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1971 Command Inspection Academic Information Naval Postgraduate School Monterey, California (exerpt)

Monterey, CA; Naval Postgraduate School

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1971 COMMAND INSPECTION
Academic Information

Naval Postgraduate School
MONTEREY, CALIFORNIA
From: Superintendent, Naval Postgraduate School, Monterey, California
To: Chief of Naval Personnel (Pers-10)

Subj: Command Inspection

Ref: (a) ChNavPers (Pers-10) ltr Ser 78/71 of 5 Mar 1971

1. In preparation for the Command Inspection for the Naval Postgraduate School on 28-30 April 1971 and in accordance with reference (a), the information contained herein is hereby submitted.

F. H. Burnham
By direction
INFORMATION REQUIRED FOR EVALUATION OF
NAVAL POSTGRADUATE SCHOOL, MONTEREY, CALIF.
(AS RELATED TO ACADEMIC MATTERS)

A. PURPOSE OF INSTITUTION

1. List mission, tasks and recommended changes, if any. For changes indicate authority, date of promulgation and letter references.

B. ORGANIZATION, MANAGEMENT AND ADMINISTRATION

1. Summarize command and organizational relationships and attach an overall organization chart of the institution and a chart of the Operations and Programs Organization.

2. List personnel allowance versus on-board strength for officers, enlisted and civilian staff and for students.

3. Describe and/or attach examples indicating management effectiveness.

4. Provide information on Board of Advisors and Visiting Committees (purpose, composition, dates of last visits, principal observations and recommendations, and estimate of value or influence of these groups).

5. What is the role of the faculty relative to the governance of the institution?

6. List the date of the last revision to the faculty manual or handbook and attach a copy of its "Table of Contents."

7. Show professional organizations in which the School has institutional membership.

C. INSTRUCTIONAL FACILITIES AND EQUIPMENT (List separately for each Academic Department)

1. Description of facilities and equipment (include laboratories and associated equipment).

2. Adequacy of facilities and equipment.

3. Adequacy of custodial/janitorial staff.

4. Amount and adequacy of funding support.

5. Five-year outlook if current level of funding support continues.

D. LIBRARY

1. Description of current and planned facilities.
2. Holdings and procurement program.
3. Staff (number, qualifications, adequacy and professional development).
4. Library hours and degree of use.
5. Research orientation.

E. EDUCATIONAL PROGRAM

1. Degrees and degree requirements.
   a. Number of degrees (in fields of study) conferred in 1970 (Bachelor's, Master's, Doctorate's).
   b. Basic requirements for MA/MS degree in each curricular area.
   c. Requirements for satisfaction of prerequisite programs in each curricular area.
   d. Specific types of degree awards for each curriculum.
2. Admissions.
   a. Standards, procedures and controlling factors for admission to each of the various curricula.
4. Curricula.
   a. Describe the activity leading to the establishment, modification or discontinuation of curricula.
5. Research.
   a. Indicate extent of research done by faculty and by students including number of faculty and students actively engaged.
   b. List foundation and sponsored research projects underway in FY 71.
E. EDUCATIONAL PROGRAM (continued)

c. State amounts of funds obtained for research by sources.

d. Indicate future plans in research.

6. Theses.

a. Describe purposes of these at Master's level, credit value assigned, method for selection of topic and assigning theses direction.

7. Instruction.

a. What methods and procedures used to ascertain the quality of teaching - on both an individual and collective basis?

b. What kind of recognition is extended for excellence in teaching?


a. Educational Television.

(1) Describe the present ETV program including methods of determining when and how ETV is used.

(2) List number, grades/levels and duties of support staff.

(3) List major ETV equipment.

(4) Provide data supporting cost effectiveness of TV utilization with respect to educational end results.

(5) State problems and future plans for ETV utilization.


(1) Describe the CAI program including how and in what areas CAI is used.

(2) Indicate conclusions based on CAI experience and future plans.

c. Programmed Instruction or Learning.

(1) List PI materials used including length of programs, courses in which used, results, conclusions and future plans.
E. EDUCATIONAL PROGRAM (continued)

  d. Individualized or Independent Study.

     (1) Indicate extent of program implementation, methods, materials employed, validation data, problems and future plans.

  e. Describe any other educational innovations in use or planned.

F. STUDENTS

  1. Numbers and Qualifications (provide following data):

     a. Numbers enrolled in each curriculum.

     b. Numbers in each curriculum requiring prerequisite courses or instruction prior to beginning graduate work. Indicate length of course work for these students (median and range).

     c. Numbers fully qualified to begin graduate work upon arrival.

     d. Numbers entering with advanced standing.

  2. Student Attrition Trends Over Past Five Years (list by curriculum, number, year and category).

     a. Academic failure.

     b. Other reasons (categorize).

     c. Number students (for each year) transferred from graduate degree program and/or from graduate study to undergraduate study and give principal reasons for transfer.

  3. Activities (fraternities, professional organizations, departmental clubs, etc. - please list)

  4. Is there a student or faculty/student senate or similar organization? To what degree, if any, are students included in institutional or program policy determinations?

  5. Describe the student orientation program.

  6. What arrangements are there for counseling of students?

  7. Summarize the athletics and physical education programs or activities.
F. STUDENTS (continued)

8. What are the principal social activities?

9. Is there an alumni association?

G. FACULTY

1. Describe the procedure for locating, recruiting, selecting and appointing faculty members.

2. Describe the faculty organizations (by-laws, council, committees, etc.).

3. Academic preparation of faculty (list total numbers of faculty (military and civilian separately) and indicate number having Doctorate's and Master's Degrees).

4. Personal data on civilian faculty (provide information on each number in following categories: name, year joined faculty, highest degree, academic rank and department).

5. Professional growth of faculty (summarize in terms or measures which indicate further educational attainments such as degrees sought, materials published, improvement in teaching skills, etc.).

6. General Information.

   a. Are sabbatical leaves of absence taken with full pay, partial pay or without pay? How many sabbatical leaves authorized for current academic year?

   b. What are the 1970-71 average compensation rating scales for academic ranks?

   c. Briefly describe the tenure policy.

   d. Describe the role and accomplishments of the local AAUP chapter.

   e. Are faculty encouraged to participate in community and civic affairs?

   f. List some typical teaching loads (contact hours) for faculty members.

   g. How are faculty members evaluated?

   h. Describe the means by which the faculty is informed about developments in educational technology.

   i. Describe the in-service development program for instructional staff.

   vi
H. FACULTY/STUDENT RATIO

1. Show average student enrollment and faculty/student ratio for past three years and projection for next three years.

I. FINANCIAL RESOURCES AND SUPPORT

1. List sources of income from the various federal agencies and organizations and indicate dollar amounts.

2. How many research projects have been accepted and funded by sponsors during the past five years?

3. Comment on the stability of income.

4. Describe the organization within the institution for proper allocation of resources.

5. Show educational expenditure versus expenditures for logistic support and maintenance.

6. Describe process of budget preparation and control. To what degree can the Superintendent shift funds within the total allocated to the institution?

7. How is accounting, auditing and reporting of funds accomplished? Provide a tabulation of local purchasing accomplished during the previous calendar year. Indicate total transactions, total amounts, area in which purchase made and those by Imprest Fund and those by formal purchase orders.

8. List total financial support for each of past three fiscal years; for this fiscal year; and for next fiscal year.

9. Provide status report on the Postgraduate School Foundation and expectations of support from this source.

J. ACCREDITATION OF INSTITUTION

1. Attach copy of most recent report or summary of findings by accrediting organizations (regional and professional) and, if applicable, last progress report submitted by institution.

K. PROBLEMS

1. Any problems that the Superintendent desires to bring to the attention of the Inspection Team. If submitted, it is requested that the problem be stated concisely to answer the question - What is wrong or what is needed?; that the discussion list the facts which bear on the problem and cover the essential points; and, if appropriate, that recommended action to eliminate the problem or satisfy the need be stated.
G. FACULTY

1. Most recruiting of civilian faculty is a consequence of direct professional contact between on-board faculty members and prospective faculty members or via a professional acquaintance. However, it is the responsibility of each on-board faculty member to reiterate that he has no authority to make an offer of employment. After establishing that a potential candidate is available or receptive to an offer of employment, the Departmental Chairman takes control of the subsequent communication. If the potential faculty member is suitable, the Departmental Chairman obtains a completed application form 171 in addition to any resume the candidate might submit along with his publication list. When the Departmental Chairman has made a decision to recommend a potential candidate, he prepares a memo concerning the scholarly achievement and other credentials including statements by previous supervisors concerning the candidate's teaching effectiveness. This memo is sent to the Academic Dean via the Dean of Programs. The Dean of Programs reviews the submitted material for inter and intra-departmental equity and for compatibility with the previously approved recruiting ceilings. The initial employment offer is prepared for the Academic Dean's signature. If acceptable to the potential candidate, the Superintendent sends the official offer of employment.

G.1. - 1
G. FACULTY

FACULTY BY-LAWS

Article I NAME

This organization will be known as The Faculty of the Naval Postgraduate School, and will hereinafter be referred to as the Faculty.

Article II OBJECT

The object of this organization will be to promote understanding and communication between members of the Faculty and members of the Administrative Staff, to protect and promote the professional stature of the members, and to assist the administration in accomplishing the mission of the Naval Postgraduate School.

ARTICLE III ORGANIZATION

Section 1. In order to fulfill in an orderly manner the objectives of this organization, there are herein established the following recognized bodies:

(i) the Faculty;
(ii) the Faculty Council;
(iii) the Executive Board of the Faculty Council, hereinafter referred to as the Executive Board; and
(iv) the Standing Committees of the Faculty.

Section 2. The Faculty Council is the representative body of the Faculty and is responsible to the Faculty. It is headed by a Faculty Chairman elected from the Faculty Council membership. The Secretary of the Faculty, elected from the eligible membership of the Faculty, acts in a secretarial role for meetings of both the Faculty and the Faculty Council.

Article IV FACULTY

Section 1. Membership. There shall be three classes of membership.

(i) Regular Member. Members of the staff, military and civilian, engaged in teaching in any of the professorial grades, together with the Librarian and the Head of the Computer Facility will be REGULAR MEMBERS of the Faculty. Regular Members will have the right to vote on all matters brought before the Faculty, except as provided in Article IV, Section 2 (v) (a), and Article V, Section 5 (v). Regular members will have the right to hold a single elective office as provided in Article V, Section 1, Article VI, Section 1, Article VII, Section 1, and Article VIII, Section 1, and will have the right to hold office in Temporary Committees. Elected members of the Nominating Committee may hold one additional elective office.

(ii) Ex-Officio Member. The Superintendent, the Academic Dean, the Deputy Superintendent for Programs, the Dean of Programs, and the Dean of Curricula will be EX-OFFICIO MEMBERS of the Faculty. Ex-Officio Members will have the right to vote on all matters brought before the Faculty at meetings of the Faculty, but they may not hold elective office.

(iii) Associate Member. Visiting Professors (i.e., those appointed for one year or less), members of the Faculty in the
grade of Instructor, and civilians employed on a contract or part-time basis for teaching duties will be ASSOCIATE MEMBERS of the Faculty. Associate Members will enjoy all the privileges of members except those of voting and holding office.

Section 2. Meetings.
(i) There shall be at least one regular meeting in each quarter of the Academic Year.
(ii) The regular meeting in the Second Quarter shall be known as the election meeting. (It shall be held no earlier than the third week of the Quarter.)
(iii) Special meetings shall be called upon request of the Faculty Chairman, the Academic Dean, or by a petition to the Faculty Council signed by ten percent of the Regular Members.
(iv) Meetings of the Faculty shall not be called unless at least one-half of the Regular Members are in a pay status.
(v) The Academic Dean shall preside over meetings of the Faculty. In the absence of the Academic Dean, the Chairman of the Faculty shall preside. In the event of his absence, the Chairman of one of the Standing Committees, in the order of precedence listed in Article VII, Section 1(i) shall preside.
(a) The presiding officer shall be without vote except in the event of a tie.
(iv) The agenda for meetings of the Faculty shall be established by the Faculty Council. Special items for the agenda shall be included on petition signed by ten percent of the Regular Members. The notice and agenda of any regular or special Faculty meeting shall be circulated to the Faculty by the Secretary of the Faculty not less than five days before the meeting.
(vii) A quorum shall consist of thirty-five Regular Members.
(viii) “Robert's Rules of Order (Revised)” shall be used in governing all meetings of the Faculty except when in conflict with these By-Laws.
(ix) A parliamentarian shall be appointed by the Faculty Chairman.

Section 3. Elections and Tenure of Office.
(i) Nominations for elective office, except Department Representatives and Alternates, shall be presented by the Nominating Committee. Additional nominations may be made from the floor during the election meeting. Each nominee must consent to having his name placed in nomination. Election shall be by written ballot.
(ii) Results of the election shall be published to the Faculty within a week after the election meeting and shall be certified to the Council by the Nominating Committee at the first regular Council meeting following the election meeting.
(iii) All newly elected Faculty officers, including Department Representatives and Alternates, shall assume office at
the time of the first regular Council meeting following the election meeting.

(iv) If two or more members of the same committee are to be elected at the same meeting, the member receiving the largest number of votes will be elected for the longest term and the member receiving the smallest number of votes will be elected for the shortest term.

(v) No person may hold a particular elective office for more than two consecutive terms.

(vi) The office held by any member of the Faculty scheduled to be absent from the Monterey area or otherwise unavailable for duty for three or more quarters is considered to be vacant upon the commencement of such unavailability. Vacancies occurring in this manner shall be filled as specified in Article V, Section 2(vi) for all offices except Department Representatives and Alternates. Vacancies in the office of Department Representative or Alternate shall be filled by election by members of the Department concerned.

Article V FACULTY COUNCIL

Section 1. Membership. The following are members of the Faculty Council:

(i) six Faculty Representatives,
(ii) the Department Representatives, one from each Academic Department, and one from the Navy Management Systems Center,
(iii) the Chairmen of the Standing Faculty Committees, and
(iv) the Secretary of the Faculty.

(v) When the Chairman of a standing committee is unable to attend a meeting of the Faculty Council, the committee member designated to attend in his place shall be entitled to vote on all matters before Council.

Section 2. Duties. The duties of the Faculty Council shall be to:

(i) consider all problems, policies, and procedures that are of concern to the Faculty;
(ii) determine the agenda for Faculty meetings;
(iii) assign studies of problems, policies or procedures to the appropriate committee(s), and to receive and act upon these reports;
(iv) report actions of the Faculty Council to the Faculty;
(v) circulate matters to be presented to the Faculty, such circulation to be made by the Secretary of the Faculty at least five days before the meeting at which the items are to be discussed;
(vi) appoint members to fill vacancies in elective offices except Department Representatives and Alternates, both temporary and permanent, and if the vacancy is permanent, such appointed member shall serve as a junior member until the next election meeting, at which time the office shall be filled by election;
(vii) annually elect at the first meeting following the election meeting of the Faculty from among the Faculty and Department Representatives a
(a) Faculty Chairman, and
(b) four members to serve on the Executive Board, and
(viii) receive and audit, at the end of each Academic Year, the accounting by the Special Functions Committee of funds in its custody.

Section 3. Faculty Chairman. There shall be a Faculty Chairman whose duties include:

(i) presiding at meetings of the Faculty Council and Executive Board; he may designate a Faculty Council member to preside in his place during all or any part of the meeting;
(ii) transmitting Faculty Council proceedings requiring response to the Superintendent or his designated representative via the Academic Dean; and
(iii) performing other duties that may be assigned by the Faculty Council or Executive Board.

Section 4. Executive Board.

(i) The Executive Board of the Faculty Council shall consist of
   
   (a) the Faculty Chairman,
   (b) the Secretary of the Faculty, and
   (c) four members of the Faculty Council who are either Faculty or Department Representatives.

(ii) The duties of the Executive Board shall be to
   
   (a) perform all duties assigned to it by the Faculty Council; and
   (b) establish the agenda for Faculty Council meetings.

Section 5. Meetings.

(i) The Faculty Council shall meet on a regular monthly basis during each Academic Quarter and at other times as necessary.
(ii) The Executive Board shall meet weekly during each Academic Quarter except for the week when the Faculty Council meeting occurs.
(iii) A quorum is a simple majority of the members, and voted action requires a positive vote of a majority of those present.
(iv) All members of the Faculty as defined under Article IV, Section 1 are entitled to attend the meetings of the Faculty Council. Upon recognition by the presiding officer, Faculty members may address the group.
(v) The presiding officer is without vote except in case of a tie.

Article VI SECRETARY OF THE FACULTY

Section 1. There shall be a Secretary of the Faculty. He shall serve in this role at meetings of the Faculty, Faculty Council, and the Executive Board.

Section 2. Term of Office. The Secretary of the Faculty shall be elected for a two-year period by the Faculty at the election meeting of the Faculty.

Section 3. In the absence of the Secretary of the Faculty, the Faculty Chairman shall appoint an acting secretary.
Article VII FACULTY COMMITTEES

Section 1. Standing Committees.
(i) There shall be eight standing committees: Faculty Status, Professional Practices, Scholarship, Research, Special Functions, Retirement and Insurance, Plans and Facilities, and Nominating.
(ii) Each standing committee shall consist of three elected members with each serving for three years except that terms of one, two, or three years may be assigned according to the number of votes received when necessary in order to allow one-third of the membership of each committee to be elected each year.
(iii) Eligible Faculty shall be appointed to fill vacancies as defined under Article V, Section 2(vi).
(iv) The committee member in the final year of his elected term on the committee will normally be the Chairman of each individual committee. If no member is in the final year of an elected term, then the Chairman shall be determined by the following factors in order:
   (a) the elected member with the shortest remaining tenure, or
   (b) if all members were appointed by the Faculty Council, by lot.
(v) A standing committee may establish sub-committees for special purposes. The Chairman of a sub-committee shall be a member of the parent committee.
(vi) All committees, except Nominating and Professional Practices, shall report to the Faculty Council and to the Faculty at regular Faculty meetings.
(vii) The Nominating Committee shall report directly to the Faculty.

Section 2. Duties.
(i) Faculty Status. The duties of the Faculty Status Committee shall be to consider and to make recommendations for the establishment of policies and regulations and to recommend changes in existing policies and regulations affecting the status of members of the Faculty as a group.
(ii) Professional Practices. The duties of this committee shall be to provide counsel to individual Faculty members and to the Administration, when requested, in matters relating to individual grievances and ethics. The committee, where necessary, will present the matter to the Executive Board for further consideration, but will not present such matters to the Council or Faculty unless directed to do so by the Executive Board.
(iii) Scholarship. The duties of the Scholarship committee shall be to study all matters of scholarship as they apply to the Faculty and Student Body; i.e., teaching load, curriculum development, requirements for the awarding of degrees, etc.
(iv) Research. The duties of this Committee shall be to study all matters pertaining to Faculty and Student research with the goal of encouraging research at the School.
(v) Special Functions. The duties of this Committee shall be to plan and organize special events for the Faculty; to arrange for meeting requirements for the social obligations of the Faculty; to collect, have custody of, expend, and account for all funds intended for special functions; and to carry out any other functions required of it by the Faculty, Faculty Council, and Faculty Chairman.

(vi) Retirement & Insurance. The duties of this Committee shall be to study all matters relating to retirement and insurance as they affect the civilian members of the Faculty.

(vii) Plans & Facilities. The duties of this Committee shall be to represent the Faculty on matters concerned with the use and development of land and facilities in support of the School's mission; and to provide liaison between the Faculty Council and the Administrative Plans Officer in the development of detailed plans for future academic buildings, facilities and support services.

(viii) Nominating. The duties of this Committee shall be to present at least two candidates in nomination for each elective office to be filled according to Article IV, Section 3; to present candidates in nomination for temporary elected committees when so instructed in the formative motion; to keep records of past and present membership of all committees and sub-committees; to act as tellers and record the vote in all elections and other matters coming before the Faculty in which voting by written ballot has been specified; and to act as Sergeants-at-Arms at all Faculty meetings.

Section 3. Temporary Committees.

(i) A temporary committee may be created and its duties outlined either by action of the Faculty, the Faculty Council or the Faculty Chairman.

(ii) Members of a temporary committee shall be elected or appointed as specified in the formative motion (if the committee were created by action of the Faculty or the Faculty Council); otherwise they shall be appointed by the Faculty Chairman.

(iii) A temporary committee is automatically dissolved at the end of the second quarter following its inception unless its term is extended by action of the Faculty Council or the Faculty.

Article VIII DEPARTMENT REPRESENTATIVES TO THE FACULTY COUNCIL

Section 1. One Department Representative shall be elected by each Academic Department, and one by the Navy Management Systems Center, to serve on the Faculty Council.

(i) Election shall be by secret ballot at a regular department meeting of the Second Quarter of the Academic year and not less than two days prior to the first regular Council meeting following the Faculty election meeting. An Alternate, with concurrent term, shall be elected to serve in his absence.

(ii) The results of the election shall be transmitted by the Department Chairman to the Secretary of the Faculty prior to
the first regular Council meeting following the Faculty election meeting.

Section 2. *Tenure of Office.* Except as otherwise provided herein, each Department Representative shall serve for three years. The term of the Alternate from the same Department shall run concurrently. The term of office shall begin at the same time of the first regular Council meeting following the Faculty election meeting, except that the term of a Department Representative or Alternate elected to fill a vacancy shall commence upon his election and shall extend to the end of the term of the Representative or Alternate he replaces. Initially, terms of one year, two years, or three years may be assigned by lot, drawn by the Secretary of the Faculty, among all the Academic Departments so as to allow about one-third of the membership to be elected each year.

Section 3. *Nomination.* A nominating committee of the Academic Department shall present a slate of eligible candidates. Additional nominations may be made at the Academic Department's election meeting. The Department Chairman is not eligible for nomination.

**Article IX FACULTY REPRESENTATIVES TO THE FACULTY COUNCIL**

Section 1. Six Faculty Representatives shall be elected by secret ballot at the election meeting of the Faculty.

Section 2. *Tenure of Office.* Each elected member shall serve for three years, except that initially, two terms of one year, two terms of two years, and two terms of three years shall be assigned according to number of votes, with the largest number of votes associated with the longest term, etc., so as to allow for a suitable overlap in terms of office.

**Article X AMENDMENTS**

These By-Laws may be amended provided that a notice of the proposed action has been circulated at least five days before the Faculty meeting at which the action is to take place, a quorum is present, and an affirmative vote of two-thirds of the voting members present is obtained.

**Article XI ADOPTION**

Section 1. Upon adoption of these By-Laws by the Faculty, they shall be put into effect as stated below.

(i) The office of the Secretary of the Faculty and the existing Standing Committees of the Faculty shall continue in operation without interruption.

(ii) Upon adoption of these By-Laws the term of each of the members of the Nominating Committee is extended for two quarters so that it ends at an Election Meeting in the Second Quarter.

(iii) The six Faculty Representatives to the Faculty Council and the three members of the Professional Practices Committee shall be elected at the same Faculty meeting at which these By-Laws are adopted. If this does not coincide with the regular
election meeting of the Faculty, the length of time from this
election to the next election meeting shall be considered the
first year of office.
(iv) Within twenty-eight calendar days following adoption
of these By-Laws each Academic Department shall elect its
Department Representative to the Faculty Council and his al-
ternate, in accordance with Article VIII, Section 1.
(v) Within thirty days after the adoption of these By-Laws,
the Secretary of the Faculty, or in his absence a Chairman of
a Standing Committee in the order of precedence established
in Article VII, Section 1(i), shall call the first meeting of the
Faculty Council.
Section 2. The first meeting of the Faculty Council shall be
called to order by the Secretary of the Faculty, or his substitute as
defined in Section 1(v), at which time these By-Laws shall be
considered in full effect. At the first meeting the Council will con-
duct the following business and any other business it deems necessary.

(i) A Faculty Chairman shall first be elected, and the four
members to serve on the Executive Board shall be elected. If
this first meeting occurs at some time other than in the Second
Quarter, these officers shall serve until the Faculty Election
Meeting of the Second Quarter.

Section 3. One calendar year following adoption of these By-
Laws Article XI shall be stricken from these By-Laws.

Adopted 8 May 1963
Amended 9 December 1965
17 November 1966
30 August 1967
13 November 1968
26 May 1969 and
3 December 1969

OFFICERS OF THE FACULTY

Faculty Chairman
Professor E. C. Crittenden, Department of Physics

Secretary of the Faculty
Associate Professor Carroll O. Wilde, Department of Mathematics

Faculty Council

Executive Board:
Professor E. C. Crittenden, Department of Physics
Professor A. Sheingold, Department of Electrical Engineering
Professor W. P. Cunningham, Department of Physics
Professor L. Olsen, Department of Physics
Associate Professor C. O. Wilde, Department of Mathematics,
Secretary
Professor R. E. Newton, Department of Mechanical Engineering

Members at Large
Professor J. E. Brock, Department of Mechanical Engineering
Professor E. C. Crittenden, Department of Physics
Professor W. P. Cunningham, Department of Physics
Professor L. O. Olsen, Department of Physics
Professor A. Sheingold, Department of Electrical Engineering
Professor D. G. Williams, Director, Computer Facility

Department Representatives:
Meteorology . . Associate Professor R. J. Renard, Principal
Assistant Professor J. D. Mahlman, Alternate
Electrical Engineering . . Professor J. R. Ward, Principal
Professor S. G. Chan, Alternate
Mathematics . . Associate Professor R. W. Hunt, Principal
Associate Professor K. Lucas, Alternate
Mat. Sci and Chemistry . . Professor M. F. Reynolds, Principal
Assistant Professor J. D. Mahlman, Alternate
Operations Analysis Assistant Professor G. K. Pooch, Principal
Professor J. R. Clark, Alternate
Govt. & Humanities . . Assistant Professor F. M. Teti, Principal
Associate Professor R. R. Read, Alternate
Aeronautics . . Associate Professor D. M. Layton, Principal
Assistant Professor S. Gottschalk, Alternate
Oceanography . Assistant Professor W. W. Demmer, Principal
Professor T. H. Gawain, Alternate
Mechanical Engineering . Professor R. E. Newton, Principal
Professor J. E. Brock, Alternate
Physics . . Associate Professor J. V. Sanders, Principal
Associate Professor J. N. Dyer, Alternate
Bus. Admin. and Econ. Associate Professor B. Castro, Principal
Professor L. Darbyshire, Alternate
Navy Mgmt. Systems Center Professor I. W. Ulrey, Principal
Associate Professor C. K. Cantrell, Alternate

Chairmen of the Standing Committees:
Associate Professor Russell B. Bomberger, Faculty Status
Professor Elmo J. Stewart, Professional Practices
Associate Professor Robert D. Strum, Scholarship
Associate Professor Louis V. Schmidt, Research
Professor Raymond L. Kelly, Special Functions
Professor Carl A. Hering, Retirement and Insurance
Professor Eugene C. Haderlie, Plans and Facilities
Professor Warren C. Thompson, Nominating

STANDING COMMITTEES

Faculty Status:
Russell B. Bomberger, Chairman, Aviation Safety Programs
James M. Fremgen, Business Administration and Economics
Robert R. Read, Operations Analysis

Professional Practices:
Elmo J. Stewart, Chairman, Mathematics
J. N. Cooper, Physics
Daniel J. Collins, Aeronautics

Scholarship:
Robert D. Strum, Chairman, Electrical Engineering
John W. Schulte, Materials Science and Chemistry
Carl R. Jones, Operations Analysis
Research:
Louis V. Schmidt, Chairman, Aeronautics
Gilles Cantin, Mechanical Engineering
Paul R. Milch, Operations Analysis

Special Functions:
Raymond L. Kelly, Chairman, Physics
John H. Duffin, Material Science and Chemistry
Harold J. Larson, Operations Analysis

Retirement and Insurance:
Carl A. Hering, Chairman, Material Science and Chemistry
Walter Jennings, Mathematics
John D. Riggin, Physics

Plans and Facilities:
Eugene C. Haderlie, Chairman, Oceanography
Donald A. Stenz, Electrical Engineering
Matthew D. Kelleher, Mechanical Engineering

Nominating:
Warren C. Thompson, Chairman, Oceanography
William M. Tolles, Material Science and Chemistry
Glenn H. Lindsey, Aeronautics
THE SUPERINTENDENT'S STATEMENT
ENDORsing THE FACULTY COUNCIL

The present Faculty organization represents a revision effected by passage of an amendment to the Faculty By-Laws at the Faculty Meeting of 4 June 1969. An important feature of the revision was the creation of a Faculty Council with duties and responsibilities as described in the new By-Laws later in this section. At the initial meeting of the Faculty Council on 14 July 1969, the Superintendent set forth the official School position concerning the Faculty Council. The complete statement of this position is recorded in the minutes of that Faculty Council meeting. The following paragraphs give the principal substance of that statement with suitable minor editing for inclusion in this Handbook.

The Faculty Council will give the faculty a forum presided over by its own members within which matters of direct concern to the professional life of the faculty may be discussed and recommendations prepared for transmission to the Superintendent via the Academic Dean. In plain terms, the influence of the faculty on what, in a less professional group, would be known as working conditions, is improved. The faculty is entitled to such representation, and the committee structure and Faculty Council can provide a dignified and professional way of accomplishing this important function.

Individual grievances must follow civil service procedures which are very well designed to protect individual rights; however, the by-laws do provide for a new committee to assist with individual grievances, and experience will show how this committee might be useful in complementing the existing procedures provided by the civil service and by the AAUP.

The Faculty Council will provide a more efficient means of securing faculty consultation and advice in the development of school policies, in communicating the views of the faculty as a whole to the Academic Dean and the Superintendent, and in reflecting the intentions and actions of the Navy Department and the School administration to the faculty. The Faculty Council can serve as a lens to focus the energies of the Standing Committees, presenting a clearer picture of faculty opinion to the Academic Dean and the Superintendent, and of course providing improved illumination in the other direction. By directing and coordinating the performance of the Standing Committees, the Faculty Council should be able to secure a more efficient and timely response from the faculty organization.

The Faculty Council can have another useful function. Recognizing that there will always be a need for change, there is a special requirement at this School for a better way of measuring academic stability to assist the Academic Dean in assessing this important indication of the School's welfare. There may be occasions when the judgment of the department chairmen on the effect of proposed changes on academic stability expressed through the Academic Dean to the Superintendent will need reinforcement. Frequent turnover of strong-minded admirals could result in un-
predictable policy changes which might not in the long run lead to continuous academic progress or confident professional career enhancement of the faculty. A newly engaged faculty member on committing himself to his department and the School should not expect a guarantee that there will be no change in policies or procedures during his lifetime. On the other hand he would like to know what the long range objectives of the School are, that reasonable stability in the policies which affect him can be expected, and that changes will be made only after consultation with him or his representatives in a carefully planned and responsible way. The faculty council can be very useful in serving as an independent and responsible source of advice on the impact of proposals which concern the faculty.

It must be noted, however, that the nature of the governance of this School is of necessity somewhat different from many universities and colleges. This is the Navy's School, and its only reason for existence is the proper instruction of officer students in response to the Navy's needs, modified always of course by academic degree and accreditation requirements. To insure this, the position of Superintendent was established by statute as a military command, reporting to the Chief of Naval Personnel. The Superintendent cannot abrogate his responsibilities by delegating control of administrative functions which are significant in the operation of the School, to autonomous or self-governing groups such as the form of academic council or senate frequently found on campuses today.

For example, the Superintendent cannot delegate the authority to make faculty appointments, promotions, or tenure decisions, although consultation on these matters with those most concerned is appropriate and necessary, both when the policies governing them are being reviewed, and during the process of deciding individual personnel actions. Similarly he cannot delegate the authority to appoint persons to administrative positions such as chairmen of departments and the associate and assistant Deans, nor can he be constrained in his choice by the manner in which recommendations are given to him during the process of consulting those faculty members concerned.

For this reason, and also because it is sound management in any organization, the administrative channel from the Superintendent, through the Academic Dean to the Department Chairmen must not be reduced in effectiveness or by-passed, by allowing administrative functions of these officials to be transferred to or limited by another organization.

Within these boundaries, however, there is almost no limit to the contribution which the Standing Committees and the Faculty Council can make in strengthening the dignity and professional status of the faculty, in drawing on the great talent of faculty members in seeking new and better ways to carry out our mission, and in contributing to the development of school policies.

FACULTY ORGANIZATION

The Faculty of the Postgraduate School is organized under the following set of By-Laws.