

Southern Illinois University Edwardsville

SPARK

SIUE "Bulletin"

University Archives and Special Collections

1-6-1993

Edwardsville Bulletin: January 6, 1993

Southern Illinois University Edwardsville

Follow this and additional works at: <https://spark.siu.edu/bulletin>

Recommended Citation

Southern Illinois University Edwardsville, "Edwardsville Bulletin: January 6, 1993" (1993). *SIUE "Bulletin"*. 494.

<https://spark.siu.edu/bulletin/494>


This Article is brought to you for free and open access by the University Archives and Special Collections at SPARK. It has been accepted for inclusion in SIUE "Bulletin" by an authorized administrator of SPARK. For more information, please contact jkohlbu@siue.edu.



BULLETIN

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

Vol. 24, No. 1
January 6, 1993

MEMO TO: The University Community
FROM: Earl Lazerson 
SUBJECT: Management Audit Report

Early in 1991, I requested that Dean Ault assemble a team of faculty to audit the management structure of the University. My concern in the matter was first enunciated in a memorandum to the University Community in July of 1980. I wrote then that,

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.

And while substantial progress on these concerns has been achieved over the years, the fiscal outlook for the foreseeable future, coupled with new and increasingly complex institutional needs, demand ever more effective and efficient administrative arrangements and performance.

The team, assembled by Dean Ault consisting of Professors Maurice Hirsch Jr., Dennis Hostetler, and Donald Strickland, was well qualified to perform the audit. They began their work on March, 1991, and completed it in late December, 1992.

Copies of the audit report will be distributed to the Presidents of the Constituency Senates, the Chair of the University Planning and Budget Council, and to the Vice Presidents, Deans, Chairs, and Directors. Additional copies will be placed on reserve in Lovejoy Library.

The report details some 75 recommendations, together with strategies for implementation, rationales in support of the recommendations, and material dealing with the methodology of the audit and related procedural questions.

I list below what I consider to be some of the most significant recommendations and strategies in the report.

- o Have the Provost function as an Executive Vice President enhancing the central role of Academic Affairs and permitting the President to spend more time on external relations.
- o Establish an Academic Affairs planning process.
- o Reduce the number of major instructional units to six (College of Arts and Sciences, Schools of Business, Dental Medicine, Education, Engineering, and Nursing).
- o Convert the current Associate Provost position to an Associate Provost for Planning and Budgeting.
- o Dissolve the Graduate School and establish an Associate Provost for Instruction, Research, and Professional Education.
- o Link Student Affairs activities to faculty through departments and academic programs e.g. activities of the Kimmel Leadership Center.
- o Transfer the Rape and Sexual Abuse Center to a community social service agency.
- o Transfer the Early Childhood Center to the School of Education.
- o Study the feasibility of out-sourcing Health Service.
- o Reorganize financial management functions.
- o Implement the findings of the Vice President for Administration's Facilities Audit.
- o Address long-term needs and funding for roads and parking facilities.
- o Implement the director's plan for reorganizing the Office of Information Technology.
- o Implement a campus network plan.
- o Implement a position control system.
- o Restructure the management and focus of University News Service to reflect a public affairs priority.
- o Establish definitive goals and objectives for intercollegiate athletics.
- o Establish strong decentralized development and fundraising.
- o Review the University committee structure to reduce duplication and increase effectiveness.

As you can see the recommendations and strategies are of considerable scope and substance. They deserve to be thoroughly scrutinized on their merits. The review of the report will begin immediately; it will involve both the administration and the constituency senates. I will report to you on the status of the review as the year progresses.

bc: Chrono
File ✓

EL/lk