in gifts or pledge, as of the start of the day. There were no comparable figures available from last year; however, it was noted that year's drive had gained just \$3,430 more dollars than this year's drive when the whole of last year was completed. A party to celebrate the work of this year's fund raisers was planned for the first weekend in May, with each worker being invited to a night in the theatre and a champagne reception.

On the issue of fund raising, several Board Members inquired about the College's information on where its students and graduates worked. Mr. Colson reported on steps taken and to be taken to build good, up-to-date information on students and graduates and how they form a part of the Peninsula's business community.

Mr. Pugh, then, turned the Board's attention to three resolutions

Resolution 10 "Presidential Housing Allowance"

Resolution 11 "Development of a List of Items for College Purchase for President's House"

Resolution 12 "Payment of the President's Membership and Dues in the Warwick Yacht and Country Club"

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Mr. Pugh moved the adoption of these resolutions. With Mrs. Passage seconding Resolution 10, it was passed by unanimous consent of the Board. Mrs. Hudgins seconded Resolution 11, which then passed by unanimous vote. Resolution 12 was modified by amendment offered by Dr. Wright and accepted by Mr. Pugh

"That a membership and dues in the Warwick Yacht and Country Club be authorized for the President of Christopher Newport College for use in his duties as President and that such membership fees and dues be paid from appropriate local funds."

and approved unanimously by the Board; after which the amended resolution was seconded by Dr. Wright and approved by the Board.

This concluded the reports of, and the necessary actions attendant to, the standing committees.

Rector Brauer asked for the reports of the Ad Hoc Committees: (1) Naming, (2) Audit, and (3) By Laws. No reports had been prepared by the Naming and Audit Committees. The By Laws Committee submitted Enclosure 10, "By Laws Revision Proposal" as its report with Mrs. Hudgins as Chairman asking that the Board review carefully the report for discussion and decision at the June meeting. As a by product of composing By Law revisions, Mrs. Hudgins said her committee had developed a list of items and activities to improve Board information gathering, Board communication and esprit, which list she would present at the June meeting; however, she would like to present one of the items at this meeting: a dinner for Board members and their spouses on the occasion of the Annual Meeting in June. After discussion and motion and amendment, the Board voted to close one of its meeting each year with a social event to include family or friends.

The Committee's now finished, Rector Brauer called on President Anderson for his Report to the Board. The President's Report addressed in detail two issues: (1) The Final Form of the Uniform Evaluation Plan and (2) The College's Affirmative Action Plan. The supportive materials for the President's discussion are attached to these minutes. The Evaluation Plan, as expressed in questionnaires, forms, and timetables, was thoroughly reviewed by the President, after which he turned his attention to the Affirmative Action Plan which had interested deeply the Board at its last meeting. He reviewed the budget for position advertising, 1979-80, which was \$18,000; the vacancies for 1980-81, which were 8 (3 in Accounting and Finance; 2 in Management and Marketing; 1 in Economics; 1 in Computer Science; and 1 in Mathematics), and which were being advertized widely in learned, trade, and ethnic journals as well as through correspondence with graduate school officers. He reviewed the process of selection and

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then the President asked Dr. Friedman, the College's Affirmative Action Officer, to project what the College could expect in terms of minority application for the foregoing openings, to which request she replied that the College should not expect a significant minority applicant pool because of the natures of both the disciplines and the competition from industry. Because of the intense interest in the problem of minority hiring, the Board discussed various directions toward successfully dealing with the problem. Given the fact that 79 of the 110 faculty were tenured and the nature of the 8 vacancies, the Board began to explore the idea of a faculty exchange program with Hampton Institute and Norfolk State as the best means to achieve the breaking of current state of affairs. The Board asked President Anderson to explore formally the concept of a faculty exchange.

The President's Report completed, Rector Brauer recognized Dr. Wright for the purpose of a motion to establish an Executive Session. Dr. Wright moved: "Resolved that this public body go into Executive Session as provided for in Chapter 21, Section 2.1-344 of the Virginia Freedom of Information Act, as amended by the 1980 General Assembly, for the purpose of personnel issues." With Mr. Allaun's second, the Board moved into Executive Session.

Reconvening in Open Session, Rector Brauer asked for a motion to reopen formally the public meeting. Mr. Pugh moved "Resolved that the Board of Visitors of Christopher Newport College reconvene in Open Session. Let the press and the public be so informed." Mrs. Passage seconding, the Board approved the motion. The Rector, opening the floor for motions to be re-enacted in public which were passed in Executive Session, recognized Mrs. Passage who moved the adoption of Resolution 2 "Review of the Records Relative to the Non-Tenuring of a Faculty Member." That motion seconded by Mr. Pugh, the Board passed unanimously. Mrs. Passage, retaining the floor, moved the adoption of Resolution 3 "Faculty Leaves-of-Absence," which motion was seconded by Mr. Allaun and passed by the Board. Continuing, Mrs. Passage moved the adoption of Resolution 4 "Faculty Promotions." Duly seconded by Mr. Allaun, the motion passed. Resolution 5 "Faculty Tenured Appointment and Promotion" was moved by Mrs. Passage, seconded by Mr. Pugh, and passed by the Board.

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"Faculty Tenured Appointments," Resolution 6, was placed before the Board by Mrs. Passage, then seconded by Dr. Wright, and affirmed by the Board. Concluding her Committee's recommended resolves, Mrs. Passage called for the adoption of Resolution 7, "Faculty Appointment to Fill Existing Vacancy," which Dr. Wright seconded and which the Board approved.

Rector Brauer recognized Mr. Pugh who placed Resolution 8 and 9 "Administrative Resignation" and "Administrative Commendation" before the Board. Seconded by Mrs. Passage, the Board approved. In accordance with the wishes of the Board, Resolution 9 is hereby made a part of these minutes in honor of Vice President C. E. Hones:

"Whereas, Mr. Calvin E. Hones, Vice President for Financial Affairs, has tendered his resignation for the purpose of retirement; and

Whereas, Vice President Hones has served Christopher Newport College since July 1, 1968, first, as Business Manager; then, as Dean for Financial Affairs; and, finally, as Vice President for Financial Affairs, these various changes reflecting the growth and maturing of the College and the expansion of his administrative responsibility; and

Whereas, Vice President Hones has greatly assisted the College in its growth from Associate to Baccalaureate degree granting status and from Branch to Independent institutional status by his careful, thoughtful and diligent development and management of the College's business affairs; be it therefore

RESOLVED, that the Board of Visitors extend its highest commendation and grateful thanks to Vice President Hones for a job well done and faithfully executed, the signs of which shall be the granting of both the Mace Award and the Plaque of Recognition and the spreading of this resolution across the pages of the minutes."

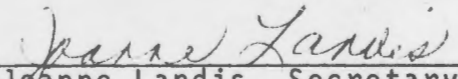
The Reports now concluded, the Rector opened the floor to receive Old Business, of which there was none. The movement


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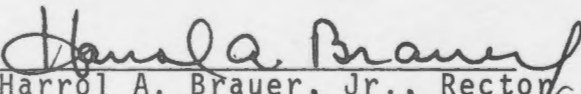
to New Business resulting also in none, the Rector called for a motion for adjournment, which he received, and then adjourned the meeting at 4:10 p.m.

Respectfully submitted,


Joanne Landis, Secretary


L. B. Wood, Jr., Liaison to
the Board of Visitors

Approved:


Harrol A. Brauer, Jr., Rector

attachments