

CHRISTOPHER NEWPORT COLLEGE

COLLEGE HANDBOOK

for the period

7/1/83 to 6/30/84

Introduction

The Christopher Newport College Handbook (hereinafter, Handbook) is a definitive statement of College policies and procedures at the College level for matters affecting members of the College, i.e., the faculty, the College administration and staff, and the students. Statements in this Handbook supersede statements in all previous handbooks of the College and, subject to the laws of the United States and the Commonwealth of Virginia, provide for the operation of the College. Departmental policy statements and regulations are found in the office of the vice president for that department. Should the occasion arise for an official interpretation of the Handbook, that interpretation is vested in the Office of the President.

Christopher Newport College reserves for itself and its departments the right to withdraw or change the contents in this Handbook, excepting rights vested as a matter of law.

The basis for each section of the Handbook is specified in the introduction of the section, which also stipulates how changes in the section are effected. The dated approval for each section and of amendments thereto appear at the end of the section.

The maintenance of the Handbook is the responsibility of the President or his delegate.

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Section I

General Information

This section contains general information about the College. It presents a brief college history, its purpose, academic accreditation, degree programs and consortium membership. This section is approved by the President and revisions of this section are authorized by the President.

A. History

1. In 1960 the General Assembly of Virginia established Christopher Newport College as a non-residential branch college of The College of William and Mary and located it in Newport News, Virginia. The Board of Visitors of The College of William and Mary authorized Christopher Newport College to offer a lower-level undergraduate liberal arts curriculum through which a student could receive an Associate of Arts degree.
2. In September 1961 the College enrolled 171 students at its initial home, the John W. Daniel School, a former public school building in downtown Newport News. In 1963, the City purchased and deeded to the Commonwealth the 75-acre suburban tract where the present campus is now located.
3. From 1961 to 1969, the College matured as a two-year institution, and in 1969 the Board received approval from the General Assembly to broaden the role of the College by adding upper-level bachelor's programs and awarding Bachelor of Arts and Bachelor of Science degrees. Between 1969 and 1976, the College began several specialized bachelor's degree programs, including the Bachelor of Science in Business Administration, the Bachelor of Science in Management Information Science, and the Bachelor of Science in Governmental Administration.
4. In its 1976 session, the General Assembly of Virginia established Christopher Newport College as a four-year baccalaureate institution independent of The College of William and Mary. The operation of the College was transferred to the Board of Visitors of Christopher Newport College, a 12-member board appointed by the Governor of Virginia on July 1, 1977. Since that date the Board has organized the College into three schools: the School of Letters and Natural Science, the School of Social Science and Professional Studies, and the School of Business and Economics. The three schools house the College's 27 major fields of study. By the spring of 1983 the College's student body had grown to 4,300 on a campus which has nine buildings, with two more under construction.

B. Purpose

1. Christopher Newport College is a four-year, comprehensive, urban, nonresidential, coeducational, undergraduate college, offering programs designed to serve the metropolitan area of Newport News, Hampton, and surrounding cities and counties.
2. The College is dedicated to teaching, public service, and research with the emphasis on providing quality instruction. Christopher Newport College is committed to a core of liberal arts studies. Building upon these, it seeks to develop and maintain programs of professional education that respond to student learning interests. As part of its general mission, the College seeks new ways of implementing liberal and professional programs which value

the student's learning needs and prior life experiences, and which combine theoretical knowledge and practical problem solving. Such programs provide opportunities for self-development and a number of career options to individuals of all ages.

3. As an urban institution, the College is committed to education as a total community process: (1) to extend its resources throughout the region, providing course work at military bases and for other interested groups unable to attend on-campus classes and (2) to develop courses and services which turn local resources--e.g., its museums, research centers, people--into educational advantages for its students.
4. The College is organized and instruction is provided to take into consideration the life-long learning interests and needs of a largely part-time and mobile student body. It offers programs of equivalency testing and other non-traditional means of earning college-level academic credit, and cooperates with other colleges and local agencies with diverse missions, thereby expanding its learning resources. The College offers special advising and credit programs to meet the needs of its many students transferring from other institutions of higher learning.
5. The College's public service activities include a monthly business and economic newsletter, a speaker's bureau, a community concert series, a faculty radio forum, community development programs, consulting services, and adult education, recreation, and leisure programs.
6. Research is conducted in areas of faculty interest and competence and complements the teaching process. Organized and sponsored research supports the College's public service relationship to the citizens whom it serves. The College's research activities have resulted in the establishment of relationships with NASA, the Virginia Associated Research Campus, the Mariners' Museum, and various social and business agencies in the community.

C. Academic Accreditation

Christopher Newport College was accredited as a four-year, baccalaureate degree-granting institution in November, 1971, and was reaccredited in December, 1975, by the Southern Association of Colleges and Schools. Christopher Newport College is authorized as a four-year, baccalaureate degree-granting institution by the Commonwealth of Virginia.

D. Degree Programs

1. Bachelor's Degrees

The College is authorized to award the following degrees:

a. Bachelor of Arts, with majors in the fields of

- 1) biology,
- 2) economics,
- 3) elementary education,
- 4) English,

- 5) fine and performing arts (art, music, theatre),
- 6) French,
- 7) German,
- 8) history,
- 9) humanistic studies,
- 10) international commerce and culture,
- 11) leisure studies,
- 12) mathematics,
- 13) philosophy,
- 14) political science,
- 15) psychology,
- 16) social work,
- 17) sociology,
- 18) Spanish, and
- 19) interdisciplinary studies;

b. Bachelor of Science, with majors in the fields of

- 1) biology,
- 2) chemistry,
- 3) computer science
- 4) leisure studies,
- 5) mathematics,
- 6) psychology, and
- 7) interdisciplinary studies;

c. Bachelor of Science in Business Administration, with concentrations in the fields of

- 1) accounting,
- 2) finance,
- 3) economics,
- 4) management,

- 5) marketing, and
 - 6) real estate;
 - d. Bachelor of Science in Governmental Administration, with concentrations in the fields of
 - 1) public management,
 - 2) community planning,
 - 3) criminal justice administration, and
 - 4) corrections;
 - e. Bachelor of Science in Accounting;
 - f. Bachelor of Science in Information Science; and
 - g. Bachelor of Music.
2. Cooperative Arrangements

The College has cooperative programs with other educational institutions allowing students the opportunity to pursue formal degree programs through joint efforts. Examples include the Bachelor of Nursing and Master of Business Administration degrees in affiliation with Old Dominion University, the Master of Forestry degree and Master of Environmental Management degree in cooperation and affiliation with Duke University, and an articulation agreement with Thomas Nelson Community College which allows students completing two year programs there full credit upon transfer to Christopher Newport College. The College also offers a formal, two-year pre-engineering program to students wishing to pursue a baccalaureate engineering degree at Old Dominion University or Virginia Polytechnic Institute and State University.

E. Membership in The Virginia Tidewater Consortium

1. Christopher Newport College is a member of The Virginia Tidewater Consortium for Continuing Higher Education, which was instituted in 1973. The purpose of the Consortium is to enhance the educational effectiveness of each institution and provide greater educational opportunities for the people of the Tidewater Area. The Consortium is designed to coordinate the off-campus offerings of its member institutions in order to facilitate the availability of off-campus courses and to avoid the duplication of effort by state-supported institutions that belong to the Consortium. The Consortium fosters cooperative programs among the institutions and has initiated some of the current cooperative degree programs. In addition, the Consortium is working to facilitate the process of transfer of credit between community colleges and senior institutions and is involved with cross-registration among institutions, faculty exchange, and library coordination.
2. Members of the Consortium are Christopher Newport College, Eastern Virginia Medical School, Eastern Shore Community College, Hampton Institute, Norfolk State University, Old Dominion University, Paul D. Camp Community College, The Christian Broadcasting Network University, The College of William and Mary, Thomas Nelson Community College, Tidewater Community College, the University of Virginia, and Virginia Polytechnic Institute and State University.

Section II

The Board of Visitors

This Section describes the legal basis for the operation of the College, which is contained in the By-Laws of the Board of Visitors, the governing body of the College by the provisions thereof and reference therein. This section is authorized by the Board of Visitors and changes in this Section are effected only with the approval of the Board.

A. By-Laws, Board of Visitors, Christopher Newport College

1. Article 1. Corporate Name and Governing Body

Christopher Newport College is a public corporation created by an Act approved by the General Assembly of Virginia on March fifth, nineteen hundred seventy-six, to amend the Code of Virginia by adding Title 23, Chapter 5.3, sections 23-49.23 through 23-49.33. The method of appointment of members of the Board of Visitors of Christopher Newport College, their eligibility for service, and their powers and duties are set forth therein.

2. Article II. Composition, Appointment, Removal

- a. The Board of Visitors shall consist of fourteen members appointed by the Governor, subject to confirmation by the General Assembly of Virginia, for terms of four years. Members may be reappointed for one additional four-year term. No more than two of such members may be nonresidents of Virginia. Visitors shall continue to serve until their successors have been appointed and have qualified.
- b. A vacancy on the Board is filled by appointment by the Governor for the unexpired term. A person filling an unexpired term may be reappointed by the Governor, subject to confirmation by the General Assembly, for two additional four year terms.
- c. Removal of Visitors shall be made pursuant to statute.

3. Article III. Powers and Duties

The Board shall control and expend the funds of the College and any appropriation hereafter provided; control all real estate and personal property of the College; make all needful rules and regulations concerning the College; appoint the President, who shall be its chief executive officer, and all teachers; fix their salaries; provide for the employment of other personnel as required, and generally direct the affairs of the College.

4. Article IV. Meetings

Meetings of the Board of Visitors are of three kinds: the Annual meeting, regular meetings, and special meetings.

- a. Section 1. The Annual Meeting - The annual meeting of the Board shall be held at the College in June. At each annual meeting held in an even numbered year, the Board shall elect from its membership a Rector, Vice-Rector, and a Secretary. At each annual meeting the Board may appoint an Executive Committee.

- b. Section 2. Regular Meetings - The Board shall meet, in addition the the annual meeting, in October, December, February, and April and at such other times as it may designate. At least three of these meetings shall be held at the College. The days, times, and places of the meetings shall be fixed by the Board.
- c. Section 3. Special Meetings - Special meetings of the Board may be called by the Rector or any three members of the Board. Notice of such meetings shall be given by the Secretary to every member and shall include the date, time, and place of the meeting. No matter may be considered which was not specified in the call except by a two-thirds vote of the members of the Board present at the meeting.
- d. Section 4. Due Notice, in writing, of the annual meeting, all regular meetings, and any changes in the dates, times, or places, of regular meetings shall be given by the Secretary of the Board. Such notice shall be sent at least seven days prior to the meeting. Notice of all special meetings shall be sent at least five days prior to the meeting and shall specify the item or items of business to be considered.
- e. Section 5. An agenda shall be prepared by the Secretary, under the supervision of the President. Such agenda shall be distributed to the Visitors at least seven days prior to the meeting for which it is prepared. Matters which arise between the distribution of the agenda and the convening of the Board shall be presented to the Board as a Supplementary agenda, which is to be prepared by the Secretary under the supervision of the President. The written notice of a special meeting specifying the item to be considered at the special meeting shall take the place of the agenda at the special meeting.
- f. Section 6. A quorum for the conduct of business shall consist of seven members of the Board (as required by statute) except in those instances where other statutory provisions require a larger number for the transaction of particular items of business.
- g. Section 7. Attendance at any meeting or a waiver of notice signed by a member shall be the equivalent to the giving of proper notice of the meeting.
- h. Section 8. Minutes of all meetings of the Board shall be maintained by the Secretary and shall be available to the members of the Board, the President, and such others as required by law.
- i. Section 9. Faculty or student committee representatives and others may be invited by the Rector to attend any meeting of the Board for the purpose of presenting matters to the Board. All meetings of the Board of Visitors shall be open to the public.
- j. Section 10. All meetings of the Board shall be conducted in accordance with the principles of procedure prescribed in Roberts' Rules of Order, Newly Revised.

5. Article V. Officers

- a. Section 1. The Board of Visitors shall at the annual meeting in even numbered years elect from its membership a Rector, a Vice-Rector, and a

Secretary. Said officers shall serve for a two-year term and may serve for one additional two year term. The elections shall be by secret ballot, unless waived unanimously by consent. The Secretary shall serve as the presiding officer until an election is accomplished or the Board appoints another presiding officer. Election of officers shall be by a majority vote of the members present.

b. Section 2. Powers and Duties of the Rector

- 1) The Rector shall be the presiding officer of the Board at all of its meetings and as such shall have the power, unless otherwise directed by the Board, to fix the order of business, appoint all standing and special committees (except the Executive Committee), and require the proper preservation of a record of the Board's proceedings by the Secretary. Upon the request of the Board, he shall act as its spokesman or representative. He shall perform such additional duties as may be imposed on his office by statute or by the direction of the Board.
- 2) Whenever the office of the President becomes vacant or a vacancy is impending, the Rector shall appoint a Special Committee on the Nomination of a President from among the membership of the Board to seek and recommend to the Board a person to fill the vacancy.

This special committee shall be under the chairmanship of the Rector, and the committee shall consist of no fewer than five members.

- c. Section 3. Vacancies - A vacancy in the office of Rector shall be filled by the Board for the unexpired term, following the procedure set forth in Article V, Section 1. If the cause of the vacancy is the expiration of the Rector's term as a member of the Board, the vacancy shall be filled at the first regular meeting following such expiration. If the vacancy occurs from any other cause, the vacancy shall be filled at the first regular meeting after such vacancy occurs or at a special meeting called for that purpose, at which meeting a quorum shall consist of nine Visitors.
- d. Section 4. Powers and Duties of the Vice-Rector - In the absence of the Rector at any meeting or in the event of his disability or of a vacancy in office, all the powers and duties of the Office of Rector shall devolve upon and be executed by the Vice-Rector. The Vice-Rector shall perform such other duties as may be imposed on him by direction of the Board. In the absence of the Rector, he shall preside at all meetings.
- e. Section 5. Powers and Duties of the Secretary - The Secretary of the Board shall be responsible for the notices to every member of all meetings of the Board, for recording, maintaining, and distributing minutes of all meetings of the Board, and for such correspondence and communications as the business of the Board may require. In the absence of the Rector and Vice-Rector, the Secretary shall preside.
- f. Section 6. In the absence of the Rector, Vice-Rector, and Secretary, the Board shall appoint a pro-tempore officer to preside.
- g. Section 7. Vacancies in the offices of Vice-Rector or Secretary shall be filled by the Board at the next regularly scheduled meeting or at a special meeting, called for such purpose, for the unexpired term.

6. Article VI. The Executive Committee

- a. Section 1. The members of the Executive Committee shall be the Rector, who shall serve as Chairman, Vice-Rector, Secretary, and two other members who shall be elected by the Board of Visitors. Said elections shall be by secret ballot, unless waived unanimously by the Board members present. A simple majority shall constitute election.
- b. Section 2. The members of the Executive Committee shall be elected at the annual meeting and may be elected at each annual meeting.
- c. Section 3. The Executive Committee shall meet upon the call of the Rector. It shall transact the business of the Board in its recess. All actions taken by the Executive Committee during the recess of the Board shall be reported to the Board at the next regular meeting by the Chairman.
- d. Section 4. A simple majority shall constitute a quorum.
- e. Section 5. The Executive Committee may make rules and set the agenda for the conduct of its meetings and the notice given thereof.
- f. Section 6. Vacancies on the Executive Committee shall be filled at the next regularly scheduled meeting of the Board and by the same method as set forth in Article VI, Section 1.

7. Article VII. Standing Committees

- a. The standing committees of the Board of Visitors shall be the Committee on Financial Affairs, Buildings and Grounds, Academic Affairs, Development and College Relations, Student Affairs, and Audit.
- b. The Rector shall appoint the memberships of the Committees. Each committee shall have a minimum of four members who shall serve for a period of two years. Two members shall constitute a quorum.
- c. The duties of the individual Committees shall be as follows:
 - 1) Section 1. The Committee on Financial Affairs. It shall be the duty of this committee to consider and make recommendations to the Board concerning fiscal policy and the financial and economic operations of the College.
 - 2) Section 2. The Committee on Buildings and Grounds. It shall be the duty of this committee to consider and make recommendations to the Board on matters relating to the buildings and grounds of the College, including the naming of buildings.
 - 3) Section 3. The Committee on Academic Affairs. It shall be the duty of this committee to consider and make recommendations to the Board on matters of faculty appointments and the academic organization of the College.
 - 4) Section 4. The Committee on Development and College Relations. It shall be the duty of this committee to consider and make recommendations concerning the ways and means of fostering the relationship between the College and its alumni and the general development of the College.

- 5) Section 5. The Committee on Student Affairs. It shall be the duty of this committee to consider and make recommendations to the Board on policies affecting the students of the College.
- 6) Section 6. Audit Committee. The Audit Committee shall ascertain the existence of an effective accounting and internal control system and shall oversee the entire audit function, both independent and internal. It is of primary importance that the Audit Committee provide good communication between the auditors and the Board of Visitors. The Committee shall recommend the selection of independent certified public accountants and approve the scope and review the results of the independent accountant's examination. The Committee shall, through regular reporting to the Board, aid it in meeting its fiduciary responsibilities to the Commonwealth of Virginia.

8. Article VIII. The President

- a. The President of the College shall be the chief executive and academic officer of the College. He shall be elected by the Board and shall serve at its pleasure.
- b. Duties of the President - The President shall
 - 1) attend all meetings of the Board and shall have notice of and the privilege of attending all meetings of its committees;
 - 2) have responsibility for the operation of the College in conformity with the purposes and policies determined by the Board;
 - 3) act as adviser to the Board and shall have responsibility for recommending to it for consideration those policies and programs which in his opinion will best promote the interests of the College;
 - 4) recommend to the Board long-range educational goals and programs and the new degrees which may be best suited to attain those goals and programs;
 - 5) recommend to the Board the election, compensation, promotion, and leaves of absence of the faculty except as otherwise provided;
 - 6) have primary responsibility for the establishment and maintenance of proper relationships with alumni and the alumnae;
 - 7) at all times maintain cordial relationships with the students, guarding and protecting their best interests;
 - 8) submit to the Board in advance of the annual meeting each year an annual budget for the operation of the College for the following fiscal year, and shall prepare and submit to the Governor after approval by the Board, a biennial budget request as required by law or regulation;
 - 9) promote the development of the endowment funds of the College and be authorized to accept any gift or grant subject to the approval of the Governor as required, making a report thereon to the Board of such gifts or grants;

10) present to the Board at the annual meeting a "State of the College" report, and

11) perform such other duties as may be required by the Board.

9. Article IX. Hearings

The Board at its discretion shall hear such appeals as are provided for in the College regulations.

10. Article X. Amendment of By-Laws

The By-Laws may be amended at a regular meeting of the Christopher Newport College Board of Visitors provided that the amendment has been submitted in writing at the previous meeting and shall receive not less than eight affirmative votes.

11. Article XI. Construction of By-Laws

These By-Laws and any amendments shall be construed consistently with the provisions of the laws of the Commonwealth of Virginia.

12. Article XII. Date of Implementation

The effective date of the provision of the By-Laws shall be June 18, 1981, and as of that date shall supersede all prior actions of the Board which are inconsistent with them.*

B. Policies of Board of Visitors of Christopher Newport College

1. General Policies

- a. The Board authorizes the establishment of a College Handbook, which shall be a collection of documents which fall into three categories.

The first category is Board Bylaws and Policies. The contents of the documents in this category are contractual in nature and authorized by the Board.

The second category is College Regulations. The contents of the documents in this category are subordinate to, and derived from the Board By-laws and Policies, and are authorized by the President under delegated authority from the Board, with right of review. They are contractual in nature. College Regulations are defined as the College Handbook for the period 7/1/83 to 6/30/84. The third category is College Information, the contents of which documents are authorized by the Vice Presidents under delegated authority from the President, and are not contractual nor binding in nature.

A College Handbook Committee, appointed by the President, reviews all proposed changes to the College Regulations and Information categories of the Handbook, and makes its recommendations to the President. The main-

*Originally approved June 18, 1981.

tenance of the College Handbook is the responsibility of the President or his delegate.

Should the occasion arise for an official interpretation of the contents of the Handbook, that interpretation is vested in the Office of the President, subject to review of the Board.

The Board of Visitors reserves the right from time to time to clarify and/or change the contractual conditions and contents of the documents contained in the College Handbook. Normally, changes (if any) will be made effective with the beginning of a new contract year.

b. Consistency

All bylaws, handbooks, policies, regulations, and procedures of the faculty, students, administration, alumni, and other organizations of the College must be consistent with, or subordinate to the Bylaws and Policies of the Board of Visitors (hereinafter referred to as the "Board").

c. Construction

These policies shall be construed consistently with the laws of the Commonwealth of Virginia; and nothing contained herein shall affect or diminish the rights and powers thereby vested in the Board.

d. Independence

Although certain policies and procedures contained in the documents in the College Handbook and in other places may be similar to those of the American Council on Education, the American Association of State Colleges and Universities, the Southern Association of State Colleges and Schools, the American Association of University Professors, and other organizations, the Board hereby declares that its policies and procedures are independent of those or any other organizations: it shall not be bound by interpretations of its policies by any organizations. Moreover, the College does not consider membership in any organizations as binding to follow recommendations, policies, procedures, interpretations, guidelines, or any other statements by any organizations of which it is a member.

e. Emergency Provisions

The Board by vote of two-thirds majority of a quorum at any regular or specially called meeting may declare a "State of Emergency" and thereafter take whatever actions by a simple majority it deems necessary toward resolution of the emergency state.

f. Financial Exigency

The Board by vote of two-thirds majority of a quorum at any regular or specially called meeting may declare a "State of Financial Exigency." The condition of financial exigency is defined as a circumstance in which the College will clearly violate its primary financial policy of liquidity, which is elsewhere herein stated. It is a circumstance in which recorded or anticipated expenditures are expected to exceed anticipated revenues and fund balances by material amounts, requiring substantive budgetary reductions to achieve a balanced state in the institutional

budgets. The state of financial exigency may exist in the institution as a whole or within financial account groups as defined by numbered item in the Commonwealth Appropriations Act.

Upon declaration of a state of financial exigency the Board shall direct the President to prepare revised budget plans. Such plans shall be based on general guidelines as may be provided to the President at the discretion of the Board, including program reduction, program elimination, termination of employment, leave without pay, and other actions as may be necessary to reduce anticipated expenditures. The revised plan shall be subject to the final approval of the Board.

g. Control of Content

The Board reserves the right to withdraw, add to, or change the content of publications, handbooks, or other Christopher Newport College materials.

2. Academic Policies

a. Admission

The Board shall determine the general policies for admission of students to the College.

b. Curriculum

Courses of study shall be developed under the direction of the President, consistent with the mission of the College and applicable laws of the Commonwealth.

c. Instruction

Subject to the legal obligations of the College and to the approval of the Board, and except as otherwise provided, actual instruction shall be discharged by the faculty of the College under the direction of the President.

d. Academic Credit

The College shall operate on the semester credit unit system.

e. Academic Freedom

The Board recognizes "academic freedom" as being:

- 1) the right to unrestricted exposition of subjects (including controversial questions) within one's recognized area of competence both on and off campus; and
- 2) the right to unrestricted scholarly research and publication within the usual time and resource limits imposed by the acknowledgment of teaching as a faculty member's primary obligation.

f. Degrees

Degrees authorized by the Board will be conferred upon students who have completed satisfactorily the prescribed courses of study for such degrees

as approved by the President.

g. Graduation

The College shall conduct at least one formal graduation exercise in each calendar year.

h. Awards

The Board of Visitors may confer the following:

1) Honorary Degrees

- a) Doctor of Science, for scholarship in science
- b) Doctor of Letters, for scholarship other than in science or the humanities
- c) Doctor of Humane Letters, for scholarship in the humanities
- d) Doctor of Laws, (generally) for distinguished service to the Commonwealth and to learning

2) Other Awards

- a) Distinguished Service Award
- b) Mace Award
- c) Plaque of Recognition

i. Accreditation

The College shall maintain its accreditation by the Southern Association of Colleges and Schools.

3. Personnel Policies

a. Affirmative Action and Equal Opportunity

Christopher Newport College is an Affirmative Action and Equal Opportunity Employer.

b. Appointments

- 1) The Board exclusively is empowered to make all Teaching and Research appointments (adjunct and part-time faculty excepted) upon nonbinding recommendation by the President.
- 2) The Board authorizes the President to make appointments of classified personnel; student assistants; wage and hourly personnel; adjunct and part-time faculty; and any emergency appointments (faculty or otherwise) for a specific time period only, not to exceed one academic semester.

c. Completeness of Contracts

- 1) Individual contracts constitute the complete agreements of employment between Christopher Newport College and its employees. No covenants or promises other than those expressly set forth in such contracts

are made by the College.

- 2) Incorporation by reference into such contracts of documents and materials beyond those referred to in the contract is explicitly disclaimed.

d. Leaves

It is the policy of the Board to grant to its personnel leaves of absence which benefit the College. Leaves may be given with or without pay and with or without fringe benefits.

e. Academic Rank

The Board authorizes the following academic ranks, in hierarchical order:

- 1) Distinguished Professor
- 2) Professor
- 3) Associate Professor
- 4) Assistant Professor
- 5) Instructor

f. Teaching Loads

The normal teaching load for full-time instructional faculty shall be fifteen (15) lecture hours (or its equivalent in or in combination with studio/laboratory instruction) per week each semester, based on a semester credit hour system. Reductions for other academic duties for the welfare of the College may be made under the direction of the President.

Since full-time instructional faculty are expected to play an active role in committee work, full-time professional development, student advising, and other forms of service to the department, the College, and the community, the full-time teaching load may consist of twelve (12) lecture hours or its equivalent per week. Teaching loads are adjusted, however, when circumstances warrant.

g. Uniform Faculty Evaluation

There shall be a uniform faculty evaluation plan.

h. Promotion of Faculty

All faculty promotions are elevations in academic rank only and are made by the Board, upon nonbinding recommendation of the President.

i. Tenure

The Board recognizes the concept of tenure and defines it to mean the right of an employee having been conferred such status by the Board to be re-employed for successive academic year periods at an academic year salary and academic rank no less than the stipulated academic year salary and academic rank of the preceding academic year, subject to the contractual terms and conditions of employment which exist from period to period. Termination of tenured employees is stated in section 1. Termination of Faculty Employment. Faculty whose positions are not

Teaching and Research - Instruction as defined by the Consolidated Salary Authorization of the Commonwealth of Virginia are not eligible for tenure in those positions.

j. Hearings

1) Mandatory

The Board shall provide a hearing for any full-time Teaching and Research employees who has been dismissed, if requested in writing by the employee within 30 days of notification of the dismissal.

2) Discretionary

The Board may hear appeals on decisions of the President on matters of initial employment, promotions, tenure, or terminations other than dismissal, at its discretion.

k. Retirement

All employees reaching the mandatory retirement age (age 70) under the provisions of the Virginia Supplemental Retirement Act shall be retired whether or not covered by such Act.

l. Termination of Faculty Employment

Employment of faculty may be terminated as a consequence of:

- 1) Resignation
- 2) Retirement
- 3) Medical incapacity as certified by a licensed physician
- 4) Financial exigency as declared by the Board of Visitors
- 5) Nonrenewal of salaried faculty appointments which are temporary, restricted, probationary, or part-time
- 6) Noncontinuance of positions compensated by wages
- 7) Elimination or reduction of a program, department, or school
- 8) Declaration of an emergency, as made by specific Board resolution or
- 9) Dismissal.

Any faculty member may be dismissed for one or more of the following causes:

- a) Incompetence in one or more areas of assigned job responsibilities
- b) Continuing neglect of duty in one or more areas of assigned job responsibility
- c) Academic misconduct in one or more of the areas of teaching,

- research, public service, or administration
- d) Physical or emotional incapacity in one or more areas of assigned job responsibilities
- e) Fraud or falsification of official documents, credentials, or experience
- f) Repeated violation of Board policies
- g) Violation of the terms of the employment contract
- h) Repeated violation of the rights and freedom of students, Board members, or employees of the College
- i) Conviction of a felony after initial employment

m. Termination of Employment of Employees Other Than Faculty

Employment of persons other than faculty shall be terminated in accordance with the provisions of the Virginia Personnel Act and applicable directives of the Department of Personnel and Training of the Commonwealth.

5. Financial Policies

a. Expenditures

The primary principle which shall govern financial management of the College is liquidity, which is that the Board shall authorize only expenditures of those funds which the College has received. Budgeted expenditures will be developed on reasonable expectations of revenues; however, irrevocable commitments to expend, or actual expenditures will not occur until the College is in receipt of revenues, gifts, transfers, and appropriations adequate to support such commitment or expenditure.

b. Reporting Principles

Revenues shall be collected, expenditures made, and transactions recorded and reported in accordance with established principles, regulations, and law. A listing of applicable statements of standards and governing directives shall be presented by the President to the Board and annually reviewed by the Board.

c. Tuition and Fees

The Board shall establish mandatory tuition and fee schedules. Nonmandatory fees and user rates shall be established by the President or his designate. The underlying principle governing establishment of fees, tuitions, and user rates is that sufficient funds be raised to support planned operations and capital development with due consideration to requirements of law, market conditions, and fund balances which may otherwise be available from appropriations and gifts.

d. Tuition Waiver

The Board shall establish appropriate tuition waiver plans.

e. Internal Audit

There shall be an Office of Internal Audit which shall report to the Board.

f. Compensation Plan

The Board shall annually approve a plan of compensation for faculty.

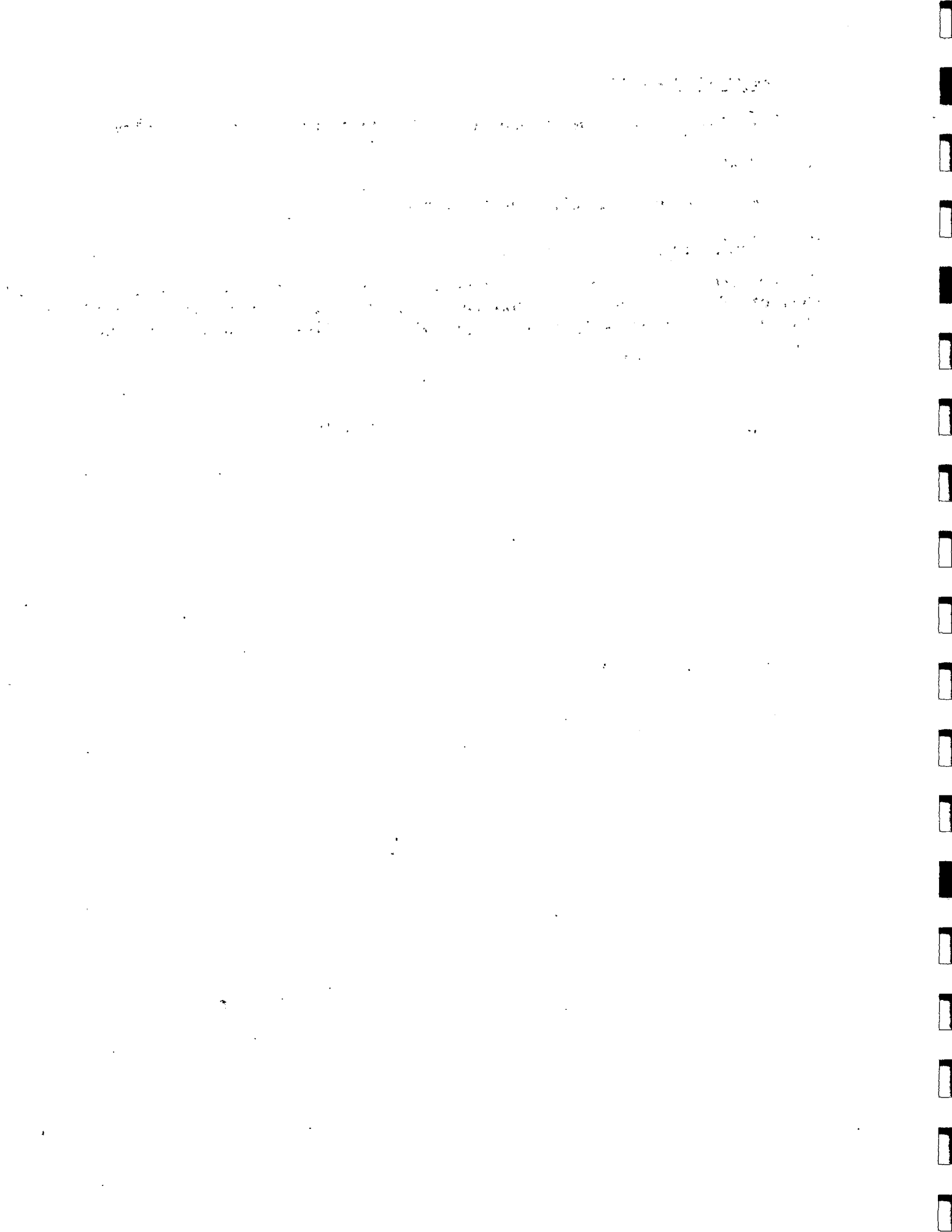
g. Budget

The Board shall annually approve a budget.

5. Operational Policy

The President of the College shall be the chief executive and academic officer of the College. He shall have responsibility for the operation of the College in conformity with the purpose and policies determined by the Board.

-- 6/23/83



Section III

The College Administration

This section presents the college administration. It contains the College's administrative organizational chart and brief descriptions of positions with their functional responsibilities. More detailed job descriptions may be found in the Office of the President or appropriate vice president. This section is authorized by the President and any revisions are to be approved by the President. Recommendations for changes are made by the appropriate Vice president.

A. The College's Administrative Organizational Chart

See following page.

B. Descriptions of Administrative Positions

1. The President

The President of the College is the chief executive and academic officer of the College, appointed by the Board of Visitors, and serving at its pleasure. The President is responsible for the total operation of the College, with all official actions of the College under his authority, which authority may be specifically delegated to constituencies of the College at the President's discretion. The President is the official channel of communication between the Board and all College constituencies, and is the final institutional authority on all matters of policies and procedures, subject to Board review.

a. Assistant to the President

The Assistant to the President is responsible for assisting the President in carrying out the President's duties by performing such tasks as the President directs. The Assistant is selected by, reports to, and serves at the pleasure of the President.

b. Director of Development

The Director of Development is responsible for coordinating institutional efforts to secure financial support from private sources. The Director serves as liaison to the Board of Visitors and coordinates alumni affairs. The Director performs such other duties as directed by the President, and reports to and serves at the pleasure of the President.

c. Director of Athletics

The Director of Athletics is responsible for all policies and practices of the Department of Athletics, including intercollegiate sports, their support facilities, and resources. The Director reports to and serves at the pleasure of the President.

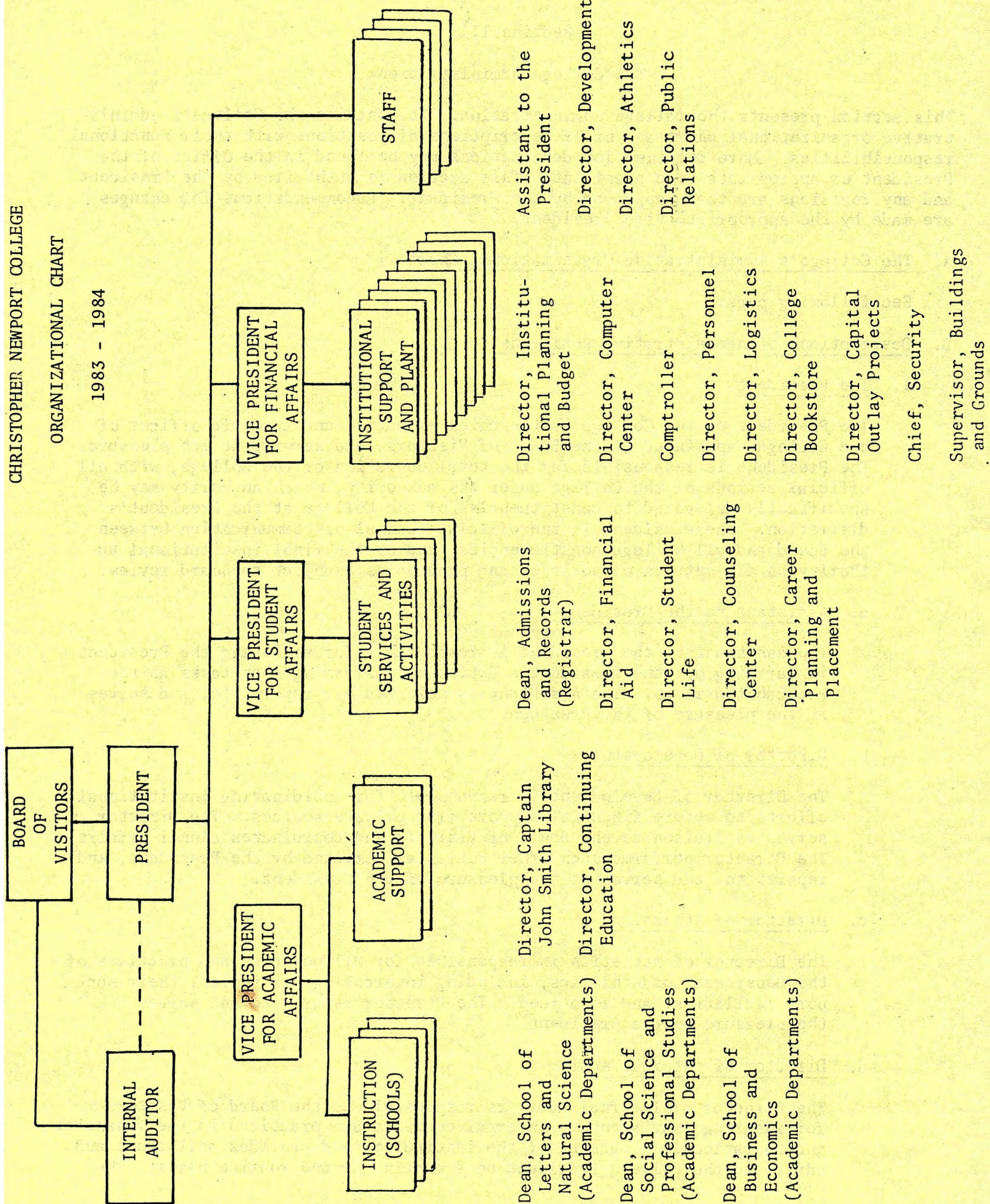
d. Director of Internal Audit

The Director of Internal Audit is responsible to the Board of Visitors for insuring that adequate internal controls are practiced in the financial and operational management of the institution and provides assistance and advice to the College President on a continuing and routine basis. The

CHRISTOPHER NEWPORT COLLEGE

ORGANIZATIONAL CHART

1983 - 1984



Director is selected by and reports to the Board of Visitors. This is a classified position.

e. Director of Public Relations

The Director of Public Relations is responsible for initiation, coordination and dissemination of media information. The Director works with all constituencies of the college community in these efforts. The Director reports to the President. This is a classified position.

2. Vice President for Academic Affairs

The Vice President for Academic Affairs (VPAA) is Dean of the Faculty and is responsible for the overall administration of the academic programs of the College. The VPAA is responsible for the organization, development, and approval of the College's curriculum and is responsible for the academic organization of the College. The VPAA acts for the President in his absence. The VPAA is selected by, reports to, and serves at the pleasure of the President.

a. Dean of the School of Letters and Natural Science

The Dean of the School of Letters and Natural Science is responsible for the overall organization, administration, and fiscal management of the School. The Dean is responsible for the coordination of the academic programs and instructional activities of the School. The Dean acts for the Vice President for Academic Affairs in his absence. The Dean is selected by, reports to, and serves at the pleasure of the Vice President for Academic Affairs.

b. Dean of the School of Social Science and Professional Studies

The Dean of the School of Social Science and Professional Studies is responsible for the overall organization, administration, and fiscal management of the School. The Dean is responsible for the coordination of academic programs and instructional activities of the School. The Dean acts for the Vice President for Academic Affairs in his absence and that of the Dean of the School of Letters and Natural Science. The Dean is selected by, reports to, and serves at the pleasure of the Vice President for Academic Affairs.

c. Dean of the School of Business and Economics

The Dean of the School of Business and Economics is responsible for the overall organization, administration and fiscal management of the School of Business and Economics. The Dean is responsible for the coordination of the academic programs and instructional activity of the School. The Dean acts for the Vice President for Academic Affairs in his absence and that of the other two school deans. The Dean is selected by, reports to, and serves at the pleasure of the Vice President for Academic Affairs.

d. Director of Continuing Education

The Director of Continuing Education is responsible for the administration of: Continuing Education Unit (CEU) courses; non-academic departments' seminars and workshops; public service noncredit courses; and in, conjunction with the academic deans, for all credit courses taught

off-campus and through the media. The Director administers all educational activities for client groups. The Director of Continuing Education is selected by, reports to, and serves at the pleasure of the Vice President for Academic Affairs.

e. Director of the Library

The Director of the Library is responsible for the development of the library collection, services and facilities and for the administration, organization and fiscal management of the library. The Director of the Library is selected by, reports to, and serves at the pleasure of the Vice President for Academic Affairs.

3. Vice President for Student Affairs

The Vice President for Student Affairs (VPSA) is responsible for all student services that affect the welfare of students outside the classroom. The VPSA is responsible for the offices of Admissions, Registrar, Financial Aid, Student Life, Counseling, Career Planning and Placement, and the Campus Center. The VPSA is responsible for non-academic student programs, student employment, and non-academic student discipline. The VPSA oversees the Student Association and other student organizations. The VPSA acts for the President in the absence of the President and VPAA. The VPSA is selected by, reports to, and serves at the pleasure of the President.

a. Dean of Admissions and Records

The Dean of Admissions and Records is responsible for the operation of the offices of Admissions, Registrar, and Veterans' Affairs. The Dean admits students to the College and sets conditions for admitted applicants in conformity with the College's admission policies. The Dean is responsible for student recruitment programs. The Dean is responsible for the evaluation of all student transfer credit. The Dean is selected by, reports to, and serves at the pleasure of the Vice President for Student Affairs.

b. Registrar

The Registrar is responsible for maintaining student records, and for student registration and schedule changes. The Registrar schedules all academic classroom space; maintains statistical enrollment data; certifies, through permanent record maintenance, completion of degree requirements; procures and distributes diplomas at commencement; and serves as secretary to the Academic Status and Degrees Committees. The Registrar is selected by, reports to, and serves at the pleasure of the Dean of Admissions and Records.

c. Director of Financial Aid

The Director of Financial Aid administers the student aid program in conformance with federal and state statutes, regulations, guidelines and participation agreements; analyzes student applications for financial aid, prepares award letters, and authorizes the Business Office to disburse financial aid funds; procures federal and state financial aid funds; and reports to local, federal, and state agencies funding sources

as required. The Director of Financial Aid is selected by, reports to, and serves at the pleasure of the Vice President for Student Affairs.

d. Director of Student Life

The Director of Student Life is responsible for the management of the Campus Center, the College's food services, vending and pub operations and the College's typesetting operation, and oversees student organizations and activities. The Director provides leadership in improving the quality of student life at the College, handles non-academic judicial problems and prepares budgets for auxiliary services, orientation, and student life. The Director of Student Life is selected by, reports to, and serves at the pleasure of the Vice President for Student Affairs.

e. Director of the Counseling Center

The Director of the Counseling Center is responsible for the overall administration of the Counseling Center, including counseling individual students in vocational and educational matters, providing psychological counseling and crisis-intervention, conducting group counseling in personal growth and special interest groups, and coordinating referrals of students within the College as well as to appropriate community agencies. The Director of the Counseling Center administers the college-wide Placement Testing Program for incoming freshmen and transfer students, initiates programs to help students adjust to academic life, and provides programs and services for minority students. The Director of the Counseling Center is selected by, reports to, and serves at the pleasure of the Vice President for Student Affairs.

f. Director of Career Planning and Placement

The Director of Career Planning and Placement is responsible for the College's job placement service for both currently enrolled students and graduates. The Director is responsible for developing career development programs for currently enrolled students. The Director secures placement recruiters from businesses, industries, governmental agencies, and colleges and universities; contacts prospective employers on behalf of the students and advises students on job placement. The Director of Career Planning and Placement is selected by, reports to, and serves at the pleasure of the Vice President for Student Affairs.

4. Vice President for Financial Affairs

The Vice President for Financial Affairs (VPFA) is responsible for and has authority over the overall financial management of the institution. In addition, the offices of Institutional Planning and Budget, the Computer Center, the Comptroller, Personnel, Logistics, College Bookstore, Capital Outlay Projects, Security, and Buildings and Grounds report to him. The VPFA acts for the President in the absence of the VPAA and the VPSA. The VPFA is selected by, reports to, and serves at the pleasure of the President.

a. Director of Institutional Planning and Budget

The Director of Institutional Planning and Budget is responsible for the development and submission of the biennial institutional program and financial proposals. The Director assists the Vice President for Finan-

cial Affairs in formulation of the annual operating resource budget and in monitoring expenditure and revenue performance. The Director is responsible for long-range studies and institutional research. The Director is selected by and reports to the Vice President for Financial Affairs. This is a classified position.

b. Director of Computer Center

The Director of the Computer Center is responsible for providing academic and administrative computing services to the college community and is responsible for computer systems analysis and systems development, system configuration, and data security. The Director of the Computer Center is selected by and reports to the VPFA. This is a classified position.

c. Comptroller

The Comptroller is responsible for maintenance of the accounting records and systems of the College. The Comptroller is the bursar and is responsible for cashier, disbursements, and data entry services. The Comptroller is selected by and reports to the Vice President for Financial Affairs. This is a classified position.

d. Director of Personnel

The Director of Personnel is responsible to the President, who is the Personnel Officer of the College, for performing the personnel, payroll and position management functions of the College. The Director supports the academic and non-academic areas, as directed. The Director of Personnel is selected by and reports through the Vice President for Financial Affairs. This is a classified position.

e. Director of Logistics

The Director of Logistics is responsible for general logistics services to the College, including mail distribution, operation of the college reproduction service center, operation of the college purchasing function, and operation of the college central stores and warehouse facility. In addition, the Director of Logistics assists the Vice President for Financial Affairs in the institutional risk management program, contract administration, and operation of the college vehicle pool. The Director of Logistics is selected by and reports to the Vice President for Financial Affairs. This is a classified position.

f. Director of the College Bookstore

The Director of the College Bookstore is responsible for the operation of the college retail bookstore, an independent operation as defined in the SCHEV chart of accounts. The Director provides retail book sales in support of the academic departments and also provides sales of miscellaneous convenience items to the college community. The Director of the College Bookstore is selected by and reports to the Vice President for Financial Affairs. This is a classified position.

g. Director of Capital Outlay Projects

The Director of Capital Outlay Projects is responsible for planning and execution of the capital outlay projects of the College. The Director is selected by and reports to the Vice President for Financial Affairs. This is a classified position.

h. Chief of Security

The Chief of Security is responsible for institutional safety and security programs, including traffic control and law enforcement activities. The Chief of Security is selected by and reports to the Vice President for Financial Affairs. This is a classified position.

i. Supervisor of Buildings and Grounds

The Supervisor of Buildings and Grounds is responsible for operational maintenance of college plant and fixed property assets, including custodial services, utilities, and contract maintenance to assure proper function of college facilities. The Supervisor of Buildings and Grounds is selected by and reports to the Vice President for Financial Affairs. This is a classified position.

-- 4/28/83

The purpose of the present study is to determine the effect of the use of the word "and" in the title of a paper on the number of citations it receives. The study is limited to the period 1960-1970 and to the field of psychology.

2. Method of Selection

The study was conducted by selecting all papers published in the Journal of Experimental Psychology between 1960 and 1970. The papers were then classified into two groups: those with the word "and" in the title and those without. The number of citations for each paper was then counted.

3. Results and Discussion

The results of the study show that papers with the word "and" in the title received significantly more citations than papers without. This result is consistent with the hypothesis that the use of the word "and" in the title of a paper is a signal of its importance. The discussion of the results suggests that the use of the word "and" in the title of a paper is a useful way to increase its visibility and citation rate.

Section IV

Participation in College Governance

This section describes the participation in College governance by constituencies other than the Administration. It defines the functional responsibilities of the Faculty, Student Body, ancillary positions, committees and individual faculty members.

This section is authorized by the President and any revisions are to be approved by the President. Recommendations for changes are made through the appropriate Vice President.

A. The Faculty

The Faculty of the College is the body of all persons holding an appointment as professor, associate professor, assistant professor or instructor and are members of an academic department. The Deans of the Schools, the Vice President for Academic Affairs and the Presidents are nonvoting members of the Faculty. The Vice President for Academic Affairs is the Dean of the Faculty and presides over the Faculty meetings.

The Faculty shall concern itself with the educational policies of the College and shall have the opportunity to participate in the formulation, development and changes of those policies under the normal operating procedures of the College. These policy areas include:

- certification of students who have fulfilled the academic requirements for graduation
- academic standards for admissions and retention
- curriculum and transfer credit
- grading system, examinations, and appeals

In addition, Faculty concerns for its welfare include the making of recommendations for:

- faculty development
- standards for retention, promotion, tenure and the recognition of merit
- faculty personnel policies, such as fringe benefits, outside employment, leaves of absence and other working conditions.

Regarding all matters within its jurisdiction, the Faculty makes its recommendations to the Vice President for Academic Affairs, who in turn formulates his recommendations to the President. The Vice President for Academic Affairs informs the Faculty of his recommendations.

B. The Student Body

The Student Body consists of all persons admitted and enrolled for at least one credit during a given semester. The Student Body participates in the governance of the College through the Student Association, and makes recommendations pertinent to student concerns on the coordination and development of a full program of student activities to the Vice President for Student Affairs. With the advice and guidance of the Director of Student Life and the Vice President for Student Affairs the Student Association is the representative governing body of

students which advises all the constituencies of the College. The Student Association selects members to represent the Student Body on appropriate College committees.

C. Ancillary Positions

To assist the College administration in managing the College programs some members are selected or appointed to administrative positions ancillary to their primary responsibility.

1. The Department Chairman is responsible to the Dean of the School and the academic department for the organization, administration, and fiscal management of the academic department. The chairman is elected for a three year term by the members of the department, subject to the approval of the Dean.
2. The Academic Hearing Examiner administers the Code for Academic Work and chairs the Academic Hearing Board. The Hearing Examiner is a faculty member who is selected by, reports to, and serves at the pleasure of the Vice President for Academic Affairs.
3. The Affirmative Action Coordinator is responsible for monitoring the College's EEO/AA plan. The coordinator is appointed by, reports to, and serves at the pleasure of the President.
4. The Director of the Bureau for Business and Economic Research manages the Bureau of Business and Economic Research and supervises the publication of reports sponsored by the Bureau. The Director is selected by, reports to, and serves at the pleasure of the Dean of the School of Business and Economics.
5. The Campus Center Theatre Manager is responsible for the scheduling of all functions in the Campus Center Theatre. The manager is selected by, reports to, and serves at the pleasure of the Dean of the School of Liberal Arts, Sciences, and Education.
6. The Grants Coordinator assists faculty members in the application for and administration of grants from private or governmental sources. The Grants Coordinator is selected by, reports to, and serves at the pleasure of the Vice President for Academic Affairs.
7. The Director of Student Teaching directs the student teaching program and certifies candidates with respect to requirements for State Teaching Certificates. The Director is appointed by, reports to, and serves at the pleasure of the Vice President for Academic Affairs.

D. Committees

1. Academic Committees

The Vice President for Academic Affairs serves as a nonvoting member of all academic committees.

a. Faculty Advisory Committee

Membership: Eight faculty members elected by the Faculty.

- reports to the Faculty
- makes recommendations to the Faculty and Vice President for Academic Affairs on developments which may affect the educational function of the College or the welfare of the Faculty
- consults with the President and other College constituencies as appropriate
- recommends to the President faculty members to represent the Faculty to the Board of Visitors and coordinates reports of the representatives
- coordinates the work of Academic and Faculty affairs committees with the Vice President for Academic Affairs
- advises the Vice President for Academic Affairs on matters of academic administration
- initiates the establishment of ad hoc grievance committees.

b. Curriculum Committee

Membership: Seven faculty members elected by the Faculty, three students selected by the Student Association and the Deans of the schools (non-voting).

- reports to the Faculty
- conducts a continuing study of educational developments pertaining to the College curriculum
- recommends changes in the curriculum
- determines priorities for the development of the curriculum
- makes recommendations concerning the adoption and termination of degree programs
- conducts a periodic review of all academic offerings.

c. Degrees Committee

Membership: Six faculty members elected by the Faculty, and the Registrar (nonvoting).

- reports to the Faculty
- determines which students have completed the requirements for earned degrees and recommends their names for certification by the Faculty
- reviews student petitions concerning degree requirements and makes recommendations thereon to the Faculty
- conducts an on-going study of degree requirements.

d. Academic Status Committee

Membership: Six faculty members elected by the Faculty and the Registrar (nonvoting).

- recommends to the Faculty standards for retention, dismissal, placement of probation, reinstatement and for all other matters relating to academic performance
- considers all appeals pertaining to the academic status of students and makes appropriate recommendations to the Vice President for Academic Affairs
- considers the requests of students who wish to carry overload courses and students who require more than one semester to complete a course in which a grade of "I" was earned and makes appropriate recommendation to the Vice President for Academic Affairs.

e. Admissions Committee

Membership: Six faculty members elected by the Faculty and the Dean of Admissions (nonvoting).

- recommends to the Faculty standards for admissions
- reviews appeals to denial of Admission and makes appropriate recommendations to the Vice President for Academic Affairs.

f. Academic Hearing Board

Membership: Three faculty members elected by the Faculty; three student members elected by the students; and the Academic Hearing Examiner (nonvoting).

- reviews cases which involve a violation of the Code for Academic Work and makes recommendations to the Vice President for Academic Affairs for his actions
- recommends changes in the Code to the Student Association and to the Faculty for their recommendations to the Vice President for Academic Affairs.

g. Honors Council

Membership: Three members elected by the Faculty and three members appointed by the Vice President for Academic Affairs; Dean of Admissions (nonvoting) and the Deans of the Schools (nonvoting).

- reports to the Vice President for Academic Affairs
- administers the Honors Programs of the College including the Styron Scholars, the Degree with Distinction and CNC Honors Scholars programs
- recommends to the Faculty changes in the Honors programs.

h. Library Advisory Committee

Membership: Nine faculty members appointed by the Vice President for Academic Affairs on the recommendation of the Director of the Library and two students appointed by the Student Association.

- reports to the Director of the Library
- advises the Director on the library budget allotted for academic departments use
- assesses the Library's overall needs in holdings, equipment and facilities and makes recommendations on these matters
- provides liaison between the Library and the faculty and students.

i. William Parks Colloquium Committee

Membership: Seven faculty members appointed by the Vice President for Academic Affairs.

- reports to the Vice President for Academic Affairs
- organizes the Dean's Colloquium series and recommends members to be invited to present their research or study to the Faculty, students and members of the community.

j. Review Board for the Protection of Human Subjects

Membership: Four faculty members appointed by the Vice President for Academic Affairs.

- reports to the Vice President for Academic Affairs
- reviews and approves research activities which involve human subjects
- safeguards the rights and welfare of subjects at risk in activities supported under grants and contracts.

k. Teacher Preparation Council

Membership: Eleven faculty members appointed by the Vice President for Academic Affairs.

- reports to Chairman of the Department of Education
- coordinates the total teacher preparation program and assures continuous inter-institutional action.

1. Continuing Education Committee

Membership: Seven Faculty members appointed by the Vice President for Academic Affairs upon the recommendation of the Deans.

- advises the Director of Continuing Education on contracts, support and sources of information for noncredit and off-campus credit programs, including methods of offering such programs.

2. Faculty Affairs Committees

a. Faculty Review Committee

Membership: Six tenured faculty members elected by the Faculty.

- consults with the Vice President for Academic Affairs on faculty personnel issues
- reviews recommendations from the academic departments and the Deans of the Schools on matters of retention, promotion, tenure and merit increases and makes its recommendations to the Vice President for Academic Affairs.

b. Faculty Hearing Committee and Faculty Hearing Panel

Membership: FHC: Seven faculty members elected by the Faculty;
FHP: Five faculty members elected by the Faculty.

- reports to Faculty and Vice President for Academic Affairs
- FHC: serves as the formal hearing committee during dismissal procedures
- FHP: fills vacancies on FHC.

c. Nominations Committee

Membership: Six faculty members elected by the Faculty.

- reports to Faculty
- presents a slate of nominations when vacancies occur on the elected committees of the Faculty
- supervises elections to committees.

3. Administrative Committees

a. Affirmative Action Committee

Membership: Nine members appointed by the President upon the recommendation of the Vice Presidents and the Affirmative Action (EEO/AA) Coordinator (nonvoting).

- reports to the President
- advises the EEO/AA coordinator on the formulation and implementation of the College's EEO/AA plan
- monitors the procedures for recruitment, hiring, promotion and termination of personnel
- monitors College policies and procedures to insure that they are fair and fully consistent with the plan
- assesses complaints and grievances relating to EEO/AA, and assists employees through appropriate referrals
- furnishes a member to be adviser to and nonvoting member of every search committee for the purpose of assuring compliance with the EEO/AA procedures.

b. Athletic Advisory Committee

Membership: Four faculty members, four students, one alumnus, one member of the Captain's Crew appointed by the President, and the Director of Intercollegiate Athletics (nonvoting).

- reports to the President
- makes recommendations on all matters relevant to intercollegiate athletics programs
- reviews athletic philosophy and policy
- considers matters related to athletic conference and national athletic governing bodies
- reviews need for additional equipment for gymnasium and outdoor facilities, addition of sports to the Department of Athletics, scheduling and transportation
- monitors the athletics budget.

c. Automatic Data Processing Advisory Committee

Membership: Six members including three faculty members appointed by the Vice President for Financial Affairs and two students appointed by the Student Association, and the Director of Computer Center (nonvoting).

- advises the Director on Computer Center operations
- determines the long range needs of the College for ADP services and makes recommendations to the Vice President for Financial Affairs.

d. Buildings and Grounds Committee

Membership: Six members appointed by the Vice President for Financial Affairs; the faculty and student representatives to the Buildings and Grounds Committee of the Board (nonvoting); and the Supervisor of Buildings and Grounds (nonvoting).

- reports to the Vice President for Financial Affairs
- reviews requests for changes in the external physical appearance of the campus and makes recommendations to the Vice President for Financial Affairs for action thereon
- prepares and updates the campus landscape plan.

e. Campus Center Theatre Advisory Board

Membership: Six members including three faculty members appointed by Vice President for Student Affairs upon the recommendation of the Dean of Liberal Arts, Sciences, and Education, the student director of the Campus Program Board (nonvoting), and the Manager of the Campus Center Theatre (nonvoting).

- advises Manager of theatre in scheduling of all functions in the Campus Center Theatre
- recommends policy on theatre use to the Dean of Liberal Arts, Sciences, and Education.

f. College Handbook Committee

Membership: Seven members appointed by the President to include three faculty, three administrators and one student.

- reviews all proposed changes in the College Handbook with the parallel committee of the Board of Visitors and makes recommendations to the President
- consults with all constituencies of the College on matters related to the College Handbook.

g. Employee and Organizational Training and Development Committee

Membership: Six members appointed by Vice President for Financial Affairs.

- advises the Training Specialist, Office of the Director of Personnel, on the development and implementation of the training program.

h. Safety Committee

Membership: The Building wardens appointed by the Vice President for Financial Affairs and Chief of Security (nonvoting).

- reports to the Vice President for Financial Affairs
- reviews all aspects of safety at the College
- initiates proposals for elimination of safety hazards
- committee members conduct periodic inspections of assigned building for detection and elimination of safety hazards and assists in the evacuation of handicapped and nonambulatory persons in the event of emergency situations.

i. Space Utilization

Membership: Nine members appointed by the President.

- reviews space requirements and utilization of college facilities and makes recommendations to the President.

j. Traffic Accident Review Committee

Membership: Three members appointed by the President.

- reports to the President and Department of State Police
- investigates each accident involving a State vehicle.

k. Traffic Control Committee

Membership: Six members, including one faculty member, appointed by the Vice President for Financial Affairs and three students appointed by the Student Association.

- reports to the Vice President for Financial Affairs
- recommends policies and procedures regarding parking, and traffic control needs on campus
- recommends assignment of designated parking spaces.

4. Student Affairs Committees

a. Graduation Committee

Membership: Four members, including two faculty members, appointed by the Vice President for Student Affairs and one student appointed by the Student Association.

- reports to the Vice President for Student Affairs
- recommends matters related to the graduation ceremonies such as graduation speakers, dates, and sites.

b. Student Publications Review Board

Membership: Five faculty members appointed by the Vice President for Student Affairs, three students, appointed by the Student Association and the Director of Student Life (nonvoting).

- reports to the Vice President for Student Affairs
- selects editors for student publications and reviews all procedures, guidelines and practices for the student publications.

c. Scholarship Incentive Grant Committee

Membership: Four members, appointed by Vice President for Student Affairs and EEO/AA coordinator (nonvoting).

- reports to Vice President for Student Affairs
- administers the State Incentive Grant Program and determines student eligibility for awards under the program.

E. Individual Faculty Members

Each faculty member is responsible for providing students with specific objectives of assigned courses; for methods and procedures of instructing and evaluating student performance; and for awarding of grades.

Each faculty member who is also a member of the Faculty (See IV-1-A) is responsible for formulating and implementing a professional development plan and for department, college and community service.

1. The purpose of this document is to provide information regarding the activities of the [redacted] and the [redacted] in the [redacted] area. This information is being provided to you for your information only and is not to be used for any other purpose.

2. The information contained in this document is classified as [redacted] and is being provided to you under the authority of [redacted]. It is to be used for your information only and is not to be used for any other purpose.

Section V

Other Policies Affecting the Faculty

A. Administrative Policies Concerning Appointment to the Faculty

1. Types of Faculty Appointments

The College makes six types of appointments to the Faculty. These are: part-time, temporary, restricted, probationary, tenured, and terminal.

- a. Part-Time Appointments are those made on a semester to semester basis to provide for the staffing of one to three courses or to provide for specific, defined projects not requiring a full-time person. Part-time appointments are normally used for faculty members designated as Adjunct or Lecturer. An adjunct appointment is given to a part-time faculty member who teaches courses beginning at 6:00 p.m. or later. An appointment as Lecturer is given to a part-time faculty member who teaches courses during the day session. Recommendations for part-time appointments are made by the Department Chairman or Departmental Committee and presented to the appropriate School. Consultation of faculty members outside the Department is not required.

Part-time appointments have no continuing status, but may be renewed if the need exists. These appointments provide no fringe benefits.

- b. Temporary Appointments are those made for periods not exceeding six months to provide for specific, defined projects, for peak workloads, and for short-time replacements of permanent employees on leave-of-absence. Temporary Appointments have no continuing status, and provide no fringe benefits.

Recommendations for temporary appointments may be made by the Department Chairman or Departmental Committee and presented to the Dean of the appropriate School; consultation of faculty members outside the Department is not required.

Acting and Temporary Appointments prior to the 1974-75 academic year are best translated into current usage as "restricted," and none was intended or should be considered part of the probationary period.

- c. Restricted Appointments are one year appointments which have no continuing status, but which may be renewed up to two times for a total of three years. These appointments are made primarily for replacements in positions made vacant by the absence of the incumbent on leave, to fill positions the permanency of which may be limited, or which are given because a person with the desired qualifications cannot be hired at the time.
- d. Probationary Appointments are for periods of one year and are subject to renewal. Such appointments offer an opportunity to determine whether a faculty member's services will be of continuing value to the College. Therefore, except for part-time, temporary, and restricted appointments, new members of the College are offered probationary appointments. Such appointments are renewable and adequate notice of non-renewal is given.
- e. Tenured Appointments are continuing appointments resulting from a determination that the faculty member, through demonstrated service, shows every indication that given a reasonable opportunity, he will continue to be a productive, hence

valuable, member of the Faculty. An appointment with tenure is also a prediction of continuing needs for his services. A tenured appointment, renewed annually, may be terminated only for cause.

- f. Terminal Appointments are for the duration of one academic year only and are not renewable.

2. Policy of Non-Discrimination and Equal Opportunity

It is College policy to appoint, promote, and retain faculty members without regard to age, race, color, religion, sex, or national origin.

3. Procedures for Recruiting and Initial Appointment

The greatest care is exercised in the selection of faculty members, with thought for the candidate's potential contribution to his own Department and to the College at large. Both the short-range and long-range need for services which he can supply are considered.

All initial appointments to the faculty and to major teaching and research administrative positions will follow the procedures listed below.

a. Unsolicited Inquiries

If unsolicited inquiries concerning the availability of a full-time position are made by phone, such potential applicants are invited to submit the inquiry in writing. Written inquiries are filed for at least six months, according to the applicant's professional field, with name and address, so that the applicant can be contacted if a position becomes available during that time.

Whenever a position becomes available, all persons whose names are in the College file of potential candidates are notified and asked if they wish to apply for the position. Those who choose to become applicants are asked to submit all materials required by the search committee. The College makes no attempt to file unsolicited credentials for full-time positions. The College makes such an effort in the case of applications for part-time adjunct positions.

b. Authorization of Positions

The procedure for establishing new and replacement full-time faculty positions begins with a written request submitted by the Department Chairman to the Dean of the appropriate School. The request must detail the instructional needs for the position and the specific qualifications of the new or replacement faculty member. The Vice President for Academic Affairs, with the approval of the President, authorizes all new and replacement faculty positions, approves the qualifications for each position, and requests that the Dean of the appropriate School form a search committee to recommend candidates for the position.

c. The Search Committee

Upon the authorization of the Vice President for Academic Affairs, the Dean of the appropriate School appoints a search committee. Department chairmen may appoint search committees and their chairmen in departments of four or more full-time members; the Dean of the School appoints search committees and their chairmen for new and replacement full-time faculty appointments in departments of three or fewer full-time members.

- 1) Department Selection. The primary responsibility for finding and screening candidates for an appointment resides within existing departments. In the case of a new department, or when a department does not provide this initiative, the Dean of the appropriate School, in consultation with the senior members of this and related departments, assumes this responsibility.

Each department may choose its own method, but it is recommended that the Chairman consult with at least the senior members of his Department, and preferably with all of them. Arrangements will be made to have the candidates interviewed also by the Dean of the appropriate School, Vice President for Academic Affairs, and the President.

- 2) Affirmative Action. An Affirmative Action representative serves as a non-voting, ex officio member on all search committees to advise the committee relative to all pertinent Affirmative Action guidelines. This member is appointed by the Chairman of the Affirmative Action Committee upon notification by the Chairman of the search committee of the title of the newly authorized or replacement position and the names of the members of the search committee.
- 3) Consideration By Other Faculty Members. Wherever practicable, the credentials of those candidates selected by the department for final screening are reviewed by three members of the faculty from outside the department, preferably in related disciplines, who help evaluate the candidates as a potential colleague in a context beyond his or her particular instructional potential. Wherever possible, these members are also given the opportunity to meet with the candidates. These faculty opinions are meant to be advisory and helpful to the department and to the Dean, Vice President for Academic Affairs and President, but not to cause unreasonable delays, expense or obstacles to the interview and decision process as conducted by the Department involved.

d. The Search Process

Among the search committee's first tasks are the preparation of the advertisement for the position. Advertisements for faculty positions contain the title and duties of the position, the minimum requirements of the position, the salary range, the cut-off date for application, the College address, and the fact that Christopher Newport College is an Affirmative Action/Equal Opportunity employer. The ad must be approved by the Affirmative Action representative and the Dean of the appropriate School prior to being placed in appropriate newspapers, magazines, professional journals, or with recruitment agencies.

Positions are also announced internally. A xeroxed copy of the advertisement is placed on file with the College's Affirmative Action Coordinator.

While the advertisement is circulating and before any applications are read, the search committee devises its criteria and ratings for the selection of candidates. Criteria must be based on the requirements stated in the advertisement, but the search committee will develop additional professional criteria.

Before candidates are rated, the search committee determines the number of applicants who will be in the final pool and the number of applicants to be invited to campus for interview. After the cut-off date mentioned in the advertisement has passed and all applications have been read, those not meeting the minimal requirements are rejected and each member of the search committee ranks

his preferences for the position according to the devised rating system. At a meeting of the search committee, the ratings are compiled, and the candidates in the final pool are selected.

The search committee may collect further information on the candidates, if necessary. If such additional information is required, notice of deadlines for receiving the information must be given. When all information has been collected and evaluated, the search committee recommends to the Dean of the appropriate School the names of those candidates to be invited to campus for interview. A complete dossier, consisting of the candidate's statement of interest in the position, vital information, college transcripts, and at least three letters or telephone transcripts of personal and professional reference, is presented to the Dean for each candidate recommended for interview. Recommendations received orally must be summarized in writing by the recipient and made part of the dossier material.

The Dean of the appropriate School reviews the dossiers of the candidates recommended for interview and approves recommendations for extending invitations to the candidates. Within the limits of the established recruitment or travel budget, the chairman of the search committee invites one or more candidates for interview on campus. The chairman arranges the time of interviews and assists the candidates in making their travel plans and overnight accommodations. He also assures that other members of the department who are not on the search committee are given the opportunity to meet all applicants who are invited to the campus. The complete dossier of each candidate who is invited for interview remains on file in the office of the Dean of the appropriate School and may be reviewed upon request by the College Affirmative Action Committee and the Affirmative Action Coordinator. The remainder of the dossiers will be stored in a central area designated by the Dean. At the discretion of the search committee, candidates may be asked to present a brief presentation concerning some topic relevant to the candidate's academic specialization. Students and faculty members may be invited to attend.

After all interviews, the search committee discusses all candidates and formally votes for its preferences. The committee chairman then informs the Dean of the appropriate School in writing of the committee's recommendations for appointment in order of preference. Academic rank and salary appropriate to the candidate's background and experience and in conformity with college salary standards also are recommended.

The Dean reviews the recommendations of the search committee and takes appropriate action to complete the selection process. The chairman of the search committee completes an Affirmative Action report, and after the committee's Affirmative Action representative confirms in writing that all Affirmative Action guidelines have been followed, the Dean makes his recommendation to the Vice President for Academic Affairs. The Vice President then ascertains the successful candidate's willingness to accept an appointment.

e. The Appointment Process

When an individual has stated that he would accept an appointment, the Vice President for Academic Affairs issues a contract to the successful candidate which clearly states that it is subject to the approval of the President and the Board of Visitors. The contract or an addendum will also include:

- the date of the next meeting of the Board of Visitors at which time approval

- of the contract will be considered;
- reference to the Faculty Handbook which shall have been given to the candidate prior to ascertaining his willingness to accept an appointment, and to the detailed statements contained therein regarding College policies and procedures;
- appropriate details of rank, salary, term, and tenure considerations. In the case of a restricted, temporary, or part-time appointment, it is clearly indicated that no future or other commitment by the College is intended or implied.

The Vice President for Academic Affairs is responsible for determining the rank, salary, and other appropriate terms of appointment. The Vice President prepares for the Board of Visitors the appropriate resolutions for the candidate's appointment, the resolutions to include a statement as to the President's approval, the candidate's proposed salary and rank, and a brief résumé of his academic background and qualifications.

f. Consultation in Case of Conflict of Judgment

Within the College's administrative procedures, there are possibilities for conflict of judgment on a candidate's merits at three points in the appointment process as outlined above: the search committee may disagree with the Dean, the Dean with the Vice President and the Vice President with the President. In such a circumstance, where the disagreement develops to the point where the administrative officer indicates he will not recommend the candidate to the next higher officer, it is understood that the compelling reasons for the disagreement will be made known to all those already involved in formal judgment on the candidate, and a full discussion on the candidate's suitability for the vacancy will be held in an attempt to resolve the difficulty.

Such a discussion will include all those involved in the recommendation to the point where the difficulty arose and will be called on the initiative of the administrative officer who finds he is unable to endorse the received recommendations. (Thus, in a case where the Dean does not accept a recommendation from the search committee, the Dean would call a meeting which would include the members of the search committee, and, if appropriate, any other involved in the matter.)

If agreement is not reached out of such a discussion, the substance of the difficulty is to be reported to the next higher administrative or governing office (in the hypothetical case above, to the Vice President) where the final decision is made as whether to recommend the candidate for appointment.

g. Announcement

Following receipt of the contract signed by the appointee, public announcement of appointment will be made immediately by the College.

h. Assistance to New Faculty Member

Once a faculty member has been appointed, every effort is made to provide help toward his development within the College. This includes the offer of advice and help by senior members of the department, as well as the support of the Administration with workshops, briefing sessions, and at times financial assistance towards advanced study or research.

B. Faculty Standards, Criteria and Policies for Retention, Promotion, Tenure and Merit Increases in Salary

1. Introduction

The Faculty of Christopher Newport College recognizes and accepts the responsibility of formulating and recommending standards and criteria for retention, promotion, tenure, and merit increases and the implied accountability to the extent authorized by the Board of Visitors.

The Faculty recognizes that the President, as the chief administrative officer of the College, has primary authority and responsibility for the policies and practices of the College, including faculty evaluation practices described herein.

To assist the President in making faculty personnel decisions, the Faculty elects a standing committee of six professors consultative with him, henceforth called the Faculty Evaluation Committee. This Committee consults with and aids departments in improving appointment and promotion standards and procedures.

The Faculty recognizes the department as the group within which initial judgments and recommendations originate. The Vice President for Academic Affairs and the Dean of the appropriate School assist the department in the resolution of any difficulties which may arise in the process of the department meeting this responsibility.

Because retention, promotion, and tenure decisions have long range implications for the quality and professional development of the entire faculty, a Faculty Personnel Committee reviews departmental recommendations. The Faculty Personnel Committee, which is composed of six (6) tenured members of the faculty, is appointed by the Vice President for Academic Affairs in consultation with the Vice Chairman of the Faculty. No member of the Faculty Evaluation Committee, nor two members of any single department may serve on the Faculty Personnel Committee. Initial appointments will be for two each of 1, 2, and 3 year terms. Subsequent appointments will be for three year terms. Members of the Committee will absent themselves from any consideration of a member of their department.

All evaluations of faculty members are based on objective, written data in a dossier kept by the department chairman, and are made in accordance with standards of effectiveness in teaching, in professional development, and in service.

The Faculty recognizes a system of ranks and types of appointment to reflect the diversity of expertise and experience within its body.

Rank and salary are assigned in a manner consistent not only with the appointee's qualifications but also with the rank and salary of others in the College with similar qualifications.

The Faculty recognizes that budgetary, curricular or other policy considerations may not permit all deserving faculty members at any one time to receive retention, promotion, tenure, or merit pay. To each member, the Faculty guarantees fair treatment in all evaluations in accordance with published standards and procedures, and accepts the responsibility of providing grievance procedures.

The effective date of a change in policy affecting the faculty is the starting date of the first contract accepted by the faculty member following notification of the change. Distribution to each faculty member of an amendment to the Faculty Handbook approved by the Board of Visitors in writing constitutes such notification.

2. General Standards and Procedures for Evaluation

The generally accepted divisions considered in 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.

It is the responsibility of each department to delineate the specific criteria which will be used in the evaluation of department members. These criteria must be consistent with the mission of Christopher Newport College and with the aims and purposes of the department.

a. General Procedures

- 1) Time of Review for Retention. Notice of non-reappointment, or of intention not to recommend reappointment to the Board of Visitors, is given in writing in accordance with the following standards:
 - not later than March 1 of the first academic year of service if the appointment expires at the end of the year;
 - not later than December 15 of the second year, if the appointment expires at the end of the year;
 - at least twelve months before the expiration of an appointment after two or more years at the College.
- 2) Departmental Evaluation. The primary responsibility for evaluating each faculty member's performance resides in his own Department, with the aid and advice, as appropriate, of other members of the Faculty, especially in related disciplines.
 - a) Dossier. A dossier on each member is kept in the office of the chairman of the department. Each member may review his own dossier and add to it material which he considers relevant, and it is primarily the responsibility of the individual faculty member to see that it is kept up to date.
 - b) Departmental Peer Groups. A departmental peer group is constituted at a set time appropriate to the faculty member's rank and experience (see below). The size and composition of peer groups should be decided by the department within these requirements. The peer group for a simple retention decision or for a review of a tenured faculty member should consist of at least three members. For decisions concerning promotion or tenure, the peer group consists of at least five members. If a department contains the required number of faculty members, the peer group will be constituted from within the department. If the department contains fewer than the needed number, the additional members of the peer group will be chosen by the department from an allied field(s). If a department consists of only one or two members, the division coordinator will serve on the peer group and will assist in selecting the remaining members from outside the department. Each peer group will select its chairman.

b. Operational Procedures

1) Calendar

In the implementation of its duties, the Faculty Evaluation Committee, in

cooperation with the Faculty Personnel Committee and the Vice President for Academic Affairs, publishes annually a calendar for the several steps in the evaluation process. This calendar, published by September 15, designates the date by which each step must be completed.

Step One:

The Department Chairman notifies each member of the forthcoming evaluation; forwards to the Faculty Evaluation Committee a copy of the criteria and procedures to be used, a list of the peer group for each member and the name of the peer group chairman selected by the peer group; the student evaluation form to be used; and, for tenured members, a statement of waiver for those members not being evaluated at this time. The statement of waiver comes from the department and is signed by all members of the department either as consenting or non-consenting to the waiver. A majority of consenting members is needed to waive evaluation. If a special peer group is needed, the Department and the evaluatee submit the names of their selections and of any nominees for the remaining position.

Step Two:

The Faculty Evaluation Committee reviews the submissions and notifies the Department Chairman and/or the peer group chairman of the decisions. If the Faculty Evaluation Committee finds fault with any submissions from Step 1, the department or peer group chairman, as appropriate, is provided an opportunity to arrange for the indicated changes. Unresolved discrepancies with college-wide standards or procedures are brought to the attention of the Dean of the appropriate School.

The Faculty Evaluation Committee names the remaining member(s) to special peer groups; if members are drawn from off-campus, the Vice President for Academic Affairs assists in extending the invitation to serve. Special peer groups stipulate in writing to the evaluatee and to the Faculty Evaluation Committee what materials or special considerations they will require during the evaluation if not already specified in departmental criteria and procedures.

The evaluatee is given the opportunity to update the dossier.

Step Three:

All evidence is assembled and available in the dossier. The dossier is organized into four sections: recommendations of previous peer groups; teaching effectiveness; service; and professional development. The faculty member has access to the dossier at any time it is not actively being considered by the peer group. The peer group may request additional information for its consideration and may request removal of material considered extraneous to the evaluation. No material may be added to the dossier at any time without the evaluatee's being informed of the fact. Materials added to the dossier are signed by the person submitting the materials and initialed by the evaluatee to confirm having read them.

Step Four:

The dossier is circulated among the peer group evaluators with each peer making a separate, initial written evaluation which includes a tentative

recommendation and provides reference to all the criteria on which it is based. These initial evaluations are not included in the dossier but serve as a basis of deliberations at the meeting of the peer group where the decision is made.

The peer group meets and prepares the joint evaluation and final recommendations. The final recommendation is signed by all those involved, in the appropriate columns on the form provided. The summary statement clearly states the basis of each decision with specific reference made to the appropriate evidence in the dossier.

Statements of reservation are attached by those not signing in the approval columns.

Step Five:

The signed recommendations and the signed summary statement are presented to the evaluatee for signature. His signature confirms that he has read them. If the faculty member is in disagreement with the recommendation, with any portion of the summary statement or with any minority statement, he or she attaches a signed statement concerning the areas of disagreement.

The signed recommendations and any signed minority reports, signed summary statement, and dossier are sent to the Faculty Evaluation Committee.

Step Six:

The Faculty Evaluation Committee reviews the recommendations for consistency with approved departmental criteria and procedures. To ensure college-wide consistency, the Faculty Evaluation Committee ascertains that statements made in the summary statement are documented in the dossier. Discrepancies are called to the attention of the chairman of the peer group and the evaluatee, who either make the requested corrections or notify the Faculty Evaluation Committee of the decision not to accept its recommendation for change. The Faculty Evaluation Committee forwards the dossier and its statement concerning certification to the Faculty Personnel Committee.

Step Seven:

The Faculty Personnel Committee, representing the perspective of the entire Faculty, reviews the recommendation(s) of the departmental committee and the evidence on which it is based, and adds an endorsement of concurrence or non-concurrence. In the case of non-concurrence, a statement of explanation is included in the endorsement. The Faculty Personnel Committee forwards a copy of its recommendation to the departmental peer group and to the evaluatee. If a unanimous recommendation cannot be made, a minority report will be filed. The departmental recommendations and reports, along with the endorsement of the Faculty Personnel Committee, the dossier, and the certification of the Faculty Evaluation Committee, is sent to the Dean of the appropriate School. At the same time a copy of the Committee's endorsement is sent to the Faculty Evaluation Committee.

Step Eight:

The Dean reviews all recommendations and materials of evaluation, after receiving the certification for the Faculty Evaluation Committee regarding

procedures and criteria of evidence, and formulates his recommendations to the Vice President for Academic Affairs. He reviews his recommendations with the Faculty Evaluation Committee for the purpose of insuring that they are made with fairness and consistency throughout the College.

Step Nine:

The Dean forwards his recommendations to the Vice President.

Step Ten:

The Vice President reviews all recommendations and formulates his recommendations to the President. He reviews his decisions with the Faculty Evaluation Committee for the purpose of insuring that they are made with fairness and consistency throughout the College.

Step Eleven:

The Vice President forwards his recommendations to the President.

Step Twelve:

The President notifies in writing the faculty member, the Vice President for Academic Affairs, the Dean of the appropriate School, the Faculty Personnel Committee, the Faculty Evaluation Committee, the peer group chairman and Department Chairman of his decision in each case.

2) Evidence to be Considered

The major criteria to be used in the evaluation and suggestions for documentation which may be used for appropriate evidence are as follows:

a) Teaching Effectiveness. This criterion should receive the major weight in formulating recommendations:

- course planning;
- use of instructional methods appropriate to the course;
- clear course objectives and fair evaluation of student performance on the basis of the stated objectives;
- interpersonal effectiveness as a teacher.

Documentation of the above could be course syllabi, self description of teaching methods, student course evaluation, peer visitation, depositions, or any other evidence the department deems appropriate to the discipline.

b) Professional Competence and Development

- participation in professional societies including presentations;
- formal and informal interactions with college peers in professional matters;
- participation in short courses and additional course work in professionally related areas;
- completion of additional degrees;
- research in progress and publications;
- attainment of honors and awards.

Documentation may include a self-report, copies of research prospectus and publications, depositions by colleagues, certificates, and transcripts of course work completed.

c) Service to the Department, the College and Community

- to the department in meeting departmental responsibilities including advising, meeting classes regularly, keeping posted office hours, and carrying out other departmental assignments and deadlines, interpersonal effectiveness with colleagues;
- to the College including attendance at faculty meetings, performance on committees, cooperation with College policies and deadlines;
- to the community in providing professional expertise in any way that makes the community aware of the presence and concern of the College.

Documentation of the above may be in the form of depositions by department chairmen, committee chairmen, administrative personnel, community people, or through the faculty member's self-report.

3) Faculty Use of Student Evaluations

The vast preponderance of evidence clearly indicates that student evaluations are of value and the accuracy of their interpretation most assured when used by the individual instructor for self-improvement.

Student evaluations of all types are subject to many key variables in interpretation and should be used with great care and as only one type of evidence in making an evaluation of an instructor's performance. Student evaluations are carried out by each department during the last month of each regular semester, the evaluations to be administered for each non-tenured member of the department. Evaluation procedures for tenured faculty members are described in section 4.f. (p.20).

A uniform Faculty Evaluation Plan whereby students evaluate faculty performance on a College-wide form began during the spring semester 1981. Results will be used in the 1981-82 year and thereafter as part of the evaluation process.

The procedures for administering the College-wide forms are set forth in the instruction sheet contained in the student evaluation packet provided each faculty member at the time that they are to be administered.

For the purpose of verification of the tabulation of the completed evaluation forms, the instructor, with the approval of the department, chooses a faculty member to tabulate with him the evaluation forms. The faculty member assisting the instructor in tabulating the results of the evaluation is under strict obligation not to reveal the results of the evaluation to anyone without the permission of the instructor.

4) Recourse

See Grievance Procedures, Section 7.

3. Policy on Promotions

a. Introduction:

The 'Faculty of the College' is arranged in a hierarchical system of academic ranks:

Distinguished Professor
Professor
Associate Professor
Assistant Professor
Instructor

Such academic ranks are viewed as positions of professional dignity, eminence, and excellence, granted to faculty members who are judged to be professionally competent and who have the confidence of their colleagues and of the Administration and the Board of Visitors. Each rank conveys greater prestige, professional respect and expectations than the ranks lower than it in the system.

Promotion is an acknowledgment of professional competence, service, and contributions. Promotion is conferred upon faculty members by the Board of Visitors upon the recommendation of their faculty colleagues and the President. All faculty members are expected to grow in information and in the use of their skills; therefore, promotion is not automatic upon completion of certain time in rank.

b. Guidelines for Promotion Considerations:

The following are College-wide guidelines for promotion to each rank. No single requirement is to be viewed as being entirely restrictive in and of itself. It is understood that no faculty member will--or should be expected to--excel in all areas of the guidelines. Exceptions to the guidelines, however, should be based on performance well above and beyond the normal expectations of each rank in the other guideline areas (i.e., a level of performance comparable to the next higher rank than the one for which he is being evaluated). It is the responsibility of each department to delineate the specific criteria which are to be used to define these guidelines in the light of the aims and purposes of the department. These criteria are transmitted to the Faculty Evaluation Committee at the beginning of the academic year prior to any evaluations. The Faculty Evaluation Committee is responsible for the collection and review of these criteria. It also acts as a resource to the departments in developing standards and procedures and to determine, taking into consideration individual differences of the aims and purposes among the different departments, that the criteria are established with fairness and consistency throughout the College.

Years at another accredited College or University may be counted in the record toward promotion, but service as an administrator or outside the academic world is not.

1) Instructor

- a) Normally holds at least the master's degree in his academic discipline, preferably having completed all work toward the doctorate when that is the accepted terminal degree in his discipline with the possible exception of the dissertation.
- b) Evidence or promise of competence in teaching, research and service.
- c) Commitment to his academic discipline and the academic profession.

2) To Assistant Professor

- a) One year of teaching experience at the rank of Instructor;
- b) Demonstrated competence in teaching and departmental service;
- c) History of predominantly positive peer evaluations;
- d) Performance at the College which reflects considerable promise of substantial contributions to the College and his department;
- e) Achievement of the terminal degree in his field.

3) To Associate Professor

- a) Successful compliance with the expectations at the rank of Assistant Professor;
- b) At least four years of teaching and/or research experience at the rank of Assistant Professor (a total of five years of teaching and/or relevant research experience);
- c) At least two years of service at Christopher Newport College;
- d) Demonstrated effectiveness in teaching;
- e) Demonstrated competence in departmental and college service (e.g., committee service);
- f) Demonstrated competence in his professional and academic discipline;
- g) History of predominantly positive peer evaluations. (Candidates for promotion should anticipate the need for evaluations at least two years before year of eligibility.);
- h) Continued promise of being a strong member of his department, college, and academic discipline;
- i) Achievement of the terminal degree in his field.

4) To Professor

- a) Successful compliance with the expectations at the rank of Associate Professor;
- b) At least five years of teaching and/or research at the rank of Associate Professor (a total of ten years of teaching and/or relevant research experience);
- c) At least three years of service at Christopher Newport College;
- d) Demonstrated high quality effectiveness in teaching;
- e) Demonstrated high quality service to the department;
- f) Demonstrated high quality involvement in his academic discipline;

- g) Demonstrated high quality service to the community;
- h) History of predominantly positive peer evaluations. (Candidates for promotion should anticipate the need for evaluations at least two years before year of eligibility);
- i) Continued promise of being a strong member of his department, the College and his academic discipline;
- j) Achievement of the terminal degree in his field.

5) To Distinguished Professor

The rank of Distinguished Professor is not an ordinary academic rank. It is an extraordinary honor for those few superior teacher-scholars with exceptional qualifications and demonstrable attainments. The specific criteria include:

- a) At least 15 years of experience in college or university teaching, at least 10 years at the rank of Professor, and at least 5 years at Christopher Newport College;
- b) Demonstrated effectiveness in teaching;
- c) A record of creative and extensive scholarly publication in his academic discipline which establishes him as a scholar of national reputation;
- d) A record of superior service and leadership in the College and community.

c. Peer Groups for Promotion Decisions:

1) For Promotion to Assistant Professor:

The peer group will be the regular peer group as described on page V-7.

2) For Promotion to Associate Professor:

The peer group includes two additional members of the faculty from outside the department. The two additional members must be at the Associate rank or higher. In establishing such a peer group, the evaluatee selects one additional member, and the department selects the second additional member.

3) For Promotion to Professor:

The composition of the peer group for a faculty member who is being considered for the rank of Professor is as stated under promotion to Associate Professor.

4) For Promotion to Distinguished Professor:

The faculty member who is being considered for promotion to the rank of Distinguished Professor has a peer group as stated under promotion to Associate Professor. However, in this case the recommendation of the peer group is subject to approval by the Faculty as a whole.

d. Responsibilities and Privileges of Academic Rank:

1) Responsibilities:

- a) Each faculty member is expected to meet the requirements of his rank as outlined above.
- b) While the major responsibility of all faculty members is teaching, and while it is expected that those faculty members who serve at the rank of Instructor and Assistant Professor will regard teaching as their primary responsibility, promotion to the ranks of Associate Professor, Professor, and Distinguished Professor, suggests increased involvement in the areas of faculty member's academic discipline, his department, the community and the College. It is the responsibility of each faculty member to demonstrate continued evidence of carrying out the expectations of his rank.

2) Privileges:

a) Released Time

- Any faculty member below the rank of Professor who is engaged in research may at his request and upon the recommendation of his department, be given a one-course teaching load reduction from his normal load to conduct this research.
- Any faculty member at the rank of Professor may on his request, be given a one-course teaching load reduction to engage in research in order to increase his knowledge and enhance the likelihood of making significant contributions to his academic discipline.
- Any faculty member at the rank of Distinguished Professor is granted a one-course teaching load reduction to engage in research in order to increase his knowledge and enhance the likelihood of making significant contributions to his academic discipline.

b) Educational Leave

A full-time faculty member may apply for educational leave, with full or partial salary, according to State regulations and the availability of funds. Generally, educational leave is granted for the purpose of academic research, study or publication; an exchange professorship; or any other like activity which will enhance the faculty member's academic expertise and experience and his contribution to the institution. One semester of educational leave may be granted to faculty members holding the rank of Associate Professor after each 4 years of full-time service to the College. Two semesters of leave may be granted to faculty members holding the rank of Professor or Distinguished Professor after each 6 years of full-time service to the College. Application for educational leave should ordinarily be made to the Vice President for Academic Affairs with a copy to the appropriate department chairman and School Dean at least one calendar year before the beginning of the requested leave period. In the application letter the faculty member should state:

- the dates of the leave;
- the purpose(s);
- a detailed description of the activity(s) to be pursued during this

- period;
- the worth of this activity(s) to the member, the academic department, and the College;
 - and the amount of salary requested.

Other relevant data should be attached to the application letter. The Vice President for Academic Affairs may request data from the appropriate department chairman and Dean concerning the impact on the functioning of department of granting such a leave. The Vice President for Academic Affairs recommends action on the application to the President. The decision to authorize educational leave is made by the Board of Visitors upon the President's recommendation. Such a decision should ordinarily be communicated to the faculty member, department chairman, Dean of the appropriate School, and Vice President for Academic Affairs at least nine months before the beginning of the requested leave period. When accepting full or partial salary from the College during an educational leave, the faculty member will be asked to fulfill his teaching role at the College at the end of the leave for a period at least twice the length of the leave or to reimburse the College at an appropriate rate should he leave his faculty position before this time has expired. The designated salary and time commitment will be included in the contract for the educational leave period.

Upon the completion of the leave, the faculty member will file a written report with the Vice President for Academic Affairs for inclusion in the faculty member's file with copies to the President, appropriate department chairman, Dean of the appropriate School, and Vice President for Academic Affairs concerning his accomplishments during the leave.

A full-time faculty member may apply for educational leave without salary under the same guidelines and requirements as listed above. Such application will ordinarily be made by the beginning of the semester previous to the requested leave.

c) Assistance to the Faculty Member

It is expected that with increased responsibility of rank that faculty members will be granted increased secretarial and/or student assistance.

4. Policy on Tenure

a. Introduction

Christopher Newport College accepts the principle of tenure and the associated contractual rights thereunto appertaining, as defined in the Statement of Principles on Academic Freedom and Tenure of the American Association of University Professors (1940). While the College, as a State institution, cannot issue contracts beyond the limits of the State provisions, an appointment with tenure is a continuing appointment which may be terminated by the College only for adequate cause, or by retirement, or under extraordinary circumstances because of financial exigency.

The tenure system is provided to protect academic freedom, to enable the College to attract and retain a faculty of distinction, and to provide a reasonable measure of employment security for faculty members who have given years of dedicated service to the College. Properly administered, it will not act as a

shield for incompetence, indifference, or for the neglect of scholarly and professional duties and responsibilities.

The award of tenure is based both on the merit of the individual faculty member and the long term needs and mission of the department and the College, and is awarded only after a suitable probationary period.

b. Eligibility

Beginning with appointment to the rank of full-time instructor or a higher rank, the probationary period shall ordinarily be six years, but should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Peer group recommendations for retention beginning with the evaluatee's third year of service are designated as (1) retention with reservations, (2) retention, or (3) retention as a positive step toward tenure. In accordance with the AAUP Statement of Principle on Academic Freedom and Tenure, a faculty member not granted tenure is notified and given a terminal contract not later than the end of the sixth year of service. Only those full-time employees who are classified as Teaching and Research faculty are eligible for tenure. There is no tenure right associated with administrative positions. A faculty member who earns tenure in an academic department does not lose that tenure status as a faculty member in his academic department should he assume an administrative position. Non-academic appointees who hold faculty rank are not eligible for tenure.

Only those years of full-time service at the rank of Instructor or above are counted toward tenure. Tenure is given only at the rank of Assistant Professor or higher, although service at the Instructor rank is counted as part of the probationary period. Any faculty member who is being considered for tenure will normally hold the appropriate terminal degree for his field. Under unusual circumstances tenure may be granted to an individual not having this qualification when such an exception is judged by the appropriate academic department, the Dean of Academic Affairs, the President, and the Board of Visitors of the College as being in the best interest of the institution.

Faculty hired on a part-time basis are not eligible for tenure. Should a part-time faculty member later be hired on a full-time basis, previous part-time service is not counted as part of the probationary period.

Leaves of absence are not counted as part of the probationary period except in those instances where leave is granted for full-time teaching or research (not in pursuit of a degree) at another institution of higher learning, in which case no more than one year may be counted.

c. Standards

The award of tenure is based primarily on the merit of the individual faculty member and also on the long term needs and mission of the department and the College. In the final analysis, tenure recommendations must reflect and express the College's commitment to excellence.

1) Professional Qualifications

The candidate for tenure is evaluated on the basis of teaching effectiveness, professional development, and service to the College and community, as outlined previously. Each department will establish, and place on file with the Vice President for Academic Affairs, the specific objective criteria which are used by the Department Tenure Committee for evaluation in each of these areas. The objective criteria must be consistent with the mission of the College, especially its emphasis on excellence in undergraduate instruction. After the initial year, changes in departmental criteria must be published by December 31 in order to be effective for tenure decisions made in the following academic year. Exceptions to this deadline must receive the unanimous consent of the department members and the Vice President for Academic Affairs.

It is recognized that the objective criteria established by departments reflect the nature and accepted practices of the academic disciplines, and that, in the areas of College and community service, personal preference and individual interest are given consideration when determining the expected contributions and performance.

2) Justification of the Tenure Recommendation in Light of the Long Term Needs and Mission of the Department

As a growing urban institution with limited resources, and one dedicated to serve the changing needs of the community, Christopher Newport College must necessarily maintain some degree of flexibility in its faculty community. Each department in the College must use great discretion in the formation of its faculty to meet the demands of its discipline both in traditional forms and in anticipation of probable evolutionary trends.

For these reasons, the recommendation for the award of tenure in any department must be based upon a projected continuing viability of the candidate's academic specialty in relation to the department's curriculum; departmental enrollment patterns in relation to the size of the department; and the departmental projection of the positive or negative effects on the flexibility of the department in relation to any anticipated changes in its overall program. College wide limits are not applicable and the granting of tenure to a faculty member in one department does not have any bearing on the granting of tenure to another faculty member in another department. The College administrations accept these principles as the only institutional considerations on which administrative decisions on tenure recommendations are made. The Vice President for Academic Affairs reports to each department at the beginning of the academic year the tenure status of each member of the department. This briefing includes an analysis of how the institutional considerations apply to the department.

d. Procedures

1) Initiation

In the sixth year of credited service, according to a schedule established by the Faculty Evaluation Committee, the department chairman initiates steps toward formation of a tenure committee for each eligible member. If the chairman is a candidate for tenure, the division coordinator initiates the formation of the committee. The candidate submits data showing that

he has met the minimum eligibility requirements as outlined in Section b above, and a dossier containing all pertinent data attesting to the candidate's personal qualifications as described in Section c. The dossier also includes the summaries of student evaluations, annual peer group evaluations made during the candidate's probationary service, and a deposition by the candidate describing his planned professional activities and development for the period precedent to the next anticipated formal evaluation.

The department chairman submits the candidate's petition for tenure and supporting dossier to the Department Tenure Committee for consideration and recommendation.

2) Department Tenure Committee

The Committee consists of at least five members. The entire department decides the exact size of the committee.

The Committee consists of at least all the tenured members of the department. The department decides which additional department members to add to the Committee.

If a department lacks a sufficient number of faculty to secure a committee whose size has been determined as indicated above, then each of the following, in turn, adds one tenured member to the committee until the agreed upon size of the committee has been reached: the full-time members of the department, other than the candidate (whose selection must be from a closely related discipline as determined by the Dean of the appropriate School); the Vice President for Academic Affairs; the Department Tenure Committee as constructed thus far.

As a peer group the Department Tenure Committee follows the operational procedures as described above except as specified up to the level of the President.

3) Vice President for Academic Affairs

The Vice President for Academic Affairs reviews all recommendations and formulates his recommendations. He reviews his recommendations with the Faculty Evaluation Committee for the purpose of insuring that they are made with fairness and consistency throughout the College.

If the Vice President for Academic Affairs decides not to recommend tenure he issues a terminal contract. He notifies the candidate of his decision. The candidate may then elect to file an appeal as provided for in Section e below. It is recognized that, after the faculty has participated in this process through the recommendation of the peer group, the respective Dean and the Vice President for Academic Affairs, the President is faced with the ultimate tenure decision. If the President decides that the evidence submitted in support of the recommendation is insufficient, he may solicit evidence subject to the following guidelines.

The Vice President for Academic Affairs informs the candidate and the Department Tenure Committee of the specific areas in which additional information is needed, and the manner in which the information is solicited and used. Any additional information collected by the administration is made promptly available to the candidate, and sufficient time is allowed the

candidate to offer response or rebuttal before the administration proceeds with its decision-making process.

e. Appeal Procedures

When a decision not to recommend tenure has been reached through the procedures described herein, the faculty member is informed of that decision in writing by the Vice President for Academic Affairs, and is advised either by informal consultation or, if he so requests, in writing by the Vice President for Academic Affairs of the specific reasons which contributed to that decision. If the candidate considers himself aggrieved by the decision, he may initiate an appeal as provided for in Section 7.

f. Continuing Evaluation of a Tenured Faculty Member

Tenure is a privilege not granted lightly. It is therefore important that annual evaluation of the faculty member be made in each probationary year before tenure is awarded. Once the College has awarded tenure there should be some discernible difference in the faculty-institution relationship. The faculty member has passed the probationary period and has been invited to become a part of the permanent core of professionals who provide part of the essential foundation to the College.

The formal evaluation of tenured faculty members must take place every three years and when a tenured faculty member is eligible to be considered for promotion. (Candidates for promotion should anticipate the need for a history of evaluations as specified in the policy on promotion.) These evaluations include such factors as continued teaching competence, student input, professional preparations and attainments which are directly related to teaching or administrative assignments; contributions to the College community beyond formal, assigned instructional activity; scholarly research; community activity.

In the interim between formal evaluations, self-evaluation by faculty members is encouraged through annual student evaluations and departmental discussion forums which allow the individual faculty member to judge his performance within the context of departmental programs, courses, methods, and attitudes.

5. Salary Increases

In the matter of financial remuneration to members of the faculty, the College is committed to the principle of equity and to rewarding exceptional service. It is also committed to the recognition of promotions and the achievement of additional academic degrees.

Following the determination of each annual budget, the college administration assigns, within the limits imposed by available funding, salary increases in accordance with the principles expressed above.

In identifying those members of the faculty who have rendered exceptional service to the College, the Vice President for Academic Affairs will consult with the Deans of the Schools, the Vice Chairman of the Faculty, and the Chairman of the Faculty Advisory Committee before making his recommendation to the President.

6. Termination of Appointments

All appointments other than probationary and tenured appointments terminate automa-

tically at the end of the term specified in the contract. Termination of appointments by action initiated by either the faculty member or the College differ according to whether the termination is to occur at the end of a contract period or during the time the contract is in effect. Responsibilities of the faculty member and of the College for initiating termination are described separately for each situation.

a. Termination at the Initiative of the Faculty Member

1) Termination at the End of the Contract Period

A faculty member who is planning not to return to the College is expected to notify the Department Chairman, the Dean of the appropriate School and the Vice President for Academic Affairs of his planned departure as early as possible. Notification at time of signing of the next contract is the minimum acceptable notification.

2) Termination During a Contract Period

A faculty member who wishes to terminate a contract before the end of the contract period does so only through mutual agreement with the Department Chairman, the Dean of the appropriate School, the Vice President for Academic Affairs, or the President; otherwise, the faculty member is expected to adhere to the terms of the contract. A tenured member is expected to give notice sufficient to allow a replacement to be found. One semester's notice is expected; notification at the time of signing of the next contract is the minimum acceptable notification. The College will make every effort to comply with requests for such terminations consistent with the needs of the College.

b. Termination at the Initiative of the College

1) Non-renewal of probationary appointments results from a determination that the faculty member's services will not be needed past the conclusion of the current contract period. This may be due to lack of projected need for the faculty member's specialty; to non-positive evaluations; or to the denial of tenure at the end of the probationary period. Continuing failure to meet the general criteria for retention as stated on page 10 & 11 is sufficient reason, per se, for non-renewal of a probationary appointment. Notification of non-renewal is in accordance with the provisions described on page 7.

2) Termination During a Contract Period

A faculty member is terminated during a contract period only for adequate cause. A tenured faculty member in this respect is considered to be on a continuous contract until retirement. Termination or the threat of termination is not used to restrain faculty members in the exercise of academic freedom or other rights as American citizens. Adequate cause for termination during a contract period is defined as: physical or emotional incapacity of such a nature as to render the faculty member unable to continue as a member of the faculty; or bona fide financial exigency on the part of the College, or discontinuance of a program or department of instruction, or incompetence, or neglect of duty, or misconduct, or any combination thereof.

a) Termination for medical reasons is based on clear and convincing medical

evidence that the faculty member will be unable to meet his responsibilities for a period exceeding that covered by existing disability leave policies. The decision to terminate is reached only after appropriate consultation with the faculty member or his representative and after the faculty member or his representative has been informed of the basis of the proposed action, and has been afforded an opportunity to present his position in response to the proposed action and to the supporting evidence for the action. If the faculty member so requests, the evidence is reviewed by the Faculty Advisory Committee, which will make a recommendation to the President before a final decision is reached by the President.

b) Policy on Reduction in Faculty Positions

(1) Introduction

Reductions in staff induced solely by budgetary or enrollment considerations and affecting members of the faculty constitute a decision of singular importance in the evaluation procedure. Because such decisions involve considerations other than the competence of the faculty members, they necessitate standards and procedures different from those established for other decisions concerning renewals. The provisions of this section normally will be followed unless a "Resolution of Emergency Reduction" is passed by the Board of Visitors after which a "Plan of Emergency Resolution" will be presented to the Board with as much faculty participation as possible.

(2) Basis for Reduction in Faculty Positions

The following situations may produce conditions justifying reductions in faculty positions:

- (a) At the College level, sufficient funding is not available for all existing faculty positions.
- (b) At the departmental level, the enrollment pattern for the past two years and projections for the next two years do not justify continuing all existing positions.
- (c) The need for a particular specialty no longer exists. By specialty is meant an area of specialization that, while it may be administratively included in a department, it is sufficiently distinct that the faculty member teaching this specialty would be no more prepared to teach a course outside this specialty in the same department than he would be to teach a course in a different department.

(3) Procedures

(a) Committee on Reduction in Faculty Positions

There shall be an ad hoc faculty committee on reductions in faculty positions.

(b) Establishment of the Committee

The Committee is established upon notification to the faculty by the President of the College or the Vice President for Academic Affairs, acting at the President's behest, of the administration's determination that a reduction in faculty positions is being considered.

(c) Committee Membership

The Committee consists of five tenured members of the faculty elected at large. These members are not members of the department involved in the reduction.

(d) Functions of the Committee

The Committee formulates and publishes its specific operating standards and procedures.

The President presents to the Committee, and discusses with the Committee, all pertinent data relative to the possible necessity of a reduction in faculty positions. After consultation with the President and consideration of the data, the Committee will submit to the President a report based upon their analysis of the data. Should the President conclude that a reduction is necessary, the decision will be communicated to the academic department involved and subsequently to the Faculty. Concurrently the Committee will issue its report to the Faculty.

The Committee represents the Faculty in the implementation of the decision in accordance with the criteria set forth below.

At the conclusion of its efforts the Committee is dissolved.

(4) Criteria

(a) The President's final decision of the need for a reduction having been reached following the above procedures, the order in which positions are considered for termination is:

- Part-time appointments
- Temporary appointments
- Restricted appointments
- Terminal appointments
- Probationary appointments
- Tenured appointments

but in all cases consistent with the academic needs of the department in which the reduction is made.

(b) If a decision involves more faculty members than must be considered for the reduction, the administration's initial basis for the reductions in faculty positions shall be the faculty evaluations of all such members.

(c) The Committee in conjunction with the department(s) involved, identifies to the Vice President for Academic Affairs the

faculty member(s) who may be affected.

(5) Alternative Service

- (a) An alternative arrangement to provide another position for the member at the College is made unless it would result in a significant decrease in the quality of the academic offering or in the service provided by the position.
- (b) If alternative service within the College is not possible, the College will, to the extent possible, assist in relocating, training, or otherwise compensating faculty members adversely affected.

(6) Notice of Termination

Proper notice of termination of the appointment is given in all cases with right to a hearing. Proper notice for tenured faculty members is at least one year.

(7) Alleviation of the Conditions

Should financial or enrollment conditions change within two years following a termination under the provisions of this document, a member previously on tenure is offered reappointment to the position without loss of privileges previously held. Probationary members are offered reappointment next. Members on restricted, terminal, or adjunct contract do not retain preferential consideration.

3) Dismissal

Dismissal of a faculty member is for incompetence, neglect of duty or misconduct of such a nature as to render the faculty member unfit to continue as a member of the faculty. Dismissal is the most serious College action against a faculty member and is taken only after all attempts at less drastic resolution of the problem have failed. (See Section 7.c.)

7. Grievance Procedures

a. Grievance Concerning Conditions of Employment

Dissatisfactions concerning conditions of employment should be brought to the prompt attention of the appropriate academic administrators for consideration and resolution. The channel is:

Department Chairman
Dean of the appropriate School
Vice President for Academic Affairs
President

If satisfaction is not reached through this means and the faculty member wishes to pursue the matter further, the issue may be brought to the Faculty Advisory Committee for consideration and recommendation. This written request should be addressed to the Chairman of the Faculty Advisory Committee. After consideration by the Faculty Advisory Committee, the written recommendation of the com-

mittee will be sent to all academic administrative levels previously involved and to the dissatisfied faculty member. Included will be a request that the Faculty Advisory Committee be informed by the Vice President for Academic Affairs of the subsequent agreement or lack of agreement. No more than 30 days should transpire between receipt of the request by the Faculty Advisory Committee and the return of the recommendation to the involved parties.

If the Faculty Advisory Committee decides that a revision of an existing policy or an institution of a new policy is appropriate, the Chairman of the Faculty Advisory Committee may move on the floor of the Faculty to recommend a policy statement concerning the particular condition of employment to the academic administration. A positive vote by the Faculty will direct the Secretary of the Faculty to inform in writing all persons in the administrative channels as stated above. This action or a negative vote by the Faculty will end the formal consideration of the issue.

b. Grievance Concerning Retention, Promotion or Tenure

In the event a faculty member considers himself aggrieved by a decision concerning his retention, or the granting of promotion or tenure, he has the right to appeal the decision. In order to exhaust his institutional remedy, the faculty member would appeal to the following in the order given:

- Vice President for Academic Affairs
- Faculty Grievance Committee or an ad hoc Faculty Grievance Committee
- President
- Board of Visitors

Any further appeal is to the court system.

The first step in the appeal process is to request an administrative review by the Vice President for Academic Affairs. The aggrieved faculty member requests such a reconsideration of a decision in writing submitting any new data which are relevant. Should this review fail to result in a settlement of the dispute agreeable to both parties, the aggrieved faculty member may appeal to the Faculty Grievance Committee or upon the request of the faculty member an ad hoc grievance committee shall be established to consider the matter. An ad hoc grievance committee consists of 5 faculty members, one person selected by the aggrieved faculty member, one person selected by the representative of the College against whom the grievance is filed, a third person chosen by and mutually acceptable to the two parties to the dispute and two persons chosen by the Faculty Advisory Committee.

Should both parties fail to select the third member, the FAC will select that member.

The Chairman of the Faculty Advisory Committee implements the procedures establishing the ad hoc grievance committee and convenes the Committee.

The purpose of either type of grievance committee is to seek resolution of the matter with the minimum of formal procedures consistent with the complete, scrupulously fair hearing of the dispute. Should this be possible with informal discussions, that is the entirety of the matter. If necessary, more formal procedures are instituted. These include, but are not necessarily limited to, a written statement by the aggrieved of the specific and full nature of the grievance, a written reply from the party against whom the griev-

ance is addressed, examination of relevant data and documents submitted by both parties, and discussions with the principals in the matter as well as with persons making preliminary recommendations.

At the completion of the deliberations of the grievance committee, the Chairman transmits the signed written report of the Committee to the aggrieved faculty member, the party against whom the grievance is addressed, and to the President. At the written request of either party to the dispute, the report of the grievance committee is reported to the Faculty, otherwise the report is not to be released or otherwise used. Likewise the deliberations of the grievance committee are to be considered a confidential internal matter of that group.

Should the Committee's report lead to a resolution of the dispute satisfactory to both parties or to the President, the matter is concluded. Should the dispute not be resolved in a mutually acceptable manner upon the President's review of the report and recommendations of the grievance committee, the faculty member may present his grievance to the Board of Visitors, the final step in the process of institutional review.

During the entire grievance process, attorneys may advise both parties, but may not act on their behalf.

c. Dismissal Procedures

A termination of a contract before the end of the specified term for valid reasons other than a financial exigency of the College, discontinuance of a program or department, or medical reason is a dismissal.

1) Causes

Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights of American Citizens. Dismissal is the most serious College action against a faculty member and is taken only after attempts at less drastic resolution of the problem have failed. Adequate causes for dismissal of a faculty member with tenure, or with a probationary, restricted, or terminal appointment before the end of the specified term are:

- incompetence;
- neglect of duty;
- misconduct of such a nature as to render the faculty member unable to continue as a member of the faculty. Evidence of misconduct shall include:
 - a) Conviction for a felony after initial employment
 - b) Repeated abuse of alcohol or use of illegal drugs
 - c) False swearing with respect to official documents filed with the College
 - d) Repeated disruption of any official College activity
 - e) Repeated violation of College Policies
 - f) Violation of terms of the employment contract.

2) Dismissal Procedures - Preliminary

Dismissal of a faculty member with tenure, or with a probationary, restricted, or terminal appointment, before the end of the specified term, will be preceded by discussion and informal inquiry.

a) Discussion

Discussion will occur between the faculty member, his chairman, and appropriate administrative officers, Dean and Vice President for Academic Affairs, looking toward a mutual settlement.

b) Informal Inquiry

The Faculty Advisory Committee will conduct a confidential, informal inquiry into the question of dismissal of the faculty member. The Chairman of F.A.C. is charged with assuring that the inquiry is initiated within one week subsequent to the Vice President's written notice that a dismissal is being contemplated and that informal discussions have failed to resolve the matter.

The F.A.C. will informally inquire into the matter to effect a resolution if possible, and if none is effected, to recommend whether formal dismissal proceedings should be instituted. Such inquiry will be completed by F.A.C. within a three-week period and a written recommendation will be forwarded to the Vice President. Such recommendation is not binding upon the Vice President.

3) Dismissal Procedures - Formal

a) Notice of Intended Dismissal and Statement of Charges

A notice of intended dismissal and a statement of charges, framed with reasonable particularity by the Vice President or his delegate, will be forwarded to the faculty member and the temporary chairman of the Faculty Hearing Committee.

b) Status of the Faculty Member During Dismissal Procedures

Pending action by the F.H.C. the faculty member may be suspended, or assigned to other duties in lieu of suspension, at the discretion of the President and approval of the Board of Visitors. Before suspending a faculty member, pending an ultimate determination of his status through the hearing procedures of the College, the Vice President may consult with the Faculty Personnel Committee concerning the propriety, the length, and the other conditions of the suspension. Salary will continue during the period of the suspension.

c) Pre-Hearing Meetings

(1) The F.H.C. chairman may initiate, with the consent of the parties concerned, joint pre-hearing meetings of the F.H.C., faculty member and the Vice President, in order to (i) simplify the issues, (ii) effect stipulations of facts, (iii) provide for the exchange of documentary or other information, and (iv) achieve such other appropriate pre-hearing objectives as will make the hearing fair, effective, and expeditious.

(2) Service of written notice of the hearing will be presented to the faculty member concerned at least twenty calendar days prior to the hearing. The faculty member may waive a hearing any time within 10 days prior to the initial hearing date. He may respond to

the charges in writing at any time before the hearing. If the faculty member waives a hearing, but submits a written response denying the charges against him or asserting that the charges do not support a finding of adequate cause, the F.H.C. will evaluate all evidence and rest its recommendation upon this evidence. Such a waiver or response must be written and addressed to the Vice President with a copy to the Chairman of the Faculty Hearing Committee.

- (3) The hearing will be private unless all parties agree that it will be public.

d) Dismissal Hearing

- (1) During the hearing proceedings, the faculty member and the Vice President will be permitted to have an academic adviser and a counsel present.
- (2) At the request of either party or the F.H.C., one representative of each of one or more responsible educational/professional associations shall be permitted to attend the proceedings as observers.
- (3) A verbatim record of the hearing or hearings will be taken and a copy will be made available to the faculty member without cost.
- (4) The burden of proof that adequate cause for dismissal exists rests with the College and shall be satisfied only by clear and convincing evidence in the record considered as a whole.
- (5) The F.H.C. may grant brief and reasonable adjournments or continuances not to exceed 5 working days to enable either party to investigate evidence as to which a valid claim of surprise is made or upon a showing that good cause for an adjournment or continuance exists.
- (6) The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the F.H.C. in securing witnesses and making available documentary and other evidence. It is incumbent upon both parties to submit such evidence promptly so that F.H.C. may act within stated time limitations. The F.H.C. may set reasonable time limits for the completion of these actions by the faculty member and Vice President.
- (7) The faculty member and the Vice President will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the F.H.C. determines that the interests of equity require admission of their written statements, the F.H.C. will identify witnesses, disclose their statements, and if feasible provide for interrogatories. The legal rules of discovery shall not apply in these proceedings.
- (8) In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this or other institutions of higher education.

- (9) The F.H.C. will not be bound by strict rules of legal evidence, discovery or procedure, and may admit any evidence which is of probative value in determining the issues involved. Reasonable efforts will be made to obtain the most reliable evidence available.
- (10) The findings of fact and the decision will be based solely on the hearing record.
- (11) Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the Board of Visitors. The F.H.C. will notify the Vice President and faculty member in writing of its findings and will present each with a copy of the record of the hearing. The F.H.C. will present its findings within 90 calendar days from the date of the notice of intended dismissal and statement of charges. Should the F.H.C. fail to present its findings within the 90 calendar days as stipulated, the dismissal case will proceed from the F.H.C. to the Vice President for Academic Affairs for his consideration and subsequent recommendation as stipulated below.
- (12) The Vice President will make his written recommendation and transmit a copy of the hearing record to the President within 10 days of receipt of the F.H.C. report or the expiration of the 90 calendar day period.
- (13) The President will then make his recommendation to the Board of Visitors at the next regularly scheduled Board meeting or to a special called meeting as determined by the Rector of the Board.

e) Faculty Hearing Committee and Faculty Hearing Panel

The Faculty Hearing Committee (F.H.C.) shall be composed of 7 members elected by the Faculty to 2-year terms, 1 member from each of the 5 divisions and 2 members at-large. Coincident with the election of the 7-member F.H.C., a 5-member Faculty Hearing Panel (F.H.P.) shall be elected, 1 from each division. Members of F.H.C. and F.H.P. are not precluded from service on other elected faculty committees except the Faculty Advisory Committee (F.A.C.) which acts as the informal hearing committee in dismissal cases. Members of the Faculty Personnel Committee (F.P.C.) may not serve on F.H.C. or F.H.P. because this committee is also involved in these matters at another stage. A member of the Faculty Hearing Panel will move to membership on the F.H.C., if and when a member of F.H.C. is challenged and membership falls below five. Five is the minimum number of members required to activate the hearing process by the F.H.C. The order of moving from the F.H.P. to the F.H.C. will be determined by each member of the panel drawing a number 1-5 from a box directly after election. At the time of election the F.H.C. will elect a temporary chairman. Such priority and the name of the temporary chairman will be reported to the Secretary of the Faculty to be recorded in the minutes of the Faculty meeting at which the election took place.

Should the 7 members of the F.H.C. plus the 5-member F.H.P. fail to achieve a 5-member F.H.C. because of challenges, as delineated in the procedures, the Faculty will elect 10 members as a new F.H.P. According to the procedures established above, each will move, one-by-one, to membership, on the F.H.C. until the 5-member hearing committee is constituted.

Should challenges with cause result in the membership of F.H.C. falling again below the minimum membership of 5 after challenge, the Faculty will repeat the election process as described above to elect another 10-member F.H.P.

This election procedure by the Faculty, or F.A.C. should the Faculty not be in session, continues until such time as 5 members remain unchallenged by stated cause or the membership of the Faculty is exhausted.

Members of the F.H.C. deeming themselves disqualified for bias or interest shall remove themselves from consideration of the case. Both the faculty member and the administration will have a maximum of two challenges of members of the F.H.C. without stated cause.

Stated cause is determined to be valid by the membership of F.H.C. which remains unchallenged each time at the point of stated cause.

During the challenge period the temporary chairman of F.H.C. insures that the challenge procedures and replacement of successfully challenged members are appropriately carried out. Should the temporary chairman be successfully challenged, a new temporary chairman will be elected.

Once the F.H.C. is duly and fully constituted, a member will be elected by the membership to serve as permanent chairman of the F.H.C. for the duration of the hearing of this particular case.

In the case of subsequent dismissal procedures during a two-year period, the originally elected F.H.C. and F.H.P. will be re-empaneled.

C. Administrative Policy on Retirement

The Board of Visitors has established a policy of retiring employees at age sixty-five (65) unless exceptional circumstances exist. Exceptional circumstances shall be defined as a situation in which retention of an employee beyond age sixty-five (65) would be in the best interests of the College as determined by the Board of Visitors.

A faculty member who reaches the age of sixty-five may remain on the payroll until the end of the contract year in which the sixty-fifth birthday is attained.

It is recognized that it may be desirable, because of exceptional circumstances, to retain the services of certain faculty members beyond the contract year. In such cases, a statement of the circumstances must be prepared by the Department Chairman, or, where not applicable, the Dean of the appropriate School, and forwarded to the Vice President for Academic Affairs. This statement indicates in detail the particular reasons for an exception, and includes a recommendation for retention beyond age sixty-five. The statement is submitted to the Vice President at least one year prior to the sixty-fifth birthday of the faculty member under consideration. A subsequent statement is submitted

if any of the described conditions change, or if requested by the Vice President. Cases meriting special attention are reviewed and where justifying circumstances exist, these cases are forwarded to the President and the Board of Visitors for final consideration and appropriate action. These cases are subject to annual review. A retired professor who continues to teach loses his tenure and receives a restricted appointment.

Upon retirement, a faculty member who has served with distinction and with at least ten years of service at Christopher Newport College (or 7 years at Christopher Newport College if he has 20 years of teaching/research service to academe or his profession) may be awarded the rank of Professor Emeritus upon the nomination with a supporting statement by the department, the recommendation of the Faculty Advisory Committee, the recommendation of the administration and the approval of the Board. Emeriti enjoy many of the rights and privileges they had before retirement including the right to faculty library loan privileges, and the use of the College services and facilities as appropriate.

Retirement benefits are currently determined by the State of Virginia under the Virginia Supplemental Retirement System (VSRS) and Federal Social Security Benefits.

D. Other Administrative Policies Pertinent to Faculty Members

1. Teaching Loads

Since the number of hours spent in the classroom or laboratory is not necessarily an accurate measure of faculty duties, the College follows a few general principles regarding teaching load. A full-time teaching load consists of fifteen lecture hours per week or its equivalent which may be assigned in the College's day and/or evening programs. Since regular faculty members are expected to play an active role in committee work, appropriate professional development, student advising, and other forms of service to the department, the College, and the community, the usual full-time teaching load consists of twelve lecture hours per week. Teaching loads are adjusted, however, when a large number of laboratory contact hours or when unusual teaching, research, public service, administrative, or other responsibilities would make the usual number of lecture hours an inequitable burden. For example, because of their administrative duties, chairmen of the larger departments have their teaching loads reduced by one course. Reduced course loads require the annual approval of the Vice President for Academic Affairs.

2. Consultation, Research, and Part-Time Employment

Christopher Newport College affirms the fact that the members of its faculty are professional people and, as such, have commitments and obligations to increase and broaden their knowledge and skill. It further accepts the premise that, where appropriate, limited association of faculty members with governmental agencies, professional agencies, organizations (public or private), or individuals outside the institution may contribute to the growth of their competence as teachers and scholars. The consultation policies described below have been formulated on the philosophy that (1) it is the right of individual faculty members to practice their discipline outside the college community, that (2) it is the right of the College to protect itself against demands on faculty members which would interfere with their academic development or performance of college duties, and that (3) there is need for protection of the facilities and resources of the institution from diversion from its programs of education and scholarly activity.

a. Off-Campus Consultation and Research

Off-Campus Consultation and Research is understood to mean any service rendered by faculty members individually or collectively to any individual or to an outside institution or agency, commercial or otherwise, the objective of which is the advancement of knowledge in fields of endeavor related to a faculty member's employment at Christopher Newport College. This is off-campus work outside the faculty member's normal college responsibilities and requires only the time and special qualifications of the faculty member. No college facilities or services, nor the time or effort of any other college personnel are to be used for this work. The activity must not carry college sponsorship.

1) Occasional Outside Activities

Occasional outside lectures and consultations, membership on professional and governmental committees, creative writing, writing of scholarly books, participation in accreditation visits, individual creative endeavor, community services and related activities, are not included in the above definition as they are considered normal academic duties and are encouraged so long as they do not interfere with teaching assignments, research productivity and other departmental or college duties of the faculty member.

2) Recurring Activities

- a) Letters requesting approval for all recurring consultation and research must be submitted to the faculty member's academic department for its recommendation and to the Dean of the appropriate School for approval or disapproval. A copy of this action will be sent to the faculty member, department chairman, dean, and Vice President for Academic Affairs before the work is undertaken.
- b) An appeal of the decision goes directly to the Vice President for Academic Affairs. Approval must be renewed annually if the activity is going to be continued during the subsequent academic year.

3) Responsibility of Individual Faculty Member

- a) It will be the professional responsibility of the faculty member to limit his consultation and research activities so that they do not conflict with his primary responsibility as a faculty member.
- b) It shall be the responsibility of the individual faculty member to initiate a written request for approval as outlined in paragraph 2) a) above.

b. Additional Employment on a Scheduled Basis

- 1) This usually involves employment for compensation extending for a semester or more in addition to the faculty member's college responsibilities. Such employment may be with CNC or an agency or firm not affiliated with the College or may be self-employment in the nature of independent professional services. A written statement of approval from the Dean of the appropriate School is required before such employment can be accepted or undertaken as identified under a.2)a). A faculty member is not permitted to contract for employment with another public or private college or university except upon written authorization by the Dean of the appropriate School.

- 2) Full-time faculty shall be allowed to teach one course on an overload basis per semester. Except in the most extraordinary circumstances, approved by the Dean of the appropriate School, overload contracts will not be issued to regular faculty for daytime classes. In those cases where a reduction of load is permitted for faculty members for administrative duties, no overload contract will be issued for weekday classes that end before 6:00 p.m.

c. Grants, Contracts, and Consultation Using College Facilities, Services or Personnel

- 1) Grants, contracts, and consultation requiring the services of college faculty and staff and/or the use of college facilities or services must be administered in accordance with (a) the current CNC policy on Grants and Contracts (copies are available from the CNC Development Office) and (b) the current regulations of the funding sources.

a) Grants and Contracts are defined as specific arrangements with:

- (1) Federal agencies
- (2) State agencies
- (3) Non-profit foundations and agencies
- (4) Business and Industry

All of these awards are made to the College for the support of the research and other sponsored activities of the faculty member. All funds are deposited with and disbursed from the Business Office. Any salary and accompanying fringe benefits to be paid from such awards are included in the grant or contract budget and must be paid as part of the annual compensation through routine college procedures. This becomes a part of the total annual compensation which will be defined as the original CNC contract amount less the percentage of salary equivalent to requested released time plus the amount awarded to the individual as salary in the grant.

b) Consultation and Research Requiring College Facilities, Services or Personnel

Occasionally, a faculty member, or a group of faculty members working together, will be requested by an outside organization to provide consultation services involving the use of college facilities or using college services or personnel. Such consultation services may be performed if at least one of the following criteria is met to the satisfaction of and approved in writing by the Dean of the appropriate School.

- (1) The project will improve the scientific or professional qualifications of the faculty member.
- (2) The project enhances on-going programs of faculty members making these programs more complete and comprehensive.
- (3) The project falls within the category of public service.
- (4) The use of college facilities, services or personnel does not interfere with the normal activities of the College.
- (5) The project does not earn personal remuneration for the participants. (Projects that do earn personal remuneration are governed by the policies described in the preceding sections.)

Participating faculty members shall have the right to publish the results of these studies. Reference to the College, including names of faculty members, for commercial advertising purposes is prohibited; reference may be made to the research publications reporting the work.

3. Leaves-Of-Absence for Other Than Educational Purposes

Leaves-of-absence may be granted to a faculty member for purposes other than those enumerated in B.3.d.2)b). Such leaves unrelated to teaching responsibilities may not count for purposes of promotion or tenure. Leaves-of-absence of this type must be approved by the Vice President for Academic Affairs, and all terms and conditions of the leave must be stated in writing in advance of the leave.

4. Part-Time Status of Regular Faculty

From time to time, for reasons of health or leave-of-absence, regular faculty members may wish to change their full-time workload to part-time status. A number of State personnel guidelines apply to such changes, and faculty members contemplating a change of status should discuss their plans with the Dean of the appropriate School and the Vice President for Academic Affairs. Changes in status require the approval of the Vice President, and all terms and conditions of reduced status must be stated in writing in advance of the change.

A faculty member whose full-time salary and work status are changed to half-time for educational leave purposes may continue coverage under the Virginia Supplemental Retirement System for a period of two years and may continue coverage under the Group Life Insurance Program for a period of one year. Faculty contributions for both programs are reported on the basis of the faculty member's full-time salary, and are submitted through the regular payroll methods. At the expiration of the one year period, although coverage under the Group Life Insurance Program can no longer be continued, the faculty member may convert his life insurance to an individual policy.

A faculty member who changes his full-time salary and work status to half-time for reasons of health may continue coverage under both the Virginia Supplemental Retirement System and a Group Life Insurance Program for a period of one year. As in the case of half-time leaves-of-absence, contributions of both programs are reported on the basis of a full-time salary, are submitted through the regular payroll methods, and at the expiration of the one year period, the faculty member may convert the group life insurance to an individual policy. In the case of the retirement program, however, the faculty member may then continue coverage for an additional three years, making a total of four years, while on one-half time status due to ill health. Under these circumstances, the four years of service and salary credit may not be used toward determining the amount of any disability allowance payable under the Virginia Supplemental Retirement Act since the faculty member will not be able to submit medical information showing that he was in good health during this period.

5. College Support of Faculty Professional Development

Objectives of the faculty development program are, in accordance with the mission of CNC, to improve instructional effectiveness and to encourage professional development in academic areas, thus in turn making a contribution to the overall College community.

a. Categories and Priorities of the Faculty Development Program

1) Instructional Improvement and Professional Development

Projects to be supported in this category are those designed to develop teaching effectiveness and to pursue academic research and/or writing. This category includes traditional academic research, additional training in one's major area, extending expertise in one's academic field, and pedagogical development. It is recognized that academic research and teaching effectiveness are not mutually exclusive and that a single project may well relate to both these areas. Priority will be given to those applicants who have not previously received a Faculty Development Grant.

2) Dissertation Grant

This grant is available to faculty members who have demonstrated their competence and commitment to CNC, who have completed all requirements for the terminal degree except the dissertation, and whom the department believes will meet the demands of its curriculum and discipline both currently and in anticipation of evolutionary trends. Such departmental endorsement does not constitute a binding obligation or commitment by the department or the College to a future positive decision tenure.

There are two categories of dissertation grants:

- up to \$2,500 for the academic year to enable a faculty member to spend one academic year away from CNC working full-time toward completing the dissertation. The grant is non-renewable; only one such grant will be made to a faculty member.

- or -

- up to \$1,000 for dissertation work during the summer. A faculty member is eligible for two summer dissertation grants.

Faculty members applying for a dissertation grant must choose one category. No one will be eligible for both. A faculty member holding a dissertation grant must not teach either at CNC or elsewhere during the duration of the grant.

Once the dissertation grant has been awarded, the recipient may spend the money at his own discretion. However, no separate or additional applications should be made for such items as dissertation typing expenses, graduation fees, tuition fees, travel to meet with advisers, telephone calls, or travel for defense of the dissertation.

3) Areas of Low Priority

Grant requests for seminars, symposia, and CPA updating are of low priority. The area of Retraining is excluded from the categories of Faculty Development Grants. Retraining is in the realm of overall College needs and policies; faculty members interested in Retraining should consult the Vice President for Academic Affairs directly.

b. Procedures

- 1) A faculty member applying for a grant should do so on the appropriate form for the category, available from the Chairman of the Faculty Advisory Com-

mittee and the Office of the Vice President for Academic Affairs. The completed application form is submitted by the applicant to the FAC, the Department, and the Vice President for Academic Affairs. The Department's recommendation--positive, negative, or mixed--is an important part of the screening process. The entire Department should meet and participate in forming the recommendation. The department chairman should forward directly to the FAC a letter representing departmental opinion on the merit and validity of the project by the published deadline.

- 2) The application will be reviewed by the FAC and a recommendation for approval or rejection will be forwarded to the Vice President for Academic Affairs accompanied by reasons in the event of a negative recommendation. Faculty members applying for grants will be notified of the FAC meeting date and should be prepared to appear at the meeting to answer questions of clarification regarding the project.
- 3) Faculty members who receive professional development awards are required to execute a promissory note at 5% interest compounded annually for the amount of the expenses paid by the State. The note and interest are cancelled in their entirety if the employee continues in the employment of the College for a period equal to at least twice that of the period covered by the grant. If the employee serves for a lesser period, he must repay on a pro-rata basis the proportion of the note and interest which has not been fulfilled by employment. The note is to be executed at the date of the initial payment, with interest to accrue at the date study is terminated; the principal is to be listed at the amount of the approved award.
- 4) Each recipient of a Faculty Development Grant is required to submit a written report on the progress of the project or research at the end of the grant period to the Vice President for Academic Affairs with copies to the academic department, the Faculty Advisory Committee, and the Dean of the appropriate School.

6. Grant Administration

Frequently faculty members apply for and receive grants from private or governmental sources to carry out teaching, research, or public service projects, or to finance professional development studies. The Grants Coordinator will assist faculty in these efforts by gathering information about grant sources and taking care of much of the administrative details involved. A cover sheet for all proposals carries lines for the signature or initials of the researcher or grant proposer, Department Chairman, Dean of the appropriate School, Vice President for Academic Affairs, Vice President for Financial Affairs, and President. The President will not sign any proposal without these signatures indicating that the proposed project is feasible and can be carried out within the parameters of the College's mission and the faculty member's responsibilities.

a. Guidelines and Responsibilities

Adherence to the following guidelines will make it possible for the College to submit timely and properly prepared reports for the various programs, and to establish complete records for auditors of the grantor agencies.

1) Responsibilities of the Faculty Member

It is the responsibility of the faculty member to:

- prepare the grant proposal with the assistance of the Grants Coordinator (when needed). The initiator of a project will not submit the grant request to the funding agency until he has received the approval of the President (as provided for on the Proposal Cover Sheet mentioned above). This coordination helps assure that allowances for overhead and hidden costs are made in the program budget;
- inform the Grants Coordinator of expenditures quarterly, and needs for succeeding quarters;
- initiate expenditures by purchase orders and other appropriate forms through the Business Office; and approve invoices for payment. Expenses should not be incurred until funds are available through appropriation, unless the project is clearly understood to follow a plan of reimbursement, and the College is prepared to cover costs prior to reimbursement;
- prepare, with the assistance of the Grants Coordinator, the required reports to the grantor agency;
- insure that the Business Office has all vouchers and back-up material needed for future audits by grantor agencies.

2) Responsibilities of the Grants Coordinator

It is the responsibility of the Grants Coordinator to:

- assemble information about funding sources, both private and governmental;
- keep faculty informed of potential sources for research and development projects;
- assist faculty in preparing proposals in conformance with agency requirements, and in time for agency deadlines;
- prepare forms required by the Commonwealth of Virginia;
- prepare quarterly reports of expenditures and requests for funds to the funding agency; to inform the Business Office of planned expenditures so that appropriations may be made.

3) Responsibilities of the Business Office

It is the responsibility of the Business Office to:

- become familiar with the accounting procedures of the program and establish General Ledger accounts and subsidiary ledger accounts;
- request funds from the grantor using forms prepared by the Development Office and/or the grantee faculty member;
- deposit funds received with the State Treasurer;
- on a quarterly basis request Appropriations and Allotments from the State Treasurer as advised by the grantee faculty member and/or the Grants Coordinator;
- process purchases and payments for same as initiated by the grantee faculty member;
- advise grantee and the Grants Coordinator monthly as to financial status of the account.

b. Exceptions to the Guidelines

In applying for fellowships, scholarships, or summer stipends, the faculty member may seek assistance from the Grants Coordinator; however, he or she need not follow the rest of the guidelines outlined above.

7. Required Faculty Activities

a. Residence During Academic Calendar

Faculty members are required to be on campus in the fall in time to participate in the Faculty Workshop, which usually takes place prior to fall registration. The regular academic year concludes with spring commencement which all faculty members are required to attend. Faculty members are in residence during the academic calendar of registration, classes, and examination. They should, therefore, be fully available to students and colleagues during this period. The beginning and end of each semester are especially critical times when student advising, registration, grade reporting, and decisions on academic or degree status may necessitate the ready availability of a faculty member. For the purpose of notification of contract renewal, the ten month fiscal year defined by the State of Virginia from September 1 to June 30 will be observed.

b. Meeting of Classes

Faculty members are required to meet their classes at the times and places designated in the Schedule of Classes. Any changes in this schedule must be approved by the department chairman and the Dean of the appropriate School.

c. Absence of Faculty Member from Class

If an emergency, illness, disability, or anticipated absence should prevent a member of the faculty from teaching a class, he should notify the department chairman or the Dean of the School as appropriate, and should make every effort to arrange for a colleague to meet the class. If an absence should extend beyond a relatively short period, the College may have to find a suitable substitute instructor. Every effort will be made to continue, for a reasonable time, the salary of the faculty member forced by illness or disability to be absent from his duties for a protracted period. In such cases, it is assumed that the faculty member will return to College service upon termination of such illness or disability.

d. Faculty Meetings

It is a professional obligation to attend monthly Faculty meetings and is therefore required.

e. Annual Faculty Workshop

The fall semester usually begins each year for the Faculty with the Faculty Workshop which takes place during the week preceding the beginning of fall classes. The Faculty Workshop consists of one day of meetings and discussions pertinent to topics of College interest. The Vice President for Academic Affairs is responsible for defining the scheduled activities. Faculty participation is required.

f. Office Hours

It is required that each member of the faculty be regularly available to students for consultation during the academic calendar of registration, classes, and examinations. As a convenience to students and colleagues, specific office hours will be posted by each faculty member on the door of the office.

g. Commencement Ceremonies

The College holds two commencement ceremonies in the course of the academic year. Faculty members are required to attend each of these ceremonies. Academic regalia is prescribed for the occasion. The Office of the Registrar assists the faculty with the purchase, loan, or rental of academic regalia.

h. Absence from Required Activities

If faculty members are unable to attend required College activities, the Dean of the appropriate School should be so informed in writing together with the reasons for the absence.

8. Examinations and Evaluation of Students

a. Evaluation of Students

Each faculty member has a responsibility to evaluate carefully the quality of each student's work, using the evidence of papers, tests, reports, projects, classroom performance, and examinations as appropriate. The faculty member should indicate to his students at the outset of the course the relative weight or importance he attaches to each piece of required work in arriving at the final course grade. A final examination is, in most courses, an important part of the evaluation of each student's work. There are some courses, however, such as seminars, colloquia, studio, or creative writing courses, where final examinations are unnecessary or inappropriate. The instructor will determine whether or not a final examination in a course is necessary. When an examination is required, it will be prepared and administered according to the policies described in the following sections of this Handbook.

b. Reporting Grades

A grade report is sent at the end of the semester to each student and (where applicable) to his parents or guardian. In addition, a mid-semester grade report is sent to every freshman indicating his progress in each course at that point. A mid-semester grade report is not sent to an unclassified student. Mid-semester grades are not recorded on the student's permanent record card.

c. Examination Schedule

The Vice President for Academic Affairs and the Registrar prepare and issue the final examination schedule for all courses. It is usually distributed with the class schedule at the beginning of each semester. Faculty members may not make any changes in the schedule without the approval of the Vice President for Academic Affairs. The giving of final examinations during the last week of classes is specifically prohibited. If an individual student is forced by conflict to request a change, his request must be made to the Vice President, and it must be approved by the instructor as well as the Vice President before it becomes effective.

d. Administering Examinations

Except in cases where examinations are prepared cooperatively, each instructor is responsible for preparing and administering his own final examinations. In preparing examinations he should use all precautions necessary. Examinations may be proctored at the discretion of the instructor. If examinations are

proctored, as a convenience to students who may have questions, an instructor should remain in the room for a few minutes after the examination has begun, and return to the room several times during the examination to see whether there are questions. Smoking is not permitted in classrooms during examinations (see Smoking Policy below).

Final examination papers are not returned to students. Each instructor is asked to keep them for a semester, or, where practicable, two semesters, and then to destroy them. During this period, the instructor should respect the request of any student who wishes to review his paper with the instructor.

Copies of all final examinations are filed in the office of the department chairman.

e. Absence from an Examination

A student may request to be excused from taking an examination at the scheduled time by presenting a significant reason for the expected absence to the instructor before the examination. An excuse on the grounds of illness will be accepted when it is verified by a physician and received by the Registrar. The instructor should be notified as soon as possible if illness or any other emergency causes a student to be absent from an examination.

9. Miscellaneous Policies

a. Course Descriptions

The Southern Association of Colleges and Schools requires that a file of course descriptions be maintained at the College. Descriptions should include such information as course objectives, syllabi or schedule of class assignments, required textbooks, and sample final examination. This file is kept in the Office of the Dean of the appropriate School, and is open to any faculty member who wishes to consult it. Faculty members are expected to cooperate in the maintenance of this file for all courses, including special topics courses, which they are assigned to teach.

If there is evidence that a specific course is not being taught as described in the College Catalogue or according to the description provided in the file in the Dean's Office, the concerned party is encouraged to bring the matter to the attention of the Vice President for Academic Affairs. The Vice President, in turn, will confer with whatever persons are appropriate, e.g., the Dean of the appropriate School, Department Chairman, the instructor who teaches the course, etc. In all cases, the instructor who teaches the course will be involved. If the matter cannot be resolved through a simple conference with the instructor of the course, the Vice President will ask the appropriate Dean to conduct a detailed investigation and make a formal reply to the Vice President's Office concerning the findings of the investigation. Final authority for resolving the issue will remain with the Vice President for Academic Affairs.

b. Class Rolls

Soon after the regular registration periods, preliminary class rolls are placed in faculty mailboxes. After late registration and section changes are processed, corrected rolls are published. Any discrepancies between the rolls and class attendance remaining at the end of the period during which changes in registration are permitted should be reported to the Registrar's Office. When

registration has been completed and the term is under way, the Registrar's Office issues corrected permanent class rolls.

c. Smoking Regulations

The College has a "controlled" rather than a "no" smoking policy. Smoking is not allowed in classrooms with the understanding that any student or member of the faculty who finds it necessary to smoke during the class period may retire to the hallways where smoking is permitted. This is an official policy of the College. Members of the faculty are expected to cooperate in its implementation.

d. The Code for Academic Work

The Code for Academic Work requires that the work submitted by a student on assignments and examinations honestly represents that of the student's own efforts. Plagiarism and the giving or receiving of assistance on assignments or examinations, except as authorized by the instructor, is forbidden. Should the instructor discover firm and reliable evidence of a violation of the Code, he should consult the provisions of the Code as set forth in the Student Handbook to determine an appropriate course of action. If the student involved denies guilt, the instructor must contact the Hearing Examiner of the Academic Hearing Board. The matter will then be submitted to the Board for adjudication. The Hearing Examiner is available to assist any faculty member in the interpretation and application of the code.

e. Faculty Travel

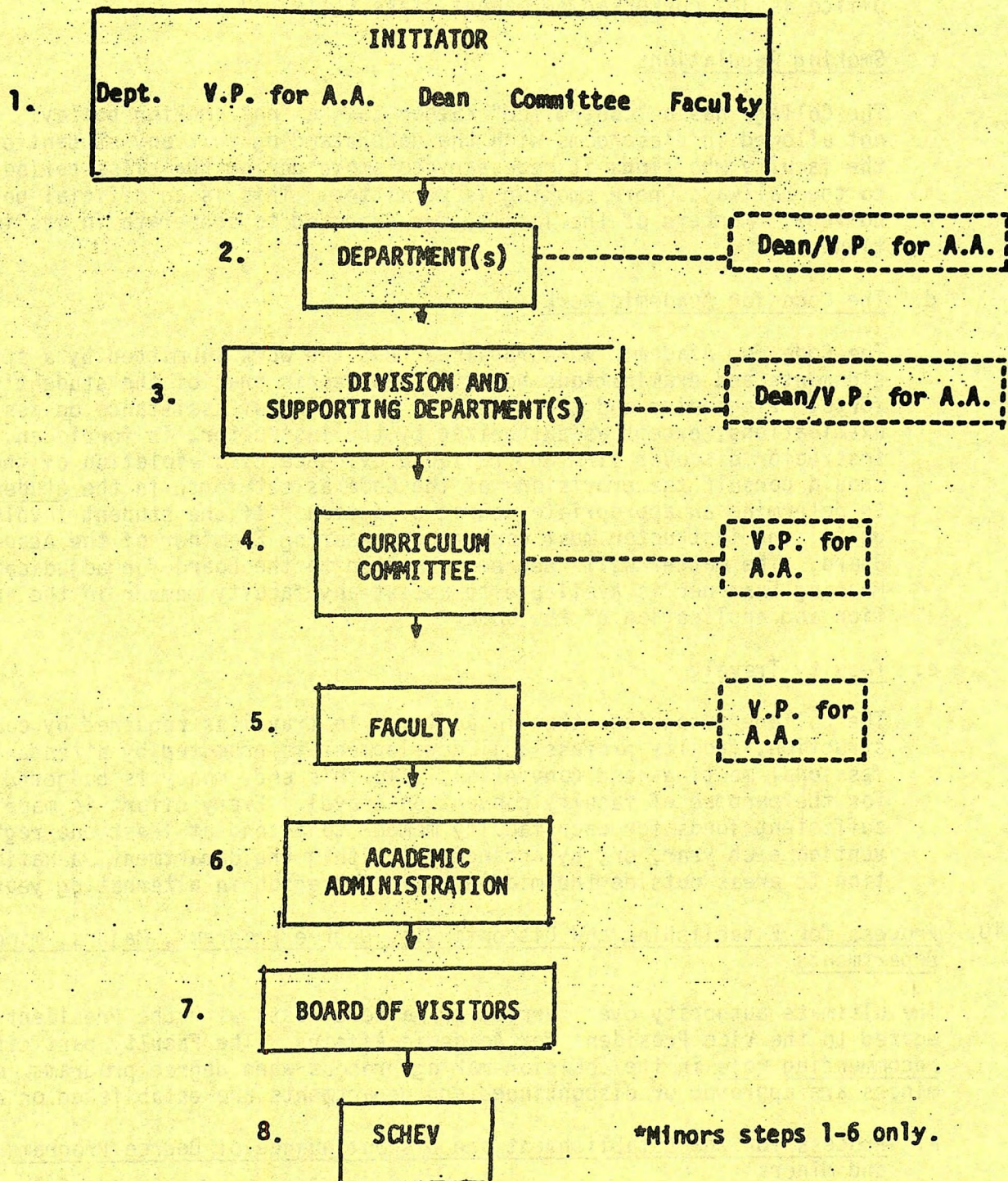
The College recognizes that in addition to travel as required by course instruction, faculty professional development is promoted by attendance at professional meetings and conventions. To this end, money is budgeted each year for the purpose of faculty convention travel. Every effort is made to provide sufficient funds for each faculty member to attend at least one regional convention each year, or, by arrangement within the department, a national convention to areas outside the middle Atlantic region in alternating years.

10. Process for Establishing and Discontinuing Degree Programs, Majors, Minors, and Departments

The ultimate authority over curricular matters rests with the President and is delegated to the Vice President for Academic Affairs. The Faculty participates in a recommending role in the decision-making process when degree programs, majors, and minors are approved or discontinued and departments are established or abolished.

a. Process for the Establishment and Discontinuance of Degree Programs, Majors, and Minors

(continued on next page)



Each level coordinates with the Vice President for Academic Affairs or the Dean of the appropriate School as shown.

Each level recommends approval or disapproval and forwards it to the next level.

This same process, steps 1-6, should be followed when the following are proposed:

- the establishing or abolishing of a minor;

- changes in distribution requirements;
- changes in requirements for degree tracks which affect departments other than the degree granting department.

For general information, changes in the requirement for degree tracks that affect only the degree granting department should be brought to the attention of the Curriculum Committee and the Faculty through the Curriculum Committee.

In the case of proposed minors which involve topics courses, Planning/Initiating Approval may be sought for the purpose of beginning the program on a trial basis. This does not constitute the formal final approval for the program. The purpose of this first step is information sharing. When the plans for the minor are finalized, the usual process must be completed.

b. Establishment and Abolishment of Departments

The establishment and abolishment of departments involves the administrative organization of the academic program, and falls within the authority of the Vice President for Academic Affairs as delegated to him by the President.

Although the formal consent of the Faculty is not necessary for the establishment or abolishment of departments, the Vice President for Academic Affairs will seek the input and counsel of the Faculty as is deemed appropriate in such matters. The formation or abolishment of a "paper" department will be communicated promptly to the Faculty and all offices of the College.

