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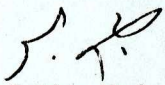
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Edwardsville Bulletin

To the Faculty and Staff of Southern Illinois University at Edwardsville

Vol. 12, No. 18
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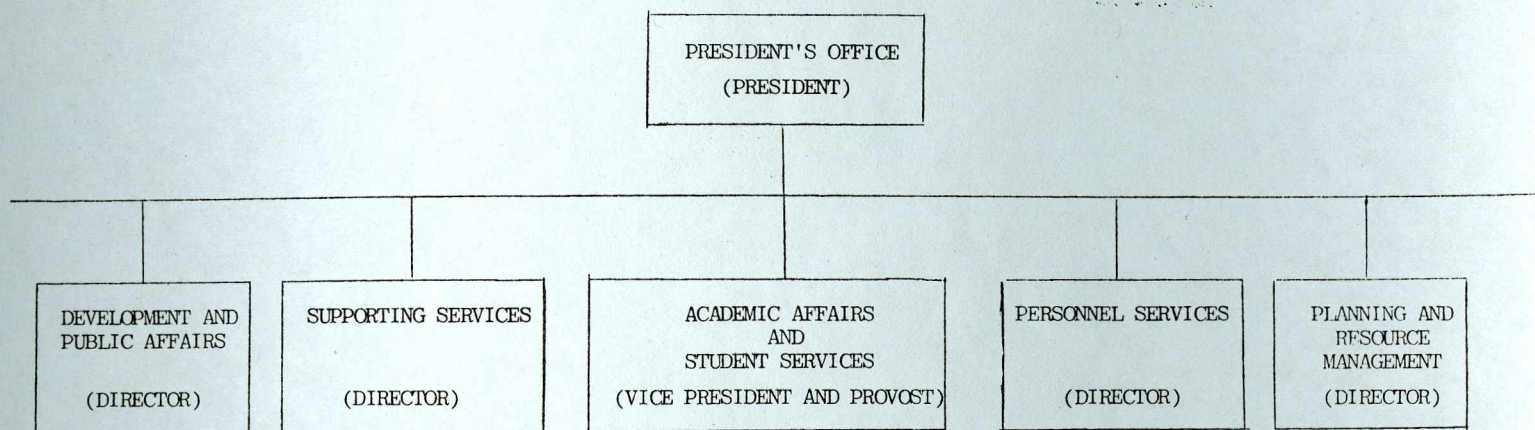
MEMO TO: The University Community
FROM: Earl Lazerson 
SUBJECT: Organization of the University

In recent days, with the assistance of the Vice Presidents and other advisors, I have conducted an intensive review of the organization of our University. This analysis was directed to a determination and clear understanding of the functions, responsibilities and reporting lines of each office and unit of the institution and their interrelationships. It was undertaken with an immediate and unmistakable sense of a need to address internal dislocations and external pressures bearing upon the life and the continuing viability of the University. Principal among these, I identified the following: a perception of unduly high institutional support costs; ineffective coordination and communication among functional areas; insufficient articulation of institutional objectives; obvious and very pressing problems of recruitment and retention; inappropriate competition among units; organizational barriers hampering the management of student services; lack of a centralized planning and resource agency; and pressures from the State related to operating costs.

The review and its conclusions were further guided by constant attention to a set of background assumptions which became the controlling guidelines of the entire undertaking. These were the following: (1) the academic mission, specifically the educational enterprise involving interaction between faculty and students, and faculty pursuits of research and public service, are the primary concern of the institution and the reason for its existence -- all other institutional activities have as their role the support of teaching, research, and service; (2) there is a need to promote greater efficiency throughout the University, including an increase in the effectiveness of support services; (3) it is necessary to arrive at a clear definition of responsibility at every academic and administrative level; (4) it is essential that we achieve a condition of greater coordination and harmony among the major units of the University; (5) we must be alert for every opportunity to eliminate waste and effect economies in all facets of institutional operation;

(6) we must organize in a manner that will enhance our ability to solve problems-- both those that are now with us and those that will come in the future.

I am currently in the process of discussing with the several faculty, staff, and student constituency representatives and the line administrative officers a restructuring plan that I have in mind. It is not possible at this point to outline in detail every change, simply because some fine points remain undecided. I do wish to provide the broad outline of projected changes so that all members of the University community may have a sense of what will be undertaken. The following simplified table of organization will perhaps be helpful.



Bearing in mind that nothing is absolutely and firmly fixed, I shall list below the units, functions, or offices that will be incorporated within the major administrative divisions.

Office of the President

1. University Relations (Governmental, Public, University Community)
2. Oversight Functions (Affirmative Action, Auditor, Legal Counsel)

Office of Academic Affairs and Student Services

1. The Schools (Business, Dental Medicine, Education, Fine Arts and Communications, Humanities, Nursing, Science and Technology, Social Sciences)

2. Interdisciplinary Programs (B.S. in Human Services, Gerontology, M.S. in Behavioral Science, M.S. in Environmental Studies, M.S. in Urban Studies)
3. University College (Air Force ROTC, B.A. in Liberal Studies, Deans College, General Studies, International Education, Open University, Presidential Scholars)
4. East St. Louis Center (PATC, Services to East St. Louis)
5. Public Service and Continuing Education (Area Development, Continuing Education, CUERS, Rape and Sexual Abuse Care Center)
6. Program Review and Planning
7. Student Services (Academic Advisement, Academic Resource Center, Admissions and Records, Counseling and Testing, Health Services, Placement Services, Recreation and Intramurals, Student Activities, Student Work and Financial Assistance)
8. Library
9. Audio Visual Services
10. Graduate Studies and Research (Research and Projects Fiscal Management, Research and Projects Administration)

Personnel Services

1. Faculty Personnel Services
2. Civil Service Personnel Services
3. Professional Staff Personnel Services
4. "Other" Personnel Services
5. Labor Negotiations
6. Personnel Records Management
7. Development Programs
8. Personnel Relations

Supporting Services

1. Auxiliary Services (Graphics and Publications, Micro-records, Office Machine Services, Post Office, Printing, Sign Service, Telecommunications, Textbook Services, Transportation)
2. Security Services
3. Plant Services (Building Maintenance, Custodial Services, Engineering Services, Grounds Maintenance, Key Control, Safety)
4. Business Services (Accounting, Bursar, Controller, Disbursements, Financial Analysis and Reports, Insurance, Payroll, Procurement, Risk Management)
5. University Center and Student Housing Services (Contracts and Off-Campus Housing, Facilities, Food Services, Maintenance, Vending Services)

Planning and Resource Management

1. Budget Management
2. Institutional Research
3. Data Processing
4. Space Management
5. Facilities Development

Office of Development and Public Affairs

1. University News, Information, and Scheduling Services (Conferences and Institutes, Information Service, News Service, Photographic Service, Scheduling)
2. Cultural Arts and University Museums
3. Council on Inter-Institutional Cooperation
4. Mississippi River Festival
5. Foundation and Alumni Services
6. Intercollegiate Athletics

As you will note, there has been an effort to bring together the functions that are most closely related and have a seemingly natural affinity with each other, thus eliminating structural lines that have interfered with the smooth flow of essential activities. It will be apparent, I believe, that the academic role and responsibility of the University is recognized as pre-eminent. The other major organizational units, while performing extremely essential functions, are clearly supportive in nature.

Please understand that the restructuring that I have outlined will not be accomplished with the stroke of a pen. Some changes can be accomplished more readily than others. Various administrative units and offices can, for example, be assigned to new reporting lines rather quickly; on the other hand, it will be necessary to conduct search and appointment procedures in filling the major administrative posts. In short, the total task of restructuring ourselves will necessarily involve a phased approach over a period of time. I do not doubt that problems will arise and it is possible that we shall have to rethink some of the moves that now appear reasonable and appropriate. Nevertheless, I am convinced that a start must be made, and I shall keep you informed of developments. Meanwhile, I appeal for your patience, good will, and cooperation in all that lies before us. I am heartened by the conviction that in its people, this University has the vitality to assure a meaningful and productive future for itself and the region it serves.