

**HOPE COLLEGE
FACULTY BULLETIN**

Date: May 17, 1995

OPEN LETTER TO THE FACULTY:

I thought that the March/April Bulletin would be the final one for this year, but actions by the AdAB earlier this month on the Faculty Handbook revisions warrant publication of one more issue. Publication of an extra issue also allows us to publish other minutes.

This extra issue also provides me with the opportunity to announce plans for a revival of the Faculty Colloquium on Classic Texts. Please reserve September 22 (evening) and 23 for a colloquium on St. Augustine's Confessions. The organizing committee consists of Marc Baer, Chris Barney, Steve Bouma-Prediger, Allen Brady, Don Cronkite, and me. More details will come out later.

Have a good summer!

Jacob E. Nyenhuis

ENCOMIA, PLAUDITS OR JUST PLAIN PRAISE:

Congratulations to Catherine Mader (Physics) on receipt of a \$20,000 Cottrell College Science Award from the Research Corporation in support of the project, "A study of the space-time evolution of the hadronic reaction zone formed in heavy-ion collisions."

NEWS AND NOTES:

The 15th International Conference on Critical Thinking and Educational Reform will be held July 30 - August 2, 1995 in Northern California. For more information, contact The Center for Critical Thinking, Sonoma State University, 1801 E. Cotati Avenue, Rohnert Park, CA 94928-3609. (tel.: 707/664-2940; fax: 707/664-4101)

MINUTES OF THE BOARDS AND STANDING COMMITTEES:

i. ACADEMIC AFFAIRS BOARD
May 3, 1995

MINUTES

Present: Professors Sander deHaan, chairperson, Wesley A. Ball, Ann Marie Brown, Paul DeYoung, Willam S. Mungall, and Leslie Wessman; Student Nina Bieliauskas; and Provost Jacob E. Nyenhuis

Absent with notice: Jane B. Bach, Jeanine Dell'Olio, Huw R. Lewis, and John E. Lunn

1. Chairperson deHaan called the meeting to order in the Presidents Room of Graves Hall at approximately 4:05 p.m. He announced that the agenda of the meeting was the election of a new chairperson and the appointment of liaisons to committees.

2. Professor deHaan distributed Draft # 4 of the student outcomes statements based on the "Goals for the Academic Program" and examined in light of the "Proposed Criteria for General Education Courses" (Oct. 12, 1994). It was noted that all members of the Ad Hoc Committee to Restructure the Core Curriculum should receive a copy of this document.

3. Professor deHaan reviewed the responses that he had received to his e-mail message to the board inviting nominations for the position of chairperson. After discussion, Professor Lunn was elected chair by consensus.

4. The following appointments were made as liaisons to the standing committees of the board: Curriculum, Paul DeYoung; Cultural Affairs, Huw R. Lewis; International Education, Joanne Stewart (Ann M. Brown as alternate); Library, Jane G. Bach; Teacher Education Council, Jeanine Dell'Olio; Committee to Restructure the Core Curriculum, Wesley A. Ball.

5. Professor deHaan expressed his appreciation to members of the board for their service, with special gratitude to those retiring from the board after this meeting.

6. A resolution of gratitude to Chairperson Sander deHaan for his outstanding leadership of the board for the past several years was passed by the casting of a unanimous ballot by the secretary pro tempore. Jack Nyenhuis was designated at this point as secretary pro tempore as the penalty for his sin of taking notes at the meeting.

7. The meeting was adjourned at 4:22 p.m.

Respectfully submitted,
Jacob E. Nyenhuis
Secretary pro tempore

I. D.

LIBRARY COMMITTEE MINUTES
November 14, 1994

The Library Committee met on Monday, Nov. 14, 1994, at 8:30 a.m. in the Library Director's Conference Room.

Members present: Chairperson Ed Hansen, Library Director David Jensen, Dean Nancy Miller, Jon DeWitte, Andrew Van Eden, Stuart Sharp, Jane Bach. Excused: Hans Weinburger.

Approval of minutes: After making one correction (page one, number two), David Jensen moved that the minutes of the October 17 meeting be approved as circulated. After a second by Andrew Van Eden, the motion passed.

Interlibrary loan policy: Discussion of the proposed fifty-cent fee per item began with reports from Student Congress representatives that there had been no strong protest, no strong approval from Student Congress so far. This week's meeting may bring more response, especially if--as Dean Miller suggests--Jon DeWitte and Andrew VanEden ask who uses the service regularly. Chair Hansen reminded us that the volume of student usage last year was 2290 items, and David Jensen noted that the limit is 5 items per person per day (number and nature monitored by library staff). To Hansen's suggestion that the usage estimate may be low, Jensen responded that demand will continue to rise because of increasing amounts of information being available online. Although several members suggested the new fee system could be circumvented, David Jensen reiterated that the fee is intended to make people aware of, and serious about, what they are doing. To the suggestion reported back from Academic Affairs, that a limited number of items be free, before charging begins, David Jensen replied that bookkeeping would be overly complicated.

Preliminary goals and objectives statements: These are still in progress and under revision. David Jensen and the library staff continue to work them out .

Computer situation update: David Jensen reports that the college has decided to buy another VAX, whose use will be dedicated to the library. The office of computer services is carefully reviewing present and future needs, not only for program capacity but also for response times. Once the new computer is installed, the user cap will remain the same for six months, so that changes will be apparent.

Eventually, the vendor will go to "client server architecture" with more powerful PC's, a costly but necessary move, given the way computer technology is transforming libraries.

Stuart Sharp asked how Hope library computer technology compares with other GLCA schools. Hope has average library computer capabilities, except in number of CD ROM indexes and in number of stations, where we are lower than average.

Library Committee Minutes (continued)

In response to suggestions that more CD ROM's could be ordered, David Jensen pointed out that ultimately CD ROM is only a bridge technology; eventually, everything will be on menu.

Other agenda items:

1. Soon faculty will be invited to apply for faculty studies. The committee will meet to consider applications before the semester ends.
2. Andrew Van Eden asked about group study rooms being used by one student, leaving groups of students with no place to work together. David Jensen replied that policy requires at least two students, and he will post a copy of the policy at each study. He also reminded us that group study rooms can be reserved in advance. Jon DeWitte noted that ventilation is poor in some instances, and David Jensen will ask the maintenance department to check it.
3. David Jensen asked the student reps to ask Student Congress about late night hours. Notes in the suggestion box have asked for longer hours, but the change would require adding three employees and would raise both security and financial issues. The students noted that the library is the place most conducive to study; research late at night is not really a strong need. Alternative locations might be a good idea, though once again security is a problem. David Jensen recalled that a proposal for a twenty-four-hour library study room was rejected when Van Wylen Library was being planned.

The meeting adjourned at 9:30 a.m.

Respectfully submitted,

Jane Bach
Secretary



III.

Administrative Affairs Board Minutes
April 11, 1995

Present: W. Anderson, D. Cronkite, N. Nicodemus, J. Nyenhuis, D. Sturtevant

Absent with notice: W. Mayer, J. Bekkering, J. Jacobson

The meeting was called to order by Professor Sturtevant at 11:00 a.m. in the Vermeulen Room.

The agenda was approved except that the approval of the academic calendar and the election of officers were postponed.

The minutes of March 14, 1995, and March 28, 1995 were approved.

33. Provost Nyenhuis and Professor Cronkite reported on the Ideals of Character retreat. Forty-two attended including faculty from all four divisions, administrators, student development staff and one student. There was good discussion and a useful speaker. Provost Nyenhuis has received a copy of Professor Hardy's talk which he is authorized to distribute to those who wish to read it. What happens now? Professor Cronkite will summarize the reports from each group and then we can discuss it further. We still must address the question of what status the document should have and how it is to be used. We don't want to end the semester without some sort of decision. Time at a future meeting will be set aside for this discussion and decision. Professor Cronkite's summary will include 3-5 questions for consideration ahead of time. He asked that all of the recorders send their statements by April 22. So far he has reports from 4 of the 7 groups.

The racial harassment issue that initiated this activity still may need to be addressed. Refer that to the C.O.M.A. with the question of whether something else is needed, and if so, what.

34. The Board turned to further revisions of the Faculty Handbook as recommended by the *ad hoc* subcommittee on Faculty Handbook Revisions.

An April 10 memo from Provost Nyenhuis described two such revisions. **It was moved and seconded to change the cross reference in B2.a3 from "B7" to "B4." The motion carried.**

It was moved and seconded to revise Section A3.d to read: "Voting privileges in faculty meetings and mail ballots are held by all *regular faculty (see B2.a1)*, except visiting faculty; by adjunct faculty (*see B2.e4*), if teaching at least half time; and by administrative officers with faculty status (see A2.c). In case of faculty review, voting privileges are extended to the administrators and students serving on the three boards." (changes in italics) The motion carried.

An April 7 memo from Provost Nyenhuis detailed a new section for the Faculty Handbook to be called "B7 Termination of Appointment by the College." This section was

prepared by the Faculty Handbook Revision Committee and reviewed by both President Jacobson and the Professional Interests Committee, both of whom suggested changes which have been made.

One member found footnote 1 unclear (pg. 1). After some discussion, the suggestion adopted was to transfer "reduction of part-time status" to the "Less drastic means..." paragraph in Section B7.a1. Then strike footnote 1 and renumber the rest.

It was moved and seconded to add the new section B7 TERMINATION OF APPOINTMENT BY THE COLLEGE to the Faculty Handbook with one change: on page 1, delete footnote 1 and renumber the other footnotes. Then transfer "reduction of part-time status" to the paragraph in B7.a1 as suggested. The motion carried. (The new section is appended to these minutes. The footnotes in this section will not appear in the Faculty Handbook but are included here for the record.)

Provost Nyenhuis indicated that there are a few more changes yet to come before the AdAB. The Faculty Handbook Revision Committee is looking forward to finishing this job.

35. Committee reports

Nancy Nicodemus reported that the Athletic Committee met to select the winner of the Otto Vandervelde All-Campus award. It was a difficult decision, but it was made.

Donald Cronkite reported that the Committee on Multicultural Affairs met with International Education Committee to discuss common interests. The discussion was found useful, and the committees agreed to meet together at regular intervals.

Amazed that we were done with our agenda, Chairperson Sturtevant adjourned the meeting.

The next meeting will be Tuesday, May 2, at 11:00-1:00, in the Herrick Room to elect officers, approve a future academic calendar, consider some further revisions of the Faculty Handbook and make decisions about the Ideals of Character statement.

Donald Cronkite
Secretary

B7 TERMINATION OF APPOINTMENT BY THE COLLEGE

[Subsequent sections B7-20 to be renumbered B8-21]

Termination of a continuous appointment, or the dismissal of a teacher prior to the expiration of a term appointment, is possible on four grounds: adequate cause (see B6), financial exigency, the discontinuance of a program not mandated by financial exigency, and reasons related to physical or mental health.

a. Termination of appointments for reasons of financial exigency

1. Definitions

Financial exigency is understood as an imminent financial crisis which threatens the solvency of the institution and which cannot be alleviated by less drastic means.¹

Less drastic means include but are not limited to extensive cost-cutting, a freeze on or reduction in compensation, early retirement, elimination of nontenured and nonacademic positions, reassignment of tenured faculty, reduction of faculty appointments to part-time status, and change in investment policy.² In the weighing of alternatives, the retention

¹ Two related contingencies are the possible merger of the College with another institution and the possible cessation of operation. For such cases, the following principles are adopted:

When, in the context of financial exigency, one institution merges with another, or purchases its assets, the negotiations leading to merger or purchase should include every effort to recognize the terms of appointment of all faculty members involved. When a faculty member who has held tenure can be offered only a term appointment following a merger or purchase, the faculty member should have the alternative of resigning and receiving at least a year of severance salary.

When financial exigency is so dire as to warrant cessation of operation, the institution should make every effort in settling its affairs to assist those engaged in the academic process so that, with minimal injury, they can continue their work elsewhere.

² Not necessarily given in any order of preference. It is also to be noted that many such measures are matters of degree; hence the general principle is that they should occur before dismissals, but not absolutely so. Room must be left for judgment by the decision-making body as to the relative weight that can be given to various methods and, on matters of degree, where to draw the line.

The option of early retirement includes the possibility, beyond the College's regular early retirement policy, of additional institutional funds

of a viable academic program is the foremost consideration.

2. Process

The termination process is a sequence of several distinct decisions: the decision that a state of financial exigency exists or is imminent, the decision of where to cut one or more tenured positions, the criteria for selecting individuals, and the actual selection.

- a) The President initiates the process, after considerable discussion of the situation already in such bodies as the Advisory Committee on Financial Resources, the Administrative Forum, the Executive Committee of the Board of Trustees, and Faculty Meetings and/or open hearings.
- b) A special committee is formed: all members of the Advisory Committee on Financial Resources except the President; the chairs of the Professional Interests Committee, Administrative Affairs Board, and Academic Affairs Board; the Controller of the College; and the Controller of Student Congress. In the event that all the elected faculty in this group are of the same sex, a member of the teaching faculty of the other sex will be appointed by the President, from the membership of the Professional Interests Committee or Academic Affairs Board, if possible. One role of this committee is to study whether or not a condition of financial exigency exists or is imminent, and whether or not all feasible alternatives to termination of appointments have been pursued.³ A second role is to determine where within the overall academic program termination of appointments may occur. This process should include consultation with those departments and programs being considered for reduction.
- c) This committee shall report its conclusions to the President and the Board of Trustees.

being invested into an individual's retirement income.

³ See above, "Less drastic means" It is not intended that all nontenured positions must be cut before any tenured positions. Weight may properly be given to variations in course enrollment from one discipline to another. Student demand is one factor; another is how heavily a given department depends on nontenured positions; another, the ensuring of adequate staffing of certain disciplines considered necessary to the character of a liberal arts college.

- d) Criteria for identifying the individuals whose appointments are to be terminated⁴ are then jointly developed by the full PIC and the expanded Status Committee (the four elected faculty members of the Status Committee, divisional deans, and Provost) as a recommendation to the Administrative Affairs Board.
- e) The Administrative Affairs Board acts on this recommendation. (This and the preceding step may proceed while the decision of the Board of Trustees is pending.)
- f) Using these criteria, identification of individuals whose appointments are to be terminated is then made by the expanded Status Committee.
- g) The recommendations of the expanded Status Committee are submitted by the Provost to the President.
- h) If the President accepts these recommendations, he transmits them to the Board for a decision.
- i) The President notifies persons whose contracts are to be terminated.

3. Continuation of compensation and duties

Faculty members so released shall continue to receive salary and benefits for twelve months following notification of termination of appointment. Continuation in duties is at the discretion of the College. During this twelve-month period the College shall not be liable for payment of unemployment compensation.

4. Request for review of decision

A faculty member so released will have the right to a full hearing before a faculty committee, constituted and functioning as described in B6.d above. The hearing need not conform in all respects with the proceedings described in B6.d4, but the essentials of an on-the-record adjudicative hearing will be observed. The issues in this hearing may include:

- a) The existence of the condition of financial exigency. The findings of the ad hoc committee under B7.a2b) may be introduced.

⁴ These criteria may appropriately include considerations of length of service. (AAUP, "Recommended Institutional Regulations on Academic Freedom and Tenure," 4c.)

- b) The validity of the educational judgments and the criteria for identification for termination; but the recommendations on these matters reached under B7.a2d) will be considered presumptively valid.
- c) Whether the criteria are being properly applied in the individual case.

The Board of Trustees is available for ultimate review.

5. Eligibility for transfer within the College and for rehiring

- a) Faculty members so released shall have primary claim on other open positions in the College⁵ for which they have minimal qualifications in terms of reasonable standards. If retraining is required in order to qualify suitably, the person may be considered on probation for a maximum of three years, after which, in the case of a faculty position, tenure is restored upon successful evaluation by the receiving department on the particular question of qualifications.⁶ If such evaluation results in a negative judgment as to qualifications, and there is no successful appeal of the judgment, the person has no special claim on other open positions but is nonetheless free to proceed as an ordinary applicant.
- b) In the event of the reopening of a terminated position⁷ within three years, the released faculty member will be offered reinstatement, with tenure status, rank, and salary at least equal to those prevailing at the

⁵ "Open" positions are ones currently vacant and unfilled, or ones held on a terminal contract (i.e., not tenure-track), except that, for staff positions where the concept "tenure-track" does not apply, a position whose incumbent has been here for some time cannot be considered "open."

⁶ The Status Committee would not normally be involved in this decision. It is understood that the evaluation would be conducted by the department in a responsible fashion; the Dean and/or Provost would have responsibility to ensure that it is not arbitrary or unreasonable.

⁷ Includes any position that may become open in the department (e.g., by death, resignation, or retirement) unless the department can show that the specialties involved are so different that it is necessary to the program to maintain their distinctness. (Examples, put forward in discussion, of cases where such difference could at least be argued: in Modern and Classical Languages Department, German teacher/Spanish teacher; in English, 20th-century American/medieval British; in chemistry, organic/inorganic; in music, keyboard/string.)

time of termination, and a reasonable time in which to accept or decline it.⁸

b. Termination because of the discontinuance of program or department not mandated by financial exigency

1. Decision-making process

The decision to discontinue formally a program or department of instruction will be made by the Administrative Affairs Board, based essentially upon educational considerations, as determined by the Academic Affairs Board. Each board action will be subject to the usual review process. "Educational considerations" do not include cyclical or temporary variations in enrollment. They must reflect long-range judgments that the educational mission of the College as a whole will be enhanced by the discontinuance.

2. Reassignment, retraining or severance with compensation

Before a faculty member is notified of the intention to terminate his or her appointment because of formal discontinuance of a program or department of instruction, the College will make every effort to place him or her in another suitable position. If placement in a suitable position would be facilitated by a reasonable period of training, financial and other support for such training will be proffered. If no position is available within the College, with or without retraining, the faculty member's appointment may then be terminated, but only with provision for severance salary.⁹ Faculty members so released shall continue to receive salary and benefits for no less than twelve months following notification of termination of appointment. During the period covered by the severance salary, computed at the faculty member's most recent rate of pay, the College shall not be liable for payment of unemployment compensation.

⁸ If two or more positions were cut and, later, one were restored, the faculty member who has held tenure at Hope the longest should have the first option.

Such rights are not affected by whether or not the individual has "kept up with" developments in the discipline during the interim. Given the three-year limit, there should not be, generally speaking, an undue amount of "slippage," and therefore "keeping up" need not be a condition for reinstatement.

⁹ Any proposal to discontinue a program or department of instruction should include a plan for covering the costs of relocating, training, or otherwise compensating faculty members adversely affected.

3. Appeals

A faculty member may appeal a proposed relocation or termination resulting from the discontinuance of a program or department and has the right to a full hearing before a faculty committee, constituted and functioning as described in B6.d. The hearing need not conform in all respects with the proceedings described in B6.d4, but the essentials of an on-the-record adjudicative hearing will be observed. The issues in such a hearing may include the institution's failure to satisfy one or more of the conditions specified in B7.b2. In such a hearing a board's determination that a program or department is to be discontinued will be considered presumptively valid, but the burden of reasonable proof on other issues will rest on the administration.

4. Review

The Board of Trustees is available for ultimate review.

c. Termination for reasons related to physical or mental health

Ordinarily, a faculty member who, because of reasons related to physical or mental health, is unable to fulfill the terms of her/his appointment is counselled to apply for retirement on the grounds of disability. If such counselling is ineffective or impossible, the College may terminate for reasons related to physical or mental health an appointment with tenure or a probationary or special appointment before the end of the period of appointment. Such termination will be based upon clear and convincing medical or psychological evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate will be reached only after there has been appropriate consultation and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence. If the faculty member so requests, the evidence will be reviewed by the Professional Interests Committee and the Status Committee before a final decision is made by the Board of Trustees on the recommendation of the administration. The faculty member so released shall continue to receive salary and benefits for no less than twelve months, subject to reductions for income from Long-Term Disability Insurance. This policy is not intended to contravene the requirements of the Americans with Disabilities Act (ADA).

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As approved by the Administrative Affairs Board
on April 11, 1995.

III.

Administrative Affairs Board Minutes

May 2, 1995

Present: (Current Members) Bill Anderson, Jim Bekkering, Donald Cronkite, John Jacobson, Billy Mayer, Jacob Nyenhuis, Nancy Nicodemus, Deb Sturtevant (chair); (Next Year's Members) Colleen Conway, Andrew Dell'Olio, Steve Smith

Guests: Sander DeHaan, John Huisken

The meeting was called to order by Deb Sturtevant, who welcomed new members.

It was moved and seconded to add the final report of the Faculty Handbook Revision Committee to the agenda. The motion carried.

The minutes of April 11, 1995 were approved.

36. Provost Nyenhuis and Professor DeHaan presented the final report of the Faculty Handbook Revision Committee. The committee has completed as much work as can reasonably be accomplished. There will be a little editorial work over the summer which might result in a few loose ends for the board to deal with in the fall.

A. Provost Nyenhuis spoke about his Memo of May 1, 1995, regarding the revision of sections A4.ela and A4i. It was moved and seconded that these sections be amended as follows: Section A4.ela (p. 24), for paragraph 3, substitute, "The chairperson of each board is responsible for informing the President of any policy decisions made by the board. S/he shall notify the President promptly in writing, attaching a marked copy of the official Minutes of the meeting at which the policy decision was made.

Section A4.i (p. 29), revise the last sentence as follows, The action of the President should be indicated formally within 30 days of notification [see A4.ela], subject to the proviso that the President is entitled to delay a response until after the time allotted for faculty review (see A3.f) has elapsed. The motion carried.

B. A statement on Ethical Responsibilities and procedures with regard to Human Subjects and Animal Welfare was distributed. It was agreed to postpone formal action on these parts until the first fall meeting to allow members time to study the sections, but they can provisionally be included in the revised Faculty Handbook until that approval.

C. Professor DeHaan spoke about Appendix 1. It does not contain policy, but information about services available to faculty. There has been lots of updating as well as adding of a substantial number of items. In the current Handbook there are 16 sections, but the revision includes 23. An Appendix 2 is a description of the duties of administrators. It was moved and seconded to receive the drafts of Appendix 1 and Appendix 2 with the provision that a final review of the complete appendix will occur in the September, 1995, meeting. Until then the appendix should include wording that final version of the section awaits approval of the Administrative Affairs Board. The motion carried.

The Administrative Affairs Board expressed their appreciation to Professor DeHaan, Provost Nyenhuis and the entire Faculty Handbook Revision Committee for their hard and long work on this document. (The committee has been at it for 5 years.) Professor DeHaan was commended for all of his editorial work,

Administrative Affairs Board Minutes (continued)

which will extend into this summer.

37. Registrar and Dean of Student Services, John Huisken, brought the 1996-97 Academic Calendar for AdAB approval. He noted that there will be a fairly early end to fall semester. A member suggested that Spring recess begin at 10:00 p.m. on Thursday rather than at 6:00 p.m. because of evening classes and science labs that meet in the evening. Because there are multiple sections of labs, the elimination of one eliminates them for all sections that week. The Board agreed to this suggestions. **It was moved and seconded to approve the academic calendar for 1996-97 as revised. The motion carried.**

38. Provost Nyenhuis reported that the lead time to organize the Critical Issues Symposium is longer than one year. The CIS on the Effect of Media on Culture will be postponed until fall of 1996, and the 1995 CIS theme will be the Liberal Arts and the World of Work. Perhaps this will give us the opportunity regularly to plan the CIS two years in advance.

39. John Huisken reported on the "Statement of Policy on Student Records. The policy is our response to legal requirements in this area and has not changed except with regard to a statement on page 11 about business records (under "Access, #3") Access to records of student accounts is given to parents so that payments can be made appropriately. This does not change the College's policy of not granting access to student academic records.

In response to a question, Mr. Huisken said that advisors should not write parents telling them how student is doing without permission of the student. The student has to sign a release form. This policy has actually fostered better communication by forcing the student and parent to communicate about access. Maura Reynolds has done a good job of supporting a good atmosphere for this policy.

It was moved and seconded to approve the Statement of Policy on Student Records. The motion carried. (Professor Cronkite will arrange for a copy of the statement to appear on the INFO system.)

40. Election of Officers and assignments to committees.

Sturtevant recalled fondly her first meeting one year ago when she had the opportunity to be elected chair and reciprocated by suggesting a possible chairperson for next year. Any person on the Board can be chairperson, but the practice has been to elect a faculty member.

Professor Andrew Dell'Olio was elected chair and Professor Cronkite was elected secretary. He promises to learn how to spell Dell'Olio.

After a brief interlude for partaking of a buffet, committee liaisons were chosen.

Computer Services: Professor Steven D. Smith (Colleen Conway will also serve on that committee.)

Student Standing and Appeals: Jim Bekkering

Admissions and Financial Aid: Andrew Dell'Olio

Athletic Committee: Colleen Conway

Administrative Affairs Board Minutes (continued)

Multicultural Affairs: Donald Cronkite

Women's Studies: Andrew Dell'Olio

41. Professor Cronkite presented a study of the reports of the individual discussion groups at the Ideals of Character retreat. He included 5 general issues to address (Summary report attached to these minutes.)

Then the board discussed the Ideals of Character Statement. The discussion was wide ranging and included consideration of all the issues in the summary report. There were some areas on which there was some agreement:

The Board asked the Committee on Multicultural Affairs to study the regulations currently in the student handbook to see how they address the problems of racist behavior on campus and to suggest further approaches to this problem. Professor Cronkite agreed to bring this to the committee as a major project for 1995-96.

The form of the document needs explaining, so it should not be used in its present form without explaining its form and the history of its development. Most of the resistance to the document centers around the material in small type and then primarily focusses on the first paragraph and the last. Yet the document does generate interesting and useful discussion about the nature of our community. Such discussion is needed, so ways should be found to continue that discussion, not only with this document but with others like the "Expanded Mission Statement." If this document is simply to become "another page in the catalog," it probably would be better not to be printed at all, but as a generator of thought about the community it seems to be useful. The process of discussing is very important. The discussion at the retreat was invigorating, even though some of the things made him uncomfortable or disappointed.

Then the idea of who should do the discussing was considered. Most liked the idea of encouraging in-coming students to talk about serious things, but we also agreed that orientation week was not the time to do it. Others thought it would be useful for new faculty to discuss this at some point.

The Board agreed that we should experiment with organizing discussion around a modification of the Ideals of Character document. Use the first 6 lines of prologue and the sections in larger type as a statement for discussion. In some cases, the discussion might also include the expanded mission statement and items that are not clearly in the current "Ideals of Character" such as a statement about the value of religious tolerance. Then have the smaller type sections recast as "discussion starters." Rather than saying "a commitment to this ideal means..." we could have the small type sections printed separately as questions: "does a commitment to this ideal include.....?" It was moved and seconded that the Administrative Affairs Board should try this approach in the fall, giving consideration to who does the discussing and how to promote the discussion. The motion carried.

42. It was moved and seconded to discharge the Faculty Handbook Revision Committee with thanks for their diligent work. The motion carried.

The meeting was adjourned at 1:45 p.m.

Donald Cronkite
Secretary

M I N U T E S
Financial Resources Advisory Committee
Vermeulen Room
February, 15, 1995

Members Present: Bill Anderson, Irwin Brink, Linda Graham-Fallon, John Jacobson, Jack Nyenhuis
Members Absent: Herb Martin, Francis Fike (sabbatical)

1. FINANCIAL STATEMENTS

Financial Statements for January were discussed. Bill Anderson stated that the comparative lower surplus with last year was caused, in part, by the effect of 20 more students in the off-campus programs, and the result of annual fund shortfall. The Committee considered alternate ways to fund capital expenditures, because generating a consistent surplus in the operating budget for capital equipment is remote, especially since most budget contingencies have been removed. Bill Anderson stated that approximately \$800,000 per year is needed on a regular basis, which equates to \$400 per student. He suggested that could be built in to a tuition increase incrementally over 3-4 years. March 15, 1995 He stated that the Contract with America will have an effect on funding for education. Title IV provides \$2,700,000 directly to Hope. Without financial aid, enrollment would drop and the student body character would change.

2. ENROLLMENT REPORT AND FINANCIAL AID IMPLICATIONS

Bill Anderson reviewed the enrollment report with the committee and its implication for the cost of financial aid. He stated that applications are up by approximately 100 over last year, and that the grade distribution indicates a better class. The 1995-96 class has 51% in the 3.6-4.0 range, compared to 43.4 in 1994-95. This indicates an increase of merit scholarships. The financial implications of the Presidential Scholarship is \$150,000, and the Endowed scholarships \$175,000. It seems that only those schools with outstanding academic reputations can pull back on awards and keep the enrollment up.

3. NETHERLANDS MUSEUM/KREMERS HOUSE

The College is negotiating with the City for possible purchase of the old Netherlands Museum building for use by the Nursing Department. This would make the present nursing facility available for student housing. Zoning and code variances are being sought, as well as cost estimates, before final determination is made.

4. HAWORTH CENTER Bill Anderson gave the Committee an update on the operational startup of the Haworth Center. Interviews are being conducted for the marketing director position, with a strong candidate with background in hotels and conference business.

The next meeting is scheduled for March 15, 1995 from 2:00 p.m. to 3:00 p.m. in the Vermeulen Room.

Respectfully submitted,

Diana Benzenberg