
STAFF CONGRESS

Northern Kentucky University Highland Heights, Kentucky 41076

**STAFF CONGRESS AGENDA
Thursday, April 9, 1992
Meeting at 1 p.m.
University Center 108**

- I. Call to Order
- II. Approval of March 12, 1992 Minutes
- III. President's Report - Virginia Stallings
 - a. Executive Committee Report - Meeting with Mr. Taulbee
 - b. Response to: Budget Report
 - c. Comments re: Draft of Strategic Planning Goals
distributed at last month's meeting
- IV. President-Elect's Report - Linda Wright
- V. Standing Committee Reports
 - Benefits: Cheryl Torline
 - Constitution & Bylaws: Judy Brueggen
 - Credentials & Election: Claire Newman
 - Liaison: Shirley Scharf
 - Policies: LaVerne Mulligan
 - 1) Temporary Disability Leave (see attachment)
 - Salary/Budget: Tom Skinner
- VI. AdHoc Committee Reports
 - Food Service Advisory: Ron Rieger
 - Health Utilization: Cheryl Torline
 - Parking & Traffic Control: Gail Jewell
- VII. Old Business
- VIII. New Business
- IX. Announcements
- X. Closed Session
- XI. Adjournment

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STAFF CONGRESS

Northern Kentucky University Highland Heights, Kentucky 41076

STAFF CONGRESS MINUTES
APRIL 9, 1992
UNIVERSITY CENTER - ROOM 108

Members Present: Judy Birkenhauer, Judy Brueggen, Steve Derrick, Ruth Enzweiler, Sandy Flora, Jack Geiger, Peg Goodrich, Donna Gosney, Gail Jewell, Janet Krebs, Laverne Mulligan, Claire Newman, Shirley Scharf, Elaine Shafer, Annette Simpson, Tom Skinner, Virginia Stallings, Cheryl Torline, Peggy Vater, Charlene Wray, Linda Wright.

Liaison: Margo Ferrante

Members Absent: Deedra Derrick, Shirley Garrett, George Hadesty, Chuck Harmon, Marilyn Henderson, Cheryl Lippert, Carol Maegly, Barb Martin, Joyce Moore, Shirley Raleigh, Ron Rieger, Sue Roth, Jay Stevens.

Guests: Dennis Taulbee.

- I. Call to order. Meeting was called to order at 1:10 p.m. with a quorum present.
- II. Minutes of March 12, 1992 were approved as submitted
- III. President's Report - Virginia Stallings read a letter submitted by Claire Newman, Credentials and Elections, that will be sent to all staff regarding upcoming Staff Congress Election, Virginia reported on a meeting held recently that was attended by SC Executive Committee, Faculty Senate Executive Committee and the Vice Presidents regarding the 1992-93 budget. Dr. Boothe stated in this meeting that the suggested changes in the co-payment for health care would remain the same until at least January and not increase July 1. There will be a change in the co-payment for brand-name prescriptions; brand names will be \$10.00 and generic will remain at \$5.00. Also, \$75,000.00 of the Summer School expenditure adjustment will come from reserve funds instead of the general budget that was originally projected. There will be an explanation in upcoming issues of the Campus Digest explaining this to all staff and faculty.
- IV. President Elect's Report - Linda Wright. Nothing to report.
- V. Standing Committee Reports

Benefits - No report.

Constitution and Bylaws - No report.

Credentials and Elections - Election information is being prepared to be sent to all staff.

Liaison - Gail Vaughn had attended the Faculty Senate Budget meeting and reported that Faculty Senate had most of the same concerns that we had expressed about the proposed 1992-93 budget.

Policy - The committee had received the third and final draft of the Temporary Disability Policy and noted no changes from the second draft. The concerns expressed by the committee had not been addressed in this draft. In F1.8 wording had been changed somewhat (Laverne had found this out just prior to the meeting). The Policy Committee recommended that SC accept, with reservations regarding section F1.10, F1.08, and F1.07, be approved. The vote was 12 in favor, 5 opposed and 1 abstention.

Salary/Budget Committee - No report.

VI. University Wide Committee Reports

Food Service - No report.

Health Utilization - No report.

Parking - No report.

VII. Old Business - Virginia vacated the presidency chair to make a statement. She emphasized that Congress represents all members of the staff. Representatives must remember that for all staff to be treated equally, we must speak with one voice in making decisions and voting on issues that pertain to staff, regardless of employment category.

VIII. New Business - All should encourage staff to send reservations to the picnic committee as soon as possible.

Steve Derrick expressed concerns that fire alarms are not taken seriously on campus and education needs to be undertaken to correct this matter.

It was suggested that Mr. Jim Alford be asked to attend the May meeting of SC to answer questions regarding the Foundation.

Dennis expressed his thanks to SC for their participation in the budget process. He stated that he believed that SC had asked very pertinent and thoughtful questions of administration regarding the budget.

IX. Announcements - none

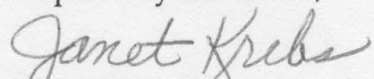
X. Closed Session - a lengthy discussion followed regarding the Temporary Disability policy. Several representatives felt they did not fully understand the original motion. A motion was made that SC not approve the policy as presented in the third draft. The vote was 18 in favor, 1 opposed.

A motion was made that a letter be sent to Dr. Boothe with copy to Dennis and Margo, stating our concerns on this policy and that SC voted not to approve the Temporary Disability Policy. Motion carried.

Adjournment - There being no further business, the meeting adjourned.

Next Staff Congress meeting - May 14.

Respectfully submitted;


Janet Krebs, Secretary

MEMORANDUM

TO: Mr. Dennis L. Taulbee
DATE: April 2, 1992
RE: Health Care Plan Changes

In November 1991 in a letter to President Boothe recommending renewal of the Prudential contract, we alluded to potential mid-year co-pay and benefit adjustments which might be necessary to "stem the tide" on increased utilization. The January 1992 utilization report shows a 77 percent utilization rate on the twelve-month period. This compares to the 78 percent ratio in August 1991 under which we re-rated for the 1992 contract. The utilization ratio is a comparison of premiums paid to claims made. An optimal utilization ratio is 70 percent. This memorandum is written to express concerns regarding health benefit adjustments in the budget reduction process and to recommend a co-pay increase.

Plan change strategies which increase co-pays are designed both to reduce the institution's premium payments and to reduce and control utilization. Concurrently, these strategies also reduce the individual's premium. Obviously, an individual's reduction may be offset by the individual's utilization.

Strategies which delay enrollment or change premium structures for part-time employees affect the make-up of the pool; while these strategies result in a premium savings for the University, the impact on utilization is unknown. The delayed enrollment date coupled with the pre-existing condition limits could have a positive impact on utilization. In other words, we currently provide health insurance with a 30-day waiting period for which pre-existing conditions are excluded; thus, premiums are paid for restricted users and these premiums help subsidize the entire pool. Cost-shifting to part-time employees may have a different affect. If our part-time employees are low users and they migrate out because of financial constraints, our utilization ratio would increase. This is a speculative statement, since the premium shift could result in little to no change in part-time employee enrollment. The difference in these two options is that one deals with current employees who are already a part of the plan. The delay in enrollment deals with employees yet to be hired.

The health care benefit adjustments recommended in the recent budget reduction strategy sessions are typical of the recommendations that Prudential would have made to NKU as a mid-year utilization control strategy. The reactions of the Staff

Congress, Faculty Senate, HCUC, and numerous other groups desiring to maintain the current level of benefits speak directly to the very real concern over erosion of compensation and are taken very seriously. Our concerns only make this writing more difficult

Attachment A illustrates NKU's current premium schedule, the generic drug rider adjustment, the \$15 co-pay adjustment, and the \$20 co-pay adjustment.

Attachment B illustrates the anticipated October 1992 re-rate if no adjustments are made and if utilization continues at the current level of 77 percent. As mentioned earlier, our utilization rate last August 1991 was 78 percent; therefore, we have projected the 1993 re-rate at 13 percent, the same as Prudential's 1992 re-rate proposal. NKU successfully negotiated a 9 percent re-rate in 1992. Negotiations will be difficult in the face of sustained high utilization.

Attachment C is a historical table of both proposed and contracted premium schedules.

Options: There are no easy answers, but we must achieve affordable and adequate health care benefits for our personnel. Secondly, we must reduce utilization in order to minimize future premium increases. One strategy to reduce health care costs is to shift financial responsibility to the user.

We began our relationship with Prudential in 1988. We must re-bid health care coverage no later than fall 1996 unless there are extenuating circumstances. We could begin a re-bid process as early as this summer. A portion of the comments raised by University employees relate to dissatisfaction with Prudential and concerns that premiums are too high with inadequate service. As a high user, NKU may have some difficulty in negotiating a better premium structure with another carrier. To the extent possible, HCUC will gather re-bid type information this spring and summer.

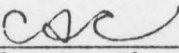
In a re-bid situation, NKU could re-visit the selection of plans and return to a traditional indemnity program with a deductible and 80/20 co-pay arrangement. This plan provides more employee choice, lower premiums but higher costs to most users, and no "wellness" coverage.

Given the two above mentioned options, it seems that our only feasible solution is controlled and reduced utilization achieved both through cost incentives and education. The increased co-pay at the \$20 level is the cost incentive. The

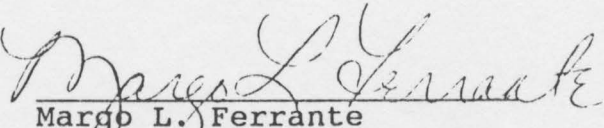
Mr. Dennis L. Taulbee
April 2, 1992
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HCUC working with the Wellness Program needs to establish an effective educational program.

This minority position is difficult to hold and express; it springs from concerns for long-term benefits access. As we respect the opinions of others, we trust that this opinion can be respected.



Carla S. Chance



Margo L. Ferrante

cc: HCUC

TEMPORARY DISABILITY LEAVE

General

- F 1.1 This policy describes employee eligibilities and obligations for temporary illnesses and incapacitation.

The University reserves the right to require medical statements to support the use of benefits under this policy. Failure to provide requested documentation may result in a "without pay" status for the period of time in question, suspension or dismissal.

Allowance and Accumulation

- F 1.2 The Temporary Disability Leave Policy is intended to encourage the accumulation of temporary disability leave to cover an extended illness or incapacitation. It is urged that staff members recognize the value of accumulating as much temporary disability leave as possible to cover potential emergency needs.
- F 1.3 Regular full-time staff employees earn a temporary disability leave allowance of one day with pay for each calendar month of employment. Temporary disability leave may be accumulated without limitation. New employees accumulate temporary disability leave, but it is not available for use until the fourth month of employment. The temporary disability leave allowance will be earned for a month when employment commences on or before the 10th day of that month. No allowance is earned in the final month of employment when the termination occurs on or before the 20th of that month. Employees transferring within the University retain their leave allowance accumulation in their new work assignment. Temporary disability leave continues to accumulate during any leave with pay, but not during any leave without pay. Unused leave allowance will not be paid upon termination or resignation by the employee. Temporary disability leave with pay may not be taken in excess of the days accumulated.
- F 1.4 When a staff member receives workers' compensation benefit for time lost from work, accumulated leave may be used to supplement the difference between workers' compensation and regular pay. Employees on workers' compensation leave continue to accrue temporary disability and vacation time as though they were in paid status. (see policy H15)
- F 1.5 Temporary disability is not considered as time worked for the purpose of determining overtime payments.
- F 1.6 When a staff member is on scheduled vacation, he/she is not eligible for temporary disability leave except under circumstances such as hospitalization; the staff member may request the authority to use leave but not, however, to result in double pay. Such a request is subject to approval of the Major Department Head and Personnel Services.
- F 1.7 Illnesses extending beyond ten (10) consecutive working days will require a PAR from the department placing the employee on a Temporary Disability Leave.
- F 1.8 Absences must be reported to the department head or supervisor, by the employee, at the start of the work period; unreported absences will be without pay.

Use

- F 1.9 Regular employees who suffer temporary sickness or incapacitation thus making them unable to perform assigned duties, will be granted leave for the necessary period not to extend beyond the period of time that can be covered by accumulated sick leave days. Employees who have accumulated leave time beyond the limits discussed in this policy, may remain on leave or take additional leaves, with proper medical documentation, until accumulated leave time is exhausted.
- F 1.10 A physician's written statement is required by the employee's department and/or Personnel Services at any time before, during and/or after filing for the Temporary Disability Leave. All medical documentation must include treatment dates, a potential return to work date and any restrictions if applicable.
- F 1.11 An employee on Temporary Disability Leave is guaranteed his/her former position or an equivalent position at a comparable rate of pay upon return.
- F 1.12 Employees with accumulated leave time, will continue on Northern's benefits during the leave period; payroll deductions will continue during that time. Employees with accumulated leave time will also be eligible to take the full extent of their time with proper medical documentation; these employees will not be held to the six month return to work requirement between leave requests.
- F 1.13 Employees without sufficient accumulated leave time, are eligible for a Temporary Disability Leave up to a total of 90 calendar days, with proper medical documentation. An employee, out of paid status, who is unable to return to work upon the expiration of the disability leave may apply for an extended disability leave for up to an additional 90 calendar days; medical documentation will be required to extend the leave beyond the initial request.
- F 1.14 Employees on Temporary Disability Leave will remain in Northern's benefit plans during the leave period, not to exceed 90 calendar days. If an extended disability leave is requested, the University will continue the individual in the benefit plans for up to an additional 90 calendar days. The employee must contribute his/her share, however, as if he were being paid; checks must be submitted to Personnel Services made out to the various carriers.
- F 1.15 An employee who has taken both a disability leave and an extended disability leave must return to work for a minimum of six months before becoming eligible for another disability leave with University-paid benefits. Employees requiring time off for medical purposes prior to having fulfilled the six month return requirement may be approved for a disability leave without benefits.

Other

Immediate family

- F 1.16 Absences necessitated by emergency or serious illness of an immediate member of the family may be applied against accumulated temporary disability leave up to a maximum of five work days for a single illness. Medical documentation may be required. Immediate family is defined, for this purpose, as parents, brother, sister, spouse, child or other persons for whom the employee is directly responsible.

Medical Appointments

- F 1.17 Temporary disability leave may be utilized for the purpose of medical or dental appointments for the employee or a member of the immediate family as previously defined. Requests for any such use must be directed in advance to the appropriate designated supervisor for approval.

Personal Leave (see policy F5)

- F 1.18 Employees needing additional time off without medical documentation, may request a Personal Leave of Absence. Personal Leaves are granted only in special cases at the discretion of the Major Department Head and approval of Personnel Services. When such a leave cannot be granted, employment may be terminated. If a Personal Leave is granted upon the expiration of the initial Disability Leave, the combined time off cannot exceed 180 calendar days. An employee may use his accumulated vacation time during the Personal Leave; accumulated sick time may not be used. An employee on Personal Leave assumes the full cost of his benefits for the duration of the leave.

DRAFT

STRATEGIC PLANNING GOALS

March 1992

I. VISION STATEMENT

Northern Kentucky University shares the belief that all people should have the opportunity, through a comprehensive and affordable education, to fully understand and address the manifold problems and opportunities of the human condition.

NKU is a diverse metropolitan university committed to the concept that quality and innovative academic programs, developed on a base of scholarly excellence and highlighted by good teaching are the core of the University's existence. NKU strives to provide an atmosphere and physical setting that maximize the educational experience.

Beyond the traditional classroom, NKU is committed to serving its metropolitan region by providing a wide array of activities and programs designed to affect a positive impact on the educational, cultural and economic goals of the communities within the region.

II. MISSION STATEMENT

Northern Kentucky University shall serve students living in its immediate environs and offer a broad range of educational programs which emphasize the traditional collegiate and liberal studies. Recognizing the needs of its region, the University shall provide programs primarily at the associate and baccalaureate degree levels.

Subject to careful justification, selected master's degree programs, as approved by the Council on Higher Education, may be offered. The provision of broader graduate education services shall be provided by a graduate education center at Northern Kentucky University in which the participation of one or more advanced graduate education universities is arranged through Northern.

The University should continue to offer health and selected technical programs because it serves as a community college for the area.

Because of its close proximity to other higher education and post-secondary institutions, Northern should foster close working relationships and develop articulation agreements with those institutions. The University should provide applied research, service, and continuing education programs directly related to the needs of its primary service region.

The development of a community studies center encouraging applied research and public service activities would provide a unique opportunity for cooperating with other institutions and for service in the Northern Kentucky area.

Adopted by the Council on Higher Education
January 19, 1977
Revised January 13, 1983

III. MISSION STATEMENT CLARIFICATION

Northern Kentucky University was created in 1968 to bring the benefits of higher education to the region of Northern Kentucky. The principal benefit is, of course, the provision of education at the college level. The establishment of any institution of higher learning provides, in addition, other benefits to the surrounding community, most notably, the institution serves as a resource to, and generally enriches, life in the community. Northern Kentucky University's missions, then, are to educate, to be a resource to the community, and to enrich life in the region. Of the three, the central mission is to provide education, primarily through classroom teaching.

The educational responsibilities delegated to Northern Kentucky University by the General Assembly are related primarily to undergraduate education:

1. The University shares a major purpose of all state universities in the Commonwealth, namely, to provide instruction at the baccalaureate level. At Northern Kentucky University, such instruction includes programs in the traditional arts and sciences--these serve as the core of higher education for all students--and in professional career studies, especially those suitable to the employment needs of the region.
2. The University provides programs of a community college nature, thereby continuing the mission of its predecessor, Northern Kentucky Community College, in accordance with provisions of KRS 164.597.
3. The University offers legal education programs through Chase College of Law in accordance with provisions of KRS 164.020 (8).
4. The University offers post-baccalaureate degrees to serve the needs of a commuting, in-service population. Cooperative arrangements with other institutions may enhance this role.
5. The University offers other non-degree programs designed to meet particular needs in the region.

Although the University was established to serve students in Northern Kentucky, a university education must expose students to a non-parochial environment and to a variety of viewpoints. To benefit all students, the University seeks to ensure diversity in the student body by enrolling individuals with different cultural and economic heritages from outside the immediate University environs.

The institution strives to create an effective and exciting learning environment in order that the central mission of formal education can be realized. Teaching, as the chief mechanism for implementing this mission, is, therefore, the first consideration in establishing and maintaining a quality faculty. Excellence in teaching, moreover, requires continual growth in depth and breadth of knowledge. Scholarship in the broadest sense is expected of all faculty members to ensure their continuing value as teachers. In the context of the University's missions, teaching-related scholarly activity, pure research, and applied research of a community service nature are all valued. Experimentation with programs to enhance further the University's instructional mission is also necessary, but is viewed as an institutional responsibility not necessarily applicable to each individual. Scholarly activity and research at the individual level and experimentation at the group level are important corollaries of the University's mission.

The University is a resource for the community, the primary resource being the expertise of its faculty and staff. To enhance this aspect of its mission, the University initiates programs

of community research and service to meet identifiable regional needs. Service to the community is, like experimentation, a University responsibility. Secondary resources include physical facilities such as libraries, the University Center, recreational and sports facilities, and theaters and galleries, which serve the region as a whole.

The University supports programs and activities to better the overall life of the extended community. Programs such as continuing education, film and lecture series, fine arts presentations, concerts, student activities, and intercollegiate athletics provide the community with educational and cultural enrichment and with entertainment. The provision of such programs involves costs that must be kept in appropriate balance with the formal educational mission of the University.

The University also recognizes the need to create an environment in which each student can develop and assume a productive and positive role in society. For this reason, the University has created a network of student services to assist students in obtaining optimum benefits from the instructional process. Support services and activities provide opportunities for practical application of formal learning. The network of support services includes counseling, student organizations and publications, career development, cooperative education experiences, and testing. To fulfill all of these worthy purposes, the University undertakes activities to foster the welfare and existence of the University itself, since the missions are rendered meaningless should the University cease to exist. Support functions are embodied in all University offices and activities not directly responsible for the three missions of the University. These services are important to the life of the institution as, similarly, scholarship is important to the life of the faculty.

August 13, 1985: Adopted by the Board of Regents April 29, 1987

IV. STRATEGIC PRIORITIES

Northern Kentucky University seeks to be a progressive and comprehensive metropolitan university of regional prominence throughout the midsouth and midwest. This goal will require NKU to maintain and strengthen its emphasis on an outstanding undergraduate liberal education while simultaneously maintaining and developing selected graduate and professional programs of like quality. The primary goal of the university's programs is graduating individuals who understand the manifold problems and opportunities of the human condition. For life in the 21st century, such understanding must be founded on an orientation to a future of expanding change, an appreciation of the interdependent nature of a world society, and development of requisite skills for living in a technological world.

The following five priorities serve as a framework for guiding the University's Strategic Planning Committee in recommending the strategic objectives (Items A-H) that immediately ensue.

1. The university is committed to the principles of collegiality in university governance.
2. Service to students is the highest priority throughout the university.
3. The most significant resource priority of the institution will continue to be the improvement of faculty/staff salaries, benefits, and work environment.
4. Providing an outstanding learning experience is our primary obligation.
5. Supportive relationships among the university and its internal and external constituencies are critical to its growth and success.

LISTING OF STRATEGIC DIRECTIONS

The following objectives, not ranked in order of importance, reflect the five priorities listed above.

A. Academic Objectives

1. Quality of Instructional Environment

Provide adequate funding to insure that:

- a. The University maintains a student/faculty ratio that keeps the use of part-time faculty to no more than 25% of all regular sections, and no more than 33% in any one department.
- b. Libraries properly reflect the university's commitment to intellectual and scientific pursuits.
- c. Computer systems support academic needs for instruction, advising, and student records.
- d. Equipment needed for academic programs is available and up to date.

2. Growth and Quality of Academic Programs

- a. Selectively increase the number and size of Bachelor's and Master's Degree programs (without detracting from the quality of current offerings), as a matter of providing better service to the region, increasing the funding base, and enhancing the reputation of the University.
- b. Develop a collegially governed set of student/faculty ratios that optimize the educational experience.
- c. Implement assessment and program review to guide improvements in the curriculum.

3. Academic Standards

Significantly increase frequency of:

- a. Students taking a foreign language
- b. Students taking a second semester of science
- c. Students adequately prepared for upper-division coursework
- d. Upper division courses
- e. Students participating in an integrated curriculum
- f. Students using computer skills in their coursework.

4. Academic Structure and Support

- a. Provide the staff necessary to support increased numbers of faculty and students.
- b. Develop the ACES program into an access college offering some associate degrees and, where consistent with the mission of the University, expand the option of selective admissions for baccalaureate programs.
- c. Establish high-quality, professional development centers to serve local governments and schools, individuals, and businesses.

5. Student Advising and Professional Development

Improve student advising and student professional development within departments and campus-wide.

B. Salaries/Benefits/Professional Development Objectives

1. Faculty/Staff Salaries

- a. Establish a goal of achieving competitive salaries for full-time faculty (CUPA or equivalent national averages)
- b. Establish a goal of achieving competitive salaries for full- and part-time administrative staff through the development of a series of national, regional and local benchmarks.
- c. Improve the competitive standing of part-time faculty salaries within the greater Cincinnati market.

2. Benefits

- a. Broaden educational and recreational benefits to employees and their families.
- b. Explore the expansion of sick leave benefits and options
- c. Maintain adequate health insurance coverage at minimal cost
- d. Support the building or acquisition of a faculty/staff/alumni center.

3. Staff/Faculty Development

- a. Establish and fund better faculty/staff development programs which support the changing needs of the university community.
- b. Increase promotion and advancement from within by promoting existing qualified NKU staff when appropriate.
- c. Establish a fund to reward departments and/or individuals for outstanding teaching.

C. Student Support Objectives

1. Residential Life

- a. Increase the number of residential students.
- b. Implement a comprehensive residential life plan that includes community activities and housing scholarships to improve the residential environment of the campus.

2. Student Development

- a. Support comprehensive career development programs for both undergraduates and graduates.
- b. Establish better professional ties between NKU students and their career choices.
- c. Make an institutional commitment to a series of student forums on contemporary issues.

3. Student Services

- a. Facilitate the timely and efficient access to and completion of the admission through registration processes.
- b. Expand critical programs and services that benefit groups with special needs in such areas as child care, learning assistance, and duration of business hours.

4. Student Recruitment/Retention

- a. Expand undergraduate reciprocity with the State of Ohio and develop comprehensive articulation with 2-year degree programs in the local area and in the Commonwealth.
- b. Attempt to match enrollment with resources which may require placing a limit on enrollment at 15,000 students with no more than 20% in residence halls.
- c. Develop an enrollment management plan which includes:
 - (1) Specific department strategies, and
 - (2) Strategies for increasing the number of non-traditional, transfer, and better-prepared students.
- d. Improve the retention of first-time freshmen, with particular attention to at-risk students.

D. Multicultural/Diversity Objectives

1. International Faculty and Students

- a. Further develop services for international students and faculty, and promote better coordination of international programs, including faculty exchanges.
- b. Focus on the recruitment of well-prepared international students.

2. Access

Encourage the enrollment and/or participation of more minorities, women, and non-traditional students.

3. Faculty and Staff Recruiting

- a. Make significant progress toward social equity, as reflected in our work force: greater percentages of African Americans and women as tenured faculty and senior level administrators.
- b. Assume a leadership role in the community in the recruitment and retention of African-Americans, and where applicable, women, and not just reflect community norms.

E. Community and General Objectives

1. Constituent Relations

a. Internal Public Relations

Promote effective communications among and between internal audiences and encourage meaningful traditions that strengthen the self-image of the university.

b. External Public Relations

- (1) Assist in increasing the level of constituent satisfaction with university services
- (2) Broaden the academic and service reputation of the University within the region and the Commonwealth.
- (3) Provide opportunities to encourage faculty and staff participation campus and community activities.

2. Budget and Finance

- a. Substantially increase and link academic units' instructional budgets to faculty size, student enrollment, and costs of operation.
- b. Develop fund raising programs to enable continuing growth and improvement, recognizing that state appropriations represent a decreasing proportion of university costs and that the University desires to maintain low tuition.

3. Physical Plant

- a. Implement campus master plan to fulfill campus goals and objectives in accordance with the university enrollment plan while addressing existing problems.
- b. Make better use of the Covington Campus and other facilities external to the main campus.