Health center staff get high marks from students using the services

Eighty-four percent of students responding to a patient satisfaction survey recently rated Student Health Service as excellent.

Such response is gratifying to Joanne Navin, clinic coordinator, especially during these mid-winter days when the waiting rooms are filled with students seeking relief from the flu.

"A lot of people think of college student health centers as something similar to a cafeteria where everything is about average," she said. "That's not true here. We have a good, dedicated staff and we offer efficient and personal service."

Despite a regular daily patient count numbering from 180-200, the health center staff remain friendly and upbeat.

"It's pleasant here," said Mary Johnson, a nurse practitioner. "I really like working with the students and the staff is great."

Student Health Service comprises approximately 40 full-time and part-time employees, including four full-time doctors, seven nurse practitioners, staff radiographers, lab technologists, physical therapists, counselors, pharmacists and a health educator.

Services offered include care for acute illnesses, allergy injections, immunizations, medications, diagnostic services, physical therapy, counseling, wellness and women's health needs.

One aspect of Student Health Service that is different from non-University clinics is the ongoing educational efforts, including prevention information, according to Johnson. Several members of the health service staff also serve as guest lecturers for classes in the health care field.

The clinic is open from 8 a.m.-4:30 p.m., Mon, Wed., Thurs. and Fri., and from 9 a.m.-4:30 p.m. on Tuesdays. Appointments are recommended but walk-ins are accepted.

Residential students to see renovated rooms and improved technology

Updated residence halls and improvements in technology are in the works for students in the coming years.

At the Feb. 2 meeting, the Board of Trustees approved a $50 per semester technology fee for students living on campus to update present computer labs in some residence halls and create new labs in others.

The fee was endorsed by several student groups, including the Resident Student Association, the Undergraduate Student Government and The BG News.

"The fee is part of the University's efforts to increase electronic information services and technologies for students," said Dr. Edward Whipple, vice president for student affairs.

Also, the trustees paved the way for what eventually will be a major renovation of Kreischer and Harshman quadrangles, two residence halls that house a total of 2,900 students.

The two living units were built in the 1960s and need updating and improvements, University officials said.

The trustees gave approval to proceed with design plans and cost estimates for the extensive renovation project that will include new plumbing and electrical systems, furniture, carpeting and painting.

Kreischer is expected to be vacated next year while the repairs and improvements are being made. Harshman is scheduled to go off-line in 1996-97.

While the renovation is taking place, approximately 1,360 fewer students will be living on campus next year, Dr. Christopher Dalton, vice president for planning and budgeting, said. Capacity of the University's residence halls is normally around 7,700.

"Our budget planning will reflect the lower occupancy," he added.

Beginning in the fall, students living on campus will pay an additional $85 per semester for a standard room and the minimum meal plan, bringing the total room and board cost for 1995-96 to $1,761 per semester.

Approximately 6,330 students will be living on campus next fall, the majority of them in standard rooms. Those residing in Offenhauer Towers and the recently remodeled Founders Hall pay higher rates because those units offer more amenities, such as air conditioning, than the standard halls.

Despite the increases, the trustees said Bowling Green's room and board rates remain among the lowest in Ohio. In other action, the board approved a plan to provide health care to spouses of students through the Student Health Service. The program was implemented on a trial basis a year ago and considered successful enough to become a permanent University policy. The student spousal health care program costs $40 per semester.

An ad-hoc committee of the board which has been looking into a proposal to enter into an agreement with Amerihost to build a motel at the research/enterprise park on campus recommended no action until the new president of the University is named.

"It is the ad hoc committee's view that further development of the research/enterprise park should occur only after consultations between the Board of Trustees and the next president of the University," read part of a statement delivered by Kermit Stroh, committee chair.
Faculty granted promotions include researchers, teachers

Thirty-nine faculty members received promotions or tenure from the Board of Trustees Feb. 2. "I think they were all outstanding," said Dr. Eloise Clark, vice president for academic affairs. "They were very balanced in research and teaching experience," noted Peter Hutchinson, associate vice president for academic affairs. "The groups of promotions we have been having in the past several years have continued to be strong candidates," he added. "I think it's a credit to the departments that recruited these people."

Following are the promotions and/or tenures granted:

**College of Arts and Sciences**

To professor: Dr. Eric Dubow, psychology; Dr. Srinivas Melkote, telecommunications; and Dr. Martha Rogers, telecommunications.

To associate professor: Dr. Douglas Ferguson, telecommunications.

Tenure: Dr. Rosalie Polskisy, art. Tenure and promotion to associate professor: Dr. Delia Aguilar, ethnic studies; Dr. Khani Begum, English; Dr. Robert Berg, romance languages; Dr. John Cable, chemistry; Dr. Daniel Madigan, English; Dr. Thomas Muir, art; Dr. Milagros Pena, ethnic studies; Dr. Sue Carter Simmons, English; and Dr. Richard Redmond, marketing.

Tenure: Dr. Sherry Sullivan, management.

Tenure and promotion to associate professor: Dr. Brent Nicholson, legal studies; Dr. Srinivasan Raghunathan, accounting and MIS; and Dr. William Redmond, marketing.

Tenure: Dr. Sherry Sullivan, management.

**College of Education and Allied Professions**

To professor: Dr. Patricia King, higher education and student affairs; Dr. Janet Parks, HPER; and Dr. Richard Wilson, special education.

To associate professor: Dr. Julie Longfelter, HPER; Dr. Fiona MacKinnon-Slaney, higher education and student affairs; and Deborah Tett, HPER.

Tenure and promotion to associate professor: Dr. Jacquelyn Cuneen, HPER; Dr. Diane Frey, applied human ecology; Dr. Victoria Kraemer, HPER; and Dr. Becky Pissanos, HPER.

**College of Health and Human Services**

To professor: Dr. Rosalyn Jamasbi, medical technology; Dr. Gary Silverman, environmental health.

Tenure and promotion to associate professor: Dr. Glenn Shields, social work.

**Libraries and Learning Resources**

Tenure: Dr. Nancy Down, catalog librarian.

**College of Musical Arts**

To professor: Dr. Eugene Dybdahl, music performance studies; Mr. Jeffrey Halsey, music composition and history.

Tenure and promotion to associate professor: Dr. Steven Cornelius, music composition and history; Dr. Joyce Eastlund Gromko, music education.

**College of Technology**

Tenure: Travis Chaplin, technology systems.

**Counseling and Career Development Center**

To associate professor: Dr. Elizabeth Yantzi, counseling psychologist; Dr. Craig Vicklo, clinical psychologist.

**Faculty Senate stops short of approving proposal**

Faculty Senate spent a third session reviewing the details of a proposed charter amendment on academic reconfiguration but stopped just short of voting on the proposal.

In a straw poll taken at the end of the Feb. 7 meeting, exactly 50 senators, the number required to pass the amendment, indicated their approval of the amendment. However, Senate adjourned before an actual vote was taken, effectively tabling action until next month.

During last week's meeting, senators debated and eventually voted down recommended changes in the proposal suggested by the College of Education and Allied Professions and Dr. Eloise Clark, vice president for academic affairs.

Clark argued that asking for severance pay and early retirement incentive plan as compensation options for tenured faculty who could be displaced as a result of reconfiguration was unrealistic. She said that those items were not likely to be approved by the university's Board of Trustees.

The College of Education and Allied Professions, represented by Dr. Peter Wood, asked that appropriate college councils and the deans of each involved college be allowed veto power in the event of reconfiguration. Senators approved a recommendation by Dr. Klaus Schmidt that the charter amendment proposal provide all displaced and eligible tenured faculty an early retirement incentive plan for as long as the plan is available and retirement benefits immediately following the academic year in which reconfiguration becomes effective.

**Chemical recycling program gets gubernatorial recognition**

A University-based chemical recycling program which last week received an award for its innovation and for its promotion of pollution prevention. He noted that the program is protecting both the environment and human health, and added it could serve as a role model for similar programs around the state. "It's kind of a homey award because it's given by the state," Heinen said. "The recognition is nice but it wouldn't have happened if it weren't for the participation of the people and the other institutions and industrial facilities that have been involved with this program," he added. He also recognized the involvement of Joe Rader, president of Rader Environmental Services, a hazardous waste management company in Findlay, who has encouraged his clients to use the recycling program when appropriate.

Now there are plans to expand the program to the seven counties surrounding Wood County—Hancock, Henry, Lucas, Ottawa, Sandusky and Seneca.

The chemical recycling program began in 1991 as a way for University departments, such as chemistry, biology and art, to exchange unwanted, but still usable, chemicals.

During the program's second year of operation, all Wood County schools and a number of colleges and universities outside the county were invited to participate. Initially eight high schools, two junior high schools, Penta County Vocational School, Owens Community College and the Medical College of Ohio signed on.

There is no charge for schools to participate in the program.

Area companies, such as the Campbell Soup Co., Libby-Owens-Ford, BQ Pharmaceuticals and the Davis Besse Nuclear Power Plant have begun donating their unwanted chemicals. Other educational institutions also have contributed.

Those include the Columbus City Schools, Kent State University, and Mt. Union and Old Dominion colleges.

The Governor's Award was the second recognition won by the program. In June it received the Award of Distinction at the 1994 National Safety Council's Unique and Innovative Award Program.

**Administrative Staff Council offers scholarship**

Applications are now available for University students to apply for the annual Administrative Staff Scholarship. The scholarship is awarded each year to a part-time or full-time undergraduate student who has at least two semesters of coursework remaining before graduation.

Other qualifications include that the applicant be in the top 10 percent of his or her class, that he or she provide leadership and/or service to the University or the community and that the person demonstrate an unmet financial need.

The $1,000 scholarship is to be used to pay education-related expenses. Applications, which include an essay, must be submitted by 4:30 p.m., March 17 to 444 Education Building. All finalists will be interviewed.

Applications are available at financial aid and student employment, the off-campus student center, the honors program office, cooperative education, multicultural affairs, pre-major advising, Finlands College and the Center for Archival Collections, Jerome Library.
Technology provides opportunity for long-distance writing assistance

Beginning this semester, students, faculty and staff have a new resource at their fingertips: the University's online writing lab, or OWL.

Through BGNet, a tutor is available to answer questions on all aspects of writing, from how to get started on papers to technical points of grammar.

To the surprise of Sharon Strand, assistant director, academic enhancement/mentoring lab, two of the first users of the new online service were a Russian student studying at Harvard and a student in Berlin. There have already been several requests from off-campus as well, she said.

"The most valuable part of the service is that it sends us your questions and we'll get back to you within 24 hours," Strand said.

She is prepared to offer many kinds of help. For example, the student in Berlin needed to know how to give source citations in physics, while the Russian student at Harvard was given comments regarding two entire papers he had written.

The off-campus users found the service through Purdue University's online writing lab, which lists Bowling Green in its gopher site.

Bowling Green also has a gopher site as part of its online service, containing 25 of the most-used reference hand-outs and a connection to Purdue's OWL.

Strand cited two reasons for starting the service — "we have more need than money," and "we thought we might reach a different audience than we do in the writing lab." The writing lab has been overbooked for the last three years and there is not the money or space to add more tutors.

"The anonymity of e-mail might be more appealing to shy students reluctant to come into the lab in person. Also, we thought it might bring in some people who might not have known about us otherwise," she added. This assumption seems to have been born out by the two early requests from the international students.

She also stressed that faculty and staff are welcome to use OWL. She said OWL might be very helpful to campus secretaries. The address is written BGnet, bgnet.bgsu.edu. To use the gopher site, connect to BGNet and from the information center, choose information organized by colleges and departments.

The University's computer labs are now linked to BGNet and offices are being wired as computer services has time to get to them, Strand said.

Bowling Green's OWL is one of about 12 such programs offered across the United States. Only five or six of these also have gopher sites, according to Strand.

The process of setting up OWL has been going on for a year and a half. Last summer Strand took a class in using computers in the classroom. Then in the fall wiring was installed and the system was established.

Strand said she was pleased with the success of the first few tries at using the service. "We wanted to start slowly until we became more familiar with the system. Now all the English classes and all those involved in computer classes have been told we're here. Posters are up, and we're ready for business." — Bonnie Blankenship

**Black history performance**

Danny Langston, Columbus, and Karl Kapszukiewicz, Toledo, are two of the University students who will be participating in "Black Anthology: the Rhythmic Sounds of a Soulful People." The program will be performed during the Office of Multicultural Affairs' annual dinner theatre at 7 p.m. Feb. 18 in the Lenhart Grand Ballroom.

**COMMENTARY**

Over the course of this semester the BGSU 2010 Committee will be sharing ideas and information along the general theme of higher education in the 21st century — particularly issues of technology and its impact on colleges and universities, faculty work and student learning. Periodically brief articles will appear in the commentary section of Monitor designed to introduce concepts or give brief overviews of perspectives from current literature. These will then be fleshed out in a short paper to be placed in all faculty and administrative mailboxes. Faculty and staff are invited to consider and discuss these ideas. You may respond to members of the BGSU 2010 directly or through Monitor's commentary section.

Virtual Reality, fax, Internet, Cyberspace, e-mail, Artificial Intelligence, the Information SuperHighway, the New Technology. In the past 10 to 12 years, society has been bombarded by a host of new buzzwords. This new terminology in turn represents an explosion of new ideas, techniques, capabilities, skills, concepts, approaches and opportunities.

To my way of thinking, there are both positive and negative sides to every issue. Thus, on the positive side, the new technology provides new tools for the classroom, studio and laboratory; new means for information retrieval and processing; expanded access to information (e.g., OHIOLink and the Internet); new windows for communication (e.g., distance learning). In short, the new technology affords new opportunities for everyone.

On the negative side, there are several concerns. The new technology may threaten job security just as robots have supplanted factory workers and synthesizers have allowed a few keyboardists to replace an entire stage band or pit orchestra. Students also may be victimized if they are removed from direct contact with faculty through the intervention of the television monitor and an explosion in class size. Further, distance leaning may spawn a generation of isolationists: why go out of the house at all if you can have everything (including your food, clothes and schooling) delivered via telecommunications? Finally, there is a transitional period itself, wherein students and faculty are expected to learn new modes of interaction using media that are unfamiliar, intimidating and ever-changing. Faculty will be expected to adapt to a technogenesis of impatient students programmed to receive information packaged as sound-bytes in a high-speed assortment of graphic, photographic and animated images.

"The New Technology" is the title of an editorial in the January 1995 issue of Association News, the newsletter of the BGSU Faculty Association. As I see it, there are at least four major concerns expressed in this article: (1) There is a "new determination" on the part of the Ohio Board of Regents "to substitute technology for real faculty involvement in education..." (2) This paradigmatic shift may be bought by some "to hold the answer to the many problems of higher education..." (3) Faculty can expect to be excluded from the financial windfall that will result from the widespread use of distance learning; the profits..."will probably be gobbled up by the central administration, faculty lines will be cut but tuition won't go down, faculty loads will increase and quality of teaching will deteriorate." (4) From this technicization of academe, we can anticipate "the disappearance of good quality public higher education in America."

The Faculty Association editorial concludes, however, with a challenge: "Our system of higher education is still the envy of the world, but may go the way of American heavy industry unless the professorate can anticipate and address the problems the telecommunications technology will bring and act to solve them.

During the 1994-95 academic year, the BGSU 2010 Committee has been focusing on the impact of technology on higher education in the 21st century. This committee is an offshoot of a subcommittee that I chaired for the Intercollegiate Academic Planning Committee in Spring 1993. Through various modes of communication, such as the Ernest Boyer lecture last October, the BGSU 2010 Committee is seeking to foster exploration of the issues and concerns that we must confront as we enter the 21st century. How, for example, will the new technology affect the mission and structure of the University in its centennial year of 2010? How will it affect the way faculty work? How will it affect the way students learn? Perhaps, in light of its recent article as cited above, the BGSU Faculty Association would like to invite the BGSU 2010 Committee to one of its spring forums for the purpose of discussing the new technology.

The BGSU 2010 Committee invites everyone to watch for and read its next communication, "Tools for Faculty Work in the 21st Century." This brief document is a summary of an address presented by Dr. William M. Plater at the Hypermec '93 Conference and distributed at AAHE's 1994 Forum on Exemplary Teaching. The complete text of Dr. Plater's address can be obtained through the Continuing Education Office.

Electronically yours,

Donald M. Wilson
Chair, Music Composition/History Dept.
member, BGSU 2010 Committee

**Miscellaneous equipment offered to departments**

There will be an open house for the selection of all surplus furniture and miscellaneous equipment for departments on Wednesday, Feb. 15, at the Reed Street Warehouse, north end.

From 3:30-11 a.m. and from 1:30-3 p.m., staff may select items for departmental use at no charge to the budget.
Program scheduled
Lorsonnemberg, adult learner services and evening credit, will conduct a brown bag lunch titled, "Educational Opportunities at Your Doorstep," from noon-1 p.m., Feb. 21 in the Personnel Training/Conference Center, College Park Office Building.

The program will show how the Adult Learner Services and Evening Credit Program staff can help people assess interests, explore ideas, obtain practical information and develop plans for additional education.

To register, call Yolanda Patton at 2-8421.

Payday will be early
The February payroll for all employees paid monthly will be released Friday, Feb. 17 instead of Monday, Feb. 20.

Most banking institutions will be closed Feb. 20 in honor of President's Day.

OBITUARY
Thelma Avery
Thelma Avery, 90, formerly of Bowling Green, died Jan. 28 at the Wood County Nursing Home.

She had been a cook at several sororities and at Kohl Hall, Shatell Hall and the University Union.

Memorials may be made to the Bridge Hospice.

Betty Tyson
Betty Tyson of Bowling Green died Feb. 4 at the Hospice Inpatient Unit, Sylvania.

She was a clinical supervisor at the University for 27 years working in the departments of registration and records, English, physical plant and Instructional Media Services.

Memorials may be made to the building fund for the First Baptist Church in Waterville.

CLASSIFIED
EMPLOYMENT OPPORTUNITIES
Posting expiration date for employees to apply: Noon, Feb. 17

2-17-1 Maintenance repair worker 2 pay grade 7 food operations

FACULTY/STAFF POSITIONS

FOR SALE
The College of Arts and Sciences has the following items for sale: Xerox MemoryWriter #160, Panasonic KX-E7000W (with ribbons and correction tape), Canon AP50X (with ribbons, correction tape and book), a typewriter and a DuoFile TAD-212 Answering Machine with tapes. All high enders include an extra wheel. Contact Sherrill at 2-2015.

Multifaceted comedian
Comedian Craig Tomquist will be the featured performer for the Third Annual Spring Employee Enrichment Day, March 16. Tomquist and his cast of characters (including the Church Lady and Homeboy Scout, from left) will appear from 1-2 p.m. during the day-long program held at the Lenhart Grand Ballroom. Other activities featured during the day will include the Wellness Fair, informational seminars and demonstrations.

DATEBOOK
Monday, Feb. 13
International Film Series, "Black Cannon Incident" (1986) directed by Huang Jaxiong, 8 p.m., Gish Film Theater. Free.

Tuesday, Feb. 14
People for Racial Justice Committee Meeting, 1-2:30 p.m., Taft Library, Room.
Music Performance, Bowling Green at the Manor House series featuring Valentine songs performed by tenors Richard and Shawn Mathey, 7:30 p.m., Wildwood Manor/Park's Manor House, Toledo.


Wednesday, Feb. 15

BGSU Economics Colloquium Series, "Student Evaluation of Teaching as Critical Thinking Really Matters," presented by Dr. M. Neil Browne and Dr. John H. Hoag, economics, 3:30 p.m., 4000 Business Administration Bldg.

Women's Studies Symposium, "African Connections: A Symposium Featuring Women of Color" moderated by Dr. Lilian Ashcraft Eaton, history, 4-5:30 p.m., Faculty Lounge, Union.

Women's Basketball vs. Eastern Michigan, 7:30 p.m., Anderson Arena.

Faculty Artist Series, Tubist David Sayers will perform, 8 p.m., Bryan Recital Hall, Moore Musical Arts Center. Free.

Theatre Production, "The Good Woman of Setzuan" performed by Bertolt Brecht, 8 p.m., Joe E. Brown Theatre. For ticket information, call 2-2719.

Friday, Feb. 17
Men's Tennis vs. Illinois-Chicago, 3 p.m., YMCA. Findlay.

Women's Tennis vs Marshall, 6 p.m., Laurel Hill, Toledo.


Men's Basketball vs. Toledo, 8 p.m., Anderson Arena.

Concert Performance, The Bowling Green Philharmonia, directed by Dr. Emily Freeman, 8 p.m., Kobacker Hall, Moore Musical Arts Center.

Theatre Production, "The Good Woman of Setzuan" performed by Bertolt Brecht, 8 p.m., Joe E. Brown Theatre. For ticket information, call 2-2719.

Saturday, Feb. 18
Guest Recital, trumpet player Stephen Bums, 1:30 p.m., Kobacker Hall, Moore Musical Arts Center. Dinner Theatre, "Black Anthology — the Rhythmic Sounds of a Soulful People," sponsored by the Office of Multicultural Affairs, 7 p.m., Lenhart Grand Ballroom. Call 2-6327 for ticket information.

Hollywood Comedies of the 1940s Film Series, "The Bride Came C.O.D." directed by William Keighley, 7:30 p.m., Gish Film Theater. Free.

Hollywood Comedies of the 1950s Film Series, "How to Marry a Millionaire" directed by Howard Hawks, 7:30 p.m., Gish Film Theater. Free.

Musical Arts Center.

Monday, Feb. 20
Piano Master Class, presented by Jerome Rose, BGSU artist-in-residence, 4 p.m., Kobacker Hall, Moore Musical Arts Center. Free.

International Film Series, "Das liefert" (1977) German movie directed by Rainer W. Fassbinder, 8 p.m., Gish Film Theater. Subtitles. Free.

Items submitted for Datebook must be sent in writing, c/o Monitor, 516 Administration Bldg., or faxed to 2-2617 no later than 5 p.m. Tuesday the week preceding intended publication.
The Annual Report of the President
1993-94
Bowling Green State University

Introduction
June 30, 1994 marked the end of one of the most unusual and important academic years in the history of Bowling Green State University. There are many reasons why this is so, most of which will be detailed in this report, but one event was of paramount significance. On February 9 and 10, 1994 the faculty of the University voted 328-258, with only eight challenged ballots, to reject the proposal by the Bowling Green Faculty Association to organize the faculty for purposes of collective bargaining. We had been heading toward this election for more than two years, and many, many other worthwhile campus projects had come to a halt because of the preoccupation with this most important of pending decisions. Both sides had ample opportunity to express their views. Debate was open and interesting, and for the most part quite fair and reasonable. I was, if I may say so, proud of all the participants, on both sides. But I was gratified by the result. I had made no secret of my opposition to the application of collective bargaining concepts to our governance system on this campus, and I communicated my reasons to the faculty at length. The margin of the vote and the percentage of the faculty voting (84%) was particularly pleasing. It would have been bad for the University to have had a very close vote with a small percentage of the eligible participant's voting. Now, with this decisive vote behind us, we can turn our attention to the future with a better understanding of the desires and intentions of the scholarly community, and a rededication to our primary purposes.

Many of the issues which led to the attempt to organize the faculty were of significance, and still are. Some were purely monetary, such as the fact that summer salaries were reduced once during the last few years of financial crisis, and that we went without any salary increases for two and one half years. Salaries are still a problem, but in the '93-'94 period, we managed to increase salaries by 4.05%, and for the coming year a 3% overall increase has been approved by the Board of Trustees.

Reviews are under way of the grievance procedures in tenure and promotion appeal case, and Faculty Senate is studying the relationship between the Faculty Senate Budget Committee and the main body, which became a focus of inquiry during the campaign.

Overall, however, the results of the election seem to signify that the majority thinks our governance systems at the University are working, that communication, although always in need of improvement, is nonetheless functioning reasonably well, and that the faculty community understands that our relative position financially in comparison to our sister institutions is competitive. Many faculty to whom I have spoken about the results interpret them as an expression of pride and professionalism in the University, and as an expression of confidence in the way the University handled the financial crisis of 1991-93. That crisis resulted in an absolute reduction in state support for BGSU of $13 million, and the loss of 147 positions from our personnel base, the biggest financial setback in our history. But we weathered it, sooner than I had expected, and we are still fulfilling our mission with a very high level of quality.

Planned Retirement
As I say, we managed to steer our way through the treacherous waters of the financial crisis sooner than expected. As one result, I have been able to proceed with my planned retirement from the presidency of the University sooner than I had anticipated. I had indicated that I would serve until 1994 as head of the institution, but when the state budget reductions struck, the Board of Trustees asked me to stay on through the crisis, since they did not wish to search for a new president in such unstable circumstances. I agreed to stay on until stability was restored, or until June 1996, whichever came first.

With the reductions accomplished, with state revenues more predictable, the union election over, and three salary increases having been allocated since the last year of zero increases, it seemed to me that I could go ahead with my previous plans, so I informed the Board that I would step down June 30, 1995. The Board has therefore initiated the process of choosing my successor, and an appointment will be made at the end of the search. I look forward to working with the person who is chosen to make the transition to the new era smoothly and efficiently.

As early as October 1993 the Board of Trustees began to systematically educate itself about the process of a presidential search. In June 1994 it employed Ronald Zera of Spencer Stuart Consultants to assist it with the search. In July, Board chairperson C. Ellen Connolly sent letters to several campus groups inviting them to nominate individuals for the search committee, and she published an open letter to the community in Monitor describing some of the principles which the Board plans to follow in conducting the search. In addition, she invited comments on needed directions for the University in the decade ahead, as well as desirable leadership qualities in the next president of BGSU. In conjunction with advice from Mr. Zera, the Board expects to make a number of specific decisions between July and early September about the search committee and the search process.

Some New Appointments
Several new appointments have been made because of the normal toll extracted by retirements and attrition. Dr. Ed Whipple was appointed Vice President for Student Affairs after a nationwide search, and joined the administration on July 19. He comes with high recommendations and much enthusiasm to this new responsibility. Dr. Whipple replaces Dr. Ron Zwierlein, who was interim Vice President for Student Affairs for the past year. We were unable to fill this position on a permanent basis for two years because of the financial crisis, and Ron did yeoman's work in discharging the responsibilities of this office in most difficult circumstances. We all owe him a debt of gratitude.

Following an internal search, Dr. Charles Cranney was appointed Dean of the College of Arts and Sciences effective October 5, 1993. Dr. Cranney was formerly Chair of the Department of Psychology, one of the University's largest and best departments, and has a long and wide acquaintance with the University. He is a welcome addition to the senior administration.

Dr. Leslie Sternberg joined the administration as the new Dean of the College of Education and Allied Professions in August 1994. He comes to us from Iowa State University. He replaces Dr. Ron Russell, who has served as dean for the last two years, and who will be greatly missed, since he has also chosen to retire from the faculty after a long career at BGSU. He too is owed a great debt of gratitude.

Jack Gregory technically retired as Director of Intercollegiate Athletics last year, but I asked him to stay on for an additional year while we conducted a search for his successor. It was one of the most successful years ever in Falcon athletics, since our athletes won the awards for overall excellence for both men's and women's programs in the Mid American Conference for the first time. Only one other University has ever accomplished this feat. But Jack has insisted on carrying through with his retirement, so a new Director has been chosen. Dr. Ron Zwierlein was the choice after an intense national search, and has already assumed office. We were fortunate in having a very strong field from which to choose, and as a result we have come to an

Renovations to Founders Quadrangle, totaling $15 million, were completed in 1993. After it re-opened, the 672 rooms in the updated residence hall, with its popular dining area, were claimed by students in less than one hour.
even greater appreciation of Ron’s qualifications. In addition to his many years of experience here, he has been an athletic director elsewhere, and as a coach. As a result of his service as Interim Vice President for Student Affairs and Director of Recreational Athletics at BGSU, he is intimately familiar with our problems and prepared to address them. I welcome him to his new position and congratulate him.

Michael Walsh joined the staff as the Director of Admissions in July 1994. Mr. Walsh was formerly executive director of enrollment management at Northwest Missouri State University and was responsible for the enrollment management area of the University. At Northwest Missouri State he was instrumental in developing an enrollment management plan that involved the entire campus in the recruitment and retention of students and an aggressive marketing campaign that used broadcast and print media and focused on short and long term recruiting goals. I welcome him to the administration of BGSU. He replaces John Martin, who after dedicating 30 years to this institution, has decided to retire. Twenty-six of those years were spent as director of admissions and his excellent leadership and first class performance will surely be missed.

Salary Increases
The impact of the fiscal reductions of the last few years remains the central determinant of the immediate future of us all. Things are certainly better than they were. Since the last year of zero salary increases, we have been able to allocate the following raises: (see attached chart)

For next year, 1994-95, the Board has approved a 3% pool for faculty and staff, and for faculty this will be distributed 50% across the board and 50% on the basis of previously developed departmental merit criteria. The Board felt that even though the total percentage available was not large, it was in the best interest of the University to return to a merit-based allocation as soon as possible. Over the past decade, the ratio of merit to across-the-board increase has been 40/60. Prior to that it was only 20% merit, and 80% across the board. But the Board felt it was now appropriate to move to a 50/50 basis, in order to enhance motivation toward excellence, and to improve our competitive position for the very best faculty with respect to our sister universities.

As you will see from the “Goals” section of this report, this change will be accompanied by a general review of all merit-based salary increase criteria, since in the past there have been complaints about the utility and fairness of some of these.

BGSU 2010
As stated above, a lot of things were postponed on the campus because of the collective bargaining election, which cast its shadow over virtually everything we did for the last two years. One of the events that was postponed was the BGSU 2010 symposium we had hoped to host this year, and which was delayed, especially as the result of the University's ten-year re-accreditation by the North Central Association last year. We had put together an Intercollegiate Academic Planning Committee some time ago and the recommendation for this important forum to examine our future, including the possibility of consolidating or redesigning programs, had arisen as a result. We can now continue with this event, and organization of it is already underway. Dr. Mark Kasoff, Director of Canadian Studies, has agreed to serve as assistant to Vice President Clark for this purpose. Prominent authorities on higher education will be invited to address the campus community and vigorous debate about what the University should strive to become over the next 15 or 20 years will be stimulated. This is particularly apropos in the light of the OBOR review of graduate and professional programs that begins this year. We expect our doctoral teams to be reviewed, together with our masters’ offerings, over the next few years, and it is critically important that we be strong in those areas that we intend to develop over the long run. Internal reviews of those programs will begin in depth this year.

Capital Budget and Physical Plant
This was the year of the Capital Budget for the State of Ohio. The budget works in biennial cycles, with the capital budget in one year and the operating budget in the next. Thus, this coming year will set our state subsidy for operating purposes for the next two years. In the capital budget, we received funding for the following projects:

<table>
<thead>
<tr>
<th>Project</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Basic Renovations</td>
<td>$3,318,000</td>
</tr>
<tr>
<td>South Hall Replacement/Ph II</td>
<td>$4,767,000</td>
</tr>
<tr>
<td>University Hall Rehabilitation</td>
<td>$3,286,000</td>
</tr>
<tr>
<td>Central Plant Replacement-Ph I</td>
<td>$3,500,000</td>
</tr>
<tr>
<td>Hanna Hall Rehabilitation</td>
<td>$365,000</td>
</tr>
<tr>
<td>TOTAL APPROPRIATION</td>
<td>$15,236,000</td>
</tr>
</tbody>
</table>

Some other universities received funding in excess of OBOR recommendations and we did not, as we have in the past frequently done. But in fact this is about all the construction we can handle on campus at our current time. Major projects from past years are still underway, such as the completion of the Eppler renovation, work on the utility tunnels, and the new general purpose classroom building and telecommunications center that is just coming on line. Several of the newly funded projects will be disruptive of campus life for some time. A good example is the long awaited one, is the demolition and replacement of South Hall, which should begin in about a year. It is now possible to see the end of the tunnel so far as the reconstruction, renovation and development of the main campus is concerned.

One facility that this campus desperately needs is a convocation center that includes a basketball floor. Anderson Arena is an honorable, storied, but ancient home for basketball, volleyball and several other sports. But it is not air conditioned, its construction does not lend itself to easy renovation, and layout is archaic and uncomfortable, its acoustics are terrible, its capacity is inadequate (4,800 maximum) and its locker facilities and office space are of very poor quality. We have no hall that will seat anything like the 20,000 people we frequently have for spring commencement and it is wet and cold now and then in May, as it was this past spring graduate commencement. It cannot host our large groups that are at all costly because we cannot generate the income with so small a house, and when we do host outside groups, such as Bowl's and Girl's State each summer, we are frequently embarrassed by the miserable conditions when summer temperatures heat Anderson to the hundreds, as happened this summer when Governor Voinovich was here. All other Ohio universities have such facilities, often funded jointly with the city in which they are located — Ohio State and the City of Columbus received 21 million dollars for a single facility for basketball this year — but we are in a small city, and have not been so politically fortunate. The time is long past to rectify this situation.

The Research Enterprise Park
Thanks to Congresswoman Nancy Kaptur, $1.25 million was put in the national defense appropriations bill for the Bowling Green State University Research/Enterprise Park develop a building that would do research and help industries. A small business area of Desktop Manufacturing, which refers to the production of relatively small items from computer programs which drive robots, lasers and other devices. We have obtained agreement from the state to add another $21.25 million, and committed the University to raise $1 million in private funds as well. Congresswoman Kaptur, who had originally sought five million from the federal government, is committed to getting the remainder funded in the next federal budget. Unfortunately, due to the way we can talk to a simple administrative error, the state's $1.25 million was left out of the state capital budget. We have had to work with the officials and have been assured that the funding will be forthcoming, and we await that event with great anticipation.

The growth of the Research/Enterprise Park has been slower than first hoped, but some promising things may be on the horizon, in addition to the above project. A new developer, Poggersmeyer Design Group of Bowling Green, has been hired and the projects are currently under way with a hotel chain about construction of an 80-unit hotel together with a restaurant on the property. Students from our hospitality management program would help to staff this facility. All landscaping and infrastructure work is complete on the property, and of course the Mid-Arn Information Services Inc. offices and the Ohio Environmental Protection Agency building are already on site.

Access and Signs
A long-sought project with the City of Bowling Green comes to fruition this coming year with the permanent closure of Ridge Street through the main campus. The entrance to the cemetery will be moved to Merry Street and that street will be improved. Ridge, which has been barricaded during class hours for several years now, will be closed except to emergency and supply vehicles, and thus made both safer and more attractive.

The city has also applied for a grant which includes funds to improve the main entrance to the University on East Wooster, among other things by burying all the electrical and telephone lines around the intersection of Wooster and Campbell Hill Road. The grant application is still in the competition, and we are very hopeful. This would make a tremendous difference in the impression given to visitors to the University! Also on matters of public information and impression, I am delighted and thankful to say that after years of effort, the Ohio Turnpike signage to the University is accurate and highly visible, doubtless to the great relief of those hundreds of good people who each year couldn't get here from there!

Board of Trustees
Almost every year, one trustee leaves the Board of Trustees and another is appointed. But this year is unique, in that no trustee is leaving the Board, and no new trustee is joining it. The situation came about because of a ruling by the Ohio Attorney General two years ago that two sitting trustees were not validly seated because they were not legal electors of the state of Ohio. These two trustees were replaced by Governor Voinovich, and then, at the end of that year, he replaced the trustee whose term normally expired. Thus, in one year, he appointed three trustees. One of those trustees, David Bryan, has been reappointed to the Board for a full nine-year term upon the expiration of his temporary one-year appointment to fill one of the previous board member's seats. The second new trustee, Valerie Newell, has another year to serve before she can be appointed to a full-term.

Kermit Stroh of Wapakoneta was appointed to the Board in May of 1993 for a full nine-year term to replace the trustee whose term ended. Stroh is very widely known to the University community as an avid supporter of athletics and many other undertakings on the campus.

### Percentage Increases in Salary for Continuing Faculty From 1991-92 Through 1993-94

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<tr>
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</thead>
<tbody>
<tr>
<td>Professor</td>
<td>0.11%</td>
<td>3.33%</td>
<td>5.31%</td>
<td>8.94%</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>0.14%</td>
<td>4.16%</td>
<td>6.34%</td>
<td>10.92%</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>0.51%</td>
<td>5.13%</td>
<td>7.86%</td>
<td>13.06%</td>
</tr>
<tr>
<td>Instructor</td>
<td>0.89%</td>
<td>6.35%</td>
<td>8.54%</td>
<td>16.46%</td>
</tr>
<tr>
<td>Lecturer</td>
<td>0.00%</td>
<td>5.85%</td>
<td>7.39%</td>
<td>13.67%</td>
</tr>
<tr>
<td>All-rank average</td>
<td>0.20%</td>
<td>4.10%</td>
<td>6.11%</td>
<td>10.67%</td>
</tr>
</tbody>
</table>

Source: Office of Planning and Budgeting
and it is a pleasure to have him on the Board.

International Education
Our efforts in international education continue to improve, but not as quickly as I would like to see. For the academic year 1993-1994, we had 496 foreign students on campus, the largest number in our history. Overall, the numbers of BGSU students abroad and foreign students studying here are as follows:

Number of Students Abroad:
1992-93 - 220 students representing 13 countries
98 were awarded International Travel Grants, 162 were undergraduates (86 of these were grant recipients)

Number of International Students Here:
Fall 1993 - 496 students
The international students represent 67 different countries. Of the total, 171 are undergraduates and 325 are graduate students. This is a 49.7% increase over the last 3 years.

Internal Endowment Fund
Several years ago, I asked the trustees to set aside certain fund balances in excess of the legal requirements in those funds and to permit the resulting endowment to grow through investment until it reached an additional $12 million. This target has been reached and in fact certain initiatives have for some time been supported by interest from some portions of the principal monies constituting the fund. For example, the income from $1.5 million of principal is dedicated to the support of our three Eminent Scholar positions and another $1.5 million of principal is dedicated to the support of international education. Allocations in support of international education since the inception of the fund are as follows:

Summer 1992
Academic Yr 1992-93
Fall 1992
Spring 1993
Summer 1993
Academic Yr 1993-94
Fall 1993
Spring 1994
Summer 1994
Academic Yr 1994-95
Fall 1994
Spring 1995

It is now an appropriate time to make additional interest allocations from the fund. For the last few years, I have funded a few additional faculty appointments in the areas of chemistry, physics, geology and technology from the President’s Contingency Fund. The purpose of these positions was to create the nucleus of what is being called a Materials Sciences Center, a group of researchers and teachers whose efforts would be focused on the study and development of new varieties of materials for a variety of purposes. This group, which also includes some graduate students and a visiting scholar each year, has now reached “critical mass” and should soon be able to generate significant outside funding. The effort will, however, require an ongoing commitment from the University for particular operating and equipment expenses which cannot be precisely planned. For these purposes, the Board of Trustees has approved the allocation of the income from an additional $1.5 million of the Internal Endowment Fund, to be disbursed by a Materials Sciences Committee, permanently established under the Associate Vice President for Academic Affairs as Chair.

There has been an historical lack of support for the arts, the humanities and social science research on this campus and with the additional shortage of external funds caused by financial stringencies in federal and private granting agencies, this has made research for faculty in these areas very hard to support. The Board of Trustees has therefore approved that the income from $1.5 million of the internal endowment be deposited in an Arts, Humanities and Social Science Research Endowment, again to be under the authority of the office of the vice president for academic affairs.

The above recommendations are also being made in direct response to a recommendation in our ten-year re-accreditation report from the North Central Association that the University allocate more money in support of faculty research grants and contracts.

Deans’ Support
Finally, and of very great importance, is the question of how to enable deans to reward exceptional merit and to support special faculty needs. At the present time, it is unlikely that funds for contingency use by deans can be allocated from general operating revenues, because we have no enrollment growth, and almost all anticipated revenues have been allocated except my contingency fund. But if there is one over-riding gap in the faculty incentive and reward structure on this campus, this is it. Since the early sixties, deans of the BGSU colleges have not had opportunities comparable to their colleagues at our sister institutions to encourage superior performance, correct inequities and encourage the development of new programs. It is time to begin to address this problem in practical ways. Accordingly, the Board of Trustees has approved an allocation of $150,000 to be placed at the annual disposal of the college deans to reward faculty in the form of one-time bonuses provided that the bonuses are verifiably justified because of unusually excellent performance.

This will bring the total of encumbered principal on the Internal Endowment Fund to $8.2 million of the present total $13.2 million, leaving untouched the approximate balance of the original fund, which was $5 million, to continue growing through earned income. None of the other endowment funds of the University, including funds under the control of the Foundation and the General Fee Escrow Account, (the residence and dining hall re-financing project) are affected by this proposal, and none of the principal in any fund is expended.

Salary Differentials at the University
From time to time, concern arises about possible discrimination in salaries at the University, whether between men’s and women’s salaries or for some other reason. During the spring semester 1994, a report was issued by an ad hoc committee of the faculty Senate which stated that there is discrimination against female members of the University’s faculty and sets out data to support this claim. The report has been supported by a vote of the Faculty Senate and by the executives of that body. At a meeting of the Senate during that same semester, I stated that if there is indeed unjustified salary discrimination, we will act to correct it immediately.

Since that time, a preliminary examination of the data in the Senate report indicates some inaccuracies in calculation and methodology. For example, in some cases of inappropriate comparison, salaries had not been converted from 12 to a nine-month academic year basis, and in some cases the wrong conversion factor had been used when doing so. We also believe that inappropriate groupings of disciplines for salary comparison purposes have been used in some cases in the report, which do not take into account different market-based starting salaries in those disciplines. There are other cases of concern with calculation and method as well.

Nevertheless, we are committed to addressing such problems wherever they exist, and we are grateful to the Senate Committee for stating their concerns. To ensure that the right thing is done, I have asked the Office of Academic Affairs to appoint a select group of qualified faculty, upon recommendation of the chairs and deans, to verify the conclusions in the Senate report, and, where they cannot agree, to arrive at alternative recommendations and conclusions with supporting data and description of methodology. This committee has been appointed. Its members are:

• William Balzer - Professor, Psychology, Department Chair
• Nancy Boudreau - Assistant Professor, Applied Statistics and Operations Research, Director of the Statistical Consulting Center
• Ann Marie Ryan - Associate Professor, Psychology
• Deanne Snavely - Associate Professor, Chemistry
• James Sullivan - Professor, Applied Statistics and Operations Research, Associate Dean of Business Administration
• Robert Yonker - Professor, Educational Foundations and Inquiry

The committee will set forth its findings no later than the end of the fall semester 1994, and they will be acted upon forthwith.

Program Development and Reform
For many years, Bowling Green State University has been working to reform its general education required core of courses. There have been milestone successes in the complex journey, but it is difficult and wearisome work at times. When I first arrived as President of the University, I gave an address to the faculty which argued that a careful review of transcripts for all the colleges revealed a distressing fact: we were giving degrees to...
some students who, by any generally accepted definition of a well-educated person, could not be so described. I know that many faculty found this a provocative and disturbing allegation, but it was true, and verifiably so. Of course, our University, like any other, is a dynamic, self-renewing institution. General education throughout higher education, and particularly, in my opinion, in the public sector, has been in decline for several decades. There are explanations for this, including a backlash against its with its consequence of guaranteed credit hours, i.e., jobs, for required courses, and the concomitant increase in the difficulty of choosing interesting, challenging courses. The propaganda of the Vietnam era, with its demand for practical "relevance" in the solving of pressing social problems added to the difficulties. I have had the opportunity to move in the direction of a doctoral degree in it. Such a program is intended to develop students for future leadership in a wide variety of fields, including the development of new doctoral programs set out by the Ohio Board of Regents quite handily, and it would be totally consistent with the long-standing tradition of BGSU to defend and encourage academic freedom and to promote real and meaningful innovation and experimentation of the best kind.

Nevertheless, past efforts to develop a doctoral degree program of this calibre or any other degree in existence, have run afoul of various internal competing interests, and, I regret to say, have been treated as if by some with a certain disinterest in academic tradition. For instance, a few traditionalists in some other arts and sciences disciplines. It is ironic that the greatest scholarly appreciation for the quality of our popular culture program continues today, and it is time to take another close look at this field, and perhaps to move in the direction of a doctoral degree in it. Such a program is intended to develop students for future leadership in a wide variety of fields, including the development of new doctoral programs set out by the Ohio Board of Regents quite handily, and it would be totally consistent with the long-standing tradition of BGSU to defend and encourage academic freedom and to promote real and meaningful innovation and experimentation of the best kind. If further evidence were needed of our capacity to innovate, and to move into the arena of distance learning and networking, one need look no further than the Jerome Library, through which arrangements have been made, assuming the approval of the OBOE, to pilot the offering of the Masters of Arts in Library Science from the University of Arizona, utilizing the facilities of the new telecommunications Center in Ocsamp Hall.

The Non-Academic Functions Committee

In the autumn of 1994, I appointed a committee charged with preparing a report of Technol­gy to study all of the non-academic functions of the University. The purpose of the committee, which has representation from all divisions of employees, is to make suggestions about current structures, efficiencies, needs, and personnel for all non-academy areas of operations. Any personnel changes which might need to be made and a plan for the implementation of these suggestions will be accomplished at a future time, training programs will of course be established if staff transfers are needed. I expect certain administrative reorganizations to be forthcoming, and there will doubtless be long-range transfers of resources necessary to position the University for the twenty-first century. Among the major concerns of the committee are training and development programs for management, greater specification in the Role and Mission statement of the University, and the reorganization of the Budgetary, intra-institutional collaboration on complex functions, and the establishment of a mechanism for the continuous review and alteration of functional processes. The group has worked very hard all year long, and they deserve our thanks.

Members of the committee are: Bill Balzer, John Buckenmyer, Jill Carr, Carl Cogar, Tom Erekson, Pat Fitzgeral, Veronica Gold, Pat Green, Susan Hahn, Tom Hilty, Joyce Hyslop, Joy Thompson, Barb Keeley, Carl Lipp, Charles McClellan, Jim Mccarthy, Richard Newlove, Raj Padmaraj, Linda Petrosino, Marshall Rose, Diana Starnp, Teri Shap, Larry Small, David Stanford, Norma Stokker, Charles Stokker, David Weis, Paul Yon and Ron Zwierlein.

Health Care Review and Re-Design

For more than two years, the University Health Care Task Force chaired by Donald Boren has been working diligently to find ways to reduce health care costs while maintaining a high level of care for all employees. One of the goals of this committee, whose work has been highly complex and time-consuming, has been to offer the option of managed care to everyone in our plan. This goal has been achieved, effective September 1, 1994. More than twenty vendors were invited to bid for this option, and these were reduced to seven after review and comparison. In the end, Blue Cross/Blue Shield was selected as the Managed Care provider, and they were also hired as our third-party payer to replace CoreSource. As a result of the committee's work, it is expected that our 1995 health care costs will be held to 1994 levels, which are approximately $5.1 million, a savings of almost $1 million over previously anticipated costs. Moreover, it is anticipated that most employees will eventually chose either plan one or plan four of the four options available under the new system, further reducing costs.

The University owes a real debt of thanks to this committee, which has worked very hard all year. During the coming year, we will be combining the University Insurance Committee and the Health Care Task Force into a permanent Health Care and Insurance Committee, which will monitor costs and utilization rates over the long run and seek to continue the effort to have the highest grade of care at a manageable cost.

Athletics and Some Other Interesting Student Affairs

It was one of the finest years ever in Falcon intercolle­gate athletics, some might say the best ever year. The Jacoby and Reese trophies are emblematic of the best overall performance in men's and women's programs in the Mid-American Conference and this year we won both awards for the first time in our history. Only one other school has ever accomplished this and we are all very proud of our athletes.

But at Bowling Green we emphasize the "student" in the phrase "student-athlete." Hence we have had a remarkably successful year. Fifty-nine athletes were honored at our 1994 Athletic Academic Honors Luncheon for achieving at least a 3.5 grade-point average, the largest number ever. At the end of the fall semester 1993 the mean GPA for all student athletes was 2.78, with 13 students having a 4.0 and 65% of all athletes having a 3.5 or better GPA. Naturally, this places us very well.

The University's intercollegiate athletic budget involves a significant amount of money. This year, $6.23 million dollars was spent and that does not include all of the prorated overhead costs for facilities and fields. Of that amount, 31.41% was generated in income by the intercollegiate athletic department. This is an increase of 11% over the previous year and an increase of 20% a ten year. We are pleased with this accomplishment and we have met our target of increasing this enrollment group by 10%. We now have a total of 1,108 minority students.

Service to students has been improved in many ways. For example, the Student Information System software is basically complete, except for the Degree Audit System, which was delayed because of difficulties with the vendor, but which should be in place soon. Thanks to improvements in the financial data-processing systems, bill-paying and related matters are easier than ever, as are transcript, class changes, etc. There are currently over 860 electronic mail account holders and over 4,000 general computer accounts for students, and there are 1,875 voice mail users, double the number from a year ago.

Programming in the residence halls has increased with more than 1,500 separate offerings from wellness presentations to movies. Residence hall staff received a minimum of 25 hours of training in the housing portion of the new Student Information System and the 10th annual off-campus housing fair attracted more than 500 students.

The Student Activities and Orientation division took over the running of Parent's Weekend and hosted a terrific party headlined by Peter, Paul and Mary. More than 4,500 young people came to campus for the "Sibs and Kids" weekend, and the Pre-Registration Program hosted 2,945 incoming students and 3,721 guests. The new University Fieldhouse has been a terrific success with almost 108,000 individual visits during the year and thanks to this facility, intra-mural sports participation in the winter is dramatically increased. The intercollegiate coaching staff is also convinced that the ability of their teams to practice inside during unfavorable weather and in the off-season has contributed to their success.

Financial aid is always a critical factor in the enroll­ment management of the University, and this year was no exception. About 100,000 documents and applica­tions were processed by the Financial Aid and Student Employment office, much the same as the previous year.

I am sure that 17,000 need analysis records, which is a 35% increase over last year. More than 9,600 Federal Family Education Loans, a 24% increase over the previous year, were handled, and a special University loan program was instituted together
with the Bursar's Office to handle delays caused by additional processing demands. The federal Electronic Data Entry system was also put into operation in the office which resulted in much increased capacity to handle information, but added to the press for time in a record year of demand. The office staff have done fine work under distressing conditions and deserve our deepest thanks.

We are all familiar with the more than normally difficult employment situation in the country just now, and that makes the work of the Career Planning and Placement Office even more important than usual. This year, more than 100 organizations came to campus to promote graduate school or career opportunities in EXPO '93, and over 2,255 people were counseled or provided with personal or group assistance from the Career staff. More than 5,145 on-campus student interviews with employers were held, and more than 4,500 participants attended 147 presentations to student groups. Attendance at Career Search Workshops, Specialty Career Programs, and Job Fairs totaled 5,319.

Finally, in the area of student affairs services, you might find it of interest to know that the Student Health Service had over 2,550 students participate in the Annual Health Fair. This far, the largest in northwest Ohio, provided care for the spouses of students for the first time in a one year experimental program and offered faculty and staff flu shots for the first time.

An Unusual Gift
The Hotel Millikin at the corner of Wooster and Main Streets is a Bowling Green landmark, which has been closed for many years now. But the location is prime, and there are stores on the first floor, the rental income from which pays the cost for maintaining the structure in its closed condition. The building was owned by the Uhliman family, long-time residents of the city and founders of the department store chain of the same name. The family has given the hotel and land to the University, and we took ownership. At the present time, there are no plans to renovate the building, because future uses have not been fully explored. But I would like to thank the Uhliman family for this handsome gift, which cannot help but benefit the University.

Miscellaneous Noteworthy Accomplishments and Events
This past year was the 100th anniversary of the death of Piotr Ilyich Tchaikowsky. Some time before the beginning of the fall semester 1993 I was visited by Professor Jerome Rose and a few other faculty who sought support for a year-long, multi-disciplinary celebration to be called "Tchaikowsky and the Russian Piano." The University was able to provide the modest support, but the results exceeded my highest expectations dramatically. From historical lectures to musical performances to art exhibitions, the year-long festivity was a smashing success, and brought a great deal of very favorable attention to the University. My sincere congratulations and thanks to all who were involved.

Bowling Green has long been known for its outstanding Men's Chorus under the direction of Professor Richard Mathey. The chorus has also spawned several really excellent men's quartets. This year, in the national barbershop quartet championships held in Pittsburgh, teams from the University came first and third. Members of the groups are: "The Real Deal" — Eric Kaufman, Gary Lewis, David McCutcheon and Justin Oxley; and "Yesteryear" — Randy Baughman, Rob Nixon, Dan Trakas and Mark Blake. Congratulations to them and to Professor Mathey.

Firelands College celebrated its 25th Anniversary throughout the year, and with several special events. The new dean, Dr. R. Darby Williams, was installed at a convocation in September, a Faculty Senate meeting was held at Firelands for the first time, an Alumni Board meeting was held at the college and of course the regular meeting of the Board of Trustees was held there in May. I was delighted to participate in some of these events, presenting a paper for the dean's induction.

The BGUS Library and Learning Resources System, particularly the Jerome Library, continued to make exponential progress over previous years. The bound collection volume is now more than 1.8 million, but whereas in past times that would be the main part of the library story, it is now merely the beginning. Patrons can now initiate and personally borrow books from all Ohio LINK libraries and initiate document delivery from 11 sites. Access has been provided to more than 16 million volumes in less than five years! Furthermore, CD-ROM databases continue to provide almost immediate access to a huge amount of information, from higher education statistics and reports to agricultural and biological indices to discipline based bases such as PsycLit in psychology. Ten such CD-ROM database bases were added to the library through BGLINK in just the past year. The University is now for the first time truly a worldwide window upon knowledge for the entire community, and for this region of the country.

1993-94 Faculty, Staff and Student Accomplishments
• Dr. Raymond K. Tucker, a professor of interpersonal communication, was awarded the first Outstanding Faculty Award by the Bowling Green State University Faculty Senate.
• Doctoral student Leah D. Hackelman of Findlay was chosen as a 1994-95 American Fellow by the American Association of University Women Education Foundation. She received a $14,050 stipend to support her research in American culture studies at Bowling Green.
• Melissa Dallas Bandy, director of the hospitality management program, received the designation of "Best Paper" in the legal-government relations category for the 1994 International Council on Hotel, Restaurant and Institutional Education conference. Her paper, titled "Legal and Non-Legal Infrastructures Supporting Tourism Investment in Selected Former Eastern Bloc Countries" was presented at the conference.
• Recent graduate Todd Long of Dublin co-authored an article entitled "Ecotourism: Issues, Responsibilities and Responses" with Melissa Dallas Bandy, director of hospitality management, which appeared in The Journal of Hospitality and Tourism Research.
• Mark Kelly, director of bands and a professor of music education, received the third annual Pro Musica Faculty-Staff Award for Service to Students.
• Dr. Ron Zwierlein, the interim vice president for student affairs, received both the William T. Jerome and Hollis A. Moore Awards.
• Dr. Steven Ludd, a professor of political science, and Kurt Landes, a junior from Wooster, each received Hollis A. Moore Awards.
• Robert Han, an assistant professor and director of the University's medical technology program; Dr. Janet Kelly, an assistant professor of political science; Dr. B. Madhu Rao, a professor of applied statistics and operations research; and Dr. John Sampen, a professor of music, were all presented with Faculty Excellence Awards by the Undergraduate Student Government.
• Janet Balgrew, an assistant professor who was cited for outstanding research; John Lavezzii, an assistant art professor who was cited for outstanding teaching; Robert Mazur, an art professor who was cited for outstanding service to the School of Art; Adrian Til, an associate professor who was honored for outstanding research, teaching and service; and Diane Regan, executive assistant to the dean of the College of Arts and Sciences, all received the '93 Magnifico Award from the University's School of Art.
• Art instructor Joan McKee and custodial worker Margaret Bieniek received the Dorothy Luther Bryan Awards for outstanding service and contributions to the School of Art.
• Jason T. Jackson, a telecommunications major from West Chester and USG president, received the Outstanding Senior Award for 1994.

• Journalistic instructor Terry Rentner received the 1994 Woman of Achievement Award from the Toledo chapter of Women in Communications Inc.
• The Department of Biological Sciences was presented a $113,278 grant from the National Science Foundation to maintain the University's drosophila species collection.
• Audrey Snyder, a senior recreation administration and interpersonal communication major from Dayton, was named the Outstanding Senior of the Year.
• Dr. Douglas C. Neckers, photochemical sciences professor, was presented the 1994 Morley Medal by the Cleveland Section of the American Chemical Society.
• The 1993-94 Distinguished Teaching Award was given to Dr. Thomas P. Rohrer, assistant director of bands, from the campus chapter of Phi Mu Alpha Sinfonia music honor society.
• Brian J. Gooch, a recent graduate from Attica, Ind., presented a paper titled "Instrumental Jazz Education in the High School: A Qualitative Case Study of an Exemplary Program" at the Council for Research in Music Education's Qualitative Methodologies in Music Education Research Conference.
• Michael Rodman of Allen Park, Mich., won first prize in the 1994 Young Composers' Contest of the National Federation of Music Clubs. His composition for alto saxophone and piano, titled "In Time of Living," received the Devora Nachwonyer Supplementary Award.
• Daniel Szasz, a graduate student majoring in violin performance, won honorable mention at the 24th Annual
Corpus Christi International Concerto Competition. Szasz was accompanied by his wife, Alina Voicu, a graduate student majoring in piano performance, who won the best accompanist award.

- Dr. Robert Perry, chair of the ethnic studies department, was presented with the Charles C. Iby Distinguished Service Award by the National Association of Ethnic Studies for his long and continuing service to the association.

- Dr. Vicki Patraka, professor of English, was elected vice president for research and publications of the Association for Theatre in Higher Education.

- Milagros Pena Bowers, an ethnic studies professor, was awarded a Fulbright Scholarship to conduct research in Mexico this year.

- Test Sharp, director of the newscast program, won the Gold Award of Excellence in the single news release/feature story category of the annual national marketing competition sponsored by the National University Continuing Education Association.

- The Evergreen Philosophy, a continuing education services brochure written by Edieann Biesbrock-Didham and Joanne McPherson and illustrated by Steve Rank received a Gold Award in the annual national marketing competition sponsored by the National University Continuing Education Association.

- Dr. Alvar W. Carlson, professor and chair of the geography department, was one of four American geographers invited to speak at the "Ethnic Groups in Europe and the Americas" symposium held in New Orleans.

- Bowling Green's mock trial team ranked 12th out of 32 teams in the national championship Intercollegiate Mock Trial Tournament.

- WFAL was chosen as one of the top five college radio stations in the nation by the National Association of College Broadcasters.

- The University and its ethnic studies department were honored by the Northwest Ohio Black Media Association as the only university in northwest Ohio with an ethnic studies department.

- The chemistry department received a $40,000 grant for the sixth year in a row from the National Science Foundation for undergraduate students to conduct chemistry research experiments.

- Dr. Steven C. Russell, associate professor of special education, was elected to a three-year term on the professional advisory board for the Learning Disabilities Association of America.

- Dr. Necoles Leonitis, associate professor of chemistry, was presented the 1994 Outstanding Young Scientist Award by the University's chapter of Sigma XI.

- Management professor Dr. chain Harold history professor Dr. Kenneth Kiple were named Distinguished University Professors by the Board of Trustees.

- Dr. Susan Young, field coordinator for the University's Cooperative Education Program, was elected the central region representative to the National Student Exchange Council.

- Dr. Randy Lee, president of the Midwest Cooperative Education Association, the national organization's largest regional group.

- Business professor Dr. Norm Eckel was named chief business consultant to the U.S.-Russia Information Resource Institute.

- Dr. Clifford Long, professor emeritus of mathematics and statistics, was honored with the Mathematical Association of America's Certificate of Meritorious Service.

- Dr. Karen Gould, associate dean of the Graduate College and a professor of romance languages, was chosen president of the Association of Canadian Studies in the United States.

- Hugh Smith, a graduate vocal performance major from Lebanon, Ohio, won the Metropolitan Opera District auditions held at the Cincinnati College-Conservatory of Music in Cincinnati.

- Dr. Robert Perry, chair of the Graduate College and a professor of romance languages, was chosen president of the Association of Canadian Studies in the United States.

- Hugh Smith, a graduate vocal performance major from Lebanon, Ohio, won the Metropolitan Opera District auditions held at the Cincinnati College-Conservatory of Music in Cincinnati.

- David A. Stanford, associate director for cooperative education, was named Educator of the Year by the Ohio Education Association.

- Frank Bosworth III, assistant professor of design and visual communication technology, was named the 1993 Educator of the Year by the American Institute of Architecture Students.

- Dr. Clyde Willis, dean of the College of Health and Human Services, was presented the Board of Directors Award by the Association of Schools of Allied Health Professions for his outstanding contributions in the area of allied health accreditation.

- Dr. Roger J. Dennett, director of public safety, was selected 1994 state president of the Ohio chapter of the Federal Bureau of Investigation's National Academy Associates.

- Bowling Green's Food Operations was presented a Crystal Apple Award by the Ohio State Placement Services and Adult Services Providers Consortium in recognition of its outstanding contributions in the employment of persons with disabilities.

- Dr. George Hammond, a Distinguished Visiting Professor in photochemistry, received an honorary degree from the Weizmann Institute of Scientific Research in Rehovot, Israel.

- Dr. Philip Terrie, English and American culture studies professor, received a Fulbright grant to teach at the University of Malaga on the Costa del Sol in Spain.

- The campus chapter of Beta Alpha Psi national accounting honor society achieved superior status for the 13th time in 14 years.

- The College of Musical Arts won a second-place Award of Merit in the 1993 Award Program for Educational Institutions for the Performance and Promotion of American Music sponsored by the National Federation of Music Clubs.

- Dr. Ronald L. Partin, professor of education and coordinator of the University's graduate program in guidance and counseling, was given the Charles Weaver Award by the Ohio Counseling Association for long and distinguished service in the counseling profession.

- Dr. Park E. Leathers, chair of the Department of Accounting and Management Information Systems in the College of Business Administration, was named the 1993 Outstanding Ohio Accounting Educator by the Ohio Society of Certified Public Accountants and the Ohio region of the American Accounting Association.

- A relief print titled "Then Robin Left!" by Adrian Tio, associate professor of art, received first place in the Eighth Mini Print International Exhibition.

- Dr. Ron Zwierlein, interim vice president for student affairs, was elected to the board of directors of the American Red Cross Blood Service of Northwest Ohio.

- Dr. William Midden of the chemistry department received the 1993 Master Teacher Award.

- Dr. Ryan Tweney of psychology received the 1993 Oslamp Research Award.

- Dr. Raj A. Padmaraj of finance and Dr. Ellen Williams of special education received Faculty Service Awards.

- Dr. Frank Weiss of food operations and Dr. Wigg, a retired member of the art faculty, were the recipients of the 1993 University Honorary Alumnus Awards based on their contributions to the University and the community.

- Sally Musser Blair, director of the Northwest Ohio Educational Television Foundation located at WBOU TV, received the 1993 Alumni Service Award for her support of the Alumni Association.

- Dr. Dennis Hale, a professor of journalism, was elected head of the law division of the Association for Education in Journalism and Mass Communication.

- Susan Shamo, a programmer/analist in computer services, received the 1993 Classified Staff Outstanding Service Award which recognizes job performance, innovation and attitude.

- Dr. Ernest Savage, associate dean and director of graduate studies within the College of Technology, won a "Can-Do Award" from the Michigan Technology Council for helping Michigan school districts develop a series of technology education curricula. Savage was the first from outside the state of Michigan to receive such an award.

As a consequence of the Managing for the Future report, two committees that were convened by the Board of Trustees will have an impact on academic programs at the University. While not in the category of a BGSU "accomplishment," the committees did include representatives and input from the University's faculty and administration, and their recommendations will guide many of our future efforts. The committees generated three major reports. The first, on expectations for faculty workload, resulted in guidelines for expectations for teaching, research, and service based on the mission of each academic unit. A subsequent draft report focuses on the importance of giving adequate recognition for teaching excellence. The second committee, the Regents' Committee on Standards of Viability, has examined ways to improve the quality of Ohio's doctoral programs, to assure a wide range of doctoral programs, to provide resources for reallocation to programs of higher priority, and to address the public perception of unnecessary
duplication of doctoral programs.
While facilitating a smooth transition and continuation of Student Affairs functions as a search for a permanent Vice President was conducted, the following were accomplished:
- Establishment of a Postvention Crisis Committee to manage the emotional impact of student-related crises that may occur on or adjacent to the campus.
- Financial Aid and Student Employment (FASE) reached a new production milestone during the week of March 21, 1994, when the first group of entering and continuing student aid letters were mailed well ahead of last year's production pace and ahead of the University's sister institutions.
- Several of the students who were enrolled in the first Pre-College Enrichment Program (summer 1988) graduated from BGSU. The Pre-College Enrichment Program is a six-week college enrichment experience for rising high school juniors and seniors of African-American or Hispanic descent. The program assists participants in their career and personal development via a rigorous academic curriculum and structured social activities.
- Development of the Sexual Violations Steering Committee which prepared a Strategic Plan for the Prevention of and Response to Sexual Offenses at BGSU.

Part 1
Goals for 1993-94

ACADEMIC AFFAIRS
1. Conduct a search for a Dean of the College of Education and Allied Professions. STATUS: ACHIEVED.
The national search has concluded, and Dr. Leslie Sternberg has been appointed as Dean of the College of Education and Allied Professions, effective August, 1994. Dr. Sternberg replaces Dr. Ronald Russell, who is retiring.
2. Complete review of the recommendations from the General Education Committee and forward to appropriate governance bodies for endorsement and implementation. STATUS: ACHIEVED
Disposition of the Committee's recommendations is as described below.
Approved for implementation
- It is reaffirmed that changes in the articulation policy do not apply to those student pursuing an associate degree.
- Eliminate the current physical education activities requirement as a University requirement for the baccalaureate and associate degrees, to be implemented with the entering students of fall, 1994.
- Reduce the areas from five to four: Natural Sciences, Arts and Humanities, Social and Behavioral Sciences, and Cultural Diversity in the United States and move the remaining language courses in the this component to the Arts and Humanities group and distribute other courses to remaining groups as appropriate.
- Delete 100 level foreign language instruction courses from the list of approved General Education courses.
- Two courses shall be taken in each of the three areas of Natural Sciences, Social and Behavioral Sciences, and Humanities and Arts and at least one course must be taken from the fourth category, Cultural Diversity in the United States. At least one course must also concern an international perspective as identified by a special marking (with language courses at the 200 level and above included).
- In the general education curriculum, skills should not be grouped. Rather each of the defined skills should be treated individually in the creation of new pedagogies.
- A review of the specific courses in the general education program should be undertaken in order to define a more coherent program. Consideration should be given to reducing the number of courses, developing different courses, clarifying the guidelines for achieving the recommendations for assessment and continuing faculty development within the area of general education.
- All colleges should contribute to the general education curriculum. No college should be allowed to prescribe or proscribe courses in general education.
- Referred to committee for appropriate recommendations and development.
- The articulation policy should be revised to require four units of the same foreign language.
- Entering students must demonstrate proficiency in mathematics and foreign language through proficiency examinations. Failure to pass either examination will result in appropriate remediation, and hours earned during remediation will not count toward graduation.
- Raise the general education core requirement to 30 credit hours, exclusive of University requirements and articulation deficiencies. "By the end of the century, the University should move to establish a variety of integrative, upper-division general education courses. At that time, all students should be required to take at least 6 semester hours of such courses as part of their 30 hour general education requirement. (Tabled until sufficient numbers of upper division courses are developed.)
- Rejected
- For each unit of articulation deficiency, graduation requirements will increase by three credit hours in the area of deficiency.
3. Implement revisions in the University wide general education requirements. STATUS: See number 2.
In addition, the University General Education Committee developed a plan: "Toward a More Coherent Curriculum" which presents an proposal for bringing more coherence to the general education program and includes a clarification of the guidelines, skills and competencies, and proposes a plan for faculty development. This plan was presented to Undergraduate Council at its last meeting of 1993-94 and will be discussed in further detail in early fall.
4. Propose Charter change for reconfiguration of the University as recommended by the Intercollegiate Academic Planning Committee. STATUS: PARTIAL ACHIEVEMENT.
Has been forwarded to Faculty Senate for action. Proposed revisions to the text have been postponed until the first meeting of the Senate in the fall semester.
5. Develop plans to provide incentives for cost savings as recommended by IAPC. STATUS: IN PROCESS.
6. Appoint a Dean for the College of Arts and Sciences. STATUS: ACHIEVED.
A national search for Dean of Arts and Sciences which concluded last summer did not result in an appropriate match with any candidates. Following consultation with the Arts and Sciences search committee and faculty representatives, an internal search was conducted. Dr. Charles Cranny was appointed Dean of Arts and Sciences, effective October 25, 1993.

7. Develop a program for future systematic review of academic programs by outside experts. STATUS: IN PROCESS.
In process. Ohio Board of Regents' guidelines for reviewing doctoral programs are still being drafted. Once the OBOR guidelines are completed, a system for the review of academic programs by outside experts will be developed which is informed by the Regents' guidelines.

8. Review graduate programs in accordance with Ohio Board of Regents' requirements. (some overlap with #7) STATUS: IN PROCESS.
Ohio Board of Regents' guidelines for reviewing doctoral programs are still being drafted. The dean of the Graduate College has met individually with all doctoral programs to keep them abreast of developments. Dr. Clark is a member of the task force responsible for program review.

9. Develop means for implementation of the new law requiring an improvement in "teaching productivity." STATUS: IN PROCESS.
Each college has been asked to develop a statement of expectations regarding faculty work load. State guidelines were developed, and a University policy statement was presented to the Board Trustees on May 6, 1994 for their approval. The guidelines allow for a differential load among teaching, research, and service depending on the mission of the department and whether the department offers baccalaureate, masters, or doctoral programs.

PLANNING AND BUDGETING:
GOALS FOR 1993-1994
1. Obtain 200 new freshmen and 60 new transfer students in Summer, 1994 along with 3,150 new freshmen and 625 new transfer students for Fall, 1994, STATUS: PARTIAL ACHIEVEMENT.
To date, 8,742 freshmen applications have been received and 781 transfer applications have been
received for the summer and fall terms. The number of students admitted to the summer and fall terms are slightly behind last year's pace for all categories. Based on the number of anticipated applications still to be received, we are optimistic that we will achieve our targeted enrollments of freshmen and transfers to both the summer and fall terms. Fall freshmen will number 3,000 to 3,100.

2. Improve the quality of entering students, especially freshmen. STATUS: ACHIEVED.

The Office of Admissions has utilized several techniques to increase by 10% the number of Black and Hispanic students enrolled for the fall term by 1994. From the telephone responses, discussions with admitted students, and the slight increase in the number of Black and Hispanic families visiting campus, the goal of increasing the number of enrolled Black and Hispanic students by 10% will be met. However, financial aid continues to be an important factor in the selection of an institution for these students.

3. Increase the number of new enrolled minority students (particularly emphasis on Black and Hispanic) by 10% over Fall 1993. STATUS: ACHIEVED.

The Office of Admissions has utilized several techniques to increase by 10% the number of Black and Hispanic students enrolled for the fall term by 1994. From the telephone responses, discussions with admitted students, and the slight increase in the number of Black and Hispanic families visiting campus, the goal of increasing the number of enrolled Black and Hispanic students by 10% will be met. However, financial aid continues to be an important factor in the selection of an institution for these students.

4. Continue to emphasize recruitment of freshmen scholars with particular emphasis on National Merit Semifinalists and Finalists with a goal of enrolling 35 or more National Merit Finalists for Fall, 1994. STATUS: ACHIEVED.

To date (4/29/94), we have received 85 applications from National Merit Scholars, an increase of 22 from last year at this same point in time. Our prediction is that between 35-45 National Finalists will be attending Green State University. In addition, with the recent approval of minority student scholarships, we have received 5 applications from finalists in the National Achievement Scholarship Program for Outstanding Negro Students and 1 application from a National Hispanic Scholar.

5. In cooperation with Student Affairs and other areas as appropriate, continue working to implement recommendations of the Task Force on Scholarships and Talent Grants. STATUS: NO PROGRESS TO DATE.

6. In collaboration with Student Affairs, Academic Affairs, University Relations, and Operations, continue working to implement recommendations of the Ad Hoc Committee on Recruitment and Retention. STATUS: NO PROGRESS TO DATE.

7. Begin formal evaluation of office organization of Registration and Records, including assessment of various options for redistributing functions and restructuring management. This effort would be directed toward improving operating efficiency within the new system environment and thereby, to improving service. STATUS: IN PROGRESS.

The Office of Registration and Records has viewed a variety of models for the office but has delayed implementation of any changes pending resolution of various matters regarding availability of resources for enhancing in-office system support of not only our own operations but of services to academic units and other administrative offices.

The new system environment has required the shedding of certain responsibilities within the office (e.g., maintenance of such data as Name, Social Security Number, Birth date, Access Code [for use in telephone registration]) which led to being divided among two to three units (now the responsibility of Records only). While centralization of certain processes is required for security reasons, other operations have required that many more staff be trained and able to assist the unit primarily responsible. For example, all but three staff members are capable of and have assisted in registering students, compared to only our on-call workers and four staff members in the past. This redistribution of tasks and cross-training will continue as we become more familiar with the new system and identify opportunities for efficiency.

8. Successfully complete implementation of remaining modules of Student Information System (SIS) software, and ensure that all features of the software are functioning and that functional and technical aspects of the system are meeting expectations. STATUS: PARTIAL ACHIEVEMENT.

This goal is substantially completed. With the exception of the Audit System (DARS), all basic modules of the Student Information System (SIS) software (Registration & Records and Bursar) have been installed and are running in production. The DARS Audit System has been delayed due to quality control problems and changing support direction from the vendor. It is on schedule to be implemented by September 1994.

9. Work with Operations toward successful implementation of the financial aid system (FMS). STATUS: PARTIAL ACHIEVEMENT.

Limited interaction of the financial aid area has been sought in the design stage of the FMS software. Compor computer services has remained involved in meetings and presentations on FMS, although all presentations to date have been of a functional and not a technical nature. We have not received any technical specifications or system requirements from AMS. The target date for delivery of FMS from the vendor has been delayed until the first half of calendar year 1995.

10. Develop more useful reports for CUFS users and other areas which will provide better comparative information on budgeted vs. expended line items. STATUS: PROGRESS MADE; CONTINUED IN 1994-95. See Goal 10 below.

The offices of the Treasurer, Business Office and Budgeting met several times and developed a series of reports which will be more helpful to the end users of CUFS reports. The suggested reports will have summary pages, will delete unnecessary pages with blank data, and will segregate the fringe benefit figures from the departmental budgets. These reports were submitted to the Administrative Computing Council and approved. They are scheduled to be distributed as part of the budget packet each budget administrator receives beginning July 1994.

11. Develop monitoring reports from CUFS data on areas which will provide better comparative information on budgeted vs. expended line items. STATUS: PROGRESS MADE; CONTINUED IN 1994-95. See Goal 10 below.

The offices mentioned in Goal 10 also prepared preliminary reports to assist the auxiliary areas. We decided to complete the previous reports first and then proceed with this next set of reports. These reports will have to be written rather than modified.

12. Develop a plan for the smooth transition of the Project-90 operation with the closing of the Project-90 Office in the summer of 1994. STATUS: ACHIEVED.

The document "Beyond Project-90" led to substantial discussion by various affected and interested committee members and departments. As a result of the fruitful discussions, a plan was developed that a smooth transition is likely to occur. The appointment of a Legend Systems Coordinator, Jerry Ameling, has helped to ensure that some of the most critical coordination and vendor relations functions will continue.


The appendix to the Five-Year Plan included fifteen top preferences. Progress has been made on the following:

- We are working on the installation of a new email system. We have just completed the removal of NEWS from ANDY and now have it operational on the new system. The remaining electronic mail components should be reinstalled by mid-summer.
- The initial development for the Help Center facility has been completed. Patricia Kinca was recently assigned to be the Help Center center manager. A location has been selected and staff moved. We plan for the Help Center to be operational in skeletal form sometime this summer. Numerous items need to be worked out before full functionality is realized. As anticipated, and proven by examining experiences of other universities, the Help Center will take at least a year to fully mature and stabilize.
- We are planning to incorporate many of the features of a campus-wide information system into the new email system.
- The TRAPPER Replacement Committee has made its recommendation and we are in the process of acquiring new hardware and software. We anticipate installation sometime this summer.
- We have added over 200 faculty nodes to the FALCON data net since last summer.

University Computing Council (UCC) has established an Ad Hoc subcommittee to review University Computer Services in determining instructional priorities. Because of the close relationship between research and instructional activities, we believe that they will be working closely with the UCC Research subcommittee.

Since last year, we have added 40 new IBM 486 66/33 MHz and 60 Apple LC IIIs to our microcomputer labs. We have collected and modified much of our software and have networked the IBM 486's in the Business Administration lab.

We have been providing additional FOCUS training for those desiring such training and have sent staff to advanced FOCUS training in Detroit.

14. Put together a plan for the implementation of recommendations from the University Computer Services external consultants' Peer Review Report and the implementation of those recommendations. STATUS: ACHIEVED.

During the Fall semester, we completed, "Bowling Green State University - Future Directions in Information Systems Technology" which incorporated many of the items from the Peer Review Report and the Five-Year Computing Plan. We are now in the process of implementing many of the personnel items in this report, the Peer Review Report and the Five-Year Computing Plan.

15. Implement a program to improve the operational efficiency, morale, team effort and "services attitude" throughout UCS. STATUS: PARTIAL ACHIEVEMENT.

The new Help Center, with problem tracking to be done through that facility, should improve operational efficiency. Each director meeting twice per month with his/her staff should help provide communication among the employees. Morale could be improved to some degree in the department, due at least partially to the unrelated demands and many changes imposed upon the areas. While it is hoped that the recently announced reorganization and the establishment of improved communications between employees and management may help alleviate some of these problems, time has not permitted establishment of the multi-faceted program envisioned in this objective.

16. Work on enhancing the effectiveness of the team approach to Administrative Computer Services systems analysis/user support to provide human backup knowledge for key administrative areas. STATUS: UNDERWAY.

The Administrative Computer Services area is currently finalizing plans for a reorganization to be more compatible with the post-Project-90 era of computing at the University. A key component of that new organizational structure will be an enhancement of the team approach to systems analysis. We have had three department meetings since last summer in an effort to improve communications. We are in the process of implementing the Help Center and have received input from many areas of the department on this topic. We have purchased videotapes on how to improve user services, but have yet to present any programs.
17. Develop procedures for providing undergraduates with e-mail access. STATUS: ACHIEVED.

We now provide accounts for e-mail and general computer use for undergraduates. We currently have over 800 electronic mail accounts plus over 4,400 general computer accounts. The new e-mail system is being developed to deal specifically with the tremendous rise in the demand for general communication and Internet access.

18. Investigate and evaluate the use of the BGSU telephone system for input and access into our campus computer systems (e.g., account balances, payroll, grades). STATUS: ACHIEVED.

We went out with an RAP in October for software that would enable us to implement some of these applications. The results were not too promising. We have had some recent discussions with a vendor which show some promise of better meeting our needs.

19. Continue implementation of the new AT&T AUDIX voice mail system where desired by users. STATUS: ACHIEVED.

We now have approximately 1,875 AUDIX users, almost double the number from July 1, 1993.

20. Work to negotiate a multi-year agreement with the Medical College of Ohio in Toledo and the University of Toledo for determining the sharing of revenue generated by our joint nursing and physical therapy programs for 1993-94 and beyond. STATUS: PROGRESS MADE; CONTINUED IN 1994-95.

Representatives from MCOT, UT and BGSU met in December to agree upon the method for collecting enrollment and subsidy data for this year. Several meetings were scheduled this year but MCOT was not able to continue these negotiations due to other pressing issues with their recent merger activities. After the respective universities have compiled their data, another meeting will be scheduled to begin the final negotiation stage.

21. Continue working with the University Benefits/Insurance Office, Personnel Services, Operations, the Health Care Task Force and the University Insurance Committee on the design and implementation of the new health care program. STATUS: ACHIEVED.

New health care options were offered to all University employees January 1, 1994 and the President's Blue Ribbon Health Care Task Force implemented a managed care program.


We are on target for completion during Spring Term; only minor coding changes are being made. A more complete review and revision of the coding system will be undertaken at a later time.

23. Initiate development of a survey of graduating seniors and coordinate implementation of such a survey in summer 1994 with Academic Affairs (especially college offices). STATUS: NOT COMPLETED.

This could not be completed due to staffing reductions. College offices are being contacted to begin this process. This goal has been postponed until 1994-95.

24. Improve the efficiency of the operation of the Treasurer's Office, Bursar's Office, Business Office and Payroll Accounting through the reviewing and documenting of procedures and processes and the adoption of Total Quality Management (TQM) policies and philosophy. STATUS: PARTIAL ACHIEVEMENT.

A systems review of the Business Office is nearly complete. Modest procedural changes have been made as individuals looked at how and why they did certain functions. A review of the Payroll Accounting area has recently begun.

OPERATIONS AREA:

GOALS FOR 1993-1994

1. Conduct training on and implement the changes in the Health Care Plan. STATUS: ACHIEVED.

Phase II, managed care alternatives now underway.

2. Develop a marketing plan for establishing a "Surplus Store" as an adjunct to the BGSU Surplus Property Disposal Program. STATUS: ACHIEVED.

Will establish store in fiscal year 94/95.

3. Investigate the feasibility of combining elements of the Duplicating Services bindery area and bulk mail to establish an equitable charge-back system. STATUS: ACHIEVED.

4. Complete the revision of the Purchasing Policies and Procedures Manual and distribute to campus departments. STATUS: ACHIEVED.

5. Explore the feasibility of accepting a debit card for charging sales at the Main Campus Bookstore using the cash register and inventory control systems to improve inventory management. STATUS: ACHIEVED.

6. Develop a five-year strategic marketing plan for University Food Operations. STATUS: ACHIEVED.

7. Investigate the possible lease of University Union retail space (first floor lobby area) for a full-service bank branch. STATUS: ACHIEVED.

8. The Architect's Office will supervise the implementation and construction of the Eppler Complex rehabilitation. We will also continue to supervise and bring to completion the Founder's Quadrangle and Classroom Building projects. STATUS: ACHIEVED.

9. Completion of annual Capital Plan which includes the committee review process. STATUS: ACHIEVED.

10. Improve campus security by developing a plan and budget to convert all door locks to a new restricted key-way system. STATUS: ACHIEVED.

11. All members of Public Safety will attend the second part of human diversity training which will make them more aware of individuals' age, gender, and sexual orientation. STATUS: ACHIEVED.

12. Development of a Risk Management Manual to inform personnel of their duties when confronted with risk and insurance situations. STATUS: ACHIEVED.

13. Assist the OSHA Ad Hoc Committee in creating an awareness and knowledge of OSHA standards among University departments and areas to include implementation of recommendations for OSHA requirements. STATUS: SUBSTANTIAL ACHIEVEMENT.

University Ad Hoc Committee established. Facility audits completed. Implementation plan under development - estimated completion date 9/30/94.

14. Assist the Non-Academic Review Committee in reviewing the Vice President for Operations departments and their services. STATUS: ACHIEVED.

STUDENT AFFAIRS:

GOALS FOR 1993-1994

1. Establish a mechanism for long-range planning for the division of Student Affairs. STATUS: ACHIEVED.

University Student Affairs administrators and policy makers have recognized the need to proceed with planning for foreseeable changes and conflict in the upcoming decade for Bowling Green State University.

To meet future educational needs in a period of resource constraints, BGSU/the Division of Student Affairs has adopted a strategic plan designed to take into consideration major adaptations that were not present in the 80's.

The University administration faces an unconventional set of issues and different opportunities moving towards the year 2000 and beyond. While the challenge of the planning process remains constant, both the needs of our students and the University staff itself have undergone significant changes in the intervening decades.

A study has been concluded that has examined environments both internal/external and organizational effectiveness, counter-efficiency and performance consequences of "Strategic Planning" and restructuring in Student Affairs as we move into the 21st century. This exercise proposes a diametric model to address the
conflicting pressures for strategic change forced-driven by the various sub-units of Student Affairs. We are progressing with great enthusiasm towards achieving this task, we have selected areas within the Student Affairs Division and are using extensive longitudinal data based questioning for a span of issues aligned with the upcoming decades; furthermore, we are examining ways of restructuring and "long-range planning" used as a successful adaptive response to future Student Affairs needs and direction. The template is in place, the establishment of a long-range plan for Student Affairs awaits the appointment of a permanent Vice President for the Division.

2. Plan programs which will implement the sexual violations policy. STATUS: ACHIEVED.

An executive committee for the Sexual Violations Task Force has been formed - the Sexual Violations Steering Committee. The Vice President for Student Affairs Conference Room was designated for the use during the 1993-94 Academic year for this Committee. The Committee has prepared a structural framework for the Prevention of and Response to Sexual Offenses at Bowling Green State University (a copy is included). The plan outlines the membership of a new Coalition Against Sexual Offenses (CASO) and details the goals and objectives for 1994-95 and methods to achieve these goals and objectives. CASO will include the following subcommittees: education, policy and procedure, response, and publicity. The Committee will include a graduate student with an interest in these issues as funds become available to provide such an assistanship. This graduate assistant will be responsible for attending subcommittee meetings and reporting back to the executive committee.

Sexual Violations: Know the Signs is a booklet made available to BGSU students. It is a "travel guide" to healthy relations and includes information on how to avoid dangerous situations and what to do if you or someone you care about has been sexually violated. This publication will be revised and made available with updated information.

Campus Issues is a publication distributed to each student at the beginning of Fall Semester. It contains information on sexual and racial harassment, education for the disabled, sexual violations, safety and security and prevention. It also contains a resource guide for users. This publication is in response to the Student Right to Know Act and is updated annually.

Several actions have been taken to maintain and upgrade security in the residence halls. In the small living units, all buildings are locked from 6 p.m. to 8 a.m. The students in some units have elected to keep the doors locked on a 24-hour basis. In the residence halls, fewer doors are unlocked at any given time. The residence halls have and continue to conduct educational programs regarding student safety. There have been a number of programs related to personnel safety practices, self defense for RAs and residence and sexual assault issues. These programs have been conducted by various University staff including members of the University police. A fine has been established for propping open any exterior or electronically supervised door in the living units. Night clerks have been clearly instructed that they are to check all ID’s and that security must be maintained. A program of replacing locks on student room doors has been in place for the last three years. McDonald West, McDonald East and McDonald North have been completed.

3. Continue proactive efforts to reduce the frequency and prevalence of alcohol and other drug-related incidents that adversely affect the quality of a student’s experiences at BGSU. STATUS:

ACHIEVED.

The Prevention Center offers a wide array of educational opportunities for students, faculty, and staff. The Center provides a wide range of programs and activities to educate and inform individuals about the risks associated with substance use and to promote healthy lifestyles. The Center’s programs are designed to address these issues through education, counseling, and prevention activities. Some of the programs offered by the Center include workshops, presentations, and educational materials. The Center also provides consultation services to other departments and units within the university. The Center is committed to providing high-quality services that are effective in reducing substance use and promoting healthy behaviors. The Center is committed to providing high-quality services that are effective in reducing substance use and promoting healthy behaviors. The Center is committed to providing high-quality services that are effective in reducing substance use and promoting healthy behaviors. The Center is committed to providing high-quality services that are effective in reducing substance use and promoting healthy behaviors.

4. Establish a Student Affairs Assessment Committee identifying its membership, functions, operating procedures and linkages with the office of Institutional Studies in order to organize an ongoing evaluation and assessment of student needs, student achievement and effectiveness of programs. STATUS: SOM P ROGRESS.

Career Planning and Placement Services routinely conducts a Level 1 - Program Evaluation after workshops, seminars, courses and career programs. Participants are asked to evaluate program effectiveness in meeting stated goals. The evaluation also captures student expressed need or preference for additional workshops or services.

This year we attempted to assess the effectiveness of a group career decision intervention. A pre- and post-test were administered to measure the participants' level of self-knowledge and understanding of the career decision process. The data showed a significant increase as a result of the intervention.

5. Develop a plan which delineates the Student Affairs response to mental health crises or other emergencies which will include appropriate staff training. STATUS: ACHIEVED.

A prevention plan has been developed, written and approved. The Director of the Counseling Center attended a workshop in January on Critical Incident Stress Debriefing (CISC) in Baltimore and received training in debriefing methods. The next steps in accomplishing the goal was to convene a University-wide crisis committee which brought to the campus a speaker from the University of Iowa, Gerald Stone, who has had first hand experience in handling major crises on that campus. Dr. Stone offered a half-day conference with the crisis committee and University administrators on crisis management.

1984 Olympic gold medalist Scott Hamilton was the keynote speaker for the May 7, 1993 commencement. Hamilton is a former Bowling Green resident and the son of retired professors at the University.
management and a half-day training session for personnel selected to serve as debriefers in case of an emergency. After this accomplishment, the plan will be ready for implementation. The Admissions Office form committee is referred to as Postvention Crisis Team.

The five full-time psychologists on staff in the Counseling Center are each assigned one week during which time they are responsible for handling any emergencies that may arise. Specifically, the staff psychologists hold open a block of time on their assigned days to meet with students in emergency counseling and/or crisis intervention. Members of the Counseling Center make themselves available to consult with staff, other Student Affairs staff and concerned parents about the handling of potential crisis situations. Within the Center the staff keeps each other apprised of changes in the availability of emergency psychiatric and inpatient services. Following tragedies, staff members are invited to return to the Center frequently to meet with concerned students.

6. Evaluate computing technology currently available to the division and determine enhancements needed as it relates to the University's Five Year Computing Plan. STATUS: PARTIAL ACHIEVEMENT.

A recent comprehensive division-wide evaluation has not yet been initiated to evaluate computing technology currently available to the Division and determine enhancements needed as they relate to the University's Five Year Computing Plan.

7. Eliminate the processing delays experienced by those Student Affairs offices implementing Project-90 software and return them to or improve upon pre-Project-90 status. STATUS: ACHIEVED.

Processing delays for the 1993-94 academic year for the Office of On-Campus Housing were minimal. The longest delay was in the mailing of new student contracts and request forms. Last year there was a 15-day delay due to issues with the implementation of the new housing system. All other deadlines were met including, the early mailing of tentative room and roommate assignments which was done two months earlier than any previous year. Some modifications in the late payment reminder system were made, but this did not result in any delays of processing payments or assignments.

The mailing schedule for 1994-95 student contracts and request forms was achieved on schedule. Five thousand new students were mailed their housing contracts and request forms for roommate and residence hall requests. The mailing of tentative room and roommate assignments was repeated to replicate last year's success. This mailing was accomplished in mid-June. The reminder letter process for late payments will be implemented as in the past. All target dates were met with no major system failures occur at peak processing times. The Office of On-Campus Housing will continue to work closely with the Office of the Bursar to help in timeliness in receiving reports regarding those who have not met payment deadlines and to make sure our assignment process is meeting their needs in terms of assessment for billing purposes.

In general, it appears that significant portions of Financial Aid and Student Employment's (FASE) processing activity has returned to pre-Project-90 status. At this point in time, it is difficult to determine whether or not the processing activity such as improved loading, verification and FFEL (Stafford, SLS and PLUS Loans) will exceed pre-Project-90 status. The Director of FASE is confident, however, that delays experienced 1993-94 years will not occur during 1994-95. It is a plan to report that FASE began to mail its first-year students need-based award letters during the first week in April which is similar to what was done during the 93-94 year for its alumni chapter event in February. There are 50 students this year who received aid at the college level during the first week of April which represents a major improvement (by approximately seven weeks) over 1992-93 processing and is better than our pre-Project-90 status.

8. Conduct a racial awareness and community building retreat for students. STATUS: PARTIAL ACHIEVEMENT.

Discussions were held with representatives from several student organizations to ascertain if there was any interest in holding a retreat focused on educational and electronically share information. The networking infrastructure (wiring) that provides this potential has been installed in most locations throughout the division. There are several areas within the Division that have yet to be connected to the University’s backbone. The "connected" to a network or being "on the backbone" is simply not enough to allow the division to take advantage of any potential multipeople networking needs of the administrative units within Student Affairs are being investigated. The Student Affairs Division has the potential to communicate and electronically share information. The networking infrastructure (wiring) that provides this potential has been installed in most locations throughout the division. There are several areas within the Division that have yet to be connected to the University’s backbone. The "connected" to a network or being "on the backbone" is simply not enough to allow the division to take advantage of any potential multipeople networking needs of the administrative units within Student Affairs are being investigated. The Student Affairs Division has the potential to communicate and electronically share information. The networking infrastructure (wiring) that provides this potential has been installed in most locations throughout the division.

9. Establish a peer mentoring program for entering multicultural incoming students. STATUS: ACHIEVED.

Under the direction of the Director of Multicultural Activities and Programs, a peer mentoring program was established for entering students. The name of the program is Helping Undergraduates Excel (H.U.E.). H.U.E. is designed to pair incoming freshmen and transfer multicultural students with academically and socially successful upper-class students. Though informal as well as formal interactions, the students’ academic and social adjustment to the University will be enhanced.

10. Move towards implementation of tuberculosis screening of all international students, through a multicultural program. Effective Spring 1994, the Student Health Service began screening all incoming international students for evidence of tuberculosis using skin tests. Six positive skin tests were identified from 2 students.

Further work-up revealed no cases of active TB. The six students will be counseled and offered preventive treatment. Screening of incoming international students for evidence of tuberculosis will continue on a regular basis.

UNIVERSITY RELATIONS:

GOALS FOR 1993-1994

1. Establish an Alumni Scholars Award program for providing point-of-contact awards for admissions counselors to use when visiting high schools and college nights. STATUS: ACHIEVED.

The Admissions Office and Alumni Office have decided to use these awards for transfer students and three $1,000 scholarships will be awarded this year.

2. Work with a committee of the Alumni Board to begin the process of putting together a marketing plan for the Alumni Association. STATUS: ACHIEVED.

The committee consists of Craig Anderson, Jeff Bryden, Barbara Cape, Marilee Macaskill and Tom Von. The newly elected vice president as staff liaison. The committee had its first meeting in February and met again in April.

3. Produce a slide show on the University that our staff can use at alumni chapter events around the country. STATUS: ACHIEVED.

There are approximately 50 shows in the presentation, and we produced this for the first time at the chapter event in Phoenix on February 27.

4. Hold a “BG Alumni Couples Weekend” during the summer of 1994 in conjunction with the campus summer musical. STATUS: ACHIEVED.

The weekend was scheduled for July 22-23, with Cindy Oxender as staff liaison.

5. Raise a minimum of $30,000 through Special Projects. STATUS: ACHIEVED.

We raised $39,036.

6. Run a State House Falcons event in Columbus during the late winter and early spring 1994. STATUS: ACHIEVED.

Sixty people attended the event on May 18. Speaker Vern Riffe also was present to receive an honorary degree.

7. Have the Alumni Office staff continue fund-raising efforts which began last year. New staff members will need to be trained and will need time to cultivate prospective donors. We will complete a market research for 36 visits and raise $40,000 in cash and pledges and for the Alumni Association Endowment Society, reunion class gifts, chapter scholarships and for President of the membership. STATUS: PARTIAL ACHIEVEMENT.

The goals of visits and dollars raised were developed by the former staff who had already identified and contacted the prospects. New staff did not have training, knowledge or contacts to begin fund raising. Also, we did not have staff for a few months. However, we did make 12 contacts with the following results: $9,104.60 cash; $878, gifts-in-kind; $8,439.75, UAA fund-raising projects; for a total of $18,422.35 raised.

8. The Alumni Office will hold a minimum of 36 chapter events throughout the country with an average attendance of 35. STATUS: ACHIEVED.

Again, this goal was set by former staff. We lost several months of possible chapter activity due to staff transition. Over 50 events will be held by June 30. The average attendance at these events is 35.

9. Raise $4.87 million from alumni, friends, corporations, foundations and organizations. Autonomous gifts-in-kind; $8,439.75, UAA fund-raising projects; for a total of $18,422.35 raised. We raised $39,036.

10. Recruit 30 new members for Presidents Club. STATUS: PARTIAL ACHIEVEMENT.

Fifteen new Presidents Club members were recruited.

11. Make over 700 personal calls on prospects and to travel on the average one day per week. STATUS: ACHIEVED.

807 personal calls were made with prospects during 1993-94.

12. Conduct Telefund campaigns in the fall and spring semesters to raise $640,000 for the University’s Annual Fund, college, academic and University programs (Fall = $300,000; Spring = $250,000). STATUS: ACHIEVED.

13. Identify a total of $425,000 in planned giving expectations - $250,000 in Revocable arrangements and $175,000 in Irrevocable arrangements. STATUS: ACHIEVED.

14. Broaden television and radio news coverage
of Bowling Green State University, increase number of faculty/staff appearances on such programs; The Editors and other public affairs programming and increase efforts to have stations use University-supplied videotape to illustrate stories. STATUS: ACHIEVED AND ONGOING.

In addition to daily television and radio news coverage (i.e. events, speakers, breaking news, etc.) that the public relations office normally arranges, we have also taken the initiative to find other broadcast outlets for faculty/staff. Some of these efforts include having nearly 24 faculty members appear during the past ten months on a WSPD radio interview show hosted by Art Edgerton; having several of these faculty also appear on a WSPD radio program on WNW's Channel 24 (which is also hosted by Edgerton; lining up President Olscamp and various faculty/staff to be interviewed on WSPD's Jerry Anderson morning program; making arrangements for faculty members to host a series of public affairs programs on Channel 36 in Toledo; taking the initiative to schedule faculty and staff to be interviewed on area radio news programs; arranging for Jack Taylor, Trevor Philips, Karen Gold and others to appear on WNW's "The Editors." In addition, various faculty/staff have been interviewed on radio stations across the country, including Seattle, Oakland, New York, Boston, San Francisco, Chicago and Pittsburgh—the result of our work with Frank Dobisky Associates. With the addition of a video producer to the staff in March, we supplied the Northwest Ohio television stations with background footage to supplement a news story on Hugh Smith, a mica research graduate student who was competent in this field. The station also broadcast the metropolitan opera auditions. Other background tapes (the Electric Falcon, Pete Badia research, Olscamp Hall features) are being prepared.

15. Expand our contacts beyond the Greater Toledo area. Each member of the news staff will work with at least one regional media editor/news director to discuss coverage of BGSU. STATUS: IN PROGRESS.

Meetings have been held with Editor of the Sandusky Register, News Director at WLEC radio (Sandusky), and the Assignment Editor of Channel 47 in Findlay.

16. Plan and produce a fall media marketing campaign, including television commercials, aimed at informing area radio news programs; arranging for Jack Taylor, Trevor Phillips, Karen Gold and others to appear on WNW's "The Editors." This includes a set of public affairs programs on Channel 36 in Toledo; taking the initiative to schedule faculty and staff to be interviewed on area radio news programs; arranging for Jack Taylor, Trevor Phillips, Karen Gold and others to appear on WNW's "The Editors." In addition, various faculty/staff have been interviewed on radio stations across the country, including Seattle, Oakland, New York, Boston, San Francisco, Chicago and Pittsburgh—the result of our work with Frank Dobisky Associates. With the addition of a video producer to the staff in March, we supplied the Northwest Ohio television stations with background footage to supplement a news story on Hugh Smith, a mica research graduate student who was competent in this field. The station also broadcast the metropolitan opera auditions. Other background tapes (the Electric Falcon, Pete Badia research, Olscamp Hall features) are being prepared.

19. Improve advertising sales:
   a. BGSU News by 4 percent increase. STATUS: PATIAL ACHIEVEMENT. Sales increased by 2.5 percent.
   b. Our Town—Your Town by 34 percent increase (Summer) STATUS: ACHIEVEMENT. Sales increased 34 percent ($5,069).
   c. University Telephone Directory by 12 percent increase ($7,000). STATUS: ACHIEVED. Sales on target to achieve $7,000 increase by June 30 deadline.

20. Improve the vendor/market awareness level resulting from "Marketing the Right Way," determine the number of regional merchants offering University merchandise, and increase merchant participation by 5 percent. STATUS: NOT ACHIEVED.

21. Continue to develop a "friends" group to encourage volunteer support of the BGSU Teleplex and its development. STATUS: NOT ACHIEVED.

22. If funding is found WBGU-TV will produce and broadcast:
   a. Children's show with WOUL for University Relations. STATUS: NOT ACHIEVED. Postponed until 1995 or beyond.
   b. NEWG with 20 different schools in cooperation with the Northwest Ohio Educational Technology Foundation. STATUS: ACHIEVED.
   d. Flavors of Mexico cooking series. STATUS: NOT ACHIEVED. Underwriting was not found even after working with professional consultants for seeking underwriter.
   e. Encore Performances with BGSU College of Musical Arts. STATUS: NOT ACHIEVED. Budget cuts and lack of underwriting interest.

23. Produce weekly series of live and interactive math education programs for primary grades in poor schools. STATUS: ACHIEVED.

Due to outlabel in personnel and funding at the College of Health and Human Services, this project was postponed until next year.

25. Raise renewal rate from 73 percent to 75 percent, providing a net increase of $10,000, through increased contacts and communication with members and using message points which inform members of value of services provided by WBGU-TV. STATUS: ACHIEVED.

We presently have a 77 percent renewal rate with an increase of $33,379 in renewal income for the period.

26. The Public Relations and Development offices will institute planning for a major fund-raising campaign to implement the Five Year Improvements in our media presentations. STATUS: PARTIAL ACHIEVEMENT.

The Public Relations and Development offices have had several sessions to discuss and review our current development publications and related media materials.

OFFICE OF THE PRESIDENT AND EXECUTIVE ASSISTANT TO THE PRESIDENT: GOALS FOR 1993-1994

1. I will communicate with the entire faculty before the election to determine whether the BGSU-FA will be an organization representing the faculty for purposes of collective bargaining to inform the community of my opinions on the issues surrounding this important election. STATUS: ACHIEVED.

I am asking Dr. Lester Barber to offer to all faculty outlining my opinions on the issue of collective bargaining at Bowling Green State University the week prior to the election. On February 9 and 10, a series of 40 sessions will be conducted for the faculty. At the conclusion of the conference, whether the faculty of this University wished to become organized for purposes of collective bargaining. "No agent" received 329 of ballots cast; the Bowling Green State University Faculty Association/AAUP, which had sought to represent the faculty, received 258; and there were 8 contested or challenged votes. 64 percent of the faculty voted in the election. This high turn out indicated not only a high level of interest, but a solid representative outcome.

Both the AAU, representing the anti-collective bargaining side, and the BGSU/FA, representing the pro-collective bargaining side, maintained a high tone and quality in the discussions and debate and a thoroughness in examining the issues that did credit to both sides. Because of some of the issues which came out during the collective bargaining campaign, I will be bringing a group of faculty members to Washington to discuss ways to improve our governance system and participation in it, and representatives of both sides of the debate will be appointed as members of that group. Also I am asking Dr. Lester Barber to offer to establish a liaison function with his office with the SEC in an effort to avoid misunderstandings and miscommunications, and gain a more thorough understanding about issues before they come to the floor.

2. After the collective bargaining election, and after the "BGSU 2010" symposium, an educational program for the community concerning strategic planning will be conducted, and a referendum will
then be held to determine if the community wishes to undertake the work necessary to create such a plan. STATUS: POSTPONED.

3. We will undertake the planning phase of a student assessment program. STATUS: SOME PROGRESS, AND UNDERWAY.

4. Committees will be formed to design implementation measures for those IAPC recommendations which ultimately result from the University’s review processes, including Faculty Senate consideration. STATUS: SOME PROGRESS.

5. The BGSU 1995-2000 capital budget will be vigorously pursued in the state legislature. STATUS: ACHIEVED.

6. The University Task Force on Health will design and conduct an educational program for the community concerning the new health care plan provisions, and will set up a timetable for the implementation of the recommendations in conjunction with the central administration. STATUS: ACHIEVED.

7. The new General Purpose Classroom and Telecommunications Center building will be completed. STATUS: ACHIEVED.

8. Two new international exchange agreements for faculty and students will be arranged with foreign universities. STATUS: ACHIEVED.

During the May/June 1993 visit to China which Dr. Batten and I made as guests of the State Education Commission, I signed a new international exchange agreement with Shandong University in Jinan, Shandong Province. We also initiated a new agreement with Zhejiang University in Guangzhou. Negotiations on refinements of that agreement are being handled by Suzanne Crawford, Dean of Continuing Education, International and Summer Programs. Finally, during that same visit to the far east, I explored possibilities for further agreements with other universities in China, Taiwan, and Korea.

9. The Public Relations and Development offices will institute planning for a major fund-raising campaign, including planned improvements in our media presentations. STATUS: PARTIAL ACHIEVEMENT.

The Public Relations and Development offices have had several sessions to discuss and review our current development publications and related media materials.

10. Even though the OBOR has temporarily suspended approval of new doctoral programs, development and planning of two new programs will continue at the University, for presentation to the Board of Trustees and Ohio Board of Regents when and if the process is started again. STATUS: POSTPONED.

11. The Non-Faculty Position and Function Study Committee will make a progress report in some detail about its work no later than the end of March 1994. The committee’s work will include a comparative workload analysis for BGSU jobs as compared to other universities in the state, wherever such information is available. STATUS: ACHIEVED.

12. The Role and Mission Statement of the University will be submitted to the Faculty Senate Committee on Academic Affairs for its five-year review. This review will include determination of consistency of the Role and Mission Statement with new Ohio Board of Regents guidelines. STATUS: ACHIEVED.

13. A "baseline comparison" computer program will be developed which enables my office to prepare annual graphic comparisons of important data to be used for evaluating the University’s progress, such as that in the comparative chart at the end of this year’s Introduction to this report. Wherever possible the base year will be 1982. STATUS: POSTPONED.

14. Consistent with the IAPC findings, and with widespread faculty opinion, a broad study of performance evaluation methods for salary increases will be undertaken and recommendations prepared for the consideration of appropriate bodies. It did not seem appropriate to proceed with the accomplishment of this goal until the collective bargaining issue was settled. Now that the SERB managed election has taken place and "No agent" was chosen by the majority of the voting faculty, I will proceed with plans to submit the Role and Mission Statement to the Committee on Academic Affairs.

15. A study of ways in which administrative methods may be changed to reward efficiencies achieved at collegiate and departmental levels will be undertaken and appropriate modifications will be made before the next budgetary period. STATUS: POSTPONED.

16. Means to ensure that our financial aid packaging occurs on an annual timetable which is competitive with our sister institutions will be examined.

17. Adjustments will be made to our Intercollegiate Athletics program budget to ensure that we are in compliance with MAC policy with respect to gender equity. STATUS: IN PROGRESS

An internal committee composed of Lester Barber, Robert Martin, and Philip Mason (chair) was formed to work with Jack Gregory, Christopher Dalton and others to analyze the issue of gender equity at BGSU and to make recommendations as to how the University should act in order to meet its responsibilities — both legal and ethical. To date, the committee has met several times with ICA representatives and others. Two members also attended a meeting of the University’s EEOC Committee which was addressing the same issue. The committee is now awaiting completion of a full report on the topic from the ICA Department, prior to making its recommendations.

18. We will search for a new director of intercollegiate athletics starting early in 1994. STATUS: ACHIEVED.

A national search has begun for a new director of intercollegiate athletics. A search committee was formed and convened on February 18. Advertising has been placed, and applications will be accepted until the position is filled (screening will begin after April 4). The committee plans to provide me with five unranked names in early June. Ideally, we hope to have a director named by the end of June.

19. I will continue henceforth my twice-yearly meetings with the faculty of each college. STATUS: SOME PROGRESS. I MET ONCE WITH EACH COLLEGE FACULTY.

20. We will hire University counsel, and review our policy on the extension of foreign student visas. STATUS: ACHIEVED.

After a lengthy search process Ms. Nancy Footer has been appointed as general counsel and assistant to the president for legal affairs at Bowling Green State University, effective March 15, 1993. Ms. Footer has been with the University of Houston System for the past nine years, serving as Associate University Counsel since 1988 and Assistant University Counsel prior to that time. She earned her Doctor of Jurisprudence degree from the University of Houston College of Law. She is a member of the National Association of College and University Attorneys and has given numerous presentations at various higher education conferences.

As general counsel, Ms. Footer will serve as the chief legal advisor to the President, Board of Trustees and University administration. She also will work with the education section of the Ohio Attorney General’s Office through appointment as an “Assistant Attorney General” to coordinate the legal activities of the University, including coordination of work done by outside special counsel.

After Ms. Footer has a chance to become familiar with her assignment, she will be responsible for undertaking a review of our policy on foreign student visas.

PART II

GOALS FOR 1994-1995

ACADEMIC AFFAIRS

1. Review the summer freshman program.

2. Increase faculty grant and contract applications by 10 percent.


4. Complete plans for faculty development in the use of state of the art teaching technology.

5. Sponsor a campus-wide symposium: “BGSU 2010.”

6. Complete planning for a student learning assessment program.

7. Encourage development of doctoral degree programs in music and business administration.

PLANNING AND BUDGETING:

GOALS FOR 1994-1995


2. Improve the quality of entering students, especially freshmen for Fall, 1995, with the following mean aver-
ages: GPA of 3.25 and ACT composite of 22.5.
3. Continue to emphasize recruitment of freshmen scholars with particular emphasis on National Merit Semi­finalists and Finalists and the enrollment of 40 Finalists for Fall Semester, 1995.
4. Increase the number of new enrolled minority students for Fall 1995 by 10% with particular emphasis on Black and Hispanic students.
5. Rese­arch for vendor-supplied computerized application model to be operational in 1995 for the 1996-97 admission cycle.
6. Appoint a new Director of Admissions to replace John Martin who is retiring July 1, 1994 after 26 years as Director of Admissions at BGSU.
7. Prepare a summary for the campus community of the results of the survey on BGSU faculty perspectives on teaching/research emphasis completed in 1993-94 in cooperation with Syracuse University.
9. Implement the plan to boost the student participation rate in the Freshmen Summer effectiveness with the entering freshmen class for Fall 1994.
10. Initiate development of a survey of graduating seniors and coordinate implementation of such a survey in summer 1995 with Academic Affairs (especially college offices).
11. Develop a plan for backing up files to a centralized backup system form an additional computers connected to the local area network for the Office of the Vice President for Planning and Budgeting.
12. Completion of remaining compo­nents of the new Student Information System (SIS), including implementing the Degree Audit Reporting System (DARS) and developing plans for upgrading to the most recent version of the DARS software.
13. Implement the NCAA Compliance Assistance software, including installing hardware appropriate to support an integrated network through the University's "backbone" and developing capability to generate reports required by the Mid-American Confer­ence and Student Athlete eligibility certifications for the NCAA.
14. Develop a more reliable, efficient way of assigning classes to rooms, in cooperation with Computer Services, Academic Affairs and the College Deans.
15. Continue formal evaluation of Registration and Records office organization, including assessment of various options for distributing functions and restructuring management. This effort would be directed toward improving operating efficiency within the new SIS system environment and, thereby, improving service. This effort must also be directed toward developing backup for certain key personnel.
16. Increase monitoring of the CUF5 training of end users in order to expand the overall use of the system. Continue to review and modify functional and end user procedures to obtain the most efficient use of the capabilities of the CUF5 system.
17. Continue working with the University Benefits/Insurance Office and the President's Blue Ribbon Health Care Task Force and the University Policy Committee on the selection and refinement of new health care pro­grams and features.
18. Work with Operations toward the successful implementation of the Facility Management System (FMS).
19. Continue to develop more useful reports for CUF5 users and continue to review and modify func­tional and end user procedures to obtain the most efficient use of the capabilities of the CUF5 system.
20. Develop monitoring reports from CUF5 data on auxiliary areas which will provide better comparative information on budgeted vs. expended line items.
21. Continue to implement as many of the actions items as possible from the Bowling Green State University Five Year Computing Plan - May 1990 including: completing the installation of a dedicated electronic mail and news service beginning operation of the Help Center, acquiring and installing a new TRAPPER statistical computing system; upgrading and increasing the functionality of the library's labs; and increasing the human resources allocated to documentation, network­ing and user training.
22. Implement as many of the recommendations in the University Computer Services Peer Review Report as possible including: working with the Academic Affairs area to increase academic input in the prioritization of academic computing needs and the allocation of resources to meet those needs; implementing an organizational structure specifically responsible for network services; and working to develop a system where commonly used software is available campus­wide (either campus- or site licenses).
23. Work with the University academic community to develop a plan for the replacement/upgrade of ANDY.
24. With the Cooperative Computing Services, (a) strive to commit a minimum of 60% of human resources in Systems Development to work on new systems; (b) work to enhance the effectiveness of the STAR/VOCOM system currently used; and (c) implement and begin tuning an organizational structure within Adminis­trative Computer Services which will provide greater human background knowledge and efficiency in meeting user needs.
25. Work to improve Telecommunications Services communication and services to the Firelands college.

OPERATIONS AREA:
GOALS FOR 1994-1995
1. Develop and submit renovation plan for expanding the University Bookstore.
2. Complete renovation of Kreischer Dining Hall service and seating area.
3. Develop and submit plans for additional retail outlets in University Union.
4. With assistance of Administrative Council, Research Enterprise Park Board and the President's Ad Hoc Committee develop a market­ing plan for BG SUK Research Enterprise Park.
5. Complete OSHA compliance implementation plan and distribute to all University departments.
6. Implement and evaluate "hanging decal" test program for revised parking management plan.
7. Establish a managed health care alternative for employees' medical benefits plan.
8. Develop joint-sponsored staff development program with the University of Toledo and Eastern Michigan University.
10. Through service on IUC pooled insurance committee, implement new facilities all-risk insurance program.
11. Develop and implement a computerized data base for major capital improvement project management.

STUDENT AFFAIRS:
GOALS FOR 1994-1995
1. Facilitate a smooth transition and continuation of Student Affairs functions as a permanent Vice President relieves the Interim­President for Student Affairs.
2. Implement a strong and improve the overall efficiency, morale, a team concept in a "BG Serv Serv" attitude within the entire Student Affairs Division.
3. Improve the efficiency of the operation in the Office of Financial Aid and Student Employment through the review and evaluation of procedures and processes leading to the publication of a Comprehensive Procedure Manual.
4. Develop a five-year strategic plan to improve the quality of student life under the direction and administra­tion of the new Vice President for student affairs.
5. Continue to develop recruitment and retention programs by expanding outreach efforts to increase the number and diversity of students; providing excellent benefactor service to students; and monitoring satisfac­tion of services.
6. With the return of the director of recreational sports, Dr. Zwierlein, to his division, continue to establish the sport program as the Division of Recreation. Sports matures, the return of the director of recreational area, streamlining in the Alumni Leaders Conference.
7. Sponsor the Alumni Leaders Conference.
8. Initiate a newsletter that mails three times a year (between each board meeting) to current and former Alumni Board members.
9. Run a State House Falcons event in the Spring of 1995 with a minimum of 60 attendees.
10. Increase collaborative efforts with the Firelands College through chapter activities, scholarships and other programs.
11. Establish new alumni chapters in at least three areas.
12. Integrate multicultural information and program­ming in the Alumni Leaders Conference.
13. Sponsor a Falcon athletic event with a minimum of 10 Falcon athletic events during the 1994-95 season.
14. The staff in the Office of Alumni Affairs will make a minimum of 70 visits to potential donors and will raise a minimum of $40,000.
15. Raise a minimum of $30,000 through Special Projects.
16. Produce a new brochure on the Alumni Legacy Scholarship Endowment program to be used in soliciting funds.
Construction on the new $13.5 million classroom building, named in honor of the University’s president, was completed in 1994. The building features state-of-the-art equipment for distance learning.

Community Relations
1. Direct and coordinate campuswide activities for the September 24 Open House to be marketed to the public-at-large in a 10-county area, as well as targeted groups of alumni, legislators, media representatives and major donors.
2. In conjunction with Open House, hold VIP Breakfast for Presidents Club and board members; will feature comments from President Olscamp and this year’s Master Teacher, Bob Midden.
3. Plan celebration of August 22 naming of Olscamp Hall that will garner favorable media attention of the building’s technology and serve as vehicle to bring donors, former trustees, etc. to campus.
4. Hold six “Breakfast in BG’s” with speakers who are both of interest to our major donors, business and community leaders, and who have the potential of becoming involved personally (or through their business) with BGSU.
5. Develop and implement a plan to invite members of the three boards to selected events throughout the year in an effort to inform, educate, and ready them for involvement in the upcoming capital campaign; for example, will invite them to the University Circle event July 16, the Olscamp Hall dedication August 22, the Open House September 24 and choose a spring event as well.

Development
1. Raise $4.8 million from alumni, friends, corporations, and foundations.
2. Obtain 35 new donors for the Presidents Club.
3. Obtain 30 new donors for the Dean’s Councils.
4. Make 2,000 personal visits.
5. Identify $500,000 in irrevocable and revocable planned gifts.
6. Visit in person each member of the Presidents Club.
7. Complete the renovation and computerization of the telefund center.
8. Publish an annual report listing donors of $125 or more.
9. Develop and present 360 proposals/asks to prospective alumni, friends, corporate and foundation donors.
10. Increase alumni donors to 15,500 and raise $700,000 through annual appeals.
11. Conduct a $2 million campaign for athletic programs over the next two years.
12. Raise $3.8 million to support 68 college, academic and University priority projects.

Public Relations
1. Develop a fall advertising campaign designed to promote greater awareness of Bowling Green’s strengths, including academics, faculty, quality of students and facilities.
2. Expand our use of University-supplied video material as background for television news stories to stations in northwest Ohio (and beyond, when appropriate). We will work to have at least 10 video backgrounds used by television stations.
3. Develop a 10-part series for Monitor in which various classified and administrative area functions are featured. The purpose is to educate faculty on the value of classified and administrative staff functions as well as give recognition to staff members.
4. Work with faculty and staff to place 10 OP ED articles in local, regional and national media.
5. Work with the College of Technology to create a video to promote the Co-op program.
6. Work with the Office of Community Relations to promote the September 24 BGSU Open House. This will include the production of television commercials for northwest Ohio cable stations, as well as newspaper coverage in a wide selection of northwest Ohio newspapers and appearances by BGSU personnel on at least six area radio station interview programs.
7. Promote the opening and dedication of Olscamp Hall and in particular, its distance learning capabilities. This will include local newspaper, radio and television coverage as well as selected regional coverage.
8. Promote and publicize the College of Technology’s “Electric Falcon” race car. This will include stories in national media as well as coverage on northwest Ohio television stations, The Blade and other area media.
9. Work with the Office of Development to produce an Annual Report.
10. Undertake a redesign and investigate the production of the commencement program with the goal of reducing printing expenses by 25 percent.
11. Continue to maintain and develop northwest Ohio and statewide media contacts. Each of the three new staff members will meet with at least five (for a total of 15 contacts) northwest Ohio and state newspaper editors and news directors to promote increased news coverage of Bowling Green State University.
12. Prepare and distribute 55 academically oriented News Tips to selected media and targeted prospects.

Student Publications
1. Improve local display advertising in The BG News by 6 percent ($19,000).
2. Improve Our Town — Your Town advertising by 20 percent ($4,500).
3. Improve University Telephone Directory sales by 10 percent.
4. Shift senior portrait shooting for THE KEY yearbook to the University Union with target elimination of senior participation of 10 percent.
5. Integrate electronic image processing throughout Student Publications with target elimination of 85 percent of current production processing costs.
6. Design and implement new market research for The BG News, Our Town — Your Town and the telephone directory to provide greater selling assistance.
7. Create public advisory committee to act as informal sounding board for BG News editorial staff, providing regular feedback on focus and tone of the newspaper.

Television Services
1. Complete expansion of PACT to full 24 member board and propose changes to operating procedures and terms of members.
2. Complete design plans and begin construction of new addition to Tucker Center for Telecommunications.
3. Develop a plan for the involvement of BGSU’s Tucker Center for Telecommunications in the northwest Ohio networking of the National Information Infrastructure.
4. Obtain $21,000 in local underwriting to support planned local productions. This amount would equal 50 percent of the planned local productions for fiscal year 1995.

5. Increase local underwriting support for WGBU-TV’s purchase and broadcast of the National Program Service from PBS and other acquired programs by maintaining existing underwriting levels and by adding 10 new underwriters.

6. Secure fourteen underwriters, producing revenue of $50,000, to support programming and fund raising. Through implementation of December pledge drives and provide a net increase in membership campaign, which together with selected Firelands, WGTE.

7. Plan and conduct a major October “on-air” membership campaign, which together with selected targeted on-air events, will replace the August and December pledge drives and provide a net increase in on-air fund raising.

8. Initiate teleteaching services from Oslacamp Hall through implementation of two-way video services to Firelands, satellite teaching for the College of Education and Allied Professions with the students.

9. Develop, fund, implement and evaluate a second year of “Math Boosters” program series and related outreach activities directed toward children, parents and teachers of primary mathematics in over 500 classrooms.

10. Initiate and evaluate WGBU-TV’s participation, as one of 20 pilot sites in the National Mathline service of PBS.

11. Produce and distribute nationally to PBS stations a new series of at least 13 programs with Margaret Adams.

12. Develop an Arts Advisory Committee from northwest Ohio to help plan and implement a regional arts television series which might be a joint venture with WGTE.

OFFICE OF THE PRESIDENT AND EXECUTIVE ASSISTANT TO THE PRESIDENT: GOALS FOR 1994-1995

1. The Executive Assistant to the President will assist as needed with Presidential search process and act as liaison between the search committee and University and local communities.

2. #14 from 1993-94 continued (Study of performance evaluation methods).


4. Continue to make appropriate adjustments to ICA budgeting to ensure compliance with gender equity in athletics.

5. Wherever possible, implement recommendations of the Non-Academic Functions Committee.

6. #12 from 1993-94 continued (Role and Mission Statement review).

7. Work with new Athletic Director to make sure that critical issues, such as gender equity and NCAA restructuring, are properly addressed.

8. Our new General Counsel will begin a systematic review of the University’s major policies and procedures to make sure they provide all appropriate legal protections.

9. The “SGSU 2010” Symposium will be held.

10. We will lobby for legislature for additional operating funds.

11. Criteria for the award of merit bonuses and salary increases, and the method for awarding these, will be examined and recommendations made to the Senate and Board of Trustees.

Conclusion

In 1979, there was an election on our campus, the purpose of which was to decide whether to have a vote on whether to organize for purposes of collective bargaining. It was decided not to have the election, by a margin of seven votes. This time, we have a different state system in place, and faculty expressed their desire to have the choice of whether or not to bargain by signing cards which were then presented to the State Employees Relations Board by the group desiring to become a union. Elections are authorized if 30% of the faculty sign cards. We would have voted on whether the unionizing group if they won, signed the cards. I do not know what percentage of the faculty signed these cards, but I suspect that it was fairly large. Indeed, I had been a qualified voter, I would have wanted the chance to cast my vote, so I would have signed. After the issue of whether to have an election was decided, SERB then held a certification for high employee interest and a "center for excellence." It was felt that it is the present system of doing things, with all its admitted flaws, which has lead to the current position in which there is a significant risk that the required flexibility in the distribution of resources which made it possible would be hampered by a bargaining-table environment. For the truth is that millions of dollars have been redirected in the University’s budget over the last decade to make our progress possible, and that this has been done with the support of the faculty’s elected representatives as well as the administration’s representatives in the budgeting and planning process. Consulting certain measures of our performance each year has helped me to understand the success of our efforts. These admittedly qualitative standards are not all-encompassing, and by themselves do not explain what we have tried to do. But when consulted in conjunction with the University’s role in the Mission Statement, they clearly prove that we have moved decisively towards the vision underlying that Statement. The categories of performance will be refined over the years, and there is now a complete decade of data supporting them.

A Closing Remark

The production of this report has been somewhat delayed because of unavoidable factors included in the timetable of Board meetings at which some items had to be approved before I could include them herein. I apologize for the delay. Next year, the form of the report will be somewhat different, as you might expect, because the identity of a new President will be known by the time it appears and I cannot and should not promulgate some self-serving initiatives. As I prepare this report, I am casting a last glance behind me, and I am unable to predict how I will look when the new President takes office. As one comes to a new presidency in a high state of intellectual excitement and determination. One is sure of many things which need to be done but not how they will be done yet. Plans must be developed, personnel who can implement those plans identified and persuaded, political constituencies pursued and convinced to help, new resources found and existing funding sources redirected, systems entitlement the participation of the essential support groups installed, and external perceptions of the institution altered accordingly. These sorts of things occupy most of the energy of a new presidency for about four or five years, and the next few years are, if one is not just reasoning, to the point where the administration becomes employers and the faculty employees, and where the present free flow of information and cooperative activity would be impeded. It is clear that, if our community would become a different place than the one we have now. The third factor was the widespread belief that the University’s own salaries increase to the majority and avoided cutting faculty summer salaries once, by terminating more full-time employees during the recent years of budgetary crisis, we did the right thing by accepting no salary increases for two and a half years instead, thereby minimizing the number of people who were forced into unemployment in hard times. Overall, the feeling was apparently that the $13 million cut in our state support and the loss of 147 positions was handled in a humane and efficient manner, was as little harsh, and has been a success and the limited choices available, a significant majority apparently thought that the right options were taken. The last important factor which many people have noticed is the decision to make a general reduction in the number of faculty and this year’s program as possible. Of the limited choices available, a significant majority apparently thought that the right options were taken. The last important factor which many people have noticed is the decision to make a general reduction in the number of faculty and this year’s program as possible. Of the limited choices available, a significant majority apparently thought that the right options were taken.