Carson Says Morrill Act Spurred Dynamic Century

By MARY M. GRIFFITH

University Vice President Gordon B. Carson said yesterday the tools for a “dynamic century of accomplishment” by Land Grant colleges have been food, wheels, wings, environmental control and resources.

The former Ohio State dean of engineering addressed a luncheon meeting of the Ohio Highway Engineers Conference being held in the Ohio Union this week.

CARSON SAID, “The Morrill Act made education available to all of the people who had the ambition to get it. Today 68 of these institutions are very definitely in the picture of higher education.

“Yet it is a historical fact that Ohio is always slow to respond to the needs of higher education,” he said.

He cited the 1870 ‘organization date of the university, saying it was 1891 before tax money was appropriated.

HE SAID the university had a crisis when enrollment reached 300, another crisis at 1000, “and we’ve been having a crisis about every year since.

“I hope there will be an attitude of urgency on the part of legislators—as a result of the action of the last General Assembly we have no capital improvement funds.”

His list of the problems land grant colleges will concern themselves with in the future includes:

food—“We have a surplus now, but in 50 years it may be a problem again”—transportation, communication, morality, and conservation of space—“Self-discipline on the part of individuals will be important for the century ahead. It is easier to tread on others’ toes when there is just plain ‘less outdoors’ for every 100 people.”

THE VICE PRESIDENT recommended a change in the objective of today’s educational system, which, he said, concentrates on producing question-askers rather than problem-solvers.

He said, “It is better to be a problem-solver than a question asker even though the latter are important to problem solving.”
Investment in Ohio State Paid Back, Carson Says

17 NOV 64
By TOM COTTON

Gordon B. Carson, vice president of finance, said in a speech yesterday that the citizens of Columbus and Franklin County have been repaid a thousand times over for their investment in the University.

Talking to the Rotary Club of Columbus at the Deshler Cole Hotel, Carson said that in 1870 the people of Franklin County offered $338,000 to attract the proposed Ohio Agricultural and Mechanical College.

These early leaders were willing to speculate on an unknown enterprise because they believed educational opportunities were essential to community growth, Carson said.

$400,000 Today

"Their faith was justified and their investment has been repaid a thousand times over," he said.

Carson said that in the next 24 hours alone, the University or persons associated with it will spend approximately $400,000, most of it for goods and services provided by the Columbus community.

"By anyone's standards that's a lot of money flowing into Columbus cash registers as a direct result of the University being located here," Carson said.

Four Channels

"Money flows from the University into the community through four main channels: the University's total annual business, its capital improvements, student expenditures and campus visitors."

"Last year, the University payroll was approximately $48,420,000. Most of this was subject to Columbus city income tax, which brought in approximately $500,000.

"The second channel of money from the University into the community is capital improvements. Last year Ohio State spent $8,211,000 on new buildings and other capital investments."

Investment

Carson said the University has spent $185,349,000 on its physical plant since it was founded. This investment has a present replacement value of $291,399,000.

"Not many organizations in the country can match the kind of capital investment which a comprehensive university must make," he said.

"Ohio State's building program over the years has furnished hundreds upon hundreds of jobs for members of the building trades in this area."

$22 Million From Students

Student expenditures are a third source of income to the community, he said. Their expenditures are:

- $1,588,000 to operate automobiles.
- $11,300,000 from rooming house, fraternity, sorority and apartment dwellers.
- $5,950,000 for room and board in dormitories.
- $3,730,000 for personal needs.

"All told, students last year spent at least $22,568,000 for items not included in the $107 million total annual business of the University."

Visitors Prime Pump, Too

"Campus visitors are the fourth source of money flowing from the University into the community, Carson said.

"Football spectators are one example. For five home games, they spend at least $4,312,000 in the off-campus community."

$700,000 Miscellaneous

Each year Ohio State has four commencements. Included among last year's graduates were 3,888 whose homes were not in Franklin County. Their relatives and friends contributed $319,000 to Columbus last year, Carson said.

"Finally—and this figure must necessarily be an estimate—about $700,000 was spent by the thousands of visitors who came to the campus for no particular event. These were parents who came to spend Sunday with their sons and daughters, visiting scholars and research scientists, governmental officials from this country and abroad, and many others on individual missions of all kinds," he said.

"In summary, campus visitors spent $13,741,000 during their visits to the University and to Columbus."

"Last year, the economic impact of Ohio State on the greater Columbus area was approximately $149,586,000; related agencies added another $10,400,000."

"Certainly Columbus would be a much smaller and much different kind of community if the founders of Ohio State had chosen one of the other locations under consideration rather than Columbus."
As Campus Grows, So Grows Budget

By MARY OLIVA 2-26-45

Ours has become an "automated university," or "multiversity" if you like, and it sometimes seems to be growing out of control.

Its many arms reach out beyond the sprawling campus to all parts of the state and nation, into every aspect of higher learning.

The Office of Business and Finance measures the pulse of the monolith. It is here you find that there is, after all, a logical pattern to the mushroom expansion of the University.

Like Mom's Grocery List

The order of things is detailed in the 40 pages of the last financial report, dated June 30, 1944. Its balance sheet showed the University operating at an income and outgo of $261,662,000, final proof that this grove of academe has become a truly big business.

That hasn't always been so. Way back when, planning the fiscal operations of the University was a simple matter.

The original budget, drawn up in 1871 when University Hall was the University, was written long-hand on both sides of a single sheet of paper.

A far cry from 40 pages of fine print. At first glance it could be mistaken for Mother's grocery list.

Budget Marked a Milestone

The "first manuscript scheme for expenditure of funds" was written by Joseph Sullivan, one of Ohio State's first trustees and the first treasurer of the board. This original budget was uncovered in 1936 by Prof. Mendenhall and is now glass-cased in the Rare Book Room at the Main Library.

It probably represents the first milestone in the growth of Ohio State. With a budget the University actually came, into being—the culmination of years of work that had begun with the Land Grant Act of 1862.

U. Hall Is Built

On Aug. 13, 1870, Franklin County voters passed a bond issue authorizing a donation of $300,000 to locate a college within the county, "to teach the branches of learning as are related to agriculture and mechanic arts," stipulated by the Land Grant Act.

Subsequently, the trustees "secured a most eligible as well as handsome site for their building, with a fine and most valuable farm of over 300 acres attached." This was the Neil Farm, and it cost $117,508.

With the bond issue donation and $28,000 from railroads, U. Hall was built on the site. The first budget itemized expenditures on livestock and fence-mending.

Tuition fees, less than $13 a term per student, helped to support the college.

The fee card of the 1870s was nothing like today's IBM product, which is more perforation than card.

Year-Round Fee Card

It listed the student's name, his subjects, credit hours and grades. It was used year-round, including three terms and no summer school.

It had to be validated by the signatures of two members of the trustees' Executive Committee, as did all other financial business, whether involving $1 or $1,000.

The fantastic era of growth at Ohio State began after World War II. In the 1940 budget, assets and liabilities balanced at $32,086,722, soaring to $55,968,645 by 1946.

Budget Is Still Soaring

Another example: In 1941, $558,701 was spent on dormitories and dining halls, and in 1947 the total had reached $1,706,830.

Today, the University does nearly four times the business it did when its prolific expansion was beginning around 1945. And the budget doesn't look to level off.

Responsibility for designing today's budget resides with Gordon B. Carson, vice president of business and finance and University treasurer since 1958.

Guardians of the Purse

A former dean of the College of Engineering, Carson was a 1931 graduate of Case Institute of Technology and holds two degrees from Yale.

His job may entail a good deal more than it did in Joseph Sullivan's day, but it seems that holding the University's purse strings never could have been an easy task.
OSU ‘Wheels and Deals’
In a Businesslike Way

2-26-65
By DON BAIRD

Ohio State is quite a bit more than a “million dollar business” these days.

The latest financial report shows assets and liabilities balancing at $261,862,886, putting the University on a level with many fair-size businesses. For instance, Ohio State’s total asset figures are about equal to those of the City National Bank and Trust Co. of Columbus.

The University has twice the assets of the Champion Spark Plug Co. of Toledo, and half those of the Borden Co.

Product Is Education

The educational plant, including all land and equipment, is valued at $185,342,687, compared with $219,458,682 worth of property owned by Borden. City National’s property is valued at $4,851,493.

The University is more diversified than many of the largest businesses. The principal product is education, and the University has branches—comparable to plants—in several Ohio cities, plus a unique sideline operation that turns out shining new masters of business administration from Air Force bases in Dayton and South Dakota. That’s right, South Dakota.

Ohio State operates a number of auxiliary facilities, including a dairy, bookstore and print shop.

Diversified Portfolio

In addition, the Office of Business and Finance maintains a diversified portfolio of investments in fellow “blue chip” operations. Ohio State owns common stock of Armco Steel, Borden and Proctor and Gamble, among others.

But for practical purposes, the operation of the University is quite different from a corporate enterprise, says Vice President Carson.

Compared with the rigid line of authority in a business, there is considerable autonomy at a university, Carson says.

Not Making a Dime

“It is up to each staff member to decide what his department will undertake,” Carson says. “He generally isn’t told by higher-ups how to run his courses of instruction.”

In turn, the individual teacher, at the base of the university hierarchy, can do pretty much as he pleases in the classroom, Carson adds.

On another count, Carson points out that the University’s financial dealings are on a cash basis rather than an accrual basis. Money promised to the University isn’t put on the books until it actually is received. For this reason, total income and expenditures rarely balance out at one time, he explained.

Of course, Carson said, the big inescapable difference is that for all its size, class and efficiency, the University does not make a dime in profit.
Ohio State Valued At $350 Million

Ohio State University was worth more than $350 million at the end of fiscal 1966, a state examiner's report stated yesterday.

Total income was just under $146 million, while expenditures totaled nearly $143 million. Average income for other institutions was not available, but based on past figures and growth rates from the Census Bureau's statistical abstracts, the average land grant institution probably took in about $38 million last year, around a fifth of Ohio State's income.

University Hospital earned $11 million, an increase of better than $1.5 million over last year, the report showed.

Sports revenue totaled $1.5 million, with football bringing in $963,688 and basketball $143,053. Minor sports revenue was $13,893.

Sports broadcasts brought in an additional $17,670, while concessions at sports events earned $40,850.

The largest item on the expenditure list was salary, with over $27 million paid out last year to University employees.
Carson: 'Every Dime Recorded'

By JAY SMITH
Lantern Staff Writer

Have you ever tried keeping track of $188.88 million?

Gordon B. Carson, vice president for business and finance, did during the fiscal year 1967-68, and he repeats a similar task annually. Carson handles the University's finances.

"Every dime must be recorded and reported," Carson says.

And, to make Carson's job more difficult, all those dimes come from a multitude of sources—the state legislature, students, public and private research interests and even enterprises on campus.

From June 30, 1967 to June 30, 1968, the University received income totaling $188.88 million. However, $185.75 million of that amount was spent in running Ohio State. Where did the money come from? Where did it go?

Ohio's taxpayers led a list of five sources which contributed nearly 80 percent of Ohio State University's income in 1967-68 (latest published financial figures).

Allocating $54.32 million through their representatives in the General Assembly, Ohioans provided 31 percent of the University's operating revenue.

Taxes Not Raised

But getting the money from the taxpayer's wallet into the hands of the University was, and is, no small task.

It presents, of course, the always sticky political wicket called higher taxes for education, and Gov. James A. Rhodes tried that path unsuccessfully last winter.

In his Feb. 5 Condition of the State address, Rhodes proposed, a student fee freeze. He urged raising out-of-state student fees, combined with a vendors' excise tax to enact the freeze.

Raise Imminent

However, nearly three months later, the Rhodes administration reversed its field and asked the General Assembly to table all administration-proposed tax education bills for the session. The Assembly complied, and the vendors' excise tax was dead.

July 1, a symposium held on campus May 13 this year, Speaker of the House Charles F. Kurfess (R-Bowling Green) sounded the note of a possible student fee increase.

I am not at all sure the Assembly will have enough money available that student fees won't be increased," Kurfess said.

-$45 Million For OSU

Total income for the state during that year was $952 million. The state's sales and use tax contributed 51 percent, or $485 million, to that total.

The General Assembly then turned around and spent $457 million on state education. Ohio State was allotted $45 million, and all other higher education institutions got $124 million.

How did other state agencies fare in the race for the taxpayer's dollar?

Public welfare received $147 million; health, hospitals and correctional institutes got $131 million; and general government garnered $60 million.

Ohio State-Seventh

Compared to other Big Ten schools, Ohio State ranks seventh in state funds allocations, according to Gordon B. Carson.

A special equation is used by the state to determine how much it will contribute to the state universities per student, Carson said.

Freshmen and sophomores termed "full-time equivalent students" are worth $350 per year to the University, according to the formula. However, the rate increased with class rank reaching a peak of $2,400 per year for students in pursuit of a Ph.D.

"The state contributes an average of $784 per student per year," according to Carson.

State Pay: 1/3

But he wastes no time in pointing out that the state's contribution covers only approximately one-third the cost of educating a student. Hence the need comes for other sources of income for the University.

Although it ranks third on the contributions list, student fees are generally considered next.

Continuing with the '67-'68 figures, students paid $22 million to attend Ohio State.

Some $17.05 million of that total went to instruction and general fees. The rest fell into such areas as laboratory fees, transcript fees or schedule fees.

Services Financed

However, one big chunk—$2.07 million—went to an appropriation called student services fees.

Funds from this appropriation go to student organizations, the Ohio Union, St. John Arena and the Ohio Stadium. Construction for the proposed Student Center and the Drama Facitity is also paid for by the fee.

Students were given a say in the choice of where the funds would go during Oct., 1968.

John T. Mount, vice president for student affairs, promised Jay C. Shaffer, then student body president, the say.

Raise Endorsed

Shaffer then endorsed a five-dollar per quarter student service fee increase.

Student organizations were among the first to reap the benefits of the increase last spring. Student Assembly, for instance, received $14,000 per year increase when the fees were allocated.

But if the trend continues, future fees will rise.

Way back in 1936 Ohio State students paid $24 per quarter to go to school. That fee has increased steadily ever since.

By 1963 it was up to $125 a quarter, but a big jump came in And, what about the issue of dormitories, another outlet for student fees?

Auxiliaries Second

The University lists them under the category of auxiliary enterprises, its second largest source of income. Also included in this category are the Ohio Union, the Athletic Department and the University Bookstore.

All finances brought in $27.49 million for services rendered.

Although most of the money is put back into upkeep, the University did end up in the black.

Concerning dormitories, Carson said a student can live and eat in the University for $4.31 a day.

If a student wishes not to eat, he can get by with just the dormitory room for $1.85 a day, Carson pointed out.

He added that the University never expects to house more than 43 or 44 percent of its students. By last spring nearly 11,000 students lived in dormitories.

Research Income

Research foundation salaries and University Hospital represented the fourth and fifth largest sources of income respectively for the University.
During '67-'68, research by public and private sources brought $19.08 million or approximately 11 per cent of the University's income.

University personnel remain here, but their salaries are paid by the firm, Carson pointed out. University Hospital followed close behind research of producing $18.98 million. This again was right around 10 per cent of the income.

But, where does the money go?

Salaries Sizeable

Although a sizeable portion goes back into the upkeep of the income source, the vast part of all income goes to paying salaries.

The University listed $85.68 million for salaries in 1967.

However, when side benefits are taken into account the sum rises into the vicinity of $100,000.

"The amount of money we pay in salaries annually makes us the highest paying employer in central Ohio," Carson said. "We pay our personnel $410,000 a day."

But, the picture comes into sharper focus when Carson quickly adds: 'We have an employee force of 21,000.'
Reality Takes Five Years

By JODY ROSS
Lantern Staff Writer

New university buildings are more than a dream one week and reality the next.

"Most building projects take five years from start to finish," said Stephen E. Lance, special assistant to the vice president for business and finance and University construction.

Why so long?

"Getting the money is the hardest task," Lance said, "but before you can ask for money, you have to have a preliminary design, which takes about a year."

Lance explained they're almost as complete as an actual blueprint, he said.

Formal Design Complex

"Once we have the money, the formal design, which takes one to two years, can be started," Lance said.

He said the formal design is very complex and must include the specifications of the departments which will be using the building.

He illustrated the complexity of the formal design by bringing out the plans for the new medical building.

He said the floors, for example, must be planned so there will be enough examination rooms, sinks, restrooms, and nursing stations. Also, the complicated heating, air conditioning, lighting and plumbing systems which are necessary in any public building, especially in a medical one, must be planned.

Red Tape Commonplace

After the formal design is complete, construction can begin. Lance estimated that average building time is two years. "That's without strikes, supply shortages, or any of the other delays which can happen," he said.

"The problems are multiplied when federal money is used," Lance said. "There's so much red tape - detailed progress reports have to be sent at varying stages of the building's progress, and so forth," he said.

Lance is also responsible for making sure the federal equal employment laws are enforced on all building projects.

He has a comprehensive master plan in his office, which details the University's planned expansion. The President's cabinet approves the priority list deciding when the different buildings will be constructed.

Legislative Lobbyist

Only 11.9 percent of last year's University budget of $205 million came from the students, Lance said. The state contributed 24.8 percent, and 36.7 percent came from the federal government.

In addition to being University constructor, Lance works as a legislative lobbyist and also does what he terms "special tasks" from vice president Gordon B. Carson.

"Currently we're working on the parking problem," Lance said.

"We definitely need more parking ramps," he said, "because it's a serious problem getting worse every year."

No Money for Ramps

Lance said the money to buy the revenue bonds needed to build parking ramps comes from the parking fees at

"Parking ramps are easy to build compared to other University buildings," he said, "but we don't have the money."

Lance received his bachelor of civil engineering and master of business administration degrees from Ohio State. Before joining the University staff, he was chief of structural design and project estimation at the E.I. DuPont Repaun Works in Gibbstown, N.J.
OSU Veep's Job May Be Abolished

By CHARLES FENTON
Citizen-News Staff Writer

Indications are the post of vice president for business and finance at Ohio State University will be abolished.

Campus sources indicated Tuesday that duties of the formerly powerful post probably will be divided among several OSU cabinet officers.

PRESIDENT NOVICE G. Fawcett is expected to ask the Board of Trustees Friday to okay a reorganization of the office formerly headed by Gordon B. Carson.

Last month, Carson was named executive vice president of Albion College in Michigan, effective Sept. 1.

In his more than 12 years as an OSU vice president, Carson developed a reputation as one of the most powerful men on the giant campus.

SOME OBSERVERS believed his power rivaled that of Fawcett in many areas of administration.

Carson's one-time power over university finances was resented by many of the faculty who believed their departments were slighted by his priorities.

His hold on campus dollars was reduced when budgeting was made a function of the office of the president, but later Carson was given control of all university housing.

RESPONSIBILITIES of the office — including OSU's treasury, business management, industrial engineering, personnel, physical plant and purchasing — are expected to be divided among remaining vice presidents for the duration of Fawcett's term.

Whoever replaces Fawcett when he retires Sept. 1, 1972, is expected to name several new vice presidents and organize his own administration.

FRAGMENTING the Office of Business and Finance is expected to be relatively easy because most major functions are handled by independent directors who did not depend on one another, but reported directly to Carson.

First indication of the administrative shakeup came when a campus source indicated Fawcett has no intention to replace Carson or to name an acting vice president, as he has in other recent resignations.

OSU officials silent on Carson job rumor

By WILLIAM A. PAYER
Lantern Staff Writer

University officials refused to comment on a story in Wednesday's Columbus Citizen-Journal that said the post of vice president for business and finance will be abolished when Gordon B. Carson leaves Ohio State in September.

The story said a "campus source" claims Carson will not be replaced and his duties will be distributed among other members of President Fawcett's cabinet.

Fawcett was unavailable for comment on the rumored responsibility redistribution.

Edward Q. Moulton, executive vice president of administrative operations, would not comment on the accuracy of the story.

However, he said, "There will be some realignment of responsibility discussed at the Board of Trustees meeting Friday. Other than that, I have no comment to make."

Moulton, who is also secretary to the Board of Trustees, indicated Fawcett would make any announcements on the subject after the trustees meet Friday.

David E. Pulman, director of public relations, said his office "knows nothing about this matter at all."

Several of Carson's duties have recently been delegated to other University officials.

Fawcett said several weeks ago that Donald G. Hanna, campus safety director, would report directly to the president's office instead of to the vice president for business and finance.

In another recent development that lends credence to the rumored executive realignment, John P. Nelson was appointed to the newly created post of assistant vice president for housing.

Carson was formerly responsible for student housing.
KEEPING OSU IN ACTION

By ROBERT RUTH

While things like cleaning dirty laundry and making sure at thousands of hungry mouths are fed each day are usually dealt with not connected with academic life, the fact is that keeping Ohio State University in supplies is big business—a $25-million-a-year business.

As Joseph F. Medley, OSU business manager and the man who ads is the vast operation, says, "It's like keeping a city of 45,000 people equipped." To do the job, Medley has been assigned a staff of employees who do everything from driving 18 of the university's radio-dispatched trucks to helping deliver intra-university mail. The supply operation centers around three huge aluminum-sided buildings—the general storerooms and food warehouses and laundry.

Most of the university's dirty laundry is generated by the 800-dorm University Hospital and the campus' 11,500 dormitory students. Although the university does not handle students' clothes, more than 5 million pounds of soiled hospital uniforms, medical linen and sheets and pillow cases are washed, dried and pressed each year in the laundry. Eighty employees are kept busy through two shifts working over seven huge washers, six dryers and the pressing and ironing systems of varying sizes and shapes.

The biggest problem in this division, Medley says, is with sports uniforms. While most other uniforms can be washed, dried and pressed through an elaborate assembly-line process, there is no easy way to clean shoulder pads, shin guards or brightly colored game uniforms. All these must be done by hand.

Napoleon once said an army marches on its stomach, and so is with OSU's academic army. Those 45,000 minds must be fed more than Shakespeare and Henry Steele Commager or even the students, who have been chief baker at OSU for five years and in the baking business for almost a half century, related the scope of one day operation. "Yesterday we baked 115 large chocolate cakes, 700 dozen cookies, 800 dozen roll and 1,000 boston cream pies, he said surveying the rows of multiered aluminum shelves used to transport baked goods.

Of course the food operation is not without its problems either. Complaints by students about food is one of his biggest headaches. Medley says, but he can't do anything about the food supplies, about any institutionalized cooking. In defense he proudly points to the warehouse's quality control laboratory where home economists make daily spot checks of all purchased food items and baked goods.

Finally there is the general stores warehouse where the university's maintenance supplies and books, pencils and paper are stored. Again, Medley reaps off a few impressive figures to explain the expanse of his operation. Although students buy many books off campus, Medley's office annually orders about 243,000 volumes, another 205,200 pencils, 26,500 reams of paper (the equivalent of 13.7 million separate sheets), 9,500 pairs of work gloves and 2,100 brooms.

Although Medley contends he is seldom caught short, some times conditions beyond human control produce sudden runs on certain items. Ray Salzgaber, who has been with OSU's maintenance department for 23 years, remembers the "growing storm" of 1950 and how he ran short of snow shovels. "Everyone came in at the same time wanting snow shovels," Salzgaber reminisces.

Quick phone calls to local distributors and warehouses produces some shovels, but many walkways and driveways were unsheathed that bitter November, Salzgaber says. More recent, he says, were the "flashlight crisis" during a 1968 blackout and the run on plywood during campus rioting last May to board up windows.

There may be communication gaps elsewhere, but to help keep OSU's to a minimum, the university even runs an interdepartmental mail service which handles 1.2 million pieces of mail a year. Medley says the twice-daily delivery service was instituted several years ago and has proven that interdepartmental mail service could be operated faster and more economically than using government mails.

"We can deliver a letter or folder for about 2 mills a piece," says Medley. "That's quite a bit cheaper than putting a six-cent stamp on everything, or even sending it second-class mail." The service provides another by-product, too. Some 2,000 students are employed as part-time letter carriers each year, Medley notes.

Like all other industries, there are new developments coming up in the supply business that may alter drastically the day-to-day operation at OSU. "Take disposable linen and uniforms," Medley says. "It would make all our laundry equipment obsolete." The ex-Navy supply officer added, however, that current projections do
not forecast any major changes before 1975. "By that time the laundry equipment we have now will probably be worn out anyway," he says. Further use of frozen food and freeze dried food are two other developments that could alter the way of doing things at OSU, and Medley and his department are already studying ways to keep up with the times.

One of the newer, and most successful, changes in his operation is use of radio-dispatched trucks. Introduced several years ago, they allow foremen to keep in almost constant contact with drivers. According to Medley it's improved efficiency 15 per cent.

Medley cannot predict how big Woody Hayes' new recruits will be or how far below the shoulders the hair of next semester's freshmen will extend. But whatever they look like, they will be well fed, well laundered and will not run short of pencils.
Meyer's recalls all milk

By Holly M. Sulek

Milk and orange juice supplied to the university by a Cincinnati dairy were recalled Saturday after the company received threats that the products were poisoned.

No cases of illness from drinking milk or juice suspected of being contaminated have been reported at Ohio State, said Richard D. Jackson, vice president for Business and Administration.

The H. Meyer Dairy Co., who supplies the milk and juice to Ohio State, recalled all of its products Saturday after receiving an anonymous threat-letter of poisoning Friday.

Meyer has the full contract of the university supplying residence and dining halls, University Hospitals, the Fawcett Center, the unions, the golf course and the day care centers, Jackson said.

Jackson said these places removed all the Meyer dairy products immediately.

He said some of these groups bought milk and juice elsewhere to hold them over until the Borden Dairy delivered supplies, Jackson said. He said the university arranged to have Borden supply milk and juice possibly until Wednesday.

Meyer Dairy had all of its trucks on the road Sunday picking up all of its products in Ohio, Kentucky and Indiana, said Janice Meyer, a spokeswoman for Meyer Dairy.

The dairy company plans to test the recalled products, Meyer said.

Products at Ohio State were scheduled to be picked up at noon Sunday.

She said the company is mainly concerned with the possible threat to people's lives and getting the products off the shelves immediately. Meyer said the company will worry later about losing business and money.

She said the many tests that have been done already show no signs of poison.

Meyer said the dairy hopes the threat in the hand-written letter was just a hoax. She said there are no suspects.

Meyer said letters of threat were also sent to the Cincinnati Public Schools, to WLW-AM radio and WKRC-TV in Cincinnati.

Jackson said the milk and juice in Sanese machines on campus are not affected because they are not supplied by Meyer Dairy.

The company is working with the FBI and the Food and Drug Administration in an investigation of the incident and is offering a $50,000 reward to anyone with information leading to the arrest and conviction of the person(s) responsible for the threat.

"It's been an unfortunate experience, but we've worked our way through it," Jackson said.
Business and Administration

Winners of Business and Administration's 1987 Award for Special Achievement were honored at a luncheon March 30 at the Fawcett Center for Tomorrow.

Winners of the Award for Special Achievement were:
- Marc Cropper and Al Hueve, Facilities Maintenance Electronics Shop, for a 19-hour effort to get the new St. John Arena scoreboard working;
- The Student Information Systems Area of University Systems for its work on the BRUTUS registration system and related applications: decentralized admissions maintenance, degree audit, on-line registration, prospective student system and the transcript systems.

Staff of the student information area includes Thomas E. McCullough, senior computer specialist and acting assistant vice president of University Systems; and programmer analysts Tom Evascu, Melanie Frost, Paul Glynn, Frank Hannah, Gary Horn, Dave McMahon, Jenney Piccin, Tom Sanfillippo, Sandra Stewart, Alex Vazquez, Pete Wieliczko and Larry Zukerman.

Winners of the Vice President's Award for Exemplary Performance were: Kim E. Clements, Internal Audit; David K. Fillhart, Public Safety; Ronald A. Forrest, Utility Services; Margaret J. Jewett, Air Transportation Service; Michael G. Kraft, Emergency Medical Services and Fire Prevention; Bernice J. Leonard, Traffic and Parking; and Mary E. Long, Fawcett Center.
OSU fails to comply with minority supplier law

By DICK KIMMINS

For the seventh consecutive year, Ohio State University in 1988 failed to comply with a state law requiring that 15 percent of its contracts for goods and services be awarded to black and other minority suppliers.

Touche Ross & Co. confirmed the non-compliance with the 7-year-old state law in the 1988 compliance audit of the university presented to a committee of the board of trustees two weeks ago.

The report is to be discussed by the full board next month. A citation of non-compliance with the state's set-aside law has become a routine part of the annual review by independent auditors of the university's compliance with state laws and regulations.

A separate audit covering the finances of the university was presented to its board of trustees in February.

Of the state's 39 other public colleges and universities, only Bowling Green State University, because of a large coal supply contract, has been in compliance with the state law during the past few years.

The state law requires that public agencies set aside 15 percent of their contract work for exclusive bidding or awarding to minority-owned firms. The law is supposed to be enforced by a division of the Ohio Department of Administrative Services, but there is no penalty in state law for violation of the section.

John W. Kessler, a Columbus deve-
per, chair the OSU trustee's committee that accepted and discussed the compliance audit two weeks ago. Patrick J. O'Reilly, the Touche partner responsible for the audit, noted the university's noncompliance with the set-aside law, but none of the three trustees on the committee inquired further during the committee meeting.

The citation was one of several dozen discrepancies noted by Touche Ross. Most concerned proper record-keeping, bonding requirements and minor purchases. Each citation was considered routine and as having a "non-material effect" on the university.

Kessler, in an interview after the committee meeting, said he was unaware that Ohio has never been in compliance with the state set-aside law.

Kessler said the Touche Ross citation for 1986, however, did attract his attention and that he "has asked the staff for additional information. We will discuss this at the next (board) meeting (in May)."

The staff — specifically Richard D. Jackson, vice president for business and administration — is prepared to show Kessler and his colleagues how during the past six years OSU has increased the number and value of contracts it has awarded to minority vendors (see chart).

"No, we do not meet the state set-aside requirements, but we are headed in the right direction," said Jackson. He said a problem with OSU's compliance a few years ago was due to the lack of qualified minority vendors.

The numbers have improved, said Jackson, as more black- and minority-owned companies develop contacts with OSU to supply the university with the thousands of items it buys each year. Much of the equipment OSU buys, however, is highly technical medical and laboratory equipment for which there are no minority vendors, said Jackson.

In 1982, only 37 minority-owned companies supplied goods and services to OSU. Last year, there were 109 such companies that sold to the university $16.5 million of OSU's $271.1 million in contract purchases.

Premier Medical Supplies Co. of Cleveland, for example, was named last September as the first recipient of the Minority Vendor of the Year award by OSU. The company sold $70,000 worth of medical supplies to OSU in 1986, but sold $785,000 worth of supplies to the university last year.

As part of a campaign to increase campus awareness of the state set-aside law, OSU last September also cited 13-year purchasing agent Diana Owens as its Purchasing Agent of the Year for her "diligent and conscientious" work in seeking minority vendors.

After citing OSU's noncompliance with the state law, Touche Ross recommended the university "continue to aggressively solicit minority businesses in order to meet the requirement."

Penny F. O'Neill, an assistant vice president for business services and aide to Jackson, noted in OSU's official response to the Touche Ross recommendation that the university had hired a consultant.

Walter R. Cates of Columbus was hired by the university late last year to help it recruit minority-owned businesses. Cates regularly has organized conferences between OSU buying agents and the owners and representatives of minority-owned businesses.

One such conference, for example, was held at OSU three weeks ago.
Streamlining to improve office service

By David Tull

There are some familiar faces in new places within the Office of Business and Administration.

In the interest of streamlining and of improved service, the office has completed a realignment of several senior managers, according to James L. Nichols, acting vice president for business and administration.

The changes in assignment were worked out voluntarily with staff members, he adds.

"We have worked with the people involved, both collectively and on an individual basis, over more than two months," Nichols says.

The realignments were to fulfill three goals:
• To strengthen the office’s ability to provide quality and effective service to support the academic mission;
• To streamline the Business and Administration organization and the vice president’s office so they can better focus their response to emerging needs and concentrate more on the critical issues ahead;
• To offer the management team opportunities for personal and professional growth and development, to take on new challenges, and expand its experience.

The following are the assignments under the realignment. Unless otherwise stated, the individuals mentioned will carry the title of assistant vice president:

The Office of Personnel Services has been renamed the Office of Human Resources. Stephen W. Steffel, associate vice president, continues to head this office.

Assisting him is James H. Chisman, formerly of University Public Safety, and

Continued on page 7.

Helen R. DeSantis, formerly in Personnel Services, now heads the Office of Business Management. The office includes University Bookstores, Office Equipment Repair, Air Transportation Service, Transportation, and Travel Management and the Travel Office.

Within Nichols’ office, John Kleberg, formerly assistant vice president for business and finance, now provides senior management oversight for Business Services, Business Management, Public Safety and University Systems.

With the assistance of Jean L. McKenzie, administrative associate 2, he continues to have responsibility for central Business and Administration coordination, fiscal operations and planning.

At the staff level, Robert Haverkamp, assistant to the vice president, is responsible for real estate operation. His responsibilities include the Property Management Division and administrative operation of the Research Park, which James Dowell, special assistant, continues to coordinate.

Benjamin Bruce, special assistant to the vice president, will develop new initiatives related to staff communications and coordination of relations and issues involving the University community.

Continuing their present positions are Larry Buell, assistant vice president for University Systems; Mark A. Hilligoss, director of internal auditing; James E. Stevens Jr., assistant vice president for physical facilities; and Richard Eschelman, assistant vice president and University Architect.

Eschelman’s and Stevens’ offices will develop a closer working relationship, Nichols says.

One advantage of the changes is that the number of people who report directly to Nichols goes from 16 to six, Nichols says. In this way, he feels “the reporting structure will be improved and we will be able to focus on specific areas when they need it.”
TO: University Community

FROM: L.H. Newcomb, Chair, Vice President for B & A Search Committee

RE: Search for Vice President for Business and Administration

The Ohio State University is searching for a Vice President for Business and Administration. A position description is printed on the reverse side.

The search committee has developed the position description and has constructed a profile to use in evaluating applicants. An executive search firm has been retained to assist the search committee in identifying prospective candidates and in reviewing applications.

This position has been posted in the "green sheet" and is being advertised nationally in a number of appropriate publications. The search committee wants to develop a diverse pool of highly qualified candidates for this key position.

We invite applications and nominations for this position. Please send names and addresses of nominees to:

Dr. L. H. Newcomb, Chair B & A Search Committee
Room 100 Agricultural Administration Building
2120 Fyffe Road
Columbus, OH 43210

Any of the members of the search committee will be pleased to hear of your recommendations, suggestions or concerns as we endeavor to provide President Gee with a diverse group of highly qualified finalists from which to select the next Vice President for Business and Administration.

Committee Members:

Richard E. Boettcher, Social Work
David H. Boyne, Academic Affairs
Mary A. Daniels, Student Affairs
Martha M. Garland, History
Judith L. Genshaft, Educational Services and Resources
Archie M. Griffin, Athletics
Jeptha R. Hostetler, Preventive Medicine
Melissa G. Krygier, Educational Administration
Eric R. Kunz, Budget Planning
Oliver G. McGee, Civil Engineering
L. H. Newcomb, Committee Chair, Agricultural Administration
Marcus H. Sandver, Management and Human Resources
Linda S. Scaggs, Faculty/Staff Assistance Program
Robert Shay, Art
Kamilla K. Sigafous, University Hospitals
VICE PRESIDENT FOR BUSINESS AND ADMINISTRATION

The Ohio State University invites nominations and applications for the position of Vice President for Business and Administration. The major area of responsibility and authority of the Vice President for Business and Administration is the administration of University operations under the direction of the President and with the approval of the Board of Trustees. Without limiting the generality of the foregoing, the Vice President for Business and Administration is responsible and has the requisite authority for: the conduct and evaluation of all business and administrative activities and procedures, including management improvement programs; internal auditing; contracts administration; business management, including bookstores, transportation and travel services; business services, including printing, purchasing, and stores/receiving; and the development, allocation, utilization and maintenance of the physical facilities, including construction management; University public safety, including police, fire and environmental services; administrative computing and telecommunications; operation of a hotel and conference center; operation of an air transportation service and airport; and the coordination of all matters administratively assigned to the other vice presidents which relate to the business and administrative areas of the University. The Vice President is responsible for 2,000 employees and a 160 million dollar budget.

Qualified applicants must hold an appropriate graduate or professional degree or an equivalent combination of education and experience. The individual selected must have a demonstrated record of effectiveness in a high level administrative position in a large organization and demonstrated ability to develop strong external relations. Candidates must also have a firm commitment to work effectively within the context of an academic environment and have a demonstrated commitment to affirmative action.

The Ohio State University is a comprehensive and diverse academic institution with more than 58,000 students, 4,000 faculty, 10,000 staff members, and an operating budget in excess of one billion dollars. The University provides instruction at undergraduate, graduate, and professional levels and reaches out to the broader community through its colleges, comprehensive medical complex, multidisciplinary research centers and institutes, and extension services.

An executive search firm has been retained to assist in this search. Candidates should submit a resume and a letter summarizing their qualifications for this position. Names of references will be requested at a later date.

To assure full consideration, applications should be received by October 18, 1991. Send nominations and applications to Dr. L.H. Newcomb, Chair, Vice President for Business and Administration Search Committee, The Ohio State University, Room 101, Agricultural Administration Building, 2120 Fyffe Road, Columbus, OH 43210.

The Ohio State University is an Equal Opportunity, Affirmative Action Employer
Women and members of underrepresented groups are encouraged to apply.
Outside firm assists committee in search

By Melissa K. Sterrett
Lantern staff writer

Third in a five-part series.

The new vice president of Business and Administration will come to Ohio State with an initial price tag of at least $23,500 attached.

The search committee for the Business and Administration vice president is working with a Cleveland-based consulting firm that will receive 25 percent of the hiree's first year salary, Purchasing Agent Sue Burge said. The acting vice president of Business and Administration earns $85,400 per year, according to the 1990-1991 detailed personnel budget of the Office of Personnel Services.

The committee has been conducting a national competitive search, and is now seeking additional candidates through an executive search firm.

Lamalie Associates is a national firm with 35 consultants in seven major cities. Lamalie was chosen in a competitive bidding process conducted by the Office of Purchasing, Burge said. The companies that bid also provided data on why their firm was qualified and how they would help in the search.

Lamalie will provide additional candidates who meet the criteria outlined by the committee, Committee Chair Lawrence H. Newcomb said.

The committee is now working with 60 applicants. Being on the committee takes an enormous amount of time for the volunteer members, at least two hours weekly, Newcomb said.

Lamalie has previously worked with other Ohio schools such as Cleveland State University, and the University of Dayton.

"They will assist us with screening the numbers down," Newcomb said.

Charles E. Taylor, a Lamalie associate working with the committee, said they would solicit candidates from all over, as well as outside, the United States. Lamalie's candidates will then be pooled with the other candidates found by the committee, and interviews will be conducted.

Lamalie is not operating on a contingency basis and will be paid the 25 percent regardless of whether the chosen vice president is a candidate they brought in, or the current acting vice president. Lamalie will also be paid for their expenses, such as mailing and advertisements.

Newcomb said employing Lamalie on a non-contingency basis will discourage their selling one of their candidates. "There is no incentive to sell us a bill of goods," Newcomb said.

The chosen vice president will not be obligated to Lamalie in any way, Newcomb said.

Newcomb said a deadline for finding a candidate had not been set, but that a choice probably would not be made until the end of January. The emphasis is on getting it done quickly, but correctly, he said.
OSU recognizes successful work of police agencies

In recognition of the service to The Ohio State University by the Columbus Division of Police and by The Ohio State University Police Department, The Ohio State University office of Business and Administration sponsored a reception to honor the members of both departments on Dec. 10 at The Ohio State University campus.

The Ohio State University’s Acting Vice President for Business and Administration, James L. Nichols, presented awards to the Fourth Precinct, Columbus Division of Police and to The Ohio State University Police Department for their outstanding efforts in working toward making the University and the University Community safe and secure. Mr. Nichols’ office has responsibility for public safety on campus. Nichols stated, “the Office of Business and Administration is pleased to sponsor this recognition event for the Columbus Division of Police and for the University Police. Their efforts have been tremendous in keeping the campus and its adjacent areas safe.”

Receiving awards were Larry H. James, City of Columbus Director of Public Safety; James G. Jackson, Chief, Columbus Division of Police; Antone Lanata, Deputy Chief, Columbus Division of Police; and the Officers of the Fourth Precinct and Walking Crew, Columbus Division of Police. Nichols presented certificates of commendation to the officers and staff of the University Police Department, and to Peter J. Herdt, Chief, the University Police Department.

Charles Smith, Director of Law Enforcement, State of Ohio Attorney General’s Office, presented resolutions recognizing the efforts of both police forces.

Other attendees at the reception included Ohio State University officials, University area business owners, and members of the University community.
Freeze will not halt VP search

By Mike Stepanski
Lantern staff writer

Despite the 30-day hiring freeze announced by OSU President E. Gordon Gee, the operations of three vice presidential search committees continue and are operating with almost unlimited budgets.

The committees are in charge of finding and screening applicants who apply for the available vice presidential positions.

The committees were not given specific budgets, rather committee chairs have been given the authority to set their own budgets. The final decision in any instance will come from the president, said William J. Shkurti, acting vice president for finance.

A member of one of the search committees said President Gee told their committee their budget would be “whatever it takes.”

The positions became available after Gee’s plan for the reorganization of the central administration took effect.

Gee outlined his reorganization plans in a speech to the University Senate in October 1990.

The administrative reorganization created five vice presidential offices: agricultural administration, business and administration, finance, development, and human resources. The agricultural administration and human resources positions have already been filled through national searches.

The remaining committees, which are made up of selected faculty and staff, are being assisted by outside consulting groups in their efforts to bring in a diversified pool of candidates.

By applying the freeze, Gee placed a halt on the creation of new administrative units, not positions that have already been posted.

Nancy L. Zimpher, chairperson of the committee searching for the vice president of finance, said positions that have been advertised prior to the freeze are exempt from the freeze policy.

The three vice presidential positions previously advertised in The Chronicle of Higher Education, The Wall Street Journal and several affirmative action journals, making them exempt from the recent freeze.

“We are so far downstream, so close to the end with these searches... it seems to us that it is appropriate that we finish,” said Madison Scott, executive assistant to the president.

“We have already spent the bulk of time and money (on the searches) — to stop would not be a good thing to do,” Scott said. “We feel that we should complete the process and make our recommendations to the president... but we will observe the freeze as everyone will.”

Through national searches, the positions for the vice president of agricultural administration and human resources have been filled.

Bobby D. Moser, formerly the director of the Ohio Cooperative Extension Service, in 1991 accepted the position of vice president for agricultural administration.

Linda Tom has accepted the position of vice president of human resources and awaits approval of her appointment by the university’s Board of Trustees.

Tom is presently employed at Rhone-Poulenc Rorer as senior director of corporate human resources. She will join the staff by Feb. 15 upon approval of her nomination by the board.
PICHETTE AND SHKURTI NOMINATED FOR VICE PRESIDENT SLOTS

COLUMBUS -- In announcing his recommendations to fill two vice presidencies, Ohio State University President E. Gordon Gee on Wednesday (2/26) charged his new administrators with the tasks of improving Ohio State's administrative efficiency and of reducing bureaucracy by 10 percent.

Gee will recommend the appointments of Janet G. Pichette as vice president for business and administration and William J. Shkurti as vice president for finance.

Pichette is vice president for business and finance and treasurer of Eastern Michigan University in Ypsilanti. Shkurti is acting vice president for finance at Ohio State.

Gee will recommend the appointments to the university's Board of Trustees at its next meeting March 6.

Business and Administration

The Office of Business and Administration, which Pichette will oversee, is responsible for all business and administrative activities and procedures of the university, including construction and maintenance of buildings, public safety, administrative computing, transportation, bookstores, purchasing, internal auditing, and others. She will be responsible for 2,200 employees and a $160 million annual budget.

University Treasurer James L. Nichols has been acting vice president for business and administration since 1990. He replaced Richard Jackson, who retired. Nichols will return to his position as treasurer.

"We are grateful for Jim's direction and guidance during his extended tenure as acting vice president," Gee said. "We look forward to his ongoing and outstanding leadership in his duties as treasurer."
OSU, bars planning for new school year and new drinking year

University officials will meet Monday with bar managers about alcohol-related issues.

By Tim Doulin
Dispatch Higher Education Reporter

Knowledge isn't the only thing Ohio State University students will be thirsting for when they arrive on campus in a few weeks to embark on a new school year.

Beer likely will be on the minds of many as well. That means pilgrimages to the favorite watering holes — campus-area bars.

University officials plan to meet with bar owners and managers Monday to discuss alcohol-related issues such as underage drinking, a new alcohol policy adopted by the university's fraternities and sororities, and efforts to keep sidewalks in front of area establishments clean.

"We want to get the bar owners together to communicate about a number of issues so we can keep things clean outside and run well inside the bars," said Benjamin R. Bruce, special assistant to the vice president for business and administration.

About 60 campus-area bar owners and managers have been notified of the meeting. Representatives of OSU, the Ohio Liquor Control Commission, the Columbus Safety Department and the University Community Business Association are to attend.

Ron Zeller, owner of Street Sense at 1726 N. High St., welcomes the chance to meet with university and state liquor officials to talk, particularly about underage drinking.

About one-third of the students at OSU are under the legal drinking age of 21, but that doesn't keep many from drinking, Zeller said.

"I try to run a tight ship, but if a liquor agent comes in and sits at the end of the bar, yes, during the course of the night I'm sure he will see an underage kid sneaking a beer," Zeller said.

"I think these meetings will be good. We should be working together on these problems, not against each other." A number of gray areas exist concerning responsibility for alcohol-related fights and vandalism in the bars and on High Street.

"The best thing we can do is go to the meeting and see what they have to say," said Jay Erlandson, manager of Papa Joe's Bar, 1730 N. High St.

"Whatever they ask us is what we will do.

For its part, the university recently beefed up its student conduct code to extend off-campus activities of student organizations, specifically fraternities and sororities.

"We do have some problems with student organizations off campus. The feeling of some is that, if we're not on campus, we can do anything we want," Bruce said.

"But a student organization carries with them the university name, and they shall conduct themselves properly. If you hold an event across the street and do something illegal, you will be brought before our tribunal here."

A Greek alcohol policy adopted earlier this year that forbids a fraternity from buying alcohol for a social event it is sponsoring also could place more responsibility for underage drinking on the bars.

In the past, a fraternity would pay a rental fee for space and beer for a private party at a bar.

"We want the fraternities to pay a rental fee just for the space but buy their drinks as anyone else would in a bar," said David Strauss, Greek adviser at OSU.

"That way, if any underage drinking occurs, the bar would be responsible."

The university isn't against bars, Bruce said.

"The university is not interested in providing entertainment for 55,000 students. The university is interested in providing an atmosphere for a safe environment."
Pichette: B&A forms bedrock for learning

By Gemma McLuckie

Higher education does include bricks and mortar, Janet Pichette told the University Senate Jan. 23. Maintaining and improving physical surroundings is essential to “providing a quality environment for learning,” the vice president for business and administration explained.

“The services provided by (Business and Administration) affect every aspect of campus life” from walking on clear and lighted sidewalks to having water and gas in wet labs and warm and well-lit classrooms, from having steam for University Hospitals and police for safety to getting food to residence halls.

B&A provides “University services, that is those functions and activities which are valuable, indeed fundamental, to faculty, students and staff,” she said.

The seven major areas are administrative data processing and telecommunications, public safety, physical plant care and operations, design and construction, audit, business services for non-academic units, and services for individuals.

“Our commitment is to be more efficient, less bureaucratic, responsive to changing needs in a timely manner, and consistently cost effective in daily operations,” Pichette told the senators. Among the new initiatives are computerized systems for making travel arrangements and for ordering food and stores.

Also, along with the offices of Human Resources and Finance, B&A is beginning a continuous quality improvement program. The program emphasizes interactive skills, problem solving and specific, proactive steps.

Continuous quality control will “make a major cultural change” to assure customer satisfaction, she said.

“The needs are great, the resources limited.” Pichette told the Senate. General fund monies for B&A were cut 7.3 percent, or $2.7 million. B&A reduced staff by 150 and spends about 25 percent less on maintenance and operations, she reported.

The cost of needed repairs and construction totals $100 million or more, Pichette warned. The University is falling behind, she said. For example, capital improvement funds from the state bring in about $14 million every two years, there is $2.3 million spent from the general fund every year, and occasionally there are funds for renovation of specific buildings.

In other business, the Senate heard reports on the role of regional campuses from Edward Ray, associate provost, and Robert Holmes, chairman of Faculty Council.

Regional campuses have written a mission statement, Ray said, but “the role of the regional campus in the broader picture needs to be sorted out.” He said the University Task Force on the Regional Campuses is undertaking the task.

Holmes submitted a memorandum the Faculty Council passed in support of the regional campus structure. However, he said the council felt many issues must be resolved, such as transferability of courses, funding and tenure policy.

The Senate voted to hold its next meeting Feb. 27 instead of March 6. Agenda items should be submitted to the Senate office by Feb. 8.
Making a list
and counting it twice

The Office of Business and Administration, with the help of a consulting firm, is conducting a campuswide assessment of electronic equipment. The list may enable the University to save on the cost of maintenance contracts and to improve services, says Janet Pichette, vice president for business and administration.

Representatives of U.S. Counseling Services Inc., an equipment management firm, will visit departments over the next few weeks to assess equipment used for diagnostic, therapeutic, office, monitoring, computer, and support systems.

For more information, call Sheryl Huegel, 292-8418.
Service First
—and better service next!

Collectively, the Business and Administration (B&A) departments provide service 24 hours a day, every day, all over campus. Our services affect every aspect of campus life — walking across the campus on clear and lighted sidewalks, water and gas in wet labs, electrical power and heat for classrooms, steam for University Hospitals, police for safety, delivery of food products to student resident halls and on and on.

To give you an idea of the magnitude of these services, we process 250,000 telephone calls each day from 18,000 people, along with managing 23 miles of fiber optic cable. We provide services for 36,000 computer terminals that visit an average of 112,000 times in the Library Computing System. Although you may not believe it, we provide and maintain 2,395 parking spaces and University Police respond to 27,000 calls for assistance each year. When needed, our staff members work on site, in design and construction, maintaining the campus, and coordinating issues in relation to the university.

Some of the best crane watching opportunities are at the Dreese Laboratory Addition site right across from the University Bookstore, and on the west side of Dreese Laboratory and a New High Voltage Laboratory. We’re expecting completion in about a year. Best views of this project are from the south side of the building.

The other place to observe the behavior of cranes is at the Verno Rifflle Building, a connector building being constructed between Parks Hall and the Biological Sciences Building. This project is providing new classrooms, laboratories, faculty offices, and a library for the Colleges of Pharmacy and Biological Sciences.

Utility work started in the summer of ’92 and will continue in the fall. Projects are due at the end of the semester. Good views of this project are available from the instrument soccer field.

For those of you who are more interested in finding cranes, construction will begin soon on the Olenikey Wetlands Research Park just north of Driehorn Road. This project, spearheaded by Professor William Minnich of the School of Natural Resources and funded by corporate contributions, will provide natural wetlands environments to be used for research and observation.

A raised observation platform will be provided so people can view into the wetlands without disturbing the ground. It is expected that the Wetlands Research Park will become a haven for wildlife.

Mud mess now—flood less later

I ncreased "mud mess" around Tricker Hall is a result of deepening streets. Improved street work now is helping to reduce flood conditions. Some winter time this summer, it will ease the entrance to Lakins Hall and the Northwest Parking Garage.

Is it really necessary?

The Storm Sewer Separation Project was designed in response to EPA regulations, which require that combination sewers be separated into storm sewers and sanitary sewers. But it was designed to relieve flooding in central campus buildings and outdoor areas that include the intramural fields.

"We’ve had so much flooding in older buildings, such as Lovejoy Hall, and Stillman Halls," says A.L. Mathews, assistant vice president for facility planning and development. "And when the new Science and Engineering Library was being designed, we observed that sewers in the area were already at capacity. New buildings and additional work on the sewage system, while paved areas — roads and parking — spread the overflow onto storm sewers. Effective campus development has occurred since the combined sewers were built, necessitating the addition of separate storm sewers.

"As we were doing the initial work, the newest sewers we uncovered had been built about 1922," says Mathews. "That tells us this is the first enhancement to the sewer system in over 70 years!"

Phased new storm sewers to drain the areas along 17th and 18th Avenues and the Oval into the city sewer on Neil Avenue near Pomponio. It’s "in the ground" now, completed except for site restoration.

There are plans for a future extension to the north side of the college. This project will add two blocks of storm sewers to the north side of the college. This project will add two blocks of storm sewers to the north side of the college.

Ohio State construction updates

The Offices of Physical Facilities, the University Architect, Campus Planning and Public Safety provide information about projects that will impact the campus community. Watch for construction updates in the "Memo" section of many issues of onCampus.

Starting in late spring and summer of ’93, we’ll see some more crane activity at the following locations:

Dow Hall - SUCO - Construction of a new, fully equipped and high tech surgical intensive care unit will take place on the north side of Dow Hall. This project will add four floors across a section of the existing hospital receiving deck area on West 12th Avenue.

Wesman Hall - Work will begin on a six-story addition connected to the west side of Wesman Hall on West 12th Avenue. This project will provide laboratories and office space for clinical medical research. There will be a number of "condo" labs developed. This is a new program on campus whereby lab space will be made available to individual researchers through a lease program. Wisconsin Life construction plans will replace 225 A/C spaces into nearby parking garages; the remainder of the lot will be available to staff.

Mendenhall Laboratory - A complete renovation of Mendenhall Laboratory will begin this summer. This project provides classrooms, laboratories, auditorium and faculty offices for the Department of Geological Sciences. There will also be a small addition built on the north side of the building.

Lacking cranes, but also in search of are the following: North residence hall exterior lighting will be repaired and improved. Landscape modification should be completed by July 1. Main Library north and south walk and plaza, east of the Library entrance will be replaced; to begin early summer.
University Bookstore introduces new Academic Support Program

How does University Bookstores arrive at a selection of general course reserve works? Software! The Bookstore staff will be working in close consultation with faculty members before such final decisions are made. In addition, the University Bookstore has established the Academic Support Program to encourage more personalized input into the course reserve faculty. Through this program, faculty are asked to recommend both books and software important for their disciplines.

"If we are working to achieve and maintain a representative selection of titles," said Bob Carlson, director, "through this program, the opportunity exists to build communication between the faculty and our staff." This quarter, Bookstore staff will visit individual faculty members, library committees and computer committees in order to gather recommendations. Also, the bookstore is interested in expanding the selection of works written or endorsed by faculty, to augment the Faculty Authors section. Faculty who are interested in having their published materials sold through the Bookstore should contact Michelle Stines, operations supervisor at 3-1991, extension 35.6

Business Services: On-Line

With expectations of efficiency and fast transaction turnaround being raised by new business systems and methods, Business Services has created significant opportunities for University departments to save time, paper and money.

Attitude with Stores. This year marked the introduction of the new Stores on-line computer ordering system through which customers may order off-proprietary supplies from Stores or Food Supply Services. Designed to be user friendly, the system has been well received by over 200 departments.

Checking on order on-line, you can save an average of two days in turnaround. All departments are encouraged to take advantage of the Stores on-line system, which is available at no charge via SONNET or remote connection. Call Thad Foster at 2-7291.

Print/Services: photos, full-service printing; customer services; student tickets; postcards, booklets, invitations, personalized business cards, stationery, letterhead. Call 3-1991, extension 35.6 for full information.

Real Estate Operations: New facilities

Flexibility and interactivity to consumers’ needs have helped to advance Property Management’s lease agreements for everything from student efficiency apartments to warehouses and from farms to processing units.


The Research Park was established in 1984 to stimulate the exchange of ideas and sharing of resources, and to enable resources to help new commercial applications for new technology and technology. All tenants must have a University sponsor approval by both the approved and the business planning groups of the Research Park Advisory Council.

Visiting Faculty Quarters. Property Management has for many years maintained apartments for ten to faculty, staff and students, currently, it has nearly 100 units, mostly in the immediate campus area. But this winter it opened the Visiting Faculty Quarters, a group of completely furnished one-bedroom units (right down to the microwave and bar stools). The units are up to house visiting faculty, ad

Internal Audit: Offers training

Internal Audit is pleased to offer a 2½ hour seminar on Fraud Detection and Prevention. The seminar will include cost and may be arranged for college or department administrations. The course addresses what is wrong, what makes it wrong and the importance of fraud. The seminar addresses what is right, what makes it important and the importance of fraud. The seminar is open to all faculty and staff.

Internal Audit provides services to the University in the areas of internal control financial, operational and electronic data processing, and computer and special security. Internal Audit can help to set up controls to prevent loss of data and assets, to manage computer systems and software, and will investigate incidents of theft and misuse.

Jill Zimmerman at 2-3450.

On-Line Purchasing Power. To make purchasing easier and faster, the Purchasing Department provides automated processing of negotiations and purchase orders. Available since 1987, the system currently serves over 100 departments and 100 users.

Procurement of equipment includes the ability to track the status of a request for purchase order, and the ability to enter purchase orders into the system. Call 2-3551 for details.

Perspectives on Purchasing. Purchasing has developed a workshop for University employees who want to learn more about purchasing policies and procedures. To sign up for the four-hour workshop, call Sue Winkler, 2-7393.

University Mail Service. For times when your outgoing documents need to be there tomorrow, University Mail Service and Purchasing have negotiated deeply discounted rates with UPS WorldShip Express. Documents weighing ten ounces or less cost a little as $6.87 and $3.58 for ground postage. Compare this to the retail rates you may now be paying — $15.50 or more for an eight ounce letter.

If your time-frame allows for second day delivery, the U.S. Postal Service offers Priority Mail for $2.50 for up to two pounds, anywhere in the U.S. While the service is not guaranteed, on-time delivery is 98%. For more information, contact University Mail Service weekdays from 7:30 a.m. to 2 p.m. at 2-6987.
Vice President’s View: Changing the “culture”

Business and Administration (or “B&A”) is everyone’s concern. In a fundamental University service to faculty, students, and staff. What we do and how we do it can affect — for good or ill — your ability to fulfill the academic mission. Therefore, a regular part of our job must be to make sure that the service you receive, and the quality of that service, meets your needs. We have an immediate commitment to continue to be more efficient, less bureaucratic and more responsive to changing needs, as well as to be cost effective in our daily operations. But we also have a commitment to the future, to provide ongoing, continuous improvement in our services and our management of University resources.

To accomplish this goal, in cooperation with the Office of Finance and Human Resources, we are undertaking a continuous quality improvement program. In 1993 that will involve all personnel within our department. Continuous quality improvements to not mean magic, it is a long-term, ongoing process that involves training in innovative skills, problem solving and specific and rigorous quality improvement which might be characterized as “pro-active” rather than “re-active.”

For B&A, this is an entirely new organizational management approach, one marked by learning, teamwork and customer orientation. We have many customer-owners who are pleased by what we do, but many others who voice concern about the way B&A delivers its services. We believe the only way to make a major adjustment is to make a major cultural change through continuous quality improvement. This “cultural” change will not happen overnight, but instead it will be a slow building process that will transform B&A over the next three to five years.

My staff and I will strive to:
- Focus on quality
- Be customer driven
- Provide continuous improvement
- Make processes work better
- Eliminate rework
- Build on teamwork
- Empower people to do what needs to be done, and
- Promote leadership in all that we do.

Continuous quality improvement is more than a program; it is our commitment to you.

Janet G. Pichette

Minority Business: Prepares for progress

The Ohio State University is committed to include minority vendors in as many purchasing opportunities as possible. The Minority Business Development Program (MBDP), in place since 1983, was created to help achieve this objective.

"While this program was developed to encourage minority participation in our purchasing activities, it also reinforces the strong ties developed between our institutions and the minority community," says Janet Pichette, vice president for Business and Administration. "It’s one of the programs that makes Ohio State a leader in affirmative action and the University is proud of this.”

MBDP staff are currently developing a Minority Business Action Plan to assist colleges and academic support units in establishing their own businesses for purchasing programs. The plan will help ensure the University's financial targets are met, in part by giving each unit a base of information about vendors who can meet their specific needs.

In addition, several minority-owned businesses have been invited to participate in the program in order to improve decision-making in colleges and departments. These vendors will be notified of the program details and will be given the opportunity to participate in the program.

Contact Tom Burke at 2-5515 for more information.

University Systems: Provides quality support

University Systems’ goal is to provide top quality and timely administrative data processing and telephone service. They have recently bid on a project to replace many of the hours of staff time each month.

That was the payoff when the University added the On-Line Human Resources System. The system includes:
- Thousands of hourly student, temporary and instrumental staff members,
- The third of these three steps involves online payroll administration.
- We have projects like this one, which free up thousands of productive hours each year and allow staff to reallocate their valuable time, says Larry E. Baer, assistant vice president for University Systems.

Unusually, payroll officials throughout the University manually recorded hourly time sheet data onto wage bill forms, after which Human Resources staff spent at least 100 hours per pay period manually verifying the forms. The process wasn’t complete until the forms were sent to Systems where staff then spent hours keying in this data to run on the mainframe computer.

The new online data entry and coding system eliminated the huge paper burden that the wage bills created. But in addition major changes in the way departmental personnel processed the wage payroll. To ease the transition, University Systems designed and wrote screens similar to the paper wage bills, with some instructions at the bottom of each screen. The system even includes a function to direct entry onto the payroll screens.

Preparation for the new system, Human Resources and University Systems trained 750 departmental staff. When the wage payroll went online in February, a telephone hotline provided by Systems, Human Resources and ACS.

Questions were quickly processed and the systems functioned properly and correctly.

"Before this process could go on-line, we spent hours analyzing connectivity issues. We were preoccupied with the University’s data quality and interactions. This program is significant and will have an impact on the University’s financial targets,” says Janet Pichette.

To Request Service...

Call 2-6158

Then:
1. Give your building number or name
2. Explain the type of problem (plumbing, locks, lights, etc.)
3. Explain the type of call (emergency or corrective maintenance)
4. Give location of problem (floor, hallway, closet, etc.)
5. Provide a brief description of the problem
6. Give your name and phone number
7. Provide your own means of communication (such as emergency numbers and key locations)

At this point, you will be given a work order number.

Additional tips:
- Is it a second request? Provide your work order number and date.
- Is it a billable request? Forward a completed following 100-W to the Service Desk.
- Is it an inquiry regarding a billable request? Provide your department number, 100-W number, and date sent.

Physical Facilities: "Service Desk - How may I help you?"

There are two things on Lake Avenue: a dog’s toy in the Mirror Lake fountain, a “hello” light on the office of the dean, looking back at the university. Who do you call? 2-6158 — the Service Desk. Physical Facilities Service Desk receives approximately 60,000 requests for service each year. “Our staff finds it inhere in the nature of the job to do it as quickly as possible,” says Bruce F. Bielfeldt, manager. The Service Desk operates 24 hours per day, 365 days per year. It is staffed by seven full-time employees, who are process purchase orders, and provide telephone and walk-in reception services.

Physical Facilities Shops, in general, are staffed from 7:15 a.m. to 3:45 p.m. This means that the earlier you receive your request, the better chance we can help you by the same day. For evening emergencies, electrician and plumber on duty and there is always staff on call.

But we know that what counts is how well you respond when you call. You will be asked a series of questions which are required to initiate a work order and to determine if the situation is an emergency. We appreciate your help in providing this information which allows us to preprint the problems.

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Business Management: Business advantage

With computer equipment sales, service, leasing, and an in-house conversion lab, SUNNET and one-call travel and transportation services, Business Management maximizes personal productivity in the workplace.

Computer Purchases: Faster access now
University Bookstore is working to serve as a computer center in a more expeditious manner. Whenever a customer is a first-time buyer or an experienced computer user, customers can expect more efficient handling of phone inquiries and in-store service. Full-time staff members, manufacturers' representatives, and an Academic Computing Services graduate student are available. By calling ahead, customers can arrange to meet with a specific manufacturer's representative. Potential buyers, especially those making a computer purchase for the first time, should contact Academic Computing Services for assistance in choosing hardware and software needs.

As an educational retailer, OSU Bookstore offers substantial savings on Apple, IBM and Sun Microsystems, and more software for students on the market. Customers can present their OSU ID or current fee sticker at the time of purchase. Information on Apple Computer Inc. and IBM Corporation student loan programs is available. The Bookstore will deliver free of charge to any on-campus address. Extended campus customers can order through their OSU Bookstore.

The Computer Depository averages 3,000 calls per month requesting price and stock information and technical advice. In response to this demand, these inquiries are now answered by customer service staff. (Prices can also be accessed through MAGNUS.) Soon, computer department staff will be able to communicate through voice mail, telephone, and fax or computer.

Trademark & Licensing Services
The Office of Trademark & Licensing Services (TLS) oversees the University's name and name-related symbol. By licensing the use of the University’s name and trademarks in exchange for royalty or fee, TLS offers trademark registration and protection services as a means of promoting a University related symbol or name.

As an outreach program, TLS works with area retailers to promote the sale of officially licensed products. For example, the national and local enforcement programs are in place to deal with unauthorized use of the University's name and symbol on products that do not meet Ohio State University's official quality standards. The University's official trademark program has been successful in registering the Ohio State University trademark as the only symbol officially authorized by the Ohio Bureau of Motor Vehicles. Ohio State students can ride with pride and support student scholarships at the same time as the University's symbol is displayed on their automobile license plates.

Transportation:
Choice, convenience, cost avoidance
The Motor Pool service rents cars and vans to University departments. Excellent rates are available for daily, weekly, monthly, and long-term rentals. Vehicles may be picked up and returned to Transportation's convenient location at 2531 Kenny Road, where ample parking is available. Call Dennis D'Amato at 2-5912 for reservations.

Transportation's Clutter bus service provides group transportation for field trips, special events, conferences, and tours. Our coaches operate throughout the United States and Canada. Call Tim Jones at 2-5912 for additional information.

Travel:
Your trip is ready
Ohio State's Air Transportation Service (ATS) is available to fly University travelers directly to the airport nearest their business destination. This saves travel time, reduces the possibility of students being away from their offices for extended periods, and enhances the University's image in the community.

University Service Guide
Office of Business and Administrative Services

Air Transportation Service .......... 2-5545
All Deciduous, director

Architect's Office .......... 2-4858
H. E. McConathy, director

Booksellers .......... 2-2091
B. G. Colvin, director

Meds .......... 2-7811
E. E. Shelly, director

Business and Administration .......... 2-7529
J. J. Tucker, vice president

Business Services .......... 2-4135
K. C. Barksdale, assistant vice president

Business Services .......... 2-7394
J. E. Knoll, director

Computer Services (Math Building) .......... 2-2901
J. L. A. C. Brown, director

State, Post, telecommunications

Computer Services (Old Main) .......... 2-5731
G. G. Johnson, director

Computer Repair Services .......... 2-3133
D. J. K. Baram, director

Copier Customer Service .......... 2-2000
J. A. S. Tate, supervisor

Crime Prevention Programs and Information .......... 2-3294
B. A. C. Johnson, director

Emergencies - Medical, Fire, or Police .......... 2-9111
B. E. Smith, chief

Environmental & Occupational Health & Safety .......... 2-2868
W. R. Smith, manager

Food Service Services .......... 2-7211
A. L. Smith, manager

Internal Audit .......... 2-9680
J. D. Williams, director

Mail Service (University) .......... 2-4002
J. L. White, manager

Minority Business Development Program .......... 2-2851
D. M. Butler, coordinator

Physical Facilities .......... 2-4857
K. K. Thompson, director

Printing Services .......... 2-1450
J. D. Sanders, director

Programming Management .......... 2-4851
D. S. M. Brown, director

Public Safety (University) .......... 2-4857
D. L. S. Brown, assistant vice president

Purchasing Department .......... 2-5191
J. D. Sanders, director

Real Estate .......... 2-7290
B. H. Habenicht, assistant vice president

Reception Department .......... 2-6005
D. S. M. Brown, director

Reprographics (Copy)- Columbus .......... 2-9991
D. S. M. Brown, director

Research Park .......... 2-9500
J. J. Tucker, director

Security Systems .......... 2-4177
J. D. Williams, manager

Store Department .......... 2-7250
J. J. Tucker, director

Trademarks and Licensing Program .......... 2-3133
J. L. A. C. Brown, director

Traffic and Parking .......... 2-9111
B. E. Smith, chief

Traffic Management .......... 2-4857
J. J. Tucker, director

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18 EMPLOYEES RECEIVE AWARDS FOR JOB PERFORMANCE

COLUMBUS -- The Office of Business and Administration at The Ohio State University has presented four employees with the sixth annual Special Achievement Award and 14 employees with Exemplary Performance Awards.

Janet Pichette, vice president for business and administration, presented the Special Achievement Award, which recognizes outstanding and unusual achievement, performed for a special project or in unique circumstances not likely to occur on a regular basis to:

-- Thomas D. Sanfilippo of COLUMBUS (43201), a senior programmer/analyst in University Systems, for his leadership in developing a client-server computing system to track travel requests.

-- Roger Morgan of GAHANNA, a supervisor with University Police, for his actions in disarming a distraught student of a loaded gun.

-- Miranda Mui of WORTHINGTON, senior programmer/analyst in University Systems, for her work in developing an on-line payroll accounting system.

-- Shirle Husted of COLUMBUS (43235), a travel management coordinator in the Office of Business Management, for her work in consolidating travel arrangements for maximum discounts and benefits.

Pichette also presented the Exemplary Performance Awards, which recognize individuals whose work sets an example for

- more -
staff performance every day of the work year to:

-- Martin R. Bricker of COLUMBUS (43202), an architect in the Office of University Architect, for his work with construction projects in the medical complex.

-- Kenneth M. Cashner III of DUBLIN, a building maintenance superintendent in the Department of Physical Facilities, for his work in maintaining the university's airport facilities.

-- Frances Crowell of COLUMBUS (43202), a secretary at the Wexner Center for the Arts, for her work in providing administrative support for the center's safety and security functions.

-- Frank R. England II of COLUMBUS (43207), a storekeeper in the University Bookstores, for his work in managing receiving, shipping, and warehouse operations.

-- Linda S. Hall of COLUMBUS (43202), a records management officer in the Office of Trademark and Licensing Services, for her work with licensees and special projects.

-- E. Jon Harris of GROVE CITY, an assistant superintendent of the McCracken Power Plant, for his supervisory and technical contributions to plant operations.

-- Kenneth L. Payne of DUBLIN, an assistant manager of the Property Management Division, for his leadership in real estate transactions and property management.

-- Charles E. Smith of UPPER ARLINGTON, an assistant director in the Department of Physical Facilities, for his work in project management and service coordination in the Buildings and Grounds Division.

-- Terry J. Worst of NEWARK, a staff training and development coordinator for the Department of Physical Facilities, for his contributions to training, safety, and system development.

-- Dorian E. Richards of COLUMBUS (43235), a health and safety specialist in the Office of Environmental and Occupational Health and Safety, his work in industrial hygiene management.

Four University Systems staff members received the Exemplary Performance Award for their group work to produce the University's interactive multimedia "Front Door" visitor orientation system. They are:
-- Egondu Onyejekwe of COLUMBUS (43220), director of multimedia.

-- Michael J. Fulmer of HILLIARD (43026), a programmer/analyst.

-- Eric B. Armstrong of DUBLIN (43017), a programmer trainee.

-- Richard S. Wofford of COLUMBUS (43230), editor.

Contact: Steve Sterrett, director of News Services, 292-2711.
Positions eliminated in restructuring of OSU Public Safety

By John Davison and Steven Mendelson
Lantern staff writers

With Ohio State facing a $17 million budget shortfall, the Department of Public Safety has been targeted for reorganization and several of its positions will be eliminated.

Janet G. Pichette, OSU vice president for business and administration, said Wednesday she was faced with the choice of either cutting police services or administrative positions in the office.

Leslie A. Winters, OSU assistant vice president for public safety, is one of four employees whose jobs are being eliminated or redefined, Winters left for vacation on Aug. 10, and was unavailable for comment.

In addition to laying off Winters and eliminating her position, the offices of Environmental and Occupational Health and Safety, Traffic and Parking and Security at the Wexner Center will all be absorbed by other administrative branches of the university.

"Over the last three years, (the Office of Business and Administration has sustained) 19 percent budgets cuts totaling $7.2 million," Pichette said.

"I'm holding all of the police service areas with zero budget cuts. What I have eliminated is the middle management level," Pichette said.

"There are some very tough decisions being made because of the budget cuts. There will be people losing their jobs who, administratively, happen to be in the wrong place at the wrong time," said Malcolm S. Baroway, OSU director of university communications.

Pichette said budgetary constraints were the only reason behind the layoffs.

"These people were all good employees; they are all value-added employees," she said.

The Business Office plans to release complete details of its reorganization early next week, Pichette said.

With other university departments facing similar budget cuts, Baroway expects additional layoffs in the future.

"These are arduous, awful decisions," he said.

William Shkurti, OSU vice president of finance, said layoffs will be the last resort in dealing with budget cuts.

"There will be positions eliminated, but hopefully most will be vacant positions that will not be filled," Shkurti said.

All university academic support units and academic units had to submit budget proposals to the administration by Aug. 2.

The proposals of the academic support units are currently under review by Shkurti. Richard Sisson, OSU provost, is reviewing the proposals of academic units.

Shkurti and Sisson will submit their proposals to OSU President E. Gordon Gee, who will submit the final proposal to the OSU Board of Trustees on Sept. 1.

"Reductions will be higher on academic support units than on academic units," Shkurti said.

The administration will try to make the impact of budget cuts on students as minimal as possible, Shkurti said.

"We are going to try to protect key student services and do as many reductions as we can by eliminating administrative layers," Shkurti said.

He said the administration will continue the restructuring and consolidating it began in the spring, hopefully "without touching the core academic units."
B&A makes cuts while keeping up services

By David Tull

Imagine cleaning a space equivalent to 14, 2,400-square-foot houses every eight hours after thousands of guests have used it.

Sound like a task for Hercules? Actually, that's the average that University custodians now clean, according to Janet Pichette, vice president for business and administration. As a part of required cost-cutting measures, Business and Administration over several years has gradually increased the amount of space each custodial staff member is responsible for.

Although greater efficiency is part of it, certain sacrifices have to be made. "Trash containers are not emptied as frequently, individual offices are serviced only once weekly and cleaning of public spaces, indoors and out, is not as frequent," Pichette said.

Details of these and other savings surfaced as Business and Administration analyzed ways to meet goals for budget cut-backs. B&A is one of the academic support units that are reporting cut-back strategies in Phase 2 of University budget restructuring.

For fiscal year 1994, B&A has reallocated to the University $2.056 million from its annual budget. This sum represents actual budget cuts, said John Kleberg, assistant vice president for business and administration. In the three-plus years since fiscal year 1992, B&A has transferred an additional $2.7 million in reallocated cash to the University, and a total of $7.17 million in recurring budget dollars, Kleberg said.

Earning units within B&A also provide revenue for all the University to use to meet commitments. Paying their own way are auxiliary units such as University Bookstore, Traffic and Parking, University Systems, UNITS, Printing Services and Stores.

"Annually, we reallocate to the central University $1.355 million in cash from the auxiliaries, and return approximately $2.4 million in University overhead charges and $500,000 in plant charges — a total of $4.255 million," Pichette said.

The income from overhead charges comes from a 5.9 percent assessment on income producing units, Kleberg explained. Plant charges are costs assessed on a square-footage basis for facilities and maintenance.

Despite reducing routine service schedules, physical facilities staff each year field 65,000 requests for service, plus another 14,000 generated by service staff themselves. These include chores such as repairing leaky faucets, unstopping toilets and replacing burned-out bulbs, said Kleberg. Most services operate around the clock.

The size of the B&A staff has gradually gone down. "Comparing June 1990 to June 1993, we are operating with 230 fewer people," said Pichette. Not counting student workers, the unit now employs about 1,300 people.

B&A has consistently protected Environmental and Occupational Health and Safety (EOHS) and the University Police from budget cuts, said Pichette. But B&A has abolished three departments, including three assistant vice president positions. The city of Columbus, State Fire Marshal, EOHS, and Physical Facilities now preform the duties of Emergency Medical Services and Fire Prevention, one of the three abolished departments.

Other B&A offices have taken over the administrative duties of Public Safety and Business Services, which were also abolished.

A change in the campus bus routes and schedules January 1992 at first reduced services, Kleberg said. This year, bus service is expanding again but will be supported in part by selling passes.

Several B&A initiatives have produced results that surprised administrators. For example, when first planned, UNITS had projected cost increases each year of approximately 6 percent. "Through downsizing, and staff and organizational changes, we've not only been able to avoid the projected increase but we've actually reduced costs," said Kleberg. University-wide, the savings were about $25,000 annually. Further, UNITS negotiated contracts with long-distance companies that also produced a saving of more than $100,000 to University customers.

Two recycling plans have not only helped the environment but also saved money. EOHS instituted a program to recapture some of the chemicals in academic labs that used to be thrown away. The chemicals can be reused, said Kleberg. Savings to the University amounted to nearly $350,000.

Physical Facilities developed a way to capture the chemical refrigerants from air conditioners that it serviced — gases that once were expelled into the air. The University saved about $30,000 this year by not having to replace or purchase some refrigerants.

"It has not been just a matter of giving up the money," said Pichette. "We have really tried to do some things organizationally and from the service perspective that's complementary to giving up the money, and tried to make things just a little better."

These actions, she said, do not represent all that B&A has done to meet budget goals. Nor do they reflect the organizational streamlining or mid-level management positions that have been eliminated.

"We are continuing to review ways to provide essential services with reduced resources."

See B&A, page 4
Three new and improved telephones have been added this autumn to the network of emergency telephones across the Columbus campus.

The new phones are located at the southeast corner of the Ohio Union Parking Ramp, at the Drake Union, and at the Drake Union bus stop on the east side of Cannon Drive.

The installations raise the number of locations to 34. The goal is eventually to have the phones at all campus bus stops.

The network of emergency phones has served Ohio State for more than 20 years. Each phone, connected directly to University Police, can be identified at night by a bright bluish light.

The new phones are more visible. They're easier to operate by pushing a button rather than lifting a receiver. There are instructions written in braille next to the button. In addition, when the button is pushed, a light flashes atop the telephone stand.

The new phones will be evaluated for further use as the network is expanded and as the older telephones are replaced.

University Police, Transportation, the Division of Traffic and Parking and the Office of Physical Facilities are sponsors. The project was coordinated by the Office of Business and Administration.
B&A party will benefit agency

To raise funds for United Way and have fun at the same time, Business and Administration will host its second annual Halloween Party at 6 p.m. Oct. 29 at the Ramada University Hotel on Olentangy River Road.

Lots of food, some pumpkin carving, costume contests for kids and adults, and great dance music are promised, said Gay Taylor, co-chair of the B&A United Way campaign. The admission includes dinner. There will be a cash bar.

Everyone is invited and all are encouraged to wear a costume, she said.

Tickets are $5 for adults ($8 at the door) and $3 for children 10 and under. They are available from Becky Hamilton, 292-1380, or Taylor, 292-2991 (ext. 5).

All proceeds will go to the United Way campaign.
OHIO STATE STAFF RECOGNIZED BY BUSINESS AND ADMINISTRATION

COLUMBUS -- Forty-one staff members of The Ohio State University have received awards for special achievement and exemplary performance in the seventh annual Business and Administration Staff Recognition Program. The announcement was made by Janet G. Pichette, vice president for business and administration.

The Business and Administration Award for Special Achievement was presented in recognition of outstanding and unusual achievements, performed for a special project or in unique circumstances not likely to occur on a regular basis.

The Vice President's Award for Exemplary Performance was presented to individuals setting examples for staff performance every work day of the year. Qualities considered were skill, dependability, consistent high performance, respect for co-workers, and commitment to achieving the department's goals.

Business and Administration employs more than 1,200 persons at Ohio State.

Group awards for special achievement were presented to the Recognition Program Committee in the Office of Physical Facilities and to the Online Wage/Software Development Team in University Systems.

The Recognition Program Committee used Continuous Quality Improvement principles -- a form of Total Quality Management -- to develop a program to recognize employees for their work through meaningful awards. The program is expected to result in

-more-
employees taking extra steps to insure customers are satisfied with the services provided by the Office of Physical Facilities.

Members were:
- Charlotte M. Hamrick, CIRCLEVILLE, supervisor, asbestos abatement.
- Jane A. Tucker, COLUMBUS (43211), personnel technician.
- Thomas P. Wuchet, COLUMBUS (43221), maintenance repair worker.
- Paul E. Sherwood of COLUMBUS (43228), engineer, construction and renovation.
- Gertrude L. Christian of GAHANNA, employee relations representative.
- Joseph T. Masoni of GAHANNA, building maintenance superintendent.
- E. Jon Harris, GROVE CITY, assistant supervisor of the power plant.
- Kurt Smail, WESTERVILLE, assistant director, engineering and maintenance.

The Online Wage/Software Development Team developed a system to electronically enter and edit the university's payroll for several thousand hourly students and intermittent staff members. The shift from paper to computer eliminated hours of work for many university staff in recording time sheet data onto wage bill forms and transporting them to the Office of Human Resources and eliminated the burden of paper handling by administrators there.

Team members were:
- Richard A. Hennacy, COLUMBUS (43212), programmer/analyst senior.
- Gerd M. Ziermaier, COLUMBUS (43229), programmer/analyst senior.
- Usha Sahai, COLUMBUS (43235), programmer/analyst.
- Gordon D. Springer, WESTERVILLE, assistant director for application development, and chair of the Online Wage System/Software Development group.
- Miranda M. Mui, WORTHINGTON, programmer-analyst senior.

A group award for Exemplary Performance was presented to members of the Reprographics Program Implementation Staff. The Cop-ez Division of Reprographics implemented printing services for the colleges of Business and Education and the Office of Human Resources which enabled them to take advantage of a wider range of printing, binding and other services than they had had on their own. Together, the two colleges and the office lowered their costs by more than $100,000 a year. The increased business resulted in a 40 percent growth in volume for Cop-Ez.

Members of the group were:
- Dennis L. Wade, COLUMBUS (43203), supervisor.
- Sherry M. Arnold, COLUMBUS (43204), printing supervisor.
Thomas R. Nagy, COLUMBUS (43207), office machine operator.
Mardessa J. Oliver, COLUMBUS (43207), office machine operator.
Peggy M. Fochtmann, COLUMBUS (43214), office manager.
Paul M. Rogers, COLUMBUS (43214), office machine operator.
Gary W. Ellison, COLUMBUS (43220), administrative associate.
Carolyn J. Yates, COLUMBUS (43220), supervisor.
David A. Wiseley, HILLIARD, supervisor.
Michael S. Wiseman, HILLIARD, supervisor.
Edward P. Hancock Jr., POWELL, manager.

Recipients of individual awards were:

CANAL WINCHESTER

G. Donald Roberts, assistant director, Printing Facility, Exemplary Performance. Roberts was recognized for making sure that customers receive award-winning, cost-effective work, for counseling customers on the best ways to achieve the results they want, and by helping employees stay current with technology and training. He leads a Continuous Quality Improvement team in printing services.

COLUMBUS

43201


43203

Eva M. Lamar, custodian, Buildings and Grounds, Physical Facilities, Exemplary Performance. Lamar was recognized for her reliability, dependability, cheerfulness, and professionalism, and for her commitment to quality in her duties maintaining the Central Classroom Building.

43204

E. Robert Malone, asbestos coordinator, Environmental and Occupational Health and Safety. Malone was recognized for his leadership in handling and supervising the inspections of asbestos removal and containment projects, and for laboratory work that saved Ohio State more than $100,000. Malone was cited for his work in quality assurance, standards development, and asbestos awareness training of university personnel and contractor employees.

-more-
Larry L. Reed, building maintenance superintendent, Buildings and Grounds, Physical Facilities, Exemplary Performance. Reed is responsible for 36.5 miles of roadway, maintenance of 49.7 miles of sidewalks, hard surface repairs, utility disruptions and snow removal. Reed, who supervises 13 employees, was recognized for his leadership, professionalism, and dedication, and for making it possible for Buildings and Grounds to respond to emergencies and provide services on a daily basis.

Stephen F. Galli, assistant director of construction and renovation, University Architect, Exemplary Performance. Galli is associate director of the renovation/construction group. He was recognized for providing strong leadership and direction, attention to detail, implementation of large numbers of tasks, approach to teamwork and commitment to high standards.

Ronald H. Shipley Sr., custodian, South District, Physical Facilities, Exemplary Performance. Shipley, who maintains Page Hall, was recognized for his high level of performance, professional integrity, and participation in testing new equipment and supplies, as well as quality and quantity of work performed.

Richard A. Jones, parking facility superintendent, Traffic and Parking, Exemplary Performance. Jones was recognized for his role in supervision, and handling of computer work on gauges and gates on campus.

Darrell W. Kyle, custodian, Maintenance, Physical Facilities, Exemplary Performance. Kyle was recognized for maintaining buildings at above average levels.

Paul E. Sherwood, engineer, Construction and Renovation, Physical Facilities, Exemplary Performance. Sherwood was recognized for his work in computer assisted drafting. This
included keeping the Professional Services group up-to-date on changes in the field, supervising the surveying crew and student drafting employees, designing several projects, overseeing entry of underground utilities on the digital campus mapping computer system, and planning, purchasing, installation, implementation and training for the University Engineer's Office computer network. Sherwood also was a member of the Physical Facilities Recognition Program Committee, winner of a Special Achievement award.

43235

Eric T. Esswein, building maintenance superintendent, Buildings and Grounds, Physical Facilities, Exemplary Performance. Esswein was recognized for professionalism and leadership in supervision of moving crews, coordination of special events, emergencies, and the repairs and maintenance of the university residence in Bexley.

DUBLIN

Donald R. Barr, landscape architect, Physical Facilities, Special Achievement. Barr was recognized by the Illuminating Engineer's Society for his design work in the area of exterior lighting. Barr spent many evenings on campus measuring light levels, testing and aiming lights, and correcting problems in the university's new exterior lighting fixtures which have helped show the beauty of the architecture of campus landmarks.

Marc A. Mattmiller, law enforcement officer, University Police, Special Achievement. Mattmiller began the police department's Like It/Lock It refrigerator magnet program, to raise awareness of the need to lock up personal and university property; and the College Prep program, which enables university police departments in Ohio to educate high school seniors bound for college about how to protect themselves and their property on campus. Mattmiller and another officer oversaw creation and growth of the police bicycle patrol program.

HILLIARD

Janice R. Musson, administrative secretary, Business and Administration, Exemplary Performance. Musson was recognized for her superior and consistent high performance and for her dedication to service in handling a wide variety of tasks.

REYNOLDSBURG

Barbara Koelbl, architect, University Architect, Exemplary Performance. Koelbl managed and coordinated planning and design
work on several large building projects, served on the computer upgrade committee and the Continuous Quality Improvement Process work group.

John M. Petry, police manager and captain, University Police, Exemplary Performance. Petry is responsible for the day-to-day operations of the Patrol Division and the Investigative Unit. He was recognized for assisting the deputy chief in addition to performing his own duties during the vacancy created by the departure of the police chief. In addition, Petry was recognized for developing the community-based policing concept for the department.

WESTERVILLE

William T. Henthorne, senior glassblower, Stores, Exemplary Performance. Henthorne designs, fabricates and repairs scientific glassware, turning researchers' drawings into quality glassware. His intricate and one-of-a-kind items have included a heart pump for the University Medical Center. He has blown glass for more than 40 years.

Barbara J. King, residential property coordinator, Property Management, Special Achievement. King manages about 175 residential units in the campus area and commercial and office space for Ohio State. She was recognized for her work to initiate and supervise renovation of Neilwood Gables and buildings on Lane Avenue into apartments for visiting faculty.

Contact: Jean L. McKenzie, administrative associate, Office of Business and Administration, (614) 292-7970, McKenzie.3@osu.edu
The Ohio State University  
Division of Student Affairs

Vice President for Student Affairs  
*David Williams, II*

- **Assistant Vice President, Wellness/Fitness**  
  *Mary Daniels*
  - Student Health Services  
    *Ted Grace*
  - Recreation & Intramural Sports  
    *Michael Dunn*
  - Counseling & Consultation  
    *Louise Douce*
  - Student Personnel Assistantships

- **Assistant Vice President & Director of Athletics**  
  *A. Ferdinand Geiger*
  - Inter-Collegiate Athletics

- **Assistant Vice President, Operations/Fiscal/Human Resources**  
  *Eric Busch*
  - Disability Services  
    *Ann Yurcisin*
  - Parent Association  
    *William Wahl*
  - Student Advocacy Center  
    *Mary Basinger*

- **Assistant Vice President, Housing/Food Services/Event Centers**  
  *William Hall*
  - Student Life  
    *Kathy Cleveland Bull, Acting*
  - Off-Campus Student Services  
    *Ruth Gresham*
  - Residence and Dining Halls

- **Executive Assistant to the Vice President, Campus Partners**  
  *Terry Foegler*
  - Ohio Unions  
    *Rebecca Parker*
  - Campus Partners

- **Assistant Vice Pres. & Director of International Education**  
  *John Greisberger*
  - Office of International Education

*Draft* 2 August, 1996
Facilitator Resource Group
"Breaking the Barriers" identified a need for additional training for teams as they use process improvement tools. As a result of the recommendation, a Facilitator Group has been created. Members of the group:

- Provide education and training to established and newly created teams on CQI tools and processes.
- Assist teams in their meetings, enhance the team process, and facilitate how the team works and reaches decisions. Members of this group received additional training on tools from the five-day program as well as "Facilitation Skills" training from the Ford Motor Company, OSU's quality partner.

CQI Festival of Quality
Another recommendation from "Breaking the Barriers" was to "showcase" and display teams' successes in implementing CQI. The first annual Festival of Quality was held in August 1995. Created in a "festival" atmosphere, this annual event provides a unique opportunity for:

- All departments to display their "quality" efforts.
- B&A teams to showcase products, for example the PRIDE program.
- Teams to share success stories while educating others in the use of CQI tools and processes.
- Recognition of PRIDE Annual Award Winners.

Quality Quarterly Newsletter
The Quality Quarterly communicates information to Business and Administration employees about the Continuous Quality Improvement effort on a quarterly basis. There are regular columns on established CQI programs, for example PRIDE and measurement initiatives. In addition, there is a section dedicated to highlighting CQI success stories from all departments called "Benchmarks and Brainstorms" and "Our Own Heroes".

Values

Integrity
Personal and professional integrity is our guiding value in all that we do with honesty, loyalty, respect and high ethical standards paramount in our performance.

Quality
We deliver exceptional quality service to our customers by practicing Continuous Quality Improvement to exceed customer requirements.

Innovation
We promote creativity and cultivate innovation by challenging and empowering ourselves and others to reach beyond the current paradigm.

Teamwork
We work cooperatively with a shared purpose and vision and value individual ability and diversity as essentials to promote collaboration, harmony, and a sense of community.

Commitment
We exhibit our values by word and deed.

For more information please contact:
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The Ohio State University
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Janet G. Pichette
Vice President
Office of Business and Administration

We are committed to exceptional quality service through creativity and innovation with integrity and teamwork.
Training
A five-day training program was created on the foundation of six essential elements—Commitment, Communication, Education, Fact-Based Decision Making, Proactive Approach, and Continuous Improvement—and three key processes: Conformance to Customer Requirements, Measurement and Cost of Quality, and Problem Solving.

- Over 1300 employees have completed the five-day basic program of instruction.
- Senior members of the management team serve as instructors for the five-day training classes.
- The program is currently offered on a quarterly basis for new employees.

A refresher class, "Building on the Quality Process," has been developed to enhance core concepts introduced in the five-day training program.

- B&A employees attend this training in department work groups and use key processes from their department as a basis for the classroom exercises. The Vice President’s direct reports are instructors for this program.

“Facilitation Skills” and “Starting the Team Right” are additional training programs offered for individual and team development.

There is a variety of additional training at the department level which supports the CQI initiative.

Providing Recognition in Delivering Excellence
PRIDE is Business and Administration’s recognition program that supports Continuous Quality Improvement by recognizing employees who improve the way we provide services to our customers. The PRIDE program provides for recognition at department and division levels.

Immediate Recognition. The Immediate Recognition Award may be given at the department level to individuals or teams who have participated in an event or act that is representative of a continuous quality culture.

Periodic Recognition. Many departments within Business and Administration implement recognition programs (for example, Employee of the Quarter). These local programs vary across B&A.

Annual Recognition. There are six categories to recognize outstanding achievement of teams and individuals:
- The Leadership Initiative Award
- The Quality Team Award
- The Customer Service Award
- The Pioneer Award
- The Quality Information Award
- The Human Resource Development Award

The program operates under the direction of the PRIDE Advisory Council with the support of PRIDE Coordinators and their respective PRIDE teams throughout B&A. PRIDE is a recognition program designed, developed, and implemented by B&A staff.

Measurement and Evaluation
There is strong emphasis on measurement within Business and Administration. Several employees are assigned to the design and implementation of a complete CQI measurement and evaluation system. Measures include organizational climate, customer, and process measurement.

Organizational Climate Measurement is accomplished through the annual On-the-Job Climate Survey by using quantitative questionnaires and focus group interviews. These data collection methods provide trend data used to identify and track employees’ areas of concern.

Customer Measurement includes: use of the OSU Poll (a university-wide random telephone survey), focus group interviews, questionnaires and interviews.

Process Measures are developed to address specific data needs to analyze processes.

Additionally, ongoing education and training extend the knowledge and skills related to measurement that were developed through the five-day training program.
The
Office of
Business
and
Administration
THE OHIO STATE UNIVERSITY
The Office of Business and Administration provides most of the operational services and functions that support the teaching, research and service activities of the University. Five major areas include Business Management, Internal Audit, Physical Facilities, University Architect and University Systems. The Vice President’s Office coordinates department functions and includes fiscal planning and project coordination in addition to directing the operations of the University Police Department and Trademark and Licensing Services.

Business Management includes most auxiliary support service operations including Bookstores, Transportation, Air Transportation, Travel, Reprographics and Printing, University Mail, Stores and Receiving, Purchasing and Traffic and Parking.

Internal Audit provides an independent review of University management’s performance, ensures compliance with federal and state laws and regulations and coordinates University audit activities.

Physical Facilities is responsible for University buildings, roadways, and grounds, managing utilities and utility distribution systems, and for landscape care and design. The University Architect’s Office provides design control of all building and major renovation projects, establishes design standards, and monitors and controls the architectural expression of the campus.

University Systems provides administrative data processing services. It includes the University telecommunications network, UNITS, which, in addition to telephone services, manages a fiber optic network for telephone, data and video communications campus-wide.

In addition, Business and Administration is responsible for property management, real estate, and Research Park land and buildings.