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Bowling Green State University

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President explains philosophy of new organizational structure

A year ago, on opening day of his first full semester as University president, Sidney Ribeau described his vision of a campus structure that would encourage collaboration and sharing of information between areas. On Monday, opening day for the 1996-97 academic year, Ribeau took that concept a step further by unveiling a new organizational chart for the upper administration. The structure physically brings together many groups that had previously been working on similar goals but in separate areas. Student affairs, operations, information technology, human resources, research and instruction and enrollment services will all be coordinated by Charles Middleton, vice president for academic affairs, who will take on the additional role of University provost.

In an interview with Monitor last week, Ribeau further explained the new structure and the steps that led to its creation.

Q: What is your rationale behind the development of the new organizational structure?

A: The organizational structure of this University must mirror its mission and objectives rather than the organizational structure dictating the mission and direction of the University. Our mission has changed to focus on the concept of a learning community and our organizational structure has to reflect that.

One of the goals of this is to bring units together that have common goals and objectives so they can interface and talk to one another where they haven’t in the past. For example, we need to find out what kind of institutional research is being done to give us data about this region so we can identify students and begin recruiting them through our early outreach plan so they will attend the University. That involves many different areas on campus and they must talk with each other.

The organizational structure is just one small piece of how you become a premier learning institution in the state and the nation. There is a need to foster interdependence. No matter where a unit might be located in this 1,400-acre university community, it needs to see its relationship and interdependence with other units in the University.

Q: How would you describe the way the top level structure is designed to work?

A: The Office of the President now includes the president, the provost/vice president for academic affairs and the senior vice president for finance.

Dr. Middleton still has the responsibilities of vice president for academic affairs — for example, all the deans, colleges and schools report to him — but in addition, he will have the responsibilities of the provost. All units in the provost’s area will have their own responsibilities but there will be certain things that will be integrated and the provost’s job is to bring units together.

The provost will be responsible for the operation of a major portion of the University but the senior vice president for finance is responsible for all the money. The senior vice president will just focus on institutional research and finance. That office will do everything it can to ensure that the state assisted dollars, our self-generated dollars, our budget and our systems are the most current, the most effective and the most efficient.

The provost and senior vice president report directly to me. If I am away from campus, the provost serves as acting president. If the provost is away from campus, the senior vice president for finance serves as acting president.

Q: Why a provost?

A: The provost will be the chief operating officer at the University and is responsible for the integration of the University’s functions — to see that all areas come together to work collaboratively for the University. His position is analogous to a conductor in an orchestra who ensures that the horn section and the strings are harmonized.

Giving the vice president for academic affairs responsibilities for integrating the various areas emphasizes the centrality of our academic mission. Our primary purpose as an institution is teaching and learning and ensuring that students have the best education they can possibly receive at Bowling Green State University. If you look at this numerically, the majority of our employees are in academic affairs and that’s as it should be. Teaching, learning and research are what we do. We’re not in business for sports, we’re not in business for new buildings, we’re not in business for social events. We’re in business for teaching and learning and the discovery of new knowledge.

The provost position also reduces the number of people that report directly to the president.

Q: Could you explain the new areas that are being created in the organizational structure?

A: Enrollment Services brings together all of the enrollment functions that have been previously handled in different areas — admissions, financial aid, registration and records. The purpose of that is to bring full attention to the centrality of the enrollment functions of the University. Putting that under the provost gives University-wide emphasis on something that is critical and important. Enrollment, admissions, recruitment and retention are going to be our major priorities for the next three years.

Information Technology brings together University computer services, telecommunications, instructional media services and WBGU-TV in one area. We need to have an academic focus for the emerging technologies. For many years universities had administrative computing and academic computing as separate areas. But a lot of the focus was on administrative computing — developing the programs to send out bills, for example. Academic computing, the part that has grown the most, is least developed at universities.

We are going to bring all that information technology together under the provost so there will be a definite focus. But the engine that needs to drive it needs to be academics. The library, because it deals with information technology, will be affiliated with this area but it won’t be merged.

The Office of Human Resources will move from operations into the Office of the Provost. Our goal, and it will take a while to get there, is to have all of the human resources functions, academic and non-academic, combined and reporting to the provost. This idea really grew out of the reports of the Committee for the Study of Non-Academic Functions and the University Task Force on Building Community. Many have recommended that human resources not be buried in the operations area.

Corporate Alliances will be very important in the next few years. We will begin developing partnerships with business and industry. Those partnerships will range from traditional research and development work to training centers, demonstration sites for industries and any kind of applied research. We can bring people from corporations onto our campus for workshops conducted by our faculty and staff experts. What will we get out of it? First we will get money but we will also get people who will look more closely at the University and see it as a part of the community. It’s about winning friends throughout the region and having them tell our story. Continuing education, cooperative education and each college and school will be a part of it.

The University Union will now report to student affairs. The union, in this changing environment, needs to be more closely aligned with student learning and development. It needs to be a place where we can have programming and activities that allow the students to more closely identify with the institution. It shouldn’t be run as a business — we have to be fiscally sound, of course — but it should be run as a part of student life on campus.

Q: Will specific individuals be named to head some of the new areas?

A: No. Managerial responsibilities will be under the auspices of the provost’s office and how he chooses to work with that is up to him. What I am encouraging is that we begin bringing people together in project teams to work collaboratively. My approach to management theory...
Faculty and staff informed of sexual assault procedures

The first few weeks of school can be a whirlwind of new experiences for students, especially for freshmen. Confronted with sudden independence and opportunities for alcohol consumption, many may lose their footing and find themselves in dangerous situations.

Unfortunately, these first few weeks are also the most crucial time for sexual assaults, according to Barbara Hoffman, nurse-practitioner at the Student Health Center and director of Bowling Green’s Coalition Against Sexual Offenses (CASO).

It is important for faculty and staff to be aware of events that might be going on in students’ lives during this time and to know how to respond if a student tells them they have been the victim of an assault.

To help in this area, CASO has produced a detailed chart that goes step by step through the question-and-answer process faculty or staff should follow. It is available by calling Sue Witschi at 2-8015.

The chart begins with the question “Was the offense less than 72 hours ago?” If the answer is yes, the next step is to explain that it may be necessary to collect evidence and discuss the treatment of sexually transmitted diseases. If no, the discussion would center around medical care and treatment for disease and pregnancy. The chart then directs the victim to the proper health-care agency, whether the Student Health Center, the hospital, Planned Parenthood or a private physician, depending on the case.

The information is also useful to the victim in deciding what to do as it explains the steps required should he or she decide to prosecute, for example, or if a change in residence or class schedule is desired.

The CASO information sheet also contains names and numbers of other agencies that offer counseling and assistance to victims of sexual crimes, including The LINK, the BGSU counseling center, and Planned Parenthood.

Because of the nature of sexual assault and the guilt that can accompany being victimized, particularly if alcohol use or other irresponsible behavior was involved, students are often reluctant to tell anyone what has happened to them, said Hoffman. Therefore, faculty need to be alert to changes in students’ behavior, such as missing classes or appearing withdrawn or unable to concentrate. This often happens after a weekend during which an assault has occurred, Hoffman said.

The Student Health Center staff and CASO members are available to help answer faculty’s questions “when they might be wondering ‘What can I do to support this student?’ or ‘What reaction should I be looking for?’” Hoffman said.

There is also printed material available from the Student Health Center for the asking, such as a brochure titled “Where to Go for Help at BGSU If You Have Experienced a Sexual Assault” that faculty can use as resources.

Between the emotional turmoil of being victimized and the time it takes to meet with the health center staff, medical personnel and perhaps the police, “easily a week’s worth of work can be missed,” Hoffman said.

With the students’ permission, CASO members will serve as go-betweens for victims and their professors when needed, Hoffman said, to verify that an assault was reported or to explain the student’s absence from class. CASO can also help victims inform the police or their families.

In the case that students are afraid to seek medical help because of the stigma involved, faculty can guide victims to the student health center. The bill will merely say “health care services” without elaborating.

CASO has been actively involved in working with other organizations and government officials to coordinate and improve care for victims. “We’ve always tried to incorporate the community in our organization,” Hoffman said.

Hoffman and other CASO members, including Carolyn Palmer, higher education and student affairs, Betty Yarns and Craig Vickio, counseling counselor, and Barb Waddell, health-care agency, are now working on updating the organization’s strategic plan. “There have been many changes in its structure since we began and we now have more student involvement than ever,” Hoffman said.

Faculty and staff interested in learning more or in getting involved with CASO are encouraged to call the Student Health Center at 2-2271. — Bonnie Blankenship

New organizational structure

Continued from page 1 brings people together to solve problems. I think the day of the one person who knows it all and tells people what to do is rapidly evaporating. There are competent people in all the areas and we need to bring them together for particular tasks and operational objectives. That’s what is being done in the corporate community now. I want to give folks in these areas who have ideas and abilities opportunities to express them. I want coordination but not a “head.”

Q: What sources were used to develop the new structure?
A: A lot of it came from recommendations in the reports from the Committee for the Study of Non-Academic Functions and University Task Force on Building Community. It also came out of discussions with many students, faculty and staff. In addition, research was conducted on the organizational structures of other institutions inside and outside of Ohio.

Q: Will any areas be eliminated under this new structure?
A: No. There are no plans to eliminate. The new organizational chart (which was expected to be displayed at the opening day convocation) was not designed to be a "dead cat." So you are not going to see every unit and subunit on the chart.
Summer of construction spruces up campus — inside and out

The sound most often heard on campus this summer wasn’t the whir of seven-year locusts. It was the beep of heavy equipment backing up, the squeal of earth movers scooping dirt and the thump of hammers.

As the 1996-97 academic year begins, one of the busiest periods of construction in recent campus history slows down.

Projects underway in the last three months included the construction of East Hall, a new pedestrian mall in front of the University Union, the completion of renovation work on Kreischer Quadrangle and construction of its new food court, renovation of Harshman Quadrangle, work on an underground utility tunnel behind University Hall and in front of Eppler complex and exterior and interior improvement projects in Conklin North and fraternity and sorority houses.

Underground tunnel

The underground tunnel project, which was initiated last year, is now complete. Fences running across campus to protect the public from deep holes dug into the work site have been removed and in their place are new walkways and landscaping. Major renovations have taken place underground — visible only to staff who use the tunnels to access utility lines.

Pedestrian mall

The $900,000 pedestrian mall between the University Union and Eppler Center, begun four months ago, is nearly finished.

The area now includes 10- and 18-foot wide concrete walkways with strategically placed brick pavers, about 50 new lighting fixtures, 12 new benches and modern bike racks that have been set in concrete.

The section of Ridge St. extending between Prout Hall and the front of Overman Hall has been replaced with concrete and will be used for pedestrian traffic only. Cars will no longer have access through Ridge Street, although the path will be available for use by emergency vehicles when necessary.

In the center of the mallway is an amphitheater-like area formed by a brick and concrete design set into the earth by California sculptor Will Nenleship. The project was funded with approximately two-thirds of state-funded projects for the Browning Green campus. The Sundial Food Court features an ultra-modern, boldly colored design that looks nothing like the cafeteria of old. Food is offered from a circular array of uniquely shaped kiosks each offering a particular selection of food choices including fresh pasta, create-your-own stir fry combinations, fresh fruits and vegetables, frozen yogurt and toppings. Kreischer also houses a sophisticated new restaurant with wait service called the Silver River Cafe.

The facility will serve not only the approximately 1,726 students living in Kreischer but also those in Harshman Quadrangle, as well as faculty, staff and guests.

In addition, residence hall's shared bathroom facilities were gutted and renovated with new fixtures, new partitions, new flooring and new lighting. In addition, the building's electrical, fire alarm system and plumbing systems were all replaced.

Not only does Kreischer look good, it is secure. The building now boasts a new electronic door access security system that requires residents to use a personal entrance device to enter.

The Kreischer renovation was funded with approximately two-thirds of a total of $19.1 million set aside by the Board of Trustees for the renovation of the two residence halls.

Work on the adjacent Harshman Quadrangle began last month and is expected to be completed in 1997.

Varied colors of bricks create a unique design in the in-ground sculpture located in the center of the new pedestrian mall on campus. Titled "The Black Swamp," the sculpture is a representation of the evolution of Northwest Ohio. The project was funded in conjunction with the renovation of the Eppler complex through an Ohio law that provides one percent of state-funded projects for public art.

Kreischer Quadrangle

It may look the same on the outside, but there are some radical changes inside Kreischer Quadrangle.

The building, constructed in 1966, reopened this fall after being closed for extensive renovation over the past year. The result is not only a modern atmosphere, but conveniences that allow students to take advantage of current computer technology from the comfort of their rooms.

"The renovation not only upgrades all the building systems but also improves the living areas for students," said Michael Vetter, assistant vice president for student affairs. "The project addressed input students gave us on how to improve the rooms, lounges, bathrooms and other features of the building. Kreischer Quadrangle will be an exciting place to live."

Each of the 672 rooms now have twice the number of electrical outlets (totalling 16 per room) as well as data hook-ups that will allow residents' computers to connect to the Wide Web and other Internet services through the campus' high-speed network.

The rooms also received new carpeting, furniture, mattresses, a fresh coat of paint and renovated dressers and wardrobes.

For students who don't own computers, four new computer labs have been installed—one in each of the four wings of the residence hall. By the end of the semester, the labs will contain more than 90 computers including new Power Mac 7600s and PC compatible pentium machines.

Also this fall, student "residential networking consultants," who are living in Kreischer, are being employed and trained by the University to provide assistance in connecting students' computers to the network, answer software questions or resolve other computer-related problems.

One of the highlights of the renovation was the construction of the most innovative food service facility on the campus. Titled "The Black Swamp," the sculpture is a representation of the evolution of Northwest Ohio. The project was funded in conjunction with the renovation of the Eppler complex through an Ohio law that provides one percent of state-funded projects for public art.

Well as general use classrooms and computer labs.

The facility will serve not only the approximately 1,726 students living in Kreischer but also those in Harshman Quadrangle, as well as faculty, staff and guests.

Varied colors of bricks create a unique design in the in-ground sculpture located in the center of the new pedestrian mall on campus. Titled "The Black Swamp," the sculpture is a representation of the evolution of Northwest Ohio. The project was funded in conjunction with the renovation of the Eppler complex through an Ohio law that provides one percent of state-funded projects for public art.
Calendar

Monday, Aug. 26
Opening Day convocation for faculty and administrative and classified staff, 8:30 a.m., Lerner Grand Ballroom, University Union.
College faculty meetings, 11 a.m., various sites.
College advisers meetings, 1:30 pm, various sites.
Graduate faculty meeting, 2:30-3:15 p.m., 115 Olscamp Hall.

Tuesday, Aug. 27
Multicultural and international student welcome, 3-4:30 p.m., Jerome Library Conference Room.
Soccer vs. Cleveland State University, scrimmage, 5 p.m., soccer practice complex.
Spirit Rally, 9 p.m., behind Memorial Hall.
Athletics, spirit groups and the marching band generate Falcon Frenzy.

Saturday, Aug. 31
Soccer vs. Memphis, 2 p.m., Cochrane Field.

Summer synopsis

The following appointments and actions took place on campus this summer. The synopsis is provided as a service to faculty and staff with nine-month contracts. Full texts of the stories published in Monitor can be viewed on the World Wide Web at http://www.bgsu.edu/offices/pr/monitor

May
- John Moore, assistant vice president for human resources, was named interim vice president for University relations, replacing Phil Mason who was on indefinite medical leave following neck surgery. Bryan Benner, assistant director of the physical plant, was appointed to fill Moore's position on an interim basis.
- Allan Emery, English, was named director of the honors program, a position he had held on an interim basis since Jan. 1.
- The Ohio Board of Regents voted to provide conditional funding of the University's doctoral program in biological sciences with another review to be conducted in three years. Biology was the last Bowling Green doctoral program to be studied in a statewide process begun by OBOR more than a year ago.
- The Board of Trustees, at its May 24 meeting, approved a $148.3 million educational budget for the 1996-97 academic year, four percent more than was allocated for 1995-96.
- The trustees voted to set aside $3.1 million of the budget for computer equipment for students, faculty and staff. The board also authorized the administration to develop a comprehensive technology plan that will result in a later annual investment of at least $7 million, starting with the 1999 fiscal year.
- John Sampen, professor of music performance studies, was named Distinguished Research Artist Professor. Paul Haas, professor of economics, was named Distinguished Teaching Professor.
- The trustees approved raises averaging 3 percent for faculty and staff this year. The raises were distributed on a 60 percent across-the-board and 40 percent merit basis. Because they do not have a merit evaluation process in place, all classified staff received 3 percent raises on an across-the-board basis.
- Daniel P. Klein, associate professor of finance, was named the Ashel G. Bryan Mid American Bank Professor at the University, succeeding Orlando "Chuck" Beiling, who held the position for two terms before his retirement in 1995.
- Leon Bibb, a 1966 Bowling Green graduate who is currently an anchorman for WEWS-TV in Cleveland, was appointed to the Board of Trustees. He replaces John Mahaney, whose term expired May 16. Bibb's term runs until May 16, 2005. In addition to Bibb, doctoral student Eileen Sullivan, educational administration, higher education and affairs, was appointed as the graduate student representative replacing Alvin Heard.
- The final report of the University Task Force on Building Community was presented to President Sidney A. Ribeau on May 30. Copies of the report are available at Jerome Library (two-hour reserve), through chairs of constituent groups or can be viewed on the World Wide Web at http://www.bgsu.edu/offices/pr/monitor/community/report

JUNE
- Philip R. Mason was named the University's director of governmental relations. In addition to serving as chief legislative officer, Mason will be involved in some fund raising projects. He will also assist in the establishment of public/private partnerships to increase the University's involvement with the business community.
- The University police force increased in size by two. Shelley Horine and Cindy Jones joined the campus force raising the number of full-time, certified police officers to 19 and the number of female officers to 3. The two new officers work during the 3-11 p.m. and 11 p.m.-7 a.m. shifts.
- William E. Knight, formerly director of institutional research for Georgia Southern University, was hired to head Bowling Green's office, following a national search. Knight will direct the development, maintenance and dissemination of data on University resources, enrollment, staffing, salaries, finances and physical and capital resources.
- The Board of Trustees, at its June 27 meeting, approved the expenditure of $50,000-$75,000 of general fee monies for a needs analysis and feasibility study on the renovation of the University Union. The approval follows a recommendation by a task force comprised of representatives from 11 student organizations and eight faculty and staff members.
- The Board of Trustees voted to name the campus field house after alumnus Charles E. ("Chuck") Perry of Rockwell, Tex. Perry, who is now dean emeritus of the School of Management at the University of Dallas, was on campus for a special ceremony held in his honor July 11.
- The International Union of Police Associations and the University negotiated a new three-year contract for campus police. The agreement provides a 3 percent increase for each of the three years and compensation for working at special events at the regular hourly pay instead of a reduced rate.
- The Board of Trustees approved membership in a three-university consortium which will offer a new master's degree program in public health. The boards of trustees for the Medical College of Ohio and the University of Toledo, the other two institutions involved in the program, also okayed the proposed program. It is slated to begin in the fall of 1997, if approved by the Ohio Board of Regents.
- Ray Medlin was named chair and Delbert Latta vice-chair of the Board of Trustees.
- The University vice presidents completed their review of approximately 140 appeals in the administrative staff position analysis and compensation study (commonly known as the Mercer study). Job factor ratings and grade levels were determined for each of the affected positions and were sent to the individual administrative staff members and their supervisors. Action by the Board of Trustees regarding the study is anticipated at the Sept. 13 meeting.

JULY
- Tom Stewart, a former training facilitator and instructor with Owens Community College, was named manager of training and development, a newly created full-time position in the Office of Human Resources.
- A special committee of faculty, staff and students was organized to fine-tune the proposed Mission/Vision/Values Statement for the University. The committee looked at several group responses and approximately 30 individual comments that had been submitted regarding the first draft of the statement published in Monitor in April. The committee submitted its final report to the president Aug. 13.
- Two faculty were appointed to positions in the Graduate College: Srinivas R. Melkote, telecommunications professor, was named associate dean for recruitment and professional development. Joyce Eastlund Gronkowski, associate professor of music education, was named associate dean for academic affairs, effective June 10. Gronkowski replaces Karen L. Gould who resigned to become dean of arts and letters at Old Dominion University in Norfolk, Va. Melkote replaces Winifred O. Stone who retired after 25 years as associate dean.

Employment

Please contact the Office of Human Resources (2-8421) for information regarding the following listings:

**CLASSIFIED STAFF:**

- **Cashier 1 (8-30-1)**
  - food operations
  - pay grade 3
  - academic-year, part-time
  - (this position is being restructured for on- and off-campus simultaneously)

- **Custodial worker (8-30-2, 4-5)**
  - physical plant
  - pay grade 2
  - (four positions)

- **Data systems coordinator 2 (8-30-5)**
  - computer services
  - pay grade 10

- **Food service worker (8-30-7 and -8)**
  - University Union
  - pay grade 1
  - academic-year, part-time
  - (these positions are being restructured both on- and off-campus simultaneously)

**ADMINISTRATIVE STAFF:**

- **Assistant director (V-072)**
  - career services
  - Deadline: Sept. 9.

- **Director of recreational sports (M-057)**
  - student affairs
  - Deadline: Sept. 1.

- **Manager of payables and restricted accounting (M-075)**
  - business office
  - Deadline: Sept. 6.

Volunteers needed

Faculty and staff volunteers are still needed for participation in a free 10-week research project on the "Physiological and Psychological Effects of a Chair Aerobics Program" beginning Sept. 16.
Exercise sessions will be held Monday, Wednesday and Fridays from 12:15 p.m.-12:50 p.m. in the Eppler South Gymnasium beginning in mid-September, although fitness assessments will begin prior to the start of the program.
For more information contact Stephen Horowitz at 2-4920 or shorowit@cdap.bgsu.edu no later than Friday, Aug. 30.