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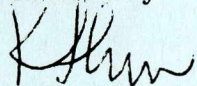
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Edwardsville Bulletin

To the Faculty and Staff of Southern Illinois University at Edwardsville

September 22, 1978
Vol. 11, No. 1

MEMO TO: The University Community
FROM: Kenneth A. Shaw 
SUBJECT: Annual Report on Administrative Goal Performance

On September 20, a revised statement of our assessment of performance in terms of the goals which were articulated for the past year was sent to the Board of Trustees. Fully aware of the fact that each and every member of the SIU-E community contributed to the successes that were reported, I am pleased to submit a copy of this document for your consideration and review. In so doing, I recognize that there are many things that may have been omitted. Please be assured that we did not ignore anyone deliberately. You know what you did. However, in this overview, I think that there is a great deal that we can take pride in.

For this I would like to express my appreciation and gratitude to you. Of course, the work goes on. New goals have been set for the coming year. On September 28, at 3:45 p.m. in the Communications Building Theatre, I would like to distribute them to you, as well as highlight in my second annual address to the University community those matters of greatest urgency which concern us. I hope that you will join us on this occasion, since I know that you are interested in the challenges that we will have to face together if we are to achieve the excellence we aspire to.

Attachment

I. THE GOALS OF THE PRESIDENT

A. 1. Internal Evaluation Models

THROUGH EACH VICE-PRESIDENT, APPROPRIATE MODELS ARE TO BE ESTABLISHED FOR THE EVALUATION OF ALL PERSONNEL PERFORMANCE AT THE PROPER LEVEL OF RESPONSIBILITY. THE UNIVERSITY SENATE IS TO DEVELOP METHODS FOR ASSESSING PERFORMANCE OF THE PRESIDENT AND THE VICE-PRESIDENTS.

Significant steps have been taken towards completing this set of goals. In Academic Affairs, Vice-President and Provost Lazerson initiated a review of administrative performance for Deans and other chief academic officers reporting to him. This review involved a formal means of receiving the judgments of members of the faculty, administrators, and staff in each operating unit. Data was then evaluated, and all information was discussed with each administrator concerned. Plans for next year include this process as part of each unit's operating papers.

In Business Affairs, performance appraisals have been initiated for all directors reporting to Vice-President Frijters. Further, performance appraisals are also extended to immediate subordinates of those reporting to the Vice-President.

In the area of Student Affairs, all job descriptions have been updated, and a job performance scale and evaluation instrument is used for every person under the direction of Vice-President Scully Stikes. These are usually conducted quarterly. Additionally, Student Affairs has developed a way of evaluating the quality of services rendered to students. With the assistance of a faculty member from the Department of Sociology, the Office has designed and pilot-tested a services questionnaire, which will be ready for use in Fall, 1978.

With the consummation of the final step of transition, which was accomplished when new Executive Assistant to the President, James Buck, assumed his duties on August 1, the Office of the Senior Vice-President for Planning and Review has been phased out. After many years of distinguished service to this institution, Dr. Ralph Ruffner has retired with our deep appreciation and best wishes. The duties which he performed so splendidly have been assigned to Dr. Buck and, in some instances, to other Vice-Presidents. Assessment of Dr. Buck's performance will fall under the general purview of the evaluation of the Office of the President, the day-to-day operations of which he will direct.

The University Senate has recommended policies pertaining to the evaluation of both the President and the several Vice-Presidents. They call for the creation of special committees to evaluate these administrative officers. Senate Committees

will determine the appropriate constituencies from which judgments will be solicited and will design and disseminate the evaluation instrument. Information so obtained will be given only to the person being evaluated and his/her immediate superior.

This year has produced significant progress in our efforts to better assess administrative effectiveness and identify responsibility. Much remains to be done, but we have established a firm base from which to work.

A. 2. Development of the Physical Education/Recreation/
Athletic Facility

TAKE THE PROCESS TO THE POINT WHERE A SUCCESSFUL ARGUMENT CAN BE MADE FOR A CAPITAL APPROPRIATION, AIMING FOR THE EARLIEST POSSIBLE CONSTRUCTION START.

Senate Bill 1506, sponsored by Senator Sam M. Vadalabene, was approved by Governor Thompson in ceremonies on campus July 27. The bill appropriates monies to complete all design aspects for this facility; when this process is completed, construction can begin. It is worth noting that the Governor added priority projects totalling approximately \$7 million from his previously approved BHE list in order to include this, showing his courage and his concern for this urgent need.

It was also encouraging to observe the enthusiasm which the Governor displayed for this project during his visit here. It bodes well for the success of our argument for capital appropriation monies to finance construction of the facility in FY 79. With the release of appropriated funds and the completion of the design planning, construction could begin as early as Fall of 1979. Architects for the project will be Thompson and Associates of Troy in affiliation with Caudill, Rowlett and Scott of Houston, Texas.

A. 3. University Relations

COORDINATE PRESENT UNITS AND RELATE ACTIVITIES TO OTHER ARTICULATED GOALS. REVIEW PRESENT METHODS OF COMMUNICATION AND DEVELOP COHERENT PHILOSOPHY OF UNIVERSITY RELATIONS. FOCUS ON FIRST ANNUAL FUND DRIVE AND PRESIDENTIAL SCHOLARS PROGRAM.

In November, 1977, Senior Vice-President Ruffner convened the University Relations Advisory Council, which consists of members of existing staff with responsibilities in the area of public relations, and faculty and administrative staff with responsibilities or expertise in the general area of University relations. The committee has been meeting twice monthly for the past year, addressing a broad charge "to continue to develop

recommendations for the improvement of University (public) relations at SIU-E." The Council has functioned well and has already made several significant contributions.

First of all, the individual members submitted in memorandum form statements to conceptualize the role of public relations for the University. Sub-committees of the Council have submitted final reports on such subjects as the proper format for a "general publication" that will tell the SIU-E story to the full scope of publics or constituencies with which we seek to communicate; the development of an internal "University community newsletter" which will serve as a "house organ" for the institution; an assessment of the current status of publications at SIU-E in conjunction with appropriate design standards and quality of appearance; and an evaluation of the potential of the use of videotape as a communications resource for the University.

Responsibility for the Council has now been assumed by Dr. James Buck, Executive Assistant to the President, who will review its past work and guide its future directions. Under his leadership, I am convinced that this aspect of administrative operations will be effectively coordinated.

The first annual fund drive was completed as of July, 1978. It brought more than \$42,000 to the University from both alumni and non-alumni contributors. Over 850 persons contributed to the program which is more than any previous year. Alumni contributions increased by almost 50%. In addition to monies raised through the annual fund drive, over \$43,000 was donated to the SIU-E Foundation by individuals, corporations and groups to advance our programs. The total amount donated to support other than student loan programs exceeded the previous year's contributions by 23%. In all, this was a successful year in fund raising.

Our annual fund drive was designed primarily to launch our Presidential Scholars Program. The results are such that the entire University has a right to be proud. Twenty outstanding high school graduates have been selected under guidelines developed by a faculty task force which did a superb job. Presidential scholars will receive tuition and fee scholarships, opportunities for student employment in their fields of academic endeavor, and the chance to work closely with a faculty mentor. When the program first was announced, we indicated that we hoped to attract the best students possible because we felt that SIU-E was an outstanding institution, especially because of our faculty. It is worth noting, at a time when competition for outstanding students is intense, all twenty of those to whom we offered these awards accepted them. This speaks very well for our reputation academically.

A. 4. Implementation of Problem Identification Process

Ongoing attention has been given to all areas, as will be noted in other sections of this statement and in the Vice-Presidential reports. In my identification of goals last fall, I focused special attention upon four problems:

- a) Continuing Education;
- b) Affirmative Action;
- c) Budget Review;
- d) Recruitment and Retention.

a. Continuing Education. UNIVERSITY TO DEVELOP FRESH STRATEGIES TO BUILD ON PRESENT PROGRAMS FOR OLDER STUDENTS. TASK FORCE TO IDENTIFY LONG-RANGE NEEDS, MORE SENSITIVE ORGANIZATIONAL STRUCTURE, DELIVERY SYSTEMS, AND ATTRACTIVE CURRICULUM. SET UP OFFICE OF ADULT STUDENT SERVICES. EXPERIENCE OF THIS OFFICE TO SET TONE FOR FUTURE EFFORTS.

The task force has worked conscientiously on identifying the character and needs of the people who will constitute the new wave of our future. The report was submitted on July 27. What is included here is an extremely bare-bones summary of a comprehensive analysis of SIU-E's particular situation. Three options of approaching this challenge were broached: 1) offering popular subjects at convenient locations for a general audience; 2) "tailor" programs to needs and preferences of well-defined interest groups, i.e., businesses, service organizations, hospitals, government agencies, and labor unions; 3) utilize "tailored" approaches wherever possible, to be supplemented by "shot-gun" strategy of option 1. The authors of the report recommended the combined strategy for this institution.

Areas of dominant interest were identified in Business (especially management, accounting, and finance); Education (across the board); Computer, Informational Science and Technologies; and Reading, Writing, and Oral Expression. From the standpoint of personal development, the greatest interest was shown in non-academic subjects such as Physical and Outdoor Recreation, Travel, Crafts, Personal and Family Financial Management, Consumer Education, and Sports. It seems incumbent upon the academic community to make substantive studies more attractive. The analysis and specific recommendations of the report will be given close study, and feasible steps will be immediately implemented. A healthy start has been made in a field that continues to be a major focus of attention.

These recommendations, along with information we have received from administering our experimental Adult Student Services program and extensive independent market research analysis, provide

us with a good basis for making decisions about further continuing education moves. These decisions will be made in this academic year. The approval of the Educard system by the Board of Trustees, as recommended by the University Senate, addresses this subject to some degree. As the rationale of the Senate recommendation notes: "The low-cost Educard Program will open classrooms to a much wider range of interested persons: high school seniors, retired citizens, housewives, and others who have the time and interest in particular courses." Besides the essentially worthy purposes of the Educard idea, it is certainly possible that students attracted by this device may well opt to join the mainstream of our academic programs as they develop deeper interests and better defined career or life goals.

b. Affirmative Action. NAME AFFIRMATIVE ACTION OFFICERS AND IMPLEMENT REVISED PLAN AS SOON AS POSSIBLE, WITH PRIORITIES DEFINED, RULES CLARIFIED, AND ENFORCEMENT EMPHASIZED.

Two permanent staff members are now actively addressing the full purview of the demands of this crucial program: Dr. Benjamin Quillian, who has been named Director of Affirmative Action, and Ms. Judy Connolly, who has been confirmed as permanent Assistant Director. This office reports to the President. Since this office began to function as a definite unit in April, it has been concerned with preparing a report indicating our compliance with Section 504 of the Rehabilitation Act of 1973, which focuses on our efforts in dealing with the requirements of the handicapped. It has also been evaluating progress in meeting the mandates of Title IX dealing with women's participation in athletics. A revised draft of the Affirmative Action plan is targeted for September completion. This plan will be submitted to the scrutiny of the University community and appropriate constituency groups. Its completion, promulgation, and first steps toward implementation will be one of this year's goals.

c. Budget Review. FUNDS FOR NEW PROGRAMS AND INTERNAL REALLOCATION TO BE SCRUTINIZED BY AUGMENTED BUDGET REVIEW COMMITTEE TO INSURE ENTIRE UNIVERSITY COMMUNITY REPRESENTATION IN DECISION-MAKING PROCESS. FIRST ORDER--REDUCTION OF ADMINISTRATIVE COSTS AND OVERHEAD. EACH VICE-PRESIDENT MANDATED TO DEVELOP THREE-YEAR PLAN FOR BUDGET REDUCTION.

A reallocation plan, with guidelines for reduction of high-cost areas over the next three years by means of internal reallocation, has now been developed. It is based on a model derived from the state-wide unit cost study, which will enable us to compare our expenditures in various categories with the norms established in other State institutions. Findings show that the largest variances in costs between SIU-E and similar

institutions are in direct instruction and departmental research--where we are relatively low--and in departmental and school overhead and institutional support--where we are relatively high. During FY78, over \$450,000 has been reallocated, with \$350,000 going from high cost categories to lower ones.

Within each Vice-Presidential area further reallocations occurred. For example, in Academic Affairs, in addition to monies provided for by University-wide reallocations, more than \$650,000 was reallocated internally. This went for a host of activities, with over \$240,000 directed to equipment, and other support for programs in academic units.

Our three-year reallocation plan contemplates further reallocations in excess of \$350,000, which will bring our overall spending profile into proper balance with other institutions. Each Vice-President will submit a plan indicating where funding should be reduced, with an evaluation of the consequences of each reduction in carrying out the University's mission. These plans will be given to the Augmented Budget Review Committee for comment and reaction.

d. Recruitment and Retention. TASK FORCE WILL CONTINUE FOR FORESEEABLE FUTURE. FINDINGS OF ELLIOTT-HOLLENHORST STUDY TO BE ANALYZED AND APPROPRIATE ACTION IMPLEMENTED. TWO IMMEDIATE NEEDS: 1) BETTER TRANSPORTATION; 2) IMPROVED HOUSING LOOKING TO PRIVATE DEVELOPERS. PROBLEM TO REMAIN TOP-PRIORITY.

The Task Force on Recruitment and Retention has been at work on this problem since its formation in June of 1977. Under the Chairmanship of Robert Bruker, it has consulted with interested members of the University community, outside sources, and examined a rich variety of articles and books addressing this crucial subject. The Task Force also drew heavily on the in-depth research done by Dr. Don Elliott and Dr. Jerry Hollenhorst of the Economics Department for their extensive report entitled "The Determinants of Undergraduate Enrollment at SIU-E."

This Spring the Task Force submitted a valuable report. It offered a number of recommendations. In the area of recruitment, its suggestions were focused on three areas: 1) Increase in Numbers of ACT Scores Received; 2) Increase in Number of Applications Received; and 3) General Recommendations on Recruitment. These recommendations form the central core of a host of initiatives taken in the Admissions Office to address itself to these three areas.

In the area of increasing the number of ACT scores received, they include: a) Posting an SIU-E poster on the

bulletin board outside the Counseling Office of every high school visited; b) Furnishing high school counselors with postcards through which students can request specific information regarding SIU-E programs and services; c) emphasizing the low cost and convenience of attending SIU-E; d) encouragement of campus tours in all visits to high schools and community colleges and through other communications; e) scheduling of Preview SIU-E programs for prospective parents and students, high school and community college counselors, and currently enrolled students with invitations by direct mail, posters, and advertisements; f) development of a full-fledged program designed to improve our relations with counselors; g) computation of "recruiting success ratios" to evaluate effectiveness of visitation efforts; h) extension of visitation efforts beyond 50-mile "normal commuting distance."

In the area of securing an increase of student applications, they include: a) series of letters from the President, admissions representatives and interested persons in the total University to communicate relevant information on a personal basis, with a computer tracking system of the entire process; b) development of "articulation agreements" between SIU-E departmental representatives and counterparts in area community colleges to provide smooth student transition and reduce confusion, with a further proposal for faculty exchange arrangements leading to more direct communication and clearer understanding; c) publicizing the Presidential Scholars Program and presence of Phi Kappa Phi to emphasize SIU-E's commitment to excellence; d) discussion of elimination of term "tuition waiver" from financial aid vocabulary among responsible University personnel.

Efforts to increase student enrollment in general are: a) consultation with active Alumni as to the role of this group in furthering recruitment; b) better coordination of Admissions Office staff and New Student Life personnel in increasing numbers; c) building on the popularity of Professional Experience Program brochure, development of other publicity vehicles for relevant and attractive programs, with emphasis on image

improvement wherever needed; d) broader efforts on general "image" problems as a defined responsibility of University Relations Advisory Council, including any necessary restructuring of that body to deal with this specific problem.

An important step towards addressing retention problems has been taken by the establishment of the Academic Resource Center on May 30, 1978 by Vice-President and Provost Lazerson. The director of this unit will be charged with planning, organizing, implementing and directing a University-wide basic skills program, offering corrective tutorial instruction in the improvement of reading, writing, calculating, speaking, listening and studying. Initial emphasis will be directed to incoming freshmen and transfer students, but future plans are to make such services available to all students who need them. The program is to include academic advisement, counseling and tutoring, with possible required credit or non-credit course offerings for selected students.

Further considerations in the area of student retention will constitute a major burden of my remarks addressed to the University community on September 28.

In the area of housing and transportation, much progress remains. Bi-State has indicated that an "experimental" route from East St. Louis through Granite City to the Campus will be initiated. However, we have been given no indication as to when this will begin. Meetings with Bi-State and East-West Gateway Coordinating Council will continue the exploration of our immediate and long-range transportation needs. It would be unrealistic to look for major relief in the realm of public transportation until additional tax dollars are provided for this purpose from the State of Illinois and this region. Although we have urged Bi-State to reassess its routes in the Metro-East area and to reorder its priorities with an eye towards meeting our needs, major gains cannot occur without considerable funding increases.

In the area of housing, we have been hamstrung by our official designation as a "commuter" campus. Under IBHE mandate, for the time being we are thus precluded from developing further housing resources under University auspices. Further, there is not much we can do to increase the student housing stock in surrounding communities. Considerable effort has been devoted to attracting private housing developers, but the present market situation has made financing a serious obstacle. Nevertheless, we will continue in our efforts to improve this drastic situation. Improved housing resources would have an immediate impact on both recruitment and retention.

- A. 5. 1) Personnel Administration CLEARER, MORE COHERENT PERSONNEL POLICIES IN ALL AREAS MUST BE STATED. IMMEDIATE STEPS NEEDED: 1) UPDATED HANDBOOKS FOR ALL CLASSES OF PERSONNEL.

A new personnel philosophy was announced at the annual awards banquet. Some of the announced programs are in implementation stage, such as the flexitime policy, the monthly newsletter & career development program. A new personnel handbook is under preparation and will be available by the end of the year.

2) PERFORMANCE APPRAISALS FOR ALL PERSONNEL

A new performance appraisal proposal for civil service personnel is in final draft status. Upper level management will be evaluated on the achievement of previously stated goals and objectives. Administrative staff employees will be evaluated under the system proper to their positions.

3) BETTER ORIENTATION PROGRAMS

Orientation programs for faculty and staff have been developed.

4) CREATION OF A PERSONNEL COUNCIL TO ADVISE ON ONGOING PROBLEMS AND CHANGING MARKET-PLACE CONDITIONS

The University Staff Advisory Council functions as a Personnel Council. Proper representation of the administrative staff employees remains a problem. A task force is completing a study which will deal with the governance structure and personnel policies for this group of employees.

A. 6. Fine Arts Space and Facilities

HIGH PRIORITY TO BETTER TEACHING AND WORKING FACILITIES, ADDITIONAL WORKING SPACE. NEEDS ADDRESSED IN FY79 CAPITAL REQUEST.

During the past year better than \$80,000 was expended in improving facilities at the Wagner/Nelson complex through re-allocation. \$23,000 was added to the regular budget of Fine Arts for equipment. In addition, funds were provided for the painting, carpeting, and seat reupholstering in the Communications Building Auditorium. Finally, the University Center Renovation Plan submitted to the Board at its September meeting calls for an Art Gallery.

We have been unable to obtain state funding for renovation planning funds for an appropriate and adequate upgrading of Wagner/Nelson, but we will continue to aggressively pursue this. Appreciation for such concerns is, unfortunately, not so immediately stimulated. We are also considering sources of private foundation funding. Additional funds for drama and music are high among our priorities for next year, and all will be addressed in our FY80 capital budget request. The situation remains critical.

During the past year, the National Association of Schools of Music reaccruited our music program. While we were elated at the positive comments that were made about this fine program, we also took close note of the grave concerns expressed about practice and other facilities that can only be provided through additional capital initiatives.

A. 7. Institutional Identity and Autonomy

PRESENT SYSTEM OF GOVERNANCE GENERALLY HELPFUL AND HARMONIOUS, WITH OCCASIONAL MINOR PROBLEMS. INTEGRITY OF SIU-E AS AUTONOMOUS INSTITUTION HAS BEEN, MUST BE MAINTAINED. USE OF SPECIAL CATEGORIES OF SYSTEM POLICY TO BE URGED (TYPES II AND III), WITH SPECIAL EMPHASIS ON TENURE POLICIES.

During the past year, several Board approved policies signified a recognition of the distinctiveness of the two Universities. Chief among these instances were the separate tenure policies adopted.

Type II policies, which are umbrella statements at the Board level with guidelines for each campus, were approved in the areas of Naming of University Buildings and Facilities and Sabbatical Leaves. Worthy of note is that the SIU-E Professional Development Leave Policy proposal was the model for the Type I policy enacted for both Universities and the Board Office.

Type III policies, which apply to this University exclusively, were approved in the following areas: 1) Revision of the Student Rights and Conduct Code; 2) Educard Program; 3) SWRF Development Plan; 4) Amendment of the SWRF Fee Policy; and 5) Unified Policy on Graduate Assistant Tuition Waivers.

A. 8. Budgetary Priorities

FOLLOWING PROBLEMS MOST URGENT: SALARIES, ESPECIALLY AT NON-ACADEMIC LOWER LEVELS; FUNDS FOR LIBRARY AND REPLACEMENT OF EQUIPMENT: OTHER SPECIAL AREAS.

While the University was unable to obtain all the funding we feel we can justify, on balance this was a good legislative

year. The University did its share in convincing IBHE, the General Assembly, and the Governor's Office of the drastic need for an improved salary picture for faculty and staff, as well as for an overall increase in the percentage of the state dollar directed to higher education.

For SIU-E specifically we obtained over \$3,760,000 in new operating monies. Additionally, we received \$1,696,000 for capital appropriations. Compared with past years, the compensation picture improved significantly.

As noted earlier, we were able to convince the Governor of the need to expand his priority list of IBHE Capital Projects to include planning money for the physical education/recreation/athletic facility. Further, we received permission to purchase the building housing the East St. Louis Center in order to proceed legally with necessary renovation. In doing so, we reaffirmed in a concrete way our commitment to East St. Louis.

We were unsuccessful in our pursuit of improved funding for library and replacement equipment. This remains an urgent future priority.

A. 9. Planning

EMPHASIS THIS YEAR ON SCHOOL OF DENTAL MEDICINE. URGENCY ALSO TO BE GIVEN TO EAST ST. LOUIS, FOR PREPARATION OF A REALISTIC NEPR REQUEST FOR FY80, DEALING WITH NEEDS OF AND OUR RESPONSIBILITIES TO THIS CITY.

The architects Graham, Anderson, Probst and White were retained to develop a Master Plan for the School of Dental Medicine. The overall plan, completed in June, showed relative costs of building at Edwardsville, as opposed to renovating or new construction in Alton. By December, 1978, we expect to submit to the Board a recommendation as to where the new facilities of the School of Dental Medicine should be located. Factors that will be considered in our final determination are cost, program effectiveness, and the economic consequences to affected communities.

The East St. Louis evaluation study was completed last Winter; since then we have been pressing forward to develop future programmatic initiatives. In consultation with the IBHE and State Community College, we are seeking to determine a meaningful division of labor in East St. Louis, which would allow for essential remediation and for research and public service initiatives to occur.

Purchase of the present East St. Louis building will allow us to deal with renovation for immediate exigencies; but this remains another area where much discussion and planning remains to be done.

A. 10. Future of the Mississippi River Festival

MANAGEMENT AND PROGRAM TO BE EVALUATED, VIABLE ALTERNATIVES EXPLORED. VALUE OF FESTIVAL FOR UNIVERSITY RELATIONS AND RECRUITMENT TO BE EMPHASIZED.

A professional consultant was retained to assess the overall situation of the Mississippi River Festival. Further, the University Senate and the Student Senate were requested to give their views on the future of the Festival. Both expressed strong support for continuing the MRF in concept. On the strength of these recommendations and suggestions, a faculty/staff/student/community task force, chaired by Senior Vice-President for Planning and Review Ruffner, was established to review the realities and consider the alternatives. After establishing certain University "Concerns" to be met by any operator, it was ultimately determined that the best approach would be to contract with an outside agency to conduct future MRF activities. After extensive negotiation, the University contracted with the Nederlander Company of Detroit, New York, and Los Angeles to produce the Summer Season of 1978, with an option for continuing for nine additional years.

Activities over the tenth season of MRF will have involved 26 events, attracting some 200,000 persons to the campus. It is our present plan to negotiate a future contract with the Nederlanders providing for considerable site improvement, including permanent facilities to be paid for with non-state funds.

A. 11. Strengthen Internal Governance

ADMINISTRATION TO WORK WITH PRESENT STRUCTURE INVOLVING ALL INTERNAL CONSTITUENCIES. ADMINISTRATIVE ROLE TO BE DEFINED AND ADHERED TO. REFORM AND STRENGTHENING OF UNIVERSITY SENATE AS REPRESENTATIVE LEGISLATIVE VOICE OF UNIVERSITY COMMUNITY. ESTABLISH GOOD FAITH RELATIONSHIPS BETWEEN ALL PARTIES.

During the past year, the University Senate approved numerous policy recommendations. The substance of its activities were as impressive as the numbers with significant action taken in such areas as transfer student admission policy, termination of academic programs, Educard program, constituency involvement in Presidential selection, and the structure and functions of Intercollegiate Athletics Committee. The Senate also gave its attention to recommendations in work performance evaluations at all administrative levels and the establishment of a policy on granting continuing education credit.

The Senate has also formed a blue-ribbon task force to consider future governance proposals. Based on these deliberations, in concert with the Faculty Senate, a new Faculty Senate constitution has been drafted. This constitution will provide for a more authentic and effective faculty voice in the affairs of the University.

Appreciation is due the leadership and membership of the University Senate for their determined and positive approach to serious matters of interest to the strength and welfare of the entire University community. Many of the proposals of the Senate were taken to the Board of Trustees and adopted as University policy in such areas as tenure, professional development and other sensitive matters. Continuing progress is to be expected.

In my judgment, a good faith relationship has been developed between the higher levels of administration and the various constituencies. The experiences of this year offer strong hope for further strengthening of the SIU-E governance system.

II. GOALS OF THE VICE-PRESIDENTS

Vice-President and Provost

a. CLARIFY AND SPECIFY ACADEMIC GOALS AND OBJECTIVES OF SIU-E

Substantial progress was achieved in this area by 1) a major speech to the University community on January 31 addressing this specific issue; 2) a memorandum to internal governance bodies on academic standards; and 3) bi-weekly meetings with randomly selected faculty.

b. DEVELOP ACADEMIC SUPPORT RESOURCES

An Academic Resource Center was established on May 30, 1978. The Director will report to the Vice-President and Provost and plan, organize, implement and direct a University-wide basic skills program which will offer corrective tutorial instruction in the improvement of reading, writing, calculating, speaking, listening and study skills. The program will include academic advisement, counseling, and comprehensive tutoring.

c. DEVELOP MEANS FOR EVALUATING FACULTY, STAFF, AND ADMINISTRATIVE PERFORMANCE

Faculty evaluation and staff evaluation have been established on an annual basis. A review of administrative performances for chief officers reporting to the Vice-President and Provost has been initiated. Next year, this process will become a part of each unit's operating papers.

d. GUIDELINES FOR PROMOTION AND TENURE

Guidelines in these areas were drafted by the Office of the Vice-President and Provost and are presently under review by the Welare Committee of the University Senate. These guidelines will serve as the basis of our promotion and tenure policies until such time as the Senate formulates a definitive policy. In addition, we have been successful in establishing Board policy in the area of professional development and sabbatical leaves.

e. TASK FORCES ON 1) STAFF DEVELOPMENT; 2) GENERAL EDUCATION; 3) CONTINUING EDUCATION

1) The work of the Staff Development Task Force is well under way and will be completed during the Winter Quarter.

2) The General Education Task Force will be formed and begin work during the current Fall Quarter.

3) The Continuing Education Task Force submitted its report on July 27, 1978. It is summarized earlier in this report; many of its recommendations are already in effect. In addition, a report prepared by Dr. Donald Elliott and Dr. Jerry Hollenhorst pertaining to the regional market available to SIU-E's continuing education efforts is being utilized to effectively address this area.

f. IMPLEMENT REPORT OF THE TASK FORCE ON RECRUITMENT AND RETENTION

This report is in the process of being implemented in conjunction with those recommendations arising from the Elliott-Hollenhorst study on "Determinants of Undergraduate Education." Many features of the report were used in this year's recruiting efforts, including an expanded advertising campaign and the development of closer associations with area high school counselors.

g. DEVELOP GUIDELINES FOR UNIT WORKING PAPERS

These guidelines are currently being utilized by the Schools and administrative units in developing their working papers for submission and approval.

h. POSITION PAPER WITH ALTERNATIVES FOR ACADEMIC COMMITTEE FOR APPROPRIATE DELIBERATION

A position paper on calendar alternatives was forwarded to the University Senate Planning Council, which has canvassed faculty, student and staff opinion. On the strength of campus reaction and its own evaluation, this body has recommended that no major calendar changes be made for the time being.

i. EVALUATE PROGRAM DIRECTIONS FOR SCHOOL OF DENTAL MEDICINE

We have achieved initial implementation of the four-year program at the School of Dental Medicine and increased enrollment in the entering class by 10% without additional resources. With the appointment of a new dean, further progress is anticipated in specifying program directions and implementing a vigorous minority recruitment and retention program.

j. DEVELOP AN INTEGRATED PLANNING, REVIEW, AND RESOURCE ALLOCATION MODEL FOR ACADEMIC AFFAIRS

The RAMP planning document for FY80 contributes substantially to this goal. It has been received well by the BHE staff.

k. EVALUATION AND RESTRUCTURING OF CULTURAL ARTS SERVICES,
WITH ATTENTION TO ACADEMIC ROLE OF MRF

In accordance with Board action of July 13, the determination of the future of UCAS was delegated to the Vice-President and Provost. In the area of programming with educational impact, the recommendations of the Task Force on Cultural Arts will be implemented as feasible.

1. CLOSURE ON INSTITUTE FOR URBAN AND REGIONAL AFFAIRS

Groundwork has been laid for implementation of the Institute, and this should be accomplished early in 1979.

m. EVALUATE THE ROLE OF PUBLIC SERVICE IN THE OVERALL MISSION
OF THE UNIVERSITY

This evaluation is ongoing. It has already resulted in the appointment of a Coordinator for Area Development, whose function is to coordinate internal resources with external requests for economic development and related services.

II. GOALS OF THE VICE-PRESIDENTS

Vice-President for Business Affairs

a. THREE-YEAR CAMPUS REALLOCATION PLAN IN CONSULTATION WITH AUGMENTED BUDGET REVIEW COMMITTEE

After a first year reallocation, the final amounts for reallocation have been identified. Plans for all units will be sent to the Augmented Budget Review Committee within the next two months.

b. MOVEMENT TO ZERO-BASED BUDGETING CONCEPT

Workshops were launched to help administrative directors to understand and implement effectively the zero-based budgeting process. During the workshops, it became clear that without established specific goals related to overall University goals, little pay-off can be expected. The unit is now focusing on the refinement of goals in preparation for full scale zero-based budgeting.

c. DEVELOPMENT OF A TOTAL ENERGY PLAN

The Energy Conservation Task Force is being asked to help in preparing a request for federal funds for campus energy experiments. In the past six years, we have cut gas consumption per square foot by fifty-nine percent and electricity by thirty-five percent per square foot through a variety of economizing expedients. At this point, further savings can be accomplished by new and expensive technologies. Accelerated attention will be given to this problem by the Task Force.

d. STUDY OF ALL CAMPUS SPACE UTILIZATION PLAN, IDENTIFYING EXISTING USE, IMMEDIATE NEEDS, EFFICIENT AND ORDERLY CHANGE

The space utilization study has been completed. In order to deal with a problem of immediate concern, Personnel will soon be moved to a closer location in the Rendleman Building. Other minor changes will also be made. Larger changes await a better understanding of needs and the consequences of present changes taking effect.

e. EFFICIENCY ASSESSMENTS IN: DUPLICATION OF EQUIPMENT AND SERVICES; FLEET CAR USAGE; DATA PROCESSING

The Task Force on Duplicating Services has completed its study. Recommendations implemented have achieved an eleven percent savings, coming to \$28,000 per year. Additional recommendations have been forwarded to the Vice-President and Provost (savings of \$22,000 per year).

All superintendents are provided with semi-annual reports as to mileage used by University cars. In the past year, the total University fleet has been reduced by eight cars.

Development of an integrated management information system with currently available data processing hardware has been somewhat hamstrung by continually changing requirements and guidelines of supervisory state agencies. Each agency requires a different reporting format, requiring a multiplicity of programming systems. Fiscal deficiencies also are compromising the design of a general system, and \$40,000 has been reallocated for the purchase of a monitor which will allow for on-line data processing. The development of a personnel data bank has been chosen as the first application for on-line systems design.

f. DETERMINATION OF A BETTER ORGANIZATIONAL STRUCTURE FOR ALL REPORTING UNITS

Close focus has been given to the Police Department in this regard, with a study conducted by Dr. Quillian and Dr. Reidelberger. Micro Records became an auxiliary enterprise as of July 1. Risk Management, Space Coordination, and Campus Police have been given definite reporting lines to the Vice-President. Pending implementation of a number of personnel policy problems, Ms. Ruth Eidson has been designated as a special aide in personnel services. Special cases can now be given careful attention as long-range policies are articulated. Salary equity studies for civil service workers are under way.

g. BETTER APPRAISAL PROCEDURES FOR CIVIL SERVICE PERFORMANCE

Evaluation of the appraisal form which has generated negative reaction in the past has been completed. A new form is reaching completion and is ready for consideration by the University Staff Advisory Council and appropriate administrators. The form will be applicable to all Civil Service workers except those under negotiated contracts. Sick leave and vacation leave records will be computerized. With the establishment of a central data bank, the immediate availability of Ms. Eidson, and a system for reappraisals at a uniformly fixed time, more understandable and equitable procedures will be in effect.

h. NEW DIRECTOR FOR HOUSING TO BE NAMED

Consolidation of the responsibilities for housing and the University Center are being examined with a view towards creation of a position of a "Director of University Center and Resident Life," thus no Director for Housing per se will be named at this time.

II. GOALS OF THE VICE-PRESIDENT

Senior Vice-President for Planning and Review

a. COORDINATION OF INTERNAL AND EXTERNAL EFFORTS IN UNIVERSITY RELATIONS

Dr. Ruffner served as Chairman of the University Relations Advisory Council, which is discussed in the President's goals.

b. FIRST ANNUAL FUND DRIVE

The results of this effort by the SIU-E Foundation, spearheaded by Mr. Al Junz with Mr. A. R. Howard, under the supervision of Dr. Ruffner, has been reported on in the President's goals.

c. CLOSURE ON OLIN HOUSE

After careful consideration of all available options within the context of the present fiscal condition of the University, it has been determined that further efforts at appealing litigation, development of the Olin House, and even basic maintenance are unadvisable. Accordingly, with Board permission, attempts will be made to sell the property.

d. IMPROVEMENTS IN AFFIRMATIVE ACTION EFFECTIVENESS

With the appointments of Dr. Benjamin Quillian and Ms. Judy Connolly, the Affirmative Action effort has been placed in good hands, as reported in the President's goals.

e. ABOLITION OF THIS POSITION, WITH DISTRIBUTION OF LINE RESPONSIBILITIES AND REPORTING STAFF TO EXECUTIVE ASSISTANT TO THE PRESIDENT AND OTHER VICE-PRESIDENTS

Dr. James Buck has been appointed Executive Assistant to the President and will assume most of the responsibilities previously assigned to the Senior Vice-President for Planning and Review. This position has been terminated with the retirement of Dr. Ralph Ruffner, effective September 1.

II. GOALS OF THE VICE-PRESIDENTS

Vice-President for Student Affairs

a. REVISIONS IN STUDENT CODE OF CONDUCT

A revised student code of conduct has been approved by the University Senate and by the President. It will be officially promulgated and take effect in the Fall Quarter.

b. IMPLEMENTATION OF A RAPE AND SEXUAL ABUSE CARE CENTER

This program has already made a major contribution, not only to the protection of the University community, but as a service to the community. The unit has not only provided personal services in individual cases, but performed a major educational function in generating deeper understanding of this violation of the personal human dignity of victims of rape and sexual abuse.

Among the accomplishments of the Rape and Sexual Abuse Care Center were: 1) establishment of a "hot line" phone system offering volunteers to assist and counsel victims and others; 2) development of a public relations program to provide education to the overall community and potential victims; 3) provision of service-learning opportunities for SIU-E students, community citizens, and area professionals in relevant fields; 4) broadening the base of funding support; and 5) developing a liaison with existing agencies with responsibilities in this area. As of September 5, the Center had provided direct services to ninety cases, ranging in age from 5 to 58 years old. Three of the victims were male and twenty-two were under the age of 15.

c. STATEMENT OF PHILOSOPHY ON ATHLETICS

A statement of philosophy on athletics was developed and evaluated by the Intercollegiate Athletic Committee, under the direction of Mr. Eldon Bigham. The statement approved by the Committee is now under consideration by the Student Affairs Council of the University Senate. It is hoped that the Fall Quarter will see ultimate Senate approval of this much-needed statement.

d. EVALUATION OF EAST ST. LOUIS CENTER

As previously noted in the President's goals, this project has been completed and many of its recommendations are in the process of implementation.

e. REORGANIZATION OF ADMINISTRATIVE STRUCTURE

The reorganization process was assigned to three persons with responsibilities in specific areas: Dr. Warren Brown for Educational Student Services; Mr. Ed Bigham for Athletics and Co-Recreation; and Ms. Jesselyn Saffold for Community and Minority Affairs. Each Division was placed on a more orderly footing through the regular management process, with close contact maintained with individual directors.

f. REVISED EMPLOYMENT POLICIES FOR STUDENT WORKERS

New guidelines outlining the rights and responsibilities of students were established. They will be promulgated this Fall.

III. THE REPORTS OF THE CONSTITUENCY HEADS

Because of transitions in leadership that are not consonant with the time frame of this report, the situation is such that succeeding Presidents are required to report on goals articulated by their predecessors. Thus, I am appending documents furnished to us by President Tom Werner of the Student Senate and Dr. Panos Kokoropoulos of the University Senate. They are also furnishing goals statements for the year to come. In the case of the University Staff Advisory Council, Mr. Jim Rotter, current President, noted his judgment that the goals of the organization for last year were not met without further comment. He has offered a set of goals which will be included in next year's goals statement.

It is also worthy of note that many of the goals affecting the interests of the constituency groups were addressed in the reports of the President or those of responsible Vice-Presidents. The statements appended here were submitted by President Panos Kokoropoulos for the University Senate and President Tom Werner for the Student Senate.

a. The University Senate

1. Reorganization of the Senate--in progress; further steps will be taken as soon as the Faculty Senate acquires a new constitution and by-laws.

Faculty Senate approved a new constitution which has been sent to the faculty at large for ratification.

2. Working and budgetary arrangements for joint undergraduate and graduate program reviews were developed. A program review form was developed, tested and adopted. The new form meshed with Graduate Council and IBHE requirements and was much easier for departmental staff to complete.

Credit is due to Professor David Huntley.

3. An interim salary policy was developed and approved by the Faculty Senate for 1978-79. The policy was approved by the Vice-President and Provost and ratified by the Faculty Senate.

The Faculty Senate continues efforts for the development of an equitable faculty compensation policy.

Credit is due to Professors John Ellsworth and David Valley.

4. The University Senate approved policy recommendations for the evaluation of Deans, Vice-Presidents and the President.

Differences of opinion between the Senate and President Shaw were worked out and the Governance Council is working on a mutually acceptable version.

5. A Student Conduct Code was approved and has been submitted to the Board of Trustees for approval.

6. Finally, at the December 8, 1977 meeting, the Board of Trustees modified its policy to allow SIU-E to have its own tenure policy.

The University Senate considers this a landmark decision in the University's governance.

b. The Student Senate

The Student Senate Government has met with mild success in obtaining the stated goals. The Student Government has expanded the student's role in the University Governance process through the creation of several special task forces and committee structures.

The Teacher Evaluation was published for the Fall evaluation during the Winter Quarter. The evaluation method is currently being re-studied for a better response to create a more reliable evaluation of the faculty. The Evaluation Committee with established criteria for measurement and a reliable means of distribution is assured of a quarterly publication for the academic year.

Student Government has rewritten the by-laws of the Personnel Committee to insure accessibility with greater accountability. The by-laws allow for all necessary advertisement in regard to Affirmative Action as well as the Illinois open meetings act. The personnel Committee through these changes has been able to encourage and increase the amount of students including minorities for active participation through a variety of committees and other endeavors.

The Student Government and members have been engaging in many dialogues with faculty members of the Faculty Organization for Collective Bargaining and the American Association of University Professors in a variety of formats to develop a sensitivity for each respective position in regard to the University community needs.