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Today's issue includes a six-page insert of the preface and the final chapter of the recently completed University Self-Study. We urge readers to read the materials carefully. The insert is provided by the administration, at no cost to The East Texan, to inform students of recommendations of the Planning for the Future Committee and to introduce them to the complete report, which is available in the University Library.

THE EAST TEXAN

Student Publication of East Texas State University

COMMERCE, TEXAS 75428, FRIDAY, FEBRUARY 25, 1972

Student Senate Discusses New Organization Form

By Bobby Templeton

Presiding over only 13 senators Wednesday night, Mike Ewell, Student Senate president, presented a proposed new form of organization for the United Student Association. Senators and about 20 other persons present spent one hour and 10 minutes discussing possible improvements or alternatives to the proposed plan of organization.

The move for a new form of or-

ganization started last week when Ewell sent a letter to Dr. Bob Butler, dean, Student Activities, asking for the Senate to be dissolved because of a lack of participation and the inefficiency of the present form of student government. Dr. Butler met with Ewell and other student government officers and administrative officials at 1:30 p.m. Wednesday to discuss the matter at length.

Ewell told the Senate members present that the plan was presented with the qualification that it was only a rough proposal and that it was not meant to be a form of government.

Ewell explained that the new organization would still be called the United Student Association, but that a council form of organization would be initiated. He said that this would include a "Student Administrative Board," composed of 10 members from five student organizations and five student committees. The organization would include the Inter-Residence Hall Council, the Interfraternity Council, the Panhellenic Council, the Association of Women Students, and the Afro-American Student Society at ET. The committees would include public relations, justice, academic affairs, government, and organizational affairs.

The SAB would appoint a president and vice president and the president would, in turn, appoint chairmen of the committees to act as SAB members. An "ad hoc committee" would also be established for areas not covered by the other committees. Ewell said that legislation could be passed by a majority vote of the SAB, which could meet with a quorum of seven

members. He added that all committees would be open for any student to apply.

Ewell listened to alternative suggestions, which included several checks against a feared self-perpetuation of committee chairmen and the president. Ewell said each alternate suggestion would be considered and presented at a possible general assembly of students next Wednesday.

At the close of the meeting, Ewell announced that the petition for the local option liquor election would be **See SENATE, Page 8**

THREE MEMBERS of the cast of "The Hobbit," the upcoming stage production by the ET Speech Department, are (left to right) Jerry Biggs of McKinney, Ginger Fugate of Longview, Rebecca Buard of Silsbee and Elaine Erback of Dallas. Performances in Commerce are planned for Monday-Wednesday, Feb. 28-March 1 and in Greenville on Thursday, March 2.



Mrs. Halladay Found Dead

Mrs. Pat Halladay, former wife of ET president Dr. D. Whitney Halladay, died Thursday afternoon, Feb. 24, at the Commerce Medical and Surgical Hospital.

Mrs. Halladay was found about 12:15 p.m. in the garage of the presidential home, on Highway 50, by the house maid. She was taken to the Commerce hospital, but efforts to revive her failed.

Dr. Patrick Martin, physician attending the case, refused to comment and give the official cause of death.

Funeral arrangements are pending.

Security Lists Auto Theft

Danny M. Bowen, Trenton graduate student, reported Thursday afternoon that his 1963 automobile had been stolen from the commuter parking lot on the corner of Cooper and Campbell Streets while he was in class.

The car was later recovered by Rains County law officers at 11:05 that night.

Butler Suggests Holding Referendum on Senate

By Bobby Templeton

No definite decisions were made concerning the spring student elections and the abolition of the Student Senate at a meeting Wednesday of Dr. Bob Butler, dean, Student Activities, and student government leaders to consider a proposed new form of organization for the United Student Association.

The proposed form of organization (described in the Student Senate story of this issue) would have cancelled the March 8 spring elections as well as the Student Senate if it had been put into action. Dr. Butler, who is ET President D. Whitney Halladay's representative for student organizations, said, that several courses of action could be followed, but that as many students as possible should be involved in the decision-making.

Butler said that several problems could arise since the Student Center was directly involved in student government as far as programming and budgeting was concerned. "Possibly, the complete severing of connections with the student government process would be necessary for the Student Center to maintain efficient programming," he said.

Tim York, Student Center president and second vice president of

the United Student Association, said that the Student Center could operate effectively separate from the student government and that the Student Center has drawn up a constitution which is pending approval of the Student Center Board of Directors.

At the meeting, Butler suggested **See BUTLER, Page 8**

The 34-year-old lawyer said that any legislative body must have a competent and well-organized committee structure to be effective.

Explaining that there are about 45 standing committees in the House, Price noted that only 10 to 15 of these actually deal with the problems of the state, or about 95 per cent of the legislation.

Price said that the committees in the Texas Legislature are not well organized because there are no clear lines of jurisdiction between them.

Now in his sixth consecutive term as state representative from District 16, Price pointed out the tremendous

Price Cites Legislative Weaknesses

By Paulette Naylor

State Rep. Rayford Price of Palestine, a candidate for speaker of the Texas House of Representatives, told a Politics '72 audience here Tuesday that problems in the Texas Legislature are the results of the weakness of the institution itself.

Price said that by the time the new or revised bill reaches the House and Senate for final vote, there is only time to either accept it as written or be faced with a special session.

A complete change in the leadership in Texas was another idea discussed by Price. "It should go further than just the speaker."

Another needed change, Price said, concerns improving the present calendar system to insure that every member's bills will be given a fair hearing.

Even if all these changes were made, Price said, the Texas Legislature would still be an incompetent institution. For the Texas Legisla-

ture to be effective, constitutional revision is necessary, Price said. Annual unlimited sessions for the legislature would be the primary change, he added.

Unlimited sessions would increase the cost of Texas government, Price said, but emphasized this cost "would be peanuts," compared with the good it would do.

He noted that the three branches of Texas government were not equal now. The judicial and executive branches work the year around, while

See PRICE, Page 8



Price

price said, would cut down on the differences in the bills from the beginning.

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Afro Paper Due Feb. 29

The first issue of Black Mirror, a bi-weekly newsletter sponsored by the Afro-American Student Society, is scheduled to appear Tuesday, Feb. 29, according to Larry Jackson, communications minister.

The purpose of the paper is to build stronger lines of communication between all black students on the ET campus, feature nationally-known black personalities, report news from other regional student organizations and enhance black cultural development.

According to Jackson, a forum featuring pro and con issues on current topics will also be spotlighted. Persons wanting to comment on the topics may submit their views in suggestion boxes which will be placed in the Student Center.

Copies of Black Mirror may be obtained from the Student Center or in the dormitories.

'Hobbit' Will Open Feb. 28

Hobbits, trolls and dragons will be roaming on campus next week as the University Playhouse presents "The Hobbit," a children's play by J. R. R. Tolkien.

The play, under the direction of Jerry Phillips, speech faculty, will open Monday, Feb. 28, with productions planned for 9 a.m. and 1 p.m. Monday and Tuesday, and a family night at 7:30 p.m. Tuesday. The last Commerce performance will be at 9 a.m. Wednesday, March 1. Performances are also planned for 9 a.m. and 1 p.m. Wednesday and Thursday in Greenville.

Phillips said the Speech Depart-

ment feels that a theatre season should be for all age groups. "If a play is not performed for the children, then we feel like we are neglecting them," he explained.

The play is a story of an imaginary creature known as a hobbit named Bilbo, who travels on a journey to recover a great treasure which was stolen years before by Smug, the dragon, Bilbo is portrayed by Michael Fruge of Fort Worth, and the Dragon is played by Michael Sparks of Pattonville. They and 18 other characters encounter goblins, elves, trolls, and fairies in their search for the stolen treasure.



ETSU STUDENT David L. McCarty, senior chemistry major from Paris, Tex., did research concerning weather modification at Argonne National Laboratory in Illinois during the fall. McCarty, an honor student at ETSU, plans to enter medical school after graduation this spring.

Little Man on Campus



"MAY WE INTRODUCE OURSELVES? MY FRATERNITY BROTHERS AND I COULDN'T HELP BUT NOTICE YOU'RE WEARING OUR PIN."

EDITORIAL

New Blood Needed

Elections for the Commerce City Commission are scheduled for the early part of April. It would seem that with all the constant prattle one hears on the campus about the sorry shape that Commerce is in, someone or some group would devise a slate of candidates (or even a single candidate) of ET students to run for the three commission posts which are to be filled.

This is not a radical suggestion. We read daily about young people who are doing just this thing. Young adults are running for public office because they want to change things that they think need changing. This year, there is an added incentive; for the first time in many states, the 18-20 age group will have the opportunity to vote. This should make public office even more attractive to ET students.

There is something we can do about the city streets, power failures and the other problems which to date we could only talk about. We can elect more progressive leadership for our community. The individuals capable of improving Commerce could very well be among the ET student body. ET is tied to Commerce, the university student is subject to the laws and policies of this city the same as any other citizen. The actions of the city commission do affect ET.

The greatest incentive is that, in numerical terms at least, ET students could comprise the majority vote on the commission if they won all three seats.

So now we come to the issue, the opportunity for constructive change is here. To those people who can do nothing but sit around and complain, the time is here to "put up or shut up."

There is also the fact that since the university faculty and staff are prohibited by law from holding city office, the only way that the university can take part in city government is through the student body.

Some would say that the immaturity of the student would preclude defeat, but this is a false assumption. It is a grievous error to classify people, particularly by their age. The task of decision-making and the responsibilities of office should bear heavily on anyone, regardless of his age. A mature student can operate under these pressures as well as any other adult.

—David Holmes

THE EAST TEXAN

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Teacher's Exam Set April 8

Registration for the National Teachers Examination will be open until March 16. The exam will be held April 8. Packets for registration can be obtained from the testing office, third floor of the Student Affairs Building.

A student who plans to get a teaching certificate this semester must take the National Teachers Exam to meet state certification requirements.

Speech Students To Compete

Five ET students will attend what is claimed to be the "oldest continuous speech tournament in the nation" Feb. 25-26, today and Saturday, at Southeastern Oklahoma State in Durant.

Entered in debate are Steve Cowan and Wayne Floyd, and Katherine

Nickell is entered in oratory. Peter Erskine will be in poetry reading along with Debbie Floyd, who is also entered in extemporaneous speaking. Dr. C. L. Farr, speech faculty, is forensics coach.

Library Adds Volumes

The University Library added 71,167 volumes last year, according to Donald R. Kerr, chief cataloger.

Each department in the library turns over to library statistics each month the total number of books added in its department.

Volumes, including any printed materials such as books, curriculum guides, college catalogs, telephone directories, business services, kits,

maps, U.S. government documents, and bound periodicals, now total 435,818.

Added to this are 91,871 books and materials on microforms which brings the total of the actual number of books in the library to 527,689.

According to Kerr, the library adds approximately 4,000 volumes per month.

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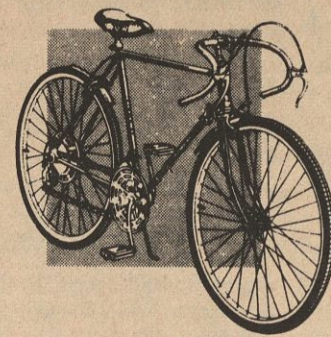
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- The NAVY INFORMATION TEAM will be in the Student Center on March 6, 7, & 8.
- For further information call us collect in Dallas at 214-749-1531.

Heart Fund Drive \$921.32

Alpha Phi, social sorority, and Sigma Phi Epsilon, social fraternity, collected \$921.32 in their seventh annual Heart Fund Drive held last week.

A local drive held Wednesday, Feb. 16 raised \$333.04 for the Hunt County Heart Association.

Saturday morning, Feb. 19, the Alpha Phis and Sig Eps collected \$588.28 in the area on radio station KLIF in downtown Dallas.

After the Saturday drive a joint picnic was held at Lake Ray Hubbard.

Graduate Wives

The Graduate Wives will meet at 7:30 p.m. Wednesday, March 1, in the home of Dr. Michael Brown, 100 Royal Lane in Commerce. A guest speaker will discuss the wife's role after her husband graduates and is seeking a job.

Kappa Alpha

Kappa Alpha, social fraternity, initiated 13 members Saturday, Feb. 12.

The new members are Bryan Light, James Penney, Don Lowry, Tommie Rope, Kyle Turner, Bobb Richardson, Scott Garner, Mike In-James Powell and Steve McAlexander, Jack Hannemawn, Bill Oubre, and.

Danny Storey was elected president of the chapter. Other officers included Will Cureton, vice president; Frank Firreno, recording sec-

retary; Mike Mason, corresponding secretary; Larry Scott, historian; Danny Stribling, treasurer; Garland Evans, parliamentarian; Mike Doyle, door keeper and Kenneth Little, sergeant-at-arms.

Phi Kaptives

Phi Kaptives, women's auxiliary of Phi Kappa Theta, social fraternity, sponsored a Valentine party for PKT members Feb. 14, prior to the PKT business meeting in the Coronado Room of the Student Center. The Phi Kaptives presented each PKT with a handmade Valentine made especially for that member.

Alpha Phi Alpha

Members of Alpha Phi Alpha, social fraternity, are scheduled to attend the Alpha State convention this weekend at the Ramada Inn in Houston.

The purpose of the meeting is a collective discussion of the meaning of pride, leadership, excellence and scholarship as they pertain to black students across the state.

AWS Convention Hears Lady Mayor

Women of America are the most privileged women of all recorded history, according to Lois Jackson, mayor of Longview, who spoke Saturday, Feb. 19, to the delegates at the Texas International Association of Women Students State Day, hosted this year by ETSU.

Mrs. Jackson told the representatives that women should capitalize on their differences with men and not sacrifice their femininity to achieve success.

On Friday, the first day of the conference, Anita Martinez, Dallas city councilwoman, spoke on the partnerships in her life, including marriage, family, and career.

She stated that to achieve these partnerships total commitment was necessary. She challenged women to demand the best through partnerships.

According to Ann Dean, assistant to the dean of women, the 56 off-campus delegates attending the conference represented 10 universities. Nine deans of women were present along with 55 ET students who attended.

Chili Supper Scheduled

A chili supper will be held for history faculty and their families at the Commerce Jaycee Hall at 6:30 p.m. Friday, Feb. 25.

Janna Green, Tyler junior, president of the women's auxiliary, announced Wednesday that the Phi Kaptives will also be assisting the PKT's in hosting a party with its brother fraternity at North Texas State University in Denton. The party will be held Feb. 18 at the Sherwood Forest Apartments of Dallas.

Humfeld To Be Soloist

Dr. Neill H. Humfeld, music faculty, will be featured trombone soloist with the University of Arkansas Band Sunday, Feb. 27, in Fayetteville, Ark.

Humfeld will conduct a brass clinic Saturday for students and visiting band directors in the Fayetteville area.

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'Thins Enter Ft. Worth Meet

ET will have 16 track and field athletes competing in 12 events in the Fort Worth Recreational Track and Field Meet at Farrington Field Saturday, Feb. 26.

Entered in the 220-yard dash are Larry McClelland and Chris Standefer. Ed Latimer will join Standefer, McClelland and Mike Fields on the 440-yard relay team.

Entrants in the 440-yard dash will be Larry Jackson, Craig Manning and Dan Millhorn; they will be joined by McClelland on the mile-relay team.

Mike Gordon, Jose Tellez, Mike Cronholm and Fields are ET's 440-yard intermediate hurdlers, with Tellez and Gordon also competing in the 120-yard hurdles. John Owens will participate in the three-mile run in the meet.

Wayne Rucker will compete in the pole vault and the javelin throw, while David Pendland will enter the high-jump.

Competing in the discus and shot-put are John Mayo and Jon Washington, who placed fourth in the shot at the Astrodome meet earlier this month.

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ET Wallops Lobos

By Kenneth Brazzle

ALPINE — The ET Lions have found the picking to be easy against Sul Ross this season as they rolled past the Lobos for the third consecutive time this season, 75-64, in Alpine Monday night.

ET had defeated SR at the Cotton Bowl Tournament, 90-77, and 77-72 in Commerce.

It was the tenth win of the season for the Lions against 15 defeats. The win also doubles ET's output of last season. ET's conference record now stands at 5-10. SR's record is now 7-19 for the season and 3-14 in conference play.

The Lions started the contest reeling off two quick baskets by Otis Cobb and Bill Bryan, but for the next five minutes ET was unable to drop in anything and SR built up a seven point lead, 11-4, with 14:16 remaining.

ET took sole possession of the lead, 20-18 with 8:47 remaining in the half on a field goal by Bryan. From that moment on, it was the Lions all the way as they lead, 40-33, at the half. The closest SR came to ET during the second half was six points, 61-55, with 4:16 in the contest.

ET placed four players in double figures for the night, with Jim VanderPoel's 14 points leading the way. Carl Briley and Cobb each finished with 13 points, followed by Kenneth Williams, with 10.

Coach Jim Gudger said he was quite pleased with his team's performance. "We outthusted them — that was the big difference in the ball game. But the key was the performance of our front line. Cobb, Williams and Ernest Spencer did a great job on the boards for us," Gudger said.

Williams, a 6-6 forward who hasn't played too much for the Lions this season, sparked ET's first half comeback, scoring four of the Lions' 10 points after they were down by seven. Williams also had four rebounds, while Cobb and Spencer finished with eight and seven rebounds each.

For the night, ET shot only 43 per cent from the field and 53 per cent from the free throw line, while committing 22 turnovers.

"We made a lot of mistakes that we shouldn't have made. One or two times in the contest we lost our poise. It would have been a lot easier game if we hadn't made so many mistakes," Gudger said.

The Lions' front line did a great job on the LSC's No. 11 and No. 13 leading scorers. Leonard Sparkman, who entered the contest averaging

17.3 points-per-game, was held to 12 points. Ed Osborn, the conference thirteenth rated scorer, topped all scorers with 19 points.

ET ends the season this weekend at home against McMurry College Saturday, Feb. 26, and Monday, Feb. 28, against Howard Payne. Both games start at 7:30 p.m. in the Field House.

Lion Notes . . . After last Saturday night's loss to Angelo State, coach Gudger put his team through a tough 2½ hour workout Sunday in Alpine. The team also worked out briefly Monday morning.

SR head basketball coach Chester Story gave fans an example of his strength when he threw a folding chair against the stands Saturday. The incident happened after Story was called for three technical fouls. Gudger had one technical foul.

A number of the players were affected by the attitude in Alpine, which prompted Gudger to substitute freely during the contest.

In other LSC games played Monday night, Southwest Texas beat East Texas Baptist, 95-82; Angelo State downed Tarleton, 84-78; Sam Houston toppled Howard Payne, 92-80; University of Corpus Christi clobbered Texas A&I, 104-78; and Stephen F. Austin knocked off McMurry, 89-74.

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"When William Wyler makes a movie that comes close to celebrating the collapse of race relations, you had better believe that something has happened in this land!"—Vincent Canby, New York Times

7:30
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Sikes I Stings Bouncers

By J. D. Wells

Sikes I "siked" the Bouncers Monday night and defeated them, 74-72. Leading scorers for Sikes were Freddy Johnson and James Holloman, each with 18 points, and Marion Holloman, 17.

High for the Bouncers were Tommy Keans with 16 points, Tony Daugherty, 15, and Ronnie Weiss, 14.

Delta Sigs 73, Stars 41

The Delta Sigs trounced the Stars, 73-71, in intramural cage action Monday.

Top scorers for the Delta Sigs were Dan Wall, 26 points, and Stan Cromer, 23.

David Rickles and Randall Gay scored 19 and 15 points, respectively, for the Stars.—KENNETH KING

Hilltoppers 72, Sikes II 40

The Hilltoppers climbed to a 72-40 victory over Sikes II Monday. Doug Holmes led the Hilltoppers with 14 points, while Bubba Muse's 19 points was tops for Sikes II.—JOHN HUNT

DSA 62, Delta Chi 50

The Division of Student Affairs crept past Delta Chi, 62-50, in intramural competition Monday.

Tom Taulbee was high point man for DSA with 22 points, and Bob Koehl led Delta Chi, with 14 points.—JOHN HUNT

Bitches' Brew 59, Mavericks 49

The Bitches' Brew defeated the Mavericks, 59-49, in intramural basketball Monday.

Jerry Evans led the scoring for the Brew with 16 points, while Dale Ware was tops for the Mavericks with 13 points.—MIKE BRACEY

Question Marks 74, Cougars 69

The Question Marks defeated the Cougars 74-69 Monday night.

High point men for the Question Marks were Danny Tharpe with 37 points and T. C. Huntley, 22.

Leading scorers for the Cougars were Joe Kelsey with 33 points and Gary Drake, 22.—MIKE BRACEY

Sig Eps(A) 61, AGR(A) 53

Edward Shawn scored 30 points, along with Robert Crain's 12, to lead the Sig Eps (A) to a 61-53 victory over Alpha Gamma Rho (A).

High scorers for AGR were Gary Howard, who scored 25 points and Ricky Davidson with 12.—SCOTT MILLER

Omegas(B) 55, Sigma Chi (B) 36

Omega Psi Phi (B), led by Roy Andy's 14 points, whipped Sigma Chi (B) 55-36 Tuesday.

Poor passing by Sigma Chi allowed the Omegas to steal the ball frequently.—HARRY HALEY

KAs (A) 58, Pi Kappas(A) 54

Drew Barrett's 19 points and Pat Oler's 12 pushed the KAs (A) to a 58-54 victory over the Pi Kappas (A) Tuesday.

Bill Silvers' 15 points was high for the Pi Kappas, followed by Skip Townsend's 14. Bob Miller of the Pi Kappas led in rebounding, with nine.—JOS-EPH CAHANNA

APA(A) 49, Omegas 45

Alpha Phi Alpha (A) defeated Omega Psi Phi (A), 49-45 Tuesday. The Omegas were hindered by the 35 personal fouls called against them. APA had six called against them.

The APAs were led by Arnold Watkins with 19 points, while Steve Favors' 17 points were high for the Omegas.—HARRY HALEY

Delts(B) 29, AGR(B) 28

Delta Tau Delta (B) defeated Alpha Gamma Rho (B) 29-28 Tuesday. Tommy Whipple was high point man for the Delts with 11 points.

Danny Pickering scored eight for AGR.—HARRY HALEY

KAs(B) 67, Acacia(B) 20

Kappa Alpha (B) wasted little time in handing Acacia a 67-20 defeat Tuesday.

Ted Pearce topped the winners with 12 points, followed by Richy Earle's 10 points.

Acacia's Bill Hurley scored nine points for the losers.—SCOTT MILLER

Thetas(B) 52, Sig Eps(B) 42

Mike Paschall scored 20 points, along with Ken Foretich's 16, to give Phi Kappa Theta (B) a 52-42 victory over the Sig Eps (B) Tuesday.

High scorers for the Sig Eps were Danny Jones with 16 points, Roger Bowling, 9, and Butch Panther, 8.—SCOTT MILLER

Sigma Chi(A) 57, Delts(A) 45

Steve Brown and Tim Talley scored 17 and 15 points, respectively, to give the Sigma Chis (A) a 57-45 victory over the Delta Tau Deltas (A) Tuesday.

High scorers for the Delts were Don Kerr with 18 points and Charles Gutierrez, 10.—SCOTT MILLER

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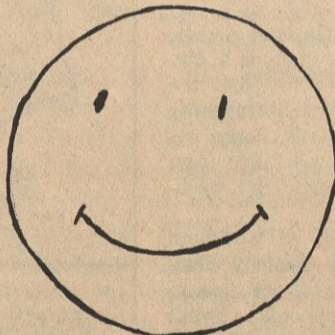
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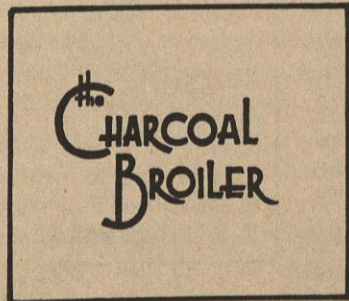
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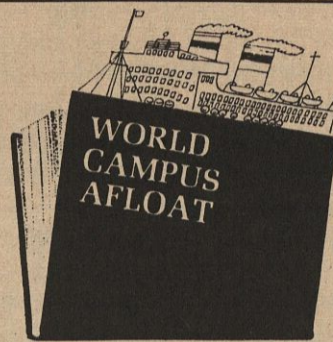
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BUTLER . . .

From Page 1

taking the matter of deciding on a new form of organization to the student body through a referendum. Ewell considered the possibility of calling for a referendum through the Student Senate on Wednesday night but the Senate was unable to conduct business for lack of a quorum. The only remaining possibility is to call for a referendum through a student petition signed by 10 per cent or more of the student body.

While no decisions have been reached, Constantino Arams, chairman of the Election Commission, said, "The registration for spring elections as well as cheerleader scening will continue as scheduled until a decision is made which would cancel them." The registration for spring elections to be held on March 8 ends today.

PRICE . . .

From Page 1

the legislature, with the exception of the speaker, works only 140 days every other year, unless a special session is called.

First elected to the House in 1960 when a freshman at the University of Texas Law School, Price received his law degree from UT and is now a partner in a Palestine law firm.

Politics '72, sponsored by the Political Science Department, is a series designed to present the views of candidates for various state offices to ET students.

Future programs will have candidates for office being questioned by a panel of newsmen.

SENATE . . .

From Page 1

turned in to the Hunt County Commissioner's Court by March 9 for consideration at the March 13 meeting of the commission. He said the election would have to be set between April 3-12, possibly on the day of the April 4 Commerce City Commission election. He added that all petitions for the 18-year-old right-of-majority had to be turned in by senators so they could be taken to a March 16-19 meeting of the Texas Intercollegiate Student Association.

Rash of Thefts Reported

Daniel R. Jones, Garland senior, reported Monday the theft of a diamond ring valued at \$350 from the Sigma Phi Epsilon, social fraternity House at 1803 Live Oak. Jones reported that the ring was taken from his room sometime over the weekend.

Bill Smith, resident of Workman Hall, reported to ET Security Monday the theft of the front license plate from his automobile. Smith said the license plate was taken in either the Workman Hall parking lot or the Student Center parking lot.

Thomas Rogers, Irving freshman, reported that someone had stolen the hubcap from his 1972 automobile while it was parked in the Sikes Hall parking lot Monday night. Value of the hubcap was placed at \$6.30.

Charles H. Jones, Fort Worth senior, reported Monday the theft of his billfold from the Field House last Thursday. Contents of the billfold were valued at \$20.

ET To Host Playoff

The ET Field House will be the site at 8 p.m. Friday, Feb. 25, when the Gainesville Leopards and Henderson Lions square off in a 3-AAA high school regional final basketball game.

Gainesville is 23-5 for the season while Henderson's record stands at 27-4. Tickets at the door are \$2 for non-students and \$1 for students, including ET students with ID cards.

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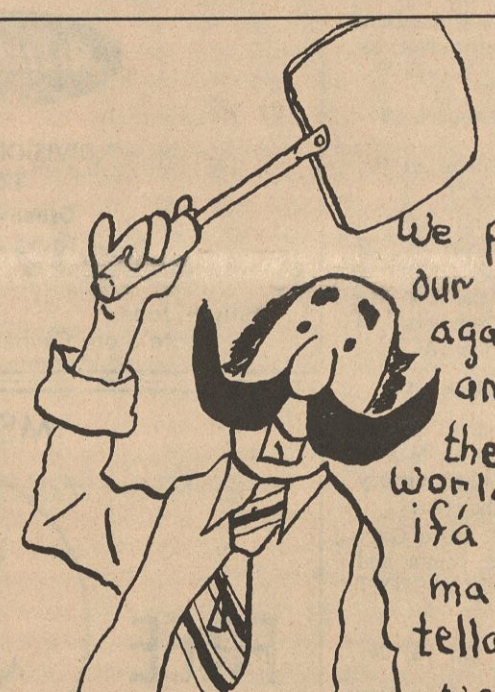
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Section B

THE EAST TEXAN

Student Publication of East Texas State University

COMMERCE, TEXAS 75428, FRIDAY, FEBRUARY 25, 1972

This section of The East Texan is a reprint of The Preface and Section XII, "Planning for the Future," as published in the East Texas State University Institutional Self-Study, prepared for the Southern Association of Colleges and Schools.

Copies of the entire report are available in the East Texas State University Library.

PREFACE

Directing an institutional self-study is like eating a tough piece of meat—the longer one chews, the bigger it gets. One almost panics for fear that he will not be able to swallow the mouthful, and were it not for the embarrassment which such a display of bad manners would cause, he would be tempted to spit the whole thing out.

To a naive history professor, inexperienced in the recondite art of directing an institutional self-study, the task at the outset appeared to be merely large and complex; halfway through the project it seemed gargantuan and labyrinthian. Thanks to the hard work of many people, however, the job was finished, perspective was restored, and the worthwhileness of the whole laborious process became evident. Indeed, in view of the improvements which already have been made, and those which are in process of implementation, the self-study already seems eminently worth whatever work and worry it exacted.

First steps in organizing the self-study were taken in the spring, 1970, when President D. Whitney Halladay appointed a director and a Steering Committee. One of the first and most difficult tasks of the Steering Committee was to recommend appointments of faculty members and students to the principal and school committees. After lengthy deliberations, the Steering Committee made its recommendations concerning faculty members for the various committees and the President made the appointments. The student members of these committees were provided by the student government. Large committees were created partly to assure wide faculty participation and partly to distribute the work load so that no individual would be overburdened with assignments. Each academic department was asked to organize and conduct its own self-study in accordance with guidelines supplied by the Self-Study Office.

The Chairman of the Steering Committee oriented the chairmen of the principal, school, and departmental committees concerning the nature of their responsibilities, and every principal committee member received pertinent material from the **Manual for the Institutional Self-Study Program of the Commission on Colleges and Standards of the College Delegate Assembly** (1969 edition). Arrangements were made for the Office of Institutional Research to cooperate with the committee chairmen by providing them with any data needed by their committees. Thus, by the beginning of the summer hiatus, in 1970, the basic committee organization was set. Serious committee work was projected to begin in the fall of that year and to conclude in the spring or summer of 1971. The organizational phase was climaxed near the end of the spring semester, 1970, when Dr. Gordon Sweet, Executive Secretary, Commission on Colleges, visited the campus and discussed goals and procedures in separate meetings with the Steering Committee, various administrative personnel, principal committee chairmen, and the faculty.

Involving the Board of Regents proved to be a problem. Although members of the Board were assigned to most of the principal committees, their distance from the campus made active participation virtually impossible. Nevertheless, the Board was kept apprised of the progress of the self-study by President Halladay. The Steering Committee and the chairman of the Organization and Administration Committee also met with the Board on May 14, 1971, to discuss the self-study. In order to enlist further participation of the Board, a questionnaire was prepared by the Steering Committee and submitted to the members of the Board through Chairman J. Garland Button. The responses of the Board to these questions aided several committees in the preparation of their reports.

The Steering Committee spent much of the summer developing instruments for use in the self-study. The first task was to develop guidelines for use by the departments and schools in making the required unit studies. As the basis for these guidelines, the Steering Committee used the suggested outline on pages 44-45 of the **Manual**. A more time-consuming task was the development of

questionnaires to be administered to the faculty, students, and alumni of East Texas State University. Each principal committee was asked to submit questions which it would like put to these groups, and the Steering Committee examined the **Manual** and **Standards** for other questions that seemed appropriate. With the aid of Dr. Sam Cochran, Department of Psychology and Special Education, the committee edited the questions and converted them to a multiple-choice format, which made possible the computerization of the responses. Committee chairmen and principal administrators examined the edited questionnaires and, in several instances, suggested changes. By early fall, the questionnaires were ready.

The principal committees began to function in earnest during the beginning of the fall semester, 1970. At that time, the Steering Committee employed a graduate assistant to help in gathering and analyzing data for the principal, school, and departmental committees. The Self-Study Office then developed departmental and school cost analyses for the base period of the study, and the questionnaires were administered to faculty, students, and alumni. Over three-fourths of the faculty and almost one-half of the students answered the respective questionnaires under controlled conditions; moreover, alumni questionnaires were sent to about 5,000 recent graduates of ETSU. The responses to these questionnaires were fed into the computer and, in turn, pertinent "cuts" were sent to the committees for analysis and interpretation.

In addition to supplying the committees with needed data, the Self-Study Office aided them in every other way possible: it advised committee chairmen, provided them with secretarial assistance, and made arrangements for open hearings (several such forums sampled faculty and student opinions on the graduate program, the library, and research). The Self-Study Office also paid the travel expenses of Dr. Lynn Turner, Chairman of the Organization and Administration Committee, Dr. Trezzie Pressley of the Steering Committee, and Charles Morrow of the Business Office, to Houston and College Station, where they studied the management data systems used by the University of Houston and Texas A&M University. At the request of the Graduate Program Committee, the Self-Study Office also mailed a special questionnaire to a selected cross-section of graduate students who had been enrolled in the university but whose present status was not known.

Most of the departmental self-studies were completed by early 1971, and as soon as the Self-Study Office received them, copies were forwarded to each of the school and principal committees for use in their studies. By the summer of 1971, the principal and school committees began to submit tentative reports. The Steering Committee carefully and thoroughly critiqued each one and sent its comments and suggestions back to the committee which had submitted it. In addition, the principal administrators were asked to read and evaluate the tentative reports and the Steering Committee's critiques, and to send a written assessment of each to the Chairman of the Steering Committee, who then forwarded these comments to the appropriate committees.

The committees submitted their final reports in the fall, 1971, and these posed many editorial problems. Aside from the difficulty of bringing a semblance of stylistic unity to a dozen reports, each written by several different hands, there was the added problem of incorporating changes that occurred during the course of the study. Data collected during 1970 was sometimes obsolete the next year. Committees had to be sure that their conclusions, based on information collected previously, still had currency when they prepared their final reports. Changes in administrative procedures and organization during the two-year period sometimes caused problems. For example, the three schools, Arts and Sciences, Education, and Business Administration, became colleges in the fall of 1971. The question was whether to refer throughout the self-study to schools or to colleges. It was decided that, since these units were known as schools during the

base period of the self-study, and during most of the self-study itself, the term school would be used, except where official documents were quoted (e.g. the Purpose Statement). Other such problems were dealt with in a similarly pragmatic fashion.

Any self-study which successfully examines an entire institution must involve the dedicated efforts of many individuals. The Steering Committee performed in especially heroic fashion. In all, counting sessions of the Planning-for-the-Future Committee, the members of the Steering Committee attended some eighty-five formal meetings in the course of the self-study, and some of those were marathon sessions lasting several hours. In addition to this crushing load—which, incidentally, was borne with little protest—the committee members devoted other hours to reading committee reports, meeting with principal committees, and cheerfully accomplishing any other tasks which the chairman asked them to undertake. Each member of the committee gets the chairman's "Medal of Honor" for service beyond the call of duty. Dr. Gideon James and Dr. Otha Spencer should receive at least one oak-leaf cluster each for the aid which they rendered in the final, hectic days of editing. Both men gave up considerable portions of their Christmas holidays to assist the editor, with Dr. James checking and correcting data and Dr. Spencer reading the entire report for style.

Many other individuals contributed in important ways, so many in fact that it would be impossible to give adequate recognition to each one. President Halladay not only made a comprehensive self-study possible by providing the needed resources, but he also involved himself personally to a considerable degree, meeting with the Steering Committee, or its chairman, whenever necessary, and participating in virtually all of the sessions of the Planning-for-the-Future Committee. The Vice President for Academic Affairs, Dr. Richard C. Meyer, who had immediate administrative responsibility for the self-study, provided needed advice and cooperation. All of the Vice Presidents and Deans were most cooperative in reading guidelines, questionnaires, reports, and critiques, and they made many useful suggestions. Dr. Robert H. Pearson in the Department of Audio-Visual Education designed and produced the many illustrations which appear in the report, and he and his assistants deserve a vote of appreciation for a job well done. The Print Shop produced flawless work in spite of heavy pressures created by missed deadlines, and the manager, Carl Hyatt, and his associate George Carter deserve a vote of thanks for their efforts.

Dennis Townsend, graduate student in the Department of Educational Administration who worked in the Self-Study Office during 1970-71, did yeoman service in collecting, analyzing, and sending data to the various committees. Many secretaries contributed to the preparation of the final report, but Mrs. Gale Nelson, who typed the preliminary drafts as well as most of the final report, and Mrs. Kathryn O'Neal, who finished the typing job, made all of the final corrections, and prepared the school and university reports for publication, deserve most of the credit. Without the former the Self-Study Office would not have operated nearly so smoothly as it did during its two-year existence, and without the latter the printer probably would still be waiting for the copy.

Although many deserve mention, the lion's share of credit must go to those dedicated faculty members who manned the committees and wrote the reports. The names of these committee members are given at the beginning of each chapter. As is usually the case in such projects, the heaviest load fell upon those who were busiest but who managed somehow to take on yet another job in addition to the teaching and extracurricular responsibilities which they already carried. May those blessed men and women have happiness, peace, and good digestion all of the days of their lives.

Donald E. Reynolds
Chairman of the Steering
Committee and Editor
Commerce, Texas
January 26, 1972

A DECADE IN RETROSPECT

The present self-study is the second such project undertaken by ETSU for the Southern Association of Colleges and Schools. A full account of the university's origins and historical development may be found in the first report, completed in 1962; moreover, the history of various aspects of the institution are also discussed in particular chapters of the present document (e.g. those dealing with purpose, organization and administration, and the graduate program). The historical sketch which follows, therefore, will concentrate on the period since the last self-study.

It seems likely that the decade of the sixties was the most significant ten-year period in the history of East Texas State University. Above all else it was a decade of growth and transition: growth from a small, rurally-based institution to a mid-sized school drawing a significant proportion of its students from an urban area; transition from a teacher-training institution to a multi-purpose university.

The growth of the university during the last decade can best be indicated by a few key statistics. For example, enrollment grew from 3,185 in the fall of 1960 to 8,782 in the fall, 1969. The number of faculty increased during the same period from 146 in 1960-61 to 333 in 1969-70. Expenditures for library books and periodicals grew from \$54,063 in 1960-61 to \$207,210 in 1969-70. Annual legislative appropriations for the university increased from \$1,691,849 at the beginning of the decade to \$10,400,036 by the end of the ten-year period.

Increases in classroom space kept pace with the soaring enrollment of the sixties. With the completion of the Journalism and Business Administration buildings in 1970 East Texas State University had almost three times as much instructional space as was available ten years previously. The value of the total campus physical plant grew from \$11,944,437 in 1960-61 to \$40,422,411 in 1969-70.

Expansion was accompanied by the inevitable growing pains. Not only was there considerable dislocation, even disfigurement, of the campus while numerous construction projects were in progress, but there was also confusion over the kinds of programs which the university should develop in seeking to realize its new ambition to become a multi-purpose institution. The institutional name was changed from East Texas State College to East Texas State University in 1965. It was more difficult, however, to develop a curriculum which would enable the institution to live up to its new title. A significant problem was especially evident in the developing graduate program. Large numbers of courses and degree programs were authorized in many subject fields; indeed, by the end of the decade there were too many such courses and programs, and it was necessary to prune away many of them.

The fluctuating fortunes of the doctoral program at ETSU added to the unsettledness of the decade. In 1962 the Texas Commission on Higher Education authorized Ph.D. degree programs for the university in English; Supervision, Curriculum and Instruction; Educational Administration; and Student Personnel Services. In 1966 the Coordinating Board, Texas College and University System, which had superseded the Commission on Higher Education, ordered a termination of admissions to all Ph.D. programs by August 31 of the year and stipulated that August 31, 1971, was the latest date on which the university could grant the Ph.D. Then, on December 3, 1968, the Coordinating Board approved programs leading to the Doctor of Education degree in a number of specified fields. At the same time the Coordinating Board authorized the Federation of North Texas Area Universities, consisting of North Texas State University, Texas Woman's University, and East Texas State University. Through the Federation, ETSU participates in various joint doctoral programs.

Many administrative and organizational changes punctuated the decade. The key change came in 1966 when Dr. D. Whitney Halladay be-

came President. At Dr. Halladay's request the Board of Regents, State Senior Colleges, reorganized the administration, creating a series of vice presidencies to preside over key areas of institutional life. Yet another milestone in the administrative history of the institution came in 1969, when the Texas Legislature established a separate Board of Regents to govern East Texas State University. This step provided a flexibility in governance which would aid the university in broadening its programs.

Under the new administration there was also a distinct trend toward increased faculty involvement in policymaking. Greater utilization was made of standing and ad hoc committees. More important, the principal policy-making councils of the university, which traditionally were dominated by administrators, were replaced by bodies that were much more representative of the faculty. Thus, the Academic Council was abolished, and in its place was created an elective Faculty Senate. In a like manner, the Graduate Council was reorganized and made more responsive to faculty views. Although these new bodies were still feeling their way early in the new decade, the foundation had been laid for a workable system of substantial faculty involvement in the development of policy at East Texas State University.

While the university made important strides forward on a number of fronts in the decade of the sixties, a number of unsolved problems still remained. As has been shown there was considerable expansion during the decade; however, much of the growth in enrollment—the key statistic—occurred in the middle years. By the end of the decade, enrollment had become virtually static. While a stable enrollment was not necessarily bad, there was some concern that newly authorized state institutions, such as those at Dallas and Tyler, might eventually cause a decline. Since state funding is dependent upon enrollment, such a decline would have serious implications for the university.

Although the institution hardly felt imperiled by these disquieting developments, the message seemed clear. The growing competition for students in the North Texas area and this university's comparative remoteness from the centers of population would require East Texas State University to redouble its efforts to develop superior programs. The institution can continue to attract its share of students only if young people within seventy-five or one hundred miles of the university feel that the quality of the programs offered justify the extra distance that they would have to travel to attend ETSU.

The desired excellence has not yet been achieved. As the recent evaluation of the National Council for the Accreditation of Teacher Education revealed, there were still significant problems in such areas as the research, teaching loads, and learning resources. Anticipating these and other shortcomings, the university geared itself for a comprehensive Southern Association self-study in the hope that such an effort would identify all of the most serious problems and suggest solutions for them.

Notwithstanding the sobering challenges facing the institution as it faced the new decade, there was reason for optimism by the time the self-study had been concluded. For one thing, there was a general conviction that the urgent problems had been identified. But more important, the administration had already begun to take resolute steps toward solving these problems by whatever means seemed appropriate. The projections at the end of this self-study will provide the blueprint for building a better institution during the decade ahead. They are not intended as a complete plan, nor as a set of absolutes; there undoubtedly will be alterations along the way. But they represent a significant proportion of the institution's most critical needs, and the full realization of the most important projections will go far toward creating the excellence which all of the participants in the self-study desire.

PLANNING FOR THE FUTURE

The Challenge

The thorniest problems facing East Texas State University are similar to those confronting other institutions of higher learning throughout the nation. Some of the most perplexing of them stem from the changing nature of American society. The high regard in which the public once held universities deteriorated as a result of the turbulence on college campuses during the 1960's. Declining popular support has combined with a proliferation of junior and senior colleges and a prolonged slump in the economy to decrease funds available for institutions of higher learning.

Students also have changed. They may not be as demonstrative as their counterparts of the 1960's, but neither are they blasé as were college students in the 1950's. Today's students are both philosophical and pragmatic. They are looking for meaning and truth in life as much as any generation of this century, but most of them also desire an education that will prepare them for the real world. They are not as apt to accept without question the words of professors and administrators as were past generations of students. They question authority. They want to know why. They are impatient with poor teaching and with courses which seem to have little relevance to their goals. They are not always right but often they are, and few will deny that their insistence upon a better quality of education is merited.

But what is "quality education?" And how does a university go about designing programs which will make "quality education" possible? These are not easy questions, and it is probably easier to define poor education than it is to say what good education is. It seems clear, however, that a traditional curriculum, taught in the traditional way, is no longer sufficient. Students need the humanities as much as ever, perhaps more than ever, but university programs for the seventies must also be job-oriented and eclectic. Thus, in addition to providing the student with the capacity to understand himself and the world, universities must make available to him the knowledge and skills that will enable him to successfully compete in the marketplace and contribute to the solution of regional, state, and national problems.

Today's generation of college students, we are told, is more mature and better prepared than any before it; consequently, if teachers are to reach these young people they must bring to their tasks more imagination, preparation, and skill than ever before. Disdaining sole reliance on a set of well-preserved lecture notes, they must utilize the vast array of teaching techniques with which modern technology has provided them. In an age of change they must be vigilant to keep their own methods and materials up to date; yet in an age of computerization they must remember that each student is an individual with special needs.

Overall Projections

As East Texas State University faces the awesome challenge of the seventies, its most pressing concerns may be grouped under three main headings:

- Personnel
- Programs
- Physical Resources

Personnel

The most important resources of the university are its people—those who learn, those who teach, and those who otherwise contribute to the learning process.

• **Students.** The institution's main concern has been, and will continue to be, its students. East Texas State University seeks to provide to every

qualified person the opportunity to acquire a college education. At the undergraduate level the university screens only those applicants who clearly lack the learning skills to succeed in college, and even those who are refused regular admission are encouraged to enroll in a special summer program or to do preparatory work in a junior college. By the creation of excellent programs the university hopes to attract larger numbers of able students from area high schools. The Honors Program, together with increased emphasis upon advanced standing and advanced placement, should aid in drawing larger numbers of talented students to this institution.

At the graduate level, and particularly at the doctoral level, entrance requirements should ensure that entering students have the ability and background to perform successfully the work which is expected of them. On the whole, screening techniques have been successful at the doctoral level. They have been less than satisfactory at the master's level, although new admissions requirements proposed in this self-study should ensure that entering first-year graduate students meet the rather modest requirements of the university.

Even a cursory analysis of ETSU's student body reveals two salient characteristics: a large proportion of the students live off campus and commute to school, and an increasing proportion of the total student body is made up of graduate students. In the questionnaire administered to students in the fall of 1970, 45.3 per cent stated that they lived outside Commerce, while only 31.7 per cent said that they lived in a dormitory. The 1,000 empty dormitory rooms testify to the fact that the university has counted too heavily on large increases of on-campus students which have not materialized. It seems apparent that the student personnel program has been largely designed to serve a predominantly resident student population, when, in fact, the largest segment of students commute. The institution must give a greater proportion of its attention and resources to the needs of this commuting element.

Graduate students now make up approximately one-fourth of the total enrollment during the long term and almost half of the total during the summers. It seems that the graduate enrollment will continue to grow, and ETSU must give careful attention to the entire program, making sure that its reach does not exceed its grasp, but also seeking to provide needed programs when its resources allow.

• **Faculty.** Success in recruiting an able and dedicated faculty will be a key to the university's success in carrying out its primary mission of providing quality education in a variety of fields. East Texas State University has compared favorably with other Texas institutions of higher learning in faculty-salary levels, at least at the lower ranks. This has enabled ETSU to do well in the marketplace, except in a few fields—e.g. some areas of Business Administration—where demand exceeds supply. The failure of the legislature to provide for salary increases in 1971, if it signals a trend, may cause the university to lose its generally favorable position in faculty recruitment.

With the leveling of the student population there has been a curtailment of hiring. Some departments, having employed faculty on the basis of enrollment projections that proved to be over-optimistic, have found themselves overstaffed, while others, particularly those with burgeoning graduate enrollments, continue to be understaffed. Consequently it has been necessary to redress this imbalance; this has been accomplished by reallocating positions in some instances and by natural attrition in others. This readjustment will continue as the needs of the university dictate.

The departmental and school projections for new staff are difficult to assess at this time. Arts and Sciences, Education, and Business Administration all project sizeable increases in staff during the next decade; however, the accuracy of these projections will depend entirely upon whether ETSU's enrollment grows significantly. At this point it can only be said that reassignments of positions will continue to be made as the need becomes evident and that new positions will be added as required by enrollment growth.

Uneven loads have been another problem. Although the normal load has been twelve hours for the last several years, the norm is unevenly applied from department to department. Those departments having an excess of staff have been able, by various means, to reduce contact hours for at least some of the departmental faculty, while others, some with heavy graduate loads, have been forced to require their staff to teach the usual four courses and, in addition, to serve on numerous graduate committees. The university is developing a more realistic formula for determining teaching loads, one which will recognize and take into account the difference between the requirements for graduate and undergraduate teaching.

Another area of faculty concern is that of fringe benefits. The administration, working with local chapter of the Texas Association of College Teachers and the State Coordinating Board, will continue to press for more generous fringe benefits for faculty. Such benefits as state funding of insurance and retirement programs will be sought, although the prognosis for such added benefits does not appear to be good unless there is both an easing of the state's financial bind and a decline of public animosity toward institutions of higher learning.

Finally, teachers must have the time to teach, research, and counsel. Extra-curricular work, particularly committee involvement, has all but crowded out those functions which should be primary for faculty members. Faculty at ETSU are involved in the decision-making process of the university to a far greater extent than was the case a decade ago. This increased involvement has been good; nevertheless, it is a mixed blessing. A reevaluation needs to be made of faculty involvement in committees and through the Faculty Senate. Administrative work probably should be done by administrators, and faculty bodies should play the role of advising the administration on policy.

• **Administration.** There have been extensive changes in the administrative structure of East Texas State University in the last decade. These changes have provided a framework which is basically sound, and no far-reaching structural alterations are anticipated for the future. However, there will be some changes. Probably the most significant one will be the creation of a Planning and Development Office which should enable ETSU to base program development upon sound data. Such an office, if it functions properly, will ensure that the university's programs are geared to the needs of the region which it serves.

Effort must be made to ensure that the administration functions efficiently. Unnecessary red tape must be eliminated. Administrators must be evaluated down to and including the department-head level to see that each is making his proper contribution to the education process. Improved communication, at all levels, undoubtedly would contribute to greater efficiency in carrying out the total educational program.

Each of the schools also will require additional administrative staff. Within the next year or two an effort will be made to appoint an Associate Dean of Business Administration, who would assume both the responsibilities of Director of Graduate Research and Director of Business Research projected in the School of Business

Administration self-study. It would also be desirable to appoint an assistant dean for the School of Education to coordinate special programs within the school. An assistant or associate dean is also needed for the Graduate School.

The School of Arts and Sciences, as it is now organized, is unwieldy, and it seems clear that it must either be reorganized or more administrative assistance must be provided to the dean. A study is already underway to determine which course to take.

Programs

Wise and imaginative program development will be another key to the university's future success. In recent years the university has stressed its intention to become more diversified in its role and scope. Nevertheless, it is easier to state an intent to change than it is to effect change.

The image, and indeed the primary role of ETSU, continues to be that of a teacher-training institution. Far from repudiating this tradition, the university undoubtedly will continue to be heavily engaged in the preparation of teachers for the public schools and colleges. On the other hand, the day is past when the university could regard itself as merely an auxiliary to the public school system in the state. In the face of an overabundance of teachers in some fields, it is clear that the university, if it is to thrive, must develop viable programs in other areas.

Clearly, however, a regional university such as East Texas State University can never be as diversified as some might want. Its resources are limited and if they are spread too thinly over too many programs the university will be unable to achieve excellence in any of them. Thus planning and accountability are especially critical to the institution's program development. The university must have innovative, flexible programs geared to the needs of today, but it must have confidence that there is a genuine need for the program which it develops. Data-based planning will provide the needed assurance that funds will not be wasted in esoteric schemes that look good on paper, but for which there is no demand in northeast Texas. Thus, the high-level planning office would research the business, professional, and technical needs of the area from which ETSU draws most of its students, and it would supply departments and administrative offices with data which would enable them to assess the chances for success of programs under consideration.

The principle of accountability must be applied to all programs of the university. Since credit-hour production is the basis for state funding, it must also be, along with numbers of majors, the primary basis for assessing the viability of programs offered by the university. A department might have a degree program supported by a splendid faculty, excellent library resources, and complete facilities; yet, if no students wished to major in the program the institution might well decide that the funds used to support it could best be utilized elsewhere.

This is not to say that every department, every program, every course must show a "profit." Obviously if ETSU is to offer a diversified curriculum, if it is to fulfill its aim of outgrowing its one-dimensional past, it must offer some programs which may be unable to become self-sustaining. But such offerings should be kept to a minimum, and the administration must periodically assess their value to the total program. Only in this way can the institution make the best use of the limited number of dollars at its disposal.

Program evaluations should be made continuously at all levels and should involve much more than a cost analysis to each offering. The

university also must judge each program and program proposal in terms of the institutional purpose, and curricula which are not consonant with the role and scope of East Texas State University should be eliminated; proposals for such programs should be disapproved. Moreover, proposed programs must be evaluated on the basis of the university's resources—the faculty, library service and collection, and facilities must be adequate to support the proposed offerings.

Generally speaking, ETSU will probably concentrate on developing various new technical and professional programs as the needs become evident. Thus Arts and Sciences is developing undergraduate degrees in law enforcement and industrial technology and graduate programs in public administration and criminal justice; Education recently developed new degree programs in early childhood education and vocational education. Other program emphases will include the following:

- Efforts to improve the General Studies curriculum;
- Consideration of a proposal that external credit be extended for some types of experience;
- Advanced standing and advanced placement;
- The Honors Program.

Accreditation needs will dictate program development in some areas. For example, the School of Business Administration will plan its future program changes around the requirements of the American Association of Collegiate Schools of Business. Changes of emphases might also result from the recent evaluation of the National Council for the Accreditation of Teacher Education and from the upcoming evaluation by the Southern Association of Colleges and Schools.

Grading practices must be constantly evaluated and efforts must be made to ensure that high standards are maintained in all schools and departments. The steady trend upward in both undergraduate and graduate grades is cause for concern. Deans, department heads, and faculty members should be vigilant in holding the line against giving what appears to be an excessive number of A's and B's in many departments. In view of the relatively modest admissions requirements for undergraduates and master's-level students it would appear that either the curricula of some departments are not demanding enough, or grading practices are too lax. Whatever the reason, corrections must be made.

Physical Resources

• **Space Needs.** Generally speaking, ETSU has more dormitory space than it needs, at least for the present. As noted previously, enrollment growth has not matched projections; consequently, the university has built more dormitories than it needs. Two thousand students live on campus, but there are still 1,000 dormitory vacancies. Since the dormitories must provide income for bond retirement, it is imperative that ways be found either to increase occupancy or utilize the unoccupied space for other revenue-producing activities. The Housing Office is making efforts to see that all students who are supposed to live on-campus do so; however, with the static or declining freshman and sophomore enrollments of the last two years adding to the problem, it does not appear that the present high-vacancy rate will be measurably alleviated by any means other than a reversal of enrollment trends. Perhaps a better solution, at least for the short run, is to find other means of profitably utilizing the empty space. Investigation is now underway to determine whether the space in question may be legally utilized for revenue-producing activities, such as continuing education programs, a child-care center, etc.

General classroom space is more than adequate to meet the needs of East Texas State University. The completion of the new Business Administration and Journalism facilities has eliminated the shortage of this type of space. There is a need, however, for more space designed to serve special functions. For example, laboratory space of various types is in short supply, and some buildings no longer meet the needs of the departments which are housed in them. In Arts and Sciences new facilities are needed for Speech, Agriculture, and Industry and Technology; the Social Science Building and Hall of Languages are due to be renovated; and the Hall of Sciences needs an addition to the present facility. Art and Music also suffer from a lack of space, and it may be possible to provide space for these departments in the facility now planned for Speech.

The remodeling of Education North and Education South has satisfied most of the space requirements of the School of Education, although there is a need for more turn-around space for special programs (e.g. Special Education classes). Classroom needs for the School of Business Administration have been well-provided for with the completion of the new building in which the school is housed. If the school's growth during the 1970's should make it necessary to provide more space, the School of Business Administration would occupy the wing now occupied by the university administration, which would move to other quarters.

An effort will be made to provide the needs mentioned above during the coming decade. In addition, should added classroom space be required, it will probably be built in the form of a modular, general-use facility, which could be modified to meet the requirements of various departments. It is likely also that a Graduate Research Center will be constructed to house the office of the Graduate School and to provide seminar and research space for both graduate students and faculty. Another addition to the library will certainly be needed within the next several years. And a modern health facility must also be high on the priority list of projected buildings.

• **Recreational Facilities.** A number of new recreational facilities are projected by the university administration. These include a new swimming pool, a golf-driving range, tennis courts, and possibly other facilities. Not only would these facilities provide more recreational opportunities for ETSU's students, but they would also help support the educational program of the Department of Health and Physical Education.

• **Development of a Master Plan.** The campus of East Texas State University has grown in the past without adequate direction and planning. Buildings were placed on available ground without much concern for campus unity, and grounds development lagged behind construction. The beautification program, undertaken in 1970-71, has done much to improve the overall appearance of the campus, but there is a distinct need for additional steps.

Caudill Rowlett Scott Associates has proposed a plan which, when implemented, should add both unity and beauty to the campus. Basically, the plan projects the planting of numerous trees to offset the bare, stark appearance now evident, the closing of the central campus to vehicular traffic, and the construction of a pedestrian thoroughfare, or "link," which will run from the dormitory area near State Highway 50 to the eastern edge of the campus on Monroe Street. Along the route of the "link" numerous activities will be organized to instruct and entertain students and inform them of events and opportunities elsewhere on campus. The idea is to build through the heart of the campus an attractive, exciting thoroughfare which can serve to unify all campus activities, and unite what is now a jumble of buildings which have no clearcut relationship to one another into an integral whole.

It is hoped that the program proposed by CRS will help to generate greater enthusiasm and loyalty among students and faculty alike and will foster an atmosphere in which innovative programs can thrive.

• **The Need for New Sources of Income.** Of course other kinds of resources are needed before there can be innovative, exciting programs. Foremost among these is money. The graduate program has shown significant growth at ETSU in recent years, and there are no signs that this expansion will slacken. But in order to support this important aspect of the total program the university must redouble its efforts to build a stronger library. A second addition must be added to the original building, and funds must be found which will enable the library to speed up the rate at which it is adding books. The administration has shown foresight and shrewdness in obtaining from the legislature special appropriations for graduate program development, and these have been used primarily for the purchase of library materials; however, in view of the large number of new graduate programs now offered and proposed by ETSU, library holdings are still inadequate. While Federation and Inter-University Council (IUC) memberships and interlibrary loan do much to mitigate the deficiencies, there is no substitute for a good, basic on-campus collection.

It seems clear that the university must have more money with which to support its programs. Since state funds are largely determined by formula, however, it appears that the institution must seek more private money if it is to provide improvements. There is an obvious need to increase effectiveness in securing unrestricted fund for the university. Success thus far has been virtually nil, and it may prove necessary to reorganize fund-raising machinery in order to achieve better results.

Specific Projections

Specific projections are given below. Almost all of the projections were based upon recommendations made by the principal committees. In an effort to attach some kind of priority to each projection, the Planning-for-the-Future Committee has attached one, two, or three asterisks to each. One asterisk (*) indicates that the projection is essential and implementation will occur immediately, or as soon as possible. Two asterisks (**) indicate that the projection is desirable, though not critical, and will be implemented when time and resources permit. Three asterisks (***) indicate that the projection, while desirable, is not critical and will be realized when it is convenient—probably after the more critical needs have been met.

Purpose

1. The Purpose Statement has been revised during the course of this self-study. It is judged sufficient to guide East Texas State University in the immediate future; however, it will undergo periodic reexamination during the coming decade and, when appropriate, changes will be made. (**)

Organization And Administration

2. The administration has taken steps to make salary raises and promotions more dependent upon merit than in the past; however, further improvements should be made. In the last two years department heads have been instructed to distinguish between faculty in their departments on the basis of merit, when making recommendations for raises. This apparently is being done; however, it seems obvious that many faculty members are uncertain of the criteria by which they are measured and they are apparently left in the dark as to the department head's final judgment concerning their performances.

Faculty should be judged on a merit basis, and the administration's steps in inaugurating this system are well-advised. Nevertheless, those who are evaluated have the right to know the criteria applied, the weight given to each, and the result insofar as they are concerned of this evaluation. Thus, at the beginning of each academic year, department heads should call attention to the criteria

against which their performances will be judged. Each spring, after evaluations have been made and recommendations concerning raises and promotions have been submitted to the administration, the heads should confer privately with each faculty member, informing each one of the recommendation made in his case and the basis for it. If the recommendation is unfavorable, the head should explain why and suggest ways in which the faculty member might improve his rating during the next year. Department heads will begin taking these steps in the spring of 1972. (*)

3. When interviewing prospective faculty, department heads should routinely present to the prospect a copy of the **Faculty Handbook** and should point out the employment and promotional policies given therein. Department heads must have the ultimate responsibility for recommendations on promotions; however, as in the case of pay raises, they should take pains to inform all faculty members concerning the criteria for promotion (these should be the same as those listed on page 15 of the **Faculty Handbook**), and the weight to be assigned to each. The head might well seek the department's views on the question of how much weight each criterion is to be given in determining both pay raises and promotions. He should seek formal, but anonymous, opinions of departmental faculty with ranks equal to or above the promotional level concerning the possible promotion of those faculty in the department who meet the minimum requirements for promotion. This practice also should begin with the spring of 1972. (*)

4. If East Texas State University is to reach its fullest potential it seems clear that its planning and administration must be based upon a careful analysis of all pertinent data. Therefore, management by objectives is an important goal toward which the university must move. Before the goal can be realized, however, it is recognized that there must be a central office which would be equipped to collect, store, assimilate, analyze, and interpret all data which might be needed. Therefore, the university will place a high priority on the appointment of a Vice President for Planning and Development, whose task would be to design and administer a management by objectives system for East Texas State University. The Vice President for Planning and Development should be provided with a staff skilled in the use of statistics, and his office, in addition to conducting a continuous analysis of programs on campus, should also do research on the needs of the region which East Texas State University serves, to provide insights which may be useful in planning programs. This office should be established by 1973, or as soon as the legislature can be persuaded to appropriate the necessary funds. (*)

5. A concerted effort will be made to improve communications at all levels of administration. Various techniques are employed to enhance communications: e.g. publications such as **ET Educum**; small, informal luncheons; and regular departmental meetings. Still, as the opinionnaire results demonstrated, there is apparently room for further improvement. It is suggested that occasional informal small group sessions allowing the President and/or appropriate vice president to discuss issues and problems of a departmental, school, or university nature might prove fruitful. Such small group sessions would provide faculty members with easier access to the President, at least on an occasional basis. They could be held monthly, bi-monthly, or at some other interval. (*)

6. A central account will be established to allow chairmen of major standing university committees to charge telephone calls, stenographic services, or other miscellaneous expenses which currently are being charged to the departmental budgets of the committee chairmen. A few such standing committees already have budgets, as do all of the committees of the Faculty Senate. Separate budgets should be set up for all standing committee chairmen who need them in 1972. (*)

7. Job descriptions will be prepared for all levels of administrative and staff personnel, specifying

duties and responsibilities and how the position relates to others in the administrative structure. This task is already in progress and should be completed by the spring of 1972. (*)

8. The positions of the Faculty Senate and the Graduate Council in the overall administrative structure need further clarification. Both of these bodies are relatively new and inexperienced. The Senate's role is outlined in its constitution, which has already been amended several times; the charter of the Graduate Council is being amended to clarify its function as an advisory body. (*)

9. Guidelines either have been, or will be, developed for all university councils and committees. In cases where the administration exercises its prerogative of overruling a recommendation made by such a committee or council, it will inform the committee or council in question of the factors necessitating the negative decision. This policy will be implemented immediately. (*)

10. Board policies specifically designed for East Texas State University will be developed and published for use within the university. (*)

Educational Programs

11. A study should be made by the Computer Committee to determine whether the computer could be better utilized in admission and record-keeping procedures. Operations which possibly could be computerized should be examined with an eye toward the added efficiency that might be realized and the amount of additional work which would be imposed upon the Computer Center. It is suggested that the committee conduct this study in the spring of 1972. (**)

12. Many advisers appear to be unaware of the fact that secondary school records and test scores of students are centrally located in the offices of the Dean of Men and Dean of Women. The faculty should be better informed concerning the location and availability of these records. (**)

13. The present decentralization of student records is a detriment to good advisement. All student records should be stored in a central location, and eventually the records-keeping procedures should be computerized with terminals placed in the offices of the Dean of Men, Dean of Women, Dean of the Graduate School, Dean of the School of Arts and Sciences, Dean of the School of Business Administration, and Dean of the School of Education. Work on this concept, its budgetary requirements and its mechanics, will begin in 1972; availability of funds permitting, full implementation should be in 1975. (**)

14. As a step in the direction of making records more readily available to advisers, at each grade-reporting period, printouts showing the cumulative grade-point average for every student in the university should be made available to each department. This procedure should be implemented in the spring of 1972. (*)

15. Although the General Studies curriculum has been expanded and liberalized, it may be desirable to revise the program further. The various schools should have more autonomy in the program, since each has its own particular needs respecting core-curricula. The General Studies Committee, therefore, should give careful consideration to this problem, consulting the deans and the Vice President for Academic Affairs in the course of its study, and it should submit its recommendations as soon as possible. (*)

16. Since it appears that the system of departmental prerequisites are unevenly enforced, the policy of prerequisites should be examined on a departmental and school basis. The dean of each school should initiate the recommended studies, requiring each department to examine its prerequisites and report its recommended policies to the dean. (*)

17. Although limited opportunities exist for the assistance of students with deficiencies, there is no systematic effort to remedy academic

deficiencies of those students. It may be that state funding restrictions (all appropriations for instructional programs are contingent upon credit-hour production) will make it difficult to establish such a program; however, the Faculty Senate should study the proposal. (**)

18. Ideally, each student who is to go on scholastic probation should be counseled personally by the office of the appropriate dean. Unfortunately, the deans do not have adequate staff to handle this additional burden, and the students will continue to be notified of impending probationary status by mail. Since one problem is a lack of understanding on the part of students of the seriousness of scholastic probation, a letter should be sent to each student who will be placed on scholastic probation, explaining clearly the conditions, directing him to see his faculty adviser, and informing him of the availability of the services of the Counseling Center. This procedure should be implemented as soon as possible. (*)

19. The trend upward in grade distribution over the last five years is disturbing and should be given immediate attention by the Deans' Council. Efforts will be made to determine the cause of the trend toward more liberal grading and if responsibility is fixed either on weaknesses in the curricula or laxness in grading practices, corrective measures will be taken. (*)

20. All students who obtain teacher certification receive their degrees from the School of Education. But candidates for bachelor's or master's degrees who fulfill the degree requirements of more than one school should be able to choose the school they wish to grant the degree. This proposal is already under study in the Deans' Council and will soon be resolved. (*)

21. A number of examinations are given each year in order to evaluate programs at the university (e.g. English Usage Exam, National Teacher's Examination, Speech Proficiency Examination, Admissions Test for Graduate Schools in Business, etc.); Nevertheless, a more comprehensive evaluation should be made by which East Texas State University can measure its products against a national norm. The Faculty Senate should study the possibility of requiring all students to take the G.R.E., or some other, comparable examination. (*)

22. Responsibility for evaluating the quality of instruction now rests entirely upon the department head. In order to improve the level of instruction, a departmental program of collegial visitation should be instituted. Each teacher would be evaluated by his peers. The Faculty Senate already has under study a proposal for regular student evaluation of courses and teachers. A system of collegial visitation would complement this system of student evaluation. (*)

23. East Texas State University has an excellent audio-visual facility. Every effort should be made to encourage the faculty to make greater use of the equipment and services available in this department. The university has purchased and will continue to purchase, new audio-visual devices as they are needed and as funds become available. One means of achieving greater usage of A-V materials might be to distribute the A-V Center's catalog to the library and academic departments where they would be readily available for professors and graduate assistants. Eventually, the audio-visual facility might be combined with the library to create a learning resources center; a team of consultants (CRS) is studying the feasibility of such a step. (**)

24. In connection with the desired greater use of audio-visual facilities, it is important to develop a staff able to take full advantage of available services and equipment. In-service programs should be developed to show faculty ways of adapting audio-visual instructional techniques to their courses. (**)

25. In the cases of many faculty members, overloads of extracurricular work have interfered with teaching and scholarship. The administration has inaugurated a policy to exercise greater care to spread

committee assignments more equitably over the whole faculty. There is a tendency to fill important committee positions with individuals who have shown that they can, and will, work effectively. Unfortunately, such persons have sometimes been "rewarded" for their zeal by appointments to so many extracurricular responsibilities that they have little time for teaching and research. It is therefore suggested that no faculty member be expected to serve on more than two university committees at the same time. (*)

26. Innovative teaching should have a high priority at this university. Departments and colleges should consider such techniques as undergraduate seminars, individualized programs which recognize different levels of achievement, credit by special examinations, team-teaching and interdisciplinary approaches in some areas, independent study programs, etc. The planning of such innovations should be correlated with the study of the university's physical needs which is being made by Caudill Rowlett Scott Associates. (*)

27. Efforts will continue to attract more students to participate in the Honors Program. The Honors Office should publicize by all possible means the fact that its colloquia are open to all students. (*)

28. Because data obtained through follow-up studies are important for the evaluation of each department and of the total program, the university must encourage such studies of all graduates where possible, and records should be kept of the results. Some important follow-up studies are already being made by some administrative offices, (e.g. by the Placement Office and by some departments, especially in the School of Education); however, every department should involve itself in such studies. These follow-up studies should include comprehensive surveys of graduates who accept business or professional positions. Effort should be made to determine the quality and achievement of East Texas State University graduates as compared to those of similar institutions. The schools should participate in these studies and formal reports should be published on a regular basis.

Eventually, the proposed Office of Planning and Development should coordinate these follow-up studies and evaluate the resulting data. It is hoped that this office can be funded by 1973. Pending the establishment of such an office the departments should design their own follow-up studies. The dean of each college will require that his departments so act and report the results of their studies to him. The Alumni Office will provide necessary assistance to the departments. (**)

29. The administration should increase its emphasis upon accountability in evaluating educational programs. Generally speaking, priority will go to departments which have demonstrated the greatest production and potential for growth. If it is to be a true multipurpose institution, East Texas State University must maintain some programs which require more funds than they are able to produce. Nevertheless, unproductive programs will be regularly and carefully examined, and efforts will be made to correct those weaknesses which may result in a low output. If a program is unproductive and is judged unnecessary to fulfillment of the university's purpose, it should be terminated. (*)

30. East Texas State University must become more concerned about educational program development in relation to industrial and professional placement. The deans of the schools should require their departments to evaluate their programs in relation to placement. Departments should study the possible role(s) which they might play in meeting the needs of industry in this region and should develop detailed plans for realizing this objective. Studies should begin immediately, with the deans taking the initiative. (*)

Financial Resources

31. Progress has been made in the direction of implementing an on-line automated accounting system. A fully automated system will be developed when funds are available. (*)

32. Monthly reports will be distributed to department head showing departmental expenditures and remaining balances in departmental budgets. (*)

33. Faculty are involved in the budget-making process in some departments, but not in all. In the future department heads should consult their faculties, at least on matters of broad policy and capital outlays, before making budget recommendations to their deans. (*)

34. In planning for major repairs and building renovations, care should be taken to involve both the maintenance department and the academic personnel who will use the facilities. (**)

35. The ETSU Foundation should strengthen its efforts to obtain endowments, grants, gifts, and donations for such areas as the library, vocational teacher training, and organized research. In the future the Foundation will accept funds which a donor might wish to designate for a particular need of the university. (*)

36. Records of all outside grants are kept by the Assistant to the President and they are listed in the annual financial report; however, it would be desirable to distribute to the faculty an annual summary of such grants similar to that now sent out each year by the Director of Organized Research which lists faculty research grants. (***)

37. The annual financial report is presently placed in the library. Copies of the average and total salaries should be added to this report. (**)

Faculty

38. Many department heads already involve their faculties in the process of selecting new staff, but apparently some do not. In some departments there is only token involvement; in others faculty are carefully polled. The Vice President for Academic Affairs will develop and promulgate procedures for the systematic involvement of departmental faculties, both in planning and filling needed positions. The deans should have the responsibility of seeing that these procedures are followed. It should be stressed, however, that the final decision at the departmental level regarding employment of a prospective faculty member must belong to the department head. (**)

39. The administration has made progress in the direction of paying transportation expenses, at least of prospective senior faculty, by utilizing the ETSU Development Fund, an unrestricted fund supported by gifts from alumni and other interested persons. These efforts will continue and such funds will continue to be used for this purpose, although, realistically speaking, it is not likely that such expenses can be met for any large number of visiting prospects. (**)

40. East Texas State University will continue to avoid academic inbreeding in its hiring of academic personnel. Only in emergencies or instances in which it is impossible to find another qualified applicant will an ETSU graduate be hired, and then only on an *ad interim* basis. (*)

41. This self-study clearly shows that too high a proportion of the university's faculty come from Texas or the surrounding states. Department heads must make stronger efforts to seek qualified individuals from outside the Southern and Southwestern regions. (*)

42. The functions and responsibilities of each of the Faculty Senate standing committees will be developed and published by the fall semester, 1972. (*)

43. Some university standing committees overlap in their functions with committees of the Faculty Senate. The intention of the administration is that the Senate will eventually absorb many of the functions now carried out by standing committees. Steps will be taken to eliminate the unnecessary duplications by the fall, 1972. (*)

44. The university administration will continue to encourage faculty members to seek terminal degrees. (*)

45. Efforts will continue to attract faculty holding doctor's degrees in the departments in which the percentage of doctorates is low. (*)

46. The policy providing for a one-course load reduction for directing six theses or three dissertations is obsolete. A new load policy is in process of development and will be ready by fall, 1972. (*)

47. The administration will continue its efforts to obtain legislative funding for Faculty Development Leaves. State law prohibits the university from using state funds for the program unless they are appropriated specifically for that program. The administration will give consideration to utilizing private funds, such as the Development Fund or ETSU Foundation monies, for such leaves in order to keep the program alive. (***)

48. It is university policy that, whenever possible, faculty members will be allowed to take a leave of absence without pay. Faculty desiring such leave will make application to the head of their department. This policy and procedure will be stated in the next edition of the **Faculty Handbook**. (*)

49. The gains in faculty strength in recent years may be lost if the last legislature's economy measures with regard to higher education represent a trend. The administration is aware of the need for continued efforts to maintain the university's parity with other institutions in faculty salaries, and it will do all that it can to maintain equality in this area. (*)

50. Efforts will be made at the state level to obtain state funding of group life and health insurance. The Council of Presidents is working closely with the Texas Association of College Teachers to gain passage of the needed legislation. (*)

51. The administration will also continue its efforts to improve the teacher retirement system. A needed improvement to make the program a real fringe benefit would be to reimburse a faculty member with the state's contribution if he leaves the system before retirement. (*)

52. The Faculty Senate should study the proposal calling for the establishment of a credit union for faculty members and should present its recommendation to the President. (*)

53. Required departmental student-teacher ratios should be re-examined frequently in terms of the nature of the departmental program and its total contribution to the university. Each dean should regularly review the ratios assigned within his own school with his executive council, and the Dean's Council should periodically examine them from an institutional point of view. (*)

54. It is unlikely that an across-the-board reduction in teaching load will be possible. There is hope, however, that faculty members who are heavily engaged in graduate instruction will receive some reduction in on a new load policy which should be implemented by the fall of 1972. (*)

55. The procedures for taking the advisory votes relative to recommending tenure for a non-tenured faculty member will be clarified and followed in all departments. (*)

56. The role of the Tenure Advisory Committee may need further definition. The Faculty Senate should study this possible need and report its findings to the President. (***)

57. The criteria by which faculty members will be granted tenure, promotion, and merit pay should be made explicit and should reflect what is actually expected of faculty members. The Faculty Senate will study this recommendation and report as soon as possible. (*)

58. The university will institute a program of student evaluation of instruction. (*)

59. While it would be impractical to change the present system of headships, it is recognized that there is a need for regular faculty evaluations of heads, just as there is for a regular evaluation of other faculty members. Therefore, the Vice President for Academic Affairs should take the initiative in developing an instrument by which departmental faculties, responding anonymously, could rate their heads of department in specific areas of departmental administration. The results would be seen only by the appropriate dean, the Vice President for Academic Affairs, and the President. The deans should confer periodically with the heads concerning these evaluations. The emphasis in these conferences would be positive, rather than negative; the idea would be to point up possible weaknesses of which the head might be unaware and to suggest ways of improving in the areas indicated. If possible, implementation should occur in 1972. (*)

60. There should be a better understanding between the faculty and the Maintenance Division, but communication should be between the persons assigned the responsibility for particular buildings and the head of maintenance. The proper procedure for contacting maintenance will be outlined in the **Faculty Handbook**. (**)

61. Present policy provides for the involvement of faculty in the design of facilities, but they should also be consulted when possible alternatives in the plans are worked out with the architects. (*)

Library

62. Additional professional and clerical personnel are needed and should be added to the library staff. The most critical need of the library has been, and continues to be, books. The Director of the University Library has rightly done without needed staff in an effort to increase the collection as much as available funds would permit. The size of the library budget is established by the legislature; thus, to increase the money for staff is to decrease the funds available for acquisitions.

In order to approach the standards of the American Library Association and the Southern Association for Colleges and Schools, the director should utilize a greater proportion of his budget for staff. To offset the loss of funds that normally would be used for purchasing library materials, the university will utilize a portion of the unencumbered balance on hand at the end of the budget year for library acquisitions. (*)

63. The question of status for professional librarians has been under consideration by the Faculty Senate. On February 23, 1971, the Senate, while rejecting a proposal to afford librarians full academic status, endorsed a system of parallel ranks with equality in all other respects. If the full Senate approves, it is expected that this policy will go into effect. (*)

64. The Director of the University Library is a member of the Administrative Council. It may be, in view of the importance of the library to the graduate program, that he should also be a member of the Graduate Council. The Graduate Council should give consideration to this suggestion. (*)

65. The effort to reduce collection deficiencies will continue. Special appropriations have been acquired, and others will be sought. In addition, as has been noted, at least a portion of the unencumbered balances at the end of each budget year will be used for library acquisitions. The director should work carefully with the various departmental faculties in building the collection. The library staff will aid in identifying needed titles and departments should make use of this information in ordering materials for the library. (*)

66. Standing orders will be placed with publishers if approval by the State Board of Control can be obtained. (**)

67. The formula for allocating library funds to academic depart-

ments should be modified so as to reflect not only factors now considered, but also the amount of publishing within the subject areas of each department and the average cost-per-unit of items published within these fields. Action should be taken by the Library Committee in 1972. (*)

68. Subject-field specialists will be appointed to help build a collection that will more adequately support the curricula of the university. Such specialists should have requisite education both in librarianship and in the subject area of their assignments. A beginning has already been made in this direction with the appointment of a Business Librarian, and reports from the School of Business Administration indicate that this step was a wise one.

It has already been suggested that the director hire more staff. He should begin budgetary planning to provide for the recommended specialists and he should work carefully with the deans of the colleges to determine which specialists should be hired and on what timetable. (**)

69. Development of a sound selections policy would seem to be a requisite of any overall plan to strengthen the collection. The university must decide which areas it will build and the library must gear its purchasing to the priority programs. It would also be desirable for the Federation and IUC universities to continue and strengthen their selections policies in order to prevent unnecessary duplication of materials. (**)

70. Plans for developing the academic programs of the university should be provided to the library staff and to the University Library Committee as a standard procedure so that library materials in the subject areas of projected academic programs can be inventoried and, as far as is feasible, acquired before such programs begin. (*)

71. Cataloging processes will be automated. (*)

72. The library will continue to discourage duplicate-copy purchasing. (*)

73. An on-line, IBM 1030 check-out system will replace the antiquated system (two IBM 357 terminals) now operative. (*)

74. The Director of the University Library will investigate further the problem of book loss. If he determines that the loss of books is significant enough to warrant installation of a book-sensor control system, investigation will be made into the feasibility of installing such a system. (***)

75. The Library Committee should consider whether faculty check-out privileges should be extended to graduate assistants. (**)

76. Faculty members should be asked either to check in books at the end of each semester (or at the end of the summer), or to renew them. If the faculty member does not comply with this regulation, he should be fined at a rate to be determined by the university administration. (*)

77. When there is a dire need for a book which a faculty member has checked out on long-term loan, the faculty member should be notified and asked to return the book. (*)

78. A high priority has already been attached to the proposed new addition to the library, although it is not known at this point how many levels will be added nor when construction will begin. The CRS study of the institution's future space needs will help the administration in making a decision concerning the number of levels that will be built. Meanwhile, the Director of the University Library should plan his space needs carefully for the next ten years and should report these, in detail, to the Vice President for Academic Affairs. (*)

79. Blowers will be installed beneath the ground floor of the original building to prevent loosening of the floor tile. (*)

80. The translucent plastic ceiling of the original Library Building will be replaced with honey-combed, plastic ceiling panels. In addition, an acoustical floor covering will be placed in the circulation and card-catalog areas to reduce noise. (*)

81. Major reading areas will be carpeted when, and if, funds become available. (**)

82. The university administration will continue to urge the legislature to appropriate for university libraries the full amount recommended by the Coordinating Board. (*)

Student Personnel

83. As soon as funds permit, an experienced person should be hired to assist the Director of Placement in placing ETSU graduates in business and industrial positions. (**)

84. The Council on Teacher Education should study the Master Teacher and Professional Certificate programs with a view toward recommending changes that might clarify the guidelines. (*)

85. Faculty should be better informed as to the availability of advisement data, and such data should be more accessible to advisers. As recommended previously, record keeping should be centralized—probably in the Admissions Office. The location should be publicized so that faculty will know that all needed information is available in one office. (*)

86. Ultimately, it would be desirable to connect the records office to the offices of each academic department, as well as to the principal administrative offices, by means of terminals. (**)

87. ETSU now has one counselor for every 2,700 students; eventually it should endeavor to lower this ratio to one for every 1,000. Of course, a lack of funds may prevent relaxation of the ideal ratio for some time to come. It is suggested, in order to take full advantage of available resources, that the Division of Student Affairs hire counselors at the master's degree level for vocational, personal, and study-skills counseling. This would free the better-trained staff members to work with more serious problems. (**)

88. There is a definite need for expanded housing maintenance service in the form of increased staff. Also, space should be provided for housing maintenance personnel and for their equipment. (**)

89. The university will seek to employ a full-time medical officer, qualified in general medicine and general surgery. (*)

90. A modern, well-equipped infirmary will be built. (**)

91. There is confusion regarding the parking regulations, particularly those concerning visitors to the campus. The problem will be studied and appropriate changes will be made. (*)

Physical Plant

92. As soon as it is financially feasible, a qualified person should be employed to assume full responsibility for fire and safety-hazard inspection on campus. (**)

93. The administration will give consideration to a suggestion that it develop a recreational park facility. It is possible that the university could cooperate with the city, on a shared-cost basis, in developing such a park. (**)

94. The Maintenance Department should continue to provide in-service training for its employees in an effort to up-grade its services. (*)

95. Needed construction will continue as funds become available. New facilities are slated for a Graduate Center, Health Services, Agriculture, Speech, Industry and Technology, and new additions will be built on the Library and Hall of Sciences, The Social Sciences Building and Hall of

Languages will undergo renovations. Priorities for this construction will be established upon completion of the Master Plan, which is being developed by Caudill Rowlett Scott Associates. (**)

96. As a part of the Master Plan now being developed, effort should be made to study office space requirements for faculty. (**)

Special Activities

97. The Vice President for Academic Affairs has instructed each department head that all short courses, seminars, workshops, clinics, and the like are to be reported to the Office of Continuing Education, and that office's facilities should be used whenever possible in planning and carrying out such activities. Further, those individuals responsible for scheduling activities in university space are instructed to refer all inquiries to the Office of Continuing Education. This policy is communicated annually to all faculty members; nevertheless, the Vice President for Academic Affairs should confer with the Director of Continuing Education, and if it is found that there is a problem of obtaining cooperation from the faculty in scheduling programs, further steps will be taken to solve the problem. (**)

98. The Forum Arts program should be studied from the standpoint of proposing alternatives. This study should begin immediately, and it should be done by the Faculty Senate in cooperation with the Student Senate. Regardless of whether it is deemed desirable to modify the Forum Arts series, the Faculty Senate might want to consider the possibility of reviving the free period, which would at least solve the problem of dismissing all classes for the benefit of a minority of students. Such a period could be utilized by clubs and other groups as well as by Forum Arts. (*)

Graduate Program

99. An assistant or associate dean is needed for the Graduate School. Unfortunately, a shortage of funds makes it impractical to employ an assistant dean in 1972-73; however, an effort will be made to make such an appointment in 1973-74. (**)

100. There have been differences of opinion between the Dean of the Graduate School and other members of the administration regarding admissions requirements and degree programs. These differences have created communications problems which must be resolved. Within limits of regulations and policy, the Graduate Dean must have authority to carry out his responsibilities, and he must have the confidence of the administration and faculty. (*)

101. The Graduate School needs adequate office space in a central location and preferably in a building which is not identified with any particular school. The Master Plan now being developed will probably include a Graduate Research Center, which would be built sometime within the coming decade. For the immediate future, the administration will consider the suggestion of the Graduate Program Committee that the Graduate School be located in the Administration Building, and if that should be impractical, it will study the feasibility of finding other suitable quarters. (**)

102. Efforts are being made, and will continue, to improve communications between the Graduate Council and the faculty. The Council has established an Agenda Committee, for example, to which faculty may submit items for consideration by the Council. (*)

103. It is suggested that the Dean of the Graduate School seek ways of improving his communications with the faculty. The dean might consider meeting occasionally with departmental faculties, or heads, to consider problems in programs and procedures. (*)

104. There is a need to improve communications between students and the Graduate Dean and Graduate Council. The Agenda Committee of

the Graduate Council is available to students just as it is to faculty; hopefully this should provide students with an avenue for proposing changes. The availability of this channel is not generally known to students and should be publicized. The Graduate Council also should study the **Graduate Catalog** and, where necessary, take steps to clarify and simplify it. (*)

105. All academic programs should fit the role and scope of the university. The administration is applying this basic criterion to all offerings, old and new, and it will continue to do so. In this connection, the Graduate Council has been directed to study the entire program with respect to productivity, strengths, weaknesses, and directions. The university must determine to strengthen existing graduate programs and eliminate non-productive, non-essential offerings before inaugurating new graduate programs. (*)

106. All graduate programs, as well as undergraduate programs, will undergo continuous evaluation to determine whether there is sufficient demand for them in the region which ETSU serves. Greater effort will be made to acquire the necessary data upon which objective decisions can be based; this need should be met satisfactorily when the university is able to establish the proposed Planning and Development Office proposed in this self-study. (*)

107. The university will consider the expansion of graduate refresher courses, short courses and summer workshops. Of course, considerable care must be exercised in determining credit given and the possible application of such credit to degrees. Initiative will continue to rest with the Division of Continuing Education or with the Graduate School. The summer schedule has been rearranged to permit greater flexibility in scheduling short courses. (*)

108. Graduate students should be required to consult with the major departments before registration when they plan to work toward a degree. (*)

109. There has been much concern with the ease with which "non-degree" students can ultimately secure degrees under the present system of admissions. In order to eliminate the loopholes, therefore, all prospective students should be admitted to graduate work under the following conditions:

a. Full admission. The student meets the university requirements that he have a bachelor's degree from an accredited institution with at least a 2.5 (on a 4 point scale)—2.7 in his junior and senior year. In addition, the applicant for full admission must make a satisfactory score on the test, or tests, required by the department involved (e.g. M.A.T., G.R.E.).

b. Applicants for full admission who meet all qualifications but whose records are incomplete at the time of matriculation may be admitted to provisional status. Such students must supply all missing documents by the end of their first full semester, or they will automatically revert to non-degree status.

c. Non-Degree Status. Students not meeting the qualifications for full admission, or not seeking the degree, may enroll in graduate work and receive credit but they will be assigned to "Non-Degree Status." Such a student cannot be reclassified as a "Degree Status" student unless his department's graduate faculty, after carefully reviewing his record at ETSU, votes to petition the Graduate Council for this change. The Graduate Council would then have to approve this petition.

No more than two courses accumulated while the student has been in a "Non-Degree Status" could be applied to the degree. An average of 3.0 must have been achieved in the courses so applied. At least two of the courses to be applied to the degree would have to be specified by the department whose program the student seeks to enter. (*)

110. The Graduate School should strengthen and reinforce its policy which requires departments, once their graduate programs are firmly established, to discontinue the practice of permitting students to take undergraduate courses for graduate credit. (*)

111. The Graduate School should encourage more rigorous grading. One means of making faculty members more aware of the problem might be to send an analysis of grade distribution, by department, to each member of the faculty at the end of each semester. (*)

112. The Graduate School should maintain detailed records of degrees granted by each department, and, for record purposes, should divide the M.S. Degree into Options I and II. (*)

113. The Graduate Council should study the proposal of the Graduate Program Committee that the university drop the M.S. Option II and replace it with a new degree such as the Master of Science in Teaching. (*)

114. Some departments have had success involving faculty in the formulation of departmental graduate policy through use of Graduate Affairs Committees. Each department should establish such a committee to develop policy, advise the head, appoint major professors, and make degree plans. (*)

115. A comprehensive study of admissions policies should be made by the Graduate Council prior to issuing the 1973-74 catalog. (*)

116. Each department should have its admissions requirements on file with the dean of its school and with the Graduate Dean. (*)

117. The Graduate Council should especially study the admissions policy respecting foreign students, including not only the best ways of assessing the capability of such students for doing graduate work, but also their ability to meet their financial responsibilities. In making this study, the Council should give strong consideration to the recommendations resulting from the NAFSA Field Service Program visits of February 7, 1969, and November 16-17, 1971. (*)

118. Departmental and graduate school records should be kept of applications, acceptances, rejections, matriculations, drops-outs (with reasons), progress of students, and placement of graduates. This data should be reported each semester to the Vice President for Academic Affairs and to the Graduate Council. Furthermore, it should be studied for implications and trends that might affect the graduate program of East Texas State University. (*)

119. The graduate staff of each department should define, in writing, the meaning of each graduate degree or emphasis offered, and the suggested curriculum for each should be published in the **Graduate Catalog**. (*)

120. Graduate faculty rank should be more strongly geared to scholarly and creative activity. The proper criteria are listed in the **Graduate Catalog**, but these often have been overlooked or have been treated lightly; in the future they should be more closely adhered to by department heads and the Graduate Council. (*)

121. The Graduate School should carefully and continuously review the quality of theses and dissertations, which should be of publishable quality. The Faculty Senate will study the possibility of establishing written standards which the Graduate School would publicize and apply on a continuous basis. (*)

122. To ensure the quality of theses and dissertations, a study will be made to determine a limit on the number of such theses and dissertations for which any member of the graduate faculty should be responsible. One way of easing the burden on the graduate faculty might be to reduce the number of faculty members required to serve on thesis and dissertation committees. (*)

Research

123. Projections for the development of research at East Texas State University over the next five years depend largely upon the availability of funds to support such work. Although the 1971-72 budget included \$209,290 for organized research, the tenor of the most recent legislative session indicates that funding of research may not continue at its present level. In view of this danger, the university should make an effort to strengthen the foundation of the research program by securing greater amounts of funds from external sources. In addition, individual faculty members will be encouraged to seek such sources of support for their research projects. (**)

124. The administration will give careful consideration to a proposal of the Research Committee that the research program be reorganized. Under the proposed plan a new position, Director of Research, would replace that of Director of Organized Research. In addition to assuming those responsibilities over organized research funds which are presently delegated to the Director of Organized Research, the Director of Research would also search for additional sources of funds and grants, acquaint faculty members with possible sources of external monies which they might seek, and aid in the preparation of grant requests. If and when this reorganization occurs there would probably need to be a reevaluation of the role of the Research Committee. (**)

125. The ETSU Foundation should solicit funds for worthy research projects and, assuming the Foundation will become more successful in raising money, at least some of its undesignated funds should be assigned to research when the need for such support becomes manifest. (*)

126. The administration should give greater recognition to research as a basis for increases in salary and promotions. While research must not overshadow teaching and service, it should at least share a more nearly equal status. (*)

127. Many of the departmental self-studies cited excessive committee responsibilities as a major obstacle to effective research. Therefore, investigation will be made of methods for relieving faculty who demonstrate research capabilities and interests from those duties peripheral to teaching which interfere with their research efforts. (*)

128. Organized Research grant recipients sometimes have been inconvenienced by delays in receiving research equipment purchased through the state purchasing system, and, occasionally, these delays have prevented a faculty member from accomplishing the work that he had planned for the period of the grant, because the needed equipment could not be obtained on time. It appears that state purchasing procedures often have been responsible for such delays. Sometimes, however, the Purchasing Office could expedite an order if it were aware of the urgency involved; therefore, faculty members should be instructed that, when such delays occur, they should seek the aid of the Purchasing Office. (**)