Ribeau addresses mission, goals and progress in State of the University speech

President Sidney Ribeau delivered his State of the University address Friday, Jan. 17, in what he said will become an annual tradition of updating the University community on progress toward its goals. Despite the bitter cold weather, 101 Olscamp Hall was filled with faculty and staff who came to hear the president’s talk.

Ribeau noted that the timing of the speech was particularly appropriate as it coincided with the week of Dr. Martin Luther King Jr.’s birthday, and thus was a fitting time to talk about diversity. “What you might become if you dare to try. Nothing important happens without a dream,” Ribeau said, recalling King’s famous “I have a dream” speech of 1963.

“We, too, dream; we, too, aspire,” Ribeau said. Bowling Green’s dream is to transform the University from a good one into a great one, “the premier learning community in Ohio, and one of the best in the nation.”

He said there is a very simple axiom for what defines great universities: teaching, learning and generating knowledge. “It’s the heart and soul of any institution of higher education,” he said, and is “what we must focus upon.”

The University in 1963, he noted, was good for its time, but it would not suffice to meet the needs of the year 2000. Ribeau challenged every member of the campus community to strive for excellence in all that they do and to “take pride in a job well done,” which must happen if the University is to achieve this standard

He outlined progress on the University’s eight priorities, which were developed from last year’s Focus on February discussion groups and the Building Community effort. These discussions marked the beginning of a collaborative process to establish a vision for Bowling Green and to design a strategy to implement it. The overarching concern of all the areas identified is “the quality of the learning experience that we extend to our students,” Ribeau said.

**Enrollment management**

The first institutional goal is to develop and implement a University enrollment management plan and improve the quality of the undergraduate learning environment. Ribeau cited statistics that show Bowling Green’s enrollment has dropped 9 percent in the last five years, and the retention rate from the freshman to the sophomore year has declined by 5 percent over the past five years and 6.5 percent over the past 10 years.

This means a loss in funding of $1 million for every 100 FTE students, which in turn affects everything that goes on campus and would hinder the University from sharing the enrichment benefits of its programs with citizen learners.

Ribeau has established a University-wide enrollment project team, coordinated by the Office of the Provost, to design and implement an enrollment management plan that will address both recruitment and retention. Members of this team meet with the president and his cabinet each week to review activities and progress. The plan includes curriculum management, academic advising, articulation agreements with community colleges and a host of other programs and services. Sallye McKee, special assistant to the provost, has filled the post created to coordinate this effort as well as develop partnerships with elementary and secondary schools.

**McKee tackles enrollment management**

“Enrollment is everybody’s business,” according to Sallye McKee, Bowling Green’s new director of enrollment management. McKee came to the University in September from the University of Colorado as special assistant to Provost Charles Middleton. As in many universities in today’s changing demographic and academic climate, “enrollment management has a new role at Bowling Green, which we are defining as we go,” McKee said. The challenge is to foster this idea as a shared philosophy campus-wide.

McKee sees enrollment management as a multidimensional concept that includes both retention and recruitment and outreach to students from pre-kindergarten to the twelfth grade. Excellent customer service and keeping “satisfied customers” are key components of success, she emphasizes. “There also needs to be a healthy synergy for faculty between research and teaching that is the nexus for students in learning and inspiration.”

McKee has been studying campus operations and meeting with people in every division. She is working on an all-University enrollment-management plan, which will identify Bowling Green’s strengths and areas of need and strategies for dealing with them. She plans to set up an intra-University web page for campus members to use to communicate suggestions and ideas as well as the key goals of the enrollment plan.

She has also formed an enrollment-management work team, made up of representatives from the offices of the registrar, bursar, and area directors of student services.

**Higher education leaders wary of governor’s proposed budget**

Governor George Voinovich has taken the first step in the lengthy process of developing a state budget and it appears higher education is not going to receive the funding it had hoped.

Though the Voinovich budget will not be released until Feb. 4, indications are that higher education will receive only a 2.2 percent increase in instructional subsidies for 1997-98 and 3.3 percent the following year. The recommended amounts hardly equal the level of inflation.

President Sidney Ribeau called the governor’s proposals “potentially disastrous” for higher education. “If those figures aren’t changed in the legislative process over the next several months, all that we have worked for at Bowling Green will be in great jeopardy,” he said.

The funding Bowling Green will receive under the governor’s proposed level for higher education will enable us to do little beyond mandated increases. This is cause for serious concern.”

What has made Voinovich’s proposed budget especially difficult to swallow is a commission of legislators, higher education leaders and officials from the State Office of Budget Management that spent nearly a year to develop a budget calling for greater accountability by colleges and universities as well as attempts to make higher education more affordable. The effort was done at Voinovich’s urging.

Based on the commission’s recommendations, the Ohio Board of Regents requested increases for higher education of 6.9 percent for next year and 6.3 percent for 1998-99.

Ironically, the low priority Voinovich seems to be recommending for higher education comes at a time of prosperity in Ohio: the state ended 1996 with a six-month tax receipt surplus of nearly $84 million.

“Goveror Voinovich and Ohio’s legislators need to be convinced that higher education is an important investment for this state and everyone who teaches, works and attends Bowling Green must do everything they can to bring this fact to the attention of our representatives and senators,” Ribeau said.

He added that he and other state university presidents and officials will be spending a great deal of time the next several months working to change the budget figures to be more favorable for higher education.

“I can’t stress enough that we need a favorable budget to continue with the progress that is being made at Bowling Green to meet our vision of becoming a premier learning institution.”

**All-University enrollment-management plan**

Ribeau has established a University-wide enrollment project team, coordinated by the Office of the Provost, to design and implement an enrollment management plan that will address both recruitment and retention. Members of this team meet with the president and his cabinet each week to review activities and progress. The plan includes curriculum management, academic advising, articulation agreements with community colleges and a host of other programs and services. Sallye McKee, special assistant to the provost, has filled the post created to coordinate this effort as well as develop partnerships with elementary and secondary schools.

continued on page 2
President gives State of the University address

continued from page 1

The president encouraged the community to get to know this team and to offer suggestions and help. He also urged everyone to attend his Feb. 17 President’s Day Open House, when more than 3,000 prospective students and their families will visit campus. To the faculty in particular he said, “Our students come here because of you. Help us tell our story.”

He announced he has received the final report of the Task Force on Student Customer Service, which recommends a new internal slogan be adopted: “A+ Service.” The force’s recommendations will be forwarded to the appropriate offices soon. Happy students are the best recruiters, he said, when they spread the word about the University to their friends. “When your institution is on the lips of students across the state—that’s how you sell the institution.”

Other task forces that have formed this semester include those on academic advising, learning and teaching, student assessment achievement and residential academic programs. The “freshman year experience” program is under way and the University will be coming to its first non-honors residential academic program this fall in Chapman Hall. “We must help our students learn from one another,” Ribeau stressed.

In order to support efforts to enhance the undergraduate learning experience, Ribeau announced the formation of a new position: Vice Provost for Undergraduate Affairs and Dean of Undergraduate Students. A national search is being conducted for the position and it is being funded through a reallocation of resources, including the discontinued ERIP list.

Budget process

The second institutional goal is to restructure the University’s budget process to align it with University priorities. The president has charged the University and Faculty Senate budget committees with both this task and that of creating incentives for departments and units to generate savings that can be reallocated within their areas to meet high-priority needs. The budget needs to become more flexible, the president said, so that funds may be moved to where they are most needed. Getting faculty and staff involved in administrative positions and decision-making is an important part of this process.

Review of programs and benefits

Review of the programs and benefits for both academic and support units is an essential component of operating more efficiently and with better quality. By the end of the spring semester, Ribeau said, he will go before the Board of Trustees with recommendations of the program review committee, which the department chairs are now evaluating. The first cycle of performance review for support units will begin in late January or early February.

“It is time for us to place people and dollars in areas where the University has major commitments and goals.”

Two faculty benefit programs are also being reviewed. Ribeau has received the final report of the analysis committee on the Early Retirement Incentive Program and the Supplemental Retirement Program, which examined the programs “in relation to their original intent and current impact on the institution with regard to numbers of full-time faculty as well as financial implications.” Ribeau noted that the student-faculty ratio is critical to the quality of education offered, and he will be interested to see if these programs have contributed to a reduction in full-time faculty numbers.

He will make a recommendation to the Board of Trustees by the end of February regarding the continuation or elimination of these two programs. The data to support the recommendations indicated that the ERIP list has been moved from Jan. 31 to Feb. 28 so that faculty considering retirement know the status of ERIP before making decisions. Also, should the board decide to eliminate ERIP, the change would not take effect for one year.

Rewards must complement goals

Another goal this year is to bring the University’s reward structure into alignment with its goals. A draft prototype is being developed by the committee charged with examining faculty evaluation and reward policy. An administrative staff performance-appraisal form has also been developed and is being discussed by Administrative Staff Council.

Campus technology plan

A major priority is to implement the campus technology plan, especially enhancing computing access for students. This is proceeding briskly, Ribeau said, with the allocation of about $1 million for microcomputer access. The resident halls are being rewired and and should be completed by fall semester.

Another $2 million has been allocated for computer equipment and technology support. The administration received $12 million worth of requests last fall and is prioritizing them now. To help implement the technology plan, a part-time provost’s associate position has been created and filled by Anne Marie Lancaster, computer science.

Developing corporate alliances

To supplement appropriations, the University also must identify new resources for support. Partnerships and collaborations with business and industry are crucial to maintaining the University’s programs at their present strengths, he said. A new position, paid for by private dollars, has been established to forge these corporate alliances, particularly in the area of technology. Michael McKee is the special assistant to the provost charged with developing corporate alliances.

Partnerships with the community are also important, Ribeau added. To this end, he has appointed Kathy Farber, director of external foundations and inquiry, to promote service activities for Bowling Green faculty, staff and students that make the University’s resources available to the State.

Training and support

The Center for Teaching, Learning and Technology opened its doors last fall to provide training for faculty and staff in accord with the institutional goal of providing ongoing professional development. Also, training in participatory management was begun this fall in the physical plant in the division of operations to identify ways to improve the work environment.

“Long-needed” training sessions in areas surrounding sexual harassment were attended by vice presidents, deans, department chairs and other administrators, and the content of this semester for other members of the campus community, the president said.

Marketing plan

The development of a University marketing plan is being addressed by the Division of University Advancement, which will make recommendations to the president by the end of the semester. There is an all-University Image Committee and a Graphics Standards Committee, which is overseeing the development of a new logo mark for the University that will be consistently used.

There are several other task forces working on other University initiatives. One of these has resulted in the decision to establish a women’s resource center on campus next fall. Details will be forthcoming.

Ribeau said.

Great progress is being made on diversity initiatives, the president said. Efforts in this direction are being headed by Lorna Gonsalves-Pinto, research associate to the provost.

Achieving some of the goals of the University will require tough decisions, the president said, but “we must make them collectively, decisively, relentlessly.” The University’s aim is to use our resources—fiscal and human—to allow us to reach our goals.”

He noted that in light of recent tragic events in the news involving the murders of three innocent people, he was struck by their common thread of irrationality and insanity and wondered what has become of our society. The University can make a difference in the world, he said. It stands for the values of reasoned discourse, rationality, civility and kindness.

He challenged everyone to give their utmost to make Bowling Green a true learning community.

Aerotechnology ready to soar again after positive program review

Students are once again being accepted into the aerotechnology program in the College of Technology, President Sidney Ribeau has announced.

The admittance of new students into the program had been suspended last spring by Dean Thomas Erickson because of uncertainties that included financial support and staffing.

However, after an internal review, a study of the program by two external consultants and strong recommendations from Erickson and Charles Middleton, provost and vice president for academic affairs, Ribeau said the program will continue.

“The details are being finalized by Dean Erickson and Dr. Middleton and will be revealed at a later time,” he said. At this time, we are announcing that Bowling Green is committed to offering a quality program in aerotechnology and that the College of Technology will begin recruiting new students immediately.”

Ribeau said he was pleased with the process leading up to the program’s restoration. “A systematic procedure for reviewing programs and areas has been established within the University and that includes internal as well as external assessments. In this case, the process identified aerotechnology’s strengths which can be built upon as well as weaknesses that must be addressed,” he said.

“It’s been a difficult nine months and I’m excited that the issue is being resolved. Greater University support is important and I am confident that the end result of this process will be a stronger aerotechnology program for BGSU students,” Erickson said.

continued on page 4
Class scheduling policy revisions to enhance undergraduate education

Beginning with the fall 1997 semester, closer attention to the needs and requirements of students will be paid by the colleges and departments in developing course offerings and schedules, Dr. Charles Middleton, provost and vice president for academic affairs, has announced.

He has provided each academic unit with a list of principles, developed in conjunction with the deans, designed to assure that students have the advantage of being taught by senior faculty in their required courses, especially at introductory and freshman levels; that gives priority to the scheduling of undergraduate courses, particularly those that fulfill general education requirements; and that ensures that courses are taught Monday through Friday during the week.

“It’s apparent that through the years we have drifted away from some of these principles. What the deans and I are trying to do is to get scheduling and the teaching of those courses back on course,” Middleton said.

By giving top priority to the teaching of undergraduate students, Middleton fully expects that “they will get the message that the University very much cares about their academic progress.”

“The time of our faculty is one of the University’s most vital resources. We must focus that time towards the institutional goal of providing undergraduate students with the best possible instruction,” he said.

That is why department chairs are being asked to assure that student demand is met for courses that meet general education requirements as well as those in their majors. The chairs are being charged to schedule senior faculty to teach those courses. No temporary funding for part-time teachers will be available until it can be demonstrated that tenured and tenure-track faculty are unable to cover all of the required courses a department must offer.

“I fully realize that implementing these principles will result in changes for some faculty but I am also expecting that these changes will be accepted for the good of the institution because all faculty have a stake in the direction Bowling Green is heading. I would describe our enrollment needs as critical. We, as a University, must do everything we possibly can to make the undergraduate experience rewarding for our students and help them meet their educational goals,” Middleton said.

Following are the principles that were conveyed to each college dean:

1. Tenured and tenure-track faculty should routinely teach required courses at all levels of the curriculum.
2. It is desirable for tenured and tenure-track faculty to teach extensively in the lower division, especially in courses that serve as gateway courses for majors. To the greatest possible extent, therefore, chairs should assure significant senior faculty presence in the freshman curriculum.

3. In putting together academic schedules, chairs should not receive temporary funding from the dean’s office until such time as they can demonstrate to the dean, or an assistant/associate dean assigned to work with the unit in question, that tenured and tenure track faculty are unable to cover all of the required courses. Required general education, required major courses, and essential graduate courses. In short, no electives taught by tenured and tenure track faculty should be scheduled until such time as the required curriculum has been covered and/or it is demonstrated that the department has inadequate faculty resources to do so.

4. Allocation of temporary resources from the dean’s office should proceed only after student demand for courses has been fully shown during the registration process. Priority must go to meeting undergraduate general education requirements first. Departments should be prepared to amend their fall schedules during the summer to respond to course requests from incoming freshmen and transfer students. Deans should hold back adequate reserves for preregistration in the summer so that the campus can respond to freshmen and transfer students’ interest in fall semester courses.

5. To assist in planning, schedules in all units should be built around the following priorities: undergraduate courses before graduate courses; within undergraduate courses, general education courses should have higher priority than required courses in the major, which, in turn, should have higher priority than elective courses. Deans and chairs should assure that the demand for a course at each level is met before moving to the next level of priority. Allocation of temporary dollars should be done in the context of discussing the problems that arise in our efforts to schedule according to the principles.

6. The time grid as established by campus policy must be observed by all units. Three-hour courses must stay within the published three-hour grid; four- and five-hour courses must follow the combinations in the published grids. Unusual time patterns such as Monday/Wednesday at 9 a.m. and Wednesday at 2 p.m. or courses which use two grid blocks, are not to be offered in the past.

7. The classroom allotment, excluding those in large lecture rooms or labs, must be observed. Large lecture rooms need to be assigned on a priority basis by the Registrar’s Office, but only after the approval of the deans. The goal is to maximize the number of seats available for general education classes and for required major classes. Full utilization of large classrooms should be a key factor in determining whether a department continues to have access to the room in subsequent semesters.

8. No fewer than 60 percent of a department’s three-credit hour courses may be scheduled on Monday, Wednesday and Friday and these sections must accommodate no fewer than 60 percent of the overall demand for those courses.

9. No fewer than 40 percent of a department’s three-credit hour courses may be scheduled on Tuesday and Thursday, and no more than 40 percent of the overall demand for these courses may be scheduled on those days.

10. No more than 60 percent of any department’s courses may be scheduled between 9:30 a.m. and 2:30 p.m. It is imperative to full utilization of our classroom space both throughout the day and throughout the week.

Black History Month events set for February

The 1997 celebration of Black History Month will include more than a dozen special events, including a performance on Thursday, Jan. 30, master drummer Babatunde Olatunji.

Sponsored by the Office of Student Activities with contributions from the Cultural Events Committee, Ethnic Cultural Arts Programs, Programmers Council and the University Activities Organization, the events are being coordinated by student organizations and campus offices.

The theme of this year’s activities is “Celebrating the African American Heritage Through the Arts.”

Olatunji, a native of Nigeria who is credited with introducing African music to the West in 1959 with the release of the smash hit recording “Drums of Passion,” will perform at 7 p.m. Jan. 30 in the Lents Hall Grand Ballroom of the University Union. Admission to the concert is free.

Olatunji’s dedication to preserving African culture has taken him around the globe as a performer and led to his establishment of the Olatunji Center of African Culture in Harlem. He also assisted Bill Lee with music for the film She’s Gotta Have It.

Other events planned during Black History Month include a Collegiate Explosion Gospel Concert on Feb. 1, and a series of Gospel Concerts, with the “Just Us” Band on Feb. 9: a performance of African dance with storytelling and drumming by the troupe Kayaga of Africa on Feb. 13, and a presentation by Mary Howard-Hamilton, higher education and student affairs, “Achievement of Our Personal Goals Through the Arts” on Feb. 18.

Most events are open to the public free of charge, but there are admission fees for a few of the programs. For more information, contact the Office of Student Activities, phone 2-2343.

Firelands Alumni Award nominees sought

Firelands College is seeking nominees for its annual Distinguished Alumni/Alumna Award. Nomination forms are available from the Office of College Relations. The deadline is March 1. The award will be presented at Commencement May 9.

Nominees must have completed at least 24 semester hours at Firelands and earned an associate or bachelor degree, demonstrated achievement in their profession and demonstrated leadership within Firelands College or the community and preferably to Firelands College.

For more information, call 433-5560, 1-800-322-7475, ext. 210668.

Creative problem-solving workshops set

Three professional development workshops in the series “Creative Problem Solving: New Approaches to Achieve Results” are being offered this semester by Continuing Education, International & Summer Programs. “Creative Thinking,” on Feb. 7, will help participants identify potential barriers and organizational restraint to improving problem solving or creating ideas and help them develop strategies to implement and evaluate the results of creative thinking.

“The Analysis of Decision Making,” on Feb. 21, will focus on analyzing the steps used in reaching a decision, acquiring decision making skills and learning when to use them. The workshop also will cover ways to minimize conflict, increase commitment and develop teamwork.

“Integrative Negotiating,” on March 7, will explore steps involved in conflict resolution, how to construct and evaluate alternative approaches to overcome amicable outcomes and avoid confrontation.

Each workshop will be taught by Dave Hyslop from 8:30-10:30 a.m. in 2 College Park Office Building. The fee for each session is $50, which includes workshop materials. A 10 percent discount is available for those who enroll for all three training programs.

For more information and to register, call Continuing Education at 2-8181.

Black History Month events set for February

The 1997 celebration of Black History Month will include more than a dozen special events, including a performance on Thursday, Jan. 30, master drummer Babatunde Olatunji.

Sponsored by the Office of Student Activities with contributions from the Cultural Events Committee, Ethnic Cultural Arts Programs, Programmers Council and the University Activities Organization, the events are being coordinated by student organizations and campus offices.

The theme of this year’s activities is “Celebrating the African American Heritage Through the Arts.”

Olatunji, a native of Nigeria who is credited with introducing African music to the West in 1959 with the release of the smash hit recording “Drums of Passion,” will perform at 7 p.m. Jan. 30 in the Lents Hall Grand Ballroom of the University Union. Admission to the concert is free.

Olatunji’s dedication to preserving African culture has taken him around the globe as a performer and led to his establishment of the Olatunji Center of African Culture in Harlem. He also assisted Bill Lee with music for the film She’s Gotta Have It.

Other events planned during Black History Month include a Collegiate Explosion Gospel Concert on Feb. 1, and a series of Gospel Concerts, with the “Just Us” Band on Feb. 9: a performance of African dance with storytelling and drumming by the troupe Kayaga of Africa on Feb. 13, and a presentation by Mary Howard-Hamilton, higher education and student affairs, “Achievement of Our Personal Goals Through the Arts” on Feb. 18.

Most events are open to the public free of charge, but there are admission fees for a few of the programs. For more information, contact the Office of Student Activities, phone 2-2343.

Firelands Alumni Award nominees sought

Firelands College is seeking nominees for its annual Distinguished Alumni/Alumna Award. Nomination forms are available from the Office of College Relations. The deadline is March 1. The award will be presented at Commencement May 9.

Nominees must have completed at least 24 semester hours at Firelands and earned an associate or bachelor degree, demonstrated achievement in their profession and demonstrated leadership within Firelands College or the community and preferably to Firelands College.

For more information, call 433-5560, 1-800-322-7475, ext. 210668.

Creative problem-solving workshops set

Three professional development workshops in the series “Creative Problem Solving: New Approaches to Achieve Results” are being offered this semester by Continuing Education, International & Summer Programs. “Creative Thinking,” on Feb. 7, will help participants identify potential barriers and organizational restraint to improving problem solving or creating ideas and help them develop strategies to implement and evaluate the results of creative thinking.

“The Analysis of Decision Making,” on Feb. 21, will focus on analyzing the steps used in reaching a decision, acquiring decision making skills and learning when to use them. The workshop also will cover ways to minimize conflict, increase commitment and develop teamwork.

“Integrative Negotiating,” on March 7, will explore steps involved in conflict resolution, how to construct and evaluate alternative approaches to overcome amicable outcomes and avoid confrontation.

Each workshop will be taught by Dave Hyslop from 8:30-10:30 a.m. in 2 College Park Office Building. The fee for each session is $50, which includes workshop materials. A 10 percent discount is available for those who enroll for all three training programs.

For more information and to register, call Continuing Education at 2-8181.
Monday, Jan. 27

Film Perspectives on Colonialism Series, Xica da Silva (1976), directed by Carlos Diegues (in Portuguese with English subtitles), 7:30 p.m. Geish Film Theater. Free.

Northwest Commons, sponsored by Babatunde Olatunji's Africain. 7:30 p.m., La Maison Francaise. Free.

Wednesday, Jan. 29
Cafe Conversation, 3:30 p.m. at La Maison Francaise. Conversation in French, free coffee and cookies. Men's Basketball hosts Ohio. 7 p.m., Anderson Arena. Speaker, Dana Gere will speak about WTI, a hazardous waste incinerator located in East Liverpool, Ohio. 7:30 p.m., Faculty Lounge. Free.

Thursday, Jan. 30
Visual performance, Master Drummer Babatunde Olatunji, 7 p.m. Lenthard Ballroom of the University Union. Free. A Black History Month event.

Television Program, "President Ribeau & Company," 8 p.m., WBGU-TV.

Classic American Film Series, Dr. Jeckle and Mr. Hyde (1941), directed by Victor Fleming. 8 p.m., Geish Film Theater. Free.

Friday, Jan. 31
Spirit Day, 11 a.m. The Nest of the University Union, hot beverages and snacks provided free, courtesy of the Union staff, door prizes. Co-sponsored by the Enrollment Management Team and the President's office.

Computer workshop, noon-2 p.m., 107 Olscamp Hall (using File Transfer Protocol (FTP)), an overview of how to access, load and use ftp software, free to all faculty and staff. Sponsored by the Center for Teaching, Learning and Technology. To register, call 2-6898 or e-mail ctt@bgnet.

Aerotechnology continued from page 3
The editorial reviewers noted that suspension of enrollment was a "reasonable and appropriate step" given the program's financial and staffing situation at the time. However, they said that flight education and aviation management were growth areas and that a solid base of potential students existed. That, along with Bowling Green's already solid reputation, merit lifting the enrollment suspension and renewing the program. Ribeau said the review focused on the program's quality, facilities, placement of graduates and staffing as well as finances. "This was more about Bowling Green being in a position to offer a quality program that would benefit our students as well as the northwest Ohio community. The report clearly showed that aerotechnology has the potential to be a first-rate academic offering at Bowling Green. "The challenge we face is capitalizing on that potential," he said.

Because the program also benefits the immediate communities, the report called for greater city and county support. Ribeau said that discussions with local officials will be initiated as well as fund raising efforts to attract additional support for the aerotechnology program's operation.