

Bryce Jordan Announces New Policy

University Park, Pa. — Penn State's Board of Trustees today adopted a policy directing President Bryce Jordan, with appropriate participation by University constituencies, "to develop and maintain an ongoing program of strategic planning."

The policy was adopted, along with a statement of guiding principles, at the request of Dr. Jordan, who told the Trustees prior to their vote of approval:

"Like a ship's rudder, it will steer us toward our goals of excellence in all facets of University life."

The goals of the program are:

- To set priorities for allocating resources to those programs, services and activities likely to propel the University toward greatest excellence;

- To study each University unit to assess how best it can serve its students, the Commonwealth of Pennsylvania, and the nation;

- To determine the level of resources needed to implement established priorities effective-

ly, and to develop strategies for increasing the University's resources from public and private sources;

- To make periodic reviews of priorities once they are set; and

- To provide for "systematic and ongoing evaluation" of the performance of each University unit in its pursuit of goals.

Dr. Jordan, Penn State's 14th president, has stressed since his arrival on July 1, the need for a total strategic planning program involving all units of the University. Last month, he named C. Gregory Lozier, an associate director of the University's Office of Planning and Budget, executive director of a new Office of Planning and Analysis.

The budget office, although now organizationally independent from planning, will continue to relate closely to planning operations in function.

In addition, John J. Coyle, assistant dean for undergraduate programs in the University's College of Business Administration, was named to the half-time position

of special assistant to the president, and will assist Drs. Jordan and Lozier in the planning process. Part of Dr. Coyle's duties will include acting as chairman of a yet-to-be-created University planning advisory committee composed of faculty, students, and administrators.

Dr. Jordan said he and Drs. Lozier and Coyle have set June, 1985, as the target for all units of the University to complete individual plans — including short — and long-range goals, objectives and overall missions — have them approved, and sent to the Board of Trustees.

"The first phase of this process, of which these documents are the initial steps, is what we call a 'top-down' approach, as we develop a 'plan to plan,'" Dr. Jordan said. "There will be, however, considerable consultation with the University community during this season."

"Ultimately, we will send the colleges and the campuses directions for establishing their own plans according to these policies."

"In the next phase, or 'bottom-up' approach, the

various units will return to us for our review draft reports on their goals and missions within the designated plan format. When the two phases are done we will be positioned for making strategic decisions for guiding the University's ongoing development."

Dr. Lozier stressed later that the process would operate concurrently with the existing budgeting and planning system, and subsequently incorporate the system as new structures are established. The guidelines, he added, specify that planning be done in full consultation with University faculty and students.

He said the planning advisory committee will be one way to ensure effective University-wide dialogue. Other advisory tools, including task forces and faculty "white papers," may be used as appropriate, he said.

The "principles" document which accompanied the policy statement noted, among other things, that the University would:

- Use "A Perspective on the

'80's," a document adopted by the trustees in 1981, as a frame of reference for identifying broad University issues that should be addressed;

- Focus planning on seeing the University as a "coherent entity;"

- Develop a standard University-wide planning format, with "built in" flexibilities to accommodate unit differences;

- Made deans, vice presidents and campus executive officers responsible for initiating and monitoring strategic planning programs in their respective units;

- Measure unit plans in part on proposed contributions to the objectives of equal opportunity and affirmative action.

- Evaluate University administrators in part based on their "effectiveness in supporting and implementing the strategic planning process;" and

- Employ strategic planning as a consultative and dynamic process, leading to timely and effective decisions, and including multi-level fundraising programs.

Trustees Approves Budget Plan

University Park, Pa. — The Pennsylvania State University's Board of Trustees today approved a general funds budget plan of nearly \$365 million for 1984-85 which, for the first time in three years, has no built-in tuition increase.

"In an effort to provide some relief to students and their families from 16 consecutive years of tuition rate increases, no increase in tuition is recommended for 1984-85," University President Bryce Jordan told the Trustees.

The budget plan, to be presented to Pennsylvania's Department of Education, requests increases of some \$30 million or a 9.0 percent increase in the University's general funds budget. Since no tuition increase is proposed, the \$30 million increase is requested in an increase in state appropriation from \$149.4 million in 1983-84 to \$179.4 million in 1984-85.

The appropriation request, Dr. Jordan said, has two main parts.

"The first is a request for an increase of \$17.25 million for increases in basic operating costs.

These include mandated cost increases in employee benefits, essential salary adjustments for employees, and increases in the general costs of operation — for fuel, utilities, supplies and services, and the maintenance and operation of new facilities." The \$17.25 million represents a "conservative" 5.2 percent increase in Penn State's general fund budget for basic operating cost increases.

The second part of the requested appropriation increase — \$12.8 million — addresses Penn State's "most critical unmet needs," Dr. Jordan said.

These special requests include funds for scientific and engineering equipment, faculty positions and supporting resources in high technology fields. Increases are also sought in student aid funds, both for general student aid and for specially targeted minority recruitment and retention.

The \$17.25 million requested for basic operating costs would be spread over four specific areas, Dr. Jordan said:

- mandated fringe benefits costs increases, including Social Security base and rate

changes, the rapidly escalating costs of health benefits, retirement cost increases, and fringe benefits related to salary adjustments.

- increase in the general costs of operation, including fuel and utilities, supplies, services, library books and materials, small equipment for instruction and research, and increased costs of maintenance of the University's physical facilities.

- essential, competitive salary adjustments for employees.

- maintenance and operation of new facilities scheduled to come on line during 1984-85.

Although the University is developing an extensive strategic planning program, it will not be fully operational for about a year, Dr. Jordan said. The \$12.8 million requested for "critical unmet needs" would be applied to areas in need of immediate help, as follows:

- instructional workload, \$2 million. The continuing shift in student interests toward science, engineering, computer science and business have created a gap between faculty

resources and student demand. The \$2 million would be used to provide additional faculty positions and supporting resources in high technology fields to meet part of this critical need.

- scientific and engineering equipment, \$6 million. One of Penn State's highest priorities is to replace obsolete equipment with state-of-the-art technology, including computers. Of the \$6 million, \$4 million is requested for academic equipment at University Park and other locations, and \$2 million for the College of Medicine at the Milton S. Hershey Medical Center.

- Penn State Cooperative Extension Service computer system network, \$2 million. The University proposes placing a microcomputer in each County Extension Office, linking them together in a state-wide network. In addition to gains in operational efficiency, the computer network would help the Cooperative Extension Service become more competitive with other states in attracting research and development funds and allow it to become a leader in helping the

people of Pennsylvania as they require micrometers for homes, farms, and businesses.

- general student aid, \$1.8 million. The University's state appropriation for student aid, currently at \$1.76 million, has not changed since 1973-74, although the cost of attending Penn State has increased nearly 150 percent since that time and federal funds have been reduced. Last year, the University could not provide financial aid to more than 7,500 students who qualified. Of the \$1.8 million, \$500,000 would be used to assist students in the College of Medicine at Hershey.

- student aid for minority recruitment, \$1 million. Penn State studies have found that the lack of sufficient financial aid is a critical barrier to increased minority enrollments. Also, increased participation by blacks and other minorities is viewed as the best long-range way of increasing the pool of potential minority faculty members. The \$1 million could be used for both undergraduate and graduate minority student recruitment.

A Case for ROTC

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courage, and self-confidence we can help develop will be tremendous assets to any career or profession. Many thousands of ROTC graduates continue to make significant contributions to our society in literally every occupation and field of endeavor. I know of no profession where leadership qualities are a hindrance. Perhaps the Military Science Department is the best place on campus to "major" in leadership. I see our ROTC program as completely complementary to, and in concert with, the goals and objectives of our civilian academic institutions. We are all in the business of setting our young people up for success. And scholarship and officership are not mutually exclusive.

The theory of offering Army ROTC to students on college campuses is perhaps best ex-

plained in the words of Dr. Lee S. Dreyfus, former Chancellor, University of Wisconsin and later Governor of Wisconsin — "ROTC is not the presence of the military in the university, but rather the presence of the university in the military." In other words, it is not my purpose to bring the Army to Harvard, but I'd like to bring a little of Harvard into the Army!

To those who would attack the program because we adhere to certain physical, academic, moral, and ethical standards, and who claim that these requirements are unfair or undemocratic, I would submit that all of our officers must be prepared to fight and lead our soldiers into battle. That ultimately stressful and perhaps "unfair and undemocratic" circumstance, and the awesome responsibility that it encompasses, dictates a high standard which I believe is

supported, if not demanded, by our society, and a standard for which I do not apologize. The Army, as a profession, is not for everyone. ROTC is not for everyone, but I admire and respect those 73,000 college students, and 119,000 high school students who are enrolled in Army ROTC, and the thousands of students enrolled in Air Force and Navy ROTC. The overwhelming majority of them will not choose the military as their profession; most will not serve on extended active duty, but they recognize the tremendous benefits of, and the need for, the ROTC program and they are willing to serve their country should the need arise. I sincerely appreciate the support of thousands of college presidents, deans, professors, and high school principals, teachers, and parents. They recognize that our program will, in fact, help

our country's most precious resource, our young people, to "BE ALL YOU CAN BE." ARMY ROTC.

Brigadier General Curtis F. Hoglan is currently the Commanding General, U.S. Army First ROTC Region, at Fort Bragg, North Carolina. First ROTC Region consists of all high school JROTC and college ROTC programs in 16 east coast states, the District of Columbia, Puerto Rico, Virgin Islands and Panama. General Hoglan was commissioned a Second Lieutenant of Artillery from the ROTC program at Northwestern State University of Louisiana in 1955.

Have You Heard?

- Elvis Costello has put out a single under the pseudonym "The Imposter." The single, of which only a limited 15,000 are available, is entitled "Pills and Soap." Who was that masked man?

- David Bowie, Tina Turner, Keith Richards and John McEnroe (?) are joining forces and putting out a single. Look for it soon under the name "Racket."

- Those of you who were looking for the next album from ABC can stop looking, they've broken up.

- Jimi Hendrix is dead.
- Girls hate it when they go into a public bathroom, and there's no toilet paper.