

Dear Members of the University of Scranton Community:

### INTRODUCTION

Last Fall, at Thanksgiving, I sent a President's Letter to the University Community which reflected on my talk at the Faculty Convocation, ~~on September~~ ~~10th~~. It identified progress in certain areas and mentioned additional activities and issues.

### ANALYSIS OF FACILITIES NEEDS

The Thanksgiving letter promised that in order to develop a supportive environment for future academic pursuits we would soon initiate a comprehensive and thorough analysis of our physical plant and future facilities needs. I am pleased to report that to assist in such a study, the University has recently contracted with Mr. Alan Green of the Academy for Educational Development. The Academy was involved in the last major facilities' study conducted in 1973. One of the results of that prior study was the Campus Commons.

In an effort to insure the broadest participation in this effort, I have asked Dr. John Earl, Professor of History, to chair a Facilities Planning Committee composed of faculty, students, staff and members of the Board of

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I believe that some of the strongest opposition to stabilizing undergraduate enrollment comes from faculty in departments who are concerned about the loss of majors in their departments because of the coupling of stabilization of enrollment with the addition of new majors. I can understand this concern, but with a good application pool, I believe that it is reasonable to seek a certain number of students for each entering class who seek to major in underenrolled fields. Our health in admissions at the present time should allow us to do that effectively with no loss of quality.

#### PRESENCE OF MINORITIES

Our percentage of minorities both within the student body and on our staff is very low. I realize there are reasons for this because of the relatively small percentage of minorities who reside in this region. Nevertheless, it appears to me that we would provide a better educational environment for our students if our student population were less homogenous. I realize that the odds are against our success, but I would like to see a special effort made to increase the number of minorities in our application pools for admissions and for staff positions. The attraction of blacks will be very difficult, but this deserves a serious effort. The attraction of

more Hispanics should be easier, and that too deserves serious effort. We must give serious attention both to how we can increase our number of minorities and how to provide the environment which is necessary for their success,

#### STAFFING RATIOS

As of Fall 1984, the necessary new hires to accommodate the nursing and physical therapy programs should be accomplished. At that time, we should begin a planned decrease in the faculty/student ratio. A reasonable goal might be to move from 21:1 to 18:1 over the next five years. How quickly this can be done, how low we would want to go, and whether the best strategy is to lower the overall ratio or increase the ratio of full-time faculty should be carefully planned. I have a strong preference for increasing the ratio of full-time to part-time faculty.

On the non-faculty side, we must establish appropriate staffing ratios and adhere to them as diligently as we have the student/faculty ratio.

these sessions. I am sure that, in the course of this presentation and the open forums, many issues will be touched which merit private conversation between you and me. I fear that the coming semester will not allow much time for individual conversations about this, and I therefore encourage you to participate in the group meetings. Remember, too, that after the series of forums is complete, I will be distributing a questionnaire which will allow me to read the opinion of the University Community in a quantitative manner. I realize that many things of the spirit cannot be qualified, but I will find <sup>a survey</sup> ~~this~~ helpful as I <sup>consider</sup> ~~look at~~ our future together. I expect this <sup>entire</sup> ~~whole~~ process to be completed before Commencement.

Thank you for bearing with me in this lengthy letter. Many important steps have been taken this year and I think that this is one of them. Your interest and cooperation are essential for its success. Thank you.

With every best wish,

Sincerely,

J. A. Panuska, S.J.