

VISITATION COMMITTEE

REPORT

TO

SOUTHERN ASSOCIATION
OF COLLEGES AND SCHOOLS

ON

THE COLLEGE OF WILLIAM AND MARY
IN VIRGINIA

MAY 3-6, 1964

SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS
Suite 592 - 795 Peachtree Street, N. E.
Atlanta 8, Georgia

Commission on Colleges

August 10, 1964

President Davis Y. Paschall
College of William and Mary
Williamsburg, Virginia

Dear President Paschall:

Attached is the report prepared by the committee from the Commission on Colleges that visited The College of William and Mary on May 3-6, 1964. The report was circulated among members of the committee and constitutes the official report. This report, your Self-Study, and the completed forms for the twenty-one Standards will be reviewed by the appropriate committee from the Commission on Colleges next fall.

Thank you for your cooperation in the Commission's program of Self-Study and Periodic Visitation. We hope that the experience of the Self-Study and the suggestions contained in the report of the visiting committee will prove helpful to you and your associates at The College of William and Mary.

Sincerely yours,

/s/
Gordon W. Sweet
Executive Secretary

GWS/mm
Enc. /1

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PURPOSES AND AIMS OF THE COLLEGE

This portion of the self-study reveals that the college does not now have a commonly known, widely accepted statement of purpose and aims. To quote the self-study report, "The recent history of William and Mary demonstrates a measure of uncertainty and confusion as to the real aims of the college." The history of the college is too well known to require extended comment. As the second oldest college in the United States, it began as a vocational school for the purpose of training ministers of the gospel. When it closed in 1880 for a period of nearly ten years, it was reopened in 1888 as a de facto state institution for the purpose of the training of teachers. In 1906, it became a state institution by contract and statute, again, with a statutory purpose of serving as a teacher-training institution. But throughout its three centuries of history it has had a heavy curricular concentration and administrative emphasis in the liberal arts.

On pages 6 and 7 of the report, the Steering Committee of the self-study proposed a statement of purpose and aims. Both the report and conferences with the Steering Committee have made it clear that this proposed statement is the sole responsibility of the Steering Committee and that it has not been discussed by the faculty, the administration, or the Board of Visitors. As a matter of fact, it has not yet been presented to the faculty, students or Board of Visitors, but it is planned that it will be presented in the near future. The present status of this proposed statement means, of course, that it does not meet the recommendations of the Southern Association, that the purpose and aims be generally known and accepted by faculty, students, administration and controlling board. It stands now as a proposal and it may very well be that it will be generally accepted. Prior to its acceptance by all the relevant component groups of the institution, it is perhaps inappropriate to comment on the statement itself. But since it is the only statement available to the committee, some remarks and recommendations may be in order. It is an admirable statement of educational philosophy in nearly all respects. The committee questions, however, whether or not the statement should clearly recognize the fact that the College of William and Mary is a state institution, supported by taxation and controlled by state law and state agency, consequently, obligated to serve those functions and those elements of the constituency of the state designated by legally constituted authority.

Based on many conversations and careful study, the committee would recommend second that the proposed statement of purpose and aims if adopted should be supplemented by a policy statement that will clearly define the role of the institution for the foreseeable future.

Such a policy statement would be very helpful in guiding planning of the physical plant, the decisions concerning curriculum and program, and many other matters. From these conversations it would seem clear that there is some misunderstanding on these points. So far as the committee was able to discern, the Board of Visitors and administrative officers intend that on the one hand the College of William and Mary will not become a complex university in the usual sense, nor will it remain a college of liberal arts restricted to undergraduate curricula. On the one hand, it will not in the foreseeable future become an institution of the size that is currently normal for a state university nor on the other hand will it so restrict its enrollment as to fail to serve the needs of the state that are designated as its responsibility. The Board of Visitors and officers of administration anticipate that the college will enter some areas of graduate work to the level of the doctorate, when there clearly are resources now present or that can be provided in faculty, library, laboratories, classrooms, and finance to meet needs that are not now being fully met by other state institutions. There is an anticipation that there will be work in continuing education in the fields of the liberal arts as well as in fields that will add to professional competence. There has been some discussion of the initiation of new programs at the graduate level utilizing the resources of the present undergraduate department in geology and the resources of the Institute of Marine Science to provide education and research in sedimentation geology and perhaps to enter such entirely new fields for this state as education and research in meteorology.

Many members of the faculty do not share these conceptions of the role of the university for the future. Perhaps the reason for this is that there has been insufficient discussion of the role of the college.

The committee suggests urgently that the proposed statement of aims and purposes be presented to the student body, the faculty, the Board of Visitors and discussed until it is understood and accepted by all of these groups, who must understand and accept it if it is to be operable and that it be supplemented by some type of definition of role for the college in the foreseeable future.

FINANCIAL RESOURCES

The financial statements in the report of the self-study committee and supplementary reports that were placed in the hands of the committee are thorough and adequate. From these reports and from discussion with the president, it would appear that the combined income of the college available for educational program

does not present a serious problem for the qualitative development of its educational program.

Although recent adjustments in faculty salaries have been made and a plan has been adopted for further increases of faculty salaries over the next four years, in 1968 the college will find itself able to offer salaries under this plan which will be equal only to the national average of faculty salaries in the year 1962.* It seems quite obvious that in spite of the commendable efforts and achievements of recent date that the college will lose ground rather than gain ground during the next four years in the relative position of its faculty salaries, and as a consequence, it will lose ground in its relative ability to attract and retain superior scholars.*

Salaries in the central administration of the college are far below the salaries in comparable institutions. For example, if a new central administrative officer of the type referred to under the section of this report on administration is to be appointed, there is abundant evidence that the salary offered would have to be a minimum of \$20,000 per year and possibly \$25,000 per year. In reviewing the matter of administrative salaries, the Board of Visitors could well take this figure into account and adjust other salaries accordingly.

ADMINISTRATIVE ORGANIZATION AND FUNCTIONS

The report of the self-study committee neither in the section on History and Aims nor in the section on Administrative Organization gives a thorough review of recent history of the college, which must be faced frankly and taken into account in dealing with many of the problems of the college. For a period of ten years preceding the present college administration, the College of William and Mary was in a disturbed period. Most of the disturbances and tensions centered in the functioning of its administrative organization. It is not within the purview of the visiting committee either to recount the history or to make judgments on some of the events in that history. Suffice it to say, that during the past four years, and particularly during the last two, some steps have been taken which lay the base for better administrative organization and function. The report of the study committee points to the development of a set of bylaws by the Board of Visitors which contributes to clarification of the function of the Board of Visitors in relation to all matters in the college and to the development and adoption of a set of bylaws of the faculty, which have been approved by the president and by the Board of Visitors.

* See correction of this as explained in Appendix - President Paschall's letter of July 18, 1964, to Dean Montgomery, Chairman of Visitation Committee.

More important than any structure of administration is an atmosphere of mutual understanding and confidence between the various elements of the college which must be created as a precondition for effective administrative functions.

Various alternatives in administrative structure have been discussed with the Chairman of the Study Committee, the dean of the College and the president. These discussions were very frank and all of those concerned seemed to have a vital interest in modification of administrative structure, the reassignment of duties, and some personnel changes, which will, no doubt, improve this aspect of college life. Although it is inappropriate to discuss in this report many of the items which were discussed orally, there are several matters that could be commented upon.

The committee takes note of the fact that it is common practice for the president, bursar and the dean of the faculty to sit at all regular meetings of the Board of Visitors. This is a very unusual arrangement and few colleges have found it to work well. The preferred plan is for the president to be the sole channel of communication between the governing board and the faculty and the staff. The president should serve as professional advisor to the board and should have the privilege with the consent of the board to invite other administrative officers from time to time to make such special reports or to participate in discussions if the president deems it advisable.

The president, the Board of Visitors and other administrative officers of the college agree with the report of the self-study committee that there needs to be a reorganization that will require the president to receive directly the reports of fewer administrative officers and free him to carry out more efficiently the manifold tasks of his office. According to the present organization of the college, 21 administrative officers report directly to the president, and they make demands upon his time on the one hand, whereas his inability directly to supervise so many areas of responsibility may slow down the effective work of the persons who report to him. It has been suggested that all of the administrative functions of the college could be placed under four administrative officers who in turn would report to the office of the president. These divisions would be the academic affairs, business affairs, student affairs and external affairs.

It is agreed that there is need for a high level central administrative officer who should serve under the president but could serve as alter ego to the president in working with the heads of the four divisions named. This new administrative office might

be called provost or vice-president, or dean of administration. The visiting committee heartily supports the view of the president that there should be clarification of the division of responsibility and delegation of responsibility.

One function of the college, which has already become important and promises to become more important in the future, is the administration of graduate studies and research. This function should be headed by an administrative officer, either a dean or a director of graduate studies. He should have under him a deliberative and legislative body such as a definitely-named graduate faculty or a graduate council.

Within the last four years, the four chairmen of divisions of the faculty have been reinstated. Up to the present time, the responsibilities of division chairmen have neither been clearly defined nor apparently have they been accepted by all members of the faculty. It is strongly suggested that the responsibilities and the authority of this office be clearly defined and brought to the level of effective function, or that it should be abolished.

Under the chief academic office there should be a definitely designated officer who would have the responsibility for all extension and off-campus functions that are curricular in nature. These functions are quite extensive and the lack of a clearly defined administrative responsibility leaves them inefficiently coordinated with regular college functions and improperly supervised.

There was insufficient study of the Institute of Marine Science and its relations to the College of William and Mary for the committee to make recommendations in which it has complete confidence. It is suggested, however, that this should be one of the areas of study of the head of Graduate Studies and Research, with appropriate recommendations better to define this relationship to the College of William and Mary.

EDUCATIONAL PROGRAM

1. Until there is greater agreement among all groups at William and Mary as to what the ultimate aims and purposes of the institution are, it is somewhat difficult to determine the effectiveness of the present educational program or to evaluate any such program for the future.

A. The traditional character of the college is that of a coeducational liberal arts institution providing education of a high quality on the undergraduate level.

B. The place and extent of graduate education on the master's and doctoral level are as yet undetermined.

C. There seems to be no clear and final agreement upon what the obligations of the college, as a state-supported institution of higher learning in Virginia, are to those citizens of the state and residents of this area who want and need educational opportunities over and beyond those customarily associated with an undergraduate liberal arts education.

D. It would seem that the best way to meet the justifiable fear that any new program, however worthy, that the college initiates will cause some old and valued program to suffer financially is for the administration to make it clear to the General Assembly, the Board of Visitors, and the faculty that new programs will not be implemented until adequate budgetary arrangements have been made. In the end, the Administration and the faculty will have to reach agreement on what constitutes adequate budgetary implementation.

ADMISSIONS

1. The Dean of Admissions at William and Mary has responsibility for admitting only two groups of students taking courses offered by the college. These two groups are (1) students in the day session of the college (for all practical purposes this means the undergraduate residential student) and (2) students seeking a degree.

2. Graduate students, except for those in the organized Schools of Law, Education, and Marine Science, are admitted upon recommendation of the Committee on Graduate Studies which in turn has acted upon the recommendations of the departments in which the student plans to enroll.

3. The Dean of the School of Law, the Dean of the School of Education, and the Dean of the School of Marine Science send their recommendations for admissions directly to the Dean of Admissions.

4. The Director of Extension, who is also the Director of the Summer Session, and the Director of the Evening Session admit students to courses offered by the college. These students are admitted as "unclassified" and apparently solely upon the decision of the director of extension, of summer session, or of evening session.

The Director of Extension and the Summer Session admits upon the basis of "good standing" in the institution previously attended and requires no transcript. The Director of the Evening Session admits upon a similar basis, but does require a transcript.

5. Admission practices in Extension, in the Summer Session, and in the Evening Session seem to indicate that there is no quality control over the students admitted to these divisions other than the judgment of the director. Yet students who take and pass courses in these divisions and later decide that they wish to work for a degree will be given credit for these courses.

This practice seems to suggest that the student who may not be qualified to enter William and Mary and work for a degree can become qualified by taking courses in Extension, in the Evening Session, or in the Summer Session, and then be given credit for the courses which he has taken in order to prove that he is qualified.

Presumably the standards are the same in courses offered in the day session, the organized schools, and in extension, in the summer, and in the evening, and yet it seems somewhat illogical to say that a student not qualified to be admitted to the day session can be admitted to the evening session and by taking the same or similar courses that he was unable to take in the day session prove that he is qualified to enter the day session and then receive credit for the courses he had taken in the evening session toward a degree.

6. It would seem wise to bring admissions to all courses carrying degree credit under the central office of admissions and that standards of quality control be established and supervised that would be approximately the same across the board. The present system of the double standard does not seem to be currently defensible.

7. There appears to be some sentiment on the faculty for saying that the best students who apply, regardless of their place of residence, should be admitted to the College of William and Mary. This sentiment does not seem adequately to recognize the obligations that William and Mary has as a state-supported institution. The present practice of the admissions office in mildly recognizing certain geographical considerations seems reasonable and realistic.

CURRICULUM

1. When general agreement has been reached on the educational goals of the institution, there should be a searching examination of the curriculum which would undoubtedly bring about a re-organization. Even without such an agreement this examination and re-organization should take place.

2. Under the present system each department is almost an independent unit in proposing course offerings and in determining what courses their majors shall take outside the distribution and concentration courses. This whole area of the electives should be carefully re-considered.

3. Consideration should be given to the introduction of a minor as well as a major field of concentration. If this were done, students wishing to teach in the secondary schools could take a major in a subject-matter field and a minor in education.

4. Greater general over-all supervision of the curriculum and requirements for major and minor fields of concentration and for electives should be exercised. The view that the curriculum in a particular department is only of concern to the professors and the students in that department should be replaced to some extent by a college-wide perspective. There should be a view of the forest as well as the trees.

5. The place of professional courses in education in the curriculum at William and Mary should be carefully re-examined and prescribed. The present feeling with some that the department of education has second-class citizenship in the academic family at William and Mary and is, therefore, a dumping ground for poor students unable to make the grade in the first-class departments should receive attention from all who are concerned with the morale of the institution. If any department is worth keeping, it should be worthy of receiving first-class membership in the academic fraternity.

ATHLETICS

1. A close study of the work of the Committee on Athletics (Men), which is responsible for inter-collegiate football, reveals that the situation at William and Mary is reasonably satisfactory in comparison with other colleges in the Southern Conference and in the Atlantic Coast Conference. The Committee has recently participated in the selection of a head football

coach. It goes over the schedules of athletic contests, and, according to its chairman, it takes up every issue that relates to athletics and education.

The Director of Athletics and the Head Football Coach are now two different people. The Director of Athletics is also Assistant Professor of Physical Education.

2. The committee concurs in the recommendation that the Director of Athletics should not report directly to the President. This elevates the position to a higher status in the organizational structure of the college than it should properly have.

3. The committee concurs in the feeling that the William and Mary Foundation should be asked to select a name for itself that would more precisely identify its activities.

THE LIBRARY

This chapter of the report, one of the shortest, covered the subject competently. It did not dwell in detail upon the multitudinous shortcomings of the physical plant since the building which will correct these deficiencies is already under construction. When the library collections, less departmental libraries, are again under one roof, it will be possible to improve the quality of service rendered the college community by the library staff. It is apparent from the plans that the new building will serve the college community without addition or enlargement for at least ten years unless the institution experiences exceptional growth.

It is gratifying to note that there is general satisfaction with the service provided by the library staff, which produces a sufficient volume of work to indicate that it is well organized and performing its duties well. It cannot be expected that this condition will continue, however, unless the ratio of professional librarians to non-professional staff is raised. At the time the self-study report was written, there were 23-1/4 staff members, plus numerous student employees, of whom only four were professionally trained. To give the type service the College of William and Mary should expect, the proportion of trained librarians probably should be much nearer one-half. One should bear in mind, also, that the above figures include the staff of two serving the law school, an audio-visual assistant engaged in specialized work, and three archivists not engaged in usual library work. All of these activities are, of course, necessary and worthwhile.

It appears that too much of the work load is carried by student

employees. A great deal of staff time goes into training such help, which normally moves on in not more than four years, and which is normally not available during holiday and vacation periods. We recommend that the use of student help be studied carefully, especially in technical processes where the work load remains relatively constant whether the college is in session or not, with the objective of substituting clerical and non-professional employees for student employees where this appears desirable.

We recommend, also, that the matter of departmental libraries be studied carefully. The new physics building has a library, even though it is located quite near the site of the new library building. Probably the other new buildings planned for the new campus will provide library space. Perhaps this is wise; it may be inevitable. But a considerable budget commitment for salaries can be made rather quickly if departmental libraries are developed indiscriminately. If unstaffed, the material in such libraries is either inaccessible because locked up or it is left unprotected. If staffed by untrained personnel, the best use of the material will not be made, especially by students. Special libraries, particularly in the sciences, are scarce and can command high salaries. The College's funds might be more economically used if the collections are consolidated in the new building until crowding again forces dispersal.

Assessment of the library collections in the self-study report appears to be realistic. One would expect that the collection on Virginia and colonial America at this institution would be strong since it has been built up over a period of many years. The manuscripts collection is exceptional for a college library of this size. It would appear, however, that inadequate planning in the area of library needs has preceded the establishment of some recent programs at William and Mary. We recommend that the Curriculum Committee and all officials involved in the establishment of new programs or the extension of old ones should satisfy themselves that the library collection is or will be made adequate to support the College's programs. Perhaps the librarian should be made a member of the Curriculum Committee. Certainly he should always be consulted concerning library implications of curriculum changes.

We concur in the opinion that the figures indicating the use made of the library book collection by students and faculty seem low, especially in view of the small number who can be seated in the library and use the books in the library. The average student uses the library only to the extent the faculty

makes him use it. Figures on book usage suggest that too few encourage use of the library by either precept or example.* In view of the location of the new buildings on the fringe of the present campus, there may well be no increase in use until the development of the new campus brings the new building nearer the center of campus population.* Even then, the location will still be too remote from the center of campus population but perhaps no better location was available.*

One of the persons interviewed stated that, in his opinion, the library was better than the College ten years ago but now the situation is reversed.* It is disquieting to note that, as the number of students and graduate programs has increased, the percentage of the educational and general budget spent on the library has been declining.* Five per cent is generally considered a minimum expenditure for a minimum operation. Quality programs cannot be supported unless this minimum figure is substantially increased, especially when the College is moving into one doctoral program and apparently is contemplating others. It must be remembered, also, that it takes time and personnel as well as money, to build good library collections.

The remaining comments and observations relate largely to the recommendations on pages 133 and 134 of the self-study report.

1. In view of the growth of the College's academic programs, we agree that financial provision for the building of the library's collections and the requisite personnel to acquire and handle materials must keep pace. Advance planning is essential.

2. Perhaps "the difficulties imposed by state budgeting procedures" cannot be corrected but it is to be hoped that every effort is made to avoid adding to these difficulties. We have satisfied ourselves that the acquisitions operation of the library is sound and well organized. Desiderata lists are maintained so that immediate action can be taken when large sums of money must be spent in a short time. Outstanding collections can be built only when care and time can be spent on selection and acquisition. The librarian should be informed of his initial budget prior to the beginning of the fiscal year, or as soon thereafter as possible. Perhaps he could be assured of the availability of a certain amount of additional funds early in the fiscal year, this figure being

*See statement of observation on these points explained in Appendix - President Paschall's letter of July 18, 1964, to Dean Montgomery of the Visitation Committee.

based on past experience in such matters. If something of this nature can be done, the book needs of the library can be met more efficiently.

It appears that some departmental chairmen are dissatisfied with the time at, and perhaps the way in, which they are notified of their department's allocations from the library book fund. We suggest that the librarian attempt to work out a system that will be more satisfactory to all departments.

3. That portion of this recommendation that relates to planning for the staff for the new building is, we understand, already being implemented. Expanded service in the new building will call for an expanded staff. It is to be hoped that an adequate number of professionally trained staff members will be provided, and it is none too soon to begin seeing personnel in view of the shortage of librarians. The report of the College to the Southern Association on Standard Nine states that the salaries of professional librarians are not comparable to those of teaching faculty with similar qualifications and responsibilities. Recruitment of personnel will be simplified when steps are taken to equalize these salaries.

We note that the library building is without the service of a janitor from 3 to 10 P.M. daily. Probably this is true on Saturday afternoons and Sundays as well. An additional janitor as well as one or more maids will be required when the new building is occupied. It would be well to employ the second janitor now to go on duty when the first one's work day ends.

4. We understand that this recommendation on the library committee has already been acted upon.

5. The suggestion is made that non-college personnel will continue to be served in the new building. Care must be taken that such service is not given at the expense of the students and faculty. A college library is seldom equipped to serve the general public. There is no evidence that extra financial support is being made available for this service at William and Mary. Even if such support is made, it is unwise to give unrestricted service. The College does not make its other facilities, such as science laboratories, freely available to non-college personnel.

The recommendation on having a check point should be decided on the basis of the College's attitude toward the honor system.

6. A policy concerning weeding is desirable. In a library of an institution expanding its graduate program, weeding must be done cautiously.

THE FACULTY

The overall quality of the faculty of the College, by the criteria appropriate to a summary inspection, is fully capable of supporting the present activities of the college. In many areas, indeed, the level of faculty competence as reflected in formal training, scholarly interest, and experience is more than adequate for an upward expansion of instructional activities. Whenever this is actually undertaken depends, of course, on a number of other factors, among which could be listed teaching loads, library resources, research support, and the like. But it deserves emphasis that the College is not limited to its present level of activity by the competence of its faculty.

Recruitment

Recruitment of the faculty follows conventional procedures with the major portion of the load falling, as it must, on the head of the department. The general pattern appears to be, except in special cases, to recruit mainly for the lower ranks. It is here, it is to be noted, that the hitherto prevailing salary scale has been most favorable in comparison with competing institutions. It should be said, however, that excessive reliance on this practice may or may not be conducive to desired results. If the intention is to upgrade the faculty, this is a slow method of doing it. Moreover, there can be a tendency to establish a pattern of expectations which may not always be conducive to optimum faculty activity. It ought also to be noted that the results of this practice are variable in quality. It can be taken for granted, of course, that the interest, energy and ingenuity of department heads will vary. It is, however, a function of the dean and president to minimize these variations and they should make it a matter of highest priority. Moreover, serious consideration ought to be given to the possibility of more active recruiting at the rank of associate professor.

Organization

The organizational pattern of the faculty does not present many unusual features -- at least so far as the undergraduate faculty is concerned. (Certain aspects of the faculty's graduate activities will be the subject of comment elsewhere.) The departmental structure is fairly normal and, although some of the departments are small, the differences between the disciplines are such that combination of departments is not recommended. On the other hand, especially in the case of the modern languages, further subdivision ought to be seriously considered.

Each of the various departments is headed by a senior member who acts as a head of the department. Although an appointment as a department head carries no tenure, the practice has been for fairly long continuance in one position. This fact, along with the key position of the head in the recruiting process, underlines the importance of the office to the academic standing of the institution. The administration should be especially aware of the necessity for advance planning in filling department headships falling vacant through retirement and should also seriously consider the advisability of providing for alternative leadership upon some set plan which would permit of peaceful change without strain or embarrassment on the part of either the department head or of the dean and president. It can be suggested that a time when the situation appears to be fairly satisfactory would probably be the best time to begin.

The central administrative officer of the faculty is the dean. Although this office will be discussed more fully elsewhere, it can be noted here that relations between his office and the president should be regular, thoroughly understood, and should be of such a nature as to emphasize the importance and primacy of the academic function.

The organizational framework of the faculty in most instances is sufficient. A major question is the position of the division chairman of whom there are three. In theory, the division chairman stands between the dean and the department head. The most accurate statement possible is that the actual position is as yet incompletely defined and there is some indication that all department heads are not equally willing to accept the division chairman as a channel between them and the dean. The present inconclusiveness of the position ought not to becloud its real potentialities for future usefulness. Important among these is to provide the dean with advice based upon a broader perspective and of greater objectivity than can be expected of department chairman. Unless it achieves some such purpose, however, the division chairman becomes merely one more hurdle between question and decision. The office should be further defined and strengthened or it should be abolished.

Some question also remains as to the real validity of the faculty meeting as a formulator of college policy. The self-study speaks more than once of absenteeism from faculty meetings which could as well indicate frustration as lack of interest. At all events, the study continually speaks of the faculty of arts and sciences as if it were the faculty of the college. There is no forum which appears to unite the faculties of arts and sciences,

law, and the marine science laboratory. The possibility of a formally elected body ought to be explored; it may well be that a better and fuller representation can be achieved and resources of faculty talent more fully tapped by turning to some agency not dominated by the senior members of the faculty. The present committee on faculty affairs would appear to admit the principle even though its closely restricted size militates against it as a representative body.

QUALITY OF THE FACULTY

The academic preparation of the faculty as indicated by earned degrees should be a matter of considerable pride and it is evident that, on the whole, considerable care and energy has gone into the selection process. Not having been faced with the rapid expansion of the student body experienced elsewhere, there has been less need to rely upon the part-time teacher whose training may be less than adequate and whose attention may be divided. The lack of a graduate school of any dimensions may also, while denying a frequently used resource of teachers, have produced a better grade of teaching in the lower division than is sometimes the case.

It is less clear, however, that the College is providing as much support for professional growth as is conducive to the full use of faculty talent.

Whether the faculty will be able to maintain or improve its present level of excellence depends in great part on factors outside the control of the faculty. A prime factor will be continued improvement in the salary scale. Steps need also to be taken toward a continued reduction in the teaching load which is heavy as measured over-all and in individual instances, excessive. More attention than in the past must also be paid to space for the faculty to work in privacy, time for research and an expanded program for research support. The present limited reliance on the assistance of advanced undergraduates for paper-reading and the like might well be augmented by a thorough canvass of community resources. Nothing during my visit has led me to believe that there is any doubt of the fact that good teaching and a continued research interest are complementary. But it should be more squarely faced that good research does not just happen and that it is more than merely a state of mind. If research is to be considered an essential faculty activity, then direct effort must go into creating the conditions which foster it. This ought to be a major concern of the administration with special attention in those areas where research support is relatively difficult to get from outside sources. That this will be difficult no one denies; that it must somehow be done

is equally manifest.

Of especial importance in this connection is the desirability of some formalized and extended support for leaves of absence for study and research. The present system of support of research during the summer is plainly inadequate both from the financial and from the scholarly point of view. The present limited and haphazard system of partial relief from teaching at the expense of departmental colleagues is similarly inadequate. A regular plan for sabbaticals should be given a high priority and could do much to affect a salary scale which, although improved, is as yet unfavorable and has not yet indicated the elasticity which will be required of salary scales in the future.

FINANCIAL SUPPORT

The recent efforts on the part of the administration to improve salaries is highly to be commended and has done much to improve faculty morale. It would be too much to say, however, that the situation is as yet satisfactory or that the capability of future adjustment is evident. It ought to be suggested that while the use of a formula may result in lessened wear and tear and combat fatigue in achieving higher salary levels, a more satisfactory result might follow if William and Mary were to be rated against colleges of the sort it tries to be rather than with others merely of a similar size. There is no reason to expect that the present upward tendency of salaries will reverse itself; indeed, it can be expected if anything to accelerate.

Closely associated with salaries is the question of fringe benefits. The present retirement system leaves much to be desired. And although the failure of the college to subsidize the education of children of the faculty follows the pattern of public institutions, it ought also to be remembered that in the competition for faculty, public and private institutions are in the same market. The devotion of the teaching profession to education is too seldom measured by the very real support they give to the education of the children of others. They ought at least to be assured that their own offspring have an equal opportunity. These problems are not peculiar to William and Mary but certainly they are present. The combinations of a low and sluggish salary scale with an inadequate retirement system and no arrangements for tuition offsets may not force out those senior members of the faculty whose mobility has been reduced by long service; junior members upon whom William and Mary must in future depend, however, do not have either the commitments or the institutional loyalties which formerly could be taken for granted.