

COMMISSION ON ADMINISTRATIVE AND PROFESSIONAL FACULTY AFFAIRS MEETING  
AUGUST 20, 1996

The meeting was called to order at 1:30 p.m.

The following members and representatives were present: Llewellyn Allison by phone, Sarah Burkett, Marcia Harrington, Pat Hyer, Lisa Johnson (for Ann Spencer), Jane Keppel-Benson, Joyce Martin, Delores Scott, Sherri Settle, Norrine Bailey Spencer (Chair), Dianne Yardley.

Agendas were sent out through email. Dr. Spencer distributed to the people at the meeting a list of CAPFA members and representatives. If there are any corrections, please contact Dr. Spencer.

Introductions of each member were made and Dr. Spencer welcomed everyone to the meeting, especially the cooperative extension members who were able to attend in person.

I. Old Business:

Membership List - She welcomed Staff Senate representative Sherri Settle. The Faculty Senate, GSA and SGA have not met to appoint theirs. (NOTE: Since the meeting Kym Hagwood was named the SGA representative and Dr. Kenneth Rystrom, the Faculty Senate representative.

Minutes/Agendas - Minutes/agendas will be sent by email.

Fall meeting schedule - Although the meetings were scheduled for the third Tuesday of each month at 1:30-3:00 - 9/17, 10/15, 11/19, 12/17. Dr. Jones identified a conflict with the October 15 meeting for all cooperative extension. A tentative date of October 17 at 1:30 p.m. has been set for the October meeting. If you have a conflict with this date, please let Dr. Spencer know.

Article to Spectrum - Dr. Spencer has written to the Spectrum listing the names of the CAPFA members so that constituents know whom to contact. Regarding news items to Spectrum, Dr. Hyer suggested sharing assignments for writing them with assignments made at the meeting.

CAPFA Assignments:

Delayed Pay Task Force - this commission was asked to send a representative to the Delayed Pay Task Force. Since this task force met before the CAPFA meeting, Dr. Spencer attended the August meeting. If you are interested in serving on this, please contact her.

There was a brief discussion on whether anyone had received any reactions to the change in pay schedule which begins January 1. Suggestions were made to put a notice in the Spectrum regarding the pay schedule and have individual sessions within the departments and at the VCE Fall Conference.

Election of Vice Chair - This will be done at the September meeting.

II. Information Items:

Delayed Pay Task Force - see above.

University Governance Proposal II - This proposal includes reform of University Council from 63 people to 30 and more discussion of issues at earlier stages.

Planning retreat on 9/5-6 - Our CAPFA representative, Raynel Otero, requested input from CAPFA members especially on the conversion from

mainframe to networks.

Benefits brochure -- Employee relations has distributed a new packet with inserts to be used for new employees and for recruiting. Lisa Johnson will send a brochure to each member.

III. New Business -- Proposed agenda items for this year.

Administrative Periodic Review -- At the September meeting we will renew a draft for five-year reviews of all administrators.

Dr. Yardley, Dr. Spencer and Ms. Settle shared their experiences with existing reviews. Some guidelines about the scope of the review, the thoroughness, the outcomes and the committee composition are important. Dr. Hyer shared the recent history. At one time the emphasis was not on evaluating individuals but on evaluating the performance of an office and teams. Now individual development and accountability balances this. Ms. Allison described a parallel situation going on in extension in which agents are evaluated as individual extension agents but also as team members. Other items for consideration include: scheduling of people within an office (rotating or concurrent), variety of questionnaires and information-gathering techniques, different viewpoints represented on evaluation committees, and usefulness of the outcomes for personal growth.

Meeting for Reports from CAPFA Representatives to Committees and Commissions - Tentatively scheduled for January agenda.

Special salary adjustment guidelines - Agenda item for winter, date to be announced.

Communications with constituents: After discussion of the alternatives of a brochure, e-mail lists, or Spectrum, those present decided to use the Spectrum.

Next meeting - September 17th, at 1:30 p.m. The October 17 meeting will be confirmed.

The meeting was adjourned at 2:45.

Respectfully submitted,

Sheila Norman, Recorder

COMMISSION ON ADMINISTRATIVE AND PROFESSIONAL FACULTY AFFAIRS MEETING  
SEPTEMBER 17, 1996

The meeting was called to order at 1:35 p.m.

Members and representatives present: Llewellyn Allison (phone), Sarah Burkett, David Danner, Marcia Harrington, Barbara Howe (phone), Pay Hyer, Judith Jones, Jane Keppel-Benson, Audrey Lee (phone), Charles Lytton, Joyce Martin, Marty O'Neill, Ken Rystrom, Rich Sorensen, Ann Spencer, Norrine Bailey Spencer (Chair).

Guests present: David Conn, Self Study; Sheila Norman, Recorder.

Dr. Spencer distributed a corrected list of CAPFA members and representatives, agendas, and the CAPFA charge from the university governance.

Following introductions, Dr. Spencer thanked everyone for bearing with attempts to set up an alternate meeting date when the agenda item on Administrative Periodic Review was not ready for presentation.

Raynel Otero, CAPFA representative to the Advisory Council on Strategic Budgeting and Planning, is leaving Virginia Tech to join Temple University. Also, the GSA representative has asked her commission head be replaced due to a conflict. The chair was asked to appoint another AP faculty member to succeed Raynel.

The minutes of August 20, 1996, were approved.

Dr. Spencer reported on a recent meeting of the Delayed Pay Task Force. The Spectrum had a question and answer section this week regarding delayed paychecks, and the task force is also arranging information and services on personal financial planning at the October 30 Benefits Fair. The Staff Association has volunteered their hotline, to advertise these events and Larry Hincker has offered services of people in his division in getting the information out. She asked all CAPFA members to assist in raising awareness of this plan.

David Conn, Director of the Self Study Team, described the SACS [Southern Association of Colleges and Schools] process and the two components of the Virginia Tech Self-Study--the strategic component and the institutional effectiveness component. He recognized CAPFA members who are serving on the coordinating committees and preparing various reports and thanked everyone for their help and interest. The Spectrum has agreed to use the third page every other week to keep everyone updated, and a web page soon will be up and running.

In response to a question about the SACS faculty credential requirement, Pat Hyer noted that effective April, 1996 transcripts have been requested on all new faculty. For faculty hired previously, the Provost's office is requesting documentation from the alma mater.

There were no other reports from CAPFA delegates to committees and commissions.

Dean Sorensen asked about the status of grievances since one of the roles of the commissions is to administer the grievance procedure. One 1995-96 grievance that went all the way through ended up in a policy change. Dianne Yardley chairs the Grievance Committee and Tom Ryan chairs the Reconciliation Committee. The revised CAPFA membership list will note these positions. Dr. Spencer will contact Diane to ask her to think about ways she would like to make sure that process is known and trained panel members are ready.

Election of Vice Chair -- Joyce Simmons was elected.

The next meeting will be Thursday, Oct 10, 1996 in 400D Burruss at 1:30 p.m in lieu of the October 17 meeting. The other meeting dates are November 19 and December 17.

The Spectrum has listed the CAPFA members in this week's paper.

The meeting was dismissed at 2:45 p.m.

Respectfully submitted,

Sheila R. Norman  
Recorder

COMMISSION ON ADMINISTRATIVE AND PROFESSIONAL FACULTY AFFAIRS  
MINUTES  
OCTOBER 10, 1996

The meeting was called to order at 1:30 p.m.

Members and representatives present: Dawn Barnes, Sarah Burkett, Barbara Howe (phone), Pat Hyer, Audrey Lee (phone), Ken Rystrom, Sherri Settle, Joyce Simmons (phone), Rich Sorensen, Ann Spencer, Norrine Bailey Spencer (chair), Dianne Yardley.

Norrine Bailey Spencer distributed a corrected list of CAPFA members and representatives. Another list will be distributed at the next meeting due to a change in Dawn Barnes's phone number. The Chairs of the Grievance Committee and Mediation are now noted to the list.

The minutes of the September 17, 1996, meeting were approved with spelling corrections of names.

Joyce Simmons accepted the nomination to serve as Vice-Chair. Thank you notes were sent to David Conn for his presentation on the Self Study, Renee Dalton for her brief time as GSA representative, and Raynel Otero for serving as a delegate to the Advisory Committee on Strategic Budget and Planning. Vera Kidd accepted the Chair's appointment to succeed Raynel Otero. There is still no word from the SGA and the GSA regarding representatives.

The Commission on Classified Staff Affairs task force on tuition waiver benefits for dependents has requested a CAPFA delegate. The Chair will ask Joyce Martin, delegate to the Commission on Student Affairs, who subsequently accepted.

#### Old Business

President Torgersen has appointed a task force, which includes Norrine Bailey Spencer, for modifying the governance system without making major changes.

Norrine Bailey Spencer who represents CAPFA on the Delayed Pay Task Force shared an e-mail from Linda Woodard, chair, saying it is unclear how projected further General Assembly action would be implemented. No clarification has been obtained from state agencies or other universities.

Dianne Yardley, Chair of the Grievance Committee, is contacting AP faculty already trained to be panelists to see if they will continue to serve and if they wish additional training.

Linda Woodard has requested a CAPFA representative to serve on the Personnel Advisory Committee, currently constituted by college and administrative representatives and convened to discuss policies, personnel procedures, budgets, new programs and problems common to all. Dianne Yardley will represent CAPFA.

#### Draft of Procedures for Periodic Review of Administrators

The Commission discussed the draft and how procedures could best address both professional development and accountability. There was general support for the model with discussion about information to be collected by the assessment committee, appropriate role of The Benchmarks instrument, timelines, and breadth and depth of input requested. Anyone with additional feedback should forward comments to Pat Hyer before October 17. She noted the policy on this has been passed. These are implementation guidelines. Norrine Bailey Spencer thanked Pat Hyer and Ann Spencer for their work drafting this.

The next two meetings are scheduled for November 19 and December 17 at 1:30 in the President's Board Room in Burruss Hall.

The meeting adjourned at 2:50 p.m.

COMMISSION ON ADMINISTRATIVE AND PROFESSIONAL FACULTY AFFAIRS MINUTES  
NOVEMBER 19, 1996

The meeting was called to order at 1:30 p.m.

Members and representatives present: Barbara Howe (phone), Pat Hyer, Duane Lagan, Audrey Lee (phone), Charles Lytton, Joyce Martin, Ken Rystrom, Delores Scott, Sherri Settle, Joyce Simmons (phone), Henry Snodgrass, Rich Sorensen, Norrine Bailey Spencer, Mary Thompson, and Dianne Yardley.

Guest: Tom McAvoy.

Norrine distributed an updated list of CAPFA members and the new representatives for SGA and GSA are Kymberly Hagwood and Karpagam Sankaran, respectively.

The proposed agenda for the November 19, 1996, meeting was approved.

The minutes of the October 10, 1996, meeting were approved. A correction was made to the September 17, 1996, minutes during the University Council meeting on October 4, 1996. The section which reads "The Staff Association has volunteered..." was changed to "The Staff Senate has volunteered..."

Since the October 10 meeting, Dianne Yardley agreed to be the CAPFA representative on the Personnel Advisory Committee and Joyce Martin is the representative on the Tuition Benefits Task Force. Tom McAvoy presented information on the Tuition Benefits Task Force which was formed to determine if dependents and spouses of employees could receive tuition benefits. The Task Force is currently surveying benchmark institutions for their policy, cost, and total usage. CAPFA voted to support the Task Force's continued work on this.

This past month a grievance was received and Norrine Bailey Spencer met with Dianne Yardley (Chair, Grievance Committee) and Tom Ryan (Chair, Mediation Committee). They concluded the issues were not grievable. Norrine also received an inquiry about the procedures of a grievance and relevant pages were faxed.

The Periodic Review of Administrative Faculty is in its eighth draft. Pat Hyer is currently drafting a revision of the public comment period. The President, Provost, and Executive Vice President will meet on November 25 to discuss the proposed revisions.

Four subcommittees have been formed for the strategic part of the SACS reaccreditation which addresses transforming Virginia Tech for the information age. They are traditional undergraduate, extended campus learners, graduate students on, and faculty/staff. If anyone is interested in serving on any of the subcommittees, please notify Anne McNabb, Chair, (happy@vt.edu).

The CAPFA representative to the President's Award for Excellence Committee will be Charles Lytton.

Dianne Yardley gave an update on the grievance policy and panelists. Seventeen people have had training. Nine have responded that they are willing to continue to serve on a panel if called; one is ineligible; and the seven remaining will be contacted individually.

Pat Hyer reviewed the Faculty Senate discussion of severe sanctions. The four entities to investigate violations of policy are: Ethics Committee, Faculty Senate; Scholarly Misconduct; EOAA Office; and Internal Audit. The Commission on Faculty Affairs is recommending that a faculty committee be inserted anytime there is not one already prior to implementation of a

severe sanction, to validate or review investigations that have been done. The existing Ethics Committee of the Faculty Senate might serve this purpose since it has clear procedures for handling difficult cases and a standing membership. CAPFA agreed with this proposal. In the cases where the person is an AP faculty member, CAPFA recommended the membership of the ethics committee be altered to comprise three AP faculty and two faculty members from the committee. If you have further comments, please send them to Pat Hyer (hyerp@vt.edu).

#### Other Committees and Commissions

The University Council approved a policy from the Commission on Staff Affairs regarding inclement weather procedures.

The Commission on Student Affairs is currently discussing issues surrounding restructuring class schedules on Monday, Wednesday and Friday by having 15 minute breaks between classes.

Dianne will send a summary of the Personnel Advisory Committee meeting via email.

#### Other Business:

Webmaster representative will be Sheila Norman.

The meetings for next year will be on Tuesdays at 1:30 p.m. in the President's Board Room: 1/21, 2/18, 3/18, 4/15 and 5/20 if needed. Pat Hyer agreed to chair the 12/17 meeting since Norrine has to give a final exam.

The meeting adjourned at 2:40 p.m.



COMMISSION ON ADMINISTRATIVE AND PROFESSIONAL FACULTY AFFAIRS  
MINUTES  
DECEMBER 17, 1996

The meeting was called to order at 1:40 p.m.

Members and representatives present: Dawn Barnes, Sarah Burkett, Pat Hyer, Duane Lagan, Audrey Lee (phone), Charles Lytton, Ken Rystrom, Sherri Settle, and Dianne Yardley. Mark Schaefermeyer who represents A/P faculty on the Commission on Undergraduate Studies, also attended.

Guest: Mike Lambur representing the Committee on Faculty Ethics.

Problems with the phone hook-up delayed the start of the meeting; eventually Audrey Lee was able to join the meeting via telephone.

Pat Hyer chaired the meeting in the absence of Norrine Spencer. Hyer distributed copies of the updated list of CAPFA members and representatives. The agenda was adopted as distributed in advance; however, Joanne Eustis did not join the meeting as expected, hence the item related to the SACS self-study was not addressed.

Proposed Changes to the Statement of Ethics:

Hyer introduced Mike Lambur, who is the current chair of the Committee on Faculty Ethics (CFE) which is responsible for investigating charge of violations of professional ethics by faculty members. More than two years ago, the CFE worked on a significant revision of the statement of ethics, now contained in section 2.7 of the Faculty Handbook. An overly-full agenda in the Commission on Faculty Affairs has kept the proposed revisions from serious consideration in the meantime. Since the proposed statement of ethics applies to all faculty, including administrative and professional faculty, Lambur was asked to come to CAPFA to discuss the proposed text and its application to A/P faculty.

The proposed revisions stem from some frustration by CFE and others in trying to work with the current statement. Some items in the statement are overly-specific (such as the requirement to hold office hours convenient to students), hence giving the impression that the list of prohibitions and "musts" is exhaustive rather than suggestive of a faculty member's ethical responsibilities. The current statement also addresses instructional responsibilities nearly exclusively. The proposed revision is a significant change in that it speaks in broad principles and addresses more aspects of the faculty role. It would allow the CFE to make a determination of whether a particular reported behavior raises an ethical issue without being hampered by requiring that behavior to fall within one of the current, narrowly-described prohibitions or requirements before the committee could get involved.

Lambur pointed out, however, that the CFE operating procedures (distributed to members in attendance) did not include participation by A/P faculty representatives, even though the current policy is applicable to them as well. Hyer noted that she was not aware that there had been a case of an ethical violation involving an A/P faculty member to date, hence the lack of representation had not been an issue so far. Robertshaw also noted, after looking at the current statement of ethics in the Handbook (passed around), that it was so focused on instructional responsibilities that it did not address what might actually be ethical problems in the performance of A/P faculty. The revision itself, she noted, continued to reflect strongly the traditional faculty role and would need to be broadened to include A/P faculty more directly. Some changes might be minimal, such as substituting "faculty member" for "professor" and considering the addition of "clients" and "patients" in addition to students.

Lytton said that he thought the statement needed to cover everybody. Schaefermeyer noted that some passages DO apply to A/P faculty and that if the order of the sections in the revision were reversed, then it would be less likely that A/P faculty would start reading it and determine that it did not apply to them. Lambur reflected that in the three years he has been on the CFE, the issues which have been brought forward have been relationships between faculty members, and between faculty members and graduate students.

Robertshaw thought the introductory paragraph might be broadened but worried that tinkering with the language too much would jeopardize the purpose for which the revision had been proposed. Hyer stated that there appeared to be several options that CAPFA might pursue: a) request that the resolution be held so that revisions to broaden the language might be proposed and considered; or b) allow the revisions already proposed to go forward so that the ethics statement can finally be revised and put in place for the vast majority of the cases CFE will need to investigate. This latter option (b) does not preclude possible revisions that CAPFA might propose at a later date, after it has had more time to consider what might be most appropriate.

Lambur reminded the group that he felt that the lack of representation on the CFE is probably an even bigger issue than possible language modifications to the text. He personally felt that A/P representatives should be allowed to join the Committee as regular participants. CAPFA members expressed appreciation for his position but thought that their proportional representation on CFE would probably not be welcomed by others in the Faculty Senate, judging from earlier conversations.

CAPFA then discussed whether the Commission might propose, now, a change in the language of section 1.5.3 which describes the composition of CFE. An additional paragraph might be added which would describe the composition of panels created for consideration of cases involving A/P faculty. Lambur was concerned that doing an ad hoc nomination of A/P members after a case had been referred would make it difficult to meet the deadlines described in the procedures -- CFE tries to meet within 15 days to determine if there appears to be an ethical issue at stake. An alternative might be to draw potential panel members from those on the grievance committee.

Commission members reached a consensus at this point that Lambur should proceed with the proposed revisions as is. Hyer volunteered to bring at least one version for a language addition to section 1.5.3 about how A/P representatives might be involved in A/P cases, such as creation of a special panel operating with some CFE members and CFE procedures. Commission members agreed that they would like to give longer consideration to what changes they might like to see in the ethics statement, or even to consider a separate document. A separate review process (other than the CFE) may also be an appropriate consideration.

#### Reports from other Committees:

Robertshaw reported that minutes of the Personnel Committee were being distributed to CAPFA members. Hyer reported that the EO/AA Committee had passed a resolution that would be going at least to the Staff and Faculty Commissions (to which it reports) concerning VT's commitment to accommodations for disabled employees, applicants, students, and guests.

#### Severe Sanctions Update:

Hyer reported on discussions in the Commission on Faculty Affairs related to "severe sanctions," which had been introduced to CAPFA at an earlier meeting. The last version included involvement of a faculty peer committee to review recommendations of severe sanctions in cases where the investigation had been conducted by an administrator. Elyzabeth Holford had objected to this. She felt that faculty were not sufficiently

knowledgeable about our legal obligations to make appropriate judgments about sanctions. She also reported that a number of harassment or discrimination complaints come from staff, who already believe that the system is entirely stacked in the favor of faculty members. She believes that they simply would not file a formal complaint if they could not be assured that it would get serious attention by top administration and not written off by other faculty on a committee. For these reasons and others, CFA is now considering a version that would involve reverting to "dismissal for cause" procedures whenever a severe sanction was recommended. In other words, the same steps would be followed.

Hyer reviewed these steps in the dismissal for cause policies, both for instructional faculty and for A/P faculty. This item will be put on the agenda for January. Hyer will bring a flow chart to show what steps would be involved in a case involving a recommendation for a severe sanction for an A/P faculty member, as well as the proposed language for the severe sanctions policy.

#### January Agenda:

Two items of business will be carried forward to January's agenda: 1) possible language concerning representation of A/P faculty on CFE panels, and 2) severe sanctions. It may also be necessary to reschedule Joanne Eustis, who was not able to attend.

The meeting adjourned at 3:00 p.m.

COMMISSION ON ADMINISTRATIVE AND PROFESSIONAL FACULTY AFFAIRS MINUTES  
JANUARY 21, 1997

The meeting was called to order at 1:30 p.m.

Members and representatives present: Dawn Barnes (phone), David Danner, Barbara Howe (phone), Pat Hyer, Judith Jones, Audrey Lee (phone), Joyce Martin (phone), Marty O'Neill, Ken Rystrom, Delores Scott, Sherrie Settle, Rich Sorensen, Ann Spencer, Norrine Bailey Spencer, and Dianne Yardley.

Norrine Bailey Spencer reminded everyone that minutes would be electronically circulated with seven days to make corrections. The November and December minutes were approved and forwarded to University Council.

Norrine thanked everyone for helping during last month's meeting when Sheila Norman and she were absent. She shared two changes in member information: Barbara Howe's fax number is 540/899-4972 and Charles Lytton's is 540/921-0064.

#### Follow-Up Items

Joanne Eustis had a conflict with today's meeting and has agreed to attend the February 18 meeting. Prior to that members are asked to think of appropriate information technology support systems for A/P faculty.

#### Use of AP Faculty on CFE panels

At the last meeting, commission members agreed to allow the proposed revisions by CFA to the policy on faculty ethics to proceed to University Council without revising them to reflect more appropriately issues relevant to administrative and professional faculty. In further discussion at this meeting, CAPFA members indicated that there seemed to be no urgent need to develop a revised or parallel statement of principles for A/P faculty. If the need developed at a later point, the task would be taken on then.

However, CAPFA members did want to consider an amendment to the section on the composition of the Committee on Faculty Ethics that might be incorporated immediately, prior to introduction of the policy to University Council. The proposed amendment reads, "When the allegation is against an administrative or professional faculty member without tenure or continued appointment, the committee shall compose a special panel of five members: the chair or an experienced designee from CFE, one additional member from CFE, and three administrative and professional faculty members chosen from among members of the Commission on Administrative and Professional Faculty Affairs (CAPFA) Grievance Committee by the chair of CAPFA. All potential members should be polled to insure that there is no conflict of interest involved in their participation in the case. Operating procedures for the CFE will be followed in the investigation and disposition of the charges to the extent possible and appropriate for the circumstances."

The following points were discussed: 1) Should charges against an A/P faculty WITH tenure or continued appointment be dealt with by the original Ethics Committee or a special panel? 2) What is the appropriate number and balance of panel members? 3) How should A/P panel members be selected? 4) Should the accused be allowed to eliminate, without cause, proposed member(s) of the panel as allowed in grievances? Members agreed that cases involving A/P faculty WITH tenure or continued appointment would be dealt with by the original committee. Special panels created to hear cases involving A/P faculty would be composed of five members, 2 from the CFE and 3 A/P faculty members appointed from among all A/P faculty by the Chair of CAPFA. (Note, this last item constitutes a change in the proposed amendment language above.) The accused should only be allowed a challenge of panel membership for cause.

A motion to accept the amendment with the change noted above was approved. The amendment will be forwarded by Pat Hyer to the Commission on Faculty Affairs for inclusion in the resolution prior to introduction at University Council.

#### Severe Sanctions

Proposed language concerning severe sanctions would provide authority for and examples of sanctions that would be more serious than a letter in the file and less severe than dismissal for cause. Judith Jones asked who could begin the process of imposing a severe sanction. The supervisor would generally have this role. On definitions and examples, it was asked if the modifier "not to exceed one year" applied to reduction in salary, or only to suspension without pay. Since this was not clear, members suggested reversing the order of the two examples. Members also suggested that a reduction in "title and/or responsibilities" be added to the examples, paralleling to some extent the "reduction in rank" included in the version for instructional faculty. The suggested phrase now reads "A severe sanction generally involves a significant loss or penalty to a faculty member, such as but not limited to suspension without pay for a period not to exceed one year or a reduction in title, responsibilities, and/or salary, imposed for unacceptable conduct and/or a serious breach of university policy." A motion was made and approved to forward the slightly revised version of the severe sanctions policy for administrative and professional faculty to CFA for inclusion in the overall resolution.

#### Periodic Review

The proposal of the Five-year Periodic Review is still in the President's Office.

#### CAPFA Election

Although Joyce Simmons indicated an interest in chairing this, no report has been received; and the members decided to reform a nomination committee to form a slate for those whose term expires in 1997. This committee would be responsible for advertisements that go to different organizations, ballots, tallies, and appointments. The following were nominated: Sarah Burkett, Barbara Howe, Dianne Yardley, and Norrine Bailey Spencer. Pat Hyer will check on getting a list of all AP faculty for each member of the committee. A letter from Kay Burke asked that VESA be notified in a timely manner of the nominations to the AP positions.

#### Reports from other Commissions and Committees

David Danner, Committee on Outreach, reported that the Commission is studying other universities and how they define the word "outreach" and how it might apply to Virginia Tech. Judith Jones stated that the Extended Campus Learners Committee changed their name because of similar reasons.

Rich Sorensen, Southern Association Steering Committee, stated there was a need for involvement of A/P Faculty. This was well received. Appointments of A/P Faculty have been made. He also mentioned that a survey on instructional technology was prepared by the Faculty and Staff Senate and distributed by the Provost.

Ken Rystrom, Faculty Senate, stated they are trying to improve the perception of faculty among legislators, by meeting with them and the VEA.

#### Grievance

There was one grievance but Tom, Dianne, and Norrine recommended to the Provost that it was ungrievable.

This case brought up several questions. One being, does the employee lose the right to grieve in a case of non-reappointment? Since reasons are not required for non-reappointment, if reasons are stated, can the faculty member challenge these in a grievance?

#### Phone/Mail

Norrine reported repeated calls and Emails of concerns about positions filled without searches (under the listing of restructuring or interim's moving up) and salary upgrades. This will be added to the agenda at a later date.

#### Committee on University Governance

The Committee submitted its report to the President this month.

#### Other

Judith Jones is on the committee gathering information for a proposal on emeritus status for cooperative extension.

The next meeting will be February 18, 1997, at 1:30 p.m. in the President's Board Room.

The meeting adjourned at 2:50 p.m.

COMMISSION ON ADMINISTRATIVE AND PROFESSIONAL FACULTY AFFAIRS  
MINUTES  
FEBRUARY 18, 1997

The meeting was called to order at 1:30 p.m.

Members and representatives present: Sarah Burkett, Pat Hyer, Barbara Howe (phone), Lisa Johnson (for Ann Spencer), Judith Jones, Audrey Lee, (phone), Charles Lytton, Marty O'Neill, Ken Rystrom, Sherrie Settle, Delores Scott, Norrine Bailey Spencer, and Dianne Yardley.

Guests: Joanne Eustis, Sheila Norman

The proposed agenda was amended to include a report on the Emeritus Faculty for Extension Faculty and the Family Friendly Task Force report.

The minutes for the January 21, 1997, minutes were approved.

Matters in progress:

Grievance:

Tom Ryan, Norrine Bailey Spencer and Dianne Yardley had reviewed a grievance and recommended to the Provost that it was non-grievable. She agreed and informed the grievant in January.

CFA Proposal on Committee on Faculty Ethics:

The resolution on Faculty Ethics has gone to University Council for a second reading. The President's office has received several calls about this from the Executive Vice President's area and one from Extension. Pat Hyer, Norrine Spencer, and Mike Lambur have talked with individuals in the Executive Vice President's area about their concerns, about representation of those areas on CAPFA, and about CAPFA's position on the proposed revisions. Norrine and Marty O'Neill will meet with the EVP staff in mid-March. Members of University Council voted to defer a final vote on the resolution until March 17.

Kay Burke, CAPFA delegate to University Council, mentioned that many people were uninformed about it and there may be concerns within Extension. Several options were discussed for disseminating the text of the revised policy to Extension faculty and inviting any comments they may have. Judith Jones will distribute the policy by e-mail and set a date for comments to her, which she will bring to the next meeting.

CAPFA members discussed general suggestions, such as website, listserv, and sending messages to extension personnel, for communicating information of interest or importance to constituents.

CFA on Severe Sanctions:

The Faculty Senate is scheduled to discuss the post-tenure review (ptr) version tonight (2/18). The last version included a summary of all the steps of dismissal for cause whenever a severe sanction is recommended in a case of ptr. Discussion of the generic version, which would affect administrative and professional faculty, has been tabled until there is an agreement on the post-tenure review version.

Proposal for tuition waivers for dependents and spouses:

Joyce Martin, our representative, went to the meeting with Minnis Ridenour and a copy of the minutes were circulated. They felt that they were being told the employees would have to decide what benefits they would give up if they want to get this one. Advocates from the classified staff group will

continue to pursue it. One suggested source of funding was unrestricted funds through the capital campaign, however, Marty noted that there is relatively little unrestricted money donated to the University.

#### SACS self-study:

Joanne Eustis, representing the University Personnel Committee of the strategic self-study team, was the guest. This committee looks at the campus climate/culture, faculty, intellectual property, training, education, and responsibility to constituents' assessment in relation to technology. The committee consists of Nick Stone, John Dooley, Brenda Husser and co-chairs are Joanne Eustis and Janet Sawyers. She asked if there were any concerns or issues related to technology and what recommendations we would have for implementation of technology in the next ten years. Some concerns expressed were training A/P faculty and staff was not systematic; departments are having to dedicate substantial resources to hire computer specialists to maintain equipment and software; there was some frustration in accessing computer networks; lack of technological diversity; and interfacing Macs with the mainframe. Joanne asked about the need for rewards to those who show initiative in adopting technology. Many in the group felt that special incentives were not necessary for A/P faculty and many staff whose work depends so heavily on adequate equipment, software, and training. Rewards can be negative or positive. Judith stated that if a person is comfortable with technology and progressing and the presentations are improved because they are using it, you can get a lot more from the world and it will be noticed. If you are not comfortable with it and have not pushed to learn it, the work will show it and the individual may receive lower evaluations and merit increases.

Two recommendations were to have top of the line computers and software and reprogramming rather than new technology. Joanne stated that they are looking at how staff and faculty can work together better in teams and are in the process of training staff in handling the software problems. Technology creates a need for and opportunity to do work differently. In the College of Human Resources and Education the entire staff broke up into teams to talk about transactions across the college, that maybe six people were doing the work which might better be consolidated with one or two people responsible. If you have comments or suggestions for the self study, you may contact Joanne by email (eustis@vt.edu).

#### Report of the Election Committee:

A report and proposed timetable was circulated. Between February 20 and March 21, nominations will be solicited. Notices of the election will be advertised in the Spectrum on February 27 and March 13. A letter will be mailed to Deb Jones, VESA, as we have in past years, soliciting nominations from the organization. The mailing will be on VCES "Administrative Bulletin Board." There will be involvement of CAPFA members soliciting and making nominations. They would like two or three nominations for each position. THE COMMITTEE REMINDED CAPFA MEMBERS TO MAKE NOMINATIONS ONCE THEY HAVE THAT PERSON'S PERMISSION. The Nominating Committee will prepare the slate and ballots between March 21 and April 4. Sheila was asked to meet with Spencer Foster to learn the procedures for distribution of ballots; staff in Dianne Yardley's office will tally the votes. One change to the announcement to the Spectrum was to change "from" general administration to "representing" and list the units included in general administration--Alumni, Athletics, Administrative Services Departments, Affirmative Action, Executive Vice-President, Development and Vice-President of Business Affairs.

Norrine reviewed the ratio of representation amongst the different CAPFA constituent groups. Because of cutbacks in extension, the ratios are not the same as they were when CAPFA was constituted four years ago. Pat Hyer suggested the 1997-8 CAPFA review this in the fall and make the appropriate suggestions.



## Emeritus Status of Extension Personnel

A proposal to modify the faculty handbook policy on emeritus status was introduced by Judith Jones. Currently, the faculty handbook section on emeritus status reads as follows:

"The title of emeritus is conferred on retired full professors and associate professors, administrative officers, librarians with continued appointment, and exceptional staff members who have given exemplary service to the university specifically recommended by the Board of Visitors by the President and approved. Their names are carried in the University catalog until death."

Extension agents are not currently eligible. The Director of Extension, Clark Jones, asked Judith to work with this group and try to come forward with a proposal and amend the handbook. Also, Judith was asked to survey other land grant universities concerning their practices. Of the 17 institutions that responded, 11 grant emeritus status to extension agents in general. The questions asked to the land grant universities were: 1) Do you grant emeritus status to extension agents? (11 said yes); 2) Do you give extension administrators emeritus status? (all yes); 3) Do you require faculty rank? (No); 4) Do you require tenure? (3 said yes); 5) Comments: New Hampshire grants only after 10 years of service, Nebraska - only with the Dean's approval, Connecticut - only after 25 years of service with 5 of those at the University of Connecticut or be professor or senior extension or staff.

Judith suggested that the phrase "librarians and extension faculty with continued appointment" be "extra-collegiate faculty with continued appointment" since not all extra-collegiate faculty on continued appointment are still part of extension.

One concern was the criteria for selection--would all extension agents be automatically eligible? Should it include a letter of recommendation and length of service? The current criteria for emeritus status is a letter of recommendation from the department. A question was raised as to whether all A/P faculty should be eligible for emeritus status, although some members felt that "emeritus" appointments are most appropriately associated with teaching faculty. Pat stated that before we can ask for a change in criteria for emeritus appointments, CFA would have to be involved. At the next meeting, there will be a second reading of this and will include a list of the criteria.

Because of the hour, the report on the Family Friendly Task Force was postponed until the March meeting.

Meeting adjourned at 3 p.m.

Respectfully submitted,

Sheila R. Norman  
Recorder

COMMISSION ON ADMINISTRATIVE AND PROFESSIONAL FACULTY AFFAIRS  
MINUTES  
MARCH 18, 1997

The meeting was called to order at 1:30 p.m.

Members and representatives present: David Danner, Dawn Barnes, Sherrie Settle, Pat Hyer, Ken Rystrom, Rich Sorensen, Dianne Yardley, Norrine Bailey Spencer, Delores Scott, Barbara Howe (phone), Ann Spencer.

Guests: Linda Woodard, Personnel Services, and Spencer Hall, Assistant Vice President-Facilities.

Minutes of the February 18 meeting were approved electronically with one change: "Personnel Services" to "Administrative Services". University Council approved the January 21, 1997, minutes.

Norrine Bailey Spencer distributed a new list of the CAPFA members and representatives. David Danner now has his own pid (ddanner@vt.edu). Please change this on your list.

The following agenda items were postponed until the April 15 meeting: Emeritus Status of Extension Staff.

Family Friendly Task Force: A report should be completed in April.

Task Force on Tuition Benefits: The tuition benefits final copy was received and a recommendation that an employee's spouse and dependents be allowed benefits.

Proposal on Ethics:

The Committee on Ethics is responsible for investigating charges of ethical violations that are reported to them by anyone. The current statement of ethics was found to be too narrowly defined and difficult to respond to the kind of complaints and issues that have been brought forward. At earlier meetings this year, CAPFA reviewed the proposed changes to the statement of ethics and agreed that the resolution should proceed, even though it did not reflect well on the roles of A/P faculty. One amendment was requested so that a charge against an A/P faculty would go before a 5-member panel where 3 of those 5 would be A/P Faculty members, rather than CFE which has only teaching and research faculty on it.

At the second reading of the resolution before University Council, Norrine requested that the resolution be referred back to CAPFA to address concerns raised by A/P faculty in the general administration area. She and Marty O'Neill met with Minnis Ridenour's workgroup on March 12th. In addition to concerns about the ethics policy, there were concerns raised about the broader issue of what is appropriate to the governance system. On the ethics policy specifically, Marty suggested that CAPFA propose that A/P faculty not be covered in this resolution and that there be two alternatives: write a separate policy or decide that a separate policy is not needed because professional conduct is dealt with adequately by the chain of command.

Spencer Hall, Assistant Vice President-Facilities, voiced his concerns and those of several colleagues. While the ethics policy seems very well suited for teaching and research faculty, they work under different rules than do administrative faculty. Administrative faculty are not tenured, can be dismissed with a year's notice, and are often managers of large groups of employees. The concern is that any employee can go directly to the ethics committee, bypassing grievance procedures or any other procedure. He felt strongly that administrative faculty should not be a part of this

policy. If a statement of ethical principles were required, it should be separately developed to reflect the roles of administrative faculty.

Linda Woodard, Personnel Services, commented that much of the statement does not seem to relate to her role as an administrator and there may be a number of mechanisms in place that already address some matters which may be brought to the Ethics Committee.

Ann Spencer stated that the concerns raised by her colleagues were not intended to suggest that they should be exempted from acting in a professional, ethical manner.

Rich Sorensen stated that he heard the argument that dissatisfied employees could use this to bring charges against the manager, but it appears that complaints against A/P faculty have been negligible or non-existent to date even though the current policy applies to them also. Since some A/P faculty are in instructional roles, how does their involvement in teaching relate to this policy? Members agreed that A/P faculty who teach would clearly be subject to the policy as are other teaching/research faculty.

A motion was made by Dianne Yardley to delete the second paragraph under "Composition" and change the wording in the first section to state that the policy applies to librarians, teaching and research faculty, and A/P faculty in teaching roles. Rich felt the motion would eliminate coverage for large groups of A/P faculty, including extension staff. CAPFA would then consider development of a parallel policy. This motion did not pass.

Rich questioned the meaning of the term "administrative" in the second paragraph under "Purpose". Pat stated that examples of "administrative proceedings" might be if an internal audit was conducted and found serious problems and the matter was turned over to the Provost or the Dean for action. Rich made a motion to amend the second paragraph under "Purpose" to exclude actions "within the normal conduct of one's supervisory duties." The motion was defeated since the term "supervisory" seemed too vague and perhaps too inclusive of all administrator actions.

Ann mentioned the Governor's hotline to which all manner of complaints are reported, even though it was intended to uncover problems of fraud and waste. Ann made the point that you cannot always control how people might decide to use a policy or appeal mechanism once it is in place.

Pat offered a variation on Rich's earlier amendment--language that says "complaints concerning personnel action taken by a supervisor are to be handled by the applicable grievance procedures". This amendment was approved.

Pat suggested that we take out the word 'administrative' in the list of types of proceedings and write a sentence that describes more specifically what is meant. A motion was made to ask Pat to draft a sentence that says matters which are to be handled by administrative chain of command would not be dealt with by the CFE.

Linda asked if a violation of ethics can be brought by a third party? Yes, it is stated under "Procedures", first sentence, that "Anyone may bring...to the CFE." She felt that the ethics policy may be a helpful tool to Personnel Services in dealing with abusive faculty supervisors, where other means of seeking behavior change had not worked.

Norrine reported that another concern raised involved the continued role of teaching/research faculty members on panels investigating charges against an A/P faculty member. A motion was made to change the wording in the second paragraph of the section on "Composition" to "a special panel of five A/P faculty members, allowing the CAPFA chair to substitute one experienced member of the CFE for one of these members. CAPFA members approved the intent of this change.

In addition, a motion was made and approved to strike the last sentence under "Composition" which referred to using CFE operating procedures in the conduct of an ethics hearing for an A/P faculty member. While use of the CFE procedures is likely, at least in the short-term, members felt it was better to leave this point silent, allowing possible development of different procedures for A/P panel hearings in the future without having to change the Faculty Handbook language to do so.

Nomination Committee:

The following actions have taken place: an ad was placed in the 3/13 Spectrum; Norrine sent a letter to VESA; a mailing was placed on the Administrative Bulletin Board; and an email note was posted on the Dean's/Directors mailing. Norrine reported that representatives are still needed from the general administrative area and from Extension. Sheila will ask Judith if notices should be sent again.

Report on the Commission on Student Affairs:

Delores Scott reported that there is a proposal before student affairs to add "A+" to the grade scale. The proposal has been tabled.

Report from University Council:

Norrine reported that University Council has proposals in for first reading to provide 15 minute breaks between MWF classes, and to require everyone to pay library fines.

Ann Spencer, who will be leaving the University April 1, was thanked for her role as a founder and an ex-officio CAPFA member.

The next meetings will be April 15 and May 20.

The meeting adjourned at 3:15 p.m.

Respectfully submitted,

Sheila Norman  
Recorder

COMMISSION ON ADMINISTRATIVE AND PROFESSIONAL FACULTY AFFAIRS MINUTES  
APRIL 15, 1997

Members and representatives present: David Danner, Barbara Howe (phone), Pat Hyer, Judith Jones, Jane Keppel-Benson, Duane Lagan, Marty O'Neill, Ken Rystrom, Mark Schaefermeyer, Delores Scott, Norrine Bailey Spencer, Mary Thompson, Linda Woodard, and Dianne Yardley.

The meeting was called to order at 1:35 p.m.

Minutes of the March 18 minutes were approved electronically. University Council approved the February 18, 1997, minutes. Linda Woodard was welcomed as successor to Ann Spencer.

Information from past items

The revised proposal from the Committee on Faculty Ethics was passed by University Council on April 7, as was the resolution on governance.

The administrative evaluations proposal is now on the President's desk.

The severe sanctions in the case of post-tenure review is still under discussion by the Faculty Senate. The Commission on Faculty Affairs is holding the generic sanctions until Fall. One issue raised at the Faculty Senate meeting was whether there should be severe sanctions at all. However, severe sanctions are already included in the post tenure review policy which was passed last year. While faculty senators seemed to support the idea of sanctions in the case of malfeasance, CFA has decided to wait to introduce language for severe sanctions in such cases until the fall, after the post-tenure review version was resolved.

Agenda items postponed from previous meetings

Judith reported on the Family Friendly Task Force which was commissioned by the Provost to study existing policies and desirable policies that would make Virginia Tech more family friendly. Doug Martin, Personnel Services and Benefits, who served on the task force, helped to review existing policies. A wish list was surveyed by large employee groups to establish priorities. The final report includes the following recommendations: broader communications and expansion of the Office of Family Support (formerly Resource and Referral Center); amended Family Definition to include "spouse, and parents thereof; children, including adopted children and spouses thereof; brothers and sisters, and spouses thereof; parents or any individual related by blood or affinity"; tuition fee scholarships for employees and dependents; development of dual career employment data base; and free or reduced price tickets to campus sports and cultural events. Items identified for further study are: flexible scheduling, child care, purchase of benefits for wage employees and domestic partners, and long-term care for employees and their families.

A group of Ann Francis, Ann Spencer, and Linda Woodard met with Peggy Meszaros on April 3 to begin an analysis of the recommendations. They will meet again in June.

CAPFA members raised the issues of funding, not only the amount but the source, and the relative feasibility of some items like a brochure on benefits. Mark Schaefermeyer noted the value of implementation for employee morale.

Judith distributed revisions in the proposal for Emeritus Status for Extension Faculty. A motion was passed to seek a change in the faculty handbook language to emeritus status that states "The title of emeritus is conferred on retired full professors and associate professors,

administrative officers, librarians, senior extension agents, and exceptional staff members who have given exemplary service to the University, and who are specifically recommended to the Board of Visitors by the President and approved. Their names are carried in the University Catalog until death." The motion was seconded and approved. Prior to submission of the resolution to University Council, Pat and Judith will make a decision on an editorial revision to reflect more appropriately the extracollegiate faculty with continued appointment.

#### Election Committee Report

The three ballots were delivered to the mailroom on April 10. Norrine learned one nominee was covered by the Commission on Faculty Affairs. She will contact him to explain the misunderstanding; the other candidate will be elected. There were no other nominees for this slot. Members were asked to encourage A/P colleagues to vote.

#### Reports from CAPFA Reps

Mary Thompson distributed the minutes and a project status report from the University Building Committee. The committee also had concerns about increased littering on campus and the possibilities of art on campus.

David Danner reported that the Commission on Outreach has tabled the discussion on a definition for "outreach" and did not support the fifteen minute break between classes. The Commission held a special meeting to review each relevant "Must Statement" for the SACS self-study. Terry Swecker agreed to serve another term as Chair.

Delores Scott reported that the Commission on Graduate Studies reviewed a new form for electronic submission of theses and dissertations and discussed the proposal on uniform fines for late library materials. The University Library Committee reported an anticipated reduction in serials.

The Commission on Student Affairs discussed a resolution from the Graduate Student Assembly that they be represented in any discussions of reallocation of on-campus graduate student housing. The CSA interviewed and selected three finalists for the Board of Visitors.

Mark Schaefermeyer stated that the Commission on Undergraduate Studies approved a 15 minute resolution between MWF classes and a revised motion was approved by University Council.

Norrine reported that the April 21 University Council was rescheduled for April 22. She clarified that quorums are defined as 1 + \_ and the need for a quorum must be raised prior to a vote, not afterwards. She shared her concern about the habitual absence of GSA and SGA representatives to CAPFA, CUS and the Athletic Committee.

Vera Kidd, delegate to the Advisory Committee on Budget and Planning Committee, forwarded a memo sent to the Provost, raising the issues of A/P faculty and classified staff needs to administer the plan.

The following agenda items were suggested for the May 20 meeting: Introduction of 1997-2000 members, election of 1997-8 chair and vice-chair, and reapportionment. Currently the "General Administrative" rep has about 140 constituents (140:1), the two "Academic" reps have about 165 constituents (78:1), the five VCE reps have about 267 constituents (53:1), and the one Student Affairs rep has about 78 constituents (78:1).

The meeting adjourned at 3 p.m.

Respectfully submitted,

Sheila R. Norman  
Recorder

COMMISSION ON ADMINISTRATIVE AND PROFESSIONAL FACULTY AFFAIRS MEETING  
MAY 20, 1997

The meeting was called to order at 1:35 p.m.

Members and representatives present: Sarah Burkett, Barbara Howe (phone), Pat Hyer, Judith Jones, Jane Keppel-Benson, Charles Lytton, Elaine Matuszek, Marty O'Neill, Rich Sorensen, Norrine Bailey Spencer (chair), Linda Woodard and Dianne Yardley.

The minutes of the April 15, 1997 meeting were approved electronically.

Norrine thanked all who helped with the elections and announced those who were elected to serve as a representative to or of CAPFA for the term July 1, 1997 to June 30, 2000. They are Jeff Bourne, Louetta Jones, Rita Rufty, all elected to CAPFA; Vera Kidd (delegate to the Advisory Council on Budget and Planning), Michele Holmes (delegate to CSA), Ellie Sturgis (delegate to CGS), Samuel Johnson and Mary McFerren (delegates to CO), and Elaine Matuszek (delegate to CUS).

#### Past Items

University Council approved at their May 5 meeting the resolution to modify the Faculty Handbook on Emeritus Faculty to include senior extension agents. This resolution will go to the Board of Visitors in August. The version of severe sanctions in the case of post-tenure review was also passed by University Council. CFA will reintroduce the severe sanctions generic version in the Spectrum in the Fall.

The President has determined that he would like to pursue only the Benchmarks instrument for Administrative evaluations. No committee will be appointed. The Provost and EVP have identified individuals who will participate in this process; included are vice presidents and directors who have administrative appointments in major organizational units. Dick Harshberger will facilitate the process, which would normally include a feedback session with the individual and their immediate supervisor, and result in a written developmental plan.

Judith sent a letter to Ann Francis expressing her concerns on the hasty finalization of the Family Friendly Task Force Report. She has received a message that there will be a meeting sometime in June.

Eleven A/P Faculty members have expressed concerns regarding the salary increase differentiations for 1997-8 (6% for teaching faculty, 4% for A/P faculty). They expressed frustration about the undervaluing of their effort and asked CAPFA to address this. It was agreed that a letter should be sent acknowledging that the source of funding is always a challenge but this differentiation sends a message about two different levels of appreciation. The new chair will be asked to invite Ralph Byers, Director of Government Relations, to a fall meeting to identify ways we can educate delegates on the roles of A/P faculty.

Election of Chair and Vice-Chair: Motions were made, seconded and approved to elect Charles Lytton for Chair and Jane Keppel-Benson for Vice-Chair. Dianne Yardley has agreed to serve as elections and grievance chair.

Allocations of CAPFA seats: A motion was made to change the bylaws to redistribute the membership on the Commission on Administrative and Professional Faculty Affairs allocations from five VCE reps to four and from one General Administrative rep to two in order to bring about a better balance of member-to-constituents. The motion passed.

Reports from committees and commissions: No reports were given.



Other Business: Certificates of appreciation were distributed to representatives who completed their CAPFA term with this meeting. Certificates were mailed to those who were not present.

Norrine met with Mike Carroll, Associate Vice-President of Development, about the internal capital campaign. In January, everyone will receive individual solicitations; responses will be confidential and one may contribute to any of 28 areas. The percent participation will be a priority and strong internal support is a critical factor in gaining foundation and external support. Although CAPFA has no senate, Judith suggested Mike be invited to the October VCE conference in Roanoke.

Phil Spessard, CAPFA delegate to the Committee on Computer and Communications Technology, is leaving Virginia Tech and a successor will need to be appointed.

Norrine was thanked for her work this year as chair, and Sheila was also thanked for providing staff support.

The meeting adjourned at 2:40 p.m.

Respectfully submitted,

Sheila Norman, Recorder