MEMO TO: The University Community

FROM: Kenneth A. Shaw, President

I have stated my intent that openness will be the prime characteristic of the administrative operations of the University while I am President. This is to state in more specific terms the meaning of that statement.

First, the offices of the University should be open for the receipt and dissemination of all relevant information. Valid inquiries should receive quick, courteous, candid replies. Requests for action should be evaluated and responded to as soon as possible. Anyone with a complaint should receive a full and fair hearing, with necessary relief executed as soon as humanly possible. Critical comment should move without delay to the eyes and ears of those who are best positioned to judge and act upon it.

At present, there are established lines of authority. It is my desire that problems be resolved at the proper level, without having them leap over the heads of those properly responsible for them. Under normal circumstances, the channels of due process presently in place should be followed step by step, pending any changes in the future which may be deemed proper.

I fully recognize that occasions will arise in which individuals or groups may want to discuss matters with me directly, and I wish to encourage this kind of contact. To indicate the good faith of my commitment to openness, I am setting aside a significant segment of my time each week during which I will be available to discuss any problem, criticism, idea or proposal which is considered to demand my attention. Each Friday afternoon from 2:00 to 5:00 p.m. will be reserved for this purpose. I will make every effort to be available during that time; for occasions when it is essential that I be elsewhere, I will ask one of the Vice-Presidents to substitute for me. Anyone in the University community may make use of this time period to directly discuss any individual interests and concerns. To those who wish to see me during this period, I would suggest a prior phone call to my secretary, Ms. Wilma Jene Bond, at 2475, to set up an appointment. It is not absolutely necessary that an appointment be made; however, doing so will reduce the probability of a wait while others are making use of this period. This does not preclude persons seeing me at other times; rather my intent is to insure that all know they are welcome to visit with me.