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Edwardsville Bulletin

To the Faculty, Staff and Students of Southern Illinois University at Edwardsville

Vol. 16, No. 15
December 12, 1985

MEMO TO: The University Community
FROM: Earl Lazerson 
SUBJECT: Organization of the University

In July, 1980, following a wide-ranging, intensive review of the then current status of the University, I addressed you concerning a perception of problems confronting us as an institution. I outlined a plan of reorganization of the administrative structure which in my view offered a better method of dealing constructively with internal dislocations and external pressures bearing on the life and vitality of the University.

As I announced in 1980, the review and its conclusions were guided by constant attention to the controlling guidelines of the educational undertaking. Those guidelines have not changed since my enunciation of them in 1980. They were and remain as follows:

- (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.

Additionally, as I pointed out in 1980, and as I now reaffirm, "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."

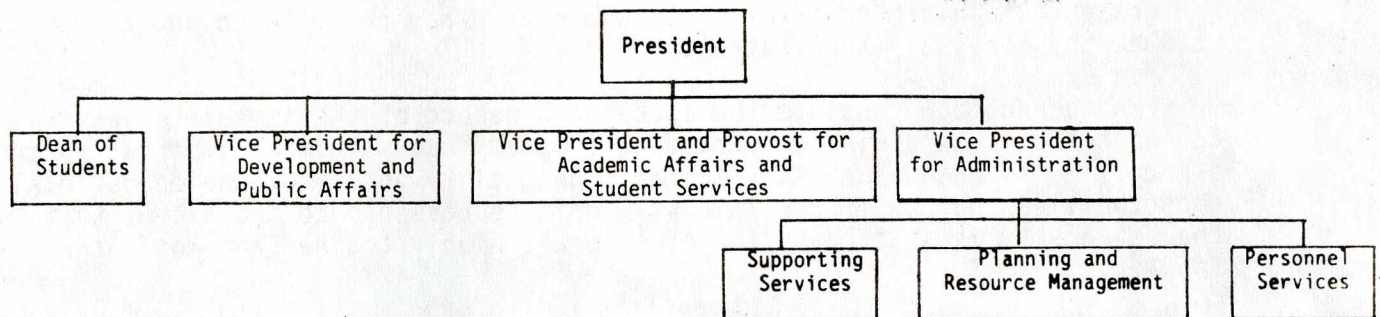
My recent report of the past five years of the University odyssey chronicles measurable progress toward the goals that were foremost in mind in the establishment of a new organizational format in 1980. Based on that experience and with the conviction that further advances are now possible, I have conferred with the Vice President and Provost, the heads of functional areas, and with constituency leaders concerning a revised organizational pattern for the near future. As a result of those conversations, I am pleased to report several revisions of the present organizational system.

Dr. Earl S. Beard, currently Director of University Personnel Services, will be promoted to the office of Vice President for Administration, as of January 1, 1986, contingent upon Board of Trustees approval. In this capacity he will have general administrative responsibility for three major support areas of the University: (1) Supporting Services, including Auxiliary Services (Micro Records, Office Machine Services, Post Office, Printing, Sign Service, Telecommunications, Textbook Services, Transportation); Security Services; Plant Services (Building Maintenance, Custodial Services, Engineering Services, Grounds Maintenance, Key Control, Safety); Business Services (Accounting, Bursar, Controller, Disbursements, Financial Analysis and Reports, Insurance, Payroll, Procurement, Risk Management); University Center and Student Housing Services (Contracts and Off-campus Housing, Facilities, Food Services, Maintenance, Vending Services); (2) Personnel Services, including Faculty Personnel Services; Civil Service Personnel Services; Professional Staff Personnel Services; "Other" Personnel Services; Labor Relations; Personnel Records Management; Development Programs; and Personnel Relations; (3) Planning and Resource Management, including Budget Management, Institutional Research; Data Processing; Space Management; and Facilities Development.

In a second change, Dr. Constance Rockingham, Dean of Students, who in the past has reported through the office of the Vice President and Provost, will report directly to the President, again effective January 1, 1986. This realignment underscores the significant role that the area of Student Affairs will be expected to play in contributing to a student environment in which learning may continue to flourish. The units under Dr. Rockingham's direction are: Health Service; Student Legal Services; Rape and Sexual Abuse Care Center; Student Programming; Campus Recreation; Student Activities; and the Early Childhood Center.

Finally, as announced earlier, Dr. James R. Buck has been promoted to the post of Vice President for Development and Public Affairs. In addition to his leadership of Foundation activities, he will continue to have administrative oversight of Alumni Services and Association; Intercollegiate Athletics; University News Services, including the University Information Center and Photographic Services; Office of University Museums; University Graphics and Publications; and Vadalabene Center Administration.

The following simplified table of organization reflects the changes that I have outlined.



It is my intention that the administrative realignment described in the foregoing will increasingly support our ability to deal with the challenges of future years. In a concluding chapter of the Institutional Report, I ventured an analysis of the succeeding five years, hazarding some projections based upon the economic, demographic, and social indices available at the present time. Because I believe it vital to an understanding of the prospects ahead, I shall touch briefly upon several highlights of that chapter.

In general and on balance, despite the relatively bleak outlook for large scale industrial recovery and development in southwestern Illinois, there are indications that the redevelopment of the City of St. Louis and the prospect of commercial and residential land development on the East Bank will provide the possibility of a more stable economic base for the region. Unquestionably, the University can play a vital role in this process, and I cannot say too emphatically that it will be in our interest to encourage and assist it by every means within our capability.

Since we are largely dependent on support generated through general revenue, we are not divorced from the economic welfare of the State as a whole and the prognosis in this regard is not particularly encouraging. While we have been reasonably successful in obtaining capital funding for construction of new

facilities and the repair and maintenance of those existing, we cannot overlook the possibility that some of these needs may, from time to time, have to be funded from the operating budget.

So far as our ability to attract students is concerned, we have maintained our enrollment in the face of a declining high school population in this region. The attainment of a stable enrollment is attributable to a multi-faceted thrust including a strong effort to acquaint graduating high school students, as well as adult learners and those seeking graduate training with the range, excellence, and availability of our educational programs. When I speak of availability, I have in mind the need to do everything within our grasp to maintain access for all who have a desire to learn and are willing to make the necessary application.

Whether we can continue the successful record of the immediate past will depend not only on a viable "marketing program" but much more importantly on our ability to maintain a standard of high quality in all of the educational opportunities that we offer. This will only be possible to the extent that the University is staffed by a professional, highly trained and motivated faculty.

In full partnership with the teacher-scholars of the University, whose skills and knowledge alone will assure success or failure, I pledge every strength of this administration in striving for an educational climate which will promote excellence in teaching, research, and service at SIUE.