

OHIO UNIVERSITY
ATHENS, OHIO 45701

BOARD OF TRUSTEES

April 21, 1989

TO: Those listed below*

FROM: Alan H. Geiger, Secretary, Board of Trustees *A. Geiger*

SUBJECT: Minutes of the April 8, 1989, Meeting of the Board

Enclosed for your file is a copy of the April 8 minutes.
This draft will be presented for approval at the next stated
meeting of the Board.

AHG:vg

Enclosure

*Chairman and Members of the Board

Mr. Johnson	Student Trustee Mr. Blackburn
Mr. Voelker	Student Trustee Mr. Scott
Dr. Ping	
Dr. Bruning	
Dr. Harter	
Dr. Turnage	
Mr. Rudy	
Dr. Geiger ✓	
Mr. Kennard	
Mr. Ellis	
Mr. Burns	
Mr. Mahn	
Archivist (2)	
Chairman, Regional Coordinating Council	
Chairs of the Senate	

OHIO UNIVERSITY

ATHENS, OHIO 45701

BOARD OF TRUSTEES

MINUTES OF THE MEETING OF
THE BOARD OF TRUSTEES OF OHIO UNIVERSITY

10:00 A.M., Saturday, April 8, 1989
Room 319, Alden Library
Ohio University, Athens, Ohio

EXECUTIVE SESSION

Prior to the formal Board of Trustees Meeting, members met Saturday morning in Executive Session at 8:30 A.M., in the Conference Room of Cutler Hall. Six members present included Chairman Campbell, Mrs. D'Angelo, Ms. Grasselli, Mr. Heffernan, Mr. Russ, and Dr. Strafford. Also present were President Ping and Secretary Geiger.

On a motion by Mr. Heffernan and a second by Dr. Strafford the Ohio University Board of Trustees resolved to hold an executive session to consider personnel matters under Section 121.22(G)(4) O.R.C. and property matters in accordance with Section 121.22(G) O.R.C. this 8th day of April, 1989. On a roll call vote all members voted aye.

Chairman Campbell asked President Ping to report on the two matters before the Trustees. President Ping described possible scope of responsibilities of the to be appointed Vice President for Administration. He proposed methods for seeking a replacement for Vice President Harter and outlined a timetable for hiring Carol's replacement. The President revisited procedures and methods to be followed in the evaluation and compensation of those for whom the Trustees directly approve compensation levels.

The President reported renewed interest from potential developers in leasing university land on East State Street, east of the new Kroger development. He noted approximately 25 acres could be involved and outlined very general lease terms. President Ping was asked to continue negotiations and to determine if there might be additional interest in this property.

I. ROLL CALL

Six members were present, namely Chairman Richard R. Campbell, Priscilla S. D'Angelo, Jeanette G. Grasselli, Dennis B. Heffernan, Fritz J. Russ and Craig Strafford, M.D. This constituted a quorum. Trustees Ralph E. Schey and Lewis R. Smoot, Sr., were unable to attend.

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Attending as the first named student Trustees were Damon Scott and David S. Blackburn. Mr. Scott's term is to expire May 13, 1989, and Mr. Blackburn's May 13, 1990. Both were recently appointed by Governor Celeste and serve in a non-voting capacity. Chairman Campbell warmly welcomed the new Trustees and wished them well.

President Charles J. Ping and Secretary Alan H. Geiger were present. Also present was Donald H. Voelker who sits with the Board by invitation as President of the Ohio University Alumni Board of Directors.

II. APPROVAL OF THE MINUTES OF THE
MEETING OF FEBRUARY 18, 1989
(previously distributed)

Dr. Strafford moved that the minutes be approved as distributed. Ms. Grasselli seconded the motion. Approval was unanimous.

III. COMMUNICATION, PETITIONS AND MEMORIALS

Secretary Geiger responded none had been received.

IV. ANNOUNCEMENTS

Secretary Geiger stated there were no announcements.

V. REPORTS

Chairman Campbell invited President Ping to present persons for reports. The President introduced, in turn, Associate Provost for International Programs, Felix Gagliano and Martha Turnage, Vice President for University Relations.

A. PLANNING FOR UNIVERSITY CAMPUS, KOMAKI CITY, JAPAN

Felix Gagliano, Ph.D.
Associate Vice Provost for International Programs

Dr. Gagliano began by identifying members of the planning committee; Dr. James Bryant, Dr. James Coady, Dr. T. Tanaka, Mrs. Mary Ann Flournoy, Mr. Barry Emberline, Dr. James Cox, Dr. Harold Molineu, Mr. Kent Mulliner and Dr. Alan Boyd. Dr. Gagliano serves as chair and thanked them for their interest and support in the attempt to develop an Ohio University presence in Komaki City. He noted our educational theme in this endeavor was similar to that of American business and industry in Japan, one of internationalization and globalization of mutual economies and other interests.



He recalled our planning effort was to begin with an English language program of one year duration involving approximately 300 students and then to freshman and sophomore levels of general academic work for similar numbers of students. Dr. Gagliano reviewed the chronology of events and actions to date, particularly noting actions taken by the Public Assembly of Komaki City namely; approval of a \$20 million budget for the undertaking, acquisition of land, employment of architects to begin detailed planning, completion of a student marketing study and solicitation of private support from industry and business. Issues remaining to be settled include the resolution of the payment of startup expenses, method of overhead return to university, and outstanding legal questions.

Dr. Gagliano stated our prospects for success were good and that the ingredients needed are: commitment of the administration, prudent risk taking, incremental expansion and excellent operations (management) and marketing. Dr. Gagliano responded to questions relating to class size, student and faculty selection and financing. An outline of Dr. Gagliano's remarks are included with the official minutes.

President Ping thanked Dr. Gagliano and members of the planning committee for the giving of their time and intellectual capacity to make this effort successful. He noted this was a unique opportunity to help internationalize the world as well as to change patterns of American Higher Education. The President also reminded those present of the gift of Japanese Cherry Trees given by Chubu University and the fact they were currently in full bloom.

President Ping briefly reported on the Razak Chair Conference held on campus April 1-2, 1989. He noted the attendance of international scholars from throughout the world including the Malaysian Ambassador Albert S. Talalla and the Brunei Ambassador Dato Paduka Haji Mohd. Suni and his wife Datin Siti Suhanah, both university graduates. The President reported the gift of an additional 240 volumes by Dr. Anton Moeliono to our Indonesian Language Institute and Cultural Center and that we have been asked by the Luce Foundation to apply for a second grant to assist with the expansion of our international base in this area.

B. RIDGES UPDATE

Martha A. Turnage, Ph.D.
Vice President for University Relations

Vice President Turnage began her remarks by providing written material summarizing building and land data generated by the project consultants. (This material is included with the official minutes.) She recalled the history and development of the area now known as The Ridges and its relationship, past and present, to the local community. Dr. Turnage stated the redevelopment of the resources of The Ridges would take considerable time and dollars to fully complete and "walked" the Trustees through the material she provided. At the request of Dr. Turnage, Secretary Geiger described potential land development patterns capable of supporting institutional and private research and other development needs.

VI. UNFINISHED BUSINESS

The Secretary reported no unfinished business.

VII. NEW BUSINESS

Chairman Campbell reported that Board Committees had at their respective meetings, discussed matters being presented to the Board. Chairman or committee members designated by them presented matters for action.

A. BUDGET, FINANCE AND PHYSICAL PLANT COMMITTEE

Mrs. D'Angelo commented on the value of the UPAC process and presented and moved approval of the resolution. Ms. Grasselli seconded the motion. Approval was unanimous.

1. PROGRAM PLANNING REPORT AND OUTLINE FOR
1989-90 BUDGET PLAN

Resolution 1989--1031

WHEREAS, the Ohio University Board of Trustees has been granted the full power and authority on all matters relative to the administration of the University.

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees receives the "Ohio University Program Planning Report, March, 1989," recommended by the President and approves the outline of the 1989-90 budget plan.

BE IT FURTHER RESOLVED that if the funding available from state subsidy and tuition should be different from the specific projections made for Options A, B, C, and D in the "Ohio University Program Planning Report, March 1989," the President shall implement a fiscal plan which reflects the appropriate balance of revenue from state subsidy and tuition.

AND BE IT ALSO FURTHER RESOLVED that if the total funding available from tuition, state subsidy and other income should be significantly less than the projections included in the "Ohio University Program Planning Report, March 1989," the President shall propose an alternative fiscal plan which is commensurate with available revenue.

Ohio University
Interoffice Communication

March 17, 1989

TO: Charles J. Ping, President
FROM: James L. Bruning, Provost



SUBJECT: Planning Report

Attached is the Ohio University Planning Report. The process which culminated in this series of recommendations regarding enrollments, income and expenditure projections, planning pool allocations, compensation increases and fee changes began in September. Initial discussions focused on issues facing the institution and culminated in an addendum to the action agenda summarized in Appendix G. These and other topics will become the focus of further discussion to expand the planning horizon as the University moves toward its third century.

The recommendations included in the report summarize the FY 1989-90 plans for the Athens General Programs, Regional Higher Education and the College of Osteopathic Medicine.

jc
Attachment

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I. OHIO UNIVERSITY PROGRAM PLANNING REPORT

March 1989

University planning and budgeting activities which precede the adoption of the state biennial budget have been characterized by great uncertainty. Only once in the past four biennia has there been sufficient confidence in the outcome of the legislative process for a budget plan to be formulated which did not require several possible income and expenditure options. This year is no exception. Not only is there great uncertainty regarding the state budget and the level of funding for higher education, but also, the governor has proposed a significant change in the funding process itself.

Fiscal Environment in the State

In January of this year, the executive budget recommendations for the next biennium were introduced. While other segments of the budget were scheduled for increases between 5.6 and 10.7 percent, the instructional subsidy component of the higher education budget was scheduled for a very modest 2.8 percent increase in funding. In fact, the increase in subsidy per student was not 2.8 percent, but rather only 1 percent since the budget for higher education now included unfunded portions of the excellence programs and new dollars to fund actual enrollments.

The executive budget proposal also proposes a significant change in the structure of educational funding in the state. The Educational Leadership Initiative called for additional taxes as part of a constitutional amendment that would create an Educational Leadership Trust Fund. This trust fund would be supported by a 1 percent increase in personal income tax and a 1 percent increase in the corporate franchise tax. In the case of higher education, the major use of this fund, however, would not be to increase overall resources available to universities, but rather 1) to provide maintenance level funding for existing instructional programs, 2) to fund a limited number of special initiatives, and 3) to reduce the student share of costs. A 12 member board of trustees would be appointed to provide budget and program oversight of all educational programs of the state and determine which programs should receive funds.

Early responses to the Educational Leadership Initiative have not been enthusiastic. Many state officials have expressed alarm regarding the inadequate levels of support proposed for education, the unlikely prospects for voter endorsement of new tax initiatives, and the 12 member super board.

Impact on Ohio University

One of the major goals of the higher education system in Ohio, and particularly at Ohio University, is to sustain the long-term, ongoing progress of the past few years. One of the most important areas of progress is access. As a result of the increased funding two biennia ago, the student share of the costs of higher education was reduced to 36 percent. While the student share increased again during the last biennia, as a product of failure to provide adequate state support, enrollment in Ohio's colleges and universities continues to increase. This has occurred even though the number of high school graduates has declined over 20 percent since 1977. This trend has been especially apparent at Ohio University where applications have increased significantly during the past six years.

The executive budget assumes dramatic increases in student fees of between 25 to 30 percent over the biennium. These increases will raise the student share of educational costs in Ohio from the current 41 percent to 45 percent for next year and to nearly 48 percent for 1990-91. Such levels of increase may be expected to build barriers to access and force many students to conclude that a college education is not financially possible. To maintain the student share of instructional costs at the present level and accommodate increased costs due to inflation will require the addition of more than \$200 million to the base level of support proposed in the executive budget.

A second area where the recent investments in higher education have generated benefits are the partnerships between the corporate sector and university-based research and development. These partnerships have been productive at Ohio University in a number of ways with new and promising initiatives emerging in such areas as biotechnology, avionics and coal research. These partnerships with their attendant excitement among alumni and donors have meant more effective competition by Ohio University for equipment, specific research funding, and outstanding faculty. The state also has begun to benefit directly from the training of a new research and technology oriented work force who will enhance the competitiveness of older industries.

A final area of gain has been the encouragement of responsibility and performance evaluation among institutions of higher education. Assessment and evaluation are very much a part of all of the excellence initiatives put in place during previous biennia. Ohio University has been a leader in this area and can point with pride to special efforts in assessment of energy management, staff planning, space utilization and educational outcomes programs.

Overall, it is clear that bright and talented students are entering Ohio's colleges and universities in increasing numbers and partnerships with state and federal government, and business and industry have begun to show results. A significant reduction in support for higher education not only will slow the momentum recently achieved, but also, make regaining that momentum exceedingly difficult.

Context for Planning:

Within the budget constraints and funding limits, the context for planning and formulation of university-wide and departmental planning proposals is the UPAC Action Agenda. The Action Agenda initially was developed during the 1984-85 planning period and represents an effort to expand the planning horizon beyond the yearly budget cycle to include a three to five-year time frame. Each year the Action Agenda is reviewed and updated as planning activities evolve. The Action Agenda incorporates new issues and priorities contained in Education Plan II, *Toward The Third Century: Issues and Choices for Ohio University*. Actions which have been accomplished or are no longer pertinent have been removed. The updated and expanded Action Agenda is presented in Appendix G.

Enrollment Projections:

While the number of graduating high school seniors has declined steadily in Ohio since 1977, the number of applicants to Ohio University has increased to nearly 11,000. This increased demand for admission to Ohio University results from a recognition by prospective students and their parents of the strong academic programs available, an aggressive and successful recruitment program, and an increasing number of Ohio high school seniors who elect to attend college.

The planned size of the incoming freshman class for 1989-1990 will be 3,050. This size class has been the target for the last several years. While the size of the entering freshmen class will remain constant, total undergraduate and graduate enrollment is projected to increase by 292 students for Fall 1989. This increase is due primarily to a continuation of improved retention rates. The composite forecast including medical and regional higher education enrollments is presented in Appendix A.

Budget Planning:

Initial indications are that debate by both legislative branches of state government will continue for some time. Because of this uncertainty, the University Planning Advisory Council has had to develop an array of four income and expenditure budget options for FY 1989-90. The first option (Option A) is based on tuition increases and the level of instructional subsidy proposed in the executive budget. The last option (Option D) would require no increases in fee charges for Ohio residents and only minor increases in the nonresident surcharge. Each of the separate income options described below has a unique set of assumptions regarding the relationship between instructional subsidy support and the share of cost to be borne by students. In all four options, the basic assumption is that, as state support increases, the share borne by students will be reduced.

A. INCOME OPTIONS FOR ATHENS GENERAL PROGRAMS

Income Estimates:

The three income sources for the Athens General Program budget are 1) student based instructional subsidies from the state, 2) student tuition and fees, and 3) other income from investment, indirect cost recovery from grants, and miscellaneous sources.

The tables below display the four possible income options considered by the University Planning and Advisory Council. Based upon the pattern of the past decade, these options assume that the Board of Regents will fund current year actual enrollments before considering new enrollment growth. The enrollment forecasts are the same for each income option. While the subsidy eligible FTE in the Athens General Programs is projected to increase by 292 for Fall 1989, little if any additional state subsidy is likely to be available to fund these additional enrollments.

TABLE I
Income Options Under Various Assumptions
Regarding State Instructional Subsidy And
Student Fees

<u>Category</u>	<u>Option A</u> (45%—Student Share with executive budget)	<u>Option B</u> (43%—Mid-range student share)	<u>Option C</u> (41%—Current student share)	<u>Option D</u> (38%—Student share if tax enacted)
State Subsidy	\$55,677,000	\$57,563,000	\$59,351,000	\$61,830,000
Student Fees	57,953,000	56,147,000	54,240,000	52,445,000
Other Income	8,589,000	8,615,000	8,622,000	8,715,000
Total	\$122,219,000	\$122,325,000	\$122,213,000	\$122,990,000

Option A:

Option A reflects the budget recommendation for the Athens General Programs under the executive budget proposal. The subsidy rates proposed in the executive budget require that the student share of education costs increase from the current level of 41 percent to 45 percent for the first year of the new budget and to 48 percent in the second year. Tuition increases in the executive budget are projected to be between 25 and 30 percent for the biennium. At Ohio University this increase in student share will require a 12 percent increase in student fee charges for the first year of the biennium.

Options B and C:

If the legislature modifies the executive budget recommendation and reorders the proposed allocations, the student share of costs proposed by the executive budget proposal might be lowered. Income option C assumes that sufficient additional revenue might be allocated for higher education to maintain the student share at the current level of 41 percent. This would permit the University to limit student fee increases for the coming year to about 4 percent.

An alternate, mid-point scenario is presented in Option B, which assumes that support for higher education would fall between maintenance of the current 41 percent student share and the 45 percent proposed by the executive budget. In this option, the student share of total costs would be 43 percent. Such an outcome of the appropriation process would require an 8 percent increase in student fees at Ohio University.

Option D:

Option D reflects the executive budget proposal if the new taxes were imposed. The major impact would be a lowering of the student share to 38 percent. Under this option, it would not be necessary for student fees at Ohio University to be increased from their current levels.

Several years ago, after a careful review of the pattern of state support for Ohio residents, UPAC concluded that the surcharge for nonresident students gradually should be adjusted to more nearly approximate the level of state support for Ohio students.

Consistent with this recommendation, the student fee increase for all income options includes a \$33 per quarter adjustment in the surcharge for nonresident students. Appendix D presents proposed changes in student fees for all income options.

B. EXPENDITURE OPTIONS FOR ATHENS GENERAL PROGRAMS

Table II details expenditure plans associated with each income option. Each expenditure option begins with the same continuing base expenditure. For the Athens General Program, this totals \$112,019,600 and reflects the current year's budget adjusted to accommodate continuing allocations, the addition of continuing expenditures funded from the University operating reserve during the year, and the removal of one-time-only allocations made during the 1988-89 planning cycle.

Required Expenditure Increases:

Added to the beginning base are required expenditure adjustments totalling \$1,667,000 for costs associated with occupying new or refurbished facilities, increases for purchased utilities, and pay increases for civil service employees.

Income Related Expenditure Increases:

In addition to the required expenditure increases are a series of expenses directly related to income. For example, the University's practice is to give to the principal investigator and the department an amount based on a percentage of the overhead from grants and contracts to encourage additional research projects. As a result of significant increases during FY 1988-89 in grant and contract acquisition, an additional \$140,000 will be given to departments and researchers. Other income-related costs are associated with graduate student scholarships, scholarships tied to tuition increases, grants-in-aid for student athletes, and tuition scholarships for University employees and their dependents. These increases will vary in direct relation to changes in student fees.

Other Expenditures:

More discretion is possible in implementing the following set of recommended expenditures. The University will adopt a phased implementation of these recommended expenditures as a strategy against budget uncertainty. However, some expenditures such as compensation, insurance cost increases, scholarships and graduate stipends must be announced and implemented early so they can take effect at the start of the new fiscal year.

Faculty and Staff Compensation:

Compensation increases for University employees and the announced increases in the cost of health care insurance are constant for each of the proposed income/ expenditure options. All options also include a salary pool sufficient to fund an average base salary increase for faculty and contract staff of 3.8 percent, a pool for special merit increases, and a pool for equity and extraordinary merit adjustments. The expenditure options also reflect increases for summer teaching, academic year part-time instruction, and stipends for teaching assistants.

TABLE II

Preliminary Expenditure Plan
Athens General Programs
1989-90

<u>Expense</u>	<u>Option A</u>	<u>Option B</u>	<u>Option C</u>	<u>Option D</u>
Continuing Base	\$112,019,600	\$112,019,600	\$112,019,600	\$112,019,600
Required Expenditure Increases				
New Buildings	\$60,000	\$60,000	\$60,000	\$60,000
Purchased Utilities	\$457,000	\$457,000	\$457,000	\$457,000
Civil Service Wages	\$1,150,000	\$1,150,000	\$1,150,000	1,150,000
Sub-Total	\$1,667,000	\$1,667,000	\$1,667,000	\$1,667,000
Income Related Expenditure Increases				
Overhead Return on Grants	\$140,000	\$140,000	\$140,000	\$140,000
Scholarship Benefits	\$915,400	\$640,400	\$282,400	\$110,400
Sub-Total	\$1,055,400	\$780,400	\$447,400	\$250,400
Other Expenditures				
Compensation				
Faculty & Staff				
Base Increase (3.8%)	\$1,980,000	\$1,980,000	\$1,980,000	\$1,980,000
Special Merit	\$1,674,000	\$1,674,000	\$1,674,000	\$1,674,000
Equity & Extraordinary Merit	\$406,000	\$406,000	\$406,000	\$406,000
Health Insurance Rate Increases	\$488,000	\$488,000	\$488,000	\$488,000
Summer Teaching	\$93,000	\$93,000	\$93,000	\$93,000
Academic Year Part-Time	\$50,000	\$50,000	\$50,000	\$50,000
GA Stipend	\$460,000	\$460,000	\$460,000	\$460,000
Sub-Total	\$5,151,000	\$5,151,000	\$5,151,000	\$5,151,000
Planning Pool & University-wide Needs				
Increase Student Aid	\$100,000	\$85,000	\$35,000	\$0
Supplies & Equipment	\$726,000	\$847,000	\$968,000	\$1,452,000
Minority Recruitment	\$300,000	\$300,000	\$300,000	\$300,000
Special Teaching	\$300,000	\$300,000	\$300,000	\$300,000
Library Acquisitions	\$100,000	\$150,000	\$200,000	\$300,000
Plant Maintenance & Repair	\$75,000	\$100,000	\$100,000	\$200,000
Instructional Equipment Maintenance	\$75,000	\$100,000	\$100,000	\$200,000
Planning Pool	\$750,000	\$825,000	\$950,000	\$1,050,000
Sub-Total	\$2,226,000	\$2,707,000	\$2,928,000	\$3,902,000
Total Expenditures	\$122,219,000	\$122,325,000	\$122,213,000	\$122,990,000

Planning Pool and University-Wide Needs:

Although the compensation recommendations and increased expenditures for income related and mandated expenditures are constant for each expenditure option, other UPAC recommendations will differ among the various options both in terms of the amount of the proposed expenditure and the schedule for implementation.

Student Financial Assistance:

A basic assumption underlying the planning activities for the coming year is that large increases in student fees must be accompanied by increased funding of need-based financial assistance to students. The increases in student financial aid recommended in the various options approximate the percentage increases in fees.

Supplies and Equipment:

Among UPACs highest priorities are funds for supplies, new equipment, and maintenance and repair of existing equipment. This need, especially among the instructional units of the University, is particularly acute due to inflationary increases coupled with costs of teaching the additional students. As new equipment is purchased and existing equipment becomes older, additional funds are needed for supplies, maintenance and repairs. Proposed increases range from 6 percent under Option A to 12 percent under Option D.

Minority Recruitment:

UPAC funded for the current year an innovative strategy for the recruitment of increased numbers of minority faculty, staff, and graduate students. Five replacement positions and 17 new appointments were funded under the program. Additional funding totalling \$300,000 will continue this program during the coming year.

Special Teaching:

Student interests change in unexpected ways. For example, there was an unanticipated increase in enrollments in language study during this past academic year. In addition to unanticipated changes in student interests were unexpected resignations and leaves of absence by existing faculty. Since the demand for the classes could not be anticipated, the needed sections were staffed by additional course assignments, reassignment of existing faculty and the hiring of part-time instructors. A total of \$300,000 is needed to insure that courses can be offered to meet these unexpected changes in student enrollment patterns during 1989-90.

Library Acquisitions:

Availability of research and scholarly books, journals, and instructional materials is central to the mission of a university. The inflation rate for printed materials continues to be more than double the general rate of inflation. Only a special allocation for acquisitions will avert a significant reduction in the purchase of books and periodicals. UPAC recommends a special increase in the library acquisitions budget of \$100,000 with additional increases up to \$300,000 as revenue permits.

Plant Maintenance and Repair:

An aging physical plant requires continuous attention, but expenditures for particular needs often cannot be anticipated. The past practice of providing one-time funding for specific projects such as roof repair, carpet replacement, and heating and air conditioning system maintenance should be replaced by more stable annual budget allocations. UPAC recommends that base allocation increases ranging from \$75,000 up to \$200,000 be funded as income permits.

Instructional Equipment Service and Repair:

Although capital equipment funding has made possible the procurement of much needed scientific and technical equipment, the process has placed intense pressure on regular operating budgets for special supplies and equipment maintenance. Complex and costly new scientific equipment also is costly to maintain and should be covered by maintenance service contracts from equipment vendors. UPAC proposes that special increases be allocated to units ranging from \$75,000 up to \$200,000 as resources permit.

Planning Pool Recommendations:

Twenty-three planning units submitted 118 planning proposals totalling more than three million dollars. Evaluation by UPAC was based on the extent to which each proposal was judged to: 1) Improve recruitment and retention, 2) increase income or reduce costs, 3) Improve overall quality of campus life, 4) Make better use of existing resources, and 5) Encourage cooperation and joint programming among units.

To buffer against unanticipated shortfall in income, approximately one-third of the proposals and several of the university-wide allocations will be approved, but the release of the funds will be delayed until the start of the fall term when enrollment and income estimates can be confirmed. A summary of the specific proposals recommended for funding is presented in Appendix B.

II. Regional Higher Education

The Regional Higher Education planning process is similar to that of the Athens Campus. Planning pool requests are submitted by each regional campus for review and evaluation by the Office of the Vice Provost for Regional Higher Education. A planning advising council makes final recommendations regarding the expenses and income to the Vice Provost for Regional Higher Education.

Income Estimates:

The circumstances that affect planning activities of the Athens General Programs also apply to planning and budgeting for Regional Higher Education programs. The uncertainty which prevails throughout the state regarding the appropriations law for the coming biennium have resulted in the consideration of several possible income/expenditure options. These are presented below in Table III.

Enrollment projections presented in Appendix A and the subsidy eligible enrollments derived from them are constant for each option. The income/expense options differ only in the level of state subsidy support and student fee charges. As the level of state subsidy support increases student fee charges can be limited. The same student fee assumptions which were used for Athens General Programs apply to Regional Higher Education Programs. The proposed student fee increases associated with each option are presented in Appendix E.

TABLE III
Income Options Under Various Assumptions
Regarding State Instructional Subsidy And
Student Fees

Category	Option A	Option B	Option C	Option D
State Subsidy	\$9,930,635	\$10,286,468	\$10,652,863	\$11,939,877
Student Fees	10,512,167	10,143,951	9,775,735	9,407,519
Other Income	73,203	73,203	73,203	73,203
Total	\$20,516,005	\$20,503,622	\$20,501,801	\$21,420,599

Expenditure Plan:

Table IV presents the expenditure plan for Regional Higher Education for each income option for 1989-90. The continuing base expenditure of \$19,027,663 is the same for all options. This figure includes adjustments to the 1988-89 budget and the elimination of one-time expenses. Included are expenses for negotiated pay increases for civil service employees, additional continuing allocations provided from the 1988-89 planning pool and continuing expenditures funded from regional campus reserves.

Required Expenditure Increases:

The category of required expenditure increases totals \$220,391. Included are negotiated pay increases for civil service employees, costs of occupying the new Ironton classroom building and increases for purchased utilities. These expenses are constant for all expenditure options.

Faculty and Staff Compensation:

A base salary increase of 3.8 percent is recommended for all faculty and contract staff. In addition, a pool for general merit increases and pool for equity and special merit is recommended for full-time employees. Also recommended, are increases for part-time teaching employees and an anticipated increase in the cost of health care insurance for all employees. The compensation and health benefit cost increases are the same for each income/expense option.

TABLE IV
Preliminary Expenditure Plan
Regional Higher Education
1989-90

<u>Expense</u>	<u>Option A</u>	<u>Option B</u>	<u>Option C</u>	<u>Option D</u>
Continuing Base	\$19,027,663	\$19,027,663	\$19,027,663	\$19,027,663
Required Expenditure Increases				
New Building	\$40,000	\$40,000	\$40,000	\$40,000
Purchased Utilities	\$51,253	\$51,253	\$51,253	\$51,253
Civil Service Wages	\$129,138	\$129,138	\$129,138	\$129,138
Sub-Total	\$220,391	\$220,391	\$220,391	\$220,391
Other Expenditures				
Compensation				
Faculty & Staff				
Base Increase (3.8%)	\$266,813	\$266,813	\$266,813	\$266,813
Special Merit	\$226,089	\$226,089	\$226,089	\$226,089
Equity & Extraordinary Merit	\$54,767	\$54,767	\$54,767	\$54,767
Health Insurance Rate Increases	\$106,954	\$106,954	\$106,954	\$106,954
Summer Teaching Part-Time	\$68,907	\$68,907	\$68,907	\$68,907
Academic Year Part-Time	\$172,385	\$172,385	\$172,385	\$172,385
Sub-Total	\$895,915	\$895,915	\$895,915	\$895,915
Planning Pool & University-wide Needs				
Increase Student Aid	\$5,208	\$3,472	\$1,736	\$0
Supplies & Equipment	\$40,133	\$57,624	\$57,507	\$280,267
Minority Recruitment	\$12,590	\$12,590	\$12,590	\$12,590
Library Acquisitions	\$9,291	\$11,987	\$11,991	\$235,514
Plant Maintenance & Repair	\$18,750	\$27,393	\$27,407	\$350,000
Instructional Maintenance & Repair	\$18,750	\$27,393	\$27,407	\$125,000
Planning Pool	\$267,314	\$219,194	\$219,194	\$273,259
Sub-Total	\$372,036	\$359,653	\$357,832	\$1,276,630
Total Expenditures	\$20,516,005	\$20,503,622	\$20,501,801	\$21,420,599

Planning Pool and University-Wide Needs:

These expenditures differ from other expenditures in the amount of the proposed expenditures and the implementation schedule. Included are increases in student aid, supplies and equipment, library acquisitions, minority recruitment, plant maintenance/repair, instructional maintenance/repair and planning pool requests. These planned expenditures parallel those proposed for the Athens General Programs.

Planning Pool Recommendations:

Fifty-four planning proposals costing \$308,707 were reviewed for possible funding. Evaluation of these proposals by the Office of Regional Higher Education and the Regional Campus Deans/Director resulted in the recommendation for funding of 44 of the proposals totalling \$273,259. Appendix C presents a description of the planning pool proposals recommended for funding under various income/expense options.

III. MEDICAL EDUCATION

Budget planning for the College of Osteopathic Medicine proceeds independently, but in conjunction with planning activities for other units of the University. The college has recommended that Ohio University participate in the Board of Regents buffering formula for Ohio medical colleges. The college is thereby eligible for instructional subsidy calculated on the approved base of 433 students.

Income:

A major component of the income for the College of Osteopathic Medicine is derived from state appropriations consisting of instructional and clinical subsidies. Great uncertainty surrounds the development of the state budget for the next biennium and one of several alternatives seem possible.

After several years of level funding, state appropriations are anticipated to increase. The magnitude of any increases will depend upon the outcome of the legislative process. In recognition of this uncertainty four separate income/expenditure options have been considered. They correspond to similar options considered by other budget units of the University.

Under these assumptions the state subsidy support for the College of Osteopathic Medicine could range from \$7,552,000 under the worst case option to \$8,099,000 under the executive budget recommendation which presumes new tax revenue.

The student headcount enrollments on which student fee revenue is based and the subsidy eligible FTE with buffering are the same for each income option. Tuition and fees are based upon a projected total medical enrollment of 378 students. Enrollment projections for all programs of the University are presented in Appendix A.

The various income/expense options differ only in the level of state subsidy support and the magnitude of student fee increases required to maintain programs at present levels and to accommodate inflation. Depending upon the level of subsidy funded in the final appropriations law, fee increases will range from zero to 12 percent.

The clinical subsidy of \$4,211,000 is anticipated under each income/expense option. Changes in non-enrollment based programs are less likely to fluctuate than other budget categories.

The state appropriations, tuition and fee charges, and other income represent approximately 81 percent of the college budget. The proportion of income contributed from other restricted state appropriations for primary care, family practice, and geriatric program have declined in the past several years. The Regents have recommended increases in these programs and we hope that support for these important programs will not diminish further in the new state budget.

The college will receive increased income from the Ohio University Osteopathic Center, Inc. (MCI) for contractual obligations. Separate restricted state appropriations for Area Health Education Centers (AHEC), state and federal grants and contracts make up the remainder of the revenue available to the college. A composite summary of projected general operating income is presented in Table V.

TABLE V

College of Osteopathic Medicine
Estimated Operating Income

<u>Category</u>	<u>Option A</u>	<u>Option B</u>	<u>Option C</u>	<u>Option D</u>
Instructional Subsidy	\$7,552,000	\$7,785,000	\$7,901,000	\$8,099,000
Clinical Subsidy	4,211,000	4,211,000	4,211,000	4,211,000
Tuition	2,383,000	2,308,000	2,235,000	2,160,000
Out-of-State Surcharge	79,000	77,000	74,000	72,000
Application Fees	7,000	7,000	7,000	7,000
MCI	1,375,000	1,375,000	1,375,000	1,375,000
Other Income	<u>21,000</u>	<u>21,000</u>	<u>21,000</u>	<u>21,000</u>
TOTAL	\$15,628,000	\$15,784,000	\$15,824,000	\$15,945,000

Expenditures:

The College of Osteopathic Medicine's expenditure budget projection includes ongoing base expenditures of \$14,762,900. To the beginning base, required increases mandated by law, associated with existing University policy, or resulting from contractual agreements are added which total \$255,000.

Faculty and staff compensation increases, which are constant across all income/expense options, are consistent with the University plan to provide 3.8 percent average base salary increase for faculty and contract staff, a pool for general merit increases, and a pool for equity and special merit adjustments. Projected increases in health insurance benefits are expected to cost \$84,000.

Ability to meet other college needs is related to the income available for distribution beyond these established commitments. Options B through D permit continuation of the long range planning pool which funds, on a competitive basis, projects submitted by faculty, staff, and students that address the goals and objective of the college's long range plan. In the current academic year funding has been awarded to support basic science and educational research, laboratory teaching materials, patient education and student support programs. Proposals to be funded from the budget for next year will be reviewed during the early weeks of the new fiscal year.

In addition, income available in Options B through D will permit increased allocations for supplies, equipment, and for support staff that are necessary for the college's expanding clinical training program. The expenditure plans for each income/expense option are presented in Table VI.

TABLE VI
Preliminary Expenditure Plan
College of Osteopathic Medicine
1989-90

<u>Expense</u>	<u>Option A</u>	<u>Option B</u>	<u>Option C</u>	<u>Option D</u>
Continuing Base	\$14,762,900	\$14,762,900	\$14,762,900	\$14,762,900
Required Expenditure Increases				
Civil Service Wages	\$250,000	\$250,000	\$250,000	\$250,000
Medicare for New Employees	\$5,000	\$5,000	\$5,000	\$5,000
Sub-Total	\$255,000	\$255,000	\$255,000	\$255,000
Other Expenditures				
Faculty and Staff Compensation				
Base Increase (3.8%)	\$256,800	\$256,800	\$256,800	\$256,800
Special Merit	\$216,690	\$216,690	\$216,690	\$216,690
Equity & Extraordinary Merit	\$52,610	\$52,610	\$52,610	\$52,610
Sub-Total	\$526,100	\$526,100	\$526,100	\$526,100
Health Insurance Increases	\$84,000	\$84,000	\$84,000	\$84,000
Other College Needs				
Planning Pool	\$0	\$25,000	\$25,000	\$50,000
Supplies/Equipment & Support Staff	\$0	\$131,000	\$171,000	\$267,000
Sub-Total	\$0	\$156,000	\$196,000	\$317,000
Total Expenditures	\$15,628,000	\$15,784,000	\$15,824,000	\$15,945,000

APPENDIX A

Summary of Enrollment Projections
For 1989-90 Budget Planning

<u>Category</u>	<u>1988 Actual</u>	<u>1989 Projection</u>	<u>Change</u>
<u>Athens Regular</u>			
Undergraduate	14,313	14,570	
Graduate	2,284	2,319	
Sub-Total	16,597	16,889	
Medicine	378	378	
Total Athens Regular	16,975	17,267	292
<u>Continuing Education</u>			
Undergraduate	524	400	
Graduate	15	15	
OPIE	74	75	
Sub-Total	613	490	(123)
Total Main and C.E.	17,588	17,758	169
<u>Branch</u>			
Undergraduate	6,454	6,475	
Graduate	724	725	
Sub-Total	7,178	7,200	22
Grand Total All Campuses	24,766	24,957	191

APPENDIX B

Athens General Programs
Planning Pool Summary

Forty-six of the 60 proposals considered for final evaluation by UPAC are recommended for funding under various income/expense options. The income available under Option A will permit funding 31 of the top ranked proposals. These proposals total \$750,682. The University operating reserve will be used to accommodate the minor variations from the planning pool amounts recommended and the actual cost of the proposals under each option.

I. Option A

Forum Theater Counterweight Systems (Fine Arts)	\$28,937
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The Forum Theater is a major laboratory and instructional space for performance and design students in the School of Theater. The counterweight system and rigging rope used for the installation of lighting instruments and scenery are no longer functional for production.

Upgrade of Security Radio System (Administration)	\$3,080
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Funding is recommended for the Security Department to upgrade the mobile radios in four cruisers to allow direct access from our mobile units to security aides, physical plant personnel, student escorts, emergency maintenance and disaster personnel.

Brush Chipper (Administration)	\$7,000
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During summer months, grounds personnel trim all trees and bushes on campus to remove dead limbs and limbs that have grown into buildings, over roofs, and into walkways, parking lots, and streets. All limbs that are removed have been trucked to a dump area on the outskirts of campus. This area has been closed and we must now find another means of disposing of the pruned materials. A brush chipper would reduce the material to mulch which we can use on campus as organic material to incorporate into the soil.

Expansion of John Newton Templeton Scholarship
(University-Wide) \$30,000

While the John Newton Templeton Scholarship program has been successful since its inception, admissions trends and data indicate additional funding is needed to successfully administer this program. Within a very competitive climate for highly qualified minority students, a competitive renewable scholarship program is one of several critical factors to be considered.

Undergraduate Minority Student Recruitment Funds
(Administration) \$10,000

Although applications have increased, the number of black freshmen enrolled for the last two fall terms has declined. A review of minority student recruitment in Ohio reveals that many colleges and universities have stronger and more comprehensive programs in this area than Ohio University. This proposal requests additional operating funds to increase undergraduate minority student recruitment efforts.

Statistics Instructor
(Arts & Sciences) \$23,859

Funding is recommended for the Psychology department to hire one instructor to teach introductory statistics. Over 7 percent of the undergraduates attending Ohio University are enrolled in this course.

Honors Tutorial Instructional Funding
(Honors Tutorial College) \$33,600

The Honors College furnishes annual instructional funding of \$800 per tutorial student to each tutorial department. The enrollment by honors students has outgrown the budgeted instructional funding. The balance needed for full funding of current tutorial students in the 24 departments is recommended.

Synclavier Upgrade Package
(Fine Arts) \$30,572

Funding is recommended to upgrade the current Synclavier Digital Synthesizer system. As a vital component in electronic music training for undergraduate and graduate students, the Synclavier serves students in music composition, film, theater, dance, and telecommunications.

Tape Recording for Police Telephone and Radio
(Administration) \$21,638

The recording equipment recommended will provide the capability of storing, recalling and transmitting information received at the Security Office. It will provide the capability of instant recall to verify locations of incidents such as fire, assault, etc.

Super Scholarships
(University-wide) \$30,000

As a result of current marketing strategies, it is increasingly more difficult for Ohio University to remain competitive in the marketplace for outstanding students. This proposal will provide support for the creation of ten renewable "Super Scholarships" to attract and recruit "Super Scholars". Funding is proposed for a four-year period to fund ten renewable Super Scholarships at \$3,000 each.

Establish an Introductory Computer Science Laboratory
(Arts and Sciences) \$59,424

The demand on the Computer Science Department's PC lab has steadily increased from both service courses and courses for majors. To accommodate more students, this laboratory must be expanded. This proposal addresses the equipment portion by seeking funds for eight advanced micro-computers.

PACE Funding
(University-Wide) \$25,000

Additional funding is recommended for the PACE student employment program. PACE allows students to earn money for educational expenses while gaining valuable career related experiences. Additional funding will help ensure that a quality program is maintained and made available to more students and departments.

Increased Laboratory Supplies for Botany
(Arts and Sciences) \$6,000

Funding is recommended for the Botany Department to increase their supplies budget by \$6,000 per year to up-grade the quality of instruction in undergraduate laboratory courses. Most of this amount will be targeted to 100-level courses, which currently have an annual enrollment of 750 students. The remainder will be used for innovation in upper-division courses.

Student Activities Commission Programming (Dean of Students) \$35,000

The budget for the student activities commission has remained the same for many years. Funds are allocated to 271 student organizations for various types of programming. Inflation and enrollment increases have placed increased demands on this student managed program.

Undergraduate Instructional Laboratory Support (Engineering and Technology) \$35,000

External support has been used to establish and improve instructional laboratory facilities. Funding is recommended to assist in keeping existing facilities at a level of currency for quality engineering education.

Position in Spanish (Arts and Sciences) \$25,000

As enrollments in first and second year Spanish courses continue to increase, it has become increasingly difficult to staff Spanish instruction courses with qualified instructors from the Athens area. Funding for a full-time position is recommended.

Position in Russian (Arts and Sciences) \$36,000

Strengthening the instructional program in Russian will enhance the curriculum of the Contemporary History Institute and will benefit all students working in Russian and Soviet studies. Funding is proposed for a position to be filled by a candidate familiar with pedagogical methods leading to linguistic proficiency and cultural awareness.

Position in Exercise Physiology (Health and Human Services) \$36,454

The recent accelerated interest in exercise and health in this country has resulted in an increased enrollment in both undergraduate and graduate programs in Exercise Physiology. Historically, selected major courses have been taught by faculty in the Department of Zoology and Biological Sciences. Funding for a permanent position in the College of Health and Human Services is recommended to respond to increased enrollment demands.

Ethernet Expansion to Include the Accelerator Laboratory
(Arts and Sciences) \$16,500

Strong connections to other U.S. research facilities, as well as to international laboratories, have been an important reason for the strength of the research program in nuclear physics at Ohio University. Rapid and efficient transfer of data and computer programs between Ohio University and other laboratories throughout the world will be enhanced by the extension of the ethernet network to the accelerator lab.

Two Graduate Associates in Geography
(Arts and Sciences) \$12,000

Funding is recommended for two new graduate associate positions to cover new and growing service and teaching needs in Geography. These additions will supplement the recent addition of a faculty member in Geographic Information Systems.

Theatrical Lighting System
(Fine Arts) \$8,950

Funding is recommended by UPAC to replace and expand theatrical lighting equipment for the Putnam Studio Theater. Replacement parts for the existing system are no longer available. This equipment is vital to the dance training program.

University Postdoctoral Fellowships
(Institutional Services) \$49,800

An area in which Ohio University differs from similarly sized institutions with active research and graduate program is in its small number of postdoctoral fellows. Two fellowships are recommended and will be awarded to colleges and departments on the basis of competitive proposals.

Two Student Assistant Directors for MAC Laboratories
(Arts and Sciences) \$10,000

The English department has proposed the employment of student assistant directors to oversee the day-to-day operations of its two micro-computer laboratories. Supervision of the labs by mature and technically sophisticated undergraduate students will be cost effective and will provide excellent preparation for similar positions upon graduation.

Technician for Mass Spectrometer and Protein Sequencer
(Institutional Services and Office of Graduate and
Research Programs: Joint Proposal) \$30,000

The Instrumentation Center has been established to provide access to major instrumentation by sharing resources across departmental and college lines. Efficient operation and maintenance of centrally located technical equipment requires a qualified technician. The proposed technician will work under the supervision of appropriate faculty members and will oversee operation of instruments, will run samples for faculty, staff and students, and will instruct students in the use of the instruments.

Remote Video Cameras for the Child Development Center
(Health and Human Services) \$21,453

Remote video equipment is needed in the Child Development Center to increase and enhance research capabilities and to aid in supervision and training of students. The remote cameras will allow students and researchers to view children without entering the classrooms. Equipment for two classrooms is recommended.

Acquisitions Fund for Learning Resources Media Library
(University-wide) \$15,000

More requests are received from departments than can be filled for video cassettes and films to augment classroom lectures and demonstrations. Funds are recommended to expand the library of materials which have become increasingly more popular with faculty and students.

Undergraduate Catalogs from Admissions and Recruiting
(University-wide) \$8,300

For the past several years, one-time allocations have been made for printing additional undergraduate catalogs needed as a result of the increased number of students seeking admission to Ohio University. Since the number of prospective students requesting them is expected to remain at the present level or to increase, base funding for printing additional copies is recommended.

Teaching Position in Art
(Fine Arts) \$20,697

Increased student demand for foundation courses in drawing and two-dimensional design have required the addition of five sections each quarter beyond those that can be covered by current resources of the college. Base funding for a faculty position to teach extra sections in these areas is recommended.

Civil Engineering Faculty Position (Engineering and Technology) \$53,600

Funding is recommended to permit the department, the college of Engineering and Technology, and the Center for Geotechnical and Groundwater Research (CGGR) to enhance and augment instructional, research, training, and service capabilities. The faculty member selected to fill this position will participate in the multidisciplinary efforts of CGGR with particular emphasis on the environmental aspects of groundwater and geotechnical problems in a variety of disciplines.

A Real-time Spectrum Analyzer and Audiometer (Health and Human Services) \$17,318

Throughout the undergraduate, master's, and doctoral programs, students are frequently exposed to a particularly difficult area—acoustics. With the rapid advancement of technology, a constant need exists for equipment that incorporates the latest in technology for the assessment of auditory function.

Support for Shared Audio Visual Equipment (Computer and Learning Resources) \$10,500

Additional funds are required to maintain, replace, and, in some cases, purchase permanently assigned or mounted audiovisual equipment in classroom facilities used by multiple departments. Historically, such equipment has been purchased from new construction or renovation funds and not from general operation budgets. Ongoing base funding is recommended.

Cumulative Total \$750,682

II. Option B

Three additional proposals can be funded from the planning pool if the level of state support described as Option B becomes available. The three additional proposals total \$72,520.

Campus-wide Data base for Instructional Media (Library and Telecommunications: Joint Proposal) \$21,420

The Telecommunications Center and the Ohio University library jointly propose the cataloging of approximately 16,700 titles of material contained in the Telecommunications Center, the Language Laboratory, the Learning Resources Center, the Learning Laboratory of the College of Osteopathic Medicine, and the Education Media Center. This information will be part of the ALICE database for the benefit of users campus-wide.

Summer Orientation for Urban Teacher Education Candidates (Education) \$21,100

Funding is proposed to design, develop, and implement an intensive five-week summer orientation program for Urban Teacher Education Candidates. The program will be designed to assist in the development of study skills, provide tutoring in selected academic areas, and to orient the students to teach in an urban school environment. The continuing decline of Black teachers has had a profound impact on American public schools. This decline exhibits an impact on urban schools where the lack of teaching role models discourages black students from pursuing careers in teacher education.

International Travel Fund (International Studies) \$30,000

To encourage professional international activity, faculty from all units of the University need access to a central pool of funds for international travel. An international travel grant committee, comprised of representatives from each unit on campus and chaired by the Associate Provost for International Programs will review proposals and make grant decisions. Access to the travel fund would depend upon prior approval of the academic legitimacy of the professional activity by the individual's department/school and college.

Cumulative Total \$823,202

III. Option C

The income available under income/expense Option C would permit the funding of four additional proposals beyond those possible with Option A and B. The cost of the additional proposals is \$122,852.

Tenure Track Position in Finance (Business Administration) \$59,993

Funding is recommended for development of a new major area (banking/financial services) and to add much needed structure to the department of finance. Core requirements within the College of Business and other University departments require almost one-third of the sections now offered.

Classified Library Assistant for Interlibrary Loan (Library)	\$21,340
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The Interlibrary Loan Department works with counterparts at other libraries in Ohio, United States and foreign countries to serve their users as well as serving our University community. With no change in staffing, there has been a 22 percent increase in items borrowed and lent. To compensate for the increased workload, an additional classified position is recommended.

One Super Stipend for Comparative Arts (Fine Arts)	\$8,500
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Enrollments in Tier II courses in Comparative Arts have nearly doubled in the past two years. Additional sections can be offered and staffed by experienced college teachers who want to pursue an interdisciplinary Ph.D. program in Fine Arts.

Physical Therapist/Therapy Associate in Hudson Health Center (Health and Human Services and Administration: Joint Proposal)	\$33,019
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This position would meet the need for additional treatment of students, provide additional clinical teaching experiences for students in the School of Physical Therapy and in Pre-Physical Therapy, allow for the continued growth of the medical program for the performing arts, and provide the opportunity for additional research. The position would provide full-time coverage at Hudson during the academic year, and be used during vacation and summer quarters to supplement the ongoing services of Therapy Associates.

Cumulative Total	\$946,054
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IV. Option D

Beyond those described above, eight additional planning proposals costing \$109,005 could be funded from the Planning pool under income/expense Option D.

CPB Fellowships For Women and Minorities (Communications and Telecommunications: Joint Proposal)	\$30,000
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Continued funding is recommended for two graduate fellowships and matching scholarships for qualified women and minorities currently employed in public broadcasting. Fellowship holders would study for Master of Arts in Telecommunications, specializing in public broadcast management. This program has been cut from federal budgets. The college seeks its continuation because the program has a proven record. For every CPB award to date, several other female and minority applicants have come to Ohio University at their own expense.

Teaching Assistantship in Art History (Fine Arts) \$8,505

Enrollment in the art history survey has climbed steadily over the past several years, with the recent reduction in Tier II designated courses accelerating the growth in art history enrollment. Funding is recommended for one teaching associateship to meet the need for discussion leaders in a ratio more nearly appropriate to the number of students enrolled in art history survey courses.

Leadership Development Program (Dean of Students) \$5,000

UPAC recommends that funds be allocated to increase the amount of support provided for the administration of the Ohio University Leadership Development Program. Students voluntarily participate in the program which is designed to help them understand leadership, development related skills, and experience synthesis through true-to-life involvement in campus organizations.

Mid-West Newspaper Workshop for Minorities (Communication) \$10,000

A pilot project funded by the newspaper industry and the Provost's summer pool has proven successful. It selectively enrolls mature adults who want to report, write, and edit, and it gives them a ten-week course to prepare them for immediate job opportunities with newspapers. The proposal would provide about 12 percent of the \$80,000 cost of the program with the remainder coming from industry sources.

Summer Stipend Support for Undergraduate Chemistry Research (Arts and Sciences) \$12,000

The linkage between undergraduate and graduate programs can best be provided in the sciences by furnishing the undergraduate with a research experience. This proposal will provide summer stipends for undergraduate students to engage in research with chemistry faculty members. The program will also serve as a useful device for recruiting and retaining both quality undergraduate as well as graduate students to Ohio University.

Conservation Technician (Library) \$25,000

To treat the vast numbers of books and other materials at varying levels of deterioration, a trained conservation technician would provide archivally sound repairs, will protract the usability of already deteriorated materials, and prevent deterioration in newer items. Other responsibilities will include staff and student training, selection of student employees for repair services, and identifying the most appropriate treatment for items.

Membership fees for VAX Software Maintenance Program
(Arts and Sciences) \$6,500

The Arts and Sciences Computer Graphics Laboratory (ASCGL), located in Clippinger, is a facility created about ten years ago by seven units in the college and used by faculty and students at both the undergraduate and graduate levels. Funds are recommended for membership fees to join a campus-wide VAX software maintenance program and for buying documentation for the software.

Ohio University Student Financial Aids Brochures
(Administration) \$12,000

Funding is recommended to cover the cost of printing publications that describe the scholarships offered at Ohio University as well as up-to-date comprehensive financial aid policies and procedures. With constant regulatory changes, it is difficult to produce and maintain quantities of up-to-date brochures.

GRAND TOTAL \$1,055,059

APPENDIX C

Regional Campus Planning Pool Requests
For All Options
Recommended Allocation Totalling \$219,194

BELMONT CAMPUS

Evening Clerk \$3,640

Funds are requested to expand the hours of the part-time civil service clerk in the admissions and registration office. This proposal would extend the hours to cover Fridays, plus the first Saturday of each term.

Campus Computer Development Phase III \$12,800

The next phase of the campus's long term computer support system will include: 1) four work stations for faculty members, 2) upgrading the network software, 3) provide a link between the lab computing environment and the local and wide area network.

James Wright Festival \$5,000

This proposal will make it possible to sponsor the Tenth Annual James Wright Poetry Festival which will bring back to the Upper Ohio Valley at least 19 of the poets who have participated in previous festivals. Wright was a Pulitzer Prize winning poet (1972), born in Belmont County, who used the area extensively in his writing.

Exercise Equipment \$3,000

Presently, the quality of the programs offered at the campus is limited by the lack of aerobic training equipment. Since aerobic conditioning is the single most important indicator of physical fitness; this problem should be remedied as soon as possible.

New Mini Van \$13,000

A new more economical and manageable van is needed for recruiting visits, athletic programs, field trips, meetings, and transfer of supplies and equipment from Athens and daily travel to the bank, post office, etc.

CHILLICOTHE CAMPUS

Interactive Video \$1,574

The campus has begun to assemble a laser disc system which can benefit all teaching areas. Interactive video allows for tremendous flexibility of presentations, providing, with appropriate software, both traditional video and single-image format.

Replacement of Audio Visual Equipment and Materials \$3,500

As audio visual usage increased, the ability to replace outdated and/or worn out equipment and materials has not kept pace with the usage. These funds will help replace some pieces, as well as, replace outdated instructional materials.

Shoemaker Center Parking Lot Lights \$2,500

Installation is requested for two security lights at the parking lot end of the footbridge to Shoemaker Center which is extremely dark.

Video Production and Cable T.V. Advertising \$4,700

These funds are needed to broaden our advertising base through the use of local cable stations and video tapes. The media of T.V. is much more expensive than radio and newspaper advertising.

Public Relations Graduate Assistant \$8,416

A public relations internship has been developed with the School of Journalism. This person would have responsibility for coordinating and developing the public relations function which includes news releases and working with area media.

Alan Gough Adena Painting Retrospective \$3,400

The fine arts program is planning a retrospective exhibition by local artist Alan Gough. Mr. Gough is a nationally recognized artist, having shown at the Art Institute of Chicago, The National Academy of Design, The Pennsylvania Academy of Fine Arts and the Smithsonian Institution. This exhibition will focus on Gough's 37 years of using the Adena property as subject matter for these paintings.

Ultra Sound Therapy Unit \$3,195

This ultra sound therapy equipment would be used by the Physical Education and Athletic Department to treat sports and other related injuries.

Word Processors/Central Processing Center \$3,500

Two IBM XT compatibles are needed to compile documents, contracts, test banks, etc., for the faculty and administrators.

Risk Analysis and Simulation Modeling \$420

The risk analysis and simulation modeling for the Business Management Technology program.

Appalachian Studies - Films, Tapes and Equipment \$2,246

Several courses are offered in Appalachian studies including Politics of Appalachia, geography and sociology. This proposal is related to educational needs in the Ross County area which is part of Appalachia, and therefore would benefit from an enhancement of the program.

IRONTON CAMPUS

Information Bulletin Board System \$5,000

There has been a significant continuing growth in our student body, community education programs, programs for business and industry and special events involving the leaders and citizens of our service area - the Tri-State. Funding of this request will enhance the image of the campus and upgrade the quality of operation in all the activity areas identified.

Faculty Support Specialist \$9,200

A full-time faculty support specialist will serve both full and part-time faculty regarding requesting clerical assignments and the coordination of activities. The true benefits will be through faculty doing a better job with a higher comfort level concerning their relationship with the University and their responsibilities there in.

LANCASTER CAMPUS

Tutoring and Learning Center \$32,571

The objective of the program is to help students who are having difficulties with their classes. Tutoring statistics support the need for such assistance. Also, it is assumed the retention rate will improve. The Center will also play an important role in helping to organize the new "extended" freshmen orientation course (UC 115).1

Coordinator of Computer Services and Laboratories \$6,444

The purpose of this request is to increase the current contract for the coordinator. This will provide more open computer laboratory hours, control of software and purchasing of hardware.

Student Recruiting Clerical Assistance \$3,755

Clerical assistance is needed to help in the orientation program designed for "high risk" students. This position will help in responding to inquiries very quickly.

Business and Industry Field Contact Coordinator \$14,826

The O.U.-Lancaster Business and Industry Survey (March, 1988) stressed that we needed to improve communications with the business community. The coordinator will have the responsibility for systematic communication with almost one hundred industries and approximately six hundred retail establishments in the service area. The purpose will be to maximize courses, workshops and seminars.

Business Management Technology (Supplies/Equipment) \$400

Monies for supplies and equipment are needed in view of the growth and success of the program.

Community Advertising \$10,000

This money will be combined with the monies in Student Services and Assistant Dean's Office to be used for newspaper, radio and television advertising. This advertising could not only help us more effectively promote our programs and student successes, but also events that are being sponsored on the campus.

Parking Lot Maintenance \$4,000

Last year, \$250,000 was spent to resurface the existing parking area and to add 84 new spaces. The amount requested would be sufficient to seal and repair approximately one-half of the paved area annually.

PORTSMOUTH RESIDENT CREDIT CENTER

Computer/Physical Services \$3,980

Computer/physical services are needed to accomplish good teaching, advising and foster greater efficiency in the office.

ZANESVILLE CAMPUS

Computer Lab Supervisor \$25,417

Increased enrollment in computer science courses and increased use of computer facilities for computer assisted instruction have demonstrated the need for increasing student and faculty access to the computer laboratory. The computer lab supervisor is essential to the operation of the lab, the coordination of student workers and the maintenance of equipment.

Athletic Director \$3,710

The current athletic director has returned to full-time teaching, the monies are needed to fund this position. This will allow the campus to maintain its current level of athletic programming.

Library Audio Visual Equipment \$2,000

Changes in classroom teaching methodology and the availability of Regents equipment funding has resulted in both the increased use of AV equipment and the amount of AV equipment. This funding is needed to maintain the continuity of AV maintenance and repair at its current level.

Public Relations Coordinator \$12,000

A public relations program is necessary to enhance recruitment, retention, and resource development (especially in light of the proposed university-wide development campaign.) In addition to these standard reasons, more publicity boosts the morale of faculty and staff whose accomplishments are recognized and programs brought to the attention of the public.

Reference Librarian \$15,000

The Zanesville Campus Library serves both O.U.-Zanesville and Muskingum Area Technical College. With the increase in the enrollment of both schools, the current library staff is inadequate. A reference librarian is essential either full-time if both institutions share the cost or half-time if only O.U.-Zanesville provides funding.

TOTAL ALLOCATION \$219,194

Additional Planning Pool Requests
For Option "A"
Recommended Allocation Totaling \$267,314

BELMONT CAMPUS

Campus Promotion Campaign \$7,200

This proposal calls for enhancement of recruiting activities. The money will be used to pay the printing and direct mail promotional materials, purchase advertising, buy mailing lists and develop student recruitment teams. This proposal expands on existing activities, which have helped increase enrollments by 50 percent since 1983.

CHILLICOTHE CAMPUS

Aerobic Exercise Equipment \$951

Aerobic exercise being necessary for a total fitness program, we are requesting the addition of a stationary bicycle and a rowing machine to the exercise and training rooms of the gym.

Extended Tutor Hours - Language Laboratory \$838

The language laboratory, which serves students in several English courses as well as in French and Spanish, has a need to extend its hours. An additional 150 student hours during the academic year are needed, along with 100 hours in the summer. (The lab has previously been closed during the summer.)

Fine Arts Exhibitions/Visiting Artists \$1,050

Funding is needed for an expanded exhibitions/visiting artist program. The program consists of theater, comparative arts, studio and art history which will serve the campus and community as an instructional and cultural resource.

Human Services Technology/Law Enforcement Technology/
Renovation Equipment and Furniture Needs \$6,500

To accomplish the goal of "providing greater learning experience," laboratory space needs to be renovated and new equipment and furniture needs to be purchased. The Human Services Technology proposed program is toward a greater emphasis on one-on-one helping skills. The Law Enforcement Technology program would benefit in areas of interviewing, interrogation and other conceptual areas where a one-on-one approach is a necessity.

IRONTON CAMPUS

Retention Program \$5,000

Funds are sought to supplement components already in place in the retention program: 1) a computer-adaptive testing program to streamline the placement process, refine the advising process, and gain additional insights about students, and 2) a part-time position for an intervention counselor for probationary students who will maintain statistics on the probationary population of this campus, interest assessment results, refer students to appropriate resource people and facilities, and monitor the progress of those students through individual and group meetings.

LANCASTER CAMPUS

Compact Disc Read Only Memory \$10,000

The newest technology for the storage and retrieval of hugh amounts of information is the compact disk read only memory (CD-ROM). Many of the heavily used indexes are now available on CD-ROM and more are being added each year. The CD-ROM's will save valuable storage space, provide access to information not available to a regional campus and make retrieval of the information quicker.

Audio Visual and Computer Program \$4,000

Funds have not been provided to the faculty or to the library to purchase software, either audio-visual or computer software. These are essential teaching tools and \$4,000. is a minimal amount to fill this need.

ZANESVILLE CAMPUS

Part-time Counselor and Advisor \$3,000

A part-time counselor and advisor is needed to handle admission appointments during the busiest time of the year, and handle the overflow of students who need to be advised during advising periods.

Part-time Student Labor \$3,081

Funding for student labor is requested for the Plant Operations Department. Services will be provided which are not normally available given current levels of staffing.

Schedule Printing \$6,500

Mail distribution of quarterly schedules has proved to be our most effective method of communicating with persons in our service area. This request will help printing and distribution at current levels.

TOTAL ALLOCATION \$267,314

Additional Planning Pool Requests
For Option "D"
Recommended Allocation Totaling \$273,299

CHILLICOTHE CAMPUS

Video Tape Recorder Unit \$407

The purchase of a Magnin 13" color TV-VHS video tape unit would provide us with a compact mobile system for public relations purposes.

LANCASTER CAMPUS

Student Hourly Wages \$3,538

This proposal will provide sufficient help to cover all stations in the library the hours the library is open. Student help is essential in a library for many of the tasks to be done.

ZANESVILLE CAMPUS

Computer Lab \$2,000

The expansion of the computer lab and the increased student and faculty use necessitates emergency and periodic maintenance and repair of computers and axillary equipment as well as the purchase of related software.

TOTAL ALLOCATION \$273,259

APPENDIX D

Schedule of Graduate and Undergraduate Student Fees
Athens General Programs
1988-89 to 1989-90

Category	Proposed Increases over Fall 1988									
	Option A		Option B		Option C		Option D			
	Quarter	Annual	Quarter	Annual	Quarter	Annual	Quarter	Annual		
<u>Undergraduate</u>										
Tuition	\$ 75	\$225	\$ 50	\$150	\$ 25	\$ 75	\$ 0	\$ 0		
General Fee	20	60	14	42	6	18	0	0		
Non-Resident Surcharge	135	405	100	300	65	195	33	99		
<u>Graduate</u>										
Tuition	85	255	58	174	30	90	0	0		
General Fee	20	60	14	42	6	18	0	0		
Non-Resident Surcharge	135	405	100	300	65	195	33	99		
<u>Actual 1988-89</u>										
Category	Quarter	Annual	Quarter	Annual	Quarter	Annual	Quarter	Annual		
<u>Undergraduate</u>										
Tuition	\$640	\$1920	715	2145	690	2070	665	1995	640	1920
General Fee	158	474	178	534	172	516	164	492	158	474
Non-Resident Surcharge	853	2559	988	2964	953	2859	918	2754	886	2658
<u>Graduate</u>										
Tuition	715	2145	800	2400	773	2319	745	2235	715	2145
General Fee	158	474	178	534	172	516	164	492	158	474
Non-Resident Surcharge	853	2559	988	2964	953	2859	918	2754	886	2658

APPENDIX E

Schedule of Undergraduate Student Fees
Regional Campuses General Programs
1988-89 to 1989-90

<u>Category</u>	<u>Proposed Increases over Fall 1988</u>									
	<u>Option A</u>		<u>Option B</u>		<u>Option C</u>		<u>Option D</u>			
	<u>Quarter</u>	<u>Annual</u>	<u>Quarter</u>	<u>Annual</u>	<u>Quarter</u>	<u>Annual</u>	<u>Quarter</u>	<u>Annual</u>		
<u>Undergraduate</u>										
(Belmont, Chillicothe, Lancaster, Zanesville)										
Tuition	\$ 69	\$207	\$ 46	\$138	\$ 23	\$ 69	\$ 0	\$ 0		
General Fee	9	27	6	18	3	9	0	0		
Non-Resident Surcharge	135	405	100	300	65	195	33	99		
(Ironton & Portsmouth)										
Tuition	66	198	44	132	22	66	0	0		
General Fee	6	18	4	12	2	6	0	0		
Non-Resident Surcharge	0	0	0	0	0	0	0	0		
<u>Category</u>	<u>Actual 1988-89</u>									
	<u>Quarter</u>	<u>Annual</u>								
<u>Undergraduate</u>										
(Belmont, Chillicothe, Lancaster, Zanesville)										
Tuition	\$575	\$1725	644	1932	621	1863	598	1794	575	1725
General Fee	72	216	81	243	78	234	75	225	72	216
Non-Resident Surcharge	853	2559	988	2964	953	2859	918	2754	886	2658
(Ironton & Portsmouth)										
Tuition	554	1662	620	1860	598	1794	576	1728	554	1662
General Fee	45	135	51	153	49	147	47	141	45	135
Non-Resident Surcharge	30	90	30	90	30	90	30	90	30	90

APPENDIX F

Schedule of Medical Student Fees
College of Osteopathic Medicine
1988-89 to 1989-90

Category	Proposed Increases over Fall 1988								
	Option A		Option B		Option C		Option D		
	Quarter	Annual	Quarter	Annual	Quarter	Annual	Quarter	Annual	
<u>Medical</u>									
Tuition	\$213	\$639	\$142	\$426	\$ 71	\$213	\$ 0	\$ 0	
General Fee	20	60	14	42	6	18	0	0	
Non-Resident Surcharge	135	405	100	300	65	195	33	99	

Category	Actual 1988-89		1986	5958	1915	5745	1844	5532	1773	5319
	Quarter	Annual								
<u>Medical</u>										
Tuition	\$1773	\$5319	1986	5958	1915	5745	1844	5532	1773	5319
General Fee	158	474	178	534	172	516	164	492	158	474
Non-Resident Surcharge	853	2559	988	2964	953	2859	918	2754	886	2658

APPENDIX G

UPAC ACTION AGENDA

1989-90

**UPAC ACTION AGENDA
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I. INTRODUCTION

Beginning with the 1984-85 academic year various study groups have been established to examine the issues which should guide the work of UPAC. Membership on these study groups has not been limited to members to UPAC but also has included representatives with special interests or expertise that related to specific task force assignments.

When study groups complete their assignments, written reports are prepared which are presented to the full UPAC committee for discussion. Additional study groups with expanded membership have been established to review the work of the first effort and to incorporate into revised reports additional issues or conclusions that were raised during the report presentations.

During the current planning cycle, two UPAC task forces were formed to thoroughly review the UPAC Action Agenda and to propose changes in existing content and to incorporate new themes which have evolved from the work of the colloquium on the Third Century of the University.

This outline is an attempt to summarize the major underlying issues and conclusions contained in those reports or from the discussions that accompanied their presentation. The conclusions and action agenda items contained in this outline are not presented in any particular priority order nor are the items meant to be all inclusive. Rather, they represent an attempt to outline an action agenda to guide the work of UPAC in focusing on a planning horizon that extends beyond the preparation of the annual budget.

Planning unit participants and members of UPAC are encouraged constantly to critique this action agenda and to suggest ways in which it might become a vehicle for the continued evolution of our planning process.

II. FOCUS ON EXCELLENCE

A. INVOLVEMENT IN LEARNING

Conclusions:

- + Support for excellent teaching is vital to the University mission.
- + Exchange between professors about teaching strategies and concerns needs to be facilitated with particular emphasis on faculty renewal.
- + Teaching associates must be adequately prepared to contribute effectively to undergraduate education.
- + Development of interdisciplinary approaches to teaching and research are important aspects of strong University programs and require the removal of organizational barriers which exist within and between departments.
- + Quality undergraduate teaching must involve students in research and creative processes beginning in their early undergraduate years and continuing throughout their education.

Action Agenda:

1. The effects of interdisciplinary efforts on weighted student credit hours, faculty FTE and teaching loads should be studied to insure that their uses do not impede future interdisciplinary efforts.
2. All colleges should find new ways to honor distinguished undergraduate teaching by their faculty and teaching associates; university-wide recognition for outstanding teaching must go beyond the University Professor Program.
3. Strategies need to be established to encourage faculty to update their approaches to teaching in new and unconventional ways.
4. All teaching associates with grade book responsibilities should be required to take a departmentally-based course in their first quarter of teaching which introduces them to the instructional strategies appropriate for that discipline and initiates them into the University's standards for teaching.
5. Uniform standards for language proficiency of international teaching associates should be continuously monitored.
6. If the University Curriculum Council recommends the continuation of Tier III in its present form when it is reviewed in 1989, methods should be found which reward faculty and departments for teaching Tier III classes and for developing topical, interdisciplinary, and area studies.
7. Revision of course objectives and curricula should be continued to enhance inquiry, research, and creative activity throughout the undergraduate program.

II. FOCUS ON EXCELLENCE

B. POST-BACCALAUREATE INSTRUCTION

Conclusions:

- + Strong graduate programs at Ohio University are essential components of the concept of a university.
- + Such programs stimulate research and scholarly productivity among the faculty, serve the broader interests of the state and nation by the production of new knowledge and have a direct and measurable positive impact on the quality of undergraduate programs.
- + To remain a vital component of the University enterprise, the graduate programs of Ohio University must attract and retain outstanding students.
- + Given the constraints on the size of the undergraduate program the main potential for growth in the next 3-5 years is at the graduate level.
- + Stipend and other forms of financial support for graduate students in some programs of Ohio University have not remained competitive with support levels throughout Ohio or the nation.
- + The level of increase in graduate student financial aid required to remain or become competitive differs among competing programs.

Action Agenda:

1. Ohio University should strive to increase the stipend pool by at least the same percentage as faculty compensation.
2. Planning units should be encouraged to develop a plan for growth in selected areas of excellence in their graduate programs.
3. Both graduate stipends from operating funds and the services required of graduate assistants should be competitive with those of similar programs throughout the state.
4. Stipend increases should be allocated at the college level in accordance with market demand and the potential for improving the quality of future students to be recruited. The basis of selective funding should be academic preparation, minority recruitment, institutional need and service potential.
5. All participating departments should monitor the status of support provided by comparable competing programs nationally and throughout Ohio. The office of Graduate Student Services routinely collects statistical information from other universities which may be of assistance.
6. Budgetary units which have difficulty in maintaining stipends at competitive levels should be encouraged to submit well-justified proposals to UPAC to address the situation.

II. FOCUS ON EXCELLENCE

C. ACADEMIC AND SUPPORT PROGRAMMING

Conclusions:

- + The University library with its various periodicals and collections is at the center of any living university. The increased costs of periodicals and journals especially in the science areas of the curriculum have greatly exceeded the capacity of the library to maintain the number and scope of scientific journals of the past.
- + Erosion in the support for supplies, maintenance and travel during the past 15 years due to persistent inflation and modest state funding has impaired the ability of the University to maintain and improve program quality.
- + The promotion of greater internationalism is essential to the well-being of the University, the Athens community and the state.
- + The maturing technology of information storage and retrieval has important implications for the mode of service delivery of the modern library for acquisition, storage and utilization of library materials.

Action Agenda:

1. Substantial annual allocations should continue to be provided for library acquisitions and the acquisitions budget should continue to be included in any general allocation for supplies and equipment budgets.
2. Major annual allocations should be sustained and regularized for supplies and equipment budgets. Consideration should be given to specific increases for supplies, maintenance and travel budgets. Priority should be given to units of the University where the greatest need appears to exist.
3. The faculty and administration at all levels are encouraged to remove bureaucratic hindrances and to encourage additional interdisciplinary teaching and research and service efforts.
4. A fund should be established within the University to provide for special professional travel to research conferences, libraries with special research collections, and to research facilities of other universities for Ohio University faculty, staff and students. This fund also could be used to bring international and nationally recognized scholars to Athens for short visits or seminars.
5. The recommendations of study commissions at the University, State and National levels addressing the issue of library services for the next decade should be implemented as soon as feasible.

II. FOCUS ON EXCELLENCE

D. PROGRAM SUPPORT FOR ONGOING PROGRAMS

Conclusions:

- + Instructional units have received and will likely continue to receive funding for instructional equipment from the state for equipment inventory replacement. A systematic allocation for equipment inventory replacement in support areas must also be developed.
- + While equipment inventory replacement in the instructional programs has been partially addressed, allocations for maintenance and repair budgets have not kept pace.
- + For many years deferred maintenance of plant facilities at Ohio University have resulted in a backlog of unbudgeted maintenance projects. Although many improvements have occurred the current small operating reserve may not be adequate to deal with crises.
- + Administrative impediments affecting the lives of students and faculty must be minimized through adequate staffing of support programs and modernization of administrative systems.

Action Agenda:

1. A significant portion of the UPAC pool should be allocated for non-personnel expenditures.
2. UPAC should consider well documented proposals for the purchase, repair, or replacement of high cost equipment items which are beyond the capacity of individual units to accommodate.
3. Non-instructional units should develop plans for routine maintenance needs necessary to avoid crises situations and should submit plans to UPAC for consideration in the normal budgeting process.
4. Development of the new interactive student record and budget accounting system should be expedited.
5. The major administrative processes of the University should be studied routinely and modifications proposed which make them more responsive to the needs they are intended to serve.

II. FOCUS ON EXCELLENCE
E. QUALITY OF UNIVERSITY LIFE

Conclusions:

- + Maintenance and repair of the physical plant of the University are essential components of an effective working/living/learning environment of the University community.
- + A carefully defined workable plan for external orientation and promotion is required to communicate effectively and promote the many outstanding programs of the University.
- + Ohio University and the Athens community should serve as a cultural center for Southeastern Ohio.
- + Cultural and recreational activities and outlets for the creative talents of faculty, staff and students are important dimensions of the "University experience."
- + Retention of faculty, staff and students is influenced by the quality of physical facilities and the availability of adequate cultural and recreational opportunities.

Action Agenda:

1. Capital funding should be sought for facilities which improve the quality of life, with special emphases on facilities for the performing arts, recreation, and cultural programs.
2. Cultural and recreational programming should be improved, expanded and emphasized for all members of the University community.
3. The systematic program of external promotion designed to develop public awareness of Ohio University and to showcase the many quality programs and accomplishments of the University should be continued.

III. RESEARCH AND SCHOLARLY ACHIEVEMENT

Conclusions:

- + There is a growing expectation for research and scholarly productivity among all faculty.
- + Often there is an imperfect match between existing departmental research equipment and resources and the research specialty of newly employed faculty.
- + Keeping active faculty and keeping faculty active in research and scholarly pursuits requires resources for travel, start-up, and summer funding and funding for teaching replacement during periodic research leaves.
- + A large number of faculty retirements are anticipated in the near future. Research and equipment needs of their replacements will significantly impact the 300-900 budgets in every area.
- + A detailed summary is needed of the types of support for research and scholarly activity available through the Office of Graduate and Research Programs and through the office of the University's Washington liaison.
- + Interdisciplinary research efforts are difficult to support under the present system. The Education Plan II emphasizes the value of interdisciplinary activities but resources for it are inadequate.

Action Agenda:

1. The formalized allocation process to provide teaching replacement for faculty on research or scholarly activity assignment should be enhanced. Periodic review of the process to provide teaching replacement for faculty should be conducted.
2. Supplies and equipment budgets should be increased each year by at least the general rate of inflation.
3. The Office of the Associate Provost for Graduate and Research Programs should compile a publication for faculty describing the resources available for research and scholarly activities including resources available through this office. The role of the University's Washington liaison in contacting federal agencies and other Washington funding sources should also be clarified.
4. More resources should be allocated to support graduate students in research activities and for travel to present papers.
5. A task force should be formed which makes recommendations regarding the support of interdisciplinary research and scholarly activities.

IV. ATTRACTING AND RETAINING OUTSTANDING STUDENTS, FACULTY and STAFF

Conclusions:

- + If growth in the graduate programs is to be encouraged systematic analysis of graduate students' quality, acceptance and attrition rates is required for adequate assessment and accountability. Recruitment of quality graduate students should be encouraged.
- + Hiring minority and female faculty requires a multifaceted approach including attention to the University location and milieu.
- + The successful recruitment and retention of outstanding students is inextricably linked to the effective communication of the rich and varied opportunities available at Ohio University.
- + UPAC should encourage those activities that contribute most to a sense of community and encourage various sponsors to effectively communicate "The Ohio University Story."
- + Exposure to and involvement in the full range of experiences in the life of the University are important for all students and promote improved student retention, achievement and personal development.
- + Since many faculty will retire nationwide in the next 10 years it will be important to pay attention to the need to retain recently hired faculty in high demand areas.

Action Agenda:

1. The need for another Early Retirement Incentive Program for all employees should be investigated and a policy should be clearly enunciated.
2. Efforts should be expanded to attract very high quality students in selected programs who are currently applying to Ohio University but who are enrolling at other universities.
3. There is a need to provide emergency financial assistance to good students (GPA>2.80) who have exhausted their supply of Federal and State aid and who would otherwise drop out of school.
4. Systematic collection and analysis of data about graduate students should be instituted to allow for rational assessment and planning for growth in selected areas.
5. Stipend numbers and amounts should be evaluated regularly, and the use of super-stipends to attract quality graduate students should be continued and expanded.
6. The minority recruitment program for faculty and staff begun in 1987-88 should be continued, although attention should be given to the distribution of new positions among colleges and departments to avoid staffing distortions.
7. The university should institute a policy to allow for a timely response to situations where existing faculty are being recruited by other institutions.
8. The University should strive to improve the campus environment for minorities and women by encouraging innovative work assignments and scheduling, and by regular review of environmental factors affecting this segment of the university community.
9. Due to the need to encourage interdisciplinary cooperation the use of staff planning models and weighted student credit hours should be carefully reviewed and revised to reflect the new goals of the third century document.
10. Ties should be strengthened with alumni, advisory boards, the various campuses of the University,