

Administrative Space

Administrative space is not adequate at present, particularly for those areas that should be centrally located by function such as Admissions, Financial Aid, Registrar, Cashier's Office, Student Loans, Career Placement, Counseling Center, Student Life Offices, General College and Housing Operations. Close proximity and adequate facilities for these units would greatly enhance student services. In addition, there is need for other administrative space throughout the campus.

Libraries

Joyner Library facilities are the number one priority for capital construction. Although the Health Sciences Library's facilities are currently adequate, space is very inadequate in Joyner Library for stacks, research, and study areas. Furthermore, Joyner's facilities do not adequately support undergraduate, graduate, doctoral, or research programs. Information technology facilities also inadequate in the Joyner facility.

Recreational Space

Indoor recreational space for students, faculty, and staff is inadequate. Memorial Gymnasium is in major disrepair. The use of Minges Coliseum is inappropriate and inconvenient to function both as a home for intercollegiate athletics and academic programs. The absence of a suitable student recreational facility on the east campus is a major problem, and recreational facilities on the west campus are nonexistent. Mendenhall Student Center with its recent addition and renovations is an asset for student, faculty, and staff recreational use. Outdoor recreational areas currently existing should be preserved.

Residence Halls

Driven by the desire to keep housing costs at a minimum, the University's 16 residence halls are in varying states of disrepair as a result of years of neglect. Current housing reserves are inadequate to address this problem. Many halls need major renovation or refurbishing. Occupancy rates have remained relatively steady in recent years, with increasing competition from the private housing sector.

Dining Facilities

Mendenhall Student Center dining facilities, with recent renovations, have greatly improved. The Jones Hall dining facility needs refurbishing and major renovation of food preparation areas. Seating is insufficient in both facilities to support current student and staff populations. Additional facilities will be required to address the proposed comprehensive meal plan for the University community, including facilities for the west campus.

Outpatient Clinical Facilities

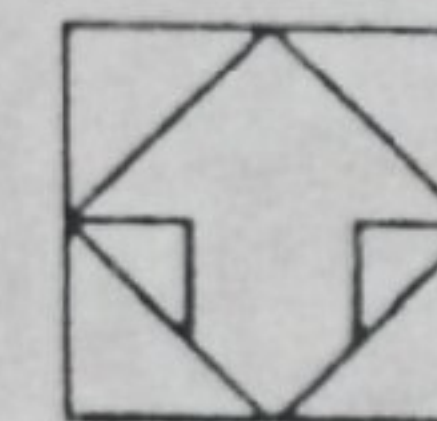
Space is very inadequate for clinical facilities throughout the campus. While the School of Medicine requires the major portion of such space, allied health programs are also severely impacted by lack of adequate clinical space.

Service Facilities

Service facilities are the most desperately required type of facility on campus. Facilities are totally inadequate for warehousing, receiving, physical plant, storerooms, printing and duplicating, and hazardous, infectious and radioactive wastes. Storage and incineration inadequacies will seriously impair the University's ability to achieve its strategic goals.

Safety and Security

The campus is provided essential safety and security service almost entirely by the human effort of our campus police. Physical access to campus is virtually uncontrolled due to our location and geography. This creates an even greater need for technological supplements and safeguards. While our "blue light" emergency phone system is being expanded continually on the grounds, similar needs exist inside certain buildings. Keys and locks control access to exterior building doors where card or badge readers would be more effective. Combination locks are not used for interior doors. The current key system is not adequately organized and difficult to control. Campus lighting is currently being upgraded and trees and bushes trimmed. External and internal cameras, however, are not employed and, in select



CURRENT ASSESSMENT

A review of current development practices on campus, including a survey of units to identify the level of attention given to these activities, resulted in the following overall assessment:

- ◆ There is a wide array of faculty and staff development activities on campus and a commitment to the concept of development.
- ◆ There are widely differing understandings of what constitutes "development" for faculty and staff.
- ◆ The type and frequency of development activities vary greatly across divisions and from unit to unit.
- ◆ There is little university-wide coordination of development activities and therefore some are duplicated while others are not adequately provided. A lack of adequate communication across the divisions in the University regarding faculty and staff development results in inefficient use of resources for providing development experiences.

IMPLEMENTATION STRATEGIES

1. Improve current policies and practices to attract, retain, and promote outstanding faculty and staff from all ethnic, cultural, and gender groups

- a. Strengthen procedures and assistance for search committees at all levels
- b. Coordinate position advertising, promotional activity, and other recruitment communications
- c. Strengthen orientation programs for all employees at all levels within the University
- d. Establish formal mechanisms of mentoring for new as well as existing employees
- e. Develop projections of need for new faculty and staff positions by unit, in accordance with the affirmative action plan

f. Strengthen the understanding of and commitment to the Minority Initiative Program

g. Review promotion and tenure recommendation process and policies, addressing both criteria and procedures university-wide

h. Establish the criteria and related procedures for determining the optimal level of representation of minority and women faculty and staff in each discipline and EEOC category

i. Conduct faculty and staff workshops that target specific issues involving human diversity, and use the results of these workshops to recommend policy, procedures, and curricular changes

2. Maintain a work environment that is responsive to personal and family needs, recognizing this as an important prerequisite for effective human performance

a. Improve University benefits by offering better options and flexible packaging as well as appropriate communication of available offerings

b. Coordinate wellness activities to provide a cohesive, University-wide program

c. Increase awareness of and access to the employee assistance program

d. Support flexible work scheduling and job sharing

e. Provide dependent care, either on-site or through referral services

f. Provide awareness programs and referral services for alcohol and substance abuse

g. Provide programs and services for infection control, especially AIDS

h. Strengthen efforts to maintain a hazard-free work environment