

# OP-ED

were held with faculty, division heads, provost, and associate provost. Two open meetings for all faculty were held.

A number of findings emerged: lack of clarity of vision and mission, hampered image and visibility with existing structure, a focus on short term issues, too many program initiatives, insufficient funding, limited resource availability, barriers to program development, tenure and promotion uncertainty in large units, and the need for faculty support for any change.

## Recommendations

The Committee was able to come to agreement on two major recommendations listed below with explanation following:

1. Create an interactive process that will enable a shared vision and mission for Penn State Harrisburg to emerge and that will provide the basis for future structure.

2. As an interim action, create the following separate programs to increase development opportunities: behavioral science; education; math & computer science.

In response to the main question in the charge to the Committee--restructuring for liberal arts--the Committee rejects the concept of an easy reorganization into a liberal arts unit. There are no easy linkages, but more importantly, combining existing units would not take us very close to a full liberal arts school. We would be short

by many faculty in fields from science to languages to arts, and we would be short by millions of dollars. No one suggested that a massive infusion of new funds was likely. In fact, we were continually informed about resource shortages. And should we invest resources in filling out liberal arts in light of clearly articulated needs in programs such as education and engineering technology?

A fully developed liberal arts program would require both economics and political science. Since these programs are now intimate elements of existing divisions, pulling them out would be damaging--given the development status of business and public affairs. Without economics and political science, the "liberal arts concept" falls substantially short.

Additionally, and perhaps most importantly, the committee feels that reorganization into a major liberal arts thrust is a significant strategic issue. This must be discussed widely in terms of our vision and mission for Penn State Harrisburg. The concept of liberal arts is not rejected but is deferred to a future point in vision and mission planning.

Lack of clarity on vision and mission was a key finding. A major reorganization can only be successful within the context of an academic/intellectual vision of the future. Because structure is the mechanism through which vision/mission is implemented, structure

decision must follow rather than lead.

The committee suggests an interim structure that makes limited changes in the short run. The structure would include:

- one school- -Business Administration
- two potential Schools--Engineering Technology
- Public Affairs
- five Divisions/Departments--
- behavioral Science
- education
- Humanities
- Math, Computer Science & Science
- Library

The two units moving toward school status--engineering and public affairs--would need to follow the extensive planning and development path followed by Business Administration. This would be possible in the next several years and will be needed to address competitive pressures quickly.

The Divisions/ Departments would be able to generate greater autonomy and development.. For example, education could also progress toward school status. The sciences and humanities can pursue both independent and linked development as those faculties feel appropriate moving toward a liberal arts structure if they feel that is the best route to the future.

The committee feels these changes could be made very quickly. They appear acceptable to faculty--based on individual and open meeting comments.

And this interim structure would not interfere with further developments when vision and mission questions are settled. In short, there are some immediate gains with flexibility for future change.

Why would we suggest an interim structure while we clarify vision/mission questions? The Committee was able to define several reasons as follows:

1. The proposed separation deals with units that are already functionally separate

2. Their current combination impedes functioning; e.g. goal conflicts and planning uncertainties

3. program development is hampered

4. tenure and promotion for some programs is not now handled by peers

5. Visibility and image of the affected programs will be enhanced

6. competitive position will be enhanced; e.g. education

7. budgetary clarity and more equitable distribution of resources within the programs will be possible

8. interdisciplinary studies will not be affected and may be enhanced with further separation

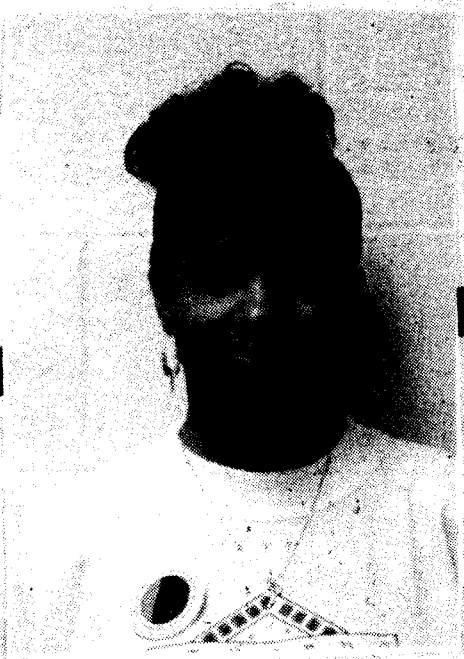
9. research productivity might be enhanced by organizational clarification

10. summer school programs will not be affected

These were persuasive points for the committee. We were able to agree on the two main recommendations and believe them to be consistent with both faculty and program needs developed during the fact gathering process.

## Students speak out: What do you think?

Students were asked the following questions about the situation in South Africa: 1. Should the United States Keep up economic sanctions against South Africa since the release of Nelson Mandela? 2. Is the release of Mandela a positive first step in abolishing South Africa's Apartheid?



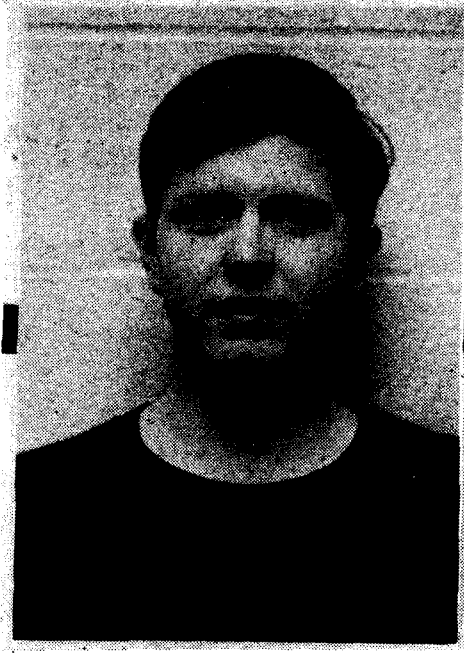
Lisa Roberson  
Major:

Secondary Ed./English

Age: 22

1. Yes, they should, however, I honestly don't believe that most of white America cares.

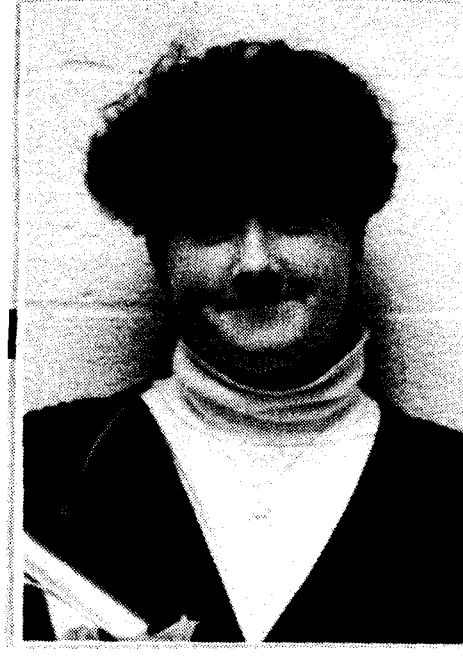
2. Releasing Mandela is only a primary step in abolishing apartheid. I am happy that he is free though, but most of all I hope and pray that we as African Americans continue to support our African brothers and sisters.



Brian Hill  
Finance

1. Economic sanctions have been a positive force in causing some changes in South Africa, So yes the sanctions should be continued.

2. Yes, because Now Mandela can work towards peaceful changes to the South African Society.



Peggy Leight  
Major: Public

Policy

Age: 21

1. U.S. should keep up economic sanctions, for by lifting them it would only appear that we were supporting the backward policy of South Africa.

2. Although Mandela's release is beneficial for him and his family, his release will not greatly help the cause. In fact, while in jail he was a political martyr--now he is just another protester. Nothing will change in South Africa until the government does.



Anthony J. Carter  
Major:

Psychology

Age: 21

The United States should continue to hold sanctions on South Africa. Even though Mandela has been released, the people of South Africa still do not have the right to vote. There is still racial segregation and oppression of my people. One man cannot be expected to change a system that has existed in practice and ideology for hundreds of years.