

The alternative to improved salaries and augmented fringe benefits is that William and Mary become a training ground for other institutions. Such a result would advantage neither the institution nor the public it exists to serve.

ACADEMIC FREEDOM

It is understood that a statement of academic freedom and tenure is in preparation. Comment will therefore necessarily be restricted. It should be pointed out, however, that statements must be accompanied by adequate procedures or they are meaningless. It ought also be said that academic freedom means more than job security although it must mean at least that. Academic freedom also means the creation of an atmosphere in which free discussion is encouraged. The academic community fails in its high objective when it falls prey to the popular delusion that college students are of such fragile stuff that they must be protected from the words of controversy which rage about us. Timidity and reticence also do not dispell the widely held view that the academic or intellectual is by nature suspect. It is, of course, essential that the academic community present an acceptable image. But this image is not necessarily one of conformity to established usage. "Time has upset many fighting faiths," as Holmes has said. We can also note that "where there is no vision, the people perish." It is an essential function of a college to supply much of that vision. Certainly it ill behooves a college either to retreat to its ivory tower or consciously to stifle that dialogue and quest for truth which is the very essence of its being.

Teaching Loads

Teaching loads while fairly standard in terms of class hours should be thoroughly examined in terms of student-hour ratios and in terms of preparations. Certainly, assuming a satisfactory level of salaries, the practice of assuming additional night or off-campus teaching should be discouraged; the better practice would be to include such activities in the calculation of the load with a suitable factor to offset the fact that such teaching is more demanding and less desirable than the accustomed day-pattern teaching. The teaching load, as much as the salary level, is inextricably involved in every feasible program of professional and institutional development. It can also be suggested that a faculty is rightfully suspicious of any attempt to extend the usefulness of the college, say in the direction of an expanded graduate program, if it is not plainly recognized that such teaching is especially demanding of faculty time and cannot in any case merely be added to an already full faculty schedule.

Evaluation

Although no manifest discontent with the procedures for performance evaluation and promotion was discovered, it nevertheless remains that no statement of institutional policy in these matters was furnished. Such a statement should result from a cooperative endeavor involving all levels of the faculty and should become a part of the processes of recruiting and retention of faculty. Although service in a college faculty remains a profession, the ground rules should be clearly enough stated to guard against caprice or the suspicion of favoritism. Experience has shown that such statements need not be elaborate and that they seldom do more than specify understandings which are common to the entire academic community. They nevertheless have their uses both as an explicit enunciation of institutional objectives and as a protection against importunity on the one hand and obduracy on the other.

The question of salary increments is of a piece with evaluation and promotion procedures and the problems are always in fact considered together. It is essential in all cases that judgments be pooled. In the nature of the case the matter must begin with the department head who ought in all cases to consult with the senior members of his department. The dean and president, within budgetary limits, ought as a rule to follow the department head's recommendations or be ready to explain to him why they do not choose to do so. Every effort should be made to remove any area of mystery and suspicion from the process and, although set steps or automatic increases are highly undesirable, within limits, established scales should be followed. At all events, there should be a feed-back of information so that the department head, who is principally responsible for maintaining the instructional program, should be in a position both to operate his budget and to answer any questions that may arise.

STUDENT PERSONNEL

William and Mary College is committed to an educational philosophy of the student personnel program, the "total development of the individual student," as a mental, emotional, social, and spiritual being.

The Catalogue of 1963-64, p. 41, expresses very clearly this endorsement.

"As the College of William and Mary is chiefly a resident college, students and faculty comprise a closely knit community in which extracurricular and social activities play

a considerable role in the cultural and intellectual development of the individual....The College believes that one of its major purposes should be to inculcate by means of the several phases of college life the ideals of self-responsibility and good campus citizenship."

The student personnel administration is committed to this viewpoint. However, this dedicated, small staff is limited in number and areas of responsibility. The Dean of Students (also Registrar), the Deans and Assistant Deans of Women and Men, and the Director of the Student Center constitute the Student Personnel Staff. Through the Dean of Men and Dean of Women, the program extends to residence hall personnel and programs and fraternity-sorority programs, student government, student organizations, orientation of new students, disciplinary matters, and general welfare of student. These staff members are overworked. The Dean of Students and Registrar is carrying two major responsibilities leaving him little time for planning. The Dean of Women carries educational responsibilities normally assigned to academic advisers.

However, if the College is sincerely committed to the student personnel philosophy; all student service agencies should be brought under one administrative head, the Dean of Students. These agencies include: the College Physician, the Director of Student Aid and Placement, the Dean of Men, the Dean of Women, Assistant Deans and the Director of the Student Center. This recommendation is made for the closer coordination of program policy, personnel staff, and budget planning. The College should consider shortly the appointment of a residence hall program director, a student organization director and a counseling center director--all to be added to the student personnel staff.

The Dean of Students should report directly to the president. He should participate in policy-level conferences with the president and chief administrators. Participation in top-level budgetary conferences concerning needs of the program should be included. He should participate in program planning buildings for the student affairs area. These suggestions are valid if the College of William and Mary is genuinely committed to the philosophy of the "total development of the individual student." The present organization does not reflect this emphasis in the administrative organization for student personnel work.

The financial support for adequately paid residence counselors, for a counseling service staff (including remedial reading and personnel research) and for medical staff does not indicate complete

commitment by the College to a studied concern for the total welfare of each student.

Student academic and personal records are maintained and preserved principally by the Registrar. His procedures are consistent with the state regulations for keeping and disposing of records and with requirements of the Southern Association.

For each student who enters the College a file folder is set up in which are placed all records pertaining to his academic achievement and his conduct, beginning with his application for admission and a transcript of his high school record. The Deans of Women and Men maintain personnel cards for all students, including absence warnings and probations, academic warnings and probations, honors, fraternity and sorority connections. Permanent file folders and a card index are kept on all discipline cases. File folders are kept permanently on all "honor" cases along with tape recordings of all honor trials. Copies of absence warnings and probation notices are kept for two years along with a card index. Copies of academic warnings letters and drop letters are kept on file for five years, as are letters of recommendation.

Records are maintained also by departments, health service, and counseling staff. The Admissions Office and Registrar's Office have records of test scores and admission data. These records are available on consultation with the respective offices by qualified staff of the College. No change is suggested in record keeping and use, except to require a record of medical examination (in addition to medical history) be filed in the Health Service as a part of admission to the College.

College of William and Mary Housing

William and Mary College is essentially a student residential institution. The majority of students live in sixteen residence halls, four of which are for women and twelve are for men. The eleven fraternities maintain essentially non-residential lodges and the nine sororities provide housing for part of their membership. The women's residences are attractive architecturally and decorated and furnished in good taste. They present a gracious atmosphere and well-planned facilities for study, living and entertainment. Four of the men's halls - Morris House, Old Dominion, Monroe, and Brown are overcrowded and badly in need of renovation.

All residence halls, except the eleven fraternity lodges

house three men each, have some supervision. Women's halls are supervised by housemothers, two each for the larger halls, and three in Ludwell. Men's dormitories are supervised by a resident counselor, usually a graduate or law student.

All food services are provided in the College cafeteria operated under contract with Crotty Brothers of Boston. All freshmen and sophomores must eat in the college cafeteria.

The Assistant Deans of Women and Men are responsible for the housemothers and student counselors in their respective areas of women and men. Counseling services in the halls are inexpensive and non-professional. The male counselors undergo an in-service training program.

Two areas of the College appear to be responsible for management of the residence halls -- the Bursar and the personnel Deans. There appears to be little interchange of program and purpose. Of course, control of budget planning determines the program. Consequently, the purpose of the residence hall program is not clear. This circumstance of divided authority for budget and personnel program leaves unanswered the following questions:

1. Are residence halls more than a place to sleep and study?
2. Are residence halls designed to contribute to the educational enterprise of the College, to the personal growth of students, and to the experience of self-responsibility and leadership?
3. What is the effect of overcrowding?
4. What is the effect of expecting the residence halls to pay their way in terms of program for students in the halls?
5. Should greater use be made of the dollar investment in residence halls for educational, cultural, counseling and social purposes?

Answers to these questions may provide the College of William and Mary new avenues for utilizing valuable, often expensive space, for the primary purposes of the institution. William and Mary College should do more to make living in campus housing more positively a part of the learning experience.

The College should staff its housing facilities with well-trained, well-paid personnel. Program development under staff trained in cultural, educational and personal counseling areas merits consideration.

Self Government in residence halls contributes greatly to student self-responsibility and personal growth. The Women's Dormitory Association has moved very successfully in this direction. The program of the Men's Dormitory Councils has not become very effective. Attention should be given here.

The housing program for men is handicapped by inadequate facilities, by inexperienced personnel in residence (student counselors, usually law students), and a poor administrative set-up which results in what appears to be the separate housing programs -- business management and student personnel.

A thorough study should be made of student housing facilities, of housing policy, administration, budget planning and program.

Consideration should be given to paying more for professionally trained program and counseling staff in the residence hall program.

Health and Medical Care

Student health care in terms of physical, emotional and even mental diagnosis has become an accepted service in colleges and universities. Community public service and sanitation are a commonly accepted function wherever large numbers of people, as in a college, live together. Students in good health perform better in classes. The dangers of epidemics are reduced. The hazards to life of undetected physiological weakness, contagious diseases and emotional disorders are very serious matters which a college must prepare for through a strong health center. Well trained staff and a modern physical plant should be provided.

The Catalogue description (p. 63) of the Health Service presents a modern program. The outline of program is modern. In most respects the facilities are adequate. Certain exceptions, however, are vital, i. e. X-Ray, facilities for a laboratory technician, dispensary, special diet preparation, and a facility for minor surgery. The building is not modern and could perhaps be more suitably used as a men's residence hall. The two upper floors are currently used for housing men students.

The services of five nurses including four registered nurses and one college physician, a practicing physician of Williamsburg, constitute the staff. The physician spends seventeen hours per week on the campus. Enrollment of the college, 2919 (1963-64), merits the full-time service of two physicians.

Considerable general student complaint exists regarding the Health Service. They question the competence of the staff, particularly their diagnosis and prescription. A full-time doctor,

at least, and a consulting psychiatrist are suggested by students.

Entering students do not present to the College a health certificate based on a medical examination. A health history is provided on a health form sent out by the College Health Services. Special medical examinations are provided for participation in intercollegiate athletics. Women are not included, even though they participate in intercollegiate contests. Probably the greatest need is for a medical examination record and basic inoculations for all students.

The Health Service operates the Infirmary, primarily, and does not engage in a comprehensive program of student health instruction, sanitary inspection, improvement of health conditions, and mental health attention.

These goals are being met primarily by other departments. The Department of Physical Education cares for health counseling, instruction in healthful living, inspection of students, health education and exercise. Referrals are made to the college for medical attention.

Inspection of sanitary conditions are made by various individuals -- dormitories by housemothers, residence counselors and the Dean of Men; dining halls by the local Board of Health; fraternity lodges and off-campus housing by the Dean of Men.

The function of the Health Service appears to be detection and treatment of minor illness and referral of major illness. The staff available, though severely limited in number, are persons of good qualifications.

Continued review of the policy and extent of Student Health Services should be made, with particular reference to adding more professional staff, medical examinations and inoculations, modern facilities and extended program of health education, sanitary inspection, mental health diagnosis, and preventive measures.

The program should be placed under the Dean of Students as a part of the student personnel program. A health committee should be considered as advisory assistance to the college physician.

The college should review its health excuse policy. Daily lists of students reporting to the infirmary should be made to the Deans of Women and Men. Consideration for modernizing the present structure or building a new center should be given.

Counseling Services

Counseling services are currently provided for students by the Associate Dean of the Faculty and the Department of Psychology (since August 1963) as extra duty for a period of one year while the college takes time to re-examine the problem.

The College of William and Mary does not have a Counseling Service at the present time, a service which provides personal, emotional, vocational, developmental reading, speech and hearing assistance for students. A center may be expected to provide also testing and research services to support the program of counseling and student affairs.

A college committee (1950-1952) made a study and recommendations for an improved system of academic advising, an "orientation course," an addition of a clinical psychologist and a reorganization of duties. These recommendations were never put into effect. In 1952, the college physician resigned. The director of counseling in 1957 resigned. The advisory committee was not reappointed after 1957. Ties with the department of psychology were broken, and the relationship with the community mental health clinic had been broken off by the administration.

Associate Dean Robert Johnston has been developing a program of faculty academic advisers for first-year students during the past year, 1963-1964. In-service training for the interpretation of test scores (College Boards), secondary school records, and college regulations as applied to student advisees is under way.

Overall coordination of counseling services should be established by the administration. Staff should be appointed to implement the program, including: A director of counseling (a clinical psychologist) and additional clinical psychologists (ratio of one to 1500 students - a minimum) as the enrollment grows, a vocational guidance specialist, a developmental reading specialist, a psychometrician and necessary clerical staff.

The area of counseling services is essentially a student personnel service. Coordination should be provided from the Student Affairs area where all the agencies closest to student need, growth, and development lie, i.e., student health, residence hall counseling, personnel deans, campus center, financial aid, and student organizations.

Educational counseling, course selection, should be sepa-

rate from the counseling center. Counseling staff should be concerned primarily with clinical services involving health service, personnel deans, residence hall counselors, faculty, parents and primarily the student. The counseling center may serve the educational programs in education and psychology as a practicum resource. Staff members should hold academic rank in psychology with opportunity to teach quarter time.

William and Mary is aware of the need for improved counseling service, see Report of Self Study, pp. 111-118. Coordination, additional staff, a separate counseling service under Student Affairs, testing and research facilities merit administrative attention.

Discipline and Student Government

Discipline at William and Mary is vested in the President by action of the Board of Visitors. Cases involving minor infractions are handled through the offices of Dean of Men and the Dean of Women respectively. Serious infractions are considered by the Discipline Committee of the College. The Committee consists of the Deans of Students, Women and Men, two faculty, and the President of the Student Association. When women students are involved, the President of the Women's Dormitory Association is invited to participate.

The Honor Code, a tradition of long standing at William and Mary College, serves an educational purpose, through helping "to create an environment which will be most favorable to the development of honorable traits and honorable behavior." The Honor System is "more than a matter of individual morality alone, and emerges, in essence, as a system of external control administered by one's peers as the constituted authority created by the students themselves."

Students administer the Honor System through two elected councils, the Men's Honor Council and the Women's Honor Council. "Upon matriculation, each student is required to sign a statement to the effect that he understands what is expected of him under the Honor System and that infraction of the Code at any time during his student days may be punishable by dismissal from the College." (See The Honor System, College of William and Mary, 1962, pp. 8-10.) "Infractions of the Honor Code include cheating, stealing, lying, and failure to report an offense." An intensive instruction of new students is given on the Code during orientation week.

The Honor System is the college's most real and historic rec-

ognition "of student self responsibility and good campus citizenship." (See Catalogue, 1963-64, p. 41.)

Students believe in and are proud of the Honor System. They report great concern over the unwillingness of students to enforce Section 4, the requirement that a student report an infraction. Crowded conditions in the classrooms and library are contributing to cheating and abuse of the open-stack system.

The college is wisely planning increased education of new students during orientation week concerning the nature of plagiarism and the responsibilities of the individual in a free society for self responsibility.

Student elected dormitory councils, student counselors appointed by personnel deans, housemothers, and Assistant Deans of Women and Men are directly responsible for good order in the men's and women's residence halls. Student council recommendations for expulsion or disciplinary probation are considered by dean of men and dean of women. Lesser penalties such as social probation, and warning are imposed after review by the residence counselor and dean of men. There is some evidence that the men's councils do not function very well and in some instances not at all.

All women students living in residence become members automatically of the Women's Dormitory Association upon matriculation. This association passes upon rules governing women's conduct not covered by the College. One of the councils primary functions is to promote the good conduct of the women of William and Mary. The judicial body of the W.D.A. is composed of the four officers of the Association, the presidents of the four dormitories together with one president from Ludwell and one sorority president. This judicial body reviews cases referred by the various house councils, cases usually pertaining to Association rules governing checking in and out of residences and intoxication.

Each residence has a council to enforce rules within the residence "by such means as are found necessary." More serious violations are reported to the Dormitory Council. A housemother lives in each of the women's residences and sorority houses. She is a mature, untrained woman. She reports disciplinary problems to the appropriate person since she has no disciplinary authority.

Personnel deans enforce regulations and maintain discipline

as administrative officers of the college. The Dean of Students is the chairman of the disciplinary committee. The Deans of Men and Women are directly concerned with the individual student's behavior and the supervision of student organizations. Action of the Dean of Men, 1962-63, in cases of men found guilty of violations of rules or misconduct included dismissals, reprimands, probation, and withdrawals for reasons of violations of automobile and liquor regulations, drunken conduct, damage to property, disturbances and ungentlemanly conduct. The regulation prohibiting the possession or consumption of alcohol on campus or at any college function appears to be widely and openly flouted. Student respect for the rule is in jeopardy.

The principles of the Honor Code, the student organizations established for self-discipline, and the college ideals of self-responsibility and good campus citizenship provide a fine structure of student standards at the College of William and Mary. Responsibility for these standards lies ultimately with the President of the College and the personnel deans who must carry out the policies of the institution. Disciplinary procedures and action should be considered an educative process and whenever possible, a process of rehabilitation.

Implications of the disciplinary procedures and effectiveness at William and Mary indicate the following suggestions. Education and renewed indoctrination in the meaning and procedures of the Honor Code should be undertaken. Special efforts should be developed in preparing students for participation in self-discipline and self-government. Regulations set forth in the Student Handbook should be reviewed periodically. Resources of a Counseling Center should be employed in evaluation of disciplinary problems. Student leadership in self-government should be developed, particularly in the councils of men students elected in the dormitories. Consideration should be given to the preventive and rehabilitation aspects of the disciplinary process.

Student Association and Relations of Students with the College.

The Student Association of the College of William and Mary in Virginia is composed of the customary executive officers, and Executive Council composed of the president, vice-president, and secretary-treasurer of the association and the president and vice-president of each class.

The purposes of the Association are to serve as a channel of communication to the administration, the General Cooperative Committee, other student groups and the faculty. The Association also

serves as a social and service organization.

These goals are achieved through an Assembly of the Association consisting of members of the Executive Council and elected representatives selected on the basis of one for every fifty students in residence and one for every fifty day students.

The Association acts as a liaison body between the student body and college officials in calling attention to student problems and in working with officials for solutions to the problems. Special note should be made of the fact that this Association is not designated as a governing organization.

Another unique organization is the General Cooperative Committee which includes the President of the College, four administrative officials, four faculty members, the executive secretary of the Society of the Alumni, the executive council of the Student Association, the president of the Pan-Hellenic Council and the editor of the college newspaper, the Flat Hat. The Cooperative Committee discusses matters of general concern and oversees the work of the Student Association and may recommend to the President changes in social rules or the curriculum.

The lack of student interest in their Association is a phenomenon common to most college student bodies. The structure, purposes and procedures of the Association are very adequate.

Student membership on the General Cooperative Committee and the disciplinary councils of the Honor System, the Discipline Committee of the College, the Women's Dormitory Association, and the men's dormitory councils provides a structure for excellent communication, educational development, understanding and cooperation in the best interests of the College as a community of scholars. These relationships with the College are appreciated by student leaders.

Student apathy, lack of interest in participation - particularly in leadership roles, failures in communication, and inadequate cultivation of the students concerning their roles in a "free society" may account for some breakdown in the program of student relations to the College. This is not uncommon. Student personnel officers must work continuously at these problems of communication and development particularly with the growth of enrollment and turnover of student leadership.

Students interviewed and the Committee on Student Opinion of the Self Study showed particular concern for class size, fac-

ulty turnover, improved advising and orientation, more challenging curriculum in the first year ("It's just like high school, only the volume is increased"), and improved College services - health, counseling, food, and bookstore. The students are particularly concerned over the failure of the Student Association's efforts through petitions and letters to achieve any degree of improvement in the efficiency of student services. Perhaps the General Cooperative Committee should consider these student needs more regularly and the President of the College should communicate through the Committee concerning these matters.

ALUMNI AFFAIRS

Alumni of the College of William and Mary who participate actively in the Society of the Alumni, an incorporated body, include over 2000, approximately 10 per cent of the living alumni.

Organization of the Society is typical of most associations with an executive secretary and an elected Board of Directors. The Society has nineteen alumni chapters; publishes a Gazette; and supports the William and Mary Fund.

The Society sponsors Homecoming Day, Burgesses Day, fund-raising drives, interviews of male student applicants, senior class picnics and class days, and a reception for the General Assembly and state officials during each session of the legislature.

Alumni contributions are used by the College for faculty research grants, endowing chairs, scholarships, faculty salary supplements, library projects and senior class activities. The Society is building an endowment fund for support of the alumni office.

Relations of the Society and office with college admissions appear to be normal. Many alumni support candidates for admission to William and Mary, perhaps over-zealously.

Consideration should be given by the College and Society to plans and programs for involving more active interest and participation by the alumni, since one among nine plus are actively participating. Perhaps the current program of the College could be presented at Homecoming and to the chapters by special speakers representing administration, faculty, and students. A "re-tread" program, an updating of learning in certain vital areas of science, economics, government, (social science in general), could be considered as a service for alumni and closer tie for the college. Fund drives and more active participation by alumni may follow through greater clarity of the College's program and increased

loyalty to the institution.

Student Personnel

The College staff from the President to the student resident counselors have a genuine concern for the total welfare of students, including his physical and mental health, development of talents, social relations, and intellectual motivation.

Records are complete and accessible. A central file is maintained in the Registrar's Office. The personnel deans maintain certain records.

Knowledge of and concern for the student's physical and mental health are evidenced but are not as complete as should be. Medical histories are filed.

1. Records of medical examinations should be filed also for all students.
2. Physical examinations should be given all students who participate in athletics.
3. Psychiatric consultation should be provided on a part-time staff basis.
4. The staff of the Health Service should be increased by the addition of one full-time physician, possibly two, and a secretary to care for records, particularly.
5. The physical plant should be modernized or used for other purposes, housing, and replaced by a modern plant.

The entire program of student activities is held under the supervision of the College, including societies, clubs, fraternities and sororities, interest groups, student government, student publications (Flat Hat, a weekly newspaper, the Colonial Echo, a yearbook, and the William and Mary Review, a literary magazine), dramatics, music, lecture and arts. Four honor societies (notably the mother chapter of Phi Beta Kappa), fifteen professional societies, and twenty-four interest groups or clubs all provide areas for personal growth and service to the educational purposes of the institution. (See General Catalogue, 1963-64, p. 41 "The College seeks to foster intellectual interests, cultural appreciation, and a democratic spirit among its students..")

The College believes that one of its major purposes would be to inculcate by means of the several phases of college life the ideals of self-responsibility and good campus citizenship.

Student activities and organization do accomplish these College objectives.

An estimated 80 per cent of the students participate in student organization and activities programs. The intramural program is particularly extensive.

Facilities are limited in some areas. The eleven national fraternities and nine sororities provide social activities and learning opportunities for students. They constitute administrative problems for the College, however, for management of internal affairs and relations with the institution. Those organizations which exclude students from consideration for membership on grounds of race or religion will be a concern for the institution.

PHYSICAL PLANT

A visitor on the campus of the College of William and Mary finds it generally pleasing in appearance as to both grounds and buildings. Random checking on the contents of the self-study report indicates that observations are accurate. Problems are generally recognized and efforts in many cases are being made to cope with them. It should be recognized that there may be a legitimate difference of opinion as to proper solutions in many cases.

We concur that the services of a landscape architect should be secured if this has not already been done. The colonial campus grounds are beautifully maintained; maintenance of other portions of the campus by Colonial Williamsburg appears desirable if such service can be secured at a figure the College can afford. Other recommendations concerning the grounds, parking lots, access roads, etc., are worth investigating and many of them appear sound.

General satisfaction with maintenance and services is registered in the self-study report. Except where time has worked its ravages, buildings appeared to be generally in acceptable condition. The number of cleaning men and women is necessarily so large, however, that it would be wise to consider increasing the number of supervisors. It is difficult to supervise a work force scattered over many buildings. A night supervisor is necessary for those who must do their cleaning at night.

The chief building problem appears, from the report and from

on-campus investigation, to be faculty studies. Some have quite adequate studies. It would be wise to provide, as rapidly as possible, adequately equipped private offices for all faculty members who do not already have them. We understand that conversion of existing buildings or portions thereof to this function will be possible as the building program progresses. Doubtless the present telephone switchboard, and perhaps its location, will become totally inadequate when telephone connections to the new offices are made.

The plan for campus development appears, as the report states, to be workable. Doubtless many changes will be made in indicated building locations but the basic plan for using the land appears sound. We do not find the style of architecture used on the new campus objectionable. In fact, the new physics building and Yates Hall are rather pleasing examples of contemporary architecture. The ten foot off-sets between the sections of Yates appear to have answered the objection to long, noisy halls. When several of the buildings in contemporary style on the new campus have been completed, along with the landscaping, the effect should be at least acceptable.

RESEARCH

Although some members of the William and Mary faculty have been engaged in creditable research and writing, increased interest and emphasis on such activity are needed. This statement is especially true because of the growth of the graduate program.

The Visiting Committee agrees with the Steering Committee in the belief that a coordinator of research activities should be identified. The relationship of such activity to the graduate program would suggest that the dean or director of graduate studies might be assigned such duties. His responsibilities would include not only the promotion of research but the technical examination of proposals to research agencies to establish the extent of the College's commitment - academic, financial, and otherwise, in the suggested project.

The Steering Committee was also wise in requesting consideration of the adoption of a system of sabbatical leaves and also the development of a larger institutional fund for the support of research. Due recognition should be given to the needs of fields that by their nature have limited opportunities for securing support from private or governmental foundations or agencies.

SPECIAL ACTIVITIES

General Observation

The self-study as printed indicates considerable degree of involvement. It appears to be comprehensive in scope. The visitation process leaves the writer with the impression there is much lacking in depth and breadth of the self-evaluation process. Persons responsible for special activities were used initially for informational resources but apparently were not used extensively in self-evaluation process. There exists little evidence that such persons had the opportunity to know exactly what happened after being used as initial information sources. In fact not a single individual was aware of composition of the final report.

The projections in the main with exception of radio and television were recommended to be discontinued as special activities of William and Mary.

Conformity to Standards

All activities of a special nature appear to be conforming to standards. The question raised in exception concerns extension. In reality a director is charged with the responsibility of operating a program of extension, who also has other important assigned duties such as coordinator of the two branches and the summer school. There exists a feeling by some faculty that extension is not a proper function of the college. Consequently there is considerable lack of respect for this special activity and a lack of cooperation by responsible persons in the exercising of controls to insure quality. Any charge that extension suffers in quality is a responsibility of several persons rather than any one individual.

Report on Extension

Historically an extension program has existed at William and Mary since 1919. Financial records reveal an income of \$15,156.38 in 1954-55 which increased in 1961-62 to \$120,279.27. Obviously the college responded to demands for this type of special activity. The statement of aims does not clearly identify this as an activity of the college. In reality it has been an activity which by practice has existed. The college has employed state support and by virtue of this has responded to a role of leadership in this endeavor. Fundamentally, support cannot be accepted without subsequent responsibility.

The real conflict appears to exist between an interpretation on the part of some of the faculty and administration as to the scope of role of the college as compared to the reality of role in a contemporary society of an institution which must be ever sensitive to the needs of such a society. In essence, the society which supports an agency has certain priorities of expression for services. The agency which fails to recognize such must in effect face the question of continuation of support.

The question frequently raised as to quality of program can only be answered by a cooperative effort of all concerned which are involved in such a program. The desire on the part of the director of extension is in evidence. The cooperation on the part of administration and faculty appears to exist to much less degree. The challenge rests with those in a responsible position to cooperate to insure a program of real quality equal to the stature and reputation of the institution of William and Mary. In a spirit of real cooperation by all concerned rests the real answer to this question of quality.

In summary, the recommendation is that extension has outlived its usefulness and is no longer the only or best way to meet existing needs in the area; therefore, it is recommended that the extension program be absorbed by other existing or new agencies as soon as possible and in no event later than 1966. This appears as a recommendation of the self-study group. There appears to be little justification for such a position. Uniquely the institution of William and Mary enjoys a role of prestige. The support is from the Commonwealth of Virginia and therefore it has no alternative except to continue this very worthwhile special activity with administrative and faculty implementation and support.

Junior Colleges

There exists two branches of William and Mary. They are Christopher Newport College in Newport News and Richard Bland College in Petersburg. They exist by virtue of legislative mandate of 1960. A revised statute of 1962 makes them an integral part of the College.

The operation is under a coordinator on the parent campus. They are properly staffed and operated in accordance with existing accrediting standards of the association.

The self study recommends, on the grounds that prolonged operation of such branches would be consistent neither with their

best interest nor with the fundamental purpose of the College of William and Mary, that as soon as the branch colleges attain academic maturity they should be separated from the parent college. While this may represent a preference of choice of those making the recommendation, it is unrealistic. The fact is they exist by mandate of the legislature which provides support for William and Mary. The only choice remaining is one of implementing operation and programs of quality to the best interest and highest level possible.

The Evening College

This college was established in 1952. The director is competent and conducts an operation in accordance with existing standards and regularly teaches nine hours. This is unfair both to the director and program and should not continue.

The self-study recommends on the grounds that the functions can best be served by other means that the operation be discontinued by September 1966. The recommendation while sincere does not offer any solution to meeting the needs now being met by this organization. A self-study which develops an insightful approach to a problem area should suggest a solution of an appropriate nature.

The Evening College is a worthwhile and useful mechanism of providing additional services and should be continued and expanded in line with existent needs.

Summer Band School

This special activity is carried out in a most professional manner. It has grown considerably since inception in 1952. It cannot be classed as a college level activity. It serves as a real public relations device of keeping the image of William and Mary before students and parents that this institution considers a unique service of this type to be a role of an institution with a long history of service and leadership to the area.

The project is self-sustaining and could be profitable. Such profit could conceivably be applied to a scholarship fund for worthy students in music.

True, as reported in the self-study, it may be distracting to some facets of the summer program, but certainly the merits outweigh such factors.

It seems more liberal to enliven the campus during the summer session with youthful performance in band exercises than to discontinue this program.

Radio and Television

This is the only special activity in the self-study which has had any degree of favorable response. The assumptions relative to study and further development may open the doors to opportunity for improved programs, instruction and cultural advantages not otherwise available.

It is a valid observation that operation has in the past been and at present is expensive. Such is a pattern not to be denied or criticized. It is but a statement of fact of experience. The initial outlay however expensive calls only for vision, planning and adequate support to realize a real potential in improvement in techniques and processes of instruction and communication to enhance the College of William and Mary.

The writer agrees with the general recommendations of the self-study and urges action of an immediate nature.

SPECIAL ACTIVITIES

1. The question of meeting standards for extension can be raised. This if true is more the fault of responsible persons on campus because of lack of interest or concern than of the person responsible for extension, the director of extension. The director is placed in a role of responsibility for a program and is forced to proceed in operating such a program without complete cooperation and at times in spite of faculty opposition of this function.

2. Conflict of purpose and aims with role of institution as to special activities. There seems to be strong feeling from some faculty that a liberal arts college does not need to be involved in the process of extending appropriate programs and services. The institution by source of support and orientation to this area cannot in fact be negligent of the expectations or demands of the citizens of the area.

3. The recommendation to discontinue the evening college is unrealistic. A need for such activity is evidenced by enrollment. It is operated in a sound manner. The director carries a nine-hour teaching load. This is too great if he is to continue in his present role of director.