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Faculty Senate Agendas and Minutes

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1987 February 2 - Faculty Senate Agenda and Minutes

Faculty Senate, East Tennessee State University

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East Tennessee State University
Box 23534A • Johnson City, Tennessee 37614-0002

AGENDA

FACULTY SENATE MEETING

February 2, 1987

Forum Room, Culp Center, 3:30 p.m.

- I. CALL TO ORDER
- II. APPROVAL OF PREVIOUS MEETING MINUTES
- III. COLLEGE OF MEDICINE MEETING SUBJECT AGENDA
 1. Library Funding: COM & Sherrod Library
 2. Salary Raises: Main Campus/Basic Sciences Faculty,
Clinical Faculty, Chairs
 3. Public/University Relations: Salaries; Alumni; Class Time
 4. Personnel Hiring
 5. Physical Plant
 6. Purchasing
 7. Parking: Night/Sports Events
 8. Sabbaticals

At 4:30 p.m. Ms. Geraldine Holden - ETSU Textbook ordering Supervisor,
will be present to answer questions.

Dave Logan - hand out tenure/promotion sections

Doesn't it seem as if we have a small group
of senators today? (Exclude guests)

JAN 28 1987

Carol Norris
P. O. Box 22450A

FACULTY SENATE AGENDA for the College of Medicine
February 2, 1987

1. Funding for Medical and Sherrod Libraries.

Insufficient funds for the libraries resulting not only in fewer book purchases and more cancelled periodical subscriptions but also an inability to offer services and technological advances already available to other SBR institutions and regional medical library systems. See handout.

2. Salary Increases and Merit Pay.

Differences in salary increases and merit pay awards for the COM and other colleges/schools. Inaccurate reports regarding salary differences. See handout.

3. Public/University Relations.

Problems in getting items to the news media. The need for a separate COM alumni chapter. The reason for differences in COM and main campus class periods (on the hour vs. quarter hour) is questioned.

4. Physical Plant.

Excessive time lag in work orders and completed maintenance. Lack of environmental control in Memorial Center laboratories.

5. Purchasing.

Need for review of purchasing procedure to eliminate unnecessary signatures, expedite the procedure and shorten shut-down period at end of fiscal year.

6. Parking Problems at night and during sports events.

Possibility of a centrally located, reserved lot (24 hrs) for faculty and staff (between Gilbreath and Dossett Hall).

7. Personnel Hiring.

Delays in hiring personnel paid from grant funds jeopardize future efforts for extramural funding.

8. Sabbaticals.

Urge the SBR to approve a policy permitting sabbaticals.



East Tennessee State University
Box 23534A • Johnson City, Tennessee 37614-0002

MINUTES OF THE FEBRUARY 2, 1987 FACULTY SENATE MEETING

ANNOUNCEMENTS

A hand-out of ETSU's response to an SBR questionnaire on "Institutional Policies and Practices Concerning Campus Faculty Representative Bodies" was given to senators. (The observation was made that these same questions were asked last year). Hand-outs from The Chronicle of Higher Education were the advertisements for positions available at ETSU (Dean of the College of Education), Tri-Cities Tech (President), and SBR (Associate Vice-Chancellor for Administration). Another hand-out from the Wall Street Journal dealt with "How Colleges Can Cut Costs". (See attachments to Library copy of Minutes).

The March 2 meeting of the Faculty Senate will be a discussion of the tenure and promotion policy of ETSU. President Fisher reminded senators that the policy dealing especially with the student evaluation component must be in Nashville by May 1, 1987.

Dave Logan presented the draft copy of proposed changes in Tenure and Promotion sections of the Faculty Handbook. He stated that the senators should pay particular attention to the tenure section now; consideration of the promotion policy is not as urgent. He pointed out several pages which contain important changes, including an insert dealing with an appeal procedure for untenured faculty. Logan requested that senators' corrections or changes of a grammatical nature be given to him in written form before March 2 so that the discussion then might deal with substance only.

COLLEGE OF MEDICINE MEETING SUBJECT AGENDA

COM senators were responsible for presenting several items for discussion.

1. Funding for Medical and Sherrod Libraries. (Since the University Libraries would not be presenting a separate program during 1986-87, this unit worked with the COM senators on this particular topic).

Betsy Williams of the COM Library provided a multi-page hand-out depicting the Library Expenditure History of the past several years, the number of volumes added, and a financial comparison of COM Library with other south-eastern region academic medical libraries.

The question was raised about the effect that the Med. Library's move and malpractice insurance might have had on its decrease in funding. Janet Fisher, Assistant Dean of Learning Resources, answered that outside funding had financed the move and that the insurance situation had caused a 10% loss in the library budget. Ms. Fisher also stated that when funding is low, journal subscriptions are more important in a medical library than book purchases. Betsy Williams added that a library committee within the Medical School is working on the library's problems, but there seems to be no solution when THEC has cut funding by \$50,000.

Carol Norris, senator from University Libraries, also provided a multi-page hand-out which Dr. Fred Borchuck, Director of UL, had composed. University Libraries has adopted the theme "Advance to New Excellence" to address the need for providing library services suggested by the Carnegie report College: The Undergraduate Experience in America. The statistics in the hand-out demonstrated the fact that funding for the library has declined as far as a percentage of the University budget is concerned. The materials budget of UL is not sufficient for maintaining excellence in undergraduate education.

President Fisher suggested that one solution was to "cut the pie differently". Whatever money is available to the university can be dispersed in different ways. He stated that awareness is needed and asked for a comparison of ETSU libraries with other SBR Libraries.

2. Salary Increases and Merit Pay

Mitchell Robinson stated that all should realize that there are differences between the salaries of clinical faculty and basic science faculty within the Medical School. A hand-out compares the ETSU salaries with the average salaries of other basic science faculty in Southern Colleges of Medicine, all U.S. Colleges of Medicine and ETSU General College. He added that there are misconceptions about the salaries of COM professors because of media misrepresentation. COM basic science faculty have not received merit pay raises that other ETSU faculty have gotten. The latest raise was only 5%. The COM liability expenses have had a bearing on salaries. President Fisher stated that a comparison with UT-Memphis would be interesting.

3. Public/University Relations

Margaret Houglund listed complaints voiced by COM faculty:

- 1) Articles to be printed in the local newspapers often do not reach the media after being submitted to University Relations.
- 2) COM alumni do not seem to be reached by the Alumni Office. These alumni could be a good source of financial help to the COM.
- 3) The difference in beginning time for classes in the COM and regular ETSU classes has caused some problems. (It was suggested that since ETSU was here first that the COM could concede and conform to ETSU class scheduling).

The suggestion was made that items for the press should be taken directly to the media.

President Fisher stated that perhaps a representative from University Relations should come to a Faculty Senate meeting.

4. Physical Plant

Margaret Houglund described the problems COM faculty has experienced with time lags between work orders and completed maintenance. The reason given by the Physical Plant for the lag has been that there are too few personnel. Senators suggested that off-campus sources should be used for maintenance (and for printing or other services) if ETSU units cannot handle the work load. Fred Waage noted that the printing of the Mockingbird resulted in

bad experiences with University Press. President Fisher asked Wilsie Bishop if there was a policy for obtaining outside help. She suggested reviewing Mr. Kyte's Financial Policies Manual. Other senators noted that work orders for academic departments seem to get "bumped" by other units (i.e., administrative or athletic). When this happens, could there not be the option to use outside sources?

The other concern was with a lack of environmental control in Memorial Center and its effect on equipment. The laboratories which house very sensitive, valuable equipment average 85° in winter and 65° in summer. People might adapt to these temperatures but equipment does not and will deteriorate sooner, thereby costing the COM and University more.

5. Purchasing

David Chi stated there is a need for review of procedures in order to eliminate unnecessary signatures, expedite the procedure and shorten the shut-down period at the end of the fiscal year. Can there be a protocol established for emergency purchases, especially?

David Close reminded the Senate that the "Impediments to Research" document stated this concern. Several years ago it was easier to purchase - one could walk requests through. Bureaucracy has increased and slowed the process.

6. Parking Problems

Paul Monaco stated that a centrally located, (between Gilbreath and Dossett) reserved lot (24 hours) for faculty and staff might be the solution to the problem of parking at night and during sports events. Lots around Memorial Center are chained off too early in the day for evening sports events. There was a question of whether the Parking Committee has looked at this problem. President Fisher said that a special, long-term committee needs to solve parking problems. The regular Parking Committee has not had time. A suggestion to extend the restricted time from 8:00 a.m. - 4:30 p.m. to 8:00 a.m. - 10:00 p.m. was made. The problem of parking near the Memorial Center is especially noticed by COM faculty who need to get to laboratories.

Since Ms. Geraldine Holden, ETSU Textbook Ordering Supervisor, had been asked to come to the Senate at 4:30, the final two items on the COM agenda were postponed until February 16.

Linda Kerley, Nursing, asked Ms. Holden why certain textbooks for Nursing, requested in October, had not been ordered, why other textbook orders had been cut by one-third, and why Nursing was not permitted to submit a supplemental list.

Discussion between Ms. Kerley and Ms. Holden seemed not to resolve the problem.

Ms. Holden stated that the Bookstore does not order a large number of books for courses which have a "track record" of few students. She also said that a computerized system would help solve the problem of the extensive amount of paper work and small number of personnel. She gave the dates for ordering:

Faculty Senate Minutes
February 2, 1987

February 12 for changes and February 25 for orders for summer school;
March 16 for changes and April 13 for orders for fall semester.

When asked about how long the Bookstore felt that a textbook should be used in a course, Ms. Holden answered, two years. However, she is willing to change that for good reasons.

After Anne LeGroy announced a meeting of the Concerns and Grievances Committee for February 6 at 2:30 in Wilson Hall, President Fisher reminded the senators that the School of Public and Allied Health would present the agenda for the February 16 meeting.

ADJOURNMENT

The meeting was adjourned at 5:10 p.m.

Respectfully submitted,

Carol B. Norris

Carol B. Norris, Secretary

CBN/kja

Faculty Senate Meeting
February 2, 1987
Attendance Record

Senators Present

Betsy Williams
Arne LeCroy
Paul Walwick
Lester Hartsell
Bob Samuels
Rich Verhegge
Glenda DeJarnette
Greg Bishop
Steb Hipple
Donald Ferguson
David Chi
Betty Edwards
Mitchell Robinson
Paul Monaco
Robert Stout
Margaret Hougland
John Taylor
Etta Saltos
Fred Waage
Carol Pullen
Katherine Dibble
Linda Kerley
Gwen Thomas
Peggy Cantrell
David Close
Pat Flaherty
Gordon Ludolf
Carol Norris
Bill Fisher

Senators Absent

Mark Airhart
Carole Connolly
James Fields
Don Jones
Ruth Ketron (excused)
Al Lucero
Joseph Mattson
James Pleasant
Karen Renzaglia
John Stone
Eduardo Zayas-Bazan

Guests

Dave Logan
Janet Fisher
Rita Scher
David Parsley
Fred Borchuck
Rolly Harwell
Wilsie Bishop

Carol Norris
P. O. Box 22450A

FEB 12 1987



Dr. Fisher
FOR YOUR INFORMATION
from
ACADEMIC AFFAIRS

East Tennessee State University

Office of the Vice President for Academic Affairs • Box 24490A • Johnson City, Tennessee 37614-0002 • (615) 929-4219

M E M O R A N D U M

TO: Dr. Bert Bach, Vice Chancellor for Academic Affairs, SBR
FROM: *RJA* Robert J. Alfonso, Vice President for Academic Affairs
SUBJECT: INSTITUTIONAL POLICIES AND PRACTICES CONCERNING CAMPUS
FACULTY REPRESENTATIVE BODIES
DATE: January 16, 1987

Attached is East Tennessee State University's response to the questionnaire, Institutional Policies and Practices Concerning Campus Faculty Representative Bodies.

If you need additional information, please contact Ms. Wilsie Bishop in my office.

ps

Attachment

INSTITUTIONAL POLICIES AND PRACTICES CONCERNING
CAMPUS FACULTY REPRESENTATIVE BODIES
(ETSU)

1. What is the title of the faculty representative body at your institution?
Faculty Senate
2. Does this body have a constitution and by-laws? Yes
3. If so, are the constitution and by-laws available for faculty to see? Yes
4. Who may hold voting membership in this body?
 - a. Only full-time faculty? Yes
 - b. How is faculty status defined at your institution? (see attached)
 - c. How is the allocation of representatives determined? By department, division, or college, and in what ratio of faculty to representative? (see attached)
 - d. Do administrators hold membership in the body? (see attached) attach
 - e. Do part-time faculty? No
 - f. Do support personnel? No
5. What percent of the total number of voting representatives are:
 - a. Faculty? 100%
 - b. Administrators?
 - c. Part-time faculty?
 - d. Support personnel?
6. Are voting members elected?
If so, by whom? Yes, by faculty of each academic unit (school/college/library).
7. Are voting members appointed? No
If so, by whom?
8. Do voting members serve by volunteering? (see attached)
9. What is the length of term? 3 years
10. Which institutional officers are ex-officio members? None
11. How direct is the involvement of the body in institutional policy and decision-making processes, as perceived by the general faculty? As perceived by the institution's administrative officers? (see attached)
12. On which institutional committees or councils is the faculty represented by the principal officer of the faculty assembly, senate or council? (see attached)
13. If this body has made recommendations to the president of the institution during the 1985-86 academic year, what was the number of recommendations; to what number has the President responded? (see attached)
14. Do the President and administrative officers solicit ideas and recommendations from this body? If so, please cite one representative instance. (see attached)

15. Does this body have input into the budgeting process of the institution?
If so, please describe. (see attached)
16. Is the budget of the institution, both proposed and revised, available for viewing by faculty? If so, in what office or at what location is the budget placed? (see attached)

INSTITUTIONAL POLICIES AND PRACTICES CONCERNING
CAMPUS FACULTY REPRESENTATIVE BODIES

ATTACHMENT
(ETSU)

4. Who may hold voting membership in this body?
 - b. How is faculty status defined at your institution?

A faculty member according to the policy on Academic Freedom and Responsibility (Policy 2.1 approved September 21, 1984) is "a full-time employee who holds academic rank as instructor, assistant professor, associate professor, or professor and for purposes of this policy, who meets the minimum requirements for eligibility for tenure in Section C and whose responsibilities primarily include instruction, research, and public service."
 - c. How is the allocation of representatives determined? By department, division, or college, and in what ratio of faculty to representative? Representation on the Faculty Senate is determined by apportioning the representatives based on the number of faculty in each freestanding college, school or equivalent academic unit. This includes the faculty of Sherrod Library.
 - d. Do administrators hold membership in the body?

Department chairs may hold membership in the Faculty Senate if elected.
8. Do voting members serve by volunteering?

Faculty may volunteer to stand for election and if elected serve.
11. How direct is the involvement of the body in institutional policy and decision-making processes, as perceived by the general faculty? As perceived by the institution's administrative officers?

Quite directly involved/as viewed by faculty and administrative officers.
12. On which institutional committees or councils is the faculty represented by the principal officer of the faculty assembly, senate or council?

Academic Council, President's Council, and University Council
13. If this body has made recommendations to the president of the institution during the 1985-86 academic year, what was the number of recommendations; to what number has the President responded?

During the 1985-86 academic year 9 recommendations/resolutions were made by the Senate and directed to the President or other officers of the University. Action has been taken or the resolution is under review by appropriate bodies in each instance.
14. Do the President and administrative officers solicit ideas and recommendations from this body? If so, please cite one representative instance.

Yes. Example: revision of promotion and tenure policy. In addition, periodic meetings are held between the Executive Committee of the Faculty Senate, the President, and the Vice President for Academic Affairs. The agenda is prepared by total Senate input.

15. Does this body have input into the budgeting process of the institution?
If so, please describe.

The President of the Faculty Senate is a voting member of the Academic Council and the President's Council. Both of these bodies review budgetary decisions. In addition there has historically been Faculty Senate representation on the University Planning and Budget Committee.

16. Is the budget of the institution, both proposed and revised, available for viewing by faculty? If so, in what office or at what location is the budget placed?

The University budget is held on reserve in the Library and is available for faculty viewing.

**East Tennessee State University
DEAN OF THE COLLEGE
OF EDUCATION**

Position Re-Advertisement

East Tennessee State University invites nominations and applications for the position of Dean of the College of Education. The College has 97 faculty organized in four academic departments: Curriculum and Instruction, Human Development and Learning, Physical Education and Recreation, Educational Supervision and Administration. The College operates a child study center in a laboratory school. The College offers ten master's programs, the educational specialist, and two options in a Doctor of Education in Supervision and Administration. The Dean of the College of Education reports to the Vice President for Academic Affairs and is responsible for budget, programs, and personnel.

Candidates must have an earned doctorate in Education or a related field; a record of teaching, research, and service which would qualify for a full professor appointment within a department of the College; three years of successful administrative experience at the level of department chair or above; familiarity with sponsored research and grants; must be knowledgeable about current national facing colleges of education; and must be able to represent the interests of the College internally and externally at the local, state, and national levels. Strong oral and written communication skills and a commitment to affirmative action are essential.

East Tennessee State University, enrolling 10,000 students, operates within the State University and Community College System of Tennessee. The University consists of eight colleges and schools: Arts and Sciences, Business, Education, Graduate Studies, Applied Science and Technology, Public and Allied Health, Nursing, and Medicine. The University offers the master's degree in 28 fields, the M.D., the Ed.D., and the Ph.D. in Biomedical Sciences. The University's main campus is located in Johnson City in Upper East Tennessee, a rapidly urbanizing area with a population of about 450,000. Near the Western borders of Virginia and North Carolina in the heart of the Tennessee lake country, the city provides ideal year climate, as well as a variety of recreational opportunities.

The salary for the position is competitive. The position will ideally be filled by July 1, 1987. Candidates must submit a letter of application, a curriculum vita, and names, phone numbers, and addresses of five references. Review of candidates will begin on February 18, 1987. All communications should be addressed to:

Dr. Richard A. Crofts
Chair of the Search Committee
Dean of the Graduate School
East Tennessee State University
Box 24, 100A
Johnson City, Tennessee 37614

ETSU is an equal opportunity, affirmative action employer.

DEAN

SCHOOL OF BUSINESS ADMINISTRATION

THE UNIVERSITY OF VERMONT

The University of Vermont School of Business Administration invites nominations and applications for the position of Dean. Established in 1981, the School received AACSB accreditation in 1986, and will move into its new building in 1988. Its expanding faculty of twenty-four currently serves over 900 business majors in its undergraduate and graduate programs. The

Third College Dean

Under the general direction of the Provost of Third College, the Dean is responsible for the administration of the student life program for 3,000 students. This includes: the management of budgets; supervision and training of professional, clerical and student staff; overseeing programming Orientation and Welcome Week; supervision and adjudication of student disciplinary matters; and coordinating the College student government. The Dean also has the responsibility for general supervision of the residence hall program for the College and campus wide student life responsibilities.

Requires demonstrated experience/skill in managing a complex student affairs organization involving the effective management of resources such as financial, personnel and facilities. Knowledge and understanding of university/college policies and procedures, both academic and nonacademic with general knowledge of institutional research methods, survey techniques and budget. Must have strong skills in conflict resolution and counseling referral techniques.

Hiring salary range: \$37,200-\$46,400/yr. Submit cover letter with resumé by 2/20/87, referencing Job #19118-M, to: UCSD, SPO, 501 Matthews Complex, Q-016, La Jolla, CA 92093. AA/EOE.

UCSD
University of California,
San Diego

DEAN OF INSTRUCTION

Search Reopened

Everett Community College invites applications for the position of Dean of Instruction.

Everett Community College is a public, two-year comprehensive community college providing educational services to the people of Everett and Snohomish County, Washington.

The Dean of Instruction provides administrative leadership for the instructional programs of the college.

Applicants must have a master's degree, two year's full-time teaching experience in higher education and three years' instructional administrative experience in a community/junior college. An earned doctorate and experience at the dean level at a community college is preferred.

The starting date will be no later than July 1, 1987. The salary range is \$46,006 to \$54,125.

Applicants must complete the Everett Community College Application for Dean of Instruction. Requests for forms should be addressed to:

Personnel Office
Everett Community College

**DEAN OF
ACADEMIC AFFAIRS**

DeVry Institute of Technology is accredited by NCA, NATTS, and ABET. The Institute offers baccalaureate degrees in Electronics Engineering Technology, Computer Information Systems, Business Operations, and a Masters degree in Project Management. DEVRY INC. is a subsidiary of a major Fortune 400 company and system-wide offers, for profit, education services at the post-secondary level to approximately 30,000 students. The Chicago operation is seeking a person with strong academic, managerial, and inter-personal skills to serve as the chief academic officer of the Institute.

THE DEAN OF ACADEMIC AFFAIRS:

- Reports directly to the President and is a member of the Management Committee
- Leads and administers the academic programs of the Institute
- Prepares, allocates, and administers the academic budget
- Administers all academic personnel procedures, including affirmative action, retention, and promotion
- Motivates and develops deans, faculty, and support staff to meet established goals and objectives
- Manages academic facilities and support programs including Learning Resource Center, Electronic and Computer Laboratories, and other educational services
- Maintains appropriate academic records and prepares reports to external and internal review agencies

THE SUCCESSFUL CANDIDATE WILL HAVE:

- An advanced degree in education or program related field
- Experience as a faculty member at the post-secondary level with emphasis on instructional methodology
- Significant experience in academic administration at the post-secondary level, along with a strong business P&L perspective
- A commitment to the participation of faculty and students in appropriate academic development and planning
- Experience working in a large urban setting with a multi-cultural student population
- An ability to initiate clear action oriented goals and objectives, organize necessary resources, develop and implement financial plans, and maintain effective working relationships with diverse groups and individuals

Nominations or letters of application, including current resume will be accepted until February 27, 1987. Competitive salary commensurate with background and experience. Relevant material should be sent to:

Human Resources Department
Dean of Academic Affairs Search

DEVRY DeVry Inc.
A Bell & Howell Company

3300 North Campbell Avenue
Chicago, Illinois 60618-5994

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SOUTHERN METHODIST UNIVERSITY PRESIDENT

The Board of Trustees of Southern Methodist University invites applications and nominations for the position of President.

The President is the Chief Administrative Officer of the University, which is affiliated with the United Methodist Church. Nominations will be accepted by the Search Committee through March 15, 1987. Responses with as complete information as possible should be addressed to:

Ray L. Hunt
Chairman
SMU Presidential Search Committee
P.O. Box 4101
Dallas, Texas 75275

Southern Methodist University is an equal opportunity employer.

Search Reopened

MOUNT VERNON COLLEGE Vice President for Academic Affairs

Mount Vernon College invites nominations and applications for the position of Vice President for Academic Affairs. The Vice President is the chief academic officer of the college reporting to the President. The Vice President for Academic Affairs is responsible for the planning, development, and supervision of the college's academic program and policies, academic support services, faculty appointment and development and student academic progress.

Mount Vernon seeks a candidate with demonstrated achievement in scholarship, teaching and administration, and program development. Experience in a small college setting and commitment to a blend of liberal arts and professional preparation are very important. Candidate should possess strong leadership ability, academic vision and creativity, and effectiveness in communication. An earned doctorate is expected.

Mount Vernon College, founded in 1875, is a small women's college with an enrollment of 500, located in a lovely residential area close to the center of the nation's capital, with eleven multi-disciplinary BA programs combining a strong liberal arts core curriculum with a career focus.

Nominations and applications should be addressed to:
Search Committee

Vice President for Academic Affairs
Mount Vernon College
2100 Foxhall Road, N.W.
Washington, DC 20007

Mount Vernon College is an equal opportunity, affirmative action employer.

DEAN OF STUDENTS RUTHERFORD CAMPUS

The Dean of Students reports to the Assistant Vice President for Student Affairs. The Dean is the senior student affairs officer on the Rutherford Campus and has leadership and management responsibilities for a variety of student services, including housing/residence life, counseling, placement, student activities, international students and health services.

The Dean is expected to work closely with the other Deans and the Assistant Vice President for Student Affairs to develop a cohesive university student affairs program and to enhance the quality of student life on campus, while supporting current enrollment and student retention efforts.

Requirements: A Master's degree as well as a minimum of five years administrative experience with increasing levels of responsible assignment in student affairs. The ability to communicate with students, faculty and staff is also essential. **Salary:** Commensurate with experience and consistent with University structure.

Please forward letter of application and resume by February 13, 1987 to: FAIRLEIGH DICKINSON UNIVERSITY,

PRESIDENT

TRI-CITIES STATE TECHNICAL INSTITUTE Blountville, Tennessee

The State Board of Regents invites applications and nominations for the position of President of Tri-Cities State Technical Institute.

The institute is an open door, two-year institution with an enrollment of 1900 students, 43 full-time faculty, and an annual operating budget of \$5.7 million. Programs of study are offered at the associate degree level in career education areas; career education certificates are also awarded. The institute's primary service area consists of five counties in the Upper East Tennessee area having combined population of 315,000. Blountville is approximately ten miles from Johnson City and Kingsport and approximately fifteen miles from Bristol.

The president is the chief executive officer of the institute. Criteria for the position will include:

- (1) Evidence of successful administrative experience at a significant decision-making level.
- (2) An earned doctorate is preferred but not mandatory.
- (3) A dynamic, innovative, and energetic individual with the necessary human relations, communications, planning, and organizational skills to lead and inspire internal and external constituencies of the college.
- (4) An understanding of and commitment to the role of Tri-Cities State Technical Institute as defined by the State Board of Regents and its relationship and interaction with other institutions.
- (5) An awareness of and commitment to the stipulation of settlement in *Geier v. Alexander*, the statewide higher education desegregation lawsuit.
- (6) An understanding of the needs and concerns of technical Institute students, faculty, and staff.
- (7) An understanding of the needs and concerns of the citizens, business and industry in the region served by the institute.
- (8) A commitment to policies and directives of the State Board of Regents.

Initial screening of candidates will begin in late February, and it is anticipated that a president will be selected by mid-1987. Applications and nominations should be sent to:

Thomas J. Garland, Chancellor
State Board of Regents
1161 Murfreesboro Road
Nashville, Tennessee 37217

AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER

VICE PRESIDENT FISCAL AFFAIRS

Nominations and applications are invited for the position of Vice President for Fiscal Affairs. William Woods College is a private four-year applied liberal arts, residential college for women located mid-way between Kansas City and St. Louis, Missouri. The college enrolls approximately 700 students and has an annual operating budget in excess of \$6 million. The Vice President reports to the President and is directly responsible for all fiscal planning and evaluation of all budgetary duties. Duties include the supervision of financial and business services, physical plant and computer center personnel. Re-

VICE PRESIDENT FOR INSTITUTIONAL ADVANCEMENT University of South Carolina

The Vice President for Institutional Advancement will report to the Executive Vice President for Administration/Secretary to the Board of Trustees and will coordinate the fund raising efforts for the entire 9 campus system. This position will serve as staff liaison to the University President, Board of Trustees and the Executive Vice President for Administration and will supervise a staff of approximately 21.

A bachelor's degree in business administration, public relations or a related field and 8 years' experience in fund raising are required. All applications should be sent no later than February 28, 1987 to:

Executive Vice President for Administration
University of South Carolina
Columbia, South Carolina 29208

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How Colleges Can Cut Costs

By ROBERT V. IOSUE

College administrators become defensive, protective and at times just plain silly in trying to justify costs that have become outrageously high at most of our institutions of higher education. Tuition costs at a private college today average about \$12,000 a year, with many schools costing as much as \$16,000. This represents a 104% increase over the past seven years, a period during which the Consumer Price Index rose only 37%.

For public colleges the news is no rosier; it is just hidden better because taxes don't have the immediacy of direct, out-of-pocket payments. Over the same seven-year period, tuition at public colleges rose about 75%, to \$4,350 in 1986 from \$2,487.

Secretary of Education William Bennett raises the obvious question: Is it worth it? He charges that "some of our colleges and universities charge what the market will bear." During last week's Senate committee hearing on the administration's \$5 billion of proposed cuts in the education budget, Mr. Bennett said, "We are not under-investing in education. We are inefficient."

President Ernest Boyer of the Carnegie Foundation is another critic. "Scrambling for students and driven by marketplace demands, many undergraduate colleges have lost their sense of mission," he says.

College administrators and faculty answer critics with a list of standard responses. But these myths, however popular in the halls of ivy, don't adequately explain the high costs.

Myth No. 1: The high cost of college is due to expensive equipment, buildings, computers and other items peripheral to education. Wrong. The single biggest reason for the high cost of college, public institutions as well as private ones, is staff. The average college spends more than 80% of its budget on salaries and fringe benefits.

Myth No. 2: The average professor is underpaid. Wrong. The average professor is under-worked. There are more than 450,000 full-time professors teaching in this country's 3,300 colleges, earning an average salary of \$31,000 for nine months of work plus numerous breaks. How many breaks? Ask those parents who paid a huge tuition bill and sent their kids off to college only to find them home again for a fall break, a Thanksgiving break, a long winter break, a spring break . . . well, you get the idea.

A few decades ago professors taught 15 credits a semester (about one-half the teaching load of a high-school teacher

today) and were expected to engage in research. Today, some teach 12 credits, but nine credits is the norm at many colleges. In my own state of Pennsylvania, we have a large number of two-year public colleges at which the teaching load is only nine credits a semester; these schools have virtually no research facilities.

If professors are capable of doing valuable and original research, it makes sense to limit their teaching loads, but the fact that some professors do valuable research doesn't mean that all of them do. Teaching is what many professors do best, and they ought to do more of it, not less. Professors ought to be in the classroom for no less than 12 hours a week. With the 30-week ac-

As with faculty research, we erroneously think big-time athletics should set the tone even if the college is not big-time.

ademic year, that should leave ample time for research. Incidentally, 60% of all college faculty have never written or edited a book, and 32% have never published even one journal article. Many of those whose names have gotten into print have only one book or article to show for a lifetime of effort.

Myth No. 3: All those college administrators are necessary for the operation of the college. Wrong. They may be working hard, but there is a lot of bumping into one another. Colleges, especially public ones whose costs are subsidized by high taxes, excel in building bureaucracies. The president "needs" vice presidents who "need" deans who "need" fleets of associate and assistant deans, most of whom cannot give answers without checking with their superiors. The top-heavy bureaucracy we lament in business and government is alive and flourishing in higher education.

Myth No. 4: For college athletics to be useful, they must be expensive. Wrong. Most colleges, whatever the rating of their sports teams, employ coaches, assistant coaches, trainers, equipment managers and spotters. Some even find the money to send their baseball teams and all the attendant staff on spring trips south. Bear in mind that these aren't only colleges with Division I teams whose ticket and television sales can cover costs. The overwhelming majority are colleges that play small-time sports.

The quality of play at these colleges would not be noticeably different if half the staff and most of the accouterments were discarded. We have forgotten that sports are for enjoyment and character development, not to drive up the cost of education. As with faculty research, we erroneously think big-time athletics should set the tone even if the college is not big-time.

Myth No. 5. The government has to come across with more money. Wrong. Both the federal and state governments are doing a lot now. In the 1985-86 academic year, federal aid reached \$9.4 billion and is slated to top \$9.8 this year. In 1980, 60% of all students received some federal aid, compared with only 23% in 1970. In addition to federal subsidies, public institutions receive state tax dollars, which usually average between 50% and 70% of a public college's budget. If taxes and student payments are combined, the cost of public colleges equals or in many cases exceeds that of private colleges.

The single biggest reason the cost of college is so high is declining and insufficient productivity as defined by the number of students taught by the faculty and serviced by the administration. But there is an alternative. If we have the audacity to question medical costs and the nerve to ask the Defense Department to cut waste, might we not suggest that our nation's colleges get a good day's work for a dollar spent?

Boards of trustees ought to carefully examine the size of the administration at their colleges. This is a tough assignment because trustees are never entirely in the know. The president and his team can present a pretty convincing argument for a lot of things. Some even persuade their boards to raise tuition just to stay in step with the competition, thereby confounding conventional wisdom that says the competition keeps the price down.

Some presidents and deans put on parade the two or three faculty members who do prominent research and leave the board and the public with the impression that all of the faculty is heavily engaged in such activities, thereby relegating teaching to a lesser priority and commitment of time.

For those who argue that quality costs money, I agree wholeheartedly. I just happen to think that quality is a full-time calling, not a part-time job.

Mr. Iosue is president of York College of Pennsylvania.

**ASSOCIATE VICE CHANCELLOR
FOR ADMINISTRATION
TENNESSEE BOARD OF REGENTS
Nashville, Tennessee**

The Tennessee Board of Regents invites applications for the position of Associate Vice Chancellor for Administration. The Board governs the State University and Community College System of Tennessee which includes six universities, ten community colleges, four technical institutes, and twenty-six area vocational technical schools that enroll in excess of 100,000 students.

Major responsibilities include direct supervision of the human resources staff and the J.T.P.A. staff; serving as contract officer for the Board; preparation of policy/program analysis; assist in monitoring/analyzing legislative and executive governmental activities at state and federal levels; primary staff support of Board Committee on Athletics; staff support for writing/editing publications and reports for the system.

Requires Master's degree; ten years' successful experience at a significant decision-making level, preferably in higher education or state government; evidence of excellent writing, communication, organizational, and analytical skills.

Deadline for receipt of résumé is January 30, 1987 at the following address:

Dr. Howell W. Todd
State Board of Regents
1161 Murfreesboro Road
Nashville, Tennessee 37217

EEO/Affirmative Action

Average Salaries for Full-Time*
Faculty 1985-86 (per 12-months)

	<u>Assistant Professors</u>	<u>Associate Professors</u>	<u>Professors</u>	<u>Chairmen</u>
E.T.S.U. Col. of Medicine Faculty, <u>Basic Science</u>	\$31,600	\$39,252	\$47,508	\$68,556
Average of Southern Colleges of Medicine <u>Basic Sciences</u>	\$34,000	\$42,800	\$57,400	\$76,100
Averages of all U.S. Colleges of Medicine <u>Basic Sciences</u>	\$34,700	\$44,000	\$58,700	\$77,100
<u>E.T.S.U. General College*</u>	\$36,855	\$43,313	-	-

* Taken from Johnson City Press Chronicle, 9 month salaries adjusted to 12 month basis for comparison (multiplied by 12/9)
- Average salaries for chairmen and professors not available separately

DRAFT

Recent national studies and reports about higher education reform, many of them with a special focus on undergraduate teaching and learning, have raised numerous challenges about the need for improvements in the quality of college and school academic programs. Translating the criticism, expectations for accountability, and the recommendations of such reports into action requires a concerted and integrated effort that has begun to influence SBR institutions including East Tennessee State University. As the academic programs in support of undergraduate and graduate instruction at ETSU undergo refinements and improvements in quality to advance excellence, concern for enhancing the quality of the ETSU library program must become a part of the overall institutional planning and budget effort.

A library program has been in continuous existence at East Tennessee State University since 1914. By 1977 the "library" emerged as four divisions: the main Sherrod Library with centralized technical and reader services; a specialized archives; the Instructional Media Center; and the Kingsport University Center library. Today, this collective organization constitutes the university libraries and strives to provide the materials and services required for a diversity of institutional and public programming needs.

In recent time, the library collection has grown from nearly 100,000 volumes in 1960 to 512,000 volumes by 1986. Much of this collection growth occurred during an unprecedented period of excellence from 1970 to 1976, and was accompanied by a significant advance in the quality of resources at ETSU. In 1973-74, \$621,000 was spent for library materials,-an expenditure that has not been matched since that time. (See charts attached.)

However, by 1976-77 the library materials allocation and expenditure began a decline, reaching a low of \$316,357 by 1979-80. Since that time the library materials allocation decline has been reversed, reaching \$472,000 in 1986-87,-an amount not quite the same level as 1971-72 when \$498,884 was allocated and expended, If inflation over the intervening fourteen years is also considered, the comparative purchasing capability of the 1986-87 materials budget is lessened considerably for the university libraries.

The attached charts illustrate in summary fashion some of the library materials expenditure data that reveal the latest challenge for ETSU's libraries; to advance to new excellence in resources. Library Administration, together with the University Libraries, Archives and Museum Committee seeks broad institutional support for a dynamic five-year program and commitment to excellence for its libraries. As a keystone of this program, Library Administration recommends endorsement of action plans based upon Section Nine of the report of the Carnegie Foundation for the Advancement of Teaching, College: The Undergraduate Experience in America. Specifically, the section on "Resources for Learning" calls for:

1. Support for the purchase of books should be increased.
A minimum of 5% in total operating budget of the

institution should be available for library support.

Library Administration recommends budget improvement commencing in the 1987/88 fiscal year and continuing thereafter so as to increase funding for materials by \$100,000 over and above the current level. This "bump" would become the new baseline and effectively raise the overall materials budget from \$472,000 to \$572,000 and be continued at that level with an appropriate inflation factor used to maintain that support. The increased funding would be used to develop periodical subscriptions from the current level of 3100 titles to at least 3600 titles. The increase would also fund improved book and audiovisual acquisition so as to match the excellence in resources that occurred in the mid 1970's.

2. The University Libraries must be viewed as a vital part of the undergraduate experience. Every college and school should establish a basic books collection to serve specific needs of the undergraduate program. Library staff working with academic department Library Coordinators would develop this program over five years.
3. All undergraduates should be introduced carefully to the full range of resources for learning on the ETSU campus and at KUC. They should be given bibliographic instruction and encouraged to spend at least as much time in the library--using its wide range of resources--as they spend in classes.
4. The undergraduate programs of the university, especially in education and in arts and sciences, should work closely with surrounding schools and community libraries to help strengthen regional library holdings.
5. The undergraduate program also has a special obligation not only to support adequately the library, but in a larger sense to sustain the culture of the book. Our colleges and schools should celebrate the book and schedule activities each year that feature books and reading.
6. To improve the undergraduate experience--and strengthen the community of learning--connection should be built between learning resources on and off the campus. A program should be developed to link technology to the library, to the classroom, and, in the end to college goals.
7. In accord with the recommendations of the Carnegie Foundation report, each college and school should have a high level faculty commitment to plan for the integration of learning resources on the campus. For its part, the university libraries will link to one or more computer-based networks. The challenge is not only to teach students how to use new technology but also to encourage them to ask when and why it should be used.

As the Carnegie Foundation report notes, the quality of a university program is measured by the resources for learning on the campus and the extent to which students become independent, self-directed learners. This means the effort should begin now to advance library resources to new excellence in order to encourage students to become intellectually engaged through creative teaching and learning.

January 1987. FPB.

SUMMARY OF LIBRARY PROGRAM AND LIBRARY MATERIALS EXPENDITURE

<u>FY</u>	<u>Total Library Expenditures</u>	<u>% of University E & G</u>	<u>Total Library Materials Expenditure</u>
1950-51			12,693
1960-61	101,853	4.5	26,418
1970-71	872,254	9.0	430,278
1971-72	986,621	8.5	498,884
1972-73	1,000,035	8.2	565,956
1973-74	1,157,235	8.9	621,020
1974-75	1,004,605	8.3	574,497
1975-76	1,149,054	8.5	560,793
1976-77	1,186,086	5.8	536,802
1977-78	1,153,670	5.0	468,246
1978-79	1,179,631	4.6	411,702
1979-80	1,088,048	3.9	316,357
1980-81	1,118,272	3.8	344,168
1981-82	1,160,333	2.5 (1)	371,648
1982-83	1,317,559	2.6	442,644
1983-84	1,402,470	2.6	462,144
1984-85	1,587,408	2.6	466,318
1985-86	1,662,222	2.6	464,878
1986-87	---	---	472,000 (est)

(1) Uses ETSU Fact Book E & G data for following year computations.

EAST TENNESSEE STATE UNIVERSITY

Expenditures for Library Materials by the Sherrod Library, Archives, IMC, KUC, Chemistry Collection, and Nave Paramedical Center using restricted University funds.

	<u>1975-76</u>	<u>1976-77</u>	<u>1977-78</u>	<u>1978-79</u>	<u>1979-80</u>	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>	<u>1985-86</u>
BOOKS (Inc. S/O)	\$323,497	\$319,761	\$293,893 ¹	\$245,293 ¹	\$122,428	\$135,321	\$180,367	\$234,389	\$213,275	\$221,942	\$209,479
PERIODICALS	96,703	100,172	133,469	128,674	145,780	155,757	145,926	142,330	179,820	177,853	192,467
MICROFORMS	98,647	71,260	(1)	(1)	11,045	13,672	12,082	31,179	37,548	33,928	24,974
AV MATERIALS	19,982	20,863	18,442	17,064	15,266	13,190	14,009	9,882	13,145	17,182	19,024
BINDING	21,964	24,746	22,442	20,671	21,838	26,228	19,264	24,864	18,647	15,413	18,934
TOTALS	\$560,793	\$536,802	\$468,246	\$411,702	\$316,357	\$344,168	\$371,648	\$442,644	\$462,144	\$466,318	\$464,878

TOTAL:
LIBRARY PROGRAM
EXPENDITURES
(From ETSU
Financial Report)

1,186,086 1,153,670 1,179,631 1,088,048 1,118,272 1,160,333 1,317,559 1,402,470 1,587,408 1,662,722

¹Books and Microforms combined

27-Jan-87 DATE

QUILLEN-DISHNER COLLEGE OF MEDICINE

LIBRARY EXPENDITURE HISTORY

	ACTUAL EXP. 83-84	ACTUAL EXP. 84-85	ACTUAL EXP. 85-86	OCT. REVISED BUDGET 86-87
* SALARIES	\$208,825	\$222,666	\$257,366	\$287,680
** BENEFITS	\$9,254	\$44,754	\$55,860	\$57,200
TRAVEL	\$4,457	\$4,780	\$3,621	\$4,040
+ SUPPLIES AND EXPENSE	\$43,164	\$42,634	\$54,850	\$43,940
++ EQUIPMENT	\$221,677	\$247,529	\$218,426	\$226,010
SERVICE CHARGES TO ETSU DEPARTMENTS	\$0	\$0	\$0	(\$9,350)
TOTAL	\$487,377	\$562,363	\$590,123	\$609,520
THEC LIBRARY RECOMMENDATIONS	\$450,000	\$450,000	\$450,000	\$400,000
LIBRARY BENEFITS	\$9,254	\$44,754	\$55,860	\$57,200
TOTAL RECOM. STATE LIBRARY SUPPORT	\$459,254	\$494,754	\$505,860	\$457,200
EXPENDITURES OVER STATE LIBRARY FUNDING RECOMMENDATION	\$28,123	\$67,609	\$84,263	\$152,320
VA PURCHASES (furnishings and microcomputer laboratory)	\$0	\$50,967	\$64,612	\$0
Percentage of Total College of Medicine Budget	4.41%	4.15%	4.05%	3.89%

* 1.8 FTE added to increase library hours to 108 hours/week 1985/86

** University picked up state match for FICA and Retirement 1984/85

+ includes data processing and online bibliographic searching

++ includes books, journals, monographic serials, microforms, audiovisuals, government documents, computer software, binding, operational equipment

QUILLEN-DISHNER COLLEGE OF MEDICINE

MEDICAL LIBRARY EXPENDITURES

	1981-1982	1982-1983	1983-1984	1984-1985	1985-1986	1986-1987
EQUIPMENT						
Books	\$ 40,631	\$ 59,812	\$ 13,232	\$ 40,181	\$ 10,187	\$ 1,100
Journals	123,628	136,413	138,143	153,981	171,112	213,919
Continuations	38,863	41,761	43,624	29,905	30,735	5,700
Audiovisuals	28,390	31,769	6,165	5,938	1,085	581
*Microforms	300	0	632	780	1,312	2,857
Binding	4,281	9,659	8,572	7,973	2,249	953
Computer Software	0	0	0	0	0	0
Documents	1,109	2,285	1,236	1,001	896	900
Operational equipment	0	0	10,073	7,770	850	0
SUPPLIES						
Supplies	\$ 18,409	\$ 31,227	\$ 30,632	\$ 21,145	\$ 22,172	\$ 14,902
Data Communications	13,216	15,829	12,532	21,489	32,678	29,038

*Some journal subscriptions transferred to microfilm at lower cost, 1986-1987

January 1987

QUILLEN-DISHNER COLLEGE OF MEDICINE
 MEDICAL LIBRARY COLLECTIONS
 Volumes added per year

	1981-1982	1982-1983	1983-1984	1984-1985	1985-1986	1986-1987
1. Books						
Purchased	1,957	2,403	824	902	100	11
Gifts	405	17	213	426	15	231
2. Continuations (monographic series reference and reserve books)	475	441	381	381	381	0
3. Audiovisuals	0	832	616	44	5	0
4. Microforms	2,521	1,342	0	13	14	18
5. Journals (subscriptions)						
Purchased	990	997	861	861	846	846
Gifts	0	0	0	0	15	15

1. Average annual price increase-7%
2. Average annual price increase-12%
5. Average annual price increase-16% to 20%

January 29, 1987

SOUTHEASTERN REGION ACADEMIC MEDICAL LIBRARIES
1984/85 TOTAL EXPENDITURES EXCLUDING GRANTS

<u>Library</u>	<u>Total</u>
East Tennessee State University	\$ 582,123*
<u>TENNESSEE MEDICAL SCHOOLS</u>	
University of Tennessee	\$ 870,055
Vanderbilt University	\$ 932,063
Meharry Medical College	\$ 486,813
<u>NEW MEDICAL SCHOOLS</u>	
University of South Carolina	\$ 617,585
University of South Alabama	\$ 713,204
Mercer College	\$ 312,028
University of South Florida	\$ 708,835
<u>ESTABLISHED MEDICAL SCHOOLS</u>	
University Alabama at Birmingham	\$1,255,015
University of Florida	\$1,092,878
University of Miami	\$1,140,890
Emory University	\$1,372,108
Medical College of Georgia	\$1,064,176
Bowman Gray	\$1,065,988
Duke University	\$1,566,141
East Carolina	\$1,252,729
University of North Carolina	\$1,880,897
Medical University of South Carolina	\$1,194,236

* Corrected

Source: Annual Statistics of Medical School Libraries in the United States
and Canada 1984-85, 8th edition.