

SAGINAW VALLEY STATE COLLEGE

BOARD OF CONTROL

MINUTES

JUNE 14, 1982

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BOARD OF CONTROL
SAGINAW VALLEY STATE COLLEGE

REGULAR MONTHLY MEETING
Pioneer Room--Pioneer Hall of Engineering and Technology
June 14, 1982

Present: Braun
Curtiss
Darin
Gilmore
Kendall
Saltzman
Williams

Others

Present: Colvin
Dickey
Frahm
Gilbert
Harring
Lange
Lee
Rummel
Ryder
Sharp
Thompson
Woodcock
Yien
Press (1)

Absent: Arbury, excused

I. CALL TO ORDER

Chairman Kendall gaveled the meeting to order at 9:41 a.m. and noted that a quorum was present.

II. PROCEDURAL ITEMS

1. Approval of Minutes of Regular Monthly Meeting held on May 7, 1982

Chairman Kendall stated that the Minutes of the last Regular Monthly Meeting held on May 7, 1982 were mailed and asked if there were corrections or addi-

tions. Hearing none, he declared the Minutes approved as mailed.

2. Official Representative of Faculty Association

Chairman Kendall advised that he had been notified by Dr. Weaver that there would be no official representative of the Faculty Association present today...this was the last week of finals and early registration.

3. Communications and Requests to Appear before the Board

Chairman Kendall asked if there were any communications and requests to appear before the Board. Dr. Ryder responded that there were none.

4. Remarks by the President

Chairman Kendall asked the President if he had any remarks and Dr. Ryder stated that he did have a few.

A. Introduction of the New Student Government President

Dr. Ryder introduced and welcomed Mr. Fred Harring, the new Student Government President, who was the Vice President last year and elected this past spring to the presidency, succeeding Mr. Jerry Hamling.

On behalf of the Board of Control, Chairman Kendall also welcomed Mr. Harring.

Mrs. Saltzman observed that she thought Mr. Harring was going to enjoy working with the Board. Mr. Harring responded that he hoped so.

Dr. Ryder stated that he wanted to say publicly and in every other way that they expected Mr. Harring to participate in the deliberation of the Board of Control and they would be disappointed if he didn't.

Mr. Harring responded that he was looking forward to it.

Dr. Williams asked if it were appropriate to ask Mr. Harring to tell a little bit about himself...where he was from...what he was studying, etc. Dr. Ryder indicated that it was.

Mr. Harring stated that he was from Spring Lake, on Lake Michigan, on the west side of the state just south of Muskegon...he went to MSU his first year of college and then came to SVSC...he was planning to go to Law School next year, or possibly Graduate School before...and that he was on the SVSC Cross Country and Track Team as well as being active in various organizations on the SVSC campus, such as the Young Democrats.

Continuing, Mr. Harring said, as he had indicated before, he was looking forward to working with the Board of Control...was proud to be able to be a part of it...and hoped he could add some things to the deliberation. He added that he was sure it would be a great learning process...Jerry Hamling had told him that it was great for him and that the experience was invaluable.

Chairman Kendall observed that it was a learning process for all of them.

Dr. Ryder pointed out that Jerry Hamling had been accepted at Wayne State University Law School...if that were any kind of a recommendation, then Fred's chances at Law School would be very good.

B. Report on Federal Developments

By way of an update, Dr. Ryder advised that the House of Representatives had adopted a budget resolution which would now go into a House Conference Committee of the Senate and the House...he really didn't have the provisions of the final budget adopted by the House, and what influence or effect it would have upon the student financial aid program, he said, but he would get information to the members of the Board as it became available.

C. Report on State Developments

Dr. Ryder indicated he had commented in his recent memo to the Board members about the latest appropriations cut of \$5 million across the state in higher

education...a \$55,000 cut for SVSC. As far as he could determine at this point, Dr. Ryder said, there would be no further cuts in the state's fiscal year which ended September 30th. He did point out, however, that there would still be a deduction of \$951,000 from the fourth quarter, which the state promised to return to the colleges and universities next year. The total cut was \$80 million taken from the state's higher education budget in the fourth quarter, and the expectation was that that would either come in a separate Bill to restore that money next year, or would be part of the Appropriations Act...so the assumption was that the money would be returned to the colleges and universities.

In a recent meeting with the Director of Management and Budget, Dr. Ryder noted, he indicated their plan was to sell bonds in October and to return one-third of the amount in each of the three months...October, November and December so that they would have the amount paid by the end of 1982.

In SVSC's situation, Dr. Ryder stressed, he was not sure as to how much of the \$951,000 they would have to borrow, because, of course, the institution would receive tuition income in the fall which placed it in a better position than perhaps it would be at another time. This couldn't be determined yet, but they did expect to be able to borrow as needed over the course of that period of time, or even the whole year, if it were necessary.

Dr. Ryder concluded that the administration did not look forward to borrowing and would be bringing the Board a balanced budget in August...they didn't assume that this borrowing would be for anything more than this "holdback" of the fourth quarter payment.

Dr. Ryder indicated that he had no further remarks to make at this time.

III. ACTION ITEMS

5. Recommendation for Approval of a Continuation General Fund Budget for 1982-83

Chairman Kendall noted that this recommendation had been included in the Board packets and asked if someone would care to move its adoption.

RES-547 It was moved and supported that the following resolution be adopted:
WHEREAS, The operating budget will expire on June 30, 1982, and
WHEREAS, The 1982-83 General Fund operating budget for the College is currently in the process of being developed, and
WHEREAS, Due to the current financial situation in the State of Michigan an appropriation for SVSC for the 1982-83 fiscal year has not been established;
NOW, THEREFORE, BE IT RESOLVED, That the administration of the College is hereby authorized to continue General Fund expenditures for salaries and for such other services, supplies and equipment as may reasonably be required to permit continued operation of the College at a level consistent with the anticipated operating budget for the 1982-83 fiscal year, and
BE IT FURTHER RESOLVED, That while authorizing continued operations of the programs of the College, this is with full recognition of the dire financial situation which exists. The Board recognizes and approves the College's administration taking steps to reduce expenditures below a level which would normally be expected in consideration of the programs provided the community.

Dr. Ryder called upon Vice President Woodcock for his comments.

Mr. Woodcock stated that SVSC's fiscal year began July 1...whenever it did not have a Board adopted budget for the new year, in order to continue expenditures, it was necessary to have the Board's continuing authorization...that was what had been done in past years. This year, he said, the wording had been changed to take care of a concern that had been expressed in the past...to recognize that although the institution basically had a balanced budget put together at this time, which would be submitted to the Board in August, the level of expenditures the administration

would be making between July 1 and August was consistent with the resolution, which indicated that SVSC was not going to be spending at a higher level between July 1 and August when the budget was adopted...but, in effect, it would be at a level consistent with what the administration expected to submit as a balanced budget for 1982-83.

Dr. Williams asked if there were any reason why SVSC adopted a budget in August rather than the June meeting...was there some information that came in, or was there something magic that happened between June and August.

Mr. Woodcock responded that in years past, the Board had adopted a budget any time from May through October...before he came to SVSC, a budget was adopted once in November and another time in January. He pointed out that at this point in time, SVSC did not have the state appropriation.

Dr. Ryder added that the odds were very good, in his judgment, that the Senate would have acted by the time it adjourned in July...that wouldn't take care of the appropriation, but he did believe that by August, SVSC would know a lot more about what was going to be adopted, whenever it was adopted...the legislature had to act on the budget by the end of September.

Mr. Woodcock observed that it could be that they would wait until September or October to adopt a budget...it would follow the definitive action of the state appropriations.

Dr. Ryder concluded that it was conceivable that if the administration felt it knew enough by August, it would go ahead and present the budget for adoption in August...if not, then it might ask to put it off until October.

Mr. Woodcock noted that because of the tough financial times, the administra-

tion was working with SVSC's various employee groups involving matters which would help balance the budget, and those should be more set by the time of the August meeting.

Dr. Ryder observed that typically the major institutions...the University of Michigan...Michigan State, and so on, had adopted their budgets by July. This year, it appeared that they wouldn't be adopting their budgets until later in the year. With large budgets such as those, Dr. Ryder noted, 3.0% might not make a great deal of difference...although they thought it did, but in any event, they were in a quandary as to what to do now.

Hearing no further discussion, Chairman Kendall called for a vote.

Motion unanimously carried to adopt RES-547 authorizing the continuation of the General Fund budget expenditures for 1982-83.

6. Recommendation for Approval of Receipt and Placement of Funds from the Frank E. Starkweather Trust in College Loan Fund

Chairman Kendall stated that this recommendation had been included in Board packets and asked if anyone would care to move its adoption.

RES-548 It was moved and supported that the following resolution be adopted:
 WHEREAS, The Saginaw Valley State College Foundation received a gift on September 24, 1981 of \$7,663.98 from the Frank E. Starkweather Trust, and
 WHEREAS, The terms of the trust stated the funds are "for use in making loans to qualified students to meet current expenses", and
 WHEREAS, Saginaw Valley State College participates in the National Direct Student Loan Program which makes loan money available to qualified students for educational expenses;
 NOW, THEREFORE, BE IT RESOLVED, That Saginaw Valley State College accept the gift of \$7,663.98 and utilize it for making loans to qualified students to meet college expenses.

Dr. Ryder observed that this was the second time this item had been brought up...

it was tabled at the last meeting, and the administration had since made one modification in it. He called upon Mr. Woodcock to explain.

Mr. Woodcock recalled that there was a question as to whether or not this money would become a part of the College's mandatory contribution to the NDSL program...the way the resolution had been rewritten was that that was a decision that could be approached on an annual basis.

Mr. Braun questioned the "annual basis" approach.

Mr. Woodcock indicated it was necessary to review on an annual basis because depending upon the amount of new money that came from the Federal government, the administration had to make sure that SVSC's contribution was at a particular level with respect to the NDSL program. He concluded that at the current point in time, for the next year, this gift would represent additional monies for loans.

Mr. Braun stated that he supported the motion...he had the same concern, however, that Mr. Curtiss raised at the last meeting...and that was that they be responsive to their donors, and avoid, or at least try to avoid having these kinds of additional contributions simply become a substitute for a part of the National Defense Student Loan program. As he understood it, he concluded, what Mr. Woodcock was saying was that the administration had the flexibility and presumably it would not do that unless it had to.

Mr. Woodcock responded that that was the intent. Dr. Ryder agreed.

Hearing no further discussion, Chairman Kendall called for a vote.

Motion unanimously carried to adopt RES-548 approving the receipt and placement of funds from the Frank E. Starkweather Trust in College Loan Fund.

7. Recommendation for Approval of Adjustment of Athletic Facility Reserve Funds

Chairman Kendall indicated copies of this recommendation had been included in the Board packets and asked if someone would care to move its adoption.

RES-549 It was moved and supported that the following resolution be adopted:
WHEREAS, The SVSC Board of Control adopted a revised General Fund Operating Budget on October 12, 1981 (RES-520), and
WHEREAS, A combination of factors were indicated as potential actions to balance the 1981-82 budget if further reductions in State Appropriations occurred, and
WHEREAS, Additional Executive Order reductions of \$951,829 and \$55,405 have been enacted during the 1981-82 fiscal year, and
WHEREAS, One of the potential actions identified involved an adjustment in the reserve for athletic facility principal and interest;
NOW, THEREFORE, BE IT RESOLVED, That SVSC transfer \$25,000 from the athletic facility reserve to the General Fund operating budget for fiscal year 1981-82.

Dr. Ryder called upon Mr. Woodcock to review the Athletic Facility Reserve Funds. Mr. Woodcock pointed out that the College had an internal reserve that it maintained in addition to any required reserves that were with the trustee, and in effect, the way the monies flowed through was that there was a charge per student credit hour through the years. As the number of credit hours increased, he said, the College had been able to reduce the cost per credit hour charged to the student to make the interest and principal payments on the gymnasium...the athletic facility.

Continuing, Mr. Woodcock indicated that a reduction was made approximately two years ago, resulting in less money coming in through student credit hour charges, than it took to make the payment...the idea being to utilize what was in that reserve over a reasonable period of time, thus allowing more money to flow into the General Fund, with the expectation that as SVSC continued a modest growth in credit hours

that the College would receive more money in that manner to make those payments on a self-supporting basis.

The balance in the internal reserve account as of July 1, 1981 was \$95,000. Through investment income and student assessed fees, the total available this year was \$170,000. The expenditures for interest and debt service was approximately \$96,000--which would leave \$74,000 in that account. SVSC, he noted, used \$20,000 to \$21,000 a year of that reserve to assist in making the payments.

What the administration was proposing, he said, was to move \$25,000 from that reserve account to the General Fund to assist in balancing the budget, which would leave \$49,000 available at the rate of taking two years to use up the reserve. This was a non-collectible reserve but was an internal reserve that was set up many years ago by the Board of Control

Dr. Williams asked what the source of the reserve was.

Mr. Woodcock responded that it came from the amount assessed per student credit hour...at one time it was \$2.00 per student credit hour. Before reducing the assessment, there was a period of time that SVSC was collecting more than it needed to make the athletic facility payment. If the money were not to go there, he said, it would go to the General Fund. The only reason SVSC assessed a separate fee was because the bond indenture required that SVSC have a separately assessed student fee. Either way, it resulted in no additional changes to the students, other than what SVSC would be charging in total.

Dr. Ryder pointed out that enrollment growth would be the reasoning behind the collection of more money...at the time SVSC set the fee, it didn't know necessarily what the enrollment growth was going to be. It had several years...for

example...two years ago when SVSC had a 15% increase in credit hours and was only planning for 7%...that kind of increase made a difference.

Mr. Woodcock reported that this year from student fees, SVSC would collect approximately \$67,500...the payment, he said, was \$96,000...the difference between those two was approximately \$8,000 of investment income and then the \$21,000 SVSC would draw from reserve to make the total of \$96,000. Mr. Woodcock concluded that the administration felt that under present circumstances this was a prudent move to make.

Hearing no further discussion, Chairman Kendall called for a vote.

Motion unanimously carried to adopt RES-549 approving the adjustment of Athletic Facility Reserve Funds.

8. Recommendation for Approval of Tenure Appointments for Certain Faculty

Chairman Kendall noted that copies of this recommendation had been mailed to Board members by Dr. Yien. Dr. Ryder distributed copies to others present at the meeting. Mr. Kendall called for a motion to adopt.

RES-550 It was moved and supported that the following resolution be adopted:
WHEREAS, The Professional Practices Committee has recommended the following faculty members for tenure, and
WHEREAS, The Administration has reviewed the recommendations and concurs;
NOW, THEREFORE, BE IT RESOLVED, That the following faculty members be granted SVSC faculty tenure effective July 1, 1982:

Mrs. Jan Blecke	Assistant Professor of Nursing
Dr. Albert Busch	Associate Professor of Management
Dr. David Dalgarn	Associate Professor of Biology
Mrs. Lois Deleruyelle	Assistant Professor of Nursing
Dr. Suzie Emond	Associate Professor of Education
Dr. Wayne Mackie	Assistant Professor of Finance
Mr. Dwight Means	Assistant Professor of Finance
Dr. John Mooningham	Assistant Professor of Mathematics
Dr. Ricardo Pastor	Associate Professor of Modern Foreign Languages
Dr. Alexander Ross	Associate Professor of Sociology

Chairman Kendall asked if there were any discussion.

Dr. Ryder called upon Vice President Yien to comment and give a brief review of the requirements to obtain tenure at Saginaw Valley State College.

Dr. Yien advised that faculty tenure meant a continued appointment beyond two basic semesters. He named the criteria for faculty tenure as (1) teaching, (2) scholarship, (3) community service, and (4) college service plus at least five years of consecutive service to be eligible.

Dr. Yien noted that SVSC had maintained a very good tradition in reviewing or recommending faculty tenure...this year, the Professional Practices Committee had recommended 10 faculty for tenure. If the Board acted on the 10, then SVSC would have about 74 faculty members tenured, effective July 1, 1982, which would put SVSC faculty 60% tenured...still the lowest on in the State of Michigan.

Dr. Williams asked what tenure meant as a practical matter...a more guaranteed employment...more serious reasons for dismissal, etc.

Dr. Yien responded that traditionally tenure was given to the faculty for academic freedom in the classrooms...later on, colleges and universities in the late '60's and early '70's viewed it as becoming a little bit more job security.

Mr. Braun asked why SVSC was the lowest in the State of Michigan in tenured faculty.

Dr. Yien indicated this was because SVSC was next to the youngest institution in the state, with the youngest faculty.

Dr. Dickey observed that it seemed to her one reason would be the rather recent addition of the four-year Nursing program and the hiring of new faculty members in that discipline...they were now seeing the first of them becoming tenured.

Dr. Williams asked if tenure were important to the faculty. Dr. Yien responded that there was no doubt about it...it was very much so...it was more than just a status symbol...it was official recognition.

Chairman Kendall, noting that 10 faculty were recommended for tenure, asked how many people in total were recommended.

Dr. Yien advised that there were 13 in all...the percentage was quite high this year. He recalled last year that the percentage was only about 40%...this varied from year to year.

Dr. Ryder stressed that there were no guidelines in terms of percentages SVSC was shooting at...that was not the basis upon which it would be tenuring faculty. It could be 100% in one year, he said, and that wouldn't make the administration feel bad at all...if the faculty were doing outstanding jobs, then they should be given that recognition. Dr. Ryder suggested to Dr. Yien he might say something about the evaluation process.

Dr. Yien pointed out that the first two years were "probationary" years during which the faculty were subject to evaluations by faculty evaluation teams...according to the faculty contract, non-reappointments require no rationale during this probationary period.

In the third year, Dr. Yien said, there would be no official evaluations, but the faculty were expected to have classroom evaluations which they conducted themselves. Then in the fourth year, which was called the "pre-tenure" year, another round of team evaluations were conducted, after which, the faculty were up to the Professional Practices Committee evaluation. When it came to the fifth year, it involved members of the department, chairperson of the department,

respective deans, the Professional Practices Committee, and then himself...he made the recommendations to Dr. Ryder, who, in turn, made the recommendations to the Board of Control.

Dr. Williams asked if there were a grievance procedure under the contract for a faculty member eligible for tenure who didn't get it.

Dr. Yien responded that individuals who were denied tenure could appeal to the Reappointment and Tenure Commission, and there was one more year for a second chance.

Dr. Williams asked what would happen if the individual appealed and the Reappointment and Tenure Commission recommended it and this Board said "no."

Dr. Yien indicated that the faculty member then would not receive tenure... this Board had the final approval.

Chairman Kendall noted that the three faculty members denied tenure this year would have the opportunity to appeal. Dr. Yien agreed.

Dr. Gilmore asked if any of the faculty recommended for tenure had been employed longer than five years. Dr. Yien indicated that all were at the end of their fifth year...some of them had been at SVSC less than five years but had some years of credit for teaching elsewhere...for example, a professor came from another university where he had taught two or three years...SVSC would give that individual appropriate experience credit up to two years, and those two years would be a part of the required five-year span.

Dr. Gilmore then asked about the status of the two faculty in Nursing. Dr. Yien stated that both of them had been at SVSC for five years.

Dr. Ryder stressed that SVSC was probably a little stingy, if anything, of

giving experience credit, because many institution were bringing a person in, and if he or she were to be a full professor, with all but two years. For example, he said, Purdue University had a policy like that, and in two years the faculty member would have tenure. SVSC only gave two years maximum experience credit, which meant the faculty members had to get three years of earned credit.

Mrs. Saltzman asked if this were a negotiable item and Dr. Yien indicated that it was.

Dr. Williams asked if it had been the practice for the administration to report to the Board the reason for denial of tenure.

Dr. Ryder responded that it had not been the practice of the administration to report to the Board the reason for denial of tenure. Dr. Yien, however, advised that he had officially reviewed with the Academic, Personnel and Facilities Planning Committee.

Hearing no further discussion, Chairman Kendall called for a vote.

Motion unanimously carried to adopt RES-550 granting tenure to 10 faculty members.

9. Recommendation for Approval of Faculty Promotions

Chairman Kendall stated that copies of this recommendation had been mailed to Board members by Dr. Yien. Dr. Ryder distributed copies to others present. Chairman Kendall called for a motion to adopt.

RES-551 It was moved and supported that the following resolution be adopted:

WHEREAS, The Professional Practices Committee has recommended the following faculty members for promotion to the ranks of Assistant, Associate, and Full Professor, and

WHEREAS, The Administration has reviewed the recommendations and concurs;

NOW, THEREFORE, BE IT RESOLVED, That the faculty members listed below be awarded promotion to the ranks specified effective July 1, 1982:

<u>NAME</u>	<u>DEPARTMENT</u>
<u>Rank of Assistant Professor</u>	
Mrs. Mary Graiver	Nursing
Mrs. Marcia Shannon	Nursing
<u>Rank of Associate Professor</u>	
Mr. Donald Bachand	Criminal Justice
Mr. Wayne Mackie	Finance
Dr. Eric Nisula	Music
Dr. Gary Thompson	English
Dr. Richard Trdan	Biology
<u>Rank of Professor</u>	
Dr. Ricardo Pastor	Modern Foreign Languages
Dr. William Smith	English

Dr. Ryder asked Vice President Yien to review and also outline briefly the criteria and the expectations for the various ranks.

Dr. Yien explained that the criteria for faculty promotions, irrespective of ranks, were (1) teaching, (2) scholarship, (3) community service, and (4) college service. When the criteria was applied to faculty eligible for promotion to the different ranks, Dr. Yien stressed, the standards were getting higher and higher for the moving from one rank to another.

For example...from Instructor to Assistant Professor, the length of service time needed would be four years...evidence of some good teaching...promise of scholarship...and some evidence of college service and community service would be sufficient for promotion.

From Assistant Professor to Associate Professor, the rank that a lot of institutions used as a cut-off either for tenure or non-tenure, the same criteria applied except the standards were much higher than to Assistant Professor.

The length of service time needed would be four years...strong evidence of teaching...some evidence of scholarship...and evidence of college service and community service.

The top rank any college professor could ever achieve, except for a "chair" was Full Professor. From Associate Professor to Full Professor, the length of service time needed would be five years. It was not unusual, Dr. Yien observed, to have life-long Associate Professors. To be able to arrive at the rank of Full Professor, it required demonstrated evidence of teaching...demonstrated scholarship...and evidence of college service and community service.

Dr. Yien noted that two out of a group of nine were recommended for promotion to Full Professor...five out of a group of nine were recommended for promotion to Associate Professor...and two out of a group of four were recommended for promotion to Assistant Professor. Again, Dr. Yien stressed that SVSC had no fixed percentage as to how many faculty could be recommended for promotion from one rank to another... it had no quota.

Dr. Ryder added that although the normal pattern of moving from one rank to another required either four or five years of service, it was possible that an exception could be made...for example, an individual who was an Associate Professor in two or even three years or whatever could apply for the promotion to the rank of Full Professor. Theoretically, if the person were a so-called "star" professor, it was possible that he could be promoted...so this was not a "fixed" thing.

Dr. Williams asked if there were any reason that kept recurring as to why the committee and administration turned down the recommendation of the chairperson and the dean...or was it just a varying combination of things.

Dr. Yien indicated that the latter was the case and Dr. Ryder agreed.

Dr. Yien noted that SVSC's departments tended to be small and in small departments it was more difficult for department members not to recommend their peers. Dr. Ryder added that SVSC did not have department heads as a part of the administration...department chairpersons were elected by their peers. So, next year, the person the department chairperson turned down might be the department chairperson, so there was a difference there by not having heads of departments who were part of the administration.

Dr. Williams noted that the deans were a part of the administration and in several instances, the administration was not accepting the recommendations of its deans...that was fine with him, because he didn't think the administration should be a rubber stamp.

Dr. Yien reviewed the composition of the Professional Practices Committee... it was composed of six elected faculty members, three administrators, and himself as chairman.

Hearing no further discussion, Chairman Kendall called for a vote.

Motion unanimously carried to adopt RES-551 approving faculty promotions.

10. Recommendation for Approval of the Schedule of Board of Control Meetings for 1982-83

Chairman Kendall referred to copies of the proposed Schedule which had been provided Board members in April and called for a motion to adopt.

BM-626 It was moved and supported that the attached Schedule for the 1982-1983 Regular and Committee Meetings of the SVSC Board of Control be adopted.

Mrs. Darin suggested that an off-campus meeting not be considered during

1982-1983*
REGULAR AND COMMITTEE MEETINGS
OF THE
SAGINAW VALLEY STATE COLLEGE
BOARD OF CONTROL
PIONEER ROOM
PIONEER HALL OF ENGINEERING AND TECHNOLOGY

<u>DAY</u>	<u>DATE</u>	<u>REGULAR BOARD MEETINGS</u>	<u>BOARD COMMITTEE MEETINGS</u>	<u>TIME</u>
MONDAY	AUGUST 9, 1982	X		9:30 A.M.
MONDAY	SEPTEMBER 13, 1982		X	9:30 A.M.
*MONDAY	OCTOBER 11, 1982	X		9:30 A.M.
MONDAY	NOVEMBER 8, 1982		X	9:30 A.M.
MONDAY	DECEMBER 13, 1982	X		9:30 A.M.
MONDAY	JANUARY 10, 1983	X		9:30 A.M.
MONDAY	FEBRUARY 14, 1983		X	9:30 A.M.
MONDAY	MARCH 14, 1983	X		9:30 A.M.
MONDAY	APRIL 11, 1983		X	9:30 A.M.
FRIDAY	MAY 6, 1983	X		9:30 A.M.
MONDAY	JUNE 13, 1983	X		9:30 A.M.

*Consider one off-campus meeting.

JMR:omc
4/28/82
Adopted 6/14/82

the snow months. Dr. Ryder indicated that left them with a very limited period... but he would like to suggest that the Board consider identifying the October 11, 1982 meeting to be held off-campus in the Detroit area. This, he recalled, had been discussed before. They had already had a meeting in Midland and still might have one in Bay City. If the Board were agreeable to having the October meeting in the Detroit area, they could couple that with some kind of an affair where they could bring in SVSC's alumni from the Detroit area, which was very substantial, as well as friends of the college.

Also, Dr. Ryder noted, there had been discussion about whether or not there should be meetings in February or March, and since he felt it was too early to tell, it would be better to adopt the Schedule as presented and consider any changes either in December or January.

Dr. Williams questioned the absence of a July date and Dr. Ryder advised that normally the Board did not meet in July...occasionally it had, for example, when a Special Meeting was necessary.

Dr. Ryder asked for an indication of the Board members about how they felt with respect to the October 11 meeting being held off-campus in the Detroit area. There was a consensus that this should be done.

Hearing no further discussion, Chairman Kendall called for a vote.

Motion unanimously carried to adopt the Schedule as presented, with the provision that the October 11 meeting would be held off-campus in the Detroit area.

Mrs. Saltzman asked Dr. Ryder if he had any ideas about where the October meeting could be held.

Dr. Ryder indicated he would talk with Mr. Kendall and they would pursue.

11. Recommendation for the Adoption of a Resolution Commending John P. Rummel for his Accomplishments at SVSC

Chairman Kendall noted that copies of this recommendation had been provided Board members in their packets and asked if anyone would care to move its adoption.

RES-552 It was moved and supported that the attached resolution be adopted.

Dr. Ryder called upon Dr. Sharp for his comments.

Dr. Sharp stated that it was clear that this resolution was most appropriate and well-deserved by a fellow that he affectionately called "dishonest John." It had been a lot of fun, he said, working with him and to say that John had made a tremendous impact on this institution certainly had been obvious for all of them who had worked with him and known him. So to John he said, "we are in your debt and we are most appreciative of all you have done for us...obviously, we are reluctant to see you go, but we certainly want to wish you success as long as you do... so this is just a little expression of our sentiment toward a gentleman called John Rummel."

Mr. Rummel responded that he appreciated it.

Dr. Ryder added that as President all he could do was to reiterate what Dr. Sharp had said...he was very sorry to see John go...as a member of the Board of Directors of St. Luke's Hospital, Dr. Ryder noted, where John was going to be employed, he still couldn't get away from him!

Chairman Kendall asked if there were any further discussion. Hearing none, he called for a vote.

Motion unanimously carried to adopt RES-552 commending John Rummel for his accomplishments at SVSC.

SAGINAW VALLEY STATE COLLEGE
BOARD OF CONTROL

RESOLUTION: COMMENDING JOHN P. RUMMEL FOR SERVICE TO SVSC

WHEREAS, John P. Rummel has served as Director of Information Services for Saginaw Valley State College since September, 1976, and

WHEREAS, Mr. Rummel's innovative promotion of College programs and activities helped achieve a growth of student enrollment at SVSC from 3,322 in 1976 to over 4,300 in 1982, and

WHEREAS, community awareness of SVSC has increased because of Mr. Rummel's organized and uniform publicity campaigns, and

WHEREAS, SVSC publications have won numerous awards in regional and national competitions since 1976, and

WHEREAS, through the Office of Information Services, the College has established good working relationships with area media personnel and with various external groups supportive of SVSC activities, and

WHEREAS, Mr. Rummel has submitted a letter of resignation from the post of Director of Information Services at SVSC to become Director of Community Relations at St. Luke's Hospital in Saginaw, effective June 21, 1982,

NOW, THEREFORE, BE IT RESOLVED, that the Board of Control extend its gratitude and appreciation to Mr. Rummel for his excellent service during six years of employment with Saginaw Valley State College, and wish him well in his new position.

June 14, 1982

11A. Introduction of Marilyn Frahm

Dr. Sharp indicated he thought it was appropriate at this time to introduce John's successor, Marilyn Frahm. Marilyn, he said, knew this institution very well...in fact, unusually well, since she had been SVSC's Media Coordinator for the last two and a half years, an administrator in the Office of Continuing Education before that, concurrently a student at SVSC, having earned her MBA degree in 1981, and as a part-time faculty member, teaching in the School of Business and Management...those were pretty good credentials for somebody stepping into this position. Dr. Sharp observed that many of the Board members already knew Marilyn as a very capable person...the administration was confident that she was going to do a great job for SVSC...personally they liked her...personally they respected her...so it was nice to welcome Marilyn Frahm today.

Mrs. Frahm thanked Dr. Sharp and stated that she was looking forward to working with all of the Board...a lot of them she knew already and the rest she hoped she would become better acquainted with. She indicated she didn't think John taught her all he knew in the last two and a half years, but hopefully enough so that she could continue to serve them well.

On behalf of the Board, Chairman Kendall welcomed her.

Dr. Ryder advised that John had recommended Marilyn highly as his replacement and they were very pleased to accept that recommendation.

12. Recommendation for the Appointment of Two Administrators to the Reappointment and Tenure Commission

Chairman Kendall observed there was no resolution covering this item.

Dr. Ryder indicated that what was needed was a motion by the Board appointing

two administrators...Dr. Ann K. Dickey and Dr. Guy M. Lee, Jr. to serve as representatives of the administration on the Reappointment and Tenure Commission. This Commission, Dr. Ryder said, was in accord with the faculty contract to provide a means for any possible appeals...the Board of Control appointed the two administrators and the faculty appointed two faculty members, and the four of them might, or might not, select an outside arbitrator to serve as the fifth person.

BM-627 It was moved and supported that Dr. Ann K. Dickey and Dr. Guy M. Lee, Jr. be appointed to serve on the Reappointment and Tenure Commission, as representatives of the administration.

Chairman Kendall asked if there were any further discussion. Hearing none, he called for a vote.

Motion unanimously carried .

Chairman Kendall indicated this concluded the Action Items on the original Agenda sent out, but that Dr. Ryder had sent out a second mailing which called for two additional Action Items, which they would now consider.

12A. Recommendation for the Adoption of a Resolution Regarding a College Housing Loan Application

Chairman Kendall stated that copies of this recommendation had been provided Board members in Dr. Ryder's second mailing and asked if someone would care to move its adoption.

RES-553 It was moved and supported that the attached resolution be adopted.

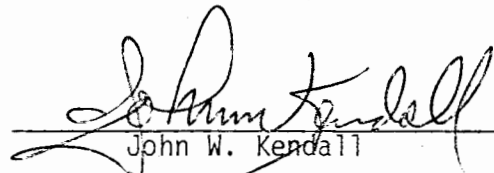
Dr. Ryder advised that this item came in too late for his first mailing, but the administration did need to have the Board's approval so that it could proceed ahead to submit the application...this was the third time SVSC would be applying...

RESOLUTION: COLLEGE HOUSING LOAN APPLICATION

WHEREAS, There is insufficient housing to accomodate all students wanting to live on campus while attending Saginaw Valley State College, and

WHEREAS, The shortage in housing is projected to continue and to increase,

NOW, THEREFORE, BE IT RESOLVED, That the Board of Control of Saginaw Valley State College authorizes the College's administration to submit an application to fund new residence hall construction under the U.S. Department of Education College Housing Program.

A handwritten signature in dark ink, appearing to read "John W. Kendall", is written over a horizontal line.

John W. Kendall
Chairman of the Board of
Control

SAGINAW VALLEY STATE COLLEGE

6/14/82

Date

it had been turned down twice before, Dr. Ryder said, but they hoped that the money available was either larger or that those schools that had been successful had been satisfied and that there was now money available for SVSC...there were no assurances of this, however.

Mr. Braun asked if someone could comment on the criteria and also why SVSC had been turned down twice.

Dr. Gilbert responded that the criteria was the same as for new construction as well as energy projects...energy projects received priority. SVSC was turned down because it was way down on the list of something like 300 or 400...awards had mainly gone to energy type conversions. He concluded SVSC was not any more hopeful now then it was last year when it seemed SVSC had a pretty good chance... despite the two rejections, he said, it was felt SVSC should submit an application this year.

Dr. Ryder asked Dr. Gilbert if having submitted applications before would put SVSC any closer to the top of the list this year. Dr. Gilbert responded that wouldn't make any difference...they looked at the applications new every year. Dr. Ryder than asked Dr. Gilbert if SVSC would be given any points for persistence and Dr. Gilbert indicated not...he was optimistic about SVSC's chances, but wasn't holding his breath.

Dr. Williams recalled there was some indication last year that there were some rooms in the dormitories empty last year.

Dr. Gilbert advised that there was a drop in the second semester...the reason there were some empty rooms then was because the dorms were full first semester and students who had wanted dormitory housing had to go off campus and live in

apartments, and so on and since they were committed for a full year, they could not utilize the spaces available at SVSC, but the dorms would be full for fall '82.

Chairman Kendall asked if there were any further discussion. Hearing none, he called for a vote.

Motion unanimously carried to adopt RES-533 authorizing the administration to submit a college housing loan application.

12B. Election of Board of Control Officers for 1982-83

Dr. Ryder noted that according to the Board Operating Policies, this election was supposed to have taken place in May...there was supposed to be a Nominating Committee. He apologized for neglecting to inform the Board previously and indicated it was now up to the Board as to whether it wished to establish a Nominating Committee and have the election in August, or have nominations from the floor today and proceed to elect the officers.

The consensus was that the election should be held today.

BM-628 It was moved and supported that the existing officers, John W. Kendall--Chairman, Richard H. Gilmore--Vice Chairman, G. J. Williams--Treasurer, and Florence F. Saltzman--Secretary, be elected for the 1982-83 year.

Chairman Kendall asked if there were any discussion.

Mrs. Saltzman indicated she would like to see a Nominating Committee next year.

Dr. Gilmore agreed with Mrs. Saltzman, noting that since the Board Operating Policies called for a Nominating Committee...there must have been a reason for including it...that the Board should probably abide by it.

Mr. Curtiss agreed, indicating there had been a lot of discussion about it.

Dr. Ryder agreed also and assured the Board it could be sure he would notify

them in time next year so that a Nominating Committee could be appointed.

Chairman Kendall asked if there were any further discussion. Hearing none, he called for a vote.

Motion unanimously carried to elect the existing officers of the Board for the year 1982-83.

IV. INFORMATION AND DISCUSSION ITEMS

13. Report on Admissions for Fall 1982

Dr. Ryder called upon Dick Thompson, Director of Admissions, to give this report.

Mr. Thompson distributed copies of his "Admissions Report--Fall Semester a982" (see Attachment) and reviewed in detail.

With respect to dormitory living, Mr. Thompson reported that although it was very unofficial, he knew that SVSC was very close to being filled...within 30 or 35 contracts, for fall semester, so the college would probably have the same kind of a problem this year as it had last year and the year before. Friday, he said, was the first deadline date for applications for resident hall living, and a number were expected to be received today and tomorrow in terms of the latecomers.

At this point in time, he observed, his department had collected 63% of the 100% applications it needed to meet what the new students projections were, as he saw it. An awful lot of business was done in June, July and August in previous years. Time will tell there...it usually "makes or breaks us," he said.

Students were indeed having trouble with the idea of dollars to go to college. They were experiencing this in the Admissions Office, as he was sure they were in

MAY

1982

ADMISSIONS REPORT

FALL SEMESTER 1982

MONTH	YEAR	APPLICATIONS REC'D. THIS MONTH FOR	CUMULATIVE NUMBER FOR	CUMULATIVE NUMBER THIS DATE LAST YEAR	PERCENT INCREASE/ DECREASE OVER FALL '81	FINAL NUMBER FALL '8
I.						
NEW STUDENTS						
A.	<u>BACHELOR DEGREE</u>					
1.	<u>FTIC</u>					
a.	<u>Tri Counties</u>					
	<u>Applications</u>	24	644	606	+06.2%	775
	<u>Admitted</u>	24	519	526		686
	<u>Denied</u>	4	25	62		77
	<u>Bay County</u>					
	<u>Applications</u>	6	156	132	+18.1%	180
	<u>Admitted</u>	7	131	117		156
	<u>Denied</u>	0	4	15		18
	<u>Midland County</u>					
	<u>Applications</u>	0	59	65	-09.2%	73
	<u>Admitted</u>	0	43	57		66
	<u>Denied</u>	0	3	5		5
	<u>Saginaw County</u>					
	<u>Applications</u>	18	429	409	+04.9%	522
	<u>Admitted</u>	17	345	347		464
	<u>Denied</u>	4	18	42		54
	<u>Other Michigan</u>					
	<u>Applications</u>	35	889	843	+05.5%	956
	<u>Admitted</u>	49	673	634		855
	<u>Denied</u>	16	58	76		95
	<u>Other States</u>					
	<u>Applications</u>	1	7	18	-61.1%	28
	<u>Admitted</u>	0	2	14		21
	<u>Denied</u>	0	0	4		6
	<u>TOTAL FTIC</u>					
	<u>Applications</u>	60	1540	1467	+05.0%	1759
	<u>Admitted</u>	73	1194	1174		1562
	<u>Denied</u>	20	83	142		178
2.	<u>TRANSFERS</u>					
	<u>Applications</u>	71	346	310	+11.6%	793
	<u>Admitted</u>	56	215	231		659
	<u>Denied</u>	0	0	2		13
B.	<u>NONDEGREE STUDENTS</u>					
	<u>GUEST</u>					
	<u>Applications</u>	2	12	14	-----	131
	<u>Admitted</u>	2	11	14		127
	<u>Denied</u>	0	0	0		0
	<u>OTHER NONDEGREE</u>					
	<u>Applications</u>	1	4	7	-----	181
	<u>Admitted</u>	1	4	7		179
	<u>Denied</u>	0	0	0		0

C. GRADUATE M.A.T.
Applications
Admitted
Denied

D. GRADUATE M.B.A.
Applications
Admitted
Denied

II.
ALL APPLICATIONS

Applications
Admitted
Denied
Incomplete

RE-ADMIT APP'S
 ADM

2	8	37	-----	145
2	7	37		145
0	0	0		0
0	0	3	-----	75
1	2	3		59
0	0	0		0
136	1910	1838	+03.9%	3084
135	1433	1466		2731
20	83	144		191
	394			162

5
 7

Financial Aids and Scholarships...it was one's best guess to see what was going to happen to SVSC as it moved closer and closer towards the actual registration of classes and the dollars that it had to collect in terms of tuition...he was optimistic, however, in that he knew that there were not too many people across the State of Michigan in four-year public institutions that were going into June with applications being up, so in that respect he was pleased, and yet he was still kind of cautious with respect to how many of those applications would turn into admits and would turn into enrollments...which was really what it was all about...how many of those admitted students could they enroll in the college.

Mr. Braun asked what the cutoff date was for fall term.

Mr. Thompson responded that SVSC took a student in terms of admissions in SVSC right up to late registration.

Dr. Ryder stressed that the nature of the institution required that...SVSC was dealing with a lot of adults who made decisions late to take a single course, for example, and so it responded to that. Typically, he said, students who were attending SVSC full-time would have already applied.

Mr. Thompson noted that the transfer student was one, for some reason or another, who liked to wait until the very last minute. Often those people ended up by being part-time students, coming in from either four-year or two-year institution...but it was nice, he said, to see SVSC transfer figures up, because in terms of actually enrolling in college, transfer students were a better bet. As a matter of fact, Mr. Thompson stressed, SVSC was close to 70% in that category of those actually admitted and enrolled...whereas the FTIC students weren't quite so certain.

Dr. Ryder noted that on the Admission Report it showed that SVSC was ahead a little bit for the number of people who had applied, but the number admitted was a little bit behind.

Mr. Thompson indicated that in terms of the admitted right now, SVSC was at 1,590 students versus the 1,433 given on the report...the denied students was now at 112, so the admitted as of today was now up over last year.

Dr. Ryder asked if the applications had increased likewise...perhaps 400.

Mr. Thompson responded he wished he could say that, but he didn't think it was quite that brisk in terms of his office operations right now.

Mrs. Darin asked Mr. Thompson if he could explain the mathematics of some of the columns in the report...he had 24 applications, 24 admitted, and 4 denied...also some of the other figures didn't add up.

Dr. Williams noted that he also had 6 applications, with 7 admitted.

Mr. Thompson indicated he saw what they were talking about...he would have to go back and take a look.

Mr. Curtiss observed that they didn't necessarily deny in the same month that the application was received, so that could be a factor in figures not adding up.

Mr. Thompson indicated that the cumulative numbers should add up, however, Mrs. Darin said some of those didn't add up either.

Dr. Williams observed he didn't think Mr. Thompson's arithmetic was bad when they considered that they acted on different things at different times of the year, with a bunch of pending ones that hadn't had final action...they probably were not going to add up.

Dr. Gilbert asked if graduate education was down at Macomb...or what.

Mr. Thompson reported that the application rate was down substantially right now, mostly because of SVSC's Macomb program...he could say as of today, in terms of preregistration, it was down...right now, they were talking about 100 preregistrations for Macomb versus 149 a year ago. He said he suspected that SVSC was on a down-swing with that program in Macomb in terms of the number of students interested as well as those enrolled. The Macomb program, he stressed, had been a very good program for SVSC over the years, and he had expected a decline a long time ago, but SVSC had done very well over the years there.

Dr. Ryder thanked Mr. Thompson for his report.

Mr. Thompson indicated he would go back to his office now and work on his arithmetic.

14. Review of Foundation Annual Report

Dr. Ryder distributed copies of this report to those present who did not have them and called upon Dr. Sharp to comment.

Dr. Sharp stated that copies of this report were mailed out a couple of weeks ago to all of the Foundation's donors and also to some friends. He noted that it was the first such Annual Report produced for the Foundation which was now five years old, and had a history now to show what the Foundation was doing, and its projections for the future.

Dr. Sharp indicated that the report included a brief history of who was helping the Foundation to do things, and he certainly wanted to express appreciation to those present who were in leadership positions on the Foundation, and also to people here and elsewhere who made it possible by being listed as donors.

Also included in the contents of the report, Dr. Sharp said, were listings of the SVSC Foundation Board...the SVSC Board of Control.....the Annual Fund Committee...the Cardinal Run Committee...the Annual Business Commitment...and the Annual Business Commitment Volunteers and all those good people who had made a contribution during the past fiscal year of the Foundation.

Dr. Sharp concluded his comments by expressing appreciation for all who had contributed to the Foundation and urged everyone to continue their contributions in the future.

15. Review of Report by Dr. Barry Munitz Concerning the Presidential and Board of Control Evaluation

Dr. Ryder noted that Board members already had copies of this report and distributed copies to all others present (see Attachment). He indicated he would make a few comments and then open it up for discussion.

Under "Recommendations to the Board of Control" Dr. Ryder read Item B. and said the Board members were to be commended for this.

Dr. Ryder also read Item Q. under this section and indicated he thought that was a very fair criticism...they hadn't looked at it...at least he hadn't from his point of view, and it did bring up a good point. They hadn't really looked as to how they could relate those groups together so that they were at least viewing themselves as moving in the same direction.

This was a challenge, Dr. Ryder said, for the administration and the Board, and they would expect to make some recommendations along that line...it was not to say that they hadn't done anything, because they had had joint meetings of the Board of Control and the Board of Fellows, for example. Apparently this came through from

ATTACHMENT

IV. 15. Review of Report by Dr. Barry Munitz Concerning the
Presidential and Board of Control Evaluation

Barry Munitz
824 Saddlewood
Houston, Texas 77024
(713) 461-4393

April 19, 1982

John W. Kendall
Chairman of the Board

Jack M. Ryder, President
Saginaw Valley State College
2250 Pierce Road
University Center, Michigan 48710


Dear John and Jack:

My recent trip to Saginaw confirmed great improvement on the part of your College's Board and upper level administration, even though you have been working these past several years in a seriously depressed financial climate. During the two day visit I experienced great cooperation from everyone interviewed, and the open conversations which took place allow me to comment with considerable confidence upon the status of presidential and board performance.

My specific assignment was to provide a follow-up consultation and evaluation of the Board of Control and the President in order to assess the progress of these past four years in the context of my earlier detailed report. I reviewed materials from the past evaluation, studied several progress reports, and received considerable additional pertinent material. As I promised both of you, this letter will be a concise response to your questions, specifically linked to the recommendations in my earlier review.

Best wishes and congratulations.

Sincerely,


Barry Munitz
Chancellor

BM/kk

RECOMMENDATIONS TO THE BOARD OF CONTROL:

- A. The new mission statement and planning process have provided specific priorities and satisfactory targets for re-examining campus objectives. The appointment of Ann Dickey to join the Executive Committee and focus upon the long range planning process has obviously made an important positive contribution to the President's office. I will comment later upon the one remaining problem area, related to the interaction between long range planning and annual budgeting processes.
- B. There has been a marked improvement in the availability of information to the Board, and in turn a considerable strengthening of their interaction with the President on major policy matters. My very presence on campus indicates the President and the Board's commitment to continued evaluation and strengthening of the President's performance. The way you have structured this analysis, and the conversations regarding the assessment for the Board, have established an important model for public universities across the country.
- C. Goals have been established for the Board and for the President, and both parties seem satisfied that periodic reviews of those goals are now undertaken in a positive and constructive manner.
- D. The Board's organizational structure and operating procedures have been greatly enhanced. The new Board of Control operations manual has made an important contribution to the manner in which each Board member engages the President on sensitive issues. All members of the Board seem satisfied that this step has made a major difference to their performance, and the President strongly agrees.
- E. The role of the Chairman has been substantially clarified and greatly enhanced during the past several years. Much credit in this regard goes to the former Chairman, who has performed an extraordinary service in strengthening the role of this vital position.
- F. The presidential evaluation process, and the periodic progress reports in response to my earlier document, have provided a mutual vehicle for allaying suspicion and reducing ambiguity. The Board and the President are clearly moving in the right direction, although the President is correct in assuming that continued progress will require considerable diligence from both parties.
- G. The implementation of Board operating policies and procedures, has allowed the Board to serve more effectively as a buffer and filter for the institution to the outside world.
- H. Information is being provided earlier, and in a more useful fashion, to the Board.

- I. All four aspects of my concern which lead to specific recommendations for restructuring the Board agenda have been met to both the Board's and the President's satisfaction.
- J. Likewise, the three recommendations concerning committee structure and functioning have also been satisfactorily addressed. It is important to reiterate that the roles of appropriate vice presidents in staffing the standing committees remain essential.
- K. As I mentioned earlier, appointment of responsibility for coordinating the planning cycle and the appointment of a planning resources council, have been a positive response to earlier suggestions. However, some constituencies on campus still feel that the President must articulate more concisely and more publicly the institution's academic priorities. Since I see them reflected in many of the materials which I received, this should not be a major undertaking, although the issue of athletics remains the most sensitive and intense priority question on the campus. It seems that the annual budgeting process moves from the top down, while the planning cycle seems to move from the bottom up. This distinction in overall momentum, combined with the difference in schedules for the two processes, could leave a serious separation between the planning and the budgeting cycles. The linkage of these two functions merits further analysis on both your parts, but I placed it under the Board section in order to emphasize the Trustees oversight responsibility for this function.
- L. It is still not clear whether sufficient and candid sounding boards exist for the President. The Chairman is the key factor in this relationship, and the President and Chairman seem to have generated a most positive and productive relationship. However, there is room for improvement in the President's informal relationship with faculty, even in a collective bargaining setting.
- M. Some continued discussion would help clarify further the role of each Board member, and the nature of requirements when vacancies occur.
- N. While the orientation process has been substantially strengthened, as each new Board member joins your deliberation, they should continue to receive most careful attention and education.
- O. I would urge you to keep in mind, even though current space limitations are severe, the need for some place on campus where Board members can visit with the administration and each other while preparing for a Board or committee meeting. The current summary of media references to the college has been a major improvement in the communication between the President and the Board.
- P. I agree that these past few years has seen substantial improvement in the informal communication between Board and President.

- Q. Concluding this section, I would reaffirm my overall positive response to the progress you have achieved. It still seems important to bring your alumni, control, fellows, and foundation boards more closely together, and to follow-up recommendations that each group makes to the President and to the Board. In addition, when Vice President and Directors appear before Board committees, or even before the full Board, these special occasions should be used to learn about the key members of the President's administrative team, and to have those individuals in turn understand more about the Board's priorities and perspectives.

RECOMMENDATIONS TO THE PRESIDENT:

- A. As I mentioned in the Board's section, the President has accomplished major steps forward as an educator and organizer of the Board. We both agree that even more positive leadership will be exercised on this issue.
- B. While the new planning and budgeting procedures are a marked improvement, we already noted that the linkage between planning and budgeting systems still require some serious attention.
- C. The current role and structure of the Executive Committee is a substantial improvement from several years ago. Nonetheless, there is still general concern that they spend too much time on details, and take too long in deliberating critical policy matters. I will suggest below how the President's Office itself can function more smoothly in this regard. Even with that improvement, the delegation of authority must be constantly reviewed, particularly in the relationship between academic vice president and dean. The vice presidents seem generally pleased with their responsibilities and relationships to the President, but as a collective Executive Committee they need a more effective manner to take the pulse of the general campus mood. As they establish a general policy framework for their directors, and as an assistant to the President lifts some of the detail and editing functions from the Executive Committee, the vice presidents will be even more effective in their service to the President.
- D. The organizational chart, and the essential responsibilities described behind it, represent important progress for the President and for the Board.
- E. Directors from all the functional areas should be brought together at least once a semester so that the linkage from President to Vice President to Director is a more coherent and integrated administrative process. Documents should be handled by them in a more timely fashion, since even a negative response is preferable to no reply at all. In general, however, there has been a very important improvement in all four aspects of my earlier recommendations addressed to the administrative team.
- F. The academic vice presidency has been established along the lines of our earlier discussions. It is still important for the President to work

closely with his chief academic officer to monitor the nature and the quality of each dean's responsibilities.

- G. Even in this collective bargaining setting, the interaction between the President's Office and the faculty appears much improved. There is still a need for more informal exchanges between constituencies, where serious debates can be undertaken without shifting into adversary positions. Although this is an issue easy to state and extremely difficult to implement, it is worth a try with so many other positive building blocks now in place.
- H. As mentioned in the section above, more serious attention must be paid to the interaction of various volunteer groups supporting the college. They seem deeply committed to the institution, but require more direction and extensively more integration.
- I. The academic reorganization has been accomplished efficiently and effectively.
- J. I agree with the President that implementation of a systematic appraisal process for the principal staff has been uneven at best. Since one of our critical assumptions after the presidential review was that it would provide credibility for evaluation in each successive administrative link, this is an important gap in the overall campus progress. I would strongly suggest that the President begin immediately to more extensively evaluate each of his Executive Committee members on a periodic basis through contact with subordinates and both internal and external constituencies. Further, I would suggest mutual development and setting of goals and objectives to be met each year. This procedure will ensure that future evaluations will be even more meaningful.
- K. Once again, I would agree with the President that a training program for secretarial personnel is an important need which remains unmet at the moment.
- L. The recommendations regarding President Ryder and Vice President Gilbert merging the Student Affairs and Administrative Affairs Offices have been met. There is a need to watch the interaction of each director's level office so that this broad range of responsibilities is pulled together in a timely and productive manner.
- M. I remain deeply concerned that the current structure in the President's immediate office is in need of serious study. I strenuously urge the President and the Board to look very carefully at the way the President is served by his immediate staff, and to move quickly to strengthen the flow of people and paper through the chief executive's office.

N. Finally, I would repeat my earlier assumption that the President must strengthen his structural and philosophical leadership to the Board and to the decision-making process on the campus. Great progress has been accomplished, and with the improvement of his own office's functioning he will be even more able to contribute comprehensive leadership to the college.

In conclusion, I was deeply impressed by the general spirit on the campus. Even in adverse financial conditions great progress has been achieved by all consituencies. You should be very pleased with your accomplishments, although serious work remains. Having watched the two of you for half a decade, I have no fear that either one is inclined to rest falsely upon that assumption. Please let me know if I can provide any further information at this time.

some members of some of these other Boards...perhaps from this Board...but at least from some of the Boards, indicating that they wanted to have the feeling, at least, that there was better articulation. He concluded he wasn't sure of the exact dimensions of that, but it was important that they consider it.

There was discussion on the part of Board members as follows:

Under "Recommendations to the Board of Control" Dr. Williams referred to Item K. where he said that Dr. Munitz was somewhat critical that the planning process was "bottom up" and the budgeting process was "top down." He asked how else could they budget...they couldn't let people budget from the bottom up because they had to budget within the limitations of how much money they had available...he didn't understand what Dr. Munitz was trying to get at there.

Under "Recommendations to the Board" Mrs. Saltzman referred to Item M. and indicated she still didn't think he understood that this was a public Board and not a private one...he kept doing little things that showed he really didn't understand how this Board operated...it bothered her about him.

Under "Recommendation to the President" Dr. Gilmore asked Dr. Ryder if he perceived a relationship between Item H. and Item Q. previously reviewed. Dr. Ryder indicated that he did.

Also, Dr. Gilmore referred to Item M. and asked what it meant. Dr. Ryder noted what he thought Dr. Munitz was saying was that the Board members ought to be satisfied, at least from their point of view, or from any one who was in touch with them, that the paper was flowing well...that the people and the activities of the Office of the President were functioning well...and that they needed to have independent discussions of that as to how they saw it...he thought this was important.

Mrs. Saltzman suggested Dr. Munitz was going back to the original recommendation which was for an aid to the President called "Secretary to the Board" who would take care of priorities in the President's office. Dr. Ryder agreed that Dr. Munitz did feel that way...he did too...this Board actually adopted a resolution on that...the problem had been one of SVSC's resources.

Dr. Ryder concluded that the instruction to Dr. Munitz was not to spend much time on the positive achievements of the Board or the President, and to spend more time on recommendations for improvement, because that was what they could change...and so Dr. Munitz had done that.

This report would be made public now and would be made available to the faculty and staff at the college and to members of the legislative fiscal agencies and appropriate legislators from this area. There was an agenda here for change, and without going into specific details from the President's point of view, he said, he would be taking each item up and getting back with the Board and report on what actions he had taken to make the changes that were necessary. Overall, he thought it was a very positive report on behalf of the Board of Control and the President.

16. Sponsored Programs Report

Dr. Ryder distributed copies of the Sponsored Programs Activity Report for May 1-May 31, 1982 and called upon Dr. Sharp to review.

Dr. Sharp indicated that this was rather a modest report and not much change from a month ago...the Bilingual Education Training Projects renewal did come through...not at \$160,974, but for \$107,000.

Dr. Sharp reported also that they were in a "holding" pattern in the Office of Sponsored Programs because their previous director, Cy Smith, had resigned...

they were in the process of examining that office, taking it apart and putting it back together again, to see what they wanted to do. In the meantime, they were pretty much attempting to keep the day to day activities going.

16A. SVSC Viewbook and Catalog

Dr. Ryder displayed copies of both...noted that the Board members had received copies of the Viewbook today and would receive catalogs when the shipment arrived. He said he would like to compliment John Rummel and his staff for doing an outstanding job again on the catalog...SVSC had had one of the finest catalogs in the state and even around the nation. He noted that the Viewbook was the first pages out of the front of the catalog, that could be distributed when students wanted to know the basics about programs, how to enroll, etc. and if they were not interested in what the Viewbook presented, then they didn't need a catalog which was more expensive...it saved money for the college and was a very good idea.

16B. SVSC Newspaper Coverage

Dr. Ryder called attention to the last batch of copies of newspaper clippings... he noted that they had become fairly substantial in size, so rather than mailing them out to Board members, he was providing them at Board meetings, when possible.

V OTHER ITEMS FOR CONSIDERATION

17. Executive Session for the Purpose of Considering Negotiations with the Employee Unions

For the benefit of the press, Dr. Ryder explained that the Board of Control did not plan any actions or decisions following the Executive session which was

being called for the sole purpose of discussing negotiations with employee unions.

Dr. Ryder said a motion would be in order to move into Executive Session.

BM-629 It was moved and supported that the Board recess and then go into Executive Session for the sole purpose of discussing negotiations with employee unions, after which the Regular Board Meeting would reconvene only for the purpose of adjournment.

Chairman Kendall asked if there were any discussion. Hearing none, he called for a vote.

Motion unanimously carried.

The Regular Board Meeting recessed at 11:10 a.m.

The Executive Session convened at 11:25 a.m.

The Executive Session adjourned at 12:20 p.m.

The Regular Board Meeting reconvened at 12:21 p.m.

VI. ADJOURNMENT

There being no further business to transact, Chairman Kendall adjourned the meeting at 12:21 p.m.

Respectfully submitted,

John W. Kendall--Chairman

Florence F. Saltzman--Secretary

Opal M. Colvin
Opal M. Colvin--Recording Secretary

JMR
omc