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Acad Affairs
Boyle

Edwardsville Bulletin

To the Faculty and Staff of Southern Illinois University at Edwardsville

Vol. 8, No. 13
February 27, 1976

MEMO TO: The University Community
FROM: John S. Rendleman *John S. Rendleman*
SUBJECT: Administrative Realignment

Since last August, when plans were first announced that a thorough realignment of the administrative operations of the University were being contemplated, much discussion and reflection has been given to the best ways our intended purposes could be accomplished.

At that point, we stated a rationale for realignment that was simple and direct. Base budget erosion, in conjunction with a leveling off of enrollment and a continuing diversity of service and programmatic demands, indicated that some very careful pruning of our vines was in order. In short, we wanted to provide the best possible performance in nonacademic support areas, while we strove to meet the highest standards of excellence in our academic responsibilities. We needed to exercise discipline of the highest order so that we could grow stronger and more supple on a steadily diminishing diet of fiscal support.

This exercise, combined with the expressed ideas of all the university constituencies, has brought us to the point where we feel that we can take wiser steps now than those we proposed in August. That is not to say that important and prudent steps have not already been taken. Realignment has gone forward in the areas of business affairs, student affairs, and significant areas of academic affairs. Careful review has been given to the administrative oversight of such matters as foundation and alumni relations. Severe scrutiny has been given to the recruitment of the proposed Vice-President for Administration. The process of selecting an Executive Dean of Student Affairs is now reaching completion. All of this could not have been accomplished without the dedicated perseverance of a number of interested parties; their efforts deserve our deep appreciation. All of this has been summarized in detail for the Board of Trustees in an information report presented at the February meeting.

In the light of all this vigorous discussion and positive action, it can be said that a comprehensive and clear view of our overall realignment needs has now emerged. We have been open to fresh insights to the extent that we think some of our original proposals might better serve our intention of achieving greater administrative efficiency and economy by being discarded. With the considered advice of primary administrative officers and the sound recommendations of the student affairs area committee, I have given my approval to and forwarded to the Board a modified realignment plan.

The bulk of the revised plan involves realigning the reporting lines of existing positions rather than the creation of new positions. Significant aspects of the plan involve realignment of business affairs functions under existing positions, such as Director of Physical Plant, Controller and Budget Director, and Vice-President and Provost. We have found that the creation of

the new Vice-President for Administration is no longer necessary. Accordingly, the search effort for that position has been discontinued. The plan rather would achieve needed coordination of foundation, alumni, and related activities through use of another existing position, that of Senior Vice-President for Planning and Review, who will now also be designated as Chief Area Services Officer.

An organization chart has been drawn up detailing the reporting lines which the modified plan would effect. With five exceptions, the entire realignment can be implemented by administrative action, since neither new units or titles are created nor are any units abolished. There are five exceptions, which in my judgment will require action by the Board. Accordingly, in forwarding the entire modified plan to the Board, I have indicated the following recommendations:

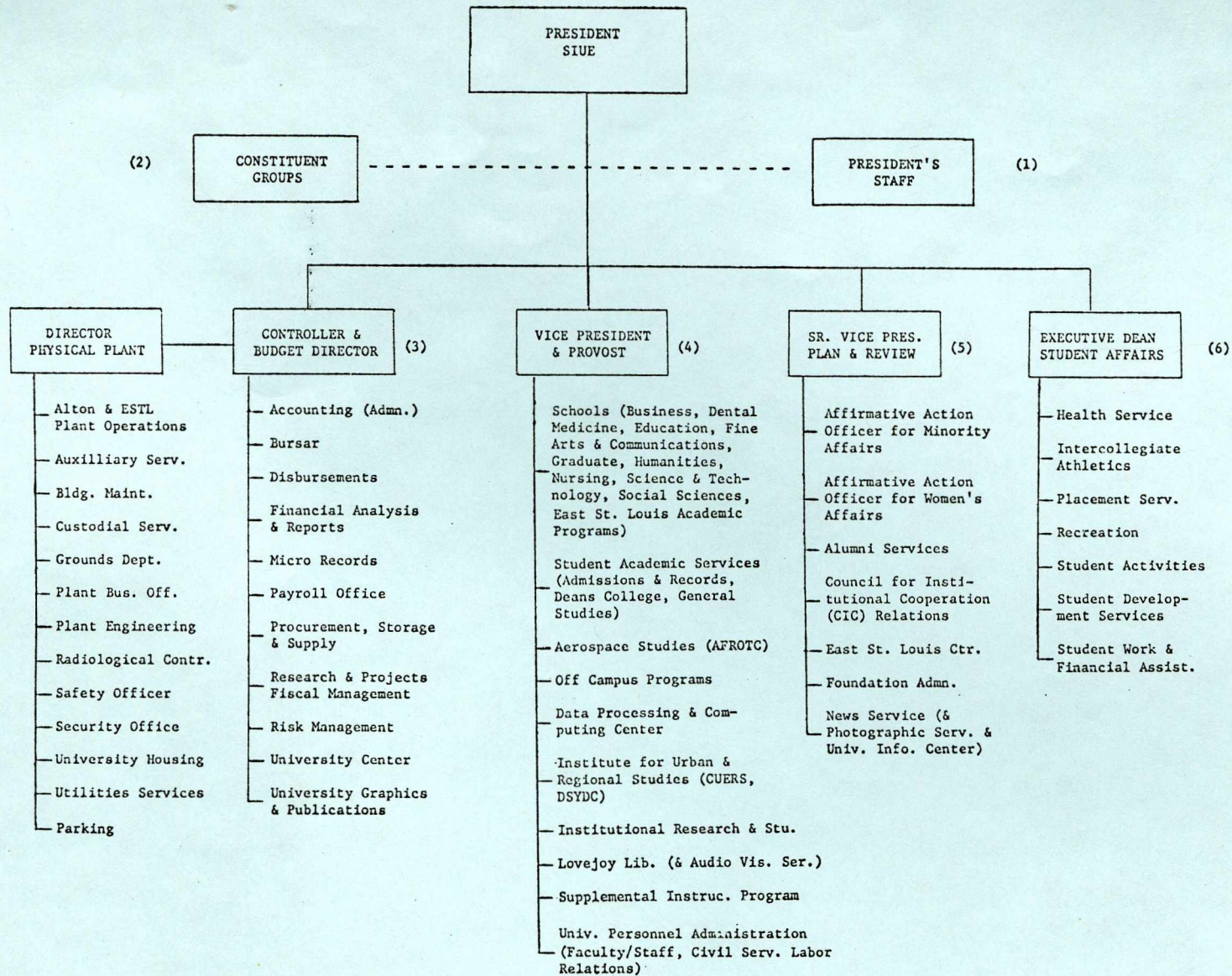
1. Combine Admissions & Records, Dean's College and Division of General Studies into the Division of Student Academic Services under the Vice-President and Provost.
2. Combine Delinquency Study and Youth Development Center and Environmental Research and Services into the Institute for Urban and Regional Studies under the Vice-President and Provost.
3. Abolish the position and title of Vice-President of Business Affairs.
4. Modify the position and title of the chief officer for student affairs from Vice-President for Student Affairs to Executive Dean of Student Affairs.
5. Designate the Controller and Budget Director as Chief Officer for Business Affairs, and Senior Vice-President for Planning and Review as Chief Area Services Officer.

Under this plan, the institution will be able to reduce four vice-president positions to two and six assistant vice-president positions to two. Four director positions under the Vice-President and Provost will also be eliminated.

Realignment in the student affairs area will incorporate recommendations made by the Student Affairs Review Committee. As soon as possible, the Executive Dean of Student Affairs will be named; he will direct the operations of the Health Service, intercollegiate athletics, Placement Services, Campus Recreation, Student Activities, Student Development Services, and Student Work and Financial Assistance.

Attached to this bulletin is an organizational chart detailing the elements of the modified realignment plan. I would like to emphasize that a tremendous amount of the most careful thought and effort on the part of many members of the University community went into this plan. In the forefront of all deliberations were the ideas and concerns expressed by the various constituencies of the University when the original realignment was made public. We feel that we have come up with a lean, strong and effective plan, fully sensitive to the concerns of the entire institutional community, as well as the area we serve. This plan should produce more economical use of the resources available to us, so that we can better deal with the high priorities of the human and academic needs of the University. I would hope that the Board will act upon it with appropriate dispatch.

Attachment



NOTES

- (1) PRESIDENT'S STAFF: General Counsel & Executive Assistant to P; Internal Auditor; Budget Director (See 3 below); Consultant to the P; Special Assistr. t to P; Executive Secretary
- (2) CONSTITUENT GROUPS: University Senate; Student Senate; Non Academic Employees
- (3) Chief Officer for Business Affairs (Controllor and Budget Director will serve as chief business officer. Budget Director portion of responsibilities will remain staff function under President.)
- (4) Chief Officer for Academic Affairs
- (5) Chief Officer for Area Services
- (6) Chief Officer for Student Services