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Gilley says university should 'seize the initiative'

(The following "State of the University" address was delivered by Marshall University President J. Wade Gilley during the general faculty meeting held Thursday, Sept. 23.)

Good afternoon.

This is the fifth time I have had the opportunity to address the faculty of Marshall University. Two years ago when I first appeared before you we were in a financial crisis. Our budget was out of balance and, even worse, there was talk of a cutback by the governor.

That year was difficult. We had Operations Streamline

I and II. But we finished the year without carrying any expenses forward, which left us better prepared for the 1992-93 fiscal year.

Last year was better. I reported to the faculty last spring several significant accomplishments which better positioned the university for this year. Marshall was accredited as a doctoral degree-granting institution. The Science Hall was finally completed. Mrs. Joan C. Edwards contributed \$1 million in support of the arts at Marshall. Research funding increased dramatically and we received

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NEWSLETTER

MARSHALL UNIVERSITY • OFFICE OF UNIVERSITY RELATIONS • HUNTINGTON, WEST VIRGINIA 25755 • September 30, 1993

MU Foundation allocates \$2 million

Gifts from Marshall University alumni and friends enabled The Marshall University Foundation Inc. to allocate nearly \$2 million for university projects and scholarships during the 1992-93 fiscal year that ended June 30.

Dr. Edward G. "Ned" Boehm Jr., Marshall vice president for institutional advancement and executive director of the Marshall Foundation, presented a year-end report during the foundation's annual membership meeting on Sept. 21.

"We are very pleased that the foundation was able to

allocate more than \$1 million for scholarships to deserving students and another nearly \$1 million for special programs and projects for which state funding is unavailable," Boehm said.

"Marshall alumni are playing a greater role in assisting the university. Alumni gave the largest number of gifts 6,334, or 79 percent of the total gifts," Boehm said. "Giving by alumni increased 17 percent in dollars and 32 percent in number of gifts."

The total of gifts received from all sources during the 1992-93 fiscal year was \$4,391,869.

Businesses and industries contributed \$1,173,898 to the foundation during the fiscal year. Business giving increased 26 percent in dollars received and 32 percent in number of gifts.

The breakdown on other gift sources and the amounts given are: alumni, \$764,874; Marshall friends, \$757,243; Marshall Foundation members, \$384,649; foundations, \$221,530; clubs and organizations, \$49,607; faculty and

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Foundation post filled

Huntington civic leader Nancy L. Francis was elected president of The Marshall University Foundation Inc. during its annual meeting on Sept. 21. She is the 21st president and the first woman elected to head the foundation.

Mrs. Francis has been a member of the foundation since 1984 and an officer since 1987. She received the Outstanding Volunteer Fund Raiser of the Year award from the West Virginia chapter of the National Society of Fund Raising Executives (NSFRE) in 1992 for her leadership with several Huntington-area organizations. She was instrumental in founding Hospice of Huntington, the Huntington Museum of Art, United Way of River Cities, and Marshall's Society of Yeager Scholars Program.

Other officers for 1993-94 are: Ronald L. Hooser, president, R.H. Adkins & Co., first vice president; R. Sterling Hall, president and general manager, Huntington Steel & Supply Co., second vice president; Steven P. Hatten, chartered financial consultant and chartered life

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Francis

MU gets more equipment

Marshall University has received equipment worth \$379,450 from the National Science Foundation, according to Charlotte Weber Holt, executive assistant for federal programs at Marshall University's Research and Economic Development Center.

The university obtained the equipment through the National Science Foundation's warehouse clearance program in Franconia, Va. Marshall was permitted to participate in the federal program because of NSF grants held by Dr. Michael Norton, associate professor of chemistry; Dr. Michael Castellani, assistant professor of chemistry, and Dr. Suzanne Strait, assistant professor of biological sciences.

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Francis elected foundation president

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underwriter with Northwestern Mutual Life Insurance Co., secretary, and Vincent G. Manzi, director of portfolio management, WV, Banc One Corp., treasurer.

Dr. Edward G. "Ned" Boehm Jr., Marshall vice president for institutional advancement, was reappointed foundation executive director, and Sherry H. Asbury was reappointed foundation manager.

Serving on the foundation's board of directors, in addition to the officers, will be: Earleen Heiner Agee; William F. Agee; Permele Francis Booth; William C. Campbell; Philip E. Cline; Noel P. Copen; Albert C. Esposito;

Foundation annual report

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staff, \$47,607, and parents, \$14,546. The foundation also received \$666,074 from estates and \$311,841 from trusts.

A total of 6,857 donors gave 8,029 gifts. The number of new donors rose by 51 percent, with 1,933 contributors making their first gifts to the foundation.

Foundation assets reached \$30,891,958 and the endowment grew to \$23,440,323.

The Marshall University Foundation Inc. was established in 1947 as a non-profit, educational corporation to solicit, receive and administer private gifts in behalf of Marshall University.

Requests for reassigned time will be considered

An ad hoc committee of Research and Graduate Committee members will consider applications from graduate faculty members for reassigned time during the spring 1994 semester, according to Dr. Leonard J. Deutsch, dean of the Graduate School.

Faculty who have grants, are writing grants or have major publishing commitments (e.g., a book contract) are especially encouraged to apply.

The application deadline will be Oct. 25. Application forms may be obtained in the Graduate School Office, Old Main Room 113, or from the MU Faculty Senate Office.

To obtain further details contact the Graduate School Office, 696-6606, or the following members of the ad hoc committee: Kathleen Bledsoe, Morrow Library, 696-2343; Greg Davis, Department of Economics, 696-2603, or Dan Evans, Biological Sciences, 696-6467.

Excused absences . . .

Absences have been excused by the respective college deans for the following:

Sept. 24--Michael Ross, Rebekah White, Steve New, Aaron English.

immediate past president David Fox Jr.; John J. "Jack" Klim Jr.; Kermit E. McGinnis; James O. Porter; Marshall T. Reynolds; Robert W. Simmons; Ann Logan Speer; William A. "Buck" Thompson, and Virginia Kitchen VanZandt. Louis A. Peake, president of the Marshall Alumni Association, and W. Dan Egnor, president of the Big Green Scholarship Foundation, are ex officio voting members of the board.

Phyllis Huff Arnold of Charleston, W.Va., president and chief executive officer of One Valley Bank, N.A., was elected as a foundation member. Re-elected to the 50-member foundation were: William F. Agee; Ben A. Bagby; Booth; Campbell; Cline; Copen; John D. Drinko; Thomas Lee Feazell; Maurice J. Flynn; Francis; Hall; James H. "Buck" Harless; Hatten; M. Lynn Jack Hoffman; Charles C. Lanham, and Thomas J. Maxwell.

Four foundation members were honored for their years of service. Lake Polan Jr., foundation president in 1964 and 1969-72, was granted emeritus president status. Leland W. Thornburg, a foundation member since 1967, director since 1974, and treasurer for several years, was honored with emeritus treasurer status.

Hilda Sheets Long and W. Howard Taylor, both also foundation members since 1967, were officially inducted into the foundation's Emeritus Circle of Gold.

MU gets more equipment

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Holt said the equipment, which ranges from night vision goggles and mini-computers to a densitometer, will be utilized in research activities and in the classroom.

This is the second time this year Marshall has been permitted to participate in an NSF warehouse clearance program. Holt said the university has received more than \$500,000 worth of scientific equipment from the National Science Foundation this year.

"Once again, the university received a large amount of computer equipment and specialized scientific instruments that will be available to our faculty and students to aid them in their research efforts," said Holt. "The equipment list is quite varied and includes several items that the university eventually would have had to purchase."

Lunchbag seminar set

Marshall University's Office of Women's Programs will present a lunchbag program titled "If I'm So Wonderful Why Am I Still Single?" on Wednesday, Oct. 6, from noon to 1 p.m. in the Memorial Student Center Alumni Lounge.

The program, co-sponsored by the offices of Student Health Education and Substance Abuse, will be open to the public free of charge.

Fulbright grant presented to Smith

Dr. Harlan M. Smith II of Marshall University's Department of Economics has been awarded a Fulbright grant to lecture in Ghana for the 1993-94 academic year, according to representatives of the J. William Fulbright Foreign Scholarship program and the United States Information Agency.

Smith holds a master's degree in international relations and a doctorate in economics from Yale University. He joined the Marshall faculty in 1991 after teaching for

several years at Occidental College in Los Angeles, Calif.

An African specialist, Smith's research efforts have focused on the economics of Tanzania and Nigeria. Most recently he has been engaged in original field research on the informal-sector foodstuff trade in Ibadan, Nigeria.

He will leave Huntington in early October for a 10-month period during which he will teach undergraduate and graduate classes at the University of Cape Coast in Ghana.

Smith said he is looking forward to learning first-hand about life in Africa and sharing his experiences with the Marshall community upon his return next fall.

Established in 1946 under Congressional legislation introduced by former Senator J. William Fulbright of Arkansas, the Fulbright program is designed to increase mutual understanding between the people of the United States and the people of other countries.

Through the program, grants are awarded each year to American students, teachers and scholars to study, teach and conduct research around the world. The program also makes grants to foreign nationals to engage in similar activities in the United States.

Individuals are selected on the basis of academic and professional qualifications and their ability and willingness to share ideas and experiences with people of diverse cultures. Grants are awarded through open competition.

Thirty-five foreign governments share in the funding of exchanges under the Fulbright program.

Raises given to 96 MU faculty members

Ninety-six Marshall University faculty members have received raises averaging \$1,932 in addition to the \$2,000 raises mandated by the Legislature for all faculty, according to MU President J. Wade Gilley.

Marshall has a total of 522 full-time faculty members.

In his annual fall address to the faculty, Gilley said the additional raises mean that the university's minimum faculty salary schedule now has been fully implemented.

He said the \$185,519 required for full implementation of the salary schedule was provided through an increase in the Faculty Improvement Fee and savings realized through administrative staff reductions over the past two years.

Overall, he said, the Marshall faculty has realized an average increase of 7.5 percent over last year; classified staff salaries have been increased an average of 7.5 percent, also, and non-classified staff employees have received raises averaging 5 percent.

"The bulk of the funding was provided by the Legislature on recommendation of the governor and the Higher Education Advocacy Team (HEAT)," Gilley said. "We're very appreciative of their efforts on our behalf."

Hindsley Series opens

The Marshall Artists Series will open its Hindsley Series with a presentation of "Little Women," based on stories by Louisa May Alcott, on Thursday, Oct. 7, at 10:30 a.m. at the Keith-Albee Theatre.

Set during the Civil War, the play tells the story of the March sisters as they struggle through the trials of growing up in a country torn apart by revolution.

"Little Women" is based on the childhood adventures of the author and her sisters.

Tickets will be \$6 for the general public and \$3 for Marshall faculty, staff and part-time students. Tickets are available in Memorial Student Center Room 2W19. To obtain further details contact the Marshall Artists Series Office, 696-6656

Performance artists to give lecture and show

The Art Guys (Michael Galbraith and Jack Massing), internationally renowned performance artists from Houston, Texas, will visit Marshall University under the auspices of the Birke Art Gallery on Monday and Tuesday, Oct. 4-5.

They will discuss their work and the concept of performance art on Monday, Oct. 4, at 7:30 p.m. in Smith Hall Room 621. They will perform on Tuesday, Oct. 5, at 7:30 p.m. in the Booth Experimental Theater in the Fine and Performing Arts Center.

Marilyn Laufer, co-director of the Birke Art Gallery, said the Art Guys represent a different type of performance from what area audiences are accustomed to seeing. She said it should be an enjoyable and entertaining show.

The Art Guys' performances usually include a variety of different skits with titles such as "Wrap Music," "Inverted Karaoke," "Huh?," "Exactly How to Turn a Glass of Water into a Boy" and "Hong Kong King Kong Ping Pong Sing-a-Long."

Laufer said it should be an interesting evening.

The lecture and performance both will be open to the public free of charge. To obtain further details contact the Marshall University Art Department, 696-6760.

Department gets grant for equipment

Marshall University's Office of Recreational Sports and Fitness Activities in the Department of Health, Physical Education and Recreation has received a grant of \$11,727 from The Huntington Foundation Inc. to purchase equipment to enable physically handicapped students to participate in recreation programs, according to Thomas A. Lovins, director of recreational sports at Marshall.

The grant will enable the department to purchase a machine that will lift handicapped students into and out

of the swimming pool, a walk-in pool ladder that will provide assisted handicapped access to the swimming pool, a basic power trainer that will give wheelchair bound students the opportunity to increase their upper body strength through controlled exercise and an equalizer five-unit weight and training station for handicapped students.

Lovins said that too often physically challenged people are pushed aside when it comes time to participate in active recreation, despite the fact that we know physically challenged athletes participate in marathons, basketball and many other sports. He said that the physically challenged often just need special attention and equipment to learn how to take part in active sports and recreation.

"At Marshall we have excellent programs in physical education and recreational sports with extremely broad participation. We have excellent facilities, staff and interest but we need the specialized equipment to meet the needs of the physically challenged students we want to reach. This grant will allow us to address that need," said Lovins.

He pointed out that Marshall, because of its facilities and accessibility, has the highest percentage of physically challenged students of any college or university in West Virginia.

"The grant from The Huntington Foundation will allow us to expand our facilities for the physically challenged and serve approximately 400 more students each year," Lovins said.

Faculty lunch program sponsored by RS Office

Marshall University's Residence Services Office will once again sponsor its Faculty Lunch Series during the 1993-94 academic year, according to Linda Rowe, assistant director of residence services.

Faculty members are invited to join students in the residence hall cafeterias for a meal and informal discussion.

The lunches, hosted by student residents, will be available in the Holderby and Twin Towers cafeterias. The cost of the faculty lunches will be covered by the Residence Services Office.

Winston Baker, director of residence services, said, "We are committed to finding ways to integrate students' academic and residential experiences. Our role is to ensure that campus living has educational value for residents. Faculty participation helps us fulfill that role. We have discovered that faculty members themselves find this lunch program professionally and personally rewarding.

"Furthermore, research on student achievement and retention provides strong evidence that outside-the-classroom interaction with faculty members is a key element in student success and persistence."

Faculty members interested in making lunch reservations or residence hall students who would like to take a professor to lunch should contact Rowe or Jenny Waters, graduate assistant, in the Residence Services Office, 696-6765 or 696-6208.

Scholarships available

Marshall University students interested in a career in mathematics, the natural sciences or engineering disciplines that contribute significantly to the technological advances of the United States are invited to apply to the Barry M. Goldwater Scholarship and Excellence in Education Program.

In April 1994, the Goldwater Foundation will award scholarships to students who will be juniors and seniors during the 1994-95 academic year. In order to be considered students must be nominated by their institution. The deadline for 1994 nominations will be Dec. 15, 1993.

Scholarship awards will cover eligible expenses up to a maximum of \$7,000 per year. Juniors can expect to receive a maximum of two years of support, seniors one year.

To be eligible, a student must be a current full-time sophomore or junior and must be pursuing a baccalaureate degree, have a B average or equivalent, stand in the upper fourth of their class and be a U.S. citizen, resident alien or U.S. national who will pursue a career in mathematics, the natural sciences or eligible engineering field.

To obtain further details contact Martha Woodward, executive director of Marshall's Center for Academic Excellence, Old Main Room 230.

Letter of appreciation

Dear Marshall Faculty and Staff:

Thank you kindly for the beautiful flowers. Your thoughtfulness meant so much to me during this difficult time.

Sincerely,
Clara Reese

Marshall should 'seize the initiative'

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a \$4.5 million federal grant for a Rural Health Center.

The Campaign for Marshall finished ahead of time and over its \$10 million goal. We started, and finished, construction of a building to house the program for those with learning disabilities. And, among other things, we invested more than \$1 million in computerizing the campus.

Those were just a few of the developments in what turned out to be a pretty good year.

As we went through the summer our momentum continued. For example, Joan Edwards continued her benefactions to the university with a gift of \$2 million in August.

We were able to use funds from the faculty improvement fee and savings from the administrative streamlining to fully implement the minimum faculty salary schedule. Ninety-six faculty received additional raises beyond the legislatively mandated \$2,000 across-the-board increases. These additional increases to the 96 faculty members averaged \$1,932 each.

At the end of the salary review process, the faculty received increases averaging 7.5 percent, the classified staff received increases averaging 7.5 percent, also, and non-classified staff averaged about 5 percent. We anticipate that the classified staff will enjoy further adjustments when the new classified system goes into effect in January.

For faculty compensation this means that any increases which may be forthcoming next year will be allocated on a basis of market competitiveness. At long last, we will be seeking and administering salary funds on the same basis as West Virginia University, the West Virginia Graduate College and the School of Osteopathic Medicine--the other senior institutions in our system.

This also means that we now have a solid platform for salary improvements in the years ahead.

In another area of interest, we now have the preliminary enrollment report for the Fall semester. There has been a slight drop in total enrollment of about one percent. This is because of the loss of some 100 students to a Lincoln County Center of Southern West Virginia Community College and its much lower costs as well as losses to Ashland Community College which made an aggressive push for West Virginia students with bargain basement prices this past summer.

The good news is that we are up in graduate students and in students from outside the immediate region. These latter students account for the housing crunch we have experienced this fall and the strong enrollments on campus.

With our marketing plan now in place and funded, I am confident we will continue to see stronger enrollments from outside the immediate region--including out-of-state and international students.

Combined with our retention efforts and the new focus on adult continuing students, I believe this university will experience strong enrollment demand in the years ahead.

On another front, this week I authorized Vice President

Herb Karlet to release some \$550,000 in computing and equipment funds in accordance with the recommendations of the equipment committee headed by Dr. Dallas Brozik. And we now have a preliminary report on the options available to the university for improving library facilities.

In summary, I believe Marshall University is better positioned to move forward and finally seize our manifest destiny in this decade.

However, I must tell you that I am concerned about the attacks that America's colleges and universities are experiencing from coast to coast. And I would take a few minutes to address this issue here.

While traveling in China last month, I came upon an interesting article in the English language newspaper, *China Times*. This article described how, with a dilemma facing them, the collective leadership of that nation turned to their aging leader, Deng Xiaoping, for guidance.

They faced two very different options regarding their economy. Each path had its rewards, which were enormous, and each had its pitfalls, which also were awesome.

In great anticipation they waited for Deng to tell them which option to choose, which path to tread. When he finally spoke he said, "Seize the initiative."

"Seize the initiative!"

After thinking about it, I came to the conclusion there is a lesson in this for American higher education. We must seize the initiative. In fact, we must seize two initiatives at once.

We must first erase the deficit in competence which, in both perception and reality, plagues America's colleges and universities and then concurrently set the agenda for an America of the 21st Century.

Yes, I said "competence deficit" and yes, I said "set the agenda for America!"

While I am convinced that we must deal with both simultaneously, here today I will deal with the competence issue first.

The competence deficit. Like it or not, most of the harassing the academy has endured in the past decade has been a challenge to our basic competence. Like the schools, like the government, like private organizations such as the United Way and yes, even like America's proud industrial economy, our basic competence is in question.

We constantly hear suggestions of the need to assess what students are learning, for a core curriculum, for more use of technology and for the need to be more productive. I believe that these are all code words, or accusations of a basic or fundamental incompetence.

We are being accused of an unwillingness--or worse, an inability--to use a powerful resource, America's 3500 colleges and universities, to help shape a clear and promising future for America.

And what has been our reaction to these accusations? Largely, it has been a rear guard action.

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Marshall should 'seize the initiative'

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Who can name the last one to win a war by continually fighting a rear guard action?

On the other hand we can "seize the initiative" by setting the agenda for America in the 21st Century. Today there exists an enormous opportunity for someone to set the agenda for the nation, to create the basis for a more competitive, a more productive and a more just America.

This opportunity is a function of the times in which we live. The very disorientation, the lack of direction which is the product of the transition from one economic age to another, provides great opportunity for those who are prepared to seize it.

In my opinion, we in the academy must cast aside the air of incompetence by demonstrating that we can manage our affairs--and then we must be bold enough to set an agenda for America's future.

That is what is so encouraging about the future of Marshall University. We have balanced our budget. We have strengthened our faculty and staff base by securing better salaries. We have shown an increased emphasis on teaching undergraduates while at the same time moving forward in scholarship and research. We have streamlined and begun to automate administrative functions, directing more and more of our resources to the educating of our students.

At the same time, we have further clarified our mission and tied it to the most crucial issues facing our community, our region and the state of West Virginia. Remember that in addition to high quality undergraduate liberal arts education we are emphasizing schools and schooling, rural health care, economic development, fine arts and the humanities, and the environment.

You will also remember that in discussing schools and schooling we indicated that Marshall will not only continue the tradition of preparing excellent teachers but we will also move to join with the community to set the agenda for public schools. In fact, each of the areas of emphasis has the same two pronged approach -- preparing students and setting the agenda for the future.

As we academics move forward in a new effort to help set the agenda for America, we must change our rhetoric and our orientation. We must abandon hollow phrases

such as "instruction, research and service" and develop more focused and understandable descriptions of our mission.

As we learn how to set the agenda for America, our own orientation must change. No longer is it sufficient for regional universities, such as Marshall, to serve as community centers, or provide solid education and training for youngsters in order for them to leave the area and find good jobs in places like Myrtle Beach.

There is nothing wrong with any of these purposes except that now--in these rapidly changing times--more, much more is required of universities.

The problem we face is that in the new information economy the university is central to the future of the nation. But now the priority list for public funds is overcrowded.

In my view, the effort to set a national agenda has a hidden benefit for academics. Because to set the agenda, rather than servicing the agenda, requires stronger, better focused academic programs.

Because the priority list is crowded, I am convinced that to strengthen the university adequately to set the public agenda requires a firm, clear demonstration of competence. We must demonstrate competence by managing our affairs, our finances in such a way as to continually strengthen the academic base and to prepare for further development.

If we academics can overcome the questions of competence, we can earn a higher level of public and private support. Private support is required to provide the margin of excellence necessary to ensure the vitality and spirit required to set the national agenda and move forward.

I could--but won't--go on for pages on this subject as I have been considering it for some time. But I do think it makes the case that we here at Marshall are on the right path.

It makes the case for continuing to strengthen our management, for putting our priority on better faculty and staff salaries, for sticking to our agenda and for intensifying our efforts to raise private funds.

Increasingly, we at Marshall are better positioned to seek private, foundation and corporate investors in the university. While the major gifts we have enjoyed this past year and the awards our advancement office has received are gratifying, we have just begun.

I am firmly convinced that we can raise more private contributions than we ever before dared imagine--and that we must act now before windows of opportunity close on us.

This coming year is a crucial one for the university. We must pursue the additional salary increases authorized in Senate Bill 377, continue our streamlining, identify additional potential centers of excellence and prepare for a major capital campaign. And, of course, we must continue toward another national championship in football--which itself will be beneficial to the capital campaign.

But above all we must heed Deng Xiaoping. We must "Seize the initiative!"

Working together, I believe we can do it.

ODK seeking members

Marshall University's Beta Lambda Circle of Omicron Delta Kappa currently is seeking nominations for the leadership honorary for the 1993-94 academic year.

Candidate's should have an overall grade point average of 3.0 or better and have a strong activities and leadership background in athletics, speech, music or drama, student activities (including student government), community service or publications.

Nomination forms can be obtained by calling Reginald Spencer, faculty secretary, 696-2250. Nominations will close Oct. 8.

Juniors, seniors and graduate students are eligible.