

Regional Campus Faculty Senate.  
Minutes of Meeting  
February 13, 1976  
Aiken Regional Campus

Welcome

Corrections  
to Minutes

The third meeting of the 1975-76 Regional Campus Faculty Senate was called to order by Chairperson Emily Towler (Aiken), at 2:30. The Chair called for corrections to the minutes of the November 14, 1975 meeting in Spartanburg. There were three corrections: (1) Line 1 of the first full paragraph on page 4 should be changed from: "Professor Jim Otten (Lancaster)" to read "Professor Jim Otten (Union)". (2) The word "Unanimously" should be deleted from Line 5 of the third full paragraph on page 10. The corrected sentence should read: "Motion Two had been passed and could only be withdrawn by those who had opposed it." (3) The phrase, "Regional Campus" should be deleted from Line 3 of the last paragraph of page 13. The amended version should read: "Chairperson Towler pointed out that the roster of Senators for the Regional Campus Senate is not identical to the roster of Senators attending the main campus Senate." The minutes were then approved in the form they had been sent to the Senators, and as duly corrected.

Minutes of  
November 14,  
1975, Approved

II. Introductions and Comments by University Officials

Dr. H. Willard  
Davis

Chairperson Towler introduced Dr. H. Willard Davis, Vice-President in charge of Regional Campuses. Dr. Davis commented that it has been his intention for some time to "acquaint the members of the Senate and thereby the faculty members of regional campuses, with some of the procedures, problems, difficulties or whatever, pertaining to our appropriations and to our budgets." He then introduced Mr. B. A. Daetwyler, Vice-President for Finance, to address the Senators on the subject of the formula and appropriations.

Vice-President  
B. A. Daetwyler

A. Vice-President Daetwyler prefaced his speech by noting that the formula approach to budgeting is still important, despite its abandonment by the legislature last year; and informed Senators that 1977-78 formula guidelines have been received by his office and will be used to give feedback to the Commission of Higher Education. He recalled the difficulties involved in first setting up the formula approach with adequate accounting systems in 1965, and described the formula as the only equitable way to divide the dollar among the state's universities. Prior to 1965, he said, the "emotional way of going to the legislature for dollars" had left the University at a disadvantage.

He then discussed the problems involved in the 1976-77 budget proposals. This budget had been prepared in the normal way, he said, by submitting a proposed budget using the formula method to the Commission of Higher Education, and at the same time by submitting the real budget comparable to the former in total but different in the way it was built up, to the Budget and Control Board. When the Budget and Control Board announced that Universities would not receive additional dollars for the year, he said, the Commission of Higher Education was forced to "buckle under" by abandoning the formula and appropriating funds on the basis of level dollar amounts. This proved to be necessary, he said, because it was a political year, and because some colleges would have received reductions while regional campuses and other schools whose enrollment had increased would have received increases, under the formula method.

He also discussed an article that had been published in The State newspaper, according to which money for increasing state employees' salaries might be allocated from higher education budgets, possibly by freezing equipment purchases. Noting that this year's Budget and Control Board recommendations have eliminated the fall term enrollment adjustment, he asserted that the University "has got to fuss about this business of freezing equipment purchases so we can all have raises, particularly in regional campuses with your campuses growing so rapidly I don't think you can go into a level budget without some sort of adjustment for the fall."

Mr. Daetwyler then detailed the thirteen steps involved in using the formula, using the 1976-77 budget as a guide. Steps one through four, he said, determine the total cost of faculty instruction, as follows.

The 13 steps of  
the formula

1. Total credit hour production is determined by multiplying the credit hours of each course offered by the number of students who take the course, and adding the results.
2. The number of full-time equivalency students is determined by applying the divisors of 15 credit hours (undergraduate), 9 (Masters) and 6 (Doctorates) to the total credit hour production for each level.
3. Dollar amounts for FTE students are determined by using student-faculty ratios. These ratios vary from school to school, he said, thus reflecting the uniqueness of each school. For example, the ratio in liberal arts is 20 students to one instructor, while in science it is 19 to 1.

In response to questions, Mr. Daetwyler stated that remedial laboratories and other non-credit hour issues are handled by a later step (step 12) of the formula and that the student-faculty ratio for teacher education is 22 to 1 and 9 to 1 for student teaching.

4. The cost of faculty instruction is determined by multiplying the number of faculty (step 3) by a set amount of salaries for each category of teachers. Set salaries are determined by taking the highest average salary from all the schools for each category. Thus, for example, the average salary for graduate assistants, drawn from Clemson, was set at \$5,953. Averages for Professors of all ranks was \$18,065. Mr. Daetwyler noted that state colleges, as well as regional campus averages, were less because they have proportionately fewer Ph.D's.

A question from the floor asked whether the formula was flexible enough to reflect the increase in the average level of education of regional campus faculty that has been brought about by a tightened job market. Mr. Daetwyler responded that he thought there had been such an increase, but called attention to the functions of the formula to furnish an equitable way for dividing the dollar. To serve that purpose, he said, all of the colleges are treated on a lump-sum basis. A second question asked whether the average of salaries for regional campus Ph.D's would be nearer to \$13,000 than to \$18,065. Mr. Daetwyler answered that regional campus Ph.D. salaries were included in computing average salaries for all ranks, but that a pure formula average of all regional campuses would be preferable.

5. Administrative and other costs, including Deans, department heads, secretaries, clerks, supplies, equipment, travel, etc., are computed by adding 40% of the total instructional cost for the University, 35% for the colleges, and 30% for the regional campuses. Costs for Aiken, Spartanburg, and Coastal Carolina, he said, had been computed using the college rate instead of the regional campus rate for 1976-77.
6. Libraries are funded at 10% of the total instructional cost.
7. Maintenance costs are determined by averaging and inflating as necessary the previous three-year costs for maintenance. An alternative or "stop gap" formula can be used to compute costs in relation to square footage, but costs are limited to within 36% of instructional costs. Utilities have been separated from maintenance costs in this year's budget because they have increased dramatically.
8. Administration, student services, and general institutional expenses are computed at 26% of the total instructional costs.
9. The total basic educational and general operating costs are determined by adding steps 4 through 8.
10. Student fees and other income for the University are computed.
11. Income (Step 10) is subtracted from costs (Step 9). Calling Step 11 a "big inequity," Mr. Daetwyler said that asking the State to fund the balance at this point kills the incentive for raising student fees. A means for eliminating or remedying Step 11 is being studied, he added.
12. Special and new programs are added.
13. Bureaus, institutes, and special research projects are added.

Responding to further questions, Mr. Daetwyler appraised the formula as good but needing some change (notably, in its handling of student fees). He also stated that 51% of the budget goes for faculty salaries and 76% for people; that smaller regional campuses are now funded at \$899 per FTE student; that Spartanburg and Coastal were funded on a four-year formula with special "start-up" money being added on, whereas Aiken was funded on a two year formula with money added on; and that Lander and some other State colleges would have received reductions in their appropriations if the formula had been used.

Chairperson Towler thanked Mr. Daetwyler for his informative exposition of the funding, and yielded the floor again to Dr. Davis.

Dr. Davis

B. Dr. Davis emphasized the expanded role the State has had to play in financing regional campuses. He cautioned Senators that comparing average salaries between different campuses and schools is unproductive because such comparisons ignore the history of regional campus funding. He then commented on the speech delivered during the luncheon meeting by Mr. Harry Ellis, director of the State Employee's Association. Mr. Ellis' Association, he said has been effective with government committees and has been influential in establishing

a retirement system and health insurance for state employees. In Dr. Davis' view, a greater involvement of faculty members and unclassified state employees in the Association would encourage the Association to devote greater attention to unclassified employees (classified employees at present constitute 90% of the Association's membership). Nevertheless, Dr. Davis also asserted that the legislature will not vote in favor of a tax increase this year, thus necessitating reductions in certain areas of state funds in order to support increases in other areas.

Dr. Davis also reported that the main campus library has decided not to lend books for more than three weeks to people who are not located in Columbia. The general impression, he said, is that "many of these long-term loans "messes up their bookkeeping." Lastly, he read a letter sent to him from Dr. Williams, Chairman of the main campus Committee on New Courses and Curricula, requesting the Senate to return Professor Margaret Foster (Lancaster) to the Committee as next year's Regional Campus Faculty Senate representative. According to the letter, "(Professor Foster) has been a conscientious, interested and contributing member . . . Unless there is a definite reason that prohibits a second term, I would very much appreciate it if you would ask her to continue as a committee member." Dr. Davis turned the matter over to the Senate for its deliberation.

Chairperson Towler thanked Dr. Davis for his information, and yielded the floor to Dr. Duffy, Associate Vice-President for Regional Campuses.

Dr. John Duffy

C. Dr. Duffy reported that the salary study requested by the Financial Concerns Committee (November 14, 1975 Minutes, p. 11) has gone through the computer and should be ready in time for the April 2 meeting. He also reported that regional campus directors have been asked to share information concerning budgets with their faculties, and should be doing so. In other matters, he reported that the Committee to determine the Teacher of the Year Award should act in March, but will not announce the winner until graduation; and that the actions of the two-year campus Tenure and Promotion Committee should be made known to faculty members by the end of February.

Chairperson Towler thanked Dr. Duffy, and introduced Professor Stephen Ackerman, Chairperson of the University Senate.

Professor Stephen  
L. Ackerman

Professor Ackerman deviated from his prepared text to comment on Dr. Davis' assessment of the regional campuses as being different because they have a different history. Recounting the origin of the Florence campus, Professor Ackerman depicted the development of regional campuses as evolving from informal to more formal relationships with the main campus. As the campuses grew apart, he said, "we realized that we had very different systems, and that you people were being asked to take on a burden you had not asked for and that you had no say in," such as accepting curricula and courses that were best suited for the main campus. He described the emergence of the Senate with full representation from all campuses as a means for responding to these problems. He then emphasized that neither the isolation of regional campuses from the main campus, nor their changes in status, should be construed as freedom to act independently. "There has to be a degree of independence," he said, "but when we act independently of each other we do wrong." According to Professor Ackerman, campuses as well as departments within the University system must relate to one another as parts of a whole whose substance is its faculty. He encouraged faculty to speak frankly in order to find common ground on which to operate and to assume a constructive and critical interest in what goes on in other parts of the university. He concluded by asking regional campus

faculty to form a committee with him to discuss the concerns and fears of the different faculties, with a view to working out the problems that exist between main and regional campus faculty.

Chairperson Towler thanked Professor Ackerman, and encouraged him to take the initiative in establishing such a committee.

Standing  
Committee  
Reports

III. Reports from Standing Committees

A. Rights and Responsibilities

No report

Financial  
Concerns

B. Financial Concerns

Professor Nancy Moore (Spartanburg), Chairperson of the Committee, reported that the salary report will be ready for next time, as Dr. Duffy had announced previously. She also thanked Vice-President Daetwyler on behalf of her committee for discussing the formula at length. Concerning the Committee's request that budgets be disclosed by directors to their faculties, she reported that rather broad summaries had been given at Coastal and at Sumter; that a full and detailed statement had been given at Aiken; and that the budget had been mentioned at Salkehatchie and at Union. She then asked four questions that had been prepared by the committee.

Four Questions

1. Are increments for each rank the same on every regional campus? That is, is there a set increment for advancement from assistant to associate to full professor?

Dr. Davis answered that increments are mostly the same throughout the university.

2. Does each regional campus receive the same percentage of its instructional budget for merit and promotion raises?

Dr. Davis answered that the percentage is not mandatory and is determined by each regional campus within whatever constraints are imposed by state appropriations and guidelines from the Budget and Control Board.

3. What is the outlook for raises?

Dr. Davis answered that the number being "bandied about" for state employees and school teachers is 2½%, but that this figure is still dependent on whether legislators find the money for raises.

4. Are starting salaries the same for equivalent positions on the regional campuses? That is to say, for a Ph.D. with no experience in the Humanities, what would the salary be?

Dr. Davis answered that the Administration does not try to make any one campus be like all the rest in any matter.

Professor Moore then requested the Senate to prepare two reports:

1. A report on the average salary of those staff members who are less than one-half time.
2. A report on whether faculty and staff positions that become open throughout the regional campuses could be advertised within the regional campus system.

Dr. Davis responded to the second item by saying that openings are advertised nationally, in accordance with affirmative action guidelines. Professor Moore responded that the committee understood that a "dial-a-job" telephone number is available on main campus, enabling people to inquire about jobs locally. She added that advertising in the Chronicle of Higher Education is not always effective locally, and that a situation had developed on one campus where jobs were opened and filled before the faculty of that campus knew they existed. She emphasized that this was an example, rather than a complaint, of why advertising throughout regional campuses is needed. Dr. Davis responded that this was probably a valid comment, and that jobs could be advertised elsewhere in addition to the Chronicle. Professor Moore stated that the request is for advertising in addition to, rather than in place of, the Chronicle. A comment from the floor suggested that the "Monday Memo" does make mention of major jobs that come available.

Professor Moore concluded her report by suggesting that a program be arranged on fringe benefits for next time. Dr. Davis announced that Byrn Burch of Personnel Services would be a very good speaker on fringe benefits, and noted that she is also a member of the executive committee of the South Carolina State Employees Association.

Professor Jimmie Nunnery (Lancaster) asked Professor Moore to repeat the breakdown of campuses who had furnished budget information to their faculties (see page 5 for the breakdown). Dr. Davis stated that the breakdown refers to personnel, equipment, supplies, etc., rather than to individual salaries. A spokesman from Sumter asked to have the record of this meeting indicate that the "Sumter faculty has received as detailed a budget for 1976-77 as the Budget Director of the University gets." Their budget information, he said, is detailed by item. Professor Jim Otten (Union) stated that the point of the breakdown is to show that some campuses received a detailed budget, while others did not. Professor John Samaras (Lancaster) corrected the report on Lancaster, saying that faculty there received an "illusory mention" of the budget.

#### Intra-university Services

#### C. Intra-university Services and Communication

Professor Judy Sessions (Salkehatchie), Chairperson of the Committee, reported that the Committee discussed three ways to improve communications concerning University matters. These involve the Monday Memo, the Calendar of Events, and the Student Newspaper (the Gamecock), all of which are sent to regional campuses. She reported that the Committee has arranged to have copies of each of these publications sent to librarians on each campus, to be posted and circulated from the libraries.

#### Bookstore policies on faculty discounts

She reported that the Committee also investigated the Columbia bookstore policies for faculty discounts by calling Mr. Swanson, the manager of the Russell House Bookstore, and Mr. Bailey, manager of the South Carolina Bookstore. Mr. Bailey, she said, disclosed his intention to no longer extend faculty discounts for any faculty. Professor Jerry Dockery (Military) asserted that he had received a discount the day before the meeting. Dr. Davis asserted that the South Carolina Bookstore still gives discounts. Professor Sessions agreed, but stated that the Russell House Bookstore was exerting much pressure on the South Carolina Bookstore to discontinue their discounts. She disclosed that a faculty committee on Bookstore policies has been formed, with Dr. Harry McMillan (Department of Engineering) as its chairperson. They will meet within the next two weeks, she said, at which time they will discuss faculty discounts and other matters. Mr. Swanson, she added, intends to discontinue discounts subsequent to this meeting while Mr. Bailey has stated that he will grant no discounts for the moment.

In response to questions, Professor Sessions stated that the South Carolina Bookstore will not give regional campus faculty a discount as a matter of policy while the Russell House Bookstore intends to cut off discounts for all faculty. Dr. Davis commented that he found the South Carolina Bookstore policy discriminatory, and something to oppose. Concerning the Speakers' Bureau, Professor Sessions reported that only Spartanburg, Lancaster and Sumter have furnished information as requested previously by Dr. Conway Henderson (Spartanburg). She requested that the remaining campuses compile their lists and submit them to Dr. Henderson in the near future.

At the conclusion of her report, Dr. Duffy briefly defended the campus bookstores by saying that five or six regional campuses have set up their own bookstores and no longer deal with the campus shop. He suggested that part of the problem grows out of that situation.

Special Committee Reports  
Library Committee

IV. Special Committee Reports

A. Library Committee--Dr. Conway Henderson (Spartanburg), Representative. Dr. Henderson was absent, and his report was read into the minutes by the Secretary. Dr. Henderson had attended the Library Committee meeting of December 10, 1975. According to the minutes of that meeting, the Library would be closed for several days during Christmas, but that work was planned for the holidays to prepare the new building for occupancy. The Director of Libraries disclosed that Virginia Metal Products is now bankrupt, but will deliver and install bookstacks in the new library. He also disclosed that the library was forced to temporarily suspend blanket order purchasing of desired items in the British National Bibliography and the University Presses blanket purchasing plan. The Committee then unanimously approved reducing book budgets by 10% in an effort to keep the University Presses plan current. The Director also disclosed that purchasing new periodical subscriptions had been temporarily halted due to escalating costs, and the Committee agreed to see that very stringent requirements be set up for entering new subscriptions. Disciplinary action taken against two students was discussed, as was the Student Senate's current attempt to pass a bill requesting automatic suspension for students apprehended stealing or mutilating library materials. The Committee, having discovered that the library book account is not reimbursed by the Treasurer's Office for funds paid by library patrons in order to replace lost books, unanimously approved requesting the University administration that such money be credited on a regular basis to the library book account.

In notes appended to the Minutes, Dr. Henderson reported that no new librarians were hired this year, but six are expected to be hired next year; that an estimated \$35,000 in fines, penalties and lost books goes to the Treasurer's Office and not into library funds; and that no mention was made of a changed library policy for regional campuses.

Courses and Curriculum

B. Courses and Curriculum Committee--Professor Marnie K. Foster (Lancaster), Representative.

Professor Foster reported that recent changes in English, Government and International Studies, Political Science, Theatre, Journalism, Sociology, Geology, Pharmacy, and the establishment of the South Carolina College, are recorded in the University Senate Minutes of December 3, 1975. The University Senate approved in their February 4 meeting proposals for a double major in the College of Humanities and the Social Sciences and the College of Science and Math. The College of Business Administration made changes in core requirements; and the College of Education made changes in requirements and

has a new system of prefixes. Changes were also made in Engineering, Art, English, History, Philosophy, Sociology; and the College of Journalism made changes in degree requirements. Also approved was a change in the Baccalaureate Degree in General Studies to allow three undergraduate years plus one year of medical or dental school to qualify for the degree. Changes to be considered by the Senate involve Journalism, Education, Theatre, Foreign Languages, Physics, Mathematics, Religion, Music, Physical Education, and Health Education. Professor Foster informed the Senators that she had the minutes and annotated agenda for the February 4 meeting for those who wish to examine them after the meeting.

Chairperson Towler encouraged Senators to take this information back to their campuses, in order to have greater input at the grass roots level. Dr. Davis suggested that the Regional Campus Administration might try to circulate the information of the Committee's agenda before Professor Foster attends these meetings. The purpose, he said, would be to provide input to the Regional Campus Representative before she attends the meetings. Professor Foster responded that that would be most helpful to her, since she presently has no input at all. Professor Towler therefore requested the Administration to try to find a way to circulate the information. Professor Somaras suggested, as a possible alternative, that Department Chairmen on Main Campus might be asked to notify their colleagues at regional campuses when changes in curricula occurs. Dr. Davis responded that the Administration would work on the request.

Faculty Welfare

C. Faculty Welfare Committee--Dr. Harry Shealy (Aiken), Representative.

Dr. Shealy reported that the Committee met last December, and found that the tax shelter plan for retirement, which they had previously considered, has several defects in it. Further consideration of it was therefore postponed, he said. He also reported that the Committee has opened dialogue with other institutions of higher learning, which may be useful.

Academic Advisory

D. Academic Advisory-Faculty Liason Committee--Professor Carolyn Wynn (Spartanburg), Representative.

No report.

Special Committee

E. Special Committee to Research Means for Increased Professional Development--Professor James Farmer (Lancaster), Chairperson.

Professor Farmer reported that, due to the extended lunch period, his Committee had not been able to meet and had no report to give at this time.

No Further Unfinished Business

V. Unfinished Business.

Chairperson Towler stated that the unfinished business on the agenda had already been covered. There were no questions remaining, so new business was next considered.

New Business

VI. New Business

Faculty Manual

A. Faculty Manual Update.

Chairperson Towler called on Professor Judy Sessions, Chairperson of the Intro-University Services and Communications Committee. Professor Sessions then made the following motion:



Motion

1. That the tenure and promotion procedures for two year campuses (see Appendix) be incorporated in the Regional Campus Faculty Manual, to be followed by the statement: "Faculty members on four year campuses should refer to their supplementary manual for promotion and tenure procedures."

Motion approved

There was no discussion, and the motion passed with one dissenting vote.

Professor Nunnery then called for a point of order. He asked if this matter had been presented at the last meeting. Chairperson Towler responded that it had not been, but that the manual update has been a continuing concern. She added that the motion did not involve substantive content, since its intent is to incorporate the procedure on which regional campuses already operate, into the manual. Professor Dockery asserted that he had cast the dissenting vote because action is still pending in the main campus Senate that would change this procedure. The Chair received that statement as information and instructed the campuses concerned to please note Professor Dockery's comment.

Nominating  
Committee

B. Nominating Committee.

The Chair informed the Senators that as of the February 14, 1975 Senate Meeting, the Nominating Committee has been charged with the double responsibility of naming nominees to both the offices of the Senate and to the Standing Committee, as determined by the Executive Committee. They are: Professor Lee Craig (Sumter), Chairperson; and Professor Harry Shealy (Aiken), Professor Jimmie Nunnery (Lancaster), Carolyn Wynn (Spartanburg), and Jim Otten (Union). The Committee was instructed to make their report during the April 2 meeting.

VII. Announcements

Response From  
Dr. Brasington

The Secretary read a letter of November 17, 1975 that he had received from Dr. C. Reginald Brasington. The text of that letter read as follows:

May I express my appreciation to you and to the Regional Campus Faculty Senate for its resolution honoring the service which I rendered to the Regional Campus System. The five years of service were outstanding because I had the opportunity to work in a setting in which my philosophy and personal commitments were complementary. The part of my job which brought the most pleasure was that of building friendships with the numerous faculty who are committed to the professional goal of excellence as teachers.

I am pleased to have had the opportunity to work with you, to learn from you what characterized a good teacher, and to continue the struggle with you for academic excellence, academic freedom, and personal fulfillment.

Chairperson Towler then announced, by way of apology, that the Special Committee to Research Means for Increased Professional Development had not had the opportunity to meet earlier in the day, and asked members of that committee to meet briefly after the general session adjourns.

Next Meeting:  
April 2, 1976

Finally, the Chair announced that the next meeting of the Senate will be at Union Regional Campus on Friday, April 2.

Adjournment

There being no further business, the meeting was adjourned.

## APPENDIX I

### TENURE AND PROMOTION PROCEDURES FOR TWO YEAR CAMPUSES

#### Organization

1. A Committee on Tenure and Promotion shall be created, composed of nine members, all full-time faculty regardless of rank and tenure. Five members shall be elected, one from each regional campus, and four members appointed by the Vice President of the Regional Campuses. No more than two members may be from any single regional campus.
2. This committee shall be formed in September of each year.
3. No person shall serve more than three years consecutively.
4. Extraordinary vacancies shall be filled, as soon as possible, by elections from the affected individual regional campus faculty if elected or appointed if appointed.

#### Procedures

5. All eligible faculty will be considered for tenure and promotion except those who indicate in writing that they do not wish to be considered. A person who has served the maximum probationary period for tenure must be considered.
6. Faculty members will be encouraged by the Directors to update their Personal Data File each year by November 30.
7. The Director shall add all the relevant data and his recommendation to the individual's record and forward the same to the Associate Vice President of the Regional Campuses by December 15.
8. The Committee shall review updated Personal Data Files of all full-time faculty during the month of January. These files will be kept in the Regional Campus office in Columbia and will be used as the primary source to evaluate eligible faculty for Tenure and Promotion.
9. After discussion of each case, committee members shall vote on Tenure and Promotion separately. The vote, in terms of "Yes", "No", or "Abstain", shall be recorded indicating:
  - a. Recommended for Promotion and/or Tenure
  - b. No recommended for Promotion and/or Tenure
  - c. Not recommended for Promotion and/or Tenure at this time
  - d. Not considered at the individual's request.
10. During the month of February, recommendations will go to the Vice President, President, and then to the Board of Trustees for final decision.
11. All faculty will be notified in writing of the action of the Committee during the month of February.
12. Any person dissatisfied with the decision of the Committee has the right of written appeal to the Committee of Nine within two weeks of receipt of notification.

13. The proceedings of the Committee of Nine shall be confidential with respect to all written materials received and all discussions of individual cases by the Committee.

14. The Regional Campus Faculty Manual will be used for normal guidelines with the following additions or corrections:

(page 20) a. Professor. To be eligible for the rank of professor, a faculty member must have a record of outstanding performance normally involving both teaching and research or creativity of performance in the arts, or recognized professional contributions. As a general guideline, the faculty member is expected to hold the earned doctor's degree.

b. Associate Professor. To be eligible for the rank of associate professor, a faculty member must have a record of effective performance over a probationary period of time usually involving both teaching and research, or creativity or performance in the arts or recognized professional contributions. He or she must have demonstrated further development as a teacher and as a scholar. It is normally expected that the faculty member hold at least the master's degree.

c. Assistant Professor. To be eligible for the rank of assistant professor, a faculty member must possess strong potential for development as a teacher and as a scholar. He or she will normally be expected to hold at least the master's degree.

15. The following activities will be considered as criteria for tenure and promotion:

1. Teaching Effectiveness
2. Campus Activities
3. Community Services
4. Personal and Professional Growth and Experience
5. Research and/or Scholarship
6. Length of Service

\*16. (Page 21) Omit Promotion Procedures on pages 21 and 22.

\*17. Tenure Regulations (page 22, eliminate third sentence in Item I).

\*Faculty Manual, pages 21 and 22.

Bill Whittky

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Financial Report

New Comers Resume

Manual

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Byrn Buech

~~Supervisor~~

Emp Benefits

Adviser

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" Fringe

Benefits

ins + Ret.

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Budget - Build up

Confirmation Budget

Letter to Emily  
as Chair

W. Patt. - Unw

Governance

W. Curry - Functions  
of Board

Wuffy - Report on  
Sal Study, Curriculum  
& manual

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Byrn Buech - Fringe  
Benefits -

Ins. Plan A - Plan B

Blue Shield plan - weekly  
availability - may medical  
may medical

W. Patterson  
says look into what the  
is doing  
Pre Retirement  
Counseling w/out  
need of  
Research Unit

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Wese en

Samuel V. Ch

Marvin Seely

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L.C. Wright

Welf House

C/C Foster

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Emily Towler