



University Senate

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MEMORANDUM

TO: The Senate

FROM: Dr. Stephen Lehmkuhle, Senate Chairperson

DATE: January 12, 1995

The 1994-95 Senate is scheduled to meet at 3 p.m. on Tuesday, January 17, in 126 J. C. Penney. The agenda follows:

- I. Approve minutes from previous meeting (action item)
- II. Report from the Chairperson -- Dr. Stephen Lehmkuhle
- III. Report from the Chancellor -- Chancellor Blanche Touhill
- IV. Report from the Faculty Council -- Dr. Herman Smith
- V. Report from the Intercampus Faculty Council -- Dr. Susan Feigenbaum
- VI. Committee reports:
 - A. Executive Committee (action item, see attached)
-- Dr. Stephen Lehmkuhle
- VII. Other business

EXECUTIVE SUMMARY

"TOWARD BECOMING A STUDENT-CENTERED RESEARCH UNIVERSITY"

Report of the
Chancellors Task Force on Enhancing University Responsiveness

(DRAFT December 12, 1994)

The Task Force based our recommendations on three overriding goals for making the university more responsive:

- (1) That UM St Louis moves toward becoming a "student-centered research university," bridging gaps that exist between incentives for research and publication and excellent teaching.

There remains a tension between the research and education functions of the university, especially given a culture and reward system that produces a strong tendency to devote far more time to research and publishing than to education. We must reconcile and accommodate these competing pressures in a way that meets both the needs of students to learn, inside and outside of the classroom, and the creation and dissemination of new knowledge.

- (2) That all campus employees become more "customer friendly" and service oriented through education and training.

We exist in an era of changing student populations, declining enrollments, heightened competition for recruitments, problems with retention, declining state support, rising tuition, in an increasing complex global environment marked by rapid technological change. To meet these challenges, we must improve communication at all levels, increase the formal training of univer-

sity personnel, employ new technologies to improve basic services such as admissions, registration, advising, and financial aid.

- (3) That the university make responsiveness an ongoing objective by establishing procedures for continuous self improvement.

To work, this must involve people on the front lines - departmental secretaries, cashiers, advisors, classroom teachers and teaching assistants, security officers - as well as middle and top level administrators. The university must expose faculty and staff to continuous quality improvement techniques, providing personnel with the tools and skills to innovate, find new solutions, and improve efficiency.

To achieve these three goals, we offer the following 14 recommendations:

Recommendation 1:

Provide greater incentives for faculty to focus on students, recognizing excellence in teaching, and better integrating research and teaching.

Recommendation 2:

Within academic departments, increase and improve communications with students and majors.

Recommendation 3:

Enhance faculty development opportunities for teaching and for more effectively using research activities in teaching.

Recommendation 4:

Improve faculty access to student records to improve faculty advising and academic counseling.

Recommendation 5:

Develop customer-orientation training programs for all university personnel, including staff, faculty, and administrators.

Recommendation 6:

Improve internal campus communications at all levels, better integrating campus information systems, using appropriate new technologies.

Recommendation 7:

Increase awareness and sensitivity of all members of the campus community to the special needs of nontraditional students, African American, other minorities, women students, and disabled students.

Recommendation 8:

Reorganize and enhance student-service operations to better serve customers, particularly in Financial Aid, Admissions, and Registration.

Recommendation 9:

Make the campus more friendly and inviting to students by increasing efforts to create a better physical environment.

Recommendation 10:

Maintain the current customer base by increasing and improving campus retention efforts.

Recommendation 11:

Expand the customer base by enhancing recruiting and marketing efforts.

Recommendation 12:

Evaluate and revise the university's long-range strategic planning processes to ensure that it effectively determines needs and guides the allocation of resources.

Recommendation 13:

Enhance the accountability of the university by developing continuous improvement processes, including bottom-up participation of all employees, with feedback mechanisms.

Recommendation 14:

Help insure continued responsiveness by evaluating program effectiveness and measuring student satisfaction.