Regular Meeting  
Hugh Horton, presiding  

September 23, 1957  
9:10 A.M.

Minute 1: The minutes of the meeting of June 3, 1957 were approved as corrected.

Minute 2: President Horton introduced the new members of the faculty.

Minute 3: A letter from Mrs. John G. Herndon was read by Harry Pfund expressing appreciation for the flowers sent by the faculty at the death of Professor Herndon.

The President was asked to appoint an appropriate person to prepare a memorial minute concerning Professor Herndon.

Minute 4: The Secretary read a letter from Mrs. William Meldrum conveying her appreciation and approval of the memorial minute concerning Professor Meldrum, which was spread upon the minutes of June 3.

Criterion for Awarding Final Simple Honors

Minute 5: The Curriculum and College Program Committee was asked to consider the possibility of the faculty's awarding more than Final Simple Honors to students who do not do special work for Honors.

Minute 6: The Committee on Fellowships and Prizes, Howard Comfort chairman, was asked to prepare a report on the existing liaison arrangements for fellowships offered by the college or by outside sources. This report was to be made at a special meeting of the faculty, to be held Monday, September 30th, at 4:10 P.M.

Adjourned, 10:30 A.M.

John R. Cary
Secretary
Special Meeting
President Borton, presiding

September 30, 1957

Minute 1: The minutes of the meeting of September 23 were read as corrected.

Faculty Attendance at College Meeting for Worship
Minute 2: Dean Cadbury announced that as a result of discussions with the student committee on meeting, the upper facing bench will henceforth not be occupied during the college meeting for worship. The students would also appreciate the presence of more faculty members at meeting.

Faculty Research Funds
Minute 3: President Borton reported that the Board of Managers had approved the following recommendations made by a committee appointed by the Board. (See Annex 1)

1. That an annual fund be set aside by the College for faculty research projects and that an initial sum of $10,000 be made available in 1957-58 for immediate disbursement.

2. That the President be empowered to appoint a faculty committee with broadly defined powers. Such a committee would assist him by making recommendations for the use of College research funds, by assisting faculty members with their applications for such funds or for funds from sources outside the College.

3. Research of a military nature is held to be inconsistent with the Peace Testimony of the Society of Friends and shall not be undertaken on the campus. The College will not make formal application to any source for funds for military research. The College shall not limit the freedom of faculty members to apply through other institutions for funds for military research, provided such research is then undertaken off the Haverford campus.

4. Non-military research may be undertaken on campus. For such work, the College will be willing to apply for funds to sources outside the Department of Defense, provided it does not exceed the space and the facilities available at the College, or conflict with the other College duties of the faculty member in question. The Board will entertain on their own merits requests for funds from any department of government, including the Department of Defense.

Appointment of Research Committee
Minute 4: The faculty approved a suggestion that the Faculty Research Committee be appointed by the President in consultation with the Academic Council, in consultation with the three divisions represented in the Council. This committee shall draw up procedures of application for grants from the College Research Fund, as well as criteria for the awarding of such grants. The committee shall make its recommendations at a special meeting of the faculty, to be held in November.

Adjourned 4:45 P.M.

John R. Cary
Secretary
From the Committee on Research Grants to the Board of Managers

1. Since an increase in research activity at Haverford College would enrich the teaching program and stimulate independent study and publication by the faculty, faculty research should be encouraged and the Board should make an annual appropriation from College funds for that purpose.

2. To this end, the President shall appoint a faculty committee on research to advise him with regard to research activity at the College. This committee might assist members of the faculty in the preparation of their research applications, suggest sources of funds for research projects, and sponsor those projects which have its approval. The committee should recommend to the President those projects which should receive grants from the unrestricted research funds made available by the Board. It should also assist the President in avoiding overlapping of research proposals and in related problems.

3. Research, the significance of which in the opinion of the College is primarily military or when a military objective motivates the investigation to any degree, or which is classified for security reasons, or which involves security clearance of personnel, or the publication of the results of which is restricted, is considered to be military research and is not consistent with the Peace Testimony of the Society of Friends. Hence, the College should not apply to any source for funds for military research.

4. As for non-military research, the College should be willing to apply for funds to appropriate sources, not including the Department of Defense and its branches, on behalf of a faculty member subject to the following provisions:
   a) Such activities should not conflict with his other College duties
   b) The solicitations should be coordinated by the administration and a faculty committee on research
   c) The allocation of College facilities and resources to the project should be approved by the administration and the faculty committee on research

While the Board of Managers does not feel free to seek the aid of the Department of Defense in raising money for research, requests addressed to the College from any department of the government should be considered by the Board on their merits.

5. Recognizing the obligation of the Board to assure academic freedom at Haverford, and also that members of the faculty do not necessarily share the Quaker Peace Testimony, a faculty member is and should be free to:
   a) seek funds from any source including the Department of Defense for non-military research on the campus subject to the conditions enumerated in 4. above
   b) solicit funds from any source and pursue off-campus research of any nature, providing such activities do not conflict with his regular College duties
Regular Meeting
President Borton, presiding

October 24, 1957
11:10 A.M.

Minute 1: The minutes of the meeting of September 30th were read and approved as corrected.

Minute 2: Upon the recommendation of the Committee on the Graduate Program, the faculty approved the termination of the Social and Technical Assistance Program as of May 1957.

Minute 3: Dean Cadbury reported for the Academic Council that the Council had met and recommended the appointment of a Faculty Research Committee to be comprised of Wallace MacCaffrey, Chairman, Howard Comfort, Marcel Gutwirth, Fay Selove, Herman Somers, Russell Williams, with provision for rotation. The president has appointed the committee.

Minute 4: The faculty approved the suggestion of Cletus Oakley that a vote of thanks to the inauguration committee comprising Howard Teaf, chairman, Frank Parker, and John Cary, be spread upon the minutes.

Minute 5: In accordance with the decision of September 30th, a special meeting of the faculty will be held November 4th at 4:10 P.M. to hear the report of the Committee on Fellowships and Prizes, and to consider as well the report of the Faculty Research Committee.

Adjourned 12:10 P.M.

John R. Cary,
Secretary
Faculty of Haverford College

Special Meeting
President Borton, presiding

November 4, 1957
4:10 P.M.

Minute 1: The faculty dispensed with the reading of the minutes of the previous meeting.

Minute 2: The faculty approved a student petition, presented by Dean Cadbury, requesting that the dates of the Christmas vacation as listed in the College calendar be changed to read: 4 P.M., Wednesday, December 18 to 8 A.M., Friday, January 3. Added to this was the proviso that classes scheduled to meet on Thursday, December 19th, will meet at the corresponding hours on Saturday, January 4.

Liaison procedures for national fellowships
Minute 3: Howard Comfort reported on behalf of the Committee on Fellowships and Prizes, which recommends a continuation of the present liaison arrangements for student and faculty fellowships. It further recommends that a list of such fellowships together with the names of the liaison persons and pertinent facts about the fellowships be made known annually to students and faculty. (See Annex I) The report was approved by the faculty.

Criteria for faculty research grants
Minute 4: Wallace MacCaffrey presented a report on behalf of the Faculty Research Committee. (See Annex II) Following discussion of the report the faculty approved that the funds for the current academic year be used according to the following order of priority:

1. Typing of final copies of manuscripts
2. Equipment and services requisite to research
3. Publication of manuscripts

The faculty did not approve the use of current year's research funds for the following:

1. Maintenance grants-in-aid
2. Creative work in such fields as, e.g. music or writing
3. Improvement of courses

The report was returned to the committee for its revision according to the decisions of the faculty.

Adjourned 5:30 P.M.

John R. Cary, Secretary
Annex I

MEMORANDUM

At a meeting on September 24, 1957,

The Committee on Fellowships and Prizes discussed coordination of awards made from off-campus sources. The Committee was joined by Andrew Scott and John Cary, two of the Faculty liaison officers, and acknowledges with thanks their contribution to the discussion.

The previous scope of the Committee's work has been limited to administration of fellowships and prizes listed in the current catalogue, pp. 113ff. The Committee has never had any functions toward such awards as the Rhodes Scholarships for which application is made to an off-campus source of grant.

The Committee and those Faculty liaison officers whom it has been possible to consult are agreed that nothing would be gained by altering the system whereby some interested member of the Faculty exercises general supervision over a well-defined area. Improvement is possible within the present framework, however, in respect to a wider understanding by both Faculty and students of certain aspects of these awards.

The Committee therefore is willing to undertake the compilation of a sheet of summary information regarding the various grants and suggests that this sheet be made available to all members of the Faculty for their information, and be posted on the undergraduate bulletin boards. At the President's discretion, it might also be adapted for insertion in the Catalogue. However, operational administration of Rhodes, Fulbright and similar grants should remain as at present, through Faculty liaison officers.

The Committee will continue, if it is the Faculty's wish, to administer the Cope Fellowship.

As regards research grants to members of the Faculty, the Committee sees no special function for itself.
Annex II

Tentative statement of principles to govern allocation of Faculty Research Fund.

The following statement is a tentative one, submitted for faculty discussion and subject to faculty approval before it becomes effective. For discussion at special faculty meeting, Monday, 4 November.

In preparing this statement the committee has kept in mind the sum of $10,000, the amount available for expenditure during the current fiscal year, e. g., until 1 September next. We doubt that this sum can meet all the research requests suggested or desired by faculty members. Hence we have set up several categories of possible expenditure in order of priority. Section I to be given first preference in allocation of funds, and so in order. We have also listed under Section III other categories of expenditure which might be considered were a larger amount available (as we hope it will be in future years), but which cannot be considered practicable at present.

We have also kept in mind that this fund would primarily provide for research needs which could not be met through grants from existing foundation or governmental sources. Applicants would be asked to demonstrate that such funds were not likely to be available for their particular proposal.

Section I - Research grants to assist members of the faculty while engaged in full-time teaching at Haverford. The fund would provide equipment and services necessary for carrying out a particular research project.

Equipment - This heading would include such items as laboratory equipment, microfilm, books (when directly relevant to project in hand) or mechanical stenographic aids. Obviously not all possibilities can be listed here; the committee would consider requests on their own merits, so long as the desired object was necessary to advance the particular research project in question. Equipment so purchased would become college property.

Services - 1) The final typing of all scholarly or scientific manuscripts for publication would be paid for out of the fund. The formal procedure for application outlined below could be by-passed and money would be granted for the typing of final copies merely upon notification to the chairman of the committee. Each faculty member would make his own arrangements as to a typist; he would receive a specific grant for this purpose.

2) Stenographic assistance required in the course of research (e. g., the typing or re-typing of early drafts) would be included in the budget submitted for a particular project and funds made available accordingly.

3) The college will consider the possibility of providing additional stenographic staff to be used by faculty for other than the above purposes out of its ordinary budget.

4) Research assistants - Grants would be made to provide laboratory assistants, computers, searchers, or other auxiliary personnel requisite to a project.

5) Travel - Grants would be made for travel within the United States where such travel was essential to the advance of the project. Transportation costs would be met, and a contribution made towards out-of-pocket costs. Such trips would have to be included in the plans for research submitted when request for funds was made. (See Procedures below.)
Section II - Grants in Aid. These would be made solely to obviate the need for a summer job when the latter was undertaken not for professional reasons but to augment inadequate family income. The grant would be calculated to offset this need and would be available only to faculty members in the two lowest ranks.

Section III - Various other proposals considered by the committee were set aside for the present as beyond the scope of the existing fund. They include the support of essentially creative work, e.g., the writing of a novel or composition of music; or payment to provide part-time freedom from teaching. While it is difficult to define the term "text-book" the fund would give low priority to support of research leading to such publication. If support were given, the recipient would be under moral obligation to repay the college out of his royalties. It seems unlikely that at present any support can be given towards the actual costs of publication, nor can we presently afford grants designed to improve courses or to better one's general professional competence.

Section IV - Procedures - For the present fiscal year a deadline for applications would be set as of 1 December; money granted would be spent during the balance of this academic year and during the summer of 1958. Applications for grants during the fiscal year 1958-9 would have to be in by 15 April 1958 (the college budget for 1958-9 is approved by the board in May). But a second and supplementary set of applications for money to be spent in summer 1959 would be entertained in November (probable deadline 15 November 1958). Applications should be presented in eight copies (so as to facilitate their circulation among the committee). Details as to the exact form of applications will be drawn up before 1 December; applications would certainly include a precise description of the project, an estimated budget of expenses, and some indication why funds cannot be expected from some other source.

Section V - All full-time faculty members and emeriti professors would be eligible for grants.
November 20
1957

Mrs. John Goodwin Herndon

dear Faculty Friends,

I've never been able to write personally to the members of the faculty who wrote such kind
letter and heartfelt tribute to June at the time of her death last June. And I wish them to know how much I appreciated their love and sympathy at my loss. It means so much to me at this difficult time in my life.

Sincerely and gratefully yours,

Grace M. Hendon
FACULTY OF HAVERFORD COLLEGE

Regular Meeting
November 21, 1957
President Borton, presiding

11:10 A.M.

Minute 1: The minutes of the meetings of October 24 and November 4 were read and approved as corrected.

Attendance requirements for students

Minute 2: Robert Wisner reported for the Academic Standing Committee. He reminded the faculty that it is their duty to report absences of students who are on cut probation. Robert Wisner reminded the faculty that it is the individual faculty member's right to establish his attendance requirements for students. The Dean stated that he should receive copies of cut infringement notices sent by faculty members to students.

Biennial review of faculty salaries

Minute 3: Ralph Sargent reported the following recommendation of the Committee on Faculty Compensation: that the biennial review of faculty members' salaries previously recommended by the faculty and adopted by the administration, shall also include the salaries of faculty members at the top of their salary brackets. Such a review shall not preclude the possibility of promotion to another bracket. The faculty approved the recommendation.

New course offering in Arts and Services

Minute 4: Norman Wilson reported that the Arts and Services Committee recommended approval for the offering of a new unit, Reading to the Blind, listed under Community Service. The faculty approved the recommendation.

Faculty Research Fund: criteria for allocation, procedure for application

Minute 5: The faculty approved the final report of the Faculty Research Committee, given by Wallace MacCaffrey, outlining the revised allocation principles and the procedure for application to the faculty research fund during the academic year 1957-58. (See appendix I)

Minute 6: Howard Comfort was asked to prepare a memorial minute for John G. Herndon.

Minute 7: The faculty approved Howard Teaf's recommendation that the College administration make representation to the Congressional Representative from the local district in support of legislation now under consideration which would benefit the tax status of faculty members' pensions.

Minute 8: The secretary read a letter from Mrs. John G. Herndon expressing thanks to members of the faculty who sent letters of condolence at the death of John Herndon.

Adjourned 12:15 P.M.

John R. Cary,
Secretary
I. All full-time members of the Haverford faculty, emeriti, and part-time faculty members on joint appointment with Swarthmore and Bryn Mawr Colleges are eligible to receive grants.

II. The fund will be used primarily to support research needs which cannot be met through existing outside sources. Where there is any expectation that such outside assistance will be available, applicants are urged to make application to such sources before approaching the research committee. Applicants seeking outside support but who think it likely they may make application to the college research fund for the same project later on are urged to notify the committee at the time of their original application.

III. The fund will pay for the final typing of all scholarly manuscripts intended for publication. The grant will be made upon submission of the brief application form to the chairman of the committee (see attached Procedures information). Each faculty member will make his own arrangements as to a typist. A schedule of maximum allowances for various types of manuscripts is included in the Procedures information. The grant will include cost of materials. If the recipient receives payment for publication, it is expected that he will reimburse the fund for this typing grant.

IV. Grants may provide equipment and services necessary for carrying out particular research projects.

1. Equipment. This includes such items as laboratory equipment, microfilm, books, mechanical stenographic aids, or any other item demonstrably necessary for the research project in question. Equipment so purchased becomes college property.

2. Stenographic assistance. Stenographic assistance required in the course of research, e.g., the typing or re-typing of early drafts may be provided. Such needs must be estimated in the budget submitted with the application for grant. A grant of money will then be provided for the necessary stenographic assistance.

3. Research assistants. Grants may be made to provide laboratory assistants, computers, searchers, or other auxiliary personnel requisite to a particular research project.

4. Travel. Grants may be made for travel where such travel is essential to the advance of a project. A contribution will be made towards transportation costs and towards out-of-pocket expenses. Such trips will have to be included in the plans for research submitted when request for funds is made.
Publication. Priority will be given to the purposes listed in Sections III and IV above. If funds are still available, grants may also be made to assist publication. Assistance may be granted towards the publication of articles in scholarly journals and towards the publication of longer manuscripts previously accepted by a reputable publisher.

VI. The faculty has determined that funds will not be awarded at present for the following purposes: 1) grants for maintenance; 2) grants for the support of essentially creative work, e.g., the writing of a novel or composition of music; 3) grants for the improvement of courses.

The committee would find it useful if faculty members receiving grants from outside sources would report this to the committee even though they have no intention of applying to the college research fund for additional grants. The committee would thus be enabled to keep a register of all current research activity in the college.

Information as to procedures to be followed in making application for grants is attached.

Applicants for grants from the fund during the current fiscal year are asked to submit formal application to the committee by 1 December 1957.

Secretarial assistance, other than that specified in Section III and IV (2) will be provided by the college.
Procedures for application to Faculty Research Fund.

I. Applications for grants to pay for the final typing of scholarly manuscripts (Section III of Principles) are to be made on special form attached. Such application may be made at any time during the year.

II. All other applications are to be made by the following dates: for the present fiscal year (through 31 August 1958) by December 1957; for the fiscal year 1958-9, 15 April 1958; a second and supplementary set of applications will be received in November 1958 for the balance of the fiscal year 1958-9.

III. Each application for funds (except under Section I above) must be made in eight copies. Applicants are invited to make use of duplicating facilities in the Faculty Secretary's office or in Sharpless Hall.

IV. The application must include the following: 1) brief title of project; 2) professional personnel (if others besides applicant); 3) detailed description of project, including its scholarly context; procedure to be followed, and plans for publication; 4) specified equipment or services requested; 5) probable time necessary to complete project; 6) a list of the applicant's own publications relevant to the proposed project; 7) the applicant should submit a list of names of professionally competent individuals who can evaluate the professional significance of the project; 8) the applicant must submit a detailed budget of estimated expenses.

V. The applicant should specify alternative funds which have been previously sought and indicate if, other research funds will share in support of the project.
Application for grant for typing final manuscript.

1. Title of Manuscript:

2. Publisher (journal or press); please indicate whether manuscript has already been accepted for publication:

3. Number of pages; please indicate 1) if manuscript is in foreign language; 2) whether text is of technical nature, requiring use of symbols; 3) how many pages of tables or other technical material, not in body of text:

4. Estimated number of hours required to type manuscript:

5. Estimate cost of paper and other materials:

6. Estimated total cost:

(Signature)__________________________

(Date)______________________________
FACULTY OF HAVERFORD COLLEGE

Special Meeting	 December 9, 1957
President Borton, presiding	 4:10 P.M.

Minute 1: The faculty dispensed with a reading of the minutes of the previous meeting.

Minute 2: The president turned the meeting over to Frank Parker, president of the Haverford chapter of the American Association of University Professors. Frank Parker presented a summary of concerns which the local chapter wished to share with the faculty. The statement observed that these concerns had arisen from the national crisis in higher education. It noted a general threat to the dignity of the teaching profession, as reflected in three areas:

1. A decline of the living standards of the teacher in comparison with other professions.
2. The continued insignificant role of the teacher in making policy for American education.
3. The threat of a decline in the quality of students admitted to institutions of higher learning during a period of admission pressures, together with the prospect of a lowering, rather than a raising, of standards of academic performance expected of students admitted to institutions of higher learning.

A period of discussion followed.

Adjourned 5:00 P.M.

John R. Cary,
Secretary
The AAUP chapter of Haverford College wishes to bring before the faculty a number of concerns arising from the general crisis in higher education, in the hope that the faculty may be moved to take a stand on some of the major issues that confront our profession today. Whereas in the normal course faculty meeting is devoted to purely local concerns, the Haverford chapter of the AAUP feels that, as the sole organized body on campus representing Haverford's participation in the profession-at-large, it should invite the faculty, from time to time, to act upon the larger questions that face us as members of a profession.

The over-riding fact which impresses itself upon our minds in surveying the present crisis in education is that of a drastic deterioration of the dignity of our calling. No society can survive which does not take seriously the responsibility of preserving, transmitting, and increasing the body of accumulated knowledge upon which it exists: if through unparalleled technological prowess our society has temporarily blinded itself to that fact, reality will not be slow in reasserting its claims -- if it has not done so already! The prime need is not to assess responsibility, or to trace this state of affairs to its historical origins: the need is to take cognizance of the fact, to proclaim it throughout the land -- so as to alert all to their own peril, either as members of this profession or of the society which it serves -- and to cast about for remedies consonant with the magnitude of the problem. Specifically, the decline in the dignity of our profession breaks down into three related aspects: 1) the collapse of the living standards of the profession; 2) the impotence of the profession in shaping the destinies of American education; 3) the deterioration of standards in education. We propose to consider these in order, and to advance suggestions for dealing with them on the Haverford scene.
1) It is no rhetorical exaggeration to speak of a collapse of living standards in the profession. Economically speaking, professors are more or less in a class with garbage collectors. In a society which measures the worth of the services performed on a scale of monetary remuneration, no more need be said about the official estimate, so to speak, of the dignity of our profession. The salaries we are accorded reflect a first disparagement of our worth. Knowledge that we are pauperized translates itself in turn into an attitude of condescension on the part of the rest of society. The injustice of this treatment is the more difficult to tolerate as by consenting to sell our services for such modest financial rewards we in fact subsidize the education of those who underpay us and in some ways look down upon us. The average salary of a doctor institutionally employed (as by group insurance organizations) is of the order of $14,000. The simple truth is that we are no longer even within hailing distance, economically speaking, of our professional brethren.

The response that we seek to this situation is an abandonment on the part of Colleges and Universities, of mere palliative practices, such as piecemeal faculty raises, as ultimate goals in their handling of this crisis. The ultimate goal must be the economic rehabilitation of the profession, and neither faculty nor trustees ought to consider the situation met until the teaching profession has regained the relative economic position it enjoyed thirty or forty years ago when, economically speaking, it still could be counted among the liberal professions.

A great temptation in the years and even in the months to come will be for our society to attempt to meet the immediate crisis in scientific education, while ignoring the general and over-riding crisis; this by advancing the economic status of science professors.
trend must be resisted with all the power at our disposal — by exposure of such practices and the refusal of all heads of departments to cooperate in such a policy — for if it succeeds the fate of a liberal arts concept of education is sealed.

Specifically, in the Haverford context, we propose: a) that the Faculty make known to the Board its concern with the deterioration of the economic status of the profession and with the threat implied therein to the quality of American education.
b) that the Faculty invite its Economics Department to set before the Board reliable statistics arrived at by methods which meet with high professional standards, and which in its judgment are relevant to the economic status of the faculty at Haverford.
c) that the Faculty set before the Board the proposal that tuition figures consonant with the real cost of education be made the main source of faculty salaries, thus liberating endowment revenues for scholarships and other costs, since owing our economic well-being primarily to funds obtained through solicitation, however high-minded, compounds beggary with the indignity reflected on the profession by its pauperization.

2) The American University is a unique professional community governed entirely by laymen. The President of the University often is a member of the teaching profession, but he need not be: he can be a retired general or a politician biding his hour of greater glory. The Board of Trustees, which is the government of the University, if it includes a member of the profession, usually does so on grounds other than strict professional relevance. When the President of the United States convenes a national-wide Committee on Education Beyond the High School, it is made up of thirty-five laymen and administrators, and of one lone representative of the teaching profession — a professor of education.
Once more, the need is not so much to inveigl against such a phenomenal disregard of the profession on its own professional grounds, nor simply to marvel at the historical process which has led to such impotence on the part of our profession in the affairs that directly fall within its competence; but here again we must assert that such a situation does constitute an anomaly, that it fairly cries out for rectification, and that the quality of American education is bound up with the amount of self-rule — and hence of professional dignity in the truest sense of the word — possessed by the teachers and scholars who impart such education, and whose corporate embodiment is the University.

Specifically, at Haverford, we propose that the Faculty invite the Board to turn its attention to the possibility for the College of making a radical departure from the current educational practice in America by giving the Faculty a more preponderant voice in the management of its affairs. In addition, we submit for serious consideration to the Faculty, as a first step towards perfecting what self-rule we already possess: that it institute a Committee on Committees (Standing and Ad Hoc), which shall supersede the committee-appointing function of the Academic Council and of the Administrative Committee, and which shall be made up of the faculty representatives to the Board, and of an elected representative for each of the three Divisions of the College.

3) Finally, the dignity of our profession is bound up with the quality of the education we impart, and this in turn partly depends on the quality of our students. With the spectacular rise in the segment of the population coming of college age in the next decades, the pressure of the demand for a college education on a mass basis is going to prove a sore trial for the already sagging structure of academic standards. This is the ultimate battleground on which the profession must be empowered to wage the fight, not
only for the dignity of its calling, but for the very existence
of a liberal education worthy of the name. On the entrance re-
qu:uirements of colleges and universities, on the principles of
selection by which the most gifted in all fields are given a
chance for higher education, as well as on the standards of per-
formance in higher education, and on the tireless weeding out of
those who prove unfit for it, rests the future both of the pro-
fession and of the service it performs.

At Haverford, specifically, we have nothing to suggest beyond
a re-affirmation by the Faculty of its concern for the maintenence
of the quality of entering students and its improvement as the
field of selection widens, and for the upholding of the standards
of academic performance expected of students at the College.

To conclude: Haverford College has maintained itself on a
high plane of achievement on the three fronts described above,
and the Haverford Faculty is thankful for the favored position it
enjoys within the ranks of an underprivileged profession. We want
to make it abundantly clear to the Board and to the Administration
that the gloomy picture of the status of our profession, which as
the AAUP charter of Haverford College we find ourselves obliged to
present realistically to the faculty, in no way reflects a criticism
of the good-will or the efforts of the Board and Administration to
remedy the local situation. But just as we believe that the Faculty
would do well to consider its status as members of a larger profes-
sional body, so we think the Board must quite properly regard
themselves as acting in these matters not solely as the governors
of a singly institution, but as those entrusted with the welfare
of American education, and hence bound to take more than a parochial,
competitive interest in the biochemical solution of day-to-day
economic and administrative problems. By taking the lead in recognizing the existence of the total crisis and setting an example in dealing with it forthrightly and imaginatively, the College has once more the opportunity to put the whole of American education in its debt.

Respectfully submitted,

HEVERFORD COLLEGE CHAPTER
AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

Frank Parker, President
Harry Mund, Secretary-Treasurer
Ralph Sargent, National Councillor
Jan. 3, 1958

Dear Friends,

I am most grateful to you all for the beautiful roses and snapdragons you sent me at the time of my husband's death. You were very kind to think of me.

Sincerely yours,

Maud Haddleston
FACULTY OF HAVERFORD COLLEGE

Regular Meeting
President Borton, presiding

January 23, 1958
11:10 A.M.

Minute 1: The minutes of the meetings of November 21, 1957 and December 9, 1957 were read and approved. The statement of the Haverford Chapter of the American Association of University Professors was attached to the minutes of the December meeting for the information of the faculty.

Minute 2: The faculty approved Archibald MacIntosh's request for a special faculty meeting to be held March 3 at 4:10 P.M. for the purpose of discussing matters of concern to the admission committee.

Minute 3: Robert Wisner reporting for the Committee on Academic Standing, again called attention to the deterioration in the regularity of students' class attendance during the first semester, as well as in academic performance. Faculty members were urged to assist in encouraging regular class attendance by close adherence to the college practice that reports must be made to the office of the Dean whenever a student:

1. Misses any class while he is on probation or cut probation, or
2. Misses two consecutive classes.

Social Science elective requirement

Minute 4: The faculty approved a change in the Social Science elective requirement presented for the Curriculum and College Program Committee by Holland Hunter. The new requirement reads:

"The requirement may be met by taking four semester courses chosen from at least two of the following departments: Economics, History, Political Science, Sociology (including Psychology courses also listed under Sociology)"

Minute 5: President Borton introduced and welcomed Vice-President Walter Baker, who will be in charge of the college's development program comprising planning, public relations and fund raising.

Minute 6: A memorial minute in tribute to John G. Herndon was read and ordered spread upon the minutes (see Annex I), with a copy to be sent to Mrs. Herndon.

Minute 7: Roy Randall was asked to prepare a memorial minute in tribute to Alfred Haddleton.
Appointment of additional members of History Department recommended

Minute 8: The President reported that at the recommendation of the Curriculum and College Program Committee he had recommended to the Board of Managers the appointment of an additional member of the Department of History, to expand offerings in Modern European History.

Addition of Shell Research Assistants to Faculty Research Fund

Minute 9: The President reported that the Shell Oil Company had presented the college with a gift of $500.00 to be applied toward faculty use in any field. The President suggested and the faculty approved, that the grant be administered by the Faculty Research Committee according to the criteria established for the current academic year. The faculty asked the President to convey to the Shell Company appreciation for the broad educational philosophy which it had adopted in making grants not only to the science departments but to the faculty as a whole.

Minute 10: Will Lyons was asked to act as faculty liaison for the Social Science Research Council.

Minute 11: The faculty ordered a minute of thanks and farewell to Henry Weatch at the completion of his term as Visiting Professor of Philosophy.

Statement on college security check advices to AAUP Bulletin

Minute 12: The faculty approved acceding to the request of George Pope Shannon, editor of the A.A.U.P. Bulletin, for a statement of the college advices to faculty members on this question, provided that the word "advices" was specifically used in characterizing the statement. (A copy of the President's reply to Mr. Shannon is attached.)
JOHN GOODWIN HERNDON, Jr., was born on November 26, 1888, at Washington, D.C., and died at the age of 68 at his home on the Haverford College campus.

He was educated in the public schools of Washington and pursued his undergraduate studies at Washington and Lee University, where he was granted the Bachelor's and Master's degrees in Arts in 1911 and 1912, respectively, and was elected to Phi Beta Kappa in 1931. In 1913 he was a Fellow in Taxation at the University of Wisconsin, and had a large share in drafting the Regulations for the Wisconsin Income Tax of 1911.

In 1915 he returned to Washington on the staff of the Bureau of Labor Statistics, under the auspices of which he published in 1918 his first book, *Public Employment Offices in the United States*; later he served with the Bureau of Internal Revenue.

In 1918 he came to Philadelphia with the National City Company of New York, and was soon widely recognized as a tax expert. Two years later he opened his own office as a tax consultant, at the same time as he was extending his scholarly interests into the international field through further graduate study and through experience with the League of Nations, and was drawing closer to an academic career.

After some brief classroom experiences elsewhere he joined the Haverford College Faculty as Lecturer in Economics and Political Science in 1928; three years later he was granted the Doctorate of Philosophy by the University of Pennsylvania for his thesis *Relief from International Income Taxation*. From 1933 to 1946 he was chairman of the Department of Government at Haverford, and thereafter he was Professor of Public Finance until his retirement as Professor Emeritus in 1954.

He was a man of many interests on and off the campus. One of his abiding concerns was underscored by an article he contributed to Haverford Trends in 1951, the infusion of Haverford graduates into the Foreign Service of the United States.
None of his candidates failed the Foreign Service examinations, and at one time there were proportionately more Haverfordians than graduates of any other institution in this branch of the Government.

A further interest was the preparation of pre-legal students, which led to the publication of his pamphlet *Principles of Constitutional Interpretation* in 1941.

A hobby which greatly interested him was philately; he amassed an outstanding collection of postage stamps, with special emphasis upon the issues of the United States.

He was adept and masterly in his use of the English language, and was well known for many years as a writer on income taxation, first in the Philadelphia *Public Ledger* and later in his book *Your New Income Tax* published by the John C. Winston Company in 1932, and finally through his work as Editor-in-Chief of the same Company's *Cumulative Business Encyclopedia* during the entire period of its existence, 1935 to 1950, and through his editorship of the *Winston Tax Digest*. In addition, he contributed to the Encyclopedia a volume on taxation, which was frequently revised and reprinted.

After the War he served as one of four delegates from the City of Philadelphia to the San Francisco and London meetings of the United Nations to invite that Organization to establish its permanent headquarters in this area.

The great interest of his later years lay in genealogy, a field of activity that came naturally to him through a strong sense of responsibility to the past of his family and of his country. But for him genealogy was not ancestor-hunting for admission to societies of descendants; he was characteristically concerned to place it upon a basis of solid scholarship ancillary to the larger study of American history. In 1942 he commenced a monumental series of genealogical articles and books; he was elected a Fellow, and later Vice-President, of the American Society of Genealogists; and in 1947 he became Executive Director and Editor of the Genealogical Society of Pennsylvania until ill-health compelled his resigna-
tion in 1954. He was thereupon elected Honorary President of the Society, and was honored by the inscription of an issue of the Pennsylvania Genealogical Magazine to him.

His colleagues recall him as deliberate and well-considered in his speech, meticulous in his editorship of the College Catalogue, conscientious and imaginative in his service on committees, friendly in his relationships with students and Faculty, socially gracious with all, patient in the illness of later years; a zealous internationalist without sacrifice of the patriotic tradition which he treasured, as an influential teacher without meretricious fanfare, and as a neighbor with whom it was easy to live and from whom it was a privilege to learn.

We of the Haverford College Faculty record our appreciation of John Herndon's many contributions to the College, to the scholarship of his fields of interest, and to the community; we record our sense of bereavement; and we extend our sympathy to our dear friend, his wife Grace Middleton Herndon, and to his children who have grown up among us, Dale and Richard Herndon and Carol Herndon Burford.
January 23, 1938

W. M. Upchurch, Jr., Secretary
Shell Companies Foundation, Inc.
50 West 50th Street
New York 20, N. Y.

Dear Mr. Upchurch:

In further reference to my letter of January 9th and to the Shell Assist which you propose to donate to the college, The Faculty of Haverford College has approved of my suggestion that the second grant of $500 should be administered by the Faculty Committee on Research under the chairmanship of Professor Wallace MacCaffrey with the understanding that it shall be used for the purposes indicated in paragraph two of your enclosure entitled "Shell Assist." I am informing Professor MacCaffrey of this action and that this Assist should be administered for the purposes specified by you.

I was also asked by the Faculty to convey to you their appreciation, with which I heartily concur, for the broad educational philosophy which you have adopted in making grants not only to the science departments but to the faculty as a whole.

With renewed thanks for your generosity, I remain

Sincerely yours,

Hugh Borton

cc. to: Meeting Minutes
Wallace MacCaffrey
A. Caselli
January 27, 1958

George Pope Shannon, Editor
AAUP Bulletin
1785 Massachusetts Avenue, N. W.
Washington 6, D. C.

Dear Mr. Shannon:

In view of the fact that the "Statement" contained on pp. 13-15 of the Information for Members of the Faculty, which you wish to publish is the result of a decision of the faculty, I have thought it advisable to seek their permission on this matter.

I presented it to them at their meeting the latter part of last week. It was pointed out that the "Statement" was accepted by the Faculty in 1955 only after extensive discussion and as a series of advices to be included in the Information for Members of the Faculty.

Consequently, the Faculty consented to the publication of their statement on Security Checks with the proviso that you state specifically:

The Faculty of Haverford College accepted the report on May 19, 1955 as a series of advices to be included in its booklet entitled "Information for Members of the Faculty"

Sincerely yours,

Hugh Borton

cc to John Cary, Faculty Secretary
Faculty minutes file in Faculty Meetings
Faculty of Haverford College
Regular Meeting
President Borton presiding

February 20, 1958
11:10 A.M.

Minute 1: The minutes of the meeting of January 23rd were read and approved as corrected.

Change in Regulation Concerning Postponement of a Final Examination
Minute 2: The faculty reaffirmed the decision of the Committee on Academic Standing that henceforth no number of consecutive final examinations would be considered reason enough to alter the date of an examination for an individual student.

Minute 3: With the prior consent of the History Department, the faculty approved the recommendation of the Curriculum Committee that History 31-32 (East Asian Studies) be dropped as a general course and that instead it be made a regular offering in the History Department.

Minute 4: Wallace MacCaffrey, Chairman of the Committee on Faculty Research, announced that $7000.00 remain in the Faculty Research Fund, and that applications should reach him by March 15 for any funds to cover work to be undertaken before September 1, 1958.

Wallace MacCaffrey also reported that during the next five years the American Council of Learned Societies is offering a number of Fellowships and Grants for research in the Humanities and Social Sciences. Faculty members were asked to consult the Bulletin Board in Founders Hall for further information.

The A.C.L.S. is also establishing a register of research and new teaching developments being undertaken currently in the Humanities and Social Sciences. Faculty members who wish to have relevant activities registered were asked to send a brief description of them to Wallace MacCaffrey by March 1.

Procedure in Setting Quotas Within the Philips Program
Minute 5: Louis Green, one of the faculty representatives to the Board of Managers, reported that the Board had set a ceiling of $15,000 on the purchase of periodicals through the Philips Fund. The President explained that this step was taken in order not to reduce without a special review of the matter the quota of funds available to the Visitors and Rare Book categories of the Philips Program.
Holland Hunter asked it to be remembered that all decisions on educational policy, such as the question under discussion, are of proper concern to the faculty, whose judgment should precede any action.

**Revision of Rules Concerning Faculty Housing Procedure**

**Minute 6:** The President reported that action had been taken by the Board of Managers to make the present procedure in connection with subletting faculty housing consistent with present practice. The INFORMATION FOR MEMBERS OF THE FACULTY revised July, 1957, page 27, Subletting Procedure section, paragraph 3 was changed to read as follows: "In the event that the tenant has not been able to find members of the faculty, the student body, or the administrative staff as subtenants while the College is in session, the tenant may sublet to persons outside these groups with the approval of the president."

**Minute 7:** Acting Dean Lester requested faculty consideration of the proposal by the Student Council that there be a change in the regulation requiring student attendance at the last class preceding, and the first class following vacations. With a show of spirited solidarity the faculty in turn noted, discussed and disapproved the proposal.

**Minute 8:** Robert Wisner suggested that the current honor system requirement on the proofreading of student papers be revised. The faculty approved Steven Muller's suggestion that Robert Wisner gather a group of interested faculty members and students to discuss the matter and that he report his findings to the faculty.

Adjourned 12:30 P.M.  
John R. Cary, Secretary
Faculty of Haverford College

Special Meeting
President Borton, presiding

3 March, 1958
4:10 P.M.

Minute 1: The reading of the minutes of the previous faculty meeting was deferred until the next regular meeting.

Minute 2: The president turned the meeting over to Vice President MacIntosh, who discussed the college's admission policy and procedures.

He noted that an increase in applications, as in the present situation, does not guarantee a rise in the overall quality of applicants.

The college finds itself competing for applicants principally with Harvard, Princeton and Yale among the universities, and with Wesleyan, Amherst and Swarthmore in the college category.

Although parents of prospective students appear to esteem Haverford's intellectual standards, and to a lesser extent its emphasis on moral values, the admission office is faced with the fact that most parents gauge the college by its capacity to prepare a boy for a vocation. This concept becomes evident in a particular form in the large number of pre-medical applicants which the admissions office faces each year.

Archibald MacIntosh noted that the average class is composed equally of private and public school graduates. There appears to be no significant difference in the academic performance of the two groups in college, as measured among the top and bottom twenty student members of a class.

The college has funds of between $95,000 and $100,000 for scholarship assistance, which is given on the basis of need.

Archibald MacIntosh noted with regret that the composition question had been dropped from the College Entrance Board examinations because of the expense of the correcting process. He said that no practicable alternative had been devised, but that he hoped this might be done in the future.

When asked whether it would be possible to raise the average of College Entrance Board scores of incoming students by increasing the diversity of courses from which applicants are drawn, Archibald MacIntosh replied that this might be possible, but that the C.E.B. examination score is only one of several criteria applied in the selection process.

In reply to a further question, he noted that the size of scholarships offered by the college is not a deterring factor in the final choice of applicants.

The faculty approved a suggestion that the college charge an application fee to help meet the cost of processing applications. It
Minute 2 (continued)

was hoped that such a fee might also enable the college to administer a composition test to each applicant.

The faculty was appreciative of this detailed and informative presentation of the subject by Vice President MacIntosh.

Adjourned 5:30 P.M. 

John R. Cary, Secretary
March 4th

16 Highland Drive
Bowling Green
Kentucky

Dear Helen Carey,

Thank you so much for the copies of the headliners tribute written about my dear Julia. I appreciate it more than I can ever tell you and shall treasure it. I had copies made for the family. Hope all is going well at college. I shall be back on the campus in April.

Yours sincerely,

Max M. Herndon
Faculty of Haverford College

Regular Meeting	 20 March, 1958
President Borton, presiding	 11:10 A.M.

Minute 1: The minutes of the meeting of February 20 were approved as corrected.

Minute 2: The minutes of the special meeting of March 3 were read, but approval was deferred until the next regular meeting in order to let the secretary clarify certain items with the help of Vice President MacIntosh.

Minute 3: Robert Wisner, on behalf of the Committee on Academic Standing presented a proposal of revisions in the current system of evaluating students' academic performance (Annex I). The faculty approved part 3 of the proposal:

"3) Grades in courses presented in fulfillment of a major program of concentration must be 65 or above. In the case of a full year (hyphenated) course, then the full year average must be 65 or above."

This requirement is to be effective after September, 1958. Discussion revealed that some faculty members felt the rest of the proposal needed further clarification. The faculty asked Robert Wisner to call a special meeting of the Committee on Academic Standing at which faculty members would have the opportunity to offer such improvements as they felt were both necessary and practicable.

Minute 4: The faculty approved the suggestion that a special faculty meeting be held to consider new business omitted for lack of time in the present meeting. The meeting was fixed for the coming Monday, March 24 at 4:00.

Minute 5: Douglas Steere, on behalf of the Committee on Fellowships and Prizes, recommended that Robert L. Krause be awarded a Cope Fellowship. The faculty approved the award. A decision on the committee's proposal for the award of a second Cope Fellowship, comprising the balance of accumulated funds, was deferred until the next special faculty meeting in order to permit further discussion.

Adjourned 1:00 P.M. John R. Cary, Secretary
The present standards for evaluating student academic performance, as approved and adopted by the Faculty on April 9, 1956, appear to achieve one of their main objectives, of withdrawing the major emphasis in evaluation from a number of rather arbitrarily-fixed "passing" and "failing" course grades and placing that emphasis instead on the student's over-all academic performance.

At the same time, two years experience with the new system have revealed serious areas of uncertainty as we have put the system into practice. The major difficulties seem to arise when a particularly low course performance raises questions of the bearing of that low performance on:

a) limited elective requirements;
b) necessity of making up a course;
c) eligibility to continue on to a course for which the low performance course is a pre-requisite; and
d) validity of the low-performance course as part of a student's major program, if it is a course required for that program.

To meet these four particular difficulties, the Committee on Academic Standing proposes that the following three revisions be made in our application of the current standards for evaluating academic performance:

1) A formal procedure will be instituted whereby a faculty member submits, along with each semester grade in the 50-59 range, information reflecting the faculty member's opinion on whether that course should

a) be counted for limited-elective credit;
b) be made up by an extra course or by a course in summer school;
c) render the student eligible to take further courses which depend on this 50-59 course as a pre-requisite;

2) The Committee on Academic Standing adopts the following as their working policy, and will make it clearly and recurrently known to the faculty

Except under very special circumstances, a course-grade below 50 will entail

a) non-acceptance of that course toward fulfillment of the limited elective requirement;
b) necessity of making up the course;
c) ineligibility of the student to continue on to a course for which the sub-50 course is a pre-requisite;

Faculty members submitting grades below 50 will realize that, in addition to the student's loss of credit for this course, this grade also creates serious danger of the student's being dropped from college because of an unsatisfactory general average. The Committee thus wishes to have whatever information the faculty member can supply regarding this grade.

3) Grades in courses presented in fulfillment of a major program of concentration must be 60 or above. In the case of a full year (hyphenated) course, then the full year average must be 65 or above.
Minute 1: The reading of the minutes of the previous meeting was postponed until the next regular meeting.

New procedure in evaluating grades

Minute 2: Following a continuation of discussion on Robert Wisner's report for the Committee on Academic Standing, the faculty approved for one semester the following recommendations of the committee:

1. Grades of 60 or above require no special action by the committee (except insofar as they affect a student's average).
2. Grades between 50 and 59, inclusive, are subject to Committee and faculty judgment as to whether the course may be:
   a. counted as fulfilling a limited elective requirement;
   b. accepted for credit on the student's academic record;
   c. accepted as a prerequisite for advanced courses which require it as a prerequisite.
3. Grades of 49 and below will normally not be accepted for credit, for fulfillment of limited elective requirements, or as a prerequisite for more advanced courses.

The faculty further approved the suggestion that if the Committee on Academic Standing can offer specific proposals, the faculty would consider in its next regular meeting the question of whether to continue beyond the present semester with the newly approved procedure for evaluating grades, or to adopt such other system as the committee might propose.

Psychology 12 a limited elective in social science course offerings

Minute 3: The faculty approved the following recommendations of the Committee on Curriculum and College Program, as reported by Holland Hunter:

1. Psychology 12 is to be listed also under Sociology courses and is to meet the limited elective requirement in the social sciences.
2. A one-year extension of permission to the Romance Languages Department to offer French 23, 24, 25, and 26, simultaneously in order to allow time for a review of offerings in the department after Lawrence Wylie's return from France.

Minute 4: Several members of the faculty observed that the Board's reserve against income fluctuation, a valuable protection against temporary shrinkage in endowment income, had now reached an adequate level, and therefore that the Board might wish to devote any current operating surpluses from now on to other purposes.
New faculty salary bands

Minute 5: The president announced new faculty salary bands, effective September, 1958:

- Instructor $4500-5500
- Asst. Prof. $5500-6700
- Assoc. Prof. $7000-8700
- Professor $9000-13000.

The faculty approved an expression of appreciation to the Board of Managers for these salary increases, to be conveyed through the faculty representatives to the Board.

Minute 6: The faculty approved the award of the second Cope Fellowship to Jan Riegl, as recommended by the Committee on Fellowships and Prizes through Howard Comfort.

The faculty further approved the suggestion that the Committee shall announce its criteria for the selection of the Cope Fellow before entering into the selection of next year's candidates.

Changes in the Medical Reimbursement Plan

Minute 7: The faculty approved the following changes in the Medical Expense Reimbursement Plan, as recommended by the Administrative Committee, Howard Teaf, chairman: (Annex I)

1. The reduction of the deductible or retention by the eligible individual from $200 to $175.

2. The increase of the reimbursement from 75% to 80% of the eligible expenses in excess of the deductible.

Fellowships for graduate study at Haverford College

Minute 8: Following a report by Stephen Muller for the Committee on the Graduate Program (Annex II), the faculty authorized the committee

1. to recommend to the administration that $5000 be set aside in the budget for 1958-59, as in the past, for the award of Moses Brown Fellowships to qualified applicants approved by the Committee;

2. to develop the details connected with the establishment of two annual Moses Brown Fellowships of $2500 each, commencing in the academic year 1959-60;

3. to continue to explore the possibility and desirability of a more comprehensive graduate program suitable to the needs and purposes of Haverford College.

Minute 9: Harry Pfund reported the concern of the Library Committee about the seriously high rate of loss in library volumes. The faculty agreed that a vigorous attempt should be made both to recover missing volumes and to prevent future losses. The faculty approved a suggestion that the Library Committee convey the faculty's view on the matter to the Student Council and that the Council be asked to recommend to the faculty measures for dealing with the situation.
Minute 10: The faculty approved the Library Committee's advice to the President that an overall committee be appointed to review the issue of allocations from the Philips Fund, made up as follows:

1. Three men from the Philips Visitors Committee (William Reitzel and two others),
2. Three members of the Library Committee,

Glee Club Rehearsal Schedule
Minute 11: The faculty approved the recommendation of the Student Affairs Committee, as reported by Theodore Hetzel, that the present arrangement of Glee Club rehearsals on Tuesday evenings be affirmed, but with the proviso that academic commitments, both regular and special, continue to take precedence over any other activities on Monday and Tuesday evenings.

Minute 12: The faculty approved the Student Activities Committee's recommendation that a Campus Day be held on Thursday, March 27, from 1:30 to 5:00 P.M. In the event of bad weather, the event would be postponed until May 1.

Adjourned 6:00 P.M.

John R. Cary, Secretary
Annex I (March 24, 1958)

Howard K. Teaf, Jr.

Recommendation of Administrative Committee for the Medical Expense Reimbursement Plan, approved by the faculty March 24, 1958

The Administrative Committee recommends:

(1) Reduction of the deductible or retention by the eligible individual from $200 to $175.

(2) The Committee recommends the increase of the reimbursement from 75% to 80% of the eligible expenses in excess of the deductible.

These recommendations are made at this time in accordance with the provision in Article III, Section A5 of the Haverford College Medical Expense Reimbursement Plan.

"5. Prior to September 1, 1958 the Administrative Committee and the appropriate committee of the Board of Managers will make a recommendation to the Board concerning the desirability of continuing the Plan, together with possible changes therein."

The experience of the first two fiscal years (really a year and nine months) of this Plan showed a net addition to the reserve of $2,512.24 (assuming payment of a substantial claim which is being carried as a contingency). There is indication that the current fiscal year will yield an addition to the reserve of at least the average of the previous two fiscal periods.

If the proposed changes had been in effect during the first two years, the additional payments would have amounted to something less than $650,00, or approximately one third of the amount that was added to the reserve.

Therefore, the Committee believes that its recommendations are sound and conservative, and will permit a continued addition to the reserve, and perhaps the eventual increase in the top limit on benefit payments.

Faced with administrative decisions, the Committee over a year ago proposed to the faculty a slight change in the definition of eligible expenses. It is hardly worthwhile taking up the time of the Board for this small change, but if there is any question raised you should be informed. The ninth item in the list of eligible medical expenses covers drugs and medicines. It was decided that prescription in a hospital was unnecessary and discriminatory
limitation. Therefore, this is being interpreted and administered as drugs, medicines, and dressings prescribed by a physician.

If you wish me to discuss these proposals with Albert Linton, who is the Board Member who would be most familiar with this kind of thing, and most interested, I shall be glad to do so.
The Committee on the Graduate Program wishes to make the following report to the Faculty:

During its meetings this year, the Committee has discussed the problem of a graduate program at Haverford College. In this connection a variety of proposals were presented in some detail. The Committee desires further to explore some of these ideas, but it is not at this time prepared to offer them to the Faculty for consideration. The Committee believes that the development of a suitable graduate program for the College will require the most careful planning.

At the same time, the Committee is cognizant of the obligations of Haverford under the terms of the Moses Brown Fund. The Committee believed that, after an interim year 1958-59 and unless and until a more comprehensive graduate program is developed, $5000 per annum of the income from the Moses Brown Fund should be set aside for two annual fellowships of $2500 each. The Committee expects that fellowships of such value will attract first-rate graduate applicants for a year of residence at the College, in pursuit of academic goals in keeping with the intention of the Moses Brown Fund.

Accordingly, the Committee requests from the Faculty authorization to proceed as follows:

1. To recommend to the administration that $5000 be set aside in the budget for 1958-59, as in the past, for the award of Moses Brown fellowships to qualified applicants approved by the Committee.

2. To develop the details connected with the establishment of two annual Moses-Brown Fellowships of $2500 each, commencing in the academic year 1959-60.

3. To continue to explore the possibility and desirability of a more comprehensive graduate program suitable to the needs and purposes of Haverford College.
Faculty of Haverford College

Regular Meeting
President Borton, presiding

17 April, 1958
11:10 A.M.

Minute 1: In the interests of time, the suggestion was approved that the secretary circulate minutes of faculty meetings to members of the faculty at least a week before the following meeting. In this way, consideration of the minutes during any meeting would be limited to noting changes which faculty members may wish to make.

Revision of Grading System

Minute 2: On behalf of the Academic Standing Committee Acting Dean Lester presented a proposal for a new system of evaluating students' academic performance (Annex I). The faculty approved the following:

1. The minimum passing grade is 60. No course-credit of any kind is given for a course in which the grade is below 60, though the grade will of course be counted in the student's general average.

2. If a student receives a grade lower than 65 in a course which is a prerequisite for another course, he must, in order to take that other course, receive the permission of the instructor. (In some courses in the curriculum a grade higher than 65 may be requested in a prerequisite course.)

3. The general averages required for promotion shall be 60 for Freshmen, 65 for Sophomores, and 70 for Juniors; the average required of Seniors for graduation will be 70.

The faculty was reminded that they had already given approval on March 20, 1958, to the policy of not accepting a grade below 65 in a course which is required as part of a student's major.

Course Changes

Minute 3: The faculty approved the following proposals presented for the Committee on Curriculum and College Programs by Holland Hunter:

In the academic year 1958-59 the following new courses will be offered:

1. In the Department of History, Historiography (History 43-44),
2. In the Department of Philosophy, Plato (Philosophy 37),
3. In the Department of Biblical Literature, Modern Christian Thought (a second semester course).

The faculty affirmed the committee's judgment that the subject matter of these courses seemed harmonious with the total curriculum, that the proposed additions did not represent mere proliferation and, finally, that the proposals had not overlooked the problem of the course load of faculty members involved.
Minute 3 (continued)

The faculty was reminded by the committee that the weekly assignment quota of nine hours per course is designed for the typical student and should not limit the hours which a student might spend on a course. It was recalled that this is a faculty agreement and should not be brought to the notice of students.

Minute 4: The faculty approved extending the registration through Friday, May 2 in order to incorporate Campus Day on May 1.

Revision of Requirements for Project Course

Minute 5: The faculty approved the following change in the catalog in the section dealing with the course numbering system: "Courses numbered from 81 through 89 are project courses open to Seniors and under exceptional circumstances to Juniors;"

Minute 6: A memorial minute in tribute to Alfred W. Haddleton was read and ordered spread upon the minutes, with a copy to be sent to Maude Hill Haddleton.

Minute 7: The president read a proposal for new procedure in faculty reappointments to go into effect September, 1958. The proposals will be circulated to faculty members for discussion at the May faculty meeting.

Adjourned 12:15 P.M.

John R. Cary, Secretary
From: Academic Standing Committee  
To: Members of the Faculty
Re: Proposed Basis for Evaluating Student Performance  
Date: April 15, 1958.

The following four points, to govern evaluation of students' academic performance, will be presented by the Academic Standing Committee to the Faculty for their consideration and approval at their meeting on April 17, 1958:

1. The minimum passing grade is 60. No credit of any kind is given for a course in which the grade is below 60, though the grade will of course be counted in the student's general average.

2. If a student receives a grade lower than 65 in a course which is a prerequisite for another course, he must, in order to take that other course, receive the permission of the instructor. (In some courses in the curriculum a grade higher than 65 may be requested in a prerequisite course.)

3. We remind the Faculty that they have already given approval to the policy of not accepting a grade below 65 in a course which is required as part of a student's major.

4. The general averages required for promotion shall be 60 for Freshmen, 65 for Sophomores, and 70 for Juniors; the average required of Seniors for graduation will be 70.

The Committee's proposal is that these standards go into effect with the academic year 1958-59.

JOHN A. LESTER, JR.
For the Academic Standing Committee.
Alfred W. Haddleton was born in Somerville, Massachusetts in 1883 and died at the age of 74, in his home that he occupied with his wife just off the Haverford campus.

Early in life he evidenced an extreme interest in Track and Field, to which he was to dedicate his life. After a short apprenticeship as Track Coach in the secondary schools of Providence he moved to Brown University and remained there as Coach of Track until the outbreak of World War I. When the United States entered the conflict his desire to serve led him to join the Y.M.C.A. and he saw duty in army camps both at home and abroad.

He started his career at Haverford in 1921, when he joined the staff as Coach of Track and Instructor in Physical Education. It was largely due to his efforts that the athletic program was continued throughout the Second World War. During his tenure all but two college track records were established. He was meticulous in his recordings, for he feared that some boy might be unjustly deprived of a record. During his later years he spent much time collecting and recording the results of all track meets in which Haverford was a participant.

His record as a Track Coach is outstanding, but his greatest contribution was his ability to imbue his boys with his own sense of loyalty, service, and love for Haverford College.

We, the Faculty of Haverford College express our appreciation of Alfred Haddleton's many contributions, for his gentle kindness, his sense of loyalty and unselfish devotion to his job and his boys. We record our sense of bereavement and extend our sympathy to his wife, Maud Hill Haddleton.
Regular Meeting
President Borton, presiding

May 20, 1958
10:30 A.M.

Minute 1: The minutes of the faculty meetings of March 3, March 20, April 17 were approved as circulated. The minutes of March 24 were approved as corrected.

Minute 2: The President requested a special meeting for a discussion of the college budget. The faculty approved holding such a meeting Thursday, May 22, 1:45 P.M.

Minute 3: The President reported that the Faculty Research Committee had recommended to him that the Shell Corporation gift of $500.00 be used to cover the expenses of faculty members who attend learned society meetings without reimbursement under the ordinary provisions. Preference is to be given to instructors and assistant professors. The President asked that requests should reach him by September 1st. A rough estimate of the necessary amount should accompany such a request.

Minute 4: Harry Pfund reported on behalf of the Library Committee that the faculty's views on library book losses had been taken to the Student Council, and that measures were being taken to search for missing volumes. The faculty strongly urged that in the future vigorous measures be taken to prevent, and if necessary to punish, infringements of college library rules. It was urged that the reserve desk be made accessible only to authorized personnel, in order to prevent the customary high loss of reserve books.

Minute 5: The faculty elected Howard Teaf to serve two years as one of two representatives to the Board of Managers. Marcel Gutwirth was elected alternative representative, to serve for two years.

Composition and duties of Academic Council

Minute 6: The President asked for comments on his proposed changes in the composition of the Academic Council and in procedure for faculty appointments, reappointments and promotions. (Annex I) The faculty approved the statement with the following changes:

p.1, paragraph 2, section 1: (The Academic Council shall) "Consider matters of college policy referred to it by the President and by members of the Council."

p.1, paragraph 2, section 3: (The Academic Council shall) "Make recommendations to the President on Faculty appointments, reappointments and promotions in accordance with accepted procedures."
p.3, last paragraph: "Except when impracticable, the Council should act on reappointments and promotions and the faculty member under review should be notified prior to December 15th of the recommendation which it is anticipated will be presented to the Board of Managers for its decision at the January meeting."

The statement will replace material on page 18 of the revised "Information for Members of the Faculty" on Procedure in Matters of Reappointments and Promotions and on New Appointments. A paragraph, similar to that on page 18, outlining the general principles to be followed in making judgments on appointments would also be included in a new revision of "Information".

Minute 7: The faculty approved for one year only the following new course offering, recommended by the Curriculum and College Program Committee through Holland Hunter: History 45-46, Modern European History, to be offered in the coming year by Mr. Coddington.

Minute 8: The report of the Committee on Faculty Compensation was presented by the chairman, Ralph Sargent. (Annex II) The faculty approved the report with thanks, but asked the committee to make certain changes which would make even more clear the urgency of the faculty salary situation at the college. The committee was asked to submit its revised report to the special meeting of the faculty May 22.

Minute 9: The faculty approved the suggestion that the secretary record a minute of thanks and appreciation for the work of John A. Lester, Jr. as Acting Dean during the current semester.

Adjourned 12:15 P.M.

John R. Cary,
Secretary of the Faculty

In meetings of the academic divisions subsequent to the meeting of the faculty, the following were elected to the Academic Council:

Social Sciences, for one year: Herman Somers
Humanities, for two years: Ralph Sargent
Physical Sciences, for three years: Aaron Lemonick
Memorandum for Members of the Faculty

In accordance with my statement at the Faculty Meeting on April 17th, I am circularizing the following statement which I read at that time and which would replace material on page 18 of the revised "Information for Members of the Faculty" on Procedure in Matters of Reappointments and Promotions and on New Appointments. A paragraph, similar to that on page 18, outlining the general principles to be followed in making judgments on appointments would also be included in a new revision of "Information for Members of the Faculty."

It is my hope that the Faculty would be prepared at its next meeting to elect the representatives called for under the proposed Academic Council and that the procedures outlined in the attached statement could then be put into effect.

Hugh Borton,
President
Report of the Committee on Faculty Compensation

May, 1958

We believe that the salaries of the Haverford faculty should:

1. Maintain the status of the academic profession in the economic development of the country,

2. Be fully competitive with those of the best institutions in the country.

The following report aims to indicate the struggle, progress, and needed direction of Haverford in reaching this goal. The period 1939 to 1957 is used herein because relative figures for the country are available.

The 18 years from 1939-1957 represent a period both of steady inflation and actual rising national income. In such a period salaried occupations, among which college teaching is conspicuous, tend to lag in relative economic status. Most state universities have been fairly successful in keeping salaries abreast of the inflationary conditions. The problem has not been so easy for private colleges. Haverford has been one of those colleges which have made a strong, continued effort, to keep their salaries growing with the national standard. The gift of the Ford Foundation to Haverford in 1956 indicates that Haverford has been among the upper 20% of private colleges in advancing its instructional salaries. But as the following figures will indicate, the task is far from finished.

Moreover, the period ahead promises to be a more difficult one. Increased student enrollment in colleges and universities will make the demand for teachers far greater. Haverford's standards will need to meet a stronger competition for outstanding teachers.

The following figures indicate the growth in Haverford salaries from 1939-40 to 1957-58.

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In 1957-58 the college added 7% to the former 5% of salaries paid into the retirement fund for each faculty member. To get a true picture of salary growth at Haverford this 7% must be added to the salary medians. With
this added 7\% the salary growth may be tabulated as follows:

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This statistical rise in faculty salaries in 18 years represents major efforts by the Administration, Board of Managers and Alumni of the College. It was achieved principally through the Endowment Campaign of the 1950's, the Annual Giving of the Alumni and friends of the college, gifts from the Ford Foundation, and increased tuition. On a dollar basis it is truly impressive.

But this same 18 years was a period of rising costs and increased national income. From 1939-40 to 1957-58 the Cost of Living Index in the United States rose by 103\%. This means that unless the income of any group rose at least by 103\%, its purchasing power was actually less in 1958 than in 1939. The professions competing with teaching did, in fact, rise more than 103\% in the period. The following table, showing relative growth of income as greater or less than this 103\%, discloses the relative position of the Haverford faculty in the 18-year development.

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These figures indicate the task still remaining just to restore most Haverford salaries to the purchasing power of 1939. Haverford is not alone in the problem. The President's Commission on Education beyond High School has suggested, as a rule of thumb, that it will be necessary to double the 1957 salaries of college teachers in the next ten years in order to keep the academic profession in a healthy economic condition. This would mean an annual increase of 10\% of the 1957 base each year for the next ten years.
Haverford has already taken the first step in this direction by announcing a raise in the salary brackets for 1958-59 as follows: Professors, from 8,000 - 13,000 to 9,000 - 13,000; Associate Professors from 6,500 - 8,100 to 7,000 - 8,700; Assistant Professors from 5,200 - 6,000 to 5,500 - 6,700; Instructors from 4,200 - 5,200 to 4,500 - 5,500. To these new figures must be added the 12% contribution made to each salary by the college for retirement funds.

This particular increase has largely been made possible by an announced increase in tuition.

Haverford thus has made an initial move in the advance indicated by the President's Commission. We submit that the college will need to plan for the further necessary steps in the next nine years.

The fact of Haverford's direct competition for good teachers is presented forcefully by the announced new salary scales for Harvard, in 1958-59.

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As a practical measure, we suggest that a comparable salary scale to this one at Harvard might well be a goal for Haverford within the next few years.

While Haverford now has an improved retirement payment plan, and a favorable medical insurance system, it would be well to take notice of developments in competing institutions, such as life insurance for faculties, aid for higher education of faculty children, and liberalized sabbatical provisions.

We commend all current methods at Haverford for raising salaries: Endowment funds, contributions from industry, annual giving by alumni and friends, and tuition. We believe that students receiving an education at Haverford should pay a substantially greater cost of education, just as the clients of lawyers and doctors pay for services received. As things now stand, college faculties are, in effect, absorbing a subsidy to students. Increases in tuition would seem to be fair and wise steps for the near future.

Last resort is that of government aid. Along with other colleges, in order to meet the expenses of higher education in the present world, Haverford may be forced to consider such proposals as those which would offer government scholarships to students and equal payments to the colleges themselves.

We believe that the small college has a unique role to play in American higher education. We are concerned that, by attracting and keeping the best quality of teachers, Haverford shall maintain that role on the highest possible level.

Respectfully submitted

The Committee on Faculty Compensation
Haverford College

20 May 1958
THE ACADEMIC COUNCIL

The Academic Council shall consist of the President as Chairman, three elected divisional representatives of the Faculty, one to be elected yearly after their original election, the two Faculty representatives to the Board, Vice President MacIntosh, and the Dean, as Secretary of the Council.

The Academic Council shall:

1) Consider matters of college policy referred to it by the President and by members of the Council.

2) Appoint the standing faculty committees.

3) Make recommendations to the President on Faculty appointments, reappointments and promotions in accordance with the procedures outlined below.

PROCEDURE FOR FACULTY APPOINTMENTS

New Appointments

The Academic Council shall appoint an ad hoc committee to make recommendations as to each new appointment to the faculty except for one-year, interim appointments. Each ad hoc committee should include the department chairman, unless his replacement is under consideration, three members each representing a division of the faculty, and an additional member, usually the second senior member of the department in which the appointment is to be made. The Chairman of the ad hoc committee should meet with the Council to summarize his committee's activities and its considerations and to present its committee's recommendations both orally and in writing.

One-year, interim appointments, or non-tenure
appointments necessitated by a sudden resignation during summer vacation when the full council cannot be called together, may be made by the President in consultation with the Chairman of the Department concerned. Such appointments shall be reported to the Council at its next meeting.

Reappointments and Promotions of Instructors, Lecturers and Assistant Professors not involving tenure

The Council shall meet with the Chairman of the Department to reach an agreement on a recommendation to be made to the President. If the Council cannot agree with the suggestion of the Chairman of the Department, the Council shall have power to appoint one or two members of the faculty to help it reach a decision.

Reappointments Involving Tenure and Reappointments and Promotions of Associate Professors and Professors

The Council shall meet with the Chairman of the Department concerned to reach an agreement on a recommendation to be made to the President for each such reappointment or promotion. If the Council cannot agree, it may then appoint a special ad hoc committee, similar to that for new appointments, except that senior members of the faculty shall be appointed to these committees where practicable. The appointment of such committees should be the exception rather than the rule. The Chairman of the ad hoc committee shall meet with the Council to summarize his Committee's activities and considerations and to present its recommendations both orally and in writing after which the Council
Special Meeting
President Barton, presiding

May 22, 1958
1:45 P.M.


Minute 2: The revised report of the Committee on Faculty Compensation was presented by Ralph Sargent. (Annex I) This was discussed, and suggestions were made for further revision in the light of faculty instructions at the meeting of May 20. The final version as presented to the Board of Managers May 23 is appended below.
(Annex II)

Adjourned 3:30 P.M.

John R. Cary
Secretary of the Faculty
Haverford College

Report of the Committee on Faculty Compensation

Per H. Barton
2/7/64

May, 1958

We believe that the salaries of the Haverford faculty should:

1. Maintain the status of the academic profession in the economic development of the country.

2. Be fully competitive with those of the best institutions in the country.

The following report aims to indicate the struggle, progress, and needed direction of Haverford in reaching this goal. The period 1939 to 1957 is used herein because relative figures for the country are available.

The 18 years from 1939-1957 represent a period both of steady inflation and actual rising national income. In such a period salaried occupations, among which college teaching is conspicuous, tend to lag in relative economic status. Most state universities have been fairly successful in keeping salaries abreast of the inflationary conditions. The problem has not been so easy for private colleges. Haverford has been one of those colleges which have made a strong, continued effort, to keep their salaries growing with the national standard. The gift of the Ford Foundation to Haverford in 1956 indicates that Haverford has been among the upper 20% of private colleges in advancing its instructional salaries. But as the following figures will indicate, the task is far from finished.

Moreover, the period ahead promises to be a more difficult one. Increased student enrollment in colleges and universities will make the demand for teachers far greater. Haverford’s standards will need to meet a stronger competition for outstanding teachers.

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This statistical rise in faculty salaries in 18 years represents major efforts by the Administration, Board of Managers and Alumni of the College. It was achieved principally through the Endowment-Campaign of the 1950's, the Annual Giving of the Alumni and friends of the college, gifts from the Ford Foundation, and increased tuition. On a dollar basis it is truly impressive.

But this same 18 years was a period of rising costs and national income. From 1939-40 to 1957-58 the Cost of Living Index in the United States rose by 103%. This means that unless the income of any group rose at least by 103%, its purchasing power was actually less in 1958 than in 1939. The professions competing with teaching did, in fact, rise more than 103% in the period. The following table, showing relative growth of income as greater or less than this 103%, discloses the relative position of the Haverford faculty in the 18-year development.

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Other institutions are already taking steps to meet the situation. Harvard University has announced a 20% increase in all salaries for 1958-59. The Harvard Salary scale will be:

Professors 12,000-20,000
Associate Professors 8,000-11,000
Assistant Professors 6,500-7,700
Instructors 5,500

These figures indicate the competition Haverford already faces to maintain a top faculty.

We therefore suggest, first, that Haverford seek to double the 1957-58 salary scale in less than 10 years. This is necessary (1) to restore Haverford faculty salaries to their former position in the economy. (2) to enable us to catch up with the best institutions and achieve the leadership Haverford once held. Haverford has taken a first step in this direction by the announced rise in salary brackets for 1958-59. The increase in the base of each rank is as follows: Professors $800 (9%); Associate Professors $500 (7%); Assistant Professors $300 (5%); Instructors $300 (7%). These increases have largely been made possible through an increase in tuition.

We suggest, second, as a practical immediate plan, Haverford set the present Harvard salaries as a short range goal (in the next few years). (Of course, Harvard salaries may be expected to increase in the meanwhile.)

At present, the process of inflation seems to have been slowed down nationally. But should inflation increase again, all figures will need to be revised upwards.

While Haverford now has an improved retirement payment plan, and a favorable medical insurance system, it would be well to take notice of developments in competing institutions, such as life insurance for faculties, aid for higher education of faculty children, and liberalized sabbatical provisions.

We commend all current methods at Haverford for raising salaries: Endowment funds, contributions from industry, annual giving by alumni and friends, and tuition. We believe that students receiving an education at Haverford should pay a substantially greater cost of education, just as the clients of lawyers and doctors pay for services received. As things now stand, college faculties are, in effect, absorbing a subsidy to students. Increases in tuition would seem to be fair and wise steps for the near future. Study of rises in tuition at other colleges should enable us to keep our tuition rates fully in step with our competitors. We believe that Haverford is in a strong enough position, academically, to take a bold lead in advancing tuition.

Last resort is that of government aid. Along with other colleges, in order to meet the expenses of higher education in the present world, Haverford may be forced to consider such proposals as those which would offer government scholarships to students and equal payments to the colleges themselves.

We believe that the small college has a unique role to play in American higher education. We are concerned that, by attracting and keeping the best quality of teachers, Haverford shall maintain that role on the highest possible level.

Respectfully submitted

The Committee on Faculty Compensation
Haverford College
22 May, 1958
May 29, 1958

Professor William R. Bowden
Dickinson College,
Carlisle, Pa.

Dear Dr. Bowden:

I have been waiting until now to answer your letter of several weeks ago because only the other day a decision was reached with regard to the matters you inquired about. I am enclosing a copy of President Borton's statement on the composition and function of our Academic Council as of yesterday's faculty meeting. You will see that the Academic Council which already was in existence but had only nominal functions, will from now on have an important hand in the matter of appointments, promotions and the like. The question of dismissals will apparently be handled as heretofore. The faculty feels that this decision, which was reached with faculty approval, is a step forward, is a useful one, and something of an improvement over the earlier procedure at Haverford College.

I am also enclosing a report which our Committee on Faculty Compensation brought to the faculty meeting. This will give you an idea of the functions of that committee. These are advisory rather than decision-making. The committee quite evidently is occasionally called on to do considerable research, as you will see from this report. The committee did not feel empowered, however, to suggest specific steps for improving the salary situation, because, as they explained, this seemed to be outside their province. The faculty urged them, however, to underscore the urgency of the salary problem even more than is already done in this report, and with this addition, the report will be submitted to members of the Board of Managers for their meeting this week. So you see that there is open communication between this committee and the President as well as the Board of Managers.

I shall be happy to answer any questions you may have, and I shall send you any additions or modifications to the materials enclosed as these may appear in the near future. We are in a period of change, under the new administration of Hugh Borton, and it is quite possible that other developments will be worth a letter to you. The faculty views this change, incidentally, as good, and feels that it has a more liberal hand in the making of policy at the College than it did up to now.

Very sincerely,

John R. Cary

Enclosure
Regular Meeting 2 June, 1958
President Borton, presiding 9:15 A.M.

Composition and duties of Academic Council

Minute 1: President Borton reported that the Academic Council had met and had appointed the standing committees for the coming academic year.

The Council had created a Medical Plans Committee as a new standing committee, to supersede the administrative Committee for Medical Reimbursement.

The Council had approved the President's statement on the composition and duties of the Academic Council, as approved with changes by the faculty on May 20, with the following exception, which the Council offers for faculty approval. The final paragraph should read:

"Except when impracticable to do so, the Council should act on re-appointments and promotions and the Faculty member under review shall be notified prior to December 15th of the recommendation which it is anticipated will be presented to the Board of Managers for its decision at the January meeting."

The faculty approved this change.

The President added that whenever possible an adverse recommendation would be presented to the Board by the November meeting.

Minute 2: Francis Parker reported that the Report of the Faculty Compensation Committee had been received with appreciation by the Board of Managers at its last meeting. Chairman Stokes had said that the Board would take cognizance of the report in its future consideration of faculty salaries.

Minute 3: Some faculty members felt that the Board of Managers would be aided by a clear statement on the uses of the Faculty Research Fund during its first year of operation. The faculty approved that

1. The Faculty Research Committee should report on the use of the Faculty Research Fund during its first year, the report to be given in the early fall, preferably at one of the September meetings.

2. The report should incorporate any suggestions which might be made during the summer concerning new uses for the Fund.

Minute 4: The faculty awarded High Honors as indicated below to students in the following departments:

Kenneth L. Geist English
Newcomb Greenleaf Mathematics
Robert L. Krause Biology
J. Wilson Myers English
Jan A. Riegl Psychology
Minute 5: The faculty recommended to the Board of Managers that appropriate degrees be awarded to those students who have fulfilled the requirements.

Minute 6: The faculty recommended to the Board of Managers that the Master of Arts degree be awarded to Priscilla Krancer Goldthwait.

Ira Reid reported for the Committee on the Graduate Program that a thesis toward fulfillment of requirements for the Master of Arts degree had been received from Patricia Wolgemuth within the time limit allowed for submission, but too late for reading by all members of the Committee.

The faculty approved a proposal that Patricia Wolgemuth be recommended for a degree in June, 1959, if the thesis proves acceptable.

Minute 7: The faculty recorded its warm appreciation of the service of Martin Foss, who is retiring at the end of the current academic year.

Adjourned 11:15 A.M.

John R. Cary,
Secretary of the Faculty
June 2, 1958

Mr. Gilbert F. White  
Haverford College  
Haverford, Pennsylvania

Dear Mr. White:

I am writing to ask your advice. As chairman of a committee to draft a faculty handbook, I have been asked to contact several other colleges as well as Haverford College to ask about your experience with by-laws. We at Ithaca College would appreciate your answers here.

1. Do you have a set of by-laws?

2. May we have a copy?

3. What general comments would you make regarding a system of by-laws?

Your cooperation is sincerely appreciated.

Very truly yours,

Margurite Rowland
Chairman, History Department

MR/bm
Dear Dr. Cary:

Thank you very much for your letter of 29 May and for the enclosures on the work of the Academic Council and the Committee on Faculty Compensation.

Your new procedure on matters of appointments, promotions, and tenure seems to me an admirable one. Such an arrangement at Dickinson during the past five or six years -- but why day-dream? We do have as our ranking faculty committee the Policy Committee, to which one member from each rank is elected by the faculty; but in addition to these four elected members, four are appointed by the president. The president is chairman of the committee, and the dean is a member ex officio. Thus this is not a particularly representative group, and it has a purely advisory function; it has nothing to do with appointments and the like.

We do not have anything like your Committee on Faculty Compensation, either. Reports similar to the one which you sent have been prepared here in the past, but always by a committee of the local chapter of the AAUP rather than by a committee of the faculty. Although our present salary scale is somewhat lower than yours, our administration has done a great deal to raise salaries during the ten years I have been here. It does seem, however, that a committee on promotions and tenure should also have complete information and perhaps some authority in the area of salaries, since a tenure policy might be completely thwarted by inequities in salary.

I should appreciate very much your letting us know of any significant developments in these matters at Haverford. The chairman of our committee is in France for a few weeks, so we shall probably not function as a group before the middle of July; but then we hope to have definite proposals to submit to the Trustees at their meeting in December. If we are successful, our success will be due in large part to you and to seven other faculty secretaries who have responded to our plea for help. We are very grateful.

Very sincerely,

William R. Bowden
July 22, 1958

Professor Margurite Rowland
Ithaca College
Ithaca, New York

Dear Professor Rowland:

President Borton passed your letter of June 2 on to me for answering. Please pardon the delay. A vacation has intervened.

I have enclosed a copy of the College's Information for the Faculty, together with revisions made since July 1957.

You will note from the introduction to the Information that the College does not have by-laws as such, but rather a set of "semi-official ground rules". In crucial areas, however, these ground rules are quite as official as by-laws, as for example regarding academic freedom or in matters of new appointments, reappointments and promotion. In other areas, again, as in the question of security checks, the procedure is given in the form of an advice to the faculty, with the decision left to each faculty member.

Some of the policies were proposed by faculty committees; others were put forward by the administration, as for example the separate April 1958 revision of procedure on appointments and promotion. All such matters, however, are put to the faculty for its approval or disapproval. This is not a written procedure, but rather a practice of post-war origin which is adhered to closely. Faculty meetings are presided over by the President. Decisions are reached by consensus. This occasionally requires more time, but it also tends to ensure a full illumination of the issue and a more generally approved decision.

I shall be happy to answer any questions you may have.

Sincerely yours,

John R. Cary
Secretary of the Faculty