



VISUAL ARTS DEPARTMENT  
N. C. STATE COLLEGE  
RALEIGH, N. C.

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N.C. State College  
~~University~~ Conference, Spring of 1956

# NORTH CAROLINA STATE COLLEGE

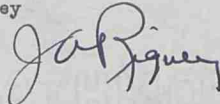
SCHOOL OF AGRICULTURE  
INSTITUTE OF STATISTICS

Department of Experimental Statistics  
Box 5457, Raleigh, North Carolina

June 7, 1956

Memorandum to: John W. Shirley

From: J. A. Rigney



I am attaching copies of the reports on the Administrative Staff Conference which was held May 17. I am sorry to be so slow in getting this report to you but you will recall that the session was crowded into the last few weeks of school and the recorders for the six different sessions have had difficulty in completing their reports.

Plans for the conferences were initiated with the appointment of the conference committee on April 17, consisting of W. W. Murray, Elliot Grover, C. A. Hickman, K. G. Carson and J. A. Rigney, chairman. This committee reviewed the objectives of the proposed conference and the types of problems which were likely to be discussed at the conference and decided on organizing the discussions into six areas. These areas were chosen to accommodate the types of problems rather than the particular administrative segments into which these problems would fall. The sections established and the chairmen and recorders for each are as follows:

1. Administration

W. J. Peterson, Chairman  
R. E. Fadum, Recorder

2. Physical Plant Operations

J. W. Pou, Chairman  
W. W. Austin, Recorder

3. Research Administration and Coordination

E. M. Schoenborn, Chairman  
R. J. Preston, Recorder

4. Student Affairs

R. R. Middlebrooks, Chairman  
O. B. Wooldridge, Recorder

5. Teaching Functions

K. D. Raab, Chairman  
C. C. Scarborough, Recorder

6. Auxiliary Operations

C. M. Asbill, Chairman  
Preston W. Edsall, Recorder

On May 2 a memorandum was sent to the administrative staff of the college outlining proposals for the conference and indicating the anticipated organization. Suggestions were solicited regarding appropriate topics which should be discussed. Approximately 40 returns were obtained to this mailing, and on May 10 final arrangements for the conference were made. The conference was held at the College Union and the schedule was as follows:

1. 9:00 - 9:30 General session in which the purposes of the conference were outlined and the general procedures which were to be followed were indicated.
2. 9:30 - 11:30 First discussion period which included a general review of problems to be considered in each discussion group and a discussion of as many of these problems as could be covered.
3. 11:30 - 12:30 Informal reports on the progress of the discussions by the chairman of each group.
4. 12:30 - 1:30 Luncheon at the College Union.
5. 1:30 - 3:30 Second discussion period in which the remainder of the problems in each group were considered and final reports by the recorders were developed.
6. 3:30 - 4:30 Reports from each group were given and discussion on each report was called for.

Attendance at the meeting was approximately 75. Group pictures were taken at the luncheon and these photographs of the administrative staff are considered to be an unusually complete record of the current administrative staff of the college. The reports of the first discussion period and the second discussion period were tape recorded and were also recorded by secretaries. Typescripts of these reports were sent to the chairman and recorder of each group for the preparation of the attached reports.

I have received many very favorable comments regarding the accomplishments of this conference. There was a feeling that this afforded an opportunity for a reasonable discussion of problems which had been very difficult to resolve or rather irritating because of their nature. On the basis of comments which have come to me I feel confident that it was a very worthwhile undertaking. There were a few adverse comments to the effect that in a couple of the groups the discussion was dominated by one or two individuals to the discouragement of other participants and to the definite advantage of certain groups. I have requested that a number of those who had such feelings send me a memorandum outlining their views. I have received only one of these to date and I am passing it on to you as I received it.

It was a pleasure to work with your office and with the rest of the committee in developing this conference, and I trust that the entire effort will be a benefit to all.

JAR:hr  
Att.

NORTH CAROLINA STATE COLLEGE  
DEPT. OF FIELD CROPS • RALEIGH, N. C.

May 21, 1956

MEMORANDUM TO: J. A. Rigney

FROM : Paul H. Harvey, Head, Field Crops Department *P. H. H.*  
SUBJECT : Administrative Staff Conference

This is to report to you a more negative response to the discussions on Topic No. 2 - Physical Plant Operations. In my opinion, the report made to the group at the end of the conference was entirely too positive so far as the M. & O. Division was concerned. The fact that Mr. Smith has a manuscript on regulations pertaining to maintenance of permanent installations is a long way from its being a workable policy. I would certainly like to emphasize that this policy or statement needs to be carefully scrutinized by the administrative staff before it is put into effect. We do not want to operate under administrative decrees coming from Mr. Smith. Although many of the general policies discussed could not be disagreed with in principle, when the individual concerned is taken into consideration then one differs with the general policy. Here I have reference to such things as placing all elevator funds under Mr. Smith. While I do not particularly care for the duty of keeping the elevators operating in Williams Hall, I do have a little more control when the department has the funds. If we could be assured that a central elevator contract would keep all elevators in good running order with a minimum amount of disruption, I would certainly be in favor of it. However, in a number of instances working relationships with M. & O. have not been particularly pleasant.

I would like to point out that the policy on improvement of procedures relating to alterations and modifications on the campus should be an administrative decision and not a procedure worked out by Mr. Smith. I objected to the general statement that Mr. Smith was complimented on the general improvement in the last three years. I believe the statement made by Mr. Giles was that his own shop area had been improved. This statement represented the opinion of only one man and was not voted on by the group. I think in the final report it was broadened to include the whole of M. & O. operations.

I, personally, raised the question as to why requisitions are necessary within campus affairs. I do not feel that Mr. Murray answered my question. I asked for a complete review of such matters rather than merely an explanation of why we are now using them. I still feel it is entirely useless



"red tape" to have to go through placing an order even in a case of emergency such as a blown tire. A telephone call from me should be sufficient to assure M. & O. or Central Stores that the Field Crops Department has money to cover this purchase. It should not be necessary for one of my staff to have to walk a requisition through channels to obtain an item such as a tire. Perhaps this is one of the things which should have been discussed under Topic No. 1 - Administrative Procedures - along with budgetary matters.

I realize that I am a relatively new member of the administrative staff and many of the matters which I have run into are due partially to my newness. However, perhaps because of this some of the procedures stand out more clearly to me than to one who has become calloused to such useless operations. I certainly think things could well stand some streamlining when it comes to handling budgets and purchases.

At the present time my general reaction to the conference is quite negative. It appears that most of the individuals taking part were not there for the purpose of really bringing problems out into the open. I may be biased in my opinion since I spent the entire day with only one group. If the purpose of the conference was to give individuals a slap on the back for doing a good job, then there is no real reason for repeating it. I would suggest that in any future discussions the individuals most concerned with a particular area not be included in that group.

cc: J. W. Fitts  
J. W. Pou

ADMINISTRATIVE CONFERENCE  
NORTH CAROLINA STATE COLLEGE

May 17, 1956

Report of Committee on Administration

W. J. Peterson, Chairman  
R. E. Fadum, Recorder

The Group Chairman reported that 33 letters pertaining to the area of discussion circumscribed for this Group had been received. Prior to the meeting, the Chairman had classified the various questions and divided them into the following four categories:

budgetary matters (15 letters)  
communications (8 letters)  
responsibilities of administrators (5 letters)  
miscellaneous (5 letters)

Discussion on these matters was entertained in the order listed above.

Budgetary Matters

With respect to budgetary matters, the discussion centered on questions such as these: What can be done to expedite approval of out-of-state travel requests, equipment purchases, etc.? How can budget requests be approved early enough to be useful? Why are deadlines for budget recommendations set only a few days from date of receipt of the request? Why the annual equipment freeze?

After a lengthy discussion, the Committee recognized that these questions are but symptoms and manifestations of difficulties that arise when educational personnel do not have control of their budgets. In recognition of this dilemma, the following resolution was unanimously adopted:

"Whereas, the major budgetary problem at State College arises from the tentative nature of its budget after it has been approved by the Legislature, and

Whereas, at no administrative level can the budget be construed to be an actual working budget,

Therefore, it is strongly recommended that the State College Administration make every effort to obtain greater delegation of budgetary authority to responsible College officials. Only in this way can it be insured that educational decisions will be made by educational personnel and that long-range plans of operation and development can have some chance of fulfillment."

Another question relating to budgetary matters had to do with summer school. The question was raised as to what could be done to place the summer school activity on a more firm financial basis. In the discussion of this subject, members of the Group were made aware of some matters that were not known to them. It was noted, for example, that the Administration had made strong representations for the past 17 years to obtain financial support for this activity. The Group acknowledged its appreciation of this effort and expressed a conviction that, even though the efforts of the past had not been fruitful, the matter should be vigorously pursued.



### Communications

With respect to communications, problems such as these were discussed: How can communications in all areas be improved? Where can one learn about established policy?

After discussing these matters at some length, the following recommendation was brought forth:

"To the end that the College community can be kept informed of College policies relating to academic as well as administrative affairs, it is recommended that an administrative officer of the College be assigned the responsibility of codifying such policies and keeping the faculty informed of new policies as they are formulated. It was suggested that a suitable code might take the form of a printed manual that would lend itself to easy revision."

Code

### Responsibilities of Administrators

The following question was of serious concern to many: What are the responsibilities of heads of departments, deans, directors of instruction, and other administrative officers? Although this question was discussed at considerable length, there seemed to be no general consensus as to what the answer might be.

The following observations were, however, recorded. Effective administration involves adequate lines of communication both upward and downward. The concern of many over the responsibilities and authorities of administrative officers would be lessened considerably if there were a free and prompt flow of information among the various administrative officers. Precise

delineation of responsibilities and authority of various administrative positions might result in as many disadvantages as advantages. It was recognized that departments as well as schools differ significantly as to function and purpose and, therefore, it might be quite impractical to establish lines of authority and responsibility that would be generally applicable. It was recognized, furthermore, that our present laissez faire system of operation provides a degree of freedom that might be lost if responsibilities were too sharply dictated.

#### Miscellaneous

A number of problems of a miscellaneous nature were directed to the attention of the Group; however, time permitted a discussion of only two matters in this category.

The question of determining responsibility and authority of faculty committees and of means of insuring implementation of committee recommendations was considered. The Group took cognizance of the fact that there is a subcommittee of the Faculty Senate that is currently addressing itself to this problem. The discussion indicated an urgent need for a consideration of this matter and the Group expressed itself in strong favor of the Faculty Senate study of the committee problem.

Consideration was given to means of reducing non-productive paper work. It was recommended that the Administration make every effort to minimize such work and to this end seek to standardize forms and to eliminate duplication.

As a final observation, it is worth noting that those who participated in the discussion today gave many indications that they were pleased to have had an opportunity to learn of one another's problems. If the meetings did no more than make one sympathetic of his colleague's problems, their purpose would have been amply justified.

NORTH CAROLINA STATE COLLEGE  
ADMINISTRATIVE STAFF CONFERENCE

May 17, 1956

Group II. "Physical Plant Operation"

Present: Morning Session: W. W. Austin, J. W. Fitts, G. W. Giles, Paul Harvey,  
T. J. Hines, J. B. Kirkland, W. M. Murray, J. W. Pou,  
J. McR. Smith and N. B. Watts.

Afternoon Session: W. W. Austin, F. S. Barkalow, W. E. Colwell,  
M. E. Gardner, Paul Harvey, G. W. Hoadley, W. M.  
Murray, J. W. Pou, J. F. Risher, H. A. Rutherford,  
J. McR. Smith, and J. J. Stewart.

Introduction: It was agreed at the outset that the maximum benefit from this conference could be attained through recognition of the common obligation of all present to achieve the most effective and efficient utilization of College funds. Recognizing this common obligation, it was decided that emphasis in the discussions should be placed upon the more positive aspects of what can be done with the funds provided rather than upon the restrictive effects of limitations and budget deficiencies. A major objective of this discussion group was to achieve a better degree of understanding between the Business Office and Maintenance and Operations on one hand, and the Faculty and Administrative Staff on the other. It is felt that significant progress was made toward this objective.

Briefly the procedure adopted for the conference was as follows: Chairman Pou introduced the topics for discussion one at a time from an agenda containing questions and observations previously submitted. After stating and clarifying each topic the chairman invited questions and discussion. The ensuing interchange of ideas provided ample opportunity for thorough and frank consideration of these topics from many angles.

In reviewing and summarizing the discussions it became apparent that virtually all of the topics discussed could be grouped into two categories: (a) Maintenance & Operations policies, and (b) Relationships between departmental personnel, and the Business Office and Maintenance & Operations. The report, therefore, has been organized along these lines.

Maintenance and Operations Policies:

Early in the conference the subject of existing policies and procedures of the M&O Division was discussed. It was pointed out that while a comprehensive statement of these policies is not presently available, there are nevertheless, several definite principles or criteria that determine the position and action of M&O Division with reference to its relations with the various departments of the College.

In the area of building maintenance, for example, M&O maintains the physical structure of each building, including all parts of the building that would exist regardless of its designated use. However, work done on maintenance and repair of special equipment and facilities for departmental use must be charged to the departments. An exception to this rule are the existing elevator maintenance contracts, under which the department occupying a building is charged for this service. It was indicated that M&O is currently working toward the development of a single elevator maintenance contract for the entire College.



The question of procedures for handling emergency maintenance problems (equipment break-downs, etc.) was brought up. It was suggested that the most effective procedure for handling emergency situations is the use of blanket purchase orders. Under this arrangement a blanket purchase order would be filed with M&O. M&O then may be called upon to render emergency services without the necessity for submitting individual requisitions and awaiting approval. Justification of present procedures for requisitions and purchase orders is discussed elsewhere in this report.

With reference to the alteration and modification of buildings, it was explained that there is no clearly defined policy in this area. The procedure generally employed for authorizing and performing alteration or modification of buildings is as follows: The department or agency desiring the alteration submits a request to M&O for an estimate of the cost of such alteration. For minor alterations M&O prepares the cost estimate, returns it to the initiating department head, and upon receipt of purchase order, proceeds with the work. For major alterations, requests for estimates from departments are submitted by M&O to the Business Office for approval prior to preparing the estimate. Upon approval by the Business Office the work proceeds as indicated above. The distinction between major and minor alterations is an arbitrary one and is left to the judgement of M&O. It was the consensus of the group that there is need for more precise definition and clarification of policy and procedure at this point.

A rather thorough discussion of policies and procedures pertaining to janitorial services was undertaken. It was pointed out that all janitors as M&O employees are responsible to their M&O supervisors rather than to departmental staff personnel. Under this arrangement janitors are given specific assignments and duties by M&O and their work is supervised and checked by M&O staff members. Complaints or criticism of janitorial services should be directed to M&O rather than to the individual janitors. Obviously, janitors are not to be requested to run errands or to perform personal favors for departmental personnel. It was agreed, however, that in event of minor emergencies, such as accidental spills or leaks, it is permissible to call on the janitor directly.

With reference to special cleaning arrangements it was explained that M&O maintains crews for window cleaning and floor maintenance. These crews work on a schedule designed to cover the entire campus at regular intervals. While complete cleaning and renovation of venetian blinds is not included in this service at present, it is the intention of the Business Office that maintenance of venetian blinds be handled by M&O as soon as funds can be made available. Under present arrangements janitors may be expected to dust venetian blinds occasionally as a part of their regular duties.

The question of security policy and the issuance of pass keys to janitors was clarified. It is believed that State College janitors are generally men of high integrity. Nevertheless, precautions are taken to assure maximum security of all premises. Buildings will be locked, and windows closed by M&O employees upon written request from the department head. Janitors are required to turn in all keys to College property each day before leaving work. Unauthorized duplication of keys is prohibited. New janitors are assigned to work with older completely trustworthy janitors until their integrity is reasonably established. Since the maintenance of a responsible and trustworthy janitorial staff is of considerable importance, it was recommended that every effort be made to dignify the position of our janitors and to provide adequate compensation so that men of high caliber could be attracted to this work.



In a discussion of policies and procedures pertaining to the servicing and maintenance of State owned motor vehicles, the following existing practices were clarified: Gasoline and oil sales are handled by Central Stores, while automotive repair and maintenance are handled at a separate location by members of the M&O mechanical maintenance staff. This separation of function is due partly to budget limitations and partly to the geographical location of existing facilities. While a consolidation of these two activities is recognized as desirable from the standpoint of quality of service, there appears to be no immediate hope for such a consolidation under present circumstances. It was recommended that M&O provide more complete service with gasoline and oil sales, such as checking oil, tires, and batteries, and cleaning windshields. In a counter-suggestion it was indicated that services of this type could be provided if M&O were permitted to charge approximately ten percent more for gasoline and oil, using the additional income to help defray the salary of a service station attendant. Consideration is being given to the possibility of reorganizing and relocating motor vehicle service and maintenance. In this connection the desirability of developing a systematic preventive maintenance schedule for all College vehicles is also being studied.

Throughout both discussion sessions there was a general expression of agreement that the M&O Division is doing a very effective job in most instances. It was further agreed that frank and open discussion of the type conducted in this conference would go a long way toward clarifying numerous trivial difficulties and misunderstandings that may have arisen. There was, however, a very positive feeling on the part of all participants that there is a distinct and pressing need for a more definite statement of policy and procedure covering the functions of the M&O Division.

It was revealed that the M&O Director is cognizant of this need, and that there is, in fact, a manual of M&O policy and procedure now in process of preparation. In a discussion of the history of M&O policy it was conceded that existing policies in many instances are largely a matter of precedent or tradition and are dictated by budget appropriations for specific functions. Consequently, substantial changes in these policies would be difficult or impossible without extensive revision of the budget structure. It was recommended, nevertheless, that a thorough study of M&O policy and procedure be undertaken by an appropriate group. The findings and recommendations of this group, upon approval by the Administration, could then be incorporated in the proposed M&O manual.

#### Relations of Administrative Personnel to Physical Plant Operation:

A significant portion of the day's discussion was devoted to matters involving the interrelations between school and departmental administrative personnel on the one hand and the Business Office and M&O personnel on the other. Still further discussion was directed toward planning for the future growth of the physical plant of the College.

One of the points of discussion in this area was the suggestion that periodic sessions be scheduled by the Business Office for indoctrination of new administrative personnel and senior staff members. It was generally agreed that such indoctrination sessions would provide an effective way to explain the administrative organization of the College and procedures and practices for handling budgets, requisitions, promotions, replacements and the like. The session would also provide opportunity for new administrative appointees to become better acquainted with Business Office personnel.

In a specific discussion of the current procedure for handling purchase requisitions, the following points were made clear. The need for written requisitions prior to procurement of materials is two-fold. First, they enable the purchasing agent to be sure that the College is actually buying from the best vendors from the standpoint of quality and price. Second, they provide the budgetary control needed to prevent accidental or deliberate overspending of departmental budgets. While some difficulties occasionally arise because of emergency needs, it is believed that the present system is fully justified. The Purchasing Department has indicated its willingness to cooperate to the extent of special handling of bonafide emergency requisitions so that delays will be minimized.

In looking to the future the discussion group asked for some elaboration on the status of long range planning for the physical plant of the College. It was indicated that this matter is presently under active consideration by the Administration. A recommendation by the College Building and Grounds Committee that a master plan for the campus be developed by an appropriate professional planning agency is being reconsidered. This recommendation was previously deferred by the Consolidated University Office due to lack of funds. It is believed, however, that funds for such a master plan may be made available in the not too distant future. There was general concurrence that a master plan for long range development of the campus is of utmost importance, and hope was expressed that this work could be authorized soon.

Another aspect of physical development of the campus brought up for discussion was the electric power situation. The Director of M&O reviewed briefly the history of the power situation, pointing out the rapid increase in power consumption in recent years, and mentioning the preliminary recommendations resulting from the recent survey of power requirements by a professional agency. As a result of this survey a budget item of \$262,000 in permanent improvements of the power generation and distribution system has been included in the 1957-59 biennium budget requests. This figure has been estimated to be the minimum requirements to provide safe and adequate facilities for present operating conditions.

Submitted by: W. W. Austin, Recorder

J. W. Pou, Chairman

May 17, 1956

COMMITTEE ON RESEARCH ADMINISTRATION AND COORDINATION

E. M. Schoenborn, Chairman  
R. J. Preston, Recorder

As a result of this day's deliberations, this group is pleased to present eight recommendations and one observation, as follows:

(1) That the basic policy relating to research as set forth in the opening statement of 'Policies and Procedures for the Administration of Research Supported Either by Contractual Arrangement, or Special Grants, Gifts, or Bequests' approved November 29, 1955, be implemented and furthermore, that it be given wider distribution among the faculty. It is understood that copies of the report have previously been placed in the hands of Deans, Department Heads, Research Directors, and others. The basic policy as set forth in the first paragraph of the report is quoted:

"The Consolidated University of North Carolina recognizes that in addition to its teaching function, every university has an obligation to encourage and support research important to the lives and well being of the people it serves. Accordingly the university undertakes to devote a fair portion of its financial and intellectual resources to this purpose. The university trustees and administrative officials encourage faculty and staff members to the fullest fruition of research potentialities."

(2) That carefully prepared statements be composed setting forth facts which would show the value which graduate and research programs offer to North Carolina and State College. This statement would include such points as:

- a. The tangible benefits received from research.
- b. The beneficial effect on recruiting and holding staff, recognizing the stultifying effect on a staff when there are no funds or provisions for research.
- c. The beneficial effects which research has upon undergraduate instruction by:
  1. Making the teacher better qualified.
  2. Making the student more responsive through greater respect for the teacher.
- d. If no research were being done we would be required to depend on other states and other institutions and quickly lose our leadership.
- e. These programs contribute materially to the economic development of the state.



- f. These programs are the source of our future teachers and leaders in research.
- g. The prestige of the institution is largely dependent upon the programs.

(3) That the letter of the Research Committee to Chancellor Bostian, dated June 6, 1955, relating to the distribution of monies received as overhead from research contracts be implemented. Briefly this recommendation suggested that a portion of these funds go to the college for administration, etc.; secondly, that a portion go to the departments for local overhead, repairs, etc.; and finally, a portion be made available for reallocation by the Chancellor for encouragement of research, grants, scholarships, library, etc.

(4) That the Research Committee study ways of implementing and financing graduate study and research along lines adopted by other institutions which in many cases have set up separate corporations or foundations to handle research funds.

(5) That the Research Committee study the entire contribution which research supported by outside agencies is making to the college, including amount of overhead, value of research results, and other less tangible values.

(6) That the library be given more adequate funds for printed material and services to bring it more nearly in line with the support given libraries in comparable institutions.

(7) That the number of committees and the number of people serving on committees be reduced wherever possible so as to eliminate overlapping activities, that committees be appointed only to meet real and special needs, and that the nature, function and responsibilities of the committees be clearly defined when established. It is felt that much time is being spent on committee work that could be more profitably spent on other activities.

(8) That a greater degree of collaboration among departments in designing and conducting research be encouraged.

Finally, the observation is here made (as a matter of information) that a policy governing consulting practices is in preparation by the Research Committee and will be submitted to the administration shortly.

Group #4

Committee on Student Affairs

Administrative Staff Conference

Thursday, May 17, 1956

Col. R. R. Middlebrooks, Chairman  
Oscar B. Wooldrige, Secretary

The topics submitted in advance of the discussion are attached. When presented before the committee, they were grouped thusly: 1 -a, -b, and 2; 1 -c, and 3; 4 and 5; 6.

1-a. What are the responsibilities of the student's faculty advisor in preparing him to meet post-graduate problems?

Student advising falls into two areas: (1) What courses should I take, and (2) job opportunities available for the student. Since each school has a course to describe the nature of the instruction, the advisor seldom goes out of his way to advise otherwise. When a student enrolls, every student is told that he has an advisor, but often the limit of the advice is for the advisor to initial a student's card.

Communication with the student is difficult. Contacting him is a delaying process. Effective counseling service is available only in extreme cases.

It was pointed out that one difficulty is to get freshmen to take advantage of the advisor's time. The R.O.T.C. gets students from all schools. It counsels with students during Junior and Senior years and thereby offers a simple advisory system to the college. Yet, the mortality rate of freshmen is great. How can we get to know the student, his family, his problems, during a strategic time of early decisions?

Perhaps we give so much material to Freshmen during their orientation that they cannot retain it. Is it the job of the advisor to carry them through their college experience? An advisor who has fifty students finds this impossible.

On Freshmen orientation this year, we should be more effective because our testing program will be out of the way. We do need a better counseling service because the advisor does not have time to be involved in a lengthy counseling program.

There has been a study underway to improve our counseling services. Each school is attempting to achieve some orientation to the work of that school. Regardless of the number of students assigned to an advisor, there will be good advisors and poor advisors. The system is only as good as the personalities involved in it. The advisors must know how to handle counseling problems. Counseling should include not only the courses he should take, but an awareness of the problems he will confront as a citizen. Many of our problems are personality problems and not academic.

There is machinery here at State to handle the advisory academic program. But we do not have the machinery as yet for a good counseling program. Our advisors do not now know what is available in the present counseling service, limited as it is.

Commendation was expressed for the material prepared this past year for freshmen advisors which was used during the weekly orientation with freshmen.

The problem of counseling students has been the subject of a committee which now has this under study.



When it was found that a Faculty Committee had been appointed which had studied the entire problem and had submitted recommendations to the Administration that this study is "In the Mill" and the group could get no information as to when it would be out. They were told that it would, if implemented, solve most of the problems that have just been brought out. Therefore, the statement of this group is to the effect that they heartily endorse this study (although they do not know exactly what it involved) but feel sure it will solve the problems that are in need of correction.

It is, therefore, recommended by Group No. Four that all efforts and haste be made to getting the study "Out of the Mill" and that full campus-wide information should go out on this, everybody being oriented on it so it can be whole-heartedly supported - especially by individuals who are in the capacity of advisors.

It is also understood by the group that this report ties in with the problem of counselling as well as Faculty Advisor. It is further felt there should be a general order set up by Chancellor Bostian that everyone be required to support this implementation when it comes out.

The group reported further specific recommendations which were read as follows:

1. That advisors be given sufficient time to be effective advisors and that encouragement be given to advisors to take the initiative in calling on students.
2. That the number of students assigned to an advisor be reduced to a minimum by the maximum use of all instructors to do the best job for the student.
3. That present services in counseling available to the advisors be expanded.
4. That a letter be sent to parents during mid-term to point out the need of immediate attention to their son's academic weakness.

The next item of discussion, (#6) was concerning the question of balance between freedom in attending lectures or labs, and in giving un-announced exams or special undertakings.

Juniors and Seniors are allowed unlimited cuts except on labs which must be made up. This is the college policy, but within the schools there are supplemented policies.

The committee felt that it was the prerogative of the faculty to give exams at the discretion of the instructor and not the student. Unannounced exams are, therefore, not unfair.

Experience seems to indicate that students take undue advantage of a class when absences are not reported, meaning that they fall back in their work and expect the instructor to bail them out. The spirit of the regulations requiring that absences be reported is the important thing, and the instructor should abide by the will of the majority of the faculty. A severe system of reporting absences is a burden on the faculty, but it is probably the most beneficial system to the majority of those involved.

The committee agreed that:

- (1) The policy as it pertains to students is that they are expected to attend classes and learn. If they are absent, they are not learning;
- (2) The teacher has the right to give an examination for testing their knowledge at any time, and zero be given if they are not present. However, the instructor

himself could excuse the absence, depending upon the circumstances.

(3) It was recommended that the faculty senate continue its consideration of this problem.

In order of importance in the consideration of the committee, the next question (1, 2 and 3) concerned the development of a better cultural background. The committee felt that in addition to what students receive in the classroom, they need to be confronted with certain additional issues to be adequately prepared to become a citizen in our society. This appeared to be extremely important, but we are not making much of a contribution here that cuts across the whole college.

This committee recommended that:

(1) In conjunction with an all-college assembly, there be set up several convocations a year using first rate speakers of national prominence who could address students and faculty on cultural topics which would help contribute to the cultural development of the campus, and that classes be dismissed for this special time of day.

(2) That an effort be made to get the entire college together as one family or body or group.

(3) Realizing that students will not relish the idea of another lecture, having been lectured to most of the day, it is recognized that this unique opportunity to come together must have some unique characteristics about it.

(4) That this recommendation be referred to the student affairs department for implementation.

Admission of students (question #3) received attention. The increase of students this year was 7%, and within twelve years at the present rate of increase, it would amount to 100% of last year's enrollment.

This raises questions of admission policies as well as facilities. Examination of the former and expansion of the latter are evident.

(1) The committee felt that the administration should make decision concerning these matters, but should keep the faculty informed of them.

(2) A periodic summary of progress and decisions made by the administration to be published for the consumption of interdepartmental personnel would be profitable and advantageous to all.

Question 4 and 5 dealt with the problem of freedom and responsibilities of students.

An attempt is being made on our campus to give the students the privilege of a voice in many matters concerning the college. These voices are primarily advisory, while policy making decisions are left to those groups which have the responsibility for executing the policy. For example, we have a publications board on the campus that gives some advice to some of the things that appear in our publications. We recognize that some of the articles that appear are written by students, that students are supposed to react as students and that this is what we might expect of them. We

felt also, however, that there was room in our system for an advisor with some mature judgment that would be present not for the sake of censorship but for the sake of guidance. This is an important part of teaching. The right kind of guidance is just as important as no guidance whatsoever.

Finally, the question we discussed had to do with the responsibility of students in certain groups such as altering college schedules, college policy and athletic programs. Students are represented in many groups which permit opportunities to advise policy making bodies. They have no final responsibility, but can make recommendations and can be heard. Students and faculty are represented on freshman orientation week committees and the orientation programs held in the Coliseum.

Training students to accept responsibility is a part of training and preparing them for life. Faculty or administrative advice is an important ingredient in this process. As we desire information as faculty people, so do students also desire information and the problem of communication was one that was important at this point. We thought that we had a good system set up through our student government and we were trying to encourage that system whereby the students could be heard and make recommendations, not just to be forgotten but to be listened to.



## Topics for Discussion

1. The vertical structure of the College, by reason of the specialization of the various schools, tends to channelize the thinking (?) of the students. This results in an overall unawareness of the importance in their lives of other factors; lack of College vs school spirit; little or no cultural background; etc. Among the sub-problems to this which, if solved, would alleviate the overall are:
  - a. What are the responsibilities of the student's faculty advisor in preparing him to meet post graduation problems?
  - b. Where and how will the advisor obtain the information required in order that advice, college-wide, is consistent?
  - c. How can there be more student interest and participation aroused in more activities which cut horizontally across the campus? These activities to include those to develop a better cultural background - one suggestion is a worthwhile speaker and forum program.
2. Discussion of the need for more attention to students and their personal problems, as the growth and size of the institution makes personal contact more difficult.
3. Where are we headed? Is State College to continue to expand, and if so, to what limits? Any reductions on the admission of students must be announced at least a year in advance if the Admissions Office is to function properly. This whole area involves many questions of immediate concern to all.
4. The freedom of the press as it applies to the campus Technician. I definitely feel that in most instances the men who write for the Technician are too immature in their thinking for the freedom they enjoy. I definitely feel that the college administration should take a hand in the affairs of the newspaper.
5. What is a reasonable responsibility to give students in determining college policy, altering college schedules or running athletic programs?
6. Should a balance be struck between freedom in attending lectures or labs and freedom in giving unannounced exams or special undertakings?

ADMINISTRATIVE CONFERENCE  
May 17, 1956

Reports of Group 5 - Teaching Functions  
K. D. Raab, Chairman, Reporting

The questions submitted to this group covered four topics.

1. Teacher's Job
2. Teaching Load
3. Promotion Policies
4. "And Others"

The discussion was based primarily on questions which had been submitted.

One of the biggest and broadest questions discussed was the distribution of the Staff members' time - with research work on one hand and Committee meetings, TV programs, preparation of exhibits, writing of popular stories, compilation of data for catalogs, and many other things which take the Staff members' time.

Some of the questions which were raised and discussed were:

What are the extra duties of the faculty members? The group was in agreement that there was no uniformity in present distribution of extra-curricular activities by the teachers. It was reported by the group that one of its members was serving on eighteen committees and another on twelve committees and that the College does not give sufficient recognition to the ones assigned to these duties, either in additional compensation or relief from teaching duties. On the question of committees, there was a general feeling that these committee assignments were made without much "Rhyme or Reason" as in many cases the Department Heads had not been consulted and do not know that their members are serving on these committees. The feeling is that there should be a general clarification concerning serving on these various committees so that a faculty member would not be overburdened.

The question was raised as to whether these extra assignments should be given preference over regular teaching duties. Another question was, "What is expected of the teacher inside the classroom?" It was agreed that the most important things expected in this connection would be an effective presentation of the material to the student; that there should be regular office schedule kept by the teacher at all times in order that the students might contact him. Some members of the group reported that some of their faculty members were not making full use of the class periods and were dismissing classes early. A recommendation was made that in these cases some investigation be made and the condition be remedied.

The question of class size was brought up. It was decided that it would not be wise to limit the classes to any specific figure; however, there



was a definite correlation between class size and effective teaching. There was a unanimous feeling that there should be a study of effective teaching and class size, particularly in view of the likelihood of increased enrollments and the difficulty in securing additional teaching staff. It was felt advisable to have some definite figures to present to the Legislature to secure additional funds for increasing the teaching personnel. Therefore, a study of the situation is recommended.

The last question which was brought out by the group scarcely touched on, but would probably continue at the afternoon session, was scheduling of common examinations for courses with many sections. There was full realization of the mechanical problems involved in trying to set up examination schedules in English, Math, and Chemistry - these Departments having large numbers of students.

The Group Chairman indicated that at the afternoon session he hoped to cover the subjects of Teaching Load and Promotion Policies.

#### Afternoon Session - C. C. Scarborough, Recorder, Reporting

We had left in our discussion the two big areas - Teaching Load and Promotion Policies, and then one general question about the purpose of the College in view of changes. I will review for you the major items on Teaching Load and Promotion Policies and then on the general statement of purpose of the College in view of recent trends.

Teaching Load: The base for teaching load is apparently the number of contact hours. The group reported that the base varies from twelve to twenty-four contact hours. This was just for the group reporting, do not know what the variation is for the entire College. It was pointed out that this would naturally vary with different classes and departments; however, a more specific, even if flexible base, should be established. It was pointed out that a heavy teaching load, an over-load, whatever that is, was considered a serious barrier to excellent teaching, particularly in the Graduate School. It was pointed out that many people not at the College, but concerned with budgetary matters, do not understand the nature and responsibility of a Graduate Program, and we had considerable discussion about the comparison of the number of students per professor and etc. without consideration of some of the major problems in the Graduate School. Some reduction of the load when a teacher is assigned to other professional work deemed to be important. This implies the need for a broader base for determining the effectiveness of a particular professor. The yardstick of numbers of students per professor, as used by a recent State committee on Higher Education in North Carolina, is inadequate. Yet, there is a problem of justifying special assignments of Staff members.

It was suggested that a yardstick, even though flexible, (apparently we are for flexible supports), or rule of thumb be developed for the major activities expected of a professor. Here is the statement we arrived at agreement on:

This group calls attention to recent alarming increases in teaching loads, and it urges the holding or reduction of these loads to levels compatible with an efficient teaching program on both undergraduate

and graduate levels. It is further recommended that faculty participation in the Graduate Program be given full and appropriate weight in the calculation of teaching loads.

There was one specific question about the teaching load for Department Heads. It was felt that not only the Department Heads, but all members of the teaching faculty should do some teaching every year, if not every semester. This includes all in Administration who hold professorial rank. However, it was noted that there were many "important items" that we are asked to do which tend to interfere with the Administrator's desire to teach, such as serving as Fire Marshal for the building, filling out reports as to where you put the ashes and etc. Seriously, the group feels that there is a need for better understanding on the part of teachers of the duties of those who have administrative responsibilities. It was pointed out by one person in Administration, in the group, that he recalled when he was an Assistant Professor he wondered what the Administrators did.

We discussed the matter of teaching versus research particularly in the Graduate Program. It was pointed out that the division of research and teaching cannot be made arbitrarily. That is, it may be that a younger professor, or an older one for that matter, may feel that he would do much research if he had the time. The teaching load should be lightened only for good reason, perhaps demonstrated ability in research. If a person does not care for teaching nor does an effective job, it would be well if he could be given no teaching assignment. We left it at that!

Promotion Policy: What is the basis for promotion? It was admitted that realistically, the demand for services of the individual at some other institution or business is one of the major basis for promotion. Can there be a College-wide policy of promotion? The group feels that such a policy could and should be developed.

Why is it that a new man can be employed at a higher salary and rank than the man he replaces? This group urges that money be appropriated (it was pointed out that it was again a budgetary matter), specifically for salary adjustments for present faculty members. Much discussion centered around the \$50.00 per man available this time.

It was emphasized that we are "pushed" in different directions on basis for promotions: research on the one hand, teaching on the other, and other service to the College. It is difficult to decide on these matters. The group strongly recommend that GOOD TEACHING be a major factor in the promotion of any member of the teaching faculty. Evaluation of effectiveness of teaching should be considered of equal importance with research or any other service to the College. The point was made that promotion might well be considered without being contingent upon the money available, but on the other hand, it was pointed out that promotion in rank without salary is frowned upon and tends to undermine the promotion.

The Unsuccessful Teacher: You will remember that one question which someone turned in was, "What is the administratively and ethically sound procedure for handling the unsuccessful teacher?" Such professor is a nice fellow, has been at State several years, puts in hours but just can't seem to be an effective teacher. Budgetary problems will not permit assignment to other duties. From his viewpoint he wants and needs a raise in salary. That was a

little problem we had to deal with. We started out by admitting, it was pointed out by more than one, that some of our best students have apparently justified complaints of poor teaching on the part of some of the teachers here, at State College. There needs to be a specific understanding of tenure at the time of employment. That is, the tradition of three years for assistant professor and five years for associate professor should be confirmed or denied, whichever it is, and made a part of the policy. On the other hand, it was felt that it was not necessary to acquaint the new professor with all the details of the division of the monies from which he would be paid, who he replaces, and similar information now made available. It seems that this is an internal matter. These are all preventive measures. It was agreed that the only solution for the unsuccessful teacher already on the payroll was not promotion.

Changed Purpose for Changed Time: And here is what we arrived at on the general question, "What should be the purpose of the College in view of recent industrial and agricultural trends in the State?" Should State College change as North Carolina changes in its industrial and agricultural outlook?

Some members of the group felt that services to industry should greatly increase comparable to the Agricultural Extension Service to Agriculture. It was particularly pointed out that much of the small industry in this State could not carry on their own research and this is a service State College should render. It was emphasized that such service must be in addition to teaching and research responsibilities.

## ADMINISTRATIVE STAFF CONFERENCE

May 17, 1956

### REPORT OF GROUP 6: AUXILIARY OPERATIONS

Discussions in Group 6 concentrated on the following topics: the Athletic Department and its facilities, the problems confronted by dining halls on the campus--especially the Cafeteria, the problems created by the extensive use of the facilities of the College for sizeable conferences and groups from outside the regular college population, the publications and publicity program of the College, and the television situation.

#### The Athletic Department and Its Facilities

Mr. Clogston and Dr. Fisher presented the problems of the Athletic Department from their respective vantage points. There was considerable discussion of the general situation. In response to questions, Mr. Clogston indicated that he believed relations between the Faculty and the Athletic Department to be good. Dr. Fisher commented upon the high quality of the coaching staff and suggested that it would be desirable to use coaches in the work of the Physical Education Department, but no action was taken by the group on this point and no consensus was indicated.

Much discussion concentrated on the financing and management of the Coliseum. The group was informed that a report of the Coliseum Committee had been presented to the Chancellor and that the College Administration has plans to make this report available to any faculty member who may desire to consult it. The consensus of the group definitely favored the general distribution of this report to the faculty.



## Problem of Dining Hall Efficiency

Mr. Harry Stewart, with the concurrence of Mr. Erdahl, explained the problems faced in providing eating facilities at once pleasing to customers and efficient and economical from the standpoint of management. One serious problem, which contributes to all the others, appears to be the wide variation of demand upon the Cafeteria from day to day and from hour to hour. Peaks and valleys in customer demand are extremely variable. This situation is believed to arise in part from the eating habits of students, faculty, and staff and in part from outside groups whose presence on the campus puts heavy and often unintegrated demands on the Cafeteria. Insofar as the regular campus population is concerned, there is some possibility that the "peaks and valleys" could be leveled somewhat. This will require the study of the noon-hour class situation, of scheduling of student assemblies, of the ROTC drill program, and of staff lunch hours in order to achieve a more even flow of customers. Insofar as the "peak and valley" problem arises from the occasional presence on the campus of conference groups and the like, the problem of the Cafeteria is a part of a larger problem and is dealt with in the next section.

### Problems Arising From the Use of College Facilities by Outside Groups

Not only the dining facilities on the campus but also dormitories, meeting rooms, and auditoriums are extensively used by outside groups. Difficulties encountered in making arrangements for these groups and in integrating their activities with those of the regular college population are very real. In considering how these difficulties might be overcome, Group 6 reached the following consensus on two recommendations:



1. The establishment of an Auxiliary Operations Council, including in its membership the heads of the various auxiliary operations. This Council would go more deeply into the various aspects of the problem raised by this section of our report and would recommend policies for overcoming the many difficulties, such as that which arises when too little time is allowed to make dormitory space properly ready for occupancy by visiting groups after it is vacated by students or for students after the departure of these groups.

2. The establishment of a central office for scheduling conferences and booking dining hall, dormitory, and meeting room facilities. This office would operate in accordance with the general policies laid down by the administration on recommendation of the Auxiliary Operations Council. Anyone responsible for arranging for a conference on this campus would work with and through this coordinating office, which would be a center at once for scheduling and booking and for information concerning the available times and facilities.

#### Need for Housing

The preceding problems pointed up the need for suitable housing for visitors to our campus and for our graduate students. Group 6 recommended that the College seek a source of funds to provide self-liquidating facilities for their use. It was brought out that there are several colleges and universities having hotels in successful operation. Perhaps something of the sort may ultimately be possible at State College.

#### Publicity and Publications Problems

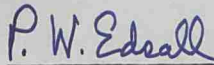
There was a general consensus that the various publicity and publications activities on the campus should be coordinated. This consensus was expressed

as follows:

We urge that there be established a central office of publications and publicity to deal with all such matters, excepting those under the jurisdiction of the Agricultural Extension Service and the Experiment Station. Functions of this office should include the following: 1. Coordination of news and publicity 2. The scheduling of publications to meet the needs of the institution 3. Editing of all college publications.

#### Educational Television

This final topic received brief consideration. The group was of the opinion that the College should explore all available opportunities to reach the public through commercial outlets. This does not mean the abandonment of the University station but could involve some redirection of its use. It should be noted that no member of the TV Council or of the WUNC-TV staff was present during the group's consideration of television activities, and Group 6 therefore did not have the benefit of the views of those responsible for the immediate planning and direction of our TV activities.<sup>1</sup>

  
P. W. Edsall, Recorder

  
C. M. Asbill, Chairman

1. It may not be inappropriate to note that Mr. Johnston, the director of the State College TV Station, was engaged on the day of the Conference in televising the Democratic State Convention and this program was carried by some commercial stations.

May 2, 1956

Dear Colleagues:

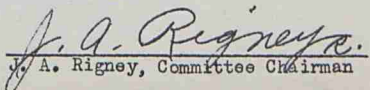
You have just received notice of a conference of the State College Administrative Staff scheduled for May 17, and you have been requested to attend. This will be a meeting of all department heads, directors, deans, and others having administrative responsibility. In fact, there are 95 on the invited list. The committee responsible for conducting the conference would like for the discussions to cover the most important problems being encountered by administrative officers at all levels of college operations. To this end you are urged to list up to five problems which you feel could be discussed profitably at this conference. Please do not write an essay on each, but give enough detail to enable the committee to assign the problem to the proper discussion group.

The following six discussion groups of not more than 15 people each will be operated simultaneously. Under each is listed a few illustrative problems that have already been suggested to the committee.

1. Administration
  - a) What are the responsibilities of Department Heads, Deans, Directors, etc?
  - b) How can an easy flow of fiscal items through the Business Office be insured?
  - c) Who is responsible for scheduling campus affairs?
2. Physical Plant Operations
  - a) How can urgent installations be obtained quickly?
  - b) Who is responsible for deciding upon the advisability of major and minor building alterations?
  - c) What is reasonably expected of janitors?
3. Research Administration and Coordination
  - a) What is our current attitude toward devoting more facilities and staff to contract research?
  - b) If new contract research is frowned upon because of inadequate facilities, what happens to overhead charges that "go to pay for such drains on college facilities"?
  - c) Can uniform policies of administering joint research and teaching programs be developed to good advantage?
4. Student Affairs
  - a) What is a reasonable responsibility to give students in determining college policy, altering college schedules or running athletic programs?
  - b) Should a balance be struck between freedom in attending lectures or labs and freedom in giving unannounced exams or special undertakings?
5. Teaching Functions
  - a) What is expected of a teacher outside the classroom, especially regarding TV, committees, student activities?
  - b) What are the real and adequate bases for promoting teaching faculty?
  - c) Registration and scheduling problems.
6. Auxiliary Operations
  - a) Problems with Print Shop, TV, Cafeteria, Book Store, Coliseum, Athletics, etc.
  - b) How can College Extension conferences, summer school, short courses, etc. be coordinated so that schedule of campus facilities can be assured?
  - c) How can reimbursement to programs providing these extra services be made?

Will you also indicate your first three preferences as to areas of discussion in which you would like to participate. There will be two periods of discussion, and an effort will be made to assign you to your preference in at least one of these.

Please return this information to the undersigned by May 10.

  
J. A. Rigney, Committee Chairman

Dear Colleague:

Plans for the Administrative Staff Conference on Thursday, May 17, are developing nicely. The schedule calls for you to be in the College Union continuously from 9:00 A.M. to 4:30 P.M. as follows:

- 9:00 - 9:30 - Instructions and assignment to groups.  
(College Union Theater)
- 9:30 - 11:30 - First Discussion period.
- 11:30 - 12:30 - Progress Reports by group chairmen.
- 12:30 - 1:30 - Lunch in College Union (on the house)
- 1:30 - 3:30 - Second Discussion period.
- 3:30 - 4:30 - Summary reports by Recorders
- 4:30 - Adjourn

The Group Discussion Chairmen and Recorders will be:

1. Administration: J. W. Peterson, Chairman - Ralph Fadum, Recorder
2. Physical Plant Operations: J. W. Pou, Chairman - W. W. Austin, Recorder
3. Research Administration and Coordination: E. M. Schoenborn, Chairman  
R. J. Preston, Recorder
4. Student Affairs: Colonel Middlebrooks, Chairman - O. B. Wooldridge, Recorder
5. Teaching Functions: C. C. Scarborough, Chairman - K. D. Raab, Recorder
6. Auxillary Operations: C. M. Asbill, Chairman - Preston Edsall, Recorder

We have assigned you to one of the six groups after taking account of your expressed desires, the group with which you are identified in the College, and our impression of your ability to contribute to the problems at hand. You are assigned to Group \_\_\_ in the morning and Group \_\_\_ in the afternoon. If you have strong reasons for preferring a different assignment we will be glad to hear from you.

Lunch will be served by the College Union and we will assume you will be present at the luncheon unless you advise us to the contrary.