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## MU NewsLetter, September 4, 1990

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# NEWSLETTER

MARSHALL UNIVERSITY • OFFICE OF UNIVERSITY RELATIONS • HUNTINGTON, WEST VIRGINIA 25755 • September 4, 1990

*Interim President Gould reports...*

## The State of the University, 1990-91

By **ALAN B. GOULD**  
Interim President

Welcome to Academic Year 1990-91!

As you know, this is a year of transition for Marshall University. Having set a standard against which future Marshall presidents will be measured, Dale Nitzschke has assumed the leadership of the University of New Hampshire. Some months down the road, his successor will be selected. In the interim, I have been asked to serve in the capacity of president.

As I told an alumni group recently, I suspect that may be a little mind-boggling to some of you; it certainly is to me. However, life goes on; fortunately, so does Marshall.

This university has made considerable progress in the past few years. My goal is to maintain that momentum and, perhaps, increase it a bit. We--you and I--need to look ahead not only to the next few months, but to the new decade. What we do today will have an impact on Marshall's circumstances in the next century.

For a couple of reasons, I've decided to present this year's "State of the University" report in written form, prior to this fall's first general faculty meeting. At that meeting, I'll be on hand to discuss some of the major agenda items with you.

### Students and Dollars

First and foremost, enrollment appears to be surprisingly strong. Primarily because of the shrinking pool of West Virginia high school graduates, admission applications were down and it was anticipated that enrollment would decline accordingly. But that has not happened.

Enrollment for off-campus courses and late registration continue as this is being written. Based on previous years' experience, it seems likely we will equal last fall's enrollment or perhaps show a modest increase by the September 10 official census date.

Generally, our salaries have been improved--dramatically in some cases. Our budget is a little better, but still far below our needs. As a result, we continue to have some problem areas.

Essentially, we have too many students needing too many courses--and not enough faculty and support staff positions to meet the demand. All summer long, through-

out the advance registration period, the "closed classes" list has been long. It's still too difficult for an incoming freshman to get the basic classes he or she should have during the freshman year.

We will continue, despite the cost in hours and effort, our ongoing quest to obtain equity in funding for Marshall University. Please know that I do not intend to diminish the intensity thus far generated in our pursuit of parity within the higher education system. Our faculty, staff and student leaders have played key roles in the successes we've enjoyed so far, and I'm hopeful we will continue to have your support.

As the pursuit of state dollars goes on, so does the chase for private dollars. At this point, the \$10 million Campaign for Marshall, launched last fall, has gone over the \$6 million mark in gifts and pledges. Obviously, we now expect to complete the three-year campaign well ahead of time. In fact, we'd like to wrap it up this fall--and start planning a new fund-raising effort. Your help is needed here, too, and I hope you'll contribute even if your gift is modest.

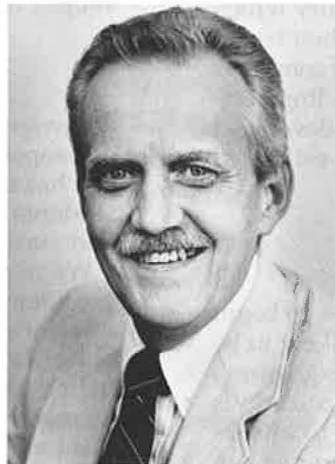
Meanwhile, federal dollars are not being overlooked. The Center for Research and Economic Development has generated, among others, one grant of \$2.9 million, and a second in the same amount appears near. The "Factory of the Future" concept being developed there can have a major impact not only for Marshall University, but for the entire state.

### Academic Objectives

One of the highlights of 1990-91 will be a thrust to develop stand-alone doctoral degrees. Senate Bill 420, which created the present public higher education governance structure in West Virginia, designated Marshall a "Doctoral III" level institution and directed it to develop doctoral programs which are "selective and non-duplicative of West Virginia University unless an exception is recommended by both institutions and approved by the Board of Trustees."

A major objective will be a reclassification of the Ph.D. in Biomedical Sciences. This program already exists at Marshall, offered cooperatively with West Virginia University. Presently, all but one credit hour requirement and nearly all programmatic costs are provided by the

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**Alan B. Gould**  
Interim President

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Marshall School of Medicine. It is non-duplicative, integrates disciplines related to the field of biomedical sciences, plays an important role in the medical school curriculum and generates significant scientific research.

We're also looking at cooperating in the development of an Ed.D. degree in Vocational-Technical Education. Senate Bill 420 speaks to a directive to develop by July 1, 1991 a plan for an interdisciplinary doctoral program in vocational-technical education. Since Marshall plays the leading role in statewide "Vo-Tech" education and offers the state's only master's degree in that field, it's only natural that we assume leadership in developing with WVU and the College of Graduate Studies such a cooperative program at the doctoral level.

With the help of a new fee for College of Business students, we're going to be in a better position to pursue national accreditation for our business programs--and to intensify that effort. (The basic outline of the application of the fee was reported to you in the Faculty Senate Newsletter's second summer edition.)

In line with Governor Caperton's program to place computers in first grade classrooms, the College of Education is developing an IBM computer laboratory which will be used to prepare Marshall students for their teaching careers and to provide in-service training in computer use for teachers already in the field. If a pending state grant is awarded, the laboratory will be further developed into a Center for Educational Computing at an estimated cost of \$227,000.

### Assessment

One of the major matters we're going to have to begin dealing with this year is assessment. This is likely to be *THE* issue of the 1990s. It certainly isn't going to go away, so the questions are: How will it work on our campus and what can be done in the next five years to ensure that the questions raised will produce answers we can live with?

Marshall recently drafted a very fine Mission Statement which commits the institution to seven basic principles. It is "a statement of intent, designed as a broad framework within which to describe and direct future development of the institution."

National and state accrediting agencies and our own Board of Trustees more and more are adopting the philosophy that each institution identifies--and demonstrates how it proposes to meet--its defined expectations. Quantifiable and qualifiable, subjective and objective, methods of assessing the outcomes of student learning--or how we demonstrate that we do what we say we will do--will be critical in future accreditation evaluations. I can tell you that assessment will be of marginal value--one more "thing" to do--until we reward those who take it seriously. Additionally, I feel certain that if we do not assume our rightful role in leading the discussion of this issue, others outside the academic community will do so, leaving higher education in a negative and reactive position.

A task force on assessment has been created and is moving forward in this very important area.

### General Education

Another area in which progress is being made is that of General Education. Its development ties in very closely with the assessment issue.

The General Education Task Force, composed of a broad-based constituency representing faculty, administration and students, first met last January. Since then, two consultants have been involved, and seven subcommittees were appointed to develop a comprehensive philosophy of general education. These subcommittees met over the summer, and the consultants will return this fall. Once a philosophical statement has been developed, work will begin on an implementation plan. The entire process is to be open, collegial and designed to involve as many people as possible through open hearings and symposia.

Although I could go on for several pages in discussing our aspirations for the academic area, I will note finally that we're now establishing our own Resources Allocation Model to provide more equitable distribution of funds to the various academic areas. This process has been worked out in discussions with the deans over the past several months. It is not "set in stone" and will be subject to revision by the deans.

### Multicultural Initiatives

Recognizing that we live in a global society made up of people of many races and cultures, Marshall University has moved aggressively to address the needs of our students and others in our region to prepare us to live and succeed in that global society.

We're working closely with Dr. Betty Cleckley, vice president for multicultural affairs, and Queen Foreman, director of human resources and affirmative action, to bring about a dramatic improvement in our success rate in recruiting and retaining minority faculty and staff members. We've developed some interesting preliminary plans and we're looking forward to putting them in effect.

One of these initiatives will be referred to as "Marshall Grows Its Own." I'll be providing you more details on that project a little later.

Another phase of our efforts includes a program to enroll a larger number of black students in graduate and professional schools and departments in order to increase the "pool" of black Ph.D.-holders. This, in turn, will expand the potential numbers of black faculty and staff we may be able to recruit for Marshall University.

At the same time, we're in the process of developing a cooperative program with West Virginia State College for some joint faculty appointments and several graduate assistantships earmarked for West Virginia State graduates. This effort promises to be helpful in addressing needs of both institutions. A similar cooperative effort is being discussed with Hampton University in Virginia.

A couple of other initiatives being developed by Dr. Cleckley also should be noted. One is a proposed "Presidential Lecture Series" which would bring to our campus some of the major national and international figures concerned with the issues of pluralism and multiculturalism.

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Another is a major conference on "The Cultures of Appalachia: Insight and Innovations." This is particularly exciting because of a perception that, by virtue of their birth in Appalachia, blacks and whites from this region have much in common despite differences in race or ethnicity.

Funding is being pursued for both those programs.

### Division of Student Affairs

Among 1990-91 objectives for the Student Affairs operation is implementation of a computerized delivery system in Student Financial Assistance. Also planned is participation in a national study of college freshmen to achieve a better understanding of how Marshall students are affected by their college experience. Another study will look at the impact of residence halls on academic performance.

The division has a number of programs aimed at supporting "high risk" students through tutoring, counseling, teaching study skills, and providing mentors. Efforts also are underway to strengthen the Student Leadership Development Program.

Student Affairs is an extremely active division with many, many programs to assist students. The success of those programs often is reflected in our classrooms--and beyond.

### Physical Facilities

Even the most casual observer has to be aware there's a great deal of construction activity taking place at Marshall. Phase I of the Fine and Performing Arts Center is proceeding and, during the summer, contracts were awarded for the first phase of the Science Hall renovation and the stadium project. All the projects under contract are targeted for completion by fall of 1991.

Also, grounds personnel have been extremely busy making the campus environment more appealing. Shrubbery areas have been mulched and new beds of flowers have been planted all over the campus. Most of the old building signs have been replaced with new signs bearing the Marshall logo. And, the Central Field landscaping project has been completed, making a vast improvement in the appearance of the campus core.

Indoors, some long-needed attention has been given to classrooms in Smith Hall and Harris Hall including lighting and ceiling repairs, painting and overall maintenance. This is an ongoing effort.

Less obvious, work is nearing completion on seven separate roof replacement projects on the Smith Hall complex and Morrow Library. This work was complicated by the fact much of the old roofing, which had to be removed, contained asbestos. Also, a contract to complete replacement of natural gas lines on campus is nearing completion. This will mean creation of a new gas line system, replacing many elements which had been in use for as long as 50 years.

Very briefly, here are some of the projects in the planning stages:

--Corrective action on heating, ventilation and air con-

ditioning problems in the Smith Hall complex and Jenkins Hall, as well as deteriorating drain lines in Smith Hall and the Community College Building.

--Program analysis and establishment of priorities for certain renovations in Old Main.

--A new landscaping project encompassing the areas east, north and west of Old Main, to include walkways, casual seating, shrubbery and an attractive sign identifying the university.

--Another landscaping project around the perimeter of Twin Towers.

In the most exciting development of all, a contract has been awarded to Woolpert Consultants to prepare a comprehensive land-use master plan for Marshall.

Scheduled for completion next spring or summer, development of the Campus Master Plan will involve the entire university community, as well as some of our neighbors. It is designed to provide a blueprint to take us well into the 21st Century.

One of the first things we're going to have to take a look at in our planning document is the need for an additional library. Please note, I said an additional library--not a library addition. Morrow Library, with its mid-1960s addition, is set up for an enrollment of about 8,000. Since we're well beyond that point, a simple addition to the existing structure probably would not suffice.

There are, of course, many already-identified facilities needs across the campus. Others will occur as different programs are developed. The process of building a plan to meet those needs will be complex and arduous--and exciting.

The most recent Campus Master Plan, introduced about 20 years ago as the infamous Wood & Tower Report prepared for the then-new Board of Regents, had some good elements. But it lacked campus input--and sensitivity. Its good points were overlooked in the controversy it created with a recommendation to tear down Old Main.

That isn't going to happen this time. First, this is a campus project, not a system project, and we're going to have a lot to say about its outcome. It will not--repeat, will not--include demolishing Old Main. We alumni can relax.

As a final word in relation to physical facilities, I believe it's now time to start moving toward construction of Phase II of the Fine and Performing Arts Center...

### If You've Read This Far...

Given the length of these remarks, you now know why I opted to present "The State of the University" in written form--rather than face a gradual exodus in the course of a general faculty meeting. We have a great deal to be concerned about and involved with.

Finally, this semester, or perhaps this entire academic year, obviously represents the greatest personal challenge of my entire career. I can promise you only that I will work as long and hard as necessary and will put forth my best effort to do a good job for you.

At the same time, I need your advice, your assistance, your best efforts and, most of all, your encouragement and support.

Let's have a great year!

# Town meeting to focus on 'tailgating'

The President's Commission on Substance Abuse at Marshall University will sponsor a town meeting to solicit public opinion for consideration in establishing a university tailgating policy on Monday, Sept. 10, at 7 p.m. in the W. Don Morris Room in Memorial Student Center.

The public is invited to listen to important information on the future of tailgating at Marshall's new football stadium and express views on issues concerning tailgat-

## *Dancers will perform*

The Axis Dance Company of the Federal University of Espirito Santo, Brazil, will perform at Marshall University on Friday, Sept. 7, at 7:30 p.m. in Gullickson Hall Room 124.

Open to the public free of charge, the 90-minute performance will feature a number of works by Eiuza Maria Santos, artistic director and a member of the dance faculty at the Federal University of Espirito Santo.

The dance company will be serving a three-week residency at Marshall and throughout West Virginia under the auspices of the Partners of the Americas program. Espirito Santo is West Virginia's partner state.

Axis also will be presenting several lecture/demonstrations at Marshall and in Charleston.

A reception for the company will be held following their MU performance on Sept. 7.

To obtain further details contact the Marshall University Institute for the Arts, 696-3107.

## Videoconference set

A videoconference titled "Critical Thinking: The Thinking that Masters the Content" will be shown at Marshall University on Friday, Sept. 7, from noon to 1 p.m. in the Memorial Student Center Alumni Lounge.

The program will investigate why traditional didactic instruction inevitably fails and why critical thinking is essential to in-depth learning, according to Dr. Rainey Duke, assistant provost.

Mike Little of the Biological Science Department will lead a wraparound session immediately following the video.

To obtain further details or register for the videoconference contact the Marshall University Provost's Office, 696-5442.

## Reception scheduled

A reception in honor of Dr. Harm J. de Blij, one of the nation's foremost geographers who will occupy Marshall's John Deaver and Elizabeth G. Drinko Distinguished Chair in Liberal Arts, will be held Wednesday, Sept. 5, at 4 p.m. in the Memorial Student Center Alumni Lounge.

All Marshall faculty and staff members are invited to attend the reception and meet Dr. de Blij.

ing, according to Carla Lapelle, coordinator of Student Health Education Programs at Marshall and chairwoman of the town meeting subcommittee.

A panel briefly will discuss: legality and liability, student opinion, the opinion of Big Green Club members, security and policy enforcement, historical perspective, local business concerns, and Athletic Department concerns.

The program then will be opened for those in attendance to ask questions and/or express concerns and opinions.

Ms. Lapelle said the President's Commission on Substance Abuse will utilize the information from the town meeting when developing the new university policy on tailgating.

She urged university students, faculty and staff as well as the general public to attend the meeting.

To obtain further details contact Ms. Lapelle at Marshall University, 696-4800.

## 'Teacher' nominations due

The selection committee for the Marshall and Shirley Reynolds Outstanding Teacher Award is accepting nominations from students, faculty and alumni, according to Dr. Rainey Duke, assistant provost.

Eligible faculty members must be engaged in teaching and be on a full-time appointment at or above the rank of assistant professor, with at least three years of service at Marshall.

Nominations for the award, which includes a \$3,000 cash prize, can be made in a short, dated letter stating the nominee's name and department, along with reasons for making the nomination.

The committee cannot accept anonymous nominations, therefore legible signatures should be included on the nomination letters.

Nominations should be sent to: The Reynolds Committee, c/o Rainey Duke, Provost's Office, Old Main Room 110. The deadline for accepting nominations will be Sept. 17.

## *Stipends available*

The internal deadline for Marshall University faculty and staff members to submit applications for National Endowment for the Humanities summer stipends for 1991 will be Sept. 14, 1990, according to Dr. Rainey Duke, assistant provost at Marshall.

Stipends will provide support for faculty and staff of two-year and four-year colleges and universities.

Each summer stipend will provide \$3,750 for two consecutive and uninterrupted months of full-time study or research. The stipends normally support work carried out during the summer months, but arrangements may be made for holding tenure at other times of the year.

To obtain further details contact the Marshall University Provost's Office.