

October 31, 1974

TO: All Faculty Members

FROM: Caryl P. Freeman, Secretary, Predecessor Senate

SUBJECT: Organizational Meeting of new Senate  
Friday, November 8, 1973  
4 p.m. Schwebel Auditorium

AGENDA

1. Call to Order (Chairman Predecessor Senate, Dr. Behen)
2. Nominations
  - a. Chairman of the Senate
  - b. Charter and Bylaws Committee  
(3 to be elected; at least 6 nominations required)
- \*3. Approval of last minutes of predecessor Senate, Friday, June 7, 1973
4. Report of Constitution and Bylaws Committee (Frank Tarantine)
5. Report of Executive Committee
6. Reports of other predecessor Senate Committees
7. Unfinished Business
8. New Business
9. Adjournment

**\*The minutes of the Faculty Senate meeting of Friday, June 7, 1974, should be amended as follows: Page 1, paragraph 2, item 1), line 3 should be changed from "in approving the new Charter." to "of extending its own term of office until the new Charter could be implemented or Senate elections held."**

## GENERAL FACULTY MEETING

Tuesday, September 24, 1974

Beeghley Gymnasium  
10: 00 a.m.

### ADDRESS BY PRESIDENT COFFELT

Ladies and Gentlemen; Colleagues

It is my privilege and pleasure to welcome each of you back to the campus and extend a cordial greeting to new members of the faculty and administration.

A year ago, almost to the day, I appeared before you in my maiden speech as a university president. I suspect that your feelings and mine at that time might best be described as "apprehensive". Collectively, we had just been through a difficult and somewhat divisive year; and we were uncertain how new relationships might work.

In my remarks a year ago, I endeavored to place before you my own administrative philosophy and to suggest what appeared to be some of the more serious problems facing the University. I also asked for your support and cooperation, which was received and for which I am deeply appreciative. With your support and participation, we have made good progress, toward resolving some of the problems mentioned last year.

While it is tempting to take this opportunity to review in great detail what was accomplished, more productive use of your time will be achieved by focusing upon the road immediately ahead. Therefore, I intend to make only passing reference to what has been done. My comments will focus primarily upon the future course of Youngstown State University and some three or four broad issues, problems and controversies which could affect that course.

Following my remarks, I have asked Vice President Edgar to bring to your attention several important academic matters, and Vice President Krill will outline our present status on campus planning and development.

#### Administrative Reorganization

Last year I mentioned the need to balance the administrative span of control and clarify lines of responsibility and authority of those individuals reporting directly to the President. At their meeting on April 20, 1974, the Board of Trustees approved a revised administrative organi-

zational structure, and we are well along in its implementation. The Board of Trustees has completed the revision of its by-laws, and during this year will complete a review and up-dating of its rules and regulations. These will be published after the Board has completed its work.

The Board's revised by-laws provide for standing committees on buildings and property, finance, personnel, and student affairs. Proposed policies will be considered by the appropriate committee before being placed on the Board's Agenda for approval. Official minutes of all meetings will be placed on file in the University Library.

The Charter for an Academic Senate has been approved by the Board and will be implemented this fall. With its implementation we will appoint a number of student-faculty-staff advisory committees to replace many of those eliminated by the reorganization of the Senate.

A significant change in the administrative organizational structure is the establishment of a planning division. This unit has been formed without adding to the administrative staff by the reassignment of duties of existing personnel responsible for budgeting, institutional research, and the computer center, under the leadership of Dr. Ronald Jonas.

It will require several months before the new planning unit becomes fully operational because of the need for an orderly shift in duties of personnel. Its function will be to develop a computer-based administrative information system, to engage in continuous short- and long-range fiscal planning and to evaluate progress in accomplishing institutional objectives.

### Legislative Relations

A year ago I mentioned the need to strengthen our relationship with area legislators. Mr. Phil Rogers has been serving as part-time Legislative Liaison and has effectively coordinated our relations with area legislators during this past year. We intend to have a staff member in Columbus a good proportion of the time during the 1975 legislative session in order to keep abreast of legislative developments affecting the future of this institution, and to seek every opportunity to inform the Legislature and its committees of our needs.

### Finance

A year ago, I stated that although we must be realistic in facing the problem of leveling resources, we did not face a financial crisis. By intelligent planning, prudent budgeting and good fiscal management, I believed (and still do) that we can adjust to the fiscal impact of leveling enrollments without resorting to drastic measures or precipitous actions. There is no question, however, that we must be prepared to face a leveling of operating income, and to absorb the fiscal impact of unanticipated contingencies. We must prepare for the inevitable--that time when

the University's income will stabilize and new programs, or expansion of existing programs, must be financed through greater efficiencies and program tradeoffs.

There are those who advocate turning to private fund raising to generate greater income. While this may be feasible for certain specific projects, I do not believe it to be either realistic or desirable for a public university to become dependent upon public donations and contributions to meet continuously expanding fiscal requirements. This source of income is much too unstable, as private institutions have learned only too well. Further, it is unlikely that we can generate annual giving which will contribute in any significant way to a budget now well in excess of \$20 million.

Contrary to the opinion advanced in some quarters, neither is it realistic for us to look to further student fee increases as a major source of additional income. Student fees at Ohio universities already are too high in relation to the proportion of higher education costs paid by students.

Recently, the Ohio Legislative Budget Office released statistics showing Ohio to be fifth highest in student fees and 46th in state appropriations per capita for the support of higher education. The median percentage of income from student fees for all states is 28.6%. For the twelve Ohio state universities the median is 40.2%.

Youngstown State University students currently pay 44.8% of their higher education costs. In Ohio, only three other state universities exceed this percentage. They are Miami, Ohio University, and Bowling Green.

These statistics are particularly significant. As public institutions are forced to become increasingly dependent on student tuition and fees for their operating resources, they must also become more responsive to student opinion and student pressure for new programs, curriculum modifications and many other academic matters heretofore considered the exclusive domain of the faculty. For those of you involved in program and curriculum planning, particularly in the humanities, I need not elaborate on the impact of the emerging concept of students as "customers" of higher education. I believe we will witness the blossoming of this concept when student fees exceed 50% of per student costs.

### State Appropriations

The total for all University budgets is \$23,273,000. Our Instructional and General Operating Budget for 1974-75 is \$20,583,000, an increase of **\$1,260,000 above** the previous year. Of the total, **\$11,771,000** is anticipated from **state appropriations**.

A year ago, I pointed out that the University could realize an additional \$500,000 in operating income if our resident FTE enrollment reached 9,850. Through the efforts of many people, but particularly our Admissions staff, resident FTE enrollment reached 9,942, and last February we were notified that we would receive an additional half-million dollars in state appropriations above that which had been budgeted. These funds more than offset the decrease in income from student fees and, with end-of-year balances, permitted us to carry forward into the 1974-75 fiscal year an operating balance of some \$700,000. These funds permitted us to achieve a balanced budget plus some \$225,000 for discretionary new expenditures.

These discretionary new funds were budgeted for new academic programs (\$34,000), additional academic positions (\$44,000), instructional support (\$50,000), increased instructional supplies (\$50,000), advertising and recruitment (\$25,000) updating classified positions (\$10,000) and additional travel (\$12,000).

As you may have read in Sunday's Vindicator, the Ohio Board of Regents recently released its 1975-77 biennial budget recommendations. Their recommendation is for an appropriation of \$1,338,000,000 for higher education for the biennium, an increase of some 38% above the previous biennium. Of this increase, 28% is for an increase in the instructional subsidy program.

The Regent's budget is based upon major changes in the method of allocating state support for colleges and universities. Not only is it more complex, moving from seven to thirteen funding categories, but it also proposes the use of funding levels based upon "average" budgeted expenditures for each of the thirteen funding levels, rather than a "model" budget.

The net result of the application of these changes is to shift a greater proportion of new state funds to Ohio State University, University of Cincinnati and Ohio University--institutions that have a higher proportion of their enrollment in high cost upper division and graduate programs.

In the developmental stages of proposed subsidy revisions by the Ohio Board of Regents, we participated on an advisory committee and actively supported a formula more favorable to our type of institution. However, we succeeded only partially in this objective.

If the State Regent's new subsidy formula is fully funded, and if we achieve the enrollment projected for us, we would qualify for a 25% increase in state appropriations. Neither of these seem likely. However, I urge your cooperation with efforts to be made by the Chancellor and the Inter-university Council to rally the broadest possible support for full implementation of the Regent's higher education budget recommendations.

There are two other areas with respect to the Ohio Board of Regent's Biennial Budget Recommendations worthy of note at this time.

First, there is a substantial increase in the amount of "discretionary" funds being requested by the Ohio Board of Regents. These are "lump sum" allocations to the Board of Regents which will be distributed to institutions on the basis of yet-to-be-determined criteria. While these programs are quite worthwhile, there is considerably more discretionary authority being requested by the Regents for the allocation of these so-called "enrichment" funds, than they have previously had.

Second, the Regent's budget request for higher education, for the first time, seeks funding of off-campus credit and non-credit work. However, their request is accompanied by a plan to establish districts, regions and sectors within which each institution must operate, and to set up regional centers staffed by state-level personnel to coordinate and police such work. We have taken a strong position in opposition to the district plan which, for certain programs, would limit off-campus work offered by YSU to Mahoning County. We believe this plan does not recognize the University's traditional function to serve the higher education needs of the Mahoning and Shenango valleys. We are indebted to Dean Paraska whose alertness caught this new development, and whose efforts to protect the University have been most helpful.

### Enrollment

After years of scrambling to meet the demand for their services, universities developed a euphoric belief in a perpetual enrollment boom. In spite of overwhelming evidence that the tidal wave has long since crested, both faculties and administrators have blissfully ignored the realities of the times. Not only has the birth rate continued to decline, but emphasis upon a college degree as a way to a better job--a better life--has also decelerated. Under prodding from Equal Opportunity regulations there has been a substantial easing of formal education requirements for many jobs. We must face the fact that the more than 3 million high school graduates will shrink to at most 2.5 million in the next decade.

In the three counties we serve--Columbiana, Mahoning and Trumbull--we presently enroll 70% of the high school graduates who go on to public university higher education in Ohio. In Mahoning County, we are enrolling some 80% of those who attend state universities. If you have been following high school enrollment statistics reported in the vindicator, you will have noted that almost every high school in the metropolitan area expects fewer students this year than were enrolled last year. The point is that the enrollment picture in our geographic area follows very closely the national pattern. It requires no great vision to predict several consequences.

1. More and more colleges will be scrambling for students. This will lead to lowering of admission standards and will stimulate academic concern and debate about declining admissions and grading standards.

2. Student interests and opinions will have increasing impact upon institutional goals, curricular requirements, course content and methodology.
3. Greater attention will focus on student retention, and none too soon, for urban institutions, particularly now, serve as a "revolving door" for too many students.
4. There will be expanding interests in non-traditional programs and in work done in off-campus surroundings.
5. There will be greater emphasis upon programs which will attract older adults.

Now may I turn to what we have done this past year to endeavor to attract new students to Youngstown State University. Last fall I appointed an Ad hoc Committee with the charge of reviewing our University Relations Program and recommending specific proposals for its improvement. I am pleased to report that the Committee has submitted its final report and more than half of its recommendations have been implemented. These include the approval of a University Relations Advertising Policy; modifications of registration procedures; off-campus registration by way of mobile units; use of upper classmen in orientation, registration, and community relations; publishing of the fall class schedule in local newspapers and newspaper supplements; radio and television programs to increase awareness of the University; increased student scholarships and student aid; and establishment of a graduate scholarship program.

You undoubtedly have been aware of the University Relations program referred to as Adult Student Outreach, an effort to encourage older people to return to the University and enroll in courses to improve existing skills, develop new ones, enrich cultural experiences, and expand recreational and social interests. Although it is as yet too soon to evaluate the impact of this program, early results are quite promising.

I am advised that our applications for admission to the University are up nearly 500 above this same time a year ago. It would appear that we will have more first-time students than we had for the opening of the 1973 fall term. However, we must view the results of this effort against what appears to be an even greater dropout of previously enrolled students. I am advised by Dean Scriven that he still expects our 1974 fall enrollment to be below the 1973 fall term. Whatever our enrollment, considerable credit must go to our Admissions and fiscal staff for their follow up efforts on pre-registered students.

Earlier I mentioned that the University is serving as a "revolving door" for too many students. Again I would like to emphasize the importance of focusing upon the problems of those who enroll at the University but, for reasons other than academic, are leaving the institution. Our best efforts in recruiting new students will not alone solve the problem of declining enrollments. Retention of students still poses, in the short run, the most fertile ground for stabilizing our enrollment and University operating budget. Our inability to hold a higher proportion of students into the junior and senior years is the sole reason why we receive a lower average state subsidy than any other state university.

### Student Affairs

I should like to give special recognition to the Student Affairs Staff for their substantial contribution during a very trying year. The Student Affairs Department was understaffed last year by two full-time positions, and the remaining staff carried the additional burden at considerable personal sacrifice. I am happy to announce that the position of Dean of Student Affairs has been filled. I should like to introduce Dr. Charles McBriarty, Dean of Student Affairs. Dr. McBriarty was previously Dean of Students at the University of Arkansas. His doctorate was earned at Indiana University and prior to his employment at Arkansas, he held various positions in student affairs at Illinois State for five years. Effective with his appointment, the Dean of Student Affairs will report directly to the President.

### University Purposes

It is impossible to gage a university's effectiveness or its efficiency without first coming to an understanding of its purposes--why it was created, what are its goals, what hopes does it embody, what aspirations motivate its members? Only when these questions have been put and answered, does it become possible to determine whether and to what extend the University is performing its task.

As a developing urban institution with a student body that is now predominantly vocationally oriented as contrasted with one more humanistically oriented, we have experienced rather dramatic changes in curriculum; changes which have substantially affected departmental needs and requirements. In recognition of this nearly a year ago, effort was initiated to focus upon the matter of purposes and goals and the appropriate structure of academic units to achieve those goals and purposes. I have asked Dr. Edgar to review what has transpired during the past year and our plans for completing a study and coming to grips with this matter during this next academic year.

### Collective Bargaining

In 1973, the Board of Trustees and the Youngstown State University Chapter of the Ohio Education Association entered into a two-year Agreement. Article IV of that Agreement provides that it shall terminate on June 30, 1975, and on or before January 1, 1975 either party may notify the other that it desires to modify the Agreement. I presume that shortly after January 1, we will renew negotiations with faculty representatives of the Association.

There are two ways negotiations can be conducted; both sides can come out swinging, or we can conduct ourselves as professional people and work to achieve a mutually satisfactory agreement. It is the intent of the administration to enter into collective bargaining in good faith, with sincerity, and with the hope that we can avoid doing those things that will be divisive and possibly damage the good will and **community** relations efforts that have been nurtured this last year.



I assure you that the administration will do its part; by the same token, I assume faculty representatives will do their part. While I recognize this process as essentially an adversarial one, we hope that personal attacks, public misstatements, and unprofessional tactics will be avoided by both parties. Because we cannot be assured of what the legislature will provide in the way of state appropriated funds, it will be particularly difficult to resolve those issues which require additional new resources. I am optimistic, **however**, that we can negotiate a mutually acceptable agreement for 1975-77.

### Summary

I approach this next year eagerly, and hope you share my optimism and enthusiasm. I am optimistic enough to believe that our problems can be solved given three conditions--that they are recognized, that they are understood, and that there is a will to solve them. A university worthy of the name must do more than instruct young people in an understanding of contemporary problems and appropriate solutions to those problems. **It** must foster a consciousness of their existence and attempt to instill a passion to solve them. I hope we **will** apply those same concerns to the University.

ADDRESS BY DR. EDGAR  
Vice President for Academic Affairs

Following the custom of the past two fall meetings of the General Faculty, I shall make some brief remarks summarizing developments in academic programs of the University during the 1973-74 academic year. These are based on reports made by the Academic Deans and information available in my office.

### NEW DEGREES AND ACADEMIC PROGRAMS

The past year has seen several new programs, and one new degree approved through the usual procedures within the University and by the Board of Trustees and Board of Regents.

1. Fine and Performing Arts. In the College of Fine and Performing Arts, a new degree, Bachelor of Fine Arts, has been approved, which is available to students in the studio arts and the performance areas of the Speech Department. Incidentally, a search for a permanent Dean of the new College is under way, which I expect to be successfully concluded during the coming academic year.

2. Technical and Community College. A two-year program in Drafting and Design Technology and a baccalaureate program in Computer Technology have been approved to go into effect this Fall quarter. A new two-year program in Dental Hygiene Technology has been approved and will be started with the Fall quarter of 1975 assuming the clinical laboratory is completed by that time.

3. Arts and Sciences. A major in Computer Science offered by the Mathematics Department has been approved effective this Fall quarter. Mention of this provides me an opportunity to mention that about a year ago I established an Advisory Council on Academic Programs in Computing, because the University Curriculum Committee had before it, in the Spring of 1973, both the Computer Technology and the B. S. major in computing. At the request of the Curriculum Committee, I set up the Advisory Committee which, under the able leadership of Dr. Frank D'Isa and later of Dr. Thomas Herndon, and representative of all the departments of the University offering academic work in computing, worked very hard and conscientiously this past year to prepare a master plan for such work, aimed at preventing duplication of courses and the further development of computing offerings much needed in this University. This Council is expected to continue work on this problem during the coming academic year.

In addition, an Oral History program, under the direction of Mr. Hugh Earnhart, has been approved, the primary purpose of which is the preservation of memories of people who have participated in or observed at close range, events which future scholars will need to interpret. Although based in the History department, which provides instruction in the techniques of oral history, this program should be regarded as a university-wide facility, inasmuch as the procedures are usable by people in almost any field or discipline.

The Department of Sociology and Anthropology is currently working with the Technical and Community College to prepare a program in Social Service Technology which will utilize currently available courses and courses from the Medical School Curriculum.

Having mentioned the Medical School Curriculum, let me say a few words about developments in that area: As you know, the University of Akron, Kent State University and Youngstown State University moved in concert to develop a plan for the establishment, on a consortium basis, of a state-supported medical school to be located in Northeastern Ohio. The necessary legislation was passed by the Senate and the House of Representatives, and then signed into law by the Governor. The first Board of Trustees of what is called the Northeastern Ohio Universities College of Medicine was sworn into office on November 26, 1973. As one of its initial moves, the College of Medicine entered into contract with each of the three Universities for the development of an integrated life science curriculum to prepare students for entry into the third year of the six-year program.

In response to the charge to YSU to develop its own curriculum, a representative committee from all pertinent areas of our University was called together. Drs. Sobota and Irwin Cohen were asked to co-chair this Committee, consisting of faculty from Chemistry, Biology, Physics, Psychology, Math, Sociology, Political Science and Geography. The committee worked throughout the Spring and Summer quarter last year, and has designed a curriculum that would lead to the B. S. degree at the end of the sixth year. The students will be required to take 140 quarter hours during the first two years and 46 hours during their last three years on the Youngstown campus.

The University committee received input from a steering committee made up of Dr. Paul Van Zandt, Dr. Leon Rand, and six physicians from the community. The steering committee was consulted throughout the development of the curriculum for recommendations pertinent to the clinical experiences required of the students.

I personally am happy to report the concern on the part of Dr. Stanley Olson, Provost of the Medical School, about the question of the relationship of the humanities to the new curriculum. This has been discussed recently and agreed that we on our campus should raise this question with representatives of the humanities areas, and we expect to do this soon.

4. School of Education. The School of Education continues to participate in the Individually Guided Education program, funded by Elementary and Secondary Education Act, Title III, with seven area schools involved.

A new graduate program in Early Childhood Education has been established, also another program which makes it possible for YSU students to qualify for the Media Specialist Certificate in Ohio.

One of the trends characterizing the teacher preparation program nowadays is the emphasis upon experience of education students out in the public schools and with children, which at YSU is exemplified by the various Teacher education Centers held on site at an elementary school location. This trend is in line with the thinking that is going on at the state level, as illustrated by a document issued recently called "Tentative Standards for Teacher Education," which emerged from deliberations of the State Committee on Teacher Education Ke-design. This suggests new standards, which have been developed by that committee after more than 100 meetings involving over 3,000 persons during the 1973-74 year, in order to solicit views on the direction teacher education should take in Ohio. This plan calls for evaluation of such areas as faculty teaching load, faculty rank and salary, and allocation of resources to departments or colleges of education, and we must confess we are concerned somewhat about the impact of these upon internal operational decisions. A second trend is the cooperative development of programs between the School of Education and the various school districts. A third is the interest on the part of school districts in non-instructional services to be provided by our School of Education, such as evaluation, consultation and planning, which can be financed by grants from the districts but which raise questions of resources and priorities that sometimes are troubling, as much as the School might wish to be of service to this important part of the University's community.

5. School of Engineering. In this School, an administrative option has been made available to all the engineering graduate programs. This option is designed for engineers who wish to include in their program, preparation for managerial positions in engineering, construction, industrial and governmental organizations. Half the course work is taken in the student's engineering specialty, the other half in human relations, financial, economic, quantitative, technical and legal subjects related to management. In addition, a nuclear engineering minor in the department of Chemical Engineering and Materials Science has been established.

## ACCREDITATION VISITS

Having just referred to graduate programs in Engineering, I should mention that the Engineering Council for Professional Development, the accrediting body for Engineering schools, visited our engineering School in February, 1974. We have just yesterday been notified that this inspection has resulted in accreditation of the Chemical Engineering curriculum, and reaccreditation of the curricula in Civil, Electrical, Mechanical, and Materials Sciences Engineering.

Last April, 1974, a North Central Association team visited the campus for the purpose of reviewing the accreditation status of all our graduate programs. The report from the visiting team has been distributed to all deans and chairmen of departments with graduate programs. We have been notified of continuation of accreditation of our graduate programs, which means, under new procedures adopted by North Central, that we are authorized to initiate new master's programs without the necessity for review by North Central (Obviously they must be approved through the usual University processes, and Board of Regents). An accreditation visit to review both undergraduate and graduate programs is scheduled for Spring of 1978.

I should add, while talking about the Graduate School, that thanks to a grant from the Youngstown Education Foundation, scholarships are now available for graduate students, in addition to the assistantships that have been available in the past.

Graduate enrollments have grown steadily, head count having gone from 3 percent of the total enrollments at the University in 1968, to 8 percent in 1973. This includes a very healthy growth of our M. B. A. program, enrollment in which has increased from 91 students in the fall quarter of 1971 to 187 students in the fall quarter of 1973, with the expectation of levelling off at about 300 students by 1976. Enrollments in Graduate programs in the School of Education continue to be the largest, both in terms of head count enrollment, which was 700 in the fall of 1973, and student credit hours produced.

Returning to the subject of accreditation, the School of Education is in the process of preparing for the joint accreditation visit next year of NCATE and the State Department of Education.

## GRANTS AND AWARDS

Considerable activity in this area has taken place in various departments of the University, mainly in obtaining grants that will fund special projects or service programs rather than for research per se.

I am glad to say that the funding for the undergraduate and the graduate programs in Medical Technology have been extended, rather than cut off, as we had feared last year might happen.

Six grants in the Criminal Justice area have been obtained during the past year totalling slightly more than \$292,000; for studies of such topics as Police-Community Relations, Upgrading teaching Techniques for Police Cadet Training Instructors, a Juvenile Justice Research Center, and Improvement of Social Agency Planning and Budgeting Capability.

The capitation grant of \$66,686 received by the Nursing Department was the third year of this award.

The Counselling Institute for Professionals, developed by the Department of Guidance and Counselling, has been funded for the fourth consecutive year for \$24,510 by the Mahoning County Mental Health and Retardation Board 648. This Institute trains approximately 50 students who provide professional services in the Community, e.g. clergy, law enforcement, and social workers.

A Title III proposal was cooperatively written by Secondary Education staff members and Canfield High School personnel, for the development in 1973-74 of a competency based teacher education program at Canfield High School. Many of the materials and procedures for the education students in this program are now self-instructional and self-pacing. A grant in excess of \$100,000 was received for this project, which was selected by the State Department of Education for an award as an outstanding exemplary program. Official notice has been received for the continuance of the Title III grant funds for this academic year.

This past summer, the State of Ohio funded four Teacher Institutes enrolling approximately 100 graduate students.

The funding of Teacher Corps project, totalling approximately \$750,000 over a two-year period, is noteworthy not only because of the amount but especially because it involves both the participation of the University in a federally funded, nation-wide effort to improve inner city education by improving the preparation of teachers, but also this is in close cooperation with the public schools of Youngstown.

I am happy to say that the arts have not been neglected in this matter of grants and awards. Under the leadership of Dr. Daniel O'Neill of the Speech and Dramatics Department and Mr. Al Bright of Black Studies, Youngstown State University and the Youngstown Symphony Ballet Guild have received a grant from the National Endowment for the Arts Dance Residency Program, through the Ohio Arts Council, to engage the Louis Falco Dance Company (which will appear this October) and the Dance Theatre of Harlem (as part of Black History week, in February) for residencies of one-half week each. Each company will provide an open rehearsal, lecture demonstrations, a master class, and a performance at Powers Auditorium or the University. An additional grant has been received from the Ohio Arts Council to aid funding of transportation of public school students to a lecture demonstration of the Falco Company on October 14. Donors for transportation costs have already been obtained for the February Dance Theatre of Harlem performance.

## MISSION AND GOALS STUDY

President Coffelt has referred to the need for clarification of goals and mission of the University if we are to evaluate the effectiveness and efficiency of University efforts. As far as I can tell, no such review has been carried on since this University became a part of the State system of higher education in Ohio, and added a Technical and Community College as well as a Graduate School to the schools and colleges in existence at that time. The place of technical education in the University, and the proper organizational structure for it, has become in particular a concern, as many of you are aware. This concern became formalized in the action of the Senate last Spring in establishing the Committee on Relations among the Schools. Earlier the administration had been exploring the possibility of engaging consultant aid in studying this problem. This has now been done, by engaging a team of three experts in higher education in two-year community colleges and technical institutes: Dr. S. V. Martorano, Professor of Higher Education and Research Associate in the Centre for the Study of Higher Education at the Pennsylvania State University; Dr. William Toombs, also associated with the Centre at Penn State; and Dr. Roy Satre, Dean of the Institute College at the Rochester Institute of Technology. Their study is defined in part in terms of answering the question: How best should the University organize to maintain and enhance its institutional commitment to serving a comprehensive, post-secondary **educational** role as an urban university. In seeking an answer to this question, the consultants have or will consult with deans, chairmen, faculty and students, with Board of Trustee representatives and the Ohio Board of Regents staff; and representatives of the community. Another visit by the consultants is scheduled for tomorrow and Thursday, which will include a meeting with the Committee on Relations Among the Schools. It is expected that their recommendations will be made to us by the end of the calendar year, so these can be studied by the appropriate groups on campus who are concerned with a clarification and redefinition of the mission and goals of the University and of its various Schools and Colleges.

## SICK LEAVE

To end on a very practical note, the State Legislature has recently enacted provisions for the conversion of sick leave at the time of retirement, which are mandatory and which apply to faculty members. The implementation of this will require the collection of data that only you may have readily available. There must be, for example, an auditable record of employees earning and using sick leave. You will therefore soon receive, first, further details on the legislative action, and second, a request for your assistance to enable us to establish some baseline data. We would appreciate your full cooperation with this request.

ADDRESS BY DR. KRILL

Vice President for Financial Affairs

Let's begin with a report on the three new buildings under construction. The new library is progressing with no more than the minor difficulties one expects on a job of that size. It is nearly on schedule, so that we are planning to move in about February.

The Technical and Community College building, badly behind schedule, should also be ready later in the spring. Now that it is well along, so that many finished surfaces may be seen in their interrelations, it is obvious that we have a building with good design and good workmanship.

The third building under construction, Bliss Hall, for the College of Fine and Performing Arts, has caused us some difficulties. Those of you who were here earlier this month read in the newspapers that the construction unions had pulled their workers off the job, on the grounds that the building was unsafe. More recently you may have read that X-ray exposures were made of one beam and that both design and construction problems were found to exist. Perhaps we might spend a few minutes on the facts behind these difficulties, both because the matter is of interest to you and because it is helpful to us all to have a well-informed faculty and staff able to dispel misinformation among our friends and neighbors.

The most important item at the outset is to know that the State of Ohio Division of Public Works builds our buildings for us and, figuratively, turns the key over to us upon completion. Our formal involvement is at two points: we prepare the program describing what the building must accomplish, and we recommend an architect from a list supplied to us by the State Architect. We are involved one other way, informally: because the inspection section of the State Architect's office is undermanned, that office is pleased to have the University follow the progress of the construction work to the extent we are able to do so. We supplement the State's supervision and also watch for design oversights that may be troublesome for us later, in our operation of the building.

As we watched the progress of construction on Bliss Hall, we became increasingly concerned about the concrete and steel work, first about poor appearance and then about structural integrity. In our position as inspector-without-portfolio we could only report our concern to the State Division of Public Works--and take photographs. Of course, we also kept the Building Committee of our Board of Trustees informed.

The labor unions also were watching apprehensively as beams and other structural elements of the building showed faults that seemed to point to deep-seated troubles and possible unsafe working conditions.

Toward the middle of August, the State Architect employed a consulting structural engineer to study the problems and make a report. When this study remained uncompleted on September 5, the unions pulled all labor off the job. They

asked that satisfactory explanations be given for the visible faults in the structure, with plans for correction, before they would return to work on the site.

Within the past few weeks there have been a few noteworthy developments. One beam has been X-rayed, with the result that the post-tensioning tendons have been determined to be misplaced significantly. This beam must be repaired by fairly radical surgery. In another area of failure cracks, it has been determined that a short beam was omitted from the drawings; that mistake will be corrected in an acceptable way. A third development is that the State Division of Public Works has committed itself to static load tests of the questionable structural members; the amount of deformation under load will tell much about the degree to which the individual members meet design specifications.

We hope that the next four to five weeks will produce enough over-all improvement to convince us that supervision of the job has become more effective and to convince labor that they should return to work.

With only one more major building ahead of us for the immediate future, the Arts and Science Classroom and Office Building, we have all been looking forward to getting out of the mud. Last year a landscape design firm drew up a master plan for landscaping the area bounded by Wick, Spring, Fifth and Lincoln. The Board accepted the concept and authorized us to proceed to detailed development. The walks and plantings around the new library will be the first implementation of that over-all plan, designed by the same firm; they now are working up drawings and specifications so that much of the remainder of the landscaping may begin just as soon as the weather permits in the spring of 1975.

There are three remodeling projects in various stages of planning at present. The first, the School of Education, is ready for contract, despite bids that came in 50% over estimates. The Department of Special Education is being moved to the recently acquired American Legion building on Spring Street--now the North Annex. The Department of Geography has been moved to the sixth floor of Lincoln Project. The Department of Guidance and Counseling is going to remain in their current space as the first part of the remodeling proceeds and then shift into their final space in that part of the building. The entire project should be completed comfortably within a year.

A second remodeling project, the old portion of Kilcawley Center, is in an early stage of preliminary design. We hope to present the plan to the Building Committee of the Board this fall and obtain approval to proceed with the project. On the second floor we want to remodel the old dining and lounge areas, as well as the kitchen and serving areas, to complement the new portion of Kilcawley. Some table-service dining would be incorporated. On the first floor the present "ballroom" on the southeast corner would be made into a multipurpose room.

The third remodeling project is the old library, to be revamped into an administration building. This project is yet at the program-writing stage, in which decisions are made about what functions are to be accommodated, how much space should be assigned to each one, which functions need to be housed in adjoining spaces, etc. The remodeling probably will be accomplished in two stages.



One new building is now in preliminary design: the Arts & Sciences Classroom and Office Building. The architect has kept a worried eye on the staggering inflation in construction costs, while trying to fit the program to a physical layout. The problems are substantial. Within the next week the architect will meet with the building committee for the Arts & Sciences building, to search for economies that will not cut into academic program.

ADDRESS BY MR. ABRAM  
President, YSU-OEA

One year ago, in his President's message, President Coffelt acknowledged to the faculty his two great concerns about the collective bargaining process. He questioned 1) "whether collective bargaining might lead to the demise of the traditional collegial decision-making system" and 2) "whether, in the long run, collective bargaining in a state system, might contravene institutional autonomy."

The past year, our first under collective bargaining and its attendant agreement, can be looked to for some hints of answers to the two areas of presidential concern. I regard the work performed thus far by the many joint committees authorized by the agreement to be as distinguished in effort as it has been assuredly collegial.

The Credit Union Study Committee has seen its efforts rewarded by the formation of a YSU Federal Credit Union with a slate of 13 volunteer officers literally encompassing all segments of the University. Ranger Curran, President of the Credit Union, informs me that the duly authorized charter should be in hand in a week to ten days. I am not sure, with Curran President and Tom Kuchinka Vice President, what kind of festivity will be in order to introduce you to the Credit union office in Todd Hall.

Dr. Luke Zaccaro has been successful in moderating input from Deans, Chairmen, and OEA members into a pilot instrument on Chairmen evaluation which is scheduled for a trial run in the Fall quarter.

The Faculty Evaluation Committee has already conducted a sample evaluation instrument of performance in teaching and is continuing to grapple (or grope) with the complexities of meshing teaching, University service, and scholarship into a properly weighted finale and submit it to you for all due scrutiny.

The joint Committee on Workload has invested many long hours of **deliberation** (and recrimination) with a final proposal hopefully near. The Grievance machinery afforded by the Agreement has certainly been utilized and its very nature demands testimony and supportive evidence which brings elements of **decision-making** into open forum. I might add, in total **sincerity**, that this chapter, while winning and losing some grievances, is indeed **indebted** to the vigor and skill of its Grievance Committee under the most capable leadership of Professor David Robinson.

Lastly, in this list of examples, and even though both University and Department Promotion Committees have been berated (and some decisions grieved) most of us will agree that their performance, delineated by the Agreement, is a considerable step beyond the recent promotions policies. Commendable self-sacrifice from all quarters.

What may we expect in the future? First, I am happy to report to you that the Legislature may pass a collective bargaining bill. At least it is being considered in Columbus. Your support of any move in this direction will be felt and appreciated.

We will shortly be electing a negotiating team to consider the next Agreement. Naturally, we expect full consideration and cooperation from the membership in this critical decision. We hope that more of you will make it a point to join OEA to have your voice heard at this time and in this matter.

As President of OEA, I have the honor and privilege of being co-chairman of the campus-wide effort to support the United Appeal. You will soon receive full information on this, and I trust you will cooperate as you have in the past in pledging full support to the Appeal.

I want finally to call to your attention the fact that Governor Gilligan will be here on this campus on Wednesday, September 25, at 1:30 in Room 210 of Kilcawley Center to discuss the proposed medical school and also to answer questions of faculty, students and members of the community.

The meeting was adjourned at 11:15 a.m.