

**Wright State University  
Professional Staff Advisory Council  
Minutes of December 13, 1993**

Joyce Corban called the meeting to order in the Harbage Room at the University Libraries. In attendance were: Lois Boehm, Phyllis Cole, Joyce Corban, Steve Hayden, Catherine Queener, Trisha Renner, Mike Schulze, Pat Walker, Pamela Wallace-Johnson, and Chris Watson.

**Governance:** The Governance Committee proposed a model for governance structure at Wright State that includes a faculty senate that parallels PSAC and CSAC for staff. Joyce Corban represents professional staff on the Governance Committee. Call Joyce if you have questions or suggestions. The next meeting is January 11.

**Holiday Gift Project:** Council discussed the Adopt a Child / Family project and decided since it was so late and many members are already involved through their offices, PSAC will not be a sponsor this year.

**President Flack Meeting:** The council discussed issues PSAC will bring to President Flack's attention in January. The issues suggested to discuss with Flack are:

- Governance with equal representation
- Support CSAC
  - Suggestions of letter from Flack to supervisor of newly elected council members
  - Promoting release time for chairs
- Where is capital budget for non-teaching depts.
- Future early-retirement programs

If you know of other important issues, please call Joyce Corban.

**Presidential Candidates:** PSAC is contributing funds for thank you gifts for Shari Lewis, Dan Duval, and the staff that helped to coordinate the presidential candidate visits and interviews.

**Spring Event:** Kim Grant proposed that PSAC host a basketball double header and reception on January 27 as our annual event. Council approved this with staff contributing \$2.00 per adult ticket. Information and a R.S.V.P. form are attached. Please return form to Joyce Corban, 134 Oelman Hall by Friday January 21.

**Office of Multicultural Affairs:** Abbie Robinson-Armstrong, the Associate Vice President for Multicultural Affairs, met with the council to share the Work Plan for the Office of Multicultural Affairs. She explained one of the objectives is to create a Partners for Reform Initiates in Multiculturalism (PRIM) with representatives from every area in the university. This group would define multiculturalism, develop related goals and an action plan for each constituency. She is asking for feedback from all staff. Abbie also announced the teleconference on February 2, "Beyond Racism: The Things the Make for Peace".

**Health Benefits Task Force:** Pat Walker reported on the meeting of the Health Benefits Task Force. The university's utilization of medical benefits is way up. We have been artificially protected from the increase costs because of past credits. In the next couple of years, we can expect an increase in cost. Human Resources and Tom Roddy are putting together statistics and plans for the committee.

**UBRC:** The following is the statement from UBRC on benefits to domestic partners.

UBRC recommends Wright State University adopt a policy to seek to extend university employee benefits to qualified domestic partners\*.

\*Qualified domestic partners should be defined as two individuals who share the common necessities of like, are not married to anyone, are at least eighteen (18) years of age, are not related by blood closer than would bar marriage in the state of Ohio, are mentally competent to consent to a contract, are each other's sole domestic partner and intend to remain so indefinitely, are responsible for their common welfare, are unable to qualify for coverage as a common-law spouse, are unable to marry in the state of Ohio because they are of the same sex, and meet the following condition (1) and at least two of the next three conditions (2-4) showing financial/social interdependence: 1) A "relationship contract" has been executed for the partners which requires significant mutual responsibilities and obligations, which obligates each to provide support for the other party, and which provides, in the event of the termination of the relationship, for a substantially equal division for any property acquired during the relationship; 2) the relationship has been in existence for at least twelve (12) consecutive months; 3) the partners have at least two examples of a) common or joint ownership of a residence (home, condominium/apartment, or mobile home), b) joint ownership of a motor vehicle, c) a joint checking account, d) a joint credit account, or e) a lease for a residence identifying both partners as tenants; 4) the domestic partner has been designated as a beneficiary for a) the Wright State provided life insurance policy, b) a STRS/PERS/other retirement contract, or c) the employee's will. Upon termination of the contract, the employee must notify the university in writing. As well, there should be a twelve-month period after any domestic partnership is terminated before a subsequent partnership may be registered. (Adapted from "The University of Iowa Affidavit of Domestic Partnership")

The next PSAC meeting will be held **Monday, January 10 at 3:00 p.m.** in the **Harbage Room** on the **4th floor of Dunbar Library.**

## 1993-94 PROFESSIONAL STAFF ADVISORY COUNCIL

### ACADEMIC

Joyce Corban (94)  
Ext. 2699

Kathie Barbour (95)  
Ext. 2787

### ACADEMIC SUPPORT

Robert Smith (94)  
Ext. 2011

Pamela Wallace-Johnson (95)  
Ext. 2945

Chris Watson (96)  
Ext. 2608

### EXTERNALLY FUNDED

Phyllis Cole (94)  
Ext. 3050

### INSTITUTIONAL SUPPORT & PLANT

Kevin Watson (94)  
Ext. 2917

Mike Schulze (95) Lois Boehm(96)  
Ext. 4143

Ext. 2334

### STUDENT / PUBLIC SERVICES AND AUXILIARIES

Ken Davenport (94)  
Ext. 2211

Kimberly Grant (96)  
Ext. 2184

Memo to: WSU Professional Staff  
Memo from: PSAC  
Subject: Annual Spring Event  
Date: December 27, 1993

-----  
Good News! Plans for the 1994 Winter Event have been finalized! The Professional Staff Advisory Council would like to invite you and your family or guest to join us for a special reception during a WSU Men's and Women's basketball game in the Ervin J. Nutter Center on Thursday, January 27.

The basketball double header begins at 5:00 pm with the women hosting Valparaiso. The men tip off at 7:35 against Eastern Illinois. You are invited to enjoy both exciting games of Raider Roundball with a special reception complete with snacks and soft drinks on the concourse level beginning at 6:00 pm. There will also be a cash bar available at the reception. The total cost for this evening of fun is only \$2.00 per adult and FREE for children under 12 years of age.

Please fill out the form below and make your -check only- payable to Wright State University and return to Joyce Corban at 134 Oleman Hall by Friday, Jan. 21, 1994. Tickets will then be made available through your PSAC Representative after 12:00 noon on Monday Jan. 24 through 4:00 pm Thursday, Jan. 27, 1994.

This will be an excellent opportunity to meet other professional staff members who share the common goal of keeping Wright State University a great place to work while enjoying an exciting evening of Raider Basketball. If you have any questions or need additional information please contact Kim Grant at 873-2771.

\*\*\*\*\*

Name \_\_\_\_\_ Phone Number \_\_\_\_\_

Number of FREE children's tickets \_\_\_\_\_

Number of adult tickets \_\_\_\_\_ @ \$2.00 each.

Total amount enclosed \$ \_\_\_\_\_

Total number attending reception. \_\_\_\_\_ (Please indicate at this time the total number of persons attending the reception. This includes anyone already holding a ticket to the game - ie: season ticket holders.)

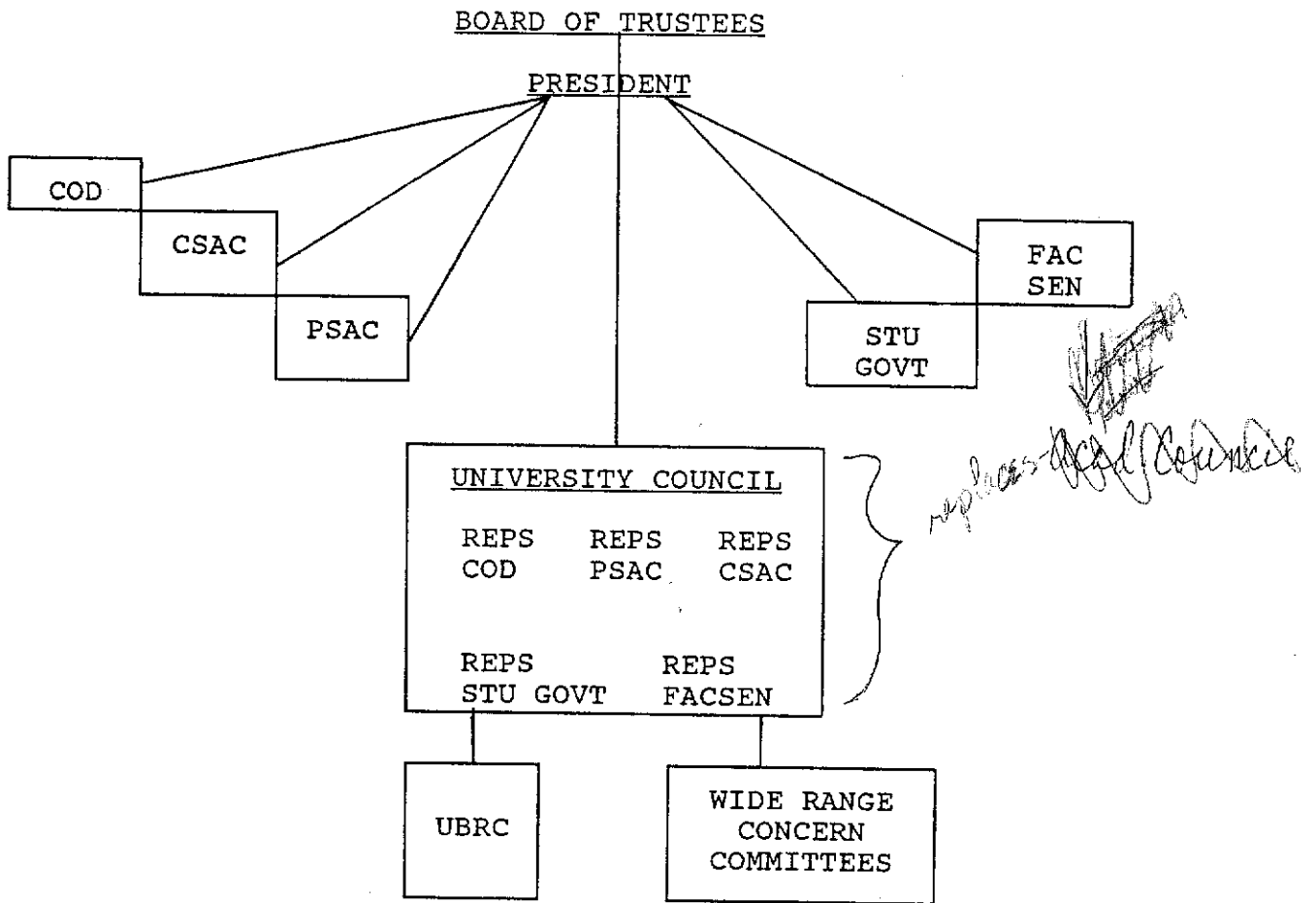
# AGENDA

## Professional Staff Advisory Council

### December 13, 1993

1. Governance
2. Holiday Gift Project
3. Harley Flack
  - gift for Shari Lewis & staff, Dan Duval
  - issues to discuss during ~~this week's~~ <sup>January</sup> visit
4. Abbie Robinson-Armstrong — 4pm
  - Office of Multicultural Affairs
  - Teleconference on Racism <sup>Feb 2nd</sup>
5. January Outing <sup>Jan 27</sup>
6. Workshop w/ CSAC--Sia Cohen
7. Committee Reports

# MODEL III



W O R K P L A N

ABBIE ROBINSON-ARMSTRONG

ASSOCIATE VICE PRESIDENT FOR MULTICULTURAL AFFAIRS

DECEMBER 1, 1993 TO JUNE 30, 1994

PRESENTED TO

DR. WILLARD HUTZEL

DR. HAROLD NIXON

NOVEMBER 30, 1993

W O R K P L A N

ABBIE ROBINSON-ARMSTRONG

ASSOCIATE VICE PRESIDENT FOR MULTICULTURAL AFFAIRS

DECEMBER 1, 1993 TO JUNE 30, 1994

PROFESSIONAL GOALS

- I. Increase the success rate of the 400+ African-American students who are enrolled in the University Division.
  
- II. Act as a conduit for identifying and dealing with issues which affect AHANA students.
  
- III. Act as a conduit for identifying and dealing with issues which affect AHANA Faculty and Staff.
  
- IV. Facilitate the Multiculturalization of Wright State University.
  
- V. Provide service to the University.

I. Goal: Increase the success rate of the 400+ African-American students who are enrolled in the University Division.

A. Related Objectives

1. Identify the "pool" of African-American student enrolled in the University division and establish base line data.
2. Plan, implement, monitor and evaluate a comprehensive "hands on" retention program. (See Appendix A)
3. Build a coalition of existing Retention Programs. (Coalition for the Retention of Students)
4. Chair the Minority Student Retention Committee.
5. Chair the Horizons Program Committee.

II. Goal: Act as a conduit for identifying and dealing with issues which affect AHANA students.

A. Related Objectives

1. Plan and implement an informal "get acquainted" function African-American, Hispanic-American, Asian-American and Native-American students (AHANA).
2. Plan and conduct one Open Forum each quarter with:
  - African-Americans
  - Asian-Americans
  - European-Americans
  - Hispanic-Americans
  - Native-Americans
  - International students
3. Provide leadership to advisors of the Black Student Union and its affiliates.
4. Provide leadership in the development of an action plan for the Bolinga Cultural Center.
5. Provide leadership in the development of an action plan for Cultural Centers operated by other AHANA groups.

6. Attend and participate in activities planned and implemented by AHANA students.
7. Identify leadership enrichment opportunities and encourage AHANA students to participate.
8. Provide leadership and financial support which motivate AHANA students to enroll in Wright State's Multicultural initiatives.
9. Produce and distribute two Newsletters which are written by AHANA students.

III. Goal: Act as a conduit for identifying and dealing with issues which affect AHANA Faculty and Staff.

A. Related Objectives

1. Co-host a Get Acquainted function for AHANA Faculty and Staff.
2. Participate in AHANA faculty and staff functions or activities.
3. Conduct two focus group sessions with AHANA Faculty and Staff.

IV. Goal: Facilitate the Multiculturalization of Wright State University.

A. Related Objectives

1. Chair the Partners for Reform Initiatives In Multiculturalism (PRIM).
2. Chair the Office of Multicultural Affairs Student Advisory Committee.
3. Provide leadership in the development of a conceptual model of Multiculturalism and related goals.
4. Provide leadership in the development of a Mission Statement for the Office of Multicultural Affairs.
5. Identify and chronicle Multicultural initiatives which are currently being implemented across Campus.

6. Facilitate the development of an action plan for the Office of Multicultural Affairs and begin to execute immediately.
7. Conduct presentations to review material developed by the partnership to gain University-Wide consensus for Multiculturalism.
8. Work collaboratively with Campus-wide constituencies to Multiculturalize the University.
  - a) University Libraries Multicultural Task Force *Team*
  - b) College of Business Multicultural Task Force.
  - c) Enrollment Management Task Force.
9. Facilitate University-Wide Faculty and Staff development opportunities which encourage constituencies to enroll in Wright State's Multicultural initiatives. *by video*
  - a) Teleconference *Feb 2nd Budget Review*
  - b) Training activities
  - c) Speakers *Admission & Enrollment*
10. Develop and publish a list of AHANA experts. *Admission & Enrollment*
11. Lobby students and staff to eliminate the term "Minority" from Wright State's vocabulary and replace it with the term "AHANA." *European Americans*

V. Goal: Provide Service to the University

A. Related objectives

1. Review manuscripts for the Record in Educational Administration and Supervision.

## Appendix A

### Student Retention Strategies

1. Focus Groups to identify problems related to succeeding at Wright State University.
2. Student Self Assessment to identify strengths, weaknesses, perspectives about succeeding at Wright State and current mindset.
3. Short Term Goals to direct student behavior.
4. Comprehensive Retention Program to provide an opportunity for students to choose those strategies which "best" meet their needs.
  - A. Mentorships
    - Faculty
    - Career
    - Parents/Guardians
    - Cross Cultural
    - Peer
  - B. Study Collaboratives
  - C. Performance Monitoring
  - D. Case Conferences
  - E. Student Hotline
  - F. AHANA Student Access Network
  - G. Student Development Retreats
    1. Cultural Identity
    2. How to Cope on a Predominately White Campus
    3. The Power of Positive Thinking
    4. Black Male/Female Relationships
    5. Self Learning
    6. A Democratic Conversation on Diversity
  - H. Structured Studying
  - I. Clustering
  - J. Straight Talk about Retaining Raiders a Newsletter for Faculty and Staff.
  - K. Parent Program.



Wright State  
University

# Draft

Office of Minority Affairs  
120C Allyn Hall  
Dayton, Ohio 45435  
513/873-2798  
FAX 513/873-2421

November 5, 1993

MEMORANDUM:

TO: \* See Distribution

FROM: Harold L. Nixon Ph.D., Vice President for Student Affairs  
Willard J. Hutzler Ph.D., Vice President for Academic Affairs

SUBJ: Partners For Reform Initiatives In Multiculturalism (PRIM)

We are inviting you to become an active member of Partners for Reform Initiatives In Multiculturalism - hereafter known as Wright State's PRIM Project.

The partnership has two goals. The first goal is to develop a conceptual model of Multiculturalism and identify related goals which are consistent with the University's Mission and Diversity Statements. The second goal is to develop an action plan for the office of Multicultural Affairs. Objectives related to the Partnership's goals are to:

1. Develop and disseminate a conceptual model for Multiculturalism which will shape the design, development and implementation of Multicultural initiatives across the University.
2. Gain University-wide consensus on a mission statement for the office of Multicultural Affairs.
3. Gain university-wide consensus on appropriate goals and related activities for the office of multicultural affairs.

The Partnership's activities will set the stage for University-wide collaboration which will result in the evolution of a pluralistic society. We anticipate that the Partnership will meet bi-weekly between December and April with a view toward reaching our goals by early May.

Our first meeting will be held on (Day), (Date), 4:00 to 5:00pm in the (Room). We appreciate your support and look forward to working with you.

DATE: December 1, 1993  
TO: See Distribution\*  
FROM: Paige E. Mulhollan  
President

DRAFT

SUBJECT: Partners for Reform Initiatives in Multiculturalism (PRIM)

In the diversity statement adopted by the university in March of 1991, the faculty, staff, and Board of Trustees affirmed their desire that "Wright State University will be a model for our geographic region, exemplifying that a human community can exist that celebrates diversity, enjoys the richness that diversity brings to our lives, and grows stronger with every new member." In pursuit of that goal, I am establishing the Partners for Reform Initiatives in Multiculturalism (PRIM) and I thank you for agreeing to participating in this effort.

This partnership effort has three tasks, which I hope may be completed by May, 1994:

1. To develop and disseminate a conceptual model for "multiculturalism" which will shape the design, development, and implementation of multicultural initiatives across the university.
2. To develop a mission statement for the Office of Multicultural Affairs that reflects a university consensus and commitment.
3. To develop the outline of an action plan (appropriate goals and related activities) for the Office of Multicultural Affairs.

The first meeting of the Partnership is scheduled for (time, place, etc. – sometime during the first week of January).

PEM:pw

\* Members of the Partnership

xc: Abbie Robinson-Armstrong  
James Harris  
Willard Hutzel  
Harold Nixon  
Kenneth Pollock  
Edward Spanier

MEMO

TO: Joyce Corbin  
FROM: Kim Grant  
RE: PSAC Event  
DATE: Dec. 9, 1993

*Ke - Here is a copy of what I sent to Joyce - I will not be @ Mon's Mtg if you have questions - Call me -*

I would like to propose that PSAC's event be held on Jan. 27th (Thursday) at the Nutter Center during a men's and women's basketball game. I have reserved the north concourse for this event. The women's game against Valparaiso starts at 5:00pm and the men's game against E. Illinois tips-off at 7:35 pm and will be televised by WDTN - Channel 2.

I have checked with Service America, and they have estimated that a deli tray with bread, chips, pretzels and pop for 150 people would average \$7.00 per person. (I based it on 150 people thinking that would be an attainable number.) The tickets are 5.00 each and I think about 100 of those 150 will actually need tickets. Therefore we would be looking at the following expenses:

100 tickets @ 5.00 each	\$500.00
150 persons @ \$7.00 each for food	\$1050.00
Total:	\$1550.00

If we put a mailer out and advertise this event we can either cover the total cost or ask for a \$3.00 per person fee to cover food, drink and tickets to both the men's and women's game that night. It would be best to get the tickets into everyone's hands prior to the game so some type of sign up would be needed in any event.

Expenses:	\$1550.00	(Based on 150 people)
Income:	450.00	" "

Net Expenses: \$1100.00 (This would be around the amount you wanted to spend.)

Another option would be just to provide chips, petzels, fritos and have an open bar with pop and beer and mixed drinks available for purchase. Munchies would cost \$4.50 a pound and we would need about 20 lbs for 150 people. That would be \$90.00 total for food. Please talk this over with everyone and let me know. I will call you on Tuesday. Thanks!!

UBRC recommends that Wright State University adopt a policy to seek to extend university employee benefits to qualified domestic partners\*.

\*Qualified domestic partners should be defined as two individuals who share the common necessities of life, are not married to anyone, are at least eighteen (18) years of age, are not related by blood closer than would bar marriage in the state of Ohio, are mentally competent to consent to a contract, are each other's sole domestic partner and intend to remain so indefinitely, are responsible for their common welfare, are unable to qualify for coverage as a common-law spouse, are unable to marry in the state of Ohio because they are of the same sex, and meet the following condition (1) and at least two of the next three conditions (2-4) showing financial/social interdependence: 1) A "relationship contract" has been executed for the partners which requires significant mutual responsibilities and obligations, which obligates each to provide support for the other party, and which provides, in the event of the termination of the relationship, for a substantially equal division for any property acquired during the relationship; 2) the relationship has been in existence for at least twelve (12) consecutive months; 3) the partners have at least two examples of a) common or joint ownership of a residence (home, condominium/apartment, or mobile home), b) joint ownership of a motor vehicle, c) a joint checking account, d) a joint credit account, or e) a lease for a residence identifying both partners as tenants; 4) the domestic partner has been designated as a beneficiary for a) the Wright State provided life insurance policy, b) a STRS/PERS/other retirement contract, or c) the employee's will. Upon termination of the contract, the employee must notify the university in writing. As well, there should be a twelve-month period after any domestic partnership is terminated before a subsequent partnership may be registered. (Adapted from "The University of Iowa Affidavit of Domestic Partnership")

Memo to: WSU Professional Staff  
Memo from: PSAC  
Subject: Annual Spring Event  
Date: December 27, 1993

---

Good News! Plans for the 1994 Winter Event have been finalized! The Professional Staff Advisory Council would like to invite you and your family or guest to join us for a special reception during a WSU Men's and Women's basketball game in the Ervin J. Nutter Center on Thursday, January 27.

The basketball double header begins at 5:00 pm with the women hosting Valparaiso. The men tip off at 7:35 against Eastern Illinois. You are invited to enjoy both exciting games of Raider Roundball with a special reception complete with snacks and soft drinks on the concourse level beginning at 6:00 pm. There will also be a cash bar available at the reception. The total cost for this evening of fun is only \$2.00 per adult and FREE for children under 12 years of age.

Please fill out the form below and make your -check only- payable to Wright State University and return to Joyce Corban at 134 Oleman Hall by Friday, Jan. 21, 1994. Tickets will then be made available through your PSAC.

# *AGENDA*

## **PROFESSIONAL STAFF ADVISORY COUNCIL JANUARY 10, 1994**

1. Western Ohio
2. Transition Team - Jeff Vernooy
3. Governance - Committee meets January 11, 3:15 pm, 437 Millett
4. PSAC Outing



Wright State  
University

Office of the Dean  
College of Science and Mathematics  
Dayton, Ohio 45435  
513/873-2611

DATE: January 5, 1994

TO: PSAC Members\*

FROM: Joyce Corban *Joyce*

SUBJECT: Staff Priorities

---

Harley Flack has asked the search committee to serve as a transition team during the first few months of his administration. Jeff Vernooy is a member of the transition team and has asked for our help in developing a list of priorities for unclassified staff. Would you please review the attached list (developed by the search committee several months ago) and prepare a list of the ten initiatives you consider most important. If you have concerns that are not on the attached list, by all means add them to your list. Please focus on **internal** issues--another group will help Dr. Flack with external issues. At Monday's PSAC meeting we'll meet with Jeff and share our thoughts.

* Kathy Barbour	M153A CAC
Lois Boehm	245A Allyn
Phyllis Cole	216 Med Sci
Ken Davenport	127 SS
Kim Grant	356 Nutter (FAX 873-2368)
Mike Schulze	059 Allyn
Bob Smith	401F Dunbar Library
Pamela Wallace-Johnson	131 SS
Chris Watson	126 Dunbar Library
Kevin Watson	247 Allyn

## CHALLENGES & OPPORTUNITIES

- OUR ABILITY TO GET PUBLIC FUNDING
- OUR ABILITY TO ATTRACT PRIVATE GIVING
- OUR ABILITY TO ATTRACT CORPORATE GIVING
- OUR ABILITY TO ATTRACT ALUMNI GIVING
- MEET THE CHALLENGES OF THE CHANGING ENVIRONMENT
  - ECONOMICS - REDUCED STATE SUPPORT
  - PRODUCTIVITY - DO MORE WITH LESS - DO IT DIFFERENTLY
  - QUALITY OF PRODUCT - GRADUATES BECOME PART OF WORK FORCE
- MAXIMIZE THE RESOURCES RECEIVED FROM THE STATE
- MAXIMIZE THE RESOURCES RECEIVED FROM THE COMMUNITY
- PROVIDE THE GRADUATES NEEDED BY WEST CENTRAL OHIO BUSINESSES TO BE SUCCESSFUL
- ECONOMIC
  - STUDENT SUPPORT
    - CHANGES IN FINANCIAL AID
    - NEED FOR ADDITIONAL SCHOLARSHIPS
  - INSTITUTIONAL SUPPORT
    - DECLINING STATE SUPPORT (INSTRUCTIONAL SUBSIDY)
- FUNDING FOR BUILDINGS, SALARIES, ETC.
- ISSUES INVOLVING EXPANSION (EG. ON-CAMPUS PARKING!)
- BY BEING AN URBAN COLLEGE, BY ABILITY TO OFFER HIGHER EDUCATIONAL OPPORTUNITY AT LOW COST THE UNIVERSITY UNDER PROPER LEADERSHIP CAN EMERGE AS A LEADER IN ITS FIELD IN COMPETITION WITH OTHER PRIVATE UNIVERSITIES THAT ARE FACED WITH HUGE OPERATING EXPENSES & ??
- MONEY
- CONTROLLING THE COSTS OF HEALTH CARE BENEFITS--NEGOTIATIONS WITH INSURANCE CARRIERS
- DEAL WITH NEED TO MAINTAIN QUALITY WHEN SUPPORT FROM STATE OF OHIO WILL BE CONSTRAINED AND THERE WILL BE PRESSURE TO RESTRICT TUITION INCREASES
- FUND RESOURCES TO INCORPORATE TECHNOLOGY INTO INSTRUCTIONAL PROCESS
- REMAIN FOCUSED ON THE STRATEGIC PLAN AND THE SUBDIVISIONS OF THAT DOCUMENT
- FINANCIAL
- CHANGES WITHIN THE ADMINISTRATION OF THE UNIVERSITY
- CHANGES WITHIN THE STUDENT BODY

- SETTING THE PROPER GROUNDWORK FOR A MAJOR CAPITAL CAMPAIGN
- ENSURING THAT THE SEARCH PROCESS DOESN'T LEAD TO DELAY IN IMPORTANT DECISIONS "UNTIL THE NEW PRESIDENT ARRIVES"
- FINANCIAL RESOURCES
- FUNDRAISING
- ENDOWMENTS
- BOARD OF REGENTS--"COMMUTER PERCEPTION" LIMITATIONS
- FUNDING FOR COLLEGES AND UNIVERSITIES
- HIGHER EDUCATION IN OHIO, HOW THE LEGISLATORS PRIORITIZE HIGHER EDUCATION

- RESPOND TO NEED TO SERVE A MORE DIVERSE STUDENT BODY
- INCREASED EDUCATIONAL OPPORTUNITIES FOR ALL INDIVIDUALS AND ESPECIALLY FOR DISADVANTAGED AND UNDER-REPRESENTED GROUPS

DIVERSITY IN STAFF AND STUDENTS

- INCREASE COOPERATION/COLLEGIALITY/MORALE ON CAMPUS
- FACULTY DEVELOPMENT
- STAFF DEVELOPMENT-TRAINING/EDUCATION
- INCREASED INTERACTION/COOPERATION BETWEEN FACULTY/STUDENTS/STAFF
- FACULTY DEVELOPMENT
- WE HAVE AN OPPORTUNITY TO EXPAND THE CONCEPT OF THE UNIVERSITY AS A VEHICLE TO SERVE THE NEEDS OF THE COMMUNITY, I.E., PRODUCE GRADUATES WITH SKILLS AND BACKGROUNDS THAT ARE NEEDED IN THE COMMUNITY
- FACULTY PRODUCTIVITY
- ATTRACTING GOOD FACULTY
- BETTER COOPERATION BETWEEN FACULTY/ADMINISTRATION
- GET EVERYONE ON SAME AGENDA
- IMPROVE PRODUCTIVITY
- STRENGTHEN FACULTY MORALE
- FACULTY/STAFF DEVELOPMENT
- BUILD BUSINESS CONNECTION
- ENGINEERING, MEDICAL, AND COMPUTER SCIENCE PROGRAMS ARE AT CUTTING-EDGE LEVELS FOR FURTHER EXPLOITATION IN PUBLIC/PRIVATE VENTURES FOR GRANTS AND OTHER COLLABORATIVE EFFORTS
- PROVIDE QUALITY INSTRUCTION WITHOUT RAISING STUDENT FEES WHILE FACING CUTBACKS IN STATE FUNDING
- ADDRESS QUARTER VS. SEMESTER ISSUES
- STRENGTHEN UNDERGRADUATE EDUCATION
  - RETENTION
  - RECRUITMENT OF MINORITY STUDENTS
- PROVIDE QUALITY EDUCATION WITH LIMITED (DECREASING) RESOURCES
- FIND NEW IMPROVED WAYS FOR STUDENTS TO LEARN
- KEEPING QUALITY ACADEMIC PROGRAMS WHILE OPERATING ON A LIMITED BUDGET
- MAINTAINING ENROLLMENT AND OPERATING WITHIN THE BUDGET LIMITATIONS GIVEN BY THE STATE LEGISLATORS, RECOGNIZING THE LIMITATIONS OF STUDENTS ? IN FEES
- G.E.
- RETENTION
- ASSESSMENT
- STRENGTHENING UNDERGRADUATE PROGRAM (ALSO RELATES TO RETENTION/ASSESSMENT)

- CROSS DEPARTMENTAL/COLLEGE PROGRAMS--AGAIN POTENTIAL FOR INTERNATIONAL BUSINESS, COLA, ENGINEERING, ETC.
- MAXIMIZING INNOVATIONS IN EDUCATION DEVELOPMENT
- DEDICATION TO PROVIDING A QUALITY EDUCATION
- INCREASE COMMITMENT TO UNDERGRADUATE EDUCATION/RETENTION
- DEVELOP AN ACADEMIC ENVIRONMENT MORE SUITABLE FOR THE TYPES OF STUDENTS WSU ENROLLS (NON-TRADITIONAL)
- EDUCATING PUBLIC REGARDING SUPPORT FOR HIGHER EDUCATION (VIA GOVERNMENT FUNDING/SUBSIDIES AND CHARITABLE CONTRIBUTIONS)
- ENROLLMENT MANAGEMENT
- ELITISM OF ACCESSIBILITY TO HIGHER EDUCATION
- EXCELLENCE
- INCREASING NICHES
- ANIMAL RIGHTS
- WE HAVE A GREAT OPPORTUNITY TO EXPAND THE CONCEPT OF THE "COMMUNITY COLLEGE"
- ANOTHER MAJOR CHALLENGE IS TO SEEK A PROPER BALANCE BETWEEN RESEARCH AND TEACHING
- CREATION OF POINTS OF EXCELLENCE
- ESTABLISHMENT OF PH.D. IN ENGINEERING
- WRITING PROGRAMS
- ENGINEERING PH.D., MEDICINE & COMPUTER SCIENCE AT CUTTING EDGE
- NEED TO HELP SECONDARY SCHOOLS IMPROVE
- ADDRESS QUARTER VS. SEMESTER ISSUE
- GRADUATE STUDENTS NEEDED BY COMMUNITY
- STRENGTHEN UNDERGRADUATE EDUCATION
- BETTER COMPUTING FACILITIES
- CREATE LEARNING ENVIRONMENT
- ASSESSMENT
- DEPARTMENT BARRIERS
- WRITING PROGRAMS
- WRIGHT-PATTERSON AFB AND ITS DOWNSIZING

- EXPAND THE CONCEPT OF "METRO UNIV." NATIONALLY AND CAMPUS
  - MAKE FUNDING SOURCE REALIZE THE VALUE
- EXPAND AND CONTINUE LEADERSHIP ROLE IN COMMUNITY PROBLEMS
  - PUBLIC SCHOOL ISSUES
  - HEALTH ISSUES
  - ROLES OF COMMUNITY LEADERS
- RAISE LEVEL OF AWARENESS IN COMMUNITY
- EXPAND MISSION TO EMPHASIZE ACCOMPLISHMENTS NOT JUST OBJECTIVES
- DEVELOP APPROACHES TO PROBLEMS IN THIS REGION
  - EG. RETRAINING ENGINEERS WHO HAVE WORKED IN THE DEFENSE INDUSTRY TO WORK IN CIVILIAN INDUSTRY WHICH EXISTS IN A GLOBAL ENVIRONMENT
- ENHANCE THE UNIVERSITY'S IMAGE IN THE COMMUNITY
- PROVIDE LEADERSHIP IN THE COMMUNITY TO IMPROVE THE HEALTH AND WELLBEING OF ITS CITIZENS
- COMMUNITY
  - COMMUNITY INFLUENCE
    - ECONOMIC DEVELOPMENT
    - INTELLECTUAL DEVELOPMENT
- STATE & NATION
  - PROVIDING LEADERSHIP IN THE CONTINUED DEVELOPMENT OF THE METROPOLITAN UNIVERSITY CONCEPT
- FIRMLY ESTABLISHING AN IDENTITY WHILE OPERATING AS A UNIVERSITY (I.E., WHAT IS A METROPOLITAN UNIVERSITY?)
- INCREASING RECOGNITION OF WSU (NATIONAL & INTERNATIONAL RECOGNITION) AS A QUALITY UNIVERSITY THAT PROVIDES QUALITY EDUCATION
- CONTINUING THE IMPORTANT ROLE OF A URBAN UNIVERSITY, SATISFY THE NEEDS OF THE LOCAL COMMUNITY AND AREA SERVED BY THE UNIVERSITY AND ITS BRANCH CAMPUS
- IMPLEMENTING THE EXISTING COMMITMENT OF THE PRIVATE SECTOR OF THE COMMUNITY IN SUPPORTING SCHOLARSHIPS AND CAPITAL IMPROVEMENT PROGRAMS
- DEVELOPMENT OF INTERNATIONAL BUSINESS CONNECTIONS IN MIAMI VALLEY--SPECIFICALLY JAPANESE--TO PREPARE STUDENTS FOR JOBS, ETC.
- TAKE LEADERSHIP POSITION IN MIAMI VALLEY
- WORK WITH INNER-CITY TO DEVELOP WORK FORCE FOR VALLEY
- BECOME A PROVIDER OF SERVICES AND SUPPORT TO THE METROPOLITAN COMMUNITY
- CAPITALIZING IN AN INCREASING POSITIVE PRESENCE AS A LEADER IN THE STATE AND NATION
- DEDICATION TO METROPOLITAN UNIVERSITY IDEAL
- BETTER SERVE NEEDS OF COMMUNITY BY BROADENING CONCEPT OF METROPOLITAN UNIVERSITY BEYOND RELATIONS WITH WPAFB AND BUSINESS COMMUNITY

- REMAIN A METROPOLITAN UNIVERSITY WORKING CLOSELY WITH THE DAYTON COMMUNITY
- EXTENDED COMMUNITY INTERACTION
- ENHANCING IMAGE OF UNIVERSITY IN THE COMMUNITY
- CONTINUATION OF THE METROPOLITAN UNIVERSITY CONCEPT SO IT BECOMES UNDERSTANDABLE TO THE COMMUNITY AND THE STATE LEGISLATORS
- IMPLEMENTING THE METROPOLITAN UNIVERSITY CONCEPT
- REGIONAL COOPERATION
- ECONOMIC GROWTH AND VIABILITY OF THE REGION
- COMMUNITY OUTREACH
- SOCIAL PROBLEMS
- SOCIAL JUSTICE ISSUES
- GREATER DEFINING OF WHO WE ARE TO THE COMMUNITY
- EDUCATING THE COMMUNITY ON BEING A METROPOLITAN UNIVERSITY
- METROPOLITAN MISSION
- LEADERSHIP IN COMMUNITY
- DOWNSIZING OF WPAFB
- EXPAND MISSION TO EMPHASIZE ACCOMPLISHMENTS NOT JUST OBJECTIVES
- ENHANCE IMAGE IN COMMUNITY-METROPOLITAN
- PROVIDE COMMUNITY LEADERSHIP
- NATIONAL RECOGNITION
- ESTABLISH CLEAR IDENTITY
- CLINTON ADMINISTRATION EMPHASIZING EDUCATION
- STUDENT ENROLLMENT IN LOCAL AREA IS RISING--KIDS ARE STAYING CLOSE TO HOME
- RECRUIT MORE AND BETTER STUDENTS

- TRY TO ENROLL THE SAME NUMBERS OF STUDENTS EVEN WITH THE INCREASING DIFFICULTY STUDENTS MAY FACE
- STUDENT RETENTION
- COMMUTER STUDENTS
- OLDER STUDENTS
- RETRAINING OF WORK FORCE
- AFFORDABILITY OF COLLEGE EDUCATION
- WSU CHEERLEADERS
- BEING STUDENT CENTERED IN TERMS OF UNDERSTANDING THE DIFFERENT TYPES OF STUDENTS THAT ATTEND THIS UNIVERSITY, I.E., NON-TRADITIONAL TO THE HANDICAPPED
- THE ENROLLMENT ISSUE--HOW MUCH SHOULD WE INCREASE ENROLLMENT? CLOSE ENROLLMENT?
- WE NEED TO IMPROVE THE "ACCESSIBILITY" OF THE UNIVERSITY TO ALL OF THE PUBLIC
- QUALITY OF STUDENT BODY
- DRAWING HIGH SCHOOL GRADS IN FOR FIRST YEAR
- STUDENT AID
- STUDENT ENROLLMENT ISSUES
- NEED TO RECRUIT MORE/BETTER STUDENTS
- REMAIN STUDENT CENTERED
- HIGH SCHOOL GRADS
- CHANGE FINANCIAL AID
- OLDER STUDENTS
- WSU CHEERLEADERS
- RETENTION
- PROVIDING FACULTY AND STUDENTS WITH APPROPRIATE COMPUTING FACILITIES