

6-7-1993

On Campus, June 7, 1993

Coastal Carolina College

Coastal Carolina University

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On Campus

A Newsletter for Faculty and Staff of Coastal Carolina College

Vol. 2 No. 10

June 7, 1993

Campus Calendar

Monday, June 7

- Summer I classes begin

Tuesday, June 8

- M.A.T. testing: 3 p.m., Academic Affairs. Linda Ford

Wednesday, June 9

- Safety and Self Defense for Women, training sessions: Bill Taylor on safety - 9:30 to 10:30 a.m.; John Chanaca on self defense - 10:45 a.m. to noon, SC 205. Barbara Jackson

Friday, June 11

- Young People's AA meeting: 9 p.m., SC 204. Vicki Gardner

Monday, June 14

- Freshmen Orientation: continues through June 15, campus. Trenna Metts/Yvonne Williams

Tuesday, June 15

- M.A.T. testing: 3 p.m., Academic Affairs. Linda Ford

Friday, June 18

- Young People's AA meeting: 9 p.m., SC 204. Vicki Gardner

Tuesday, June 22

- M.A.T. testing: 3 p.m., Academic Affairs. Linda Ford

Friday, June 25

- Young People's AA meeting: 9 p.m., SC 204. Vicki Gardner

Sunday, June 27

- Crossroads Institute: continues through July 3, campus. Terita Gusby-McCauley

Monday, June 28

- Freshmen Orientation: continues through June 29, campus. Trenna Metts/Yvonne Williams

Tuesday, June 29

- M.A.T. testing: 3 p.m., Academic Affairs. Linda Ford

Friday, July 2

- Young People's AA meeting: 9 p.m., SC 204. Vicki Gardner

Tuesday, July 6

- M.A.T. testing: 3 p.m., Academic Affairs. Linda Ford

Saturday, July 10

- Final exams for Summer I classes ~

General Assembly elects Coastal Carolina University Board of Trustees

A joint session of the S.C. House of Representatives and Senate has elected a Board of Trustees for the newly established Coastal Carolina University. The election was held June 2 in Columbia.

The General Assembly elects 15 of the 16 seats of the board of trustees; the governor makes one at-large appointment to the board. In addition, the governor may serve as an *ex officio* member of the board or he may appoint a designee.

Ron Ingle said, "I am impressed by the leadership and depth represented on our board of trustees. On behalf of the Coastal Carolina community, we look forward with great excitement to the coming months, and with the able guidance of the board the university will begin a new chapter in higher education for the region and the state of South Carolina."

The members of the board of trustees are:

First Congressional District

- Seat 1: (two-year term): **Clark Parker** of Myrtle Beach is a certified public accountant and partner in the accounting firm of Parker and Hilburn. He earned a bachelor's degree from Coastal in 1977.

- Seat 2: (four-year term): **James J. Johnson** of Conway is vice president and treasurer of Dargan Construction Company, Inc. He attended Coastal Carolina College.

Second Congressional District

- Seat 3 (two-year term): **Oran P. Smith** of Columbia is editor of First Impressions, Inc., and director of the Foundation for American Education. He earned a bachelor's degree from Clemson University in 1985, a master's degree from the University of South Carolina in 1990, and is currently enrolled in doctoral studies at the University of South Carolina.

- Seat 4 (four-year term): **James F. Kane** of Columbia is dean emeritus of the
See Trustees on page 2.

Governor visits campus to sign legislation to establish Coastal Carolina University

Gov. Carroll Campbell has signed legislation that will establish Coastal Carolina University, effective July 1, 1993. The event took place in front of more than 300 Coastal students, faculty and staff members, as well as elected officials and community leaders, at the college on May 14.

The governor's historic signing ends the college's 34-year affiliation with the University of South Carolina.

On July 23, 1991, after soliciting advice of nationally-recognized educators familiar with multiple-institution systems, the Coastal Educational Foundation, Inc.,

and the Horry County Higher Education Commission determined to seek legislative approval for an independent Coastal Carolina University. Subsequently, USC System President John Palms undertook a one-year analysis of the USC System. In June 1992, Palms recommended to the University of South Carolina Board of Trustees that Coastal Carolina College pursue independence from the university in name and administration. The trustees voted to adopt Palms' recommendation. ~

HCHEC awards Horry high school seniors scholarships to attend Coastal

The Horry County Higher Education Commission has awarded eight full-tuition scholarships to the top ranking seniors from each of Horry County's high schools who have elected to attend Coastal Carolina University.

The scholarship recipients and high schools are:

- Nicole Jeanine Graham – Aynor High
- Kathleen DeGoeyse – Conway High
- Misty Fowler – Green Sea Floyds High
- Coy Lee Norris – Loris High
- Donna Pallassino – Myrtle Beach High
- Christopher Andrew Hansen – North Myrtle Beach High
- Brian Dupree Forbus – Socastee High
- George Thomas Selensky – Horry County Adult Education

The Horry County School Award is renewable for up to eight semesters. Information on the scholarship is available in high school guidance offices.

More than 80 students have been recipients of the Horry County School Award in the last 10 years. Since 1981, the Horry County Higher Education Commission has awarded Horry County School Awards totalling \$459,351. For the 1992-1993 academic year, scholarship awardees received up to full in-state tuition grants of \$1,085 for the fall semester and \$1,135 for the spring semester. The Horry County Higher Education Commission awarded \$69,498 in total scholarship tuition assistance for 1992-1993.

In addition to the Horry County School Awards for top-ranking high school seniors, the Horry County Higher Education Commission funds the following: Mathematics Scholarship, minority scholarships, Thomas J. Trout Scholarship, AT&T Business Scholarship, and athletics scholarships.

The commission receives funds derived from Horry County tax millage.

The South Carolina General Assembly created the Horry County Higher Education Commission in 1959 to oversee the use of Coastal's county tax dollars. Today, the Commission oversees a more than \$500,000 budget that, aside from scholarships and tuition assistance, includes funding in areas such as faculty and staff development, capital improvements, and development centers. ~

Trustees

Continued from page 1.

College of Business Administration at the University of South Carolina. He earned bachelor's and master's degrees from Indiana State University, in 1958 and 1959, respectively, and a Ph.D. from Washington University in 1964. Third Congressional District

• Seat 5 (two-year term): **Payne Henderson "Hank" Barnette Jr.** of Greenwood is vice president of marketing and sales for Greenwood Packing Plant. He attended Spartanburg Methodist College and the University of South Carolina.

• Seat 6 (four-year term): **William L. Lyles Jr.** of Anderson is president of Carolina Beer Company, Inc., and Edisto Beverage, Inc. He earned a bachelor's degree from Erskine College in 1967. Fourth Congressional District

• Seat 7 (two-year term): **Elaine W. Marks** of Spartanburg is a retired educator in the Spartanburg School District. She earned a bachelor's degree from Converse College in 1952 and completed graduate studies at Winthrop University, Emory University, and American University in Beirut, Lebanon.

• Seat 8 (four-year term): **Keith S. Smith** of Greer is a certified public accountant. He earned a bachelor's degree from the University of South Carolina-Spartanburg in 1979. Fifth Congressional District

• Seat 9 (two-year term): **Juli Streater Powers** of Clio is executive director of the Marlboro Arts Council. She earned a bachelor's degree from Coastal Carolina College in 1979.

• Seat 10 (four-year term): **Robert D. Brown** of Camden is a retired school administrator from Newark, N.J. He earned a bachelor's degree from J.C. Smith University in 1945 and a master's

African-American

Winner of mathematics scholarships named

Kimberly Sunshine Moore has been named the recipient of a four-year full tuition scholarship to attend Coastal and major in mathematics. The scholarship is sponsored by the Horry County Higher Education Commission. Moore is a senior at Aynor High School.

In addition, Moore was awarded a \$500 scholarship derived from a grant from GTE to Coastal Educational

degree from New York University in 1954. Sixth Congressional District

• Seat 11 (two-year term): **Fred Fairey DuBard Jr.** of Florence is owner, president and chief executive officer of DuBard, Inc., a wholesale distributor for Anheuser-Busch, Inc., products. He earned a bachelor's degree from Wofford College in 1957 and a master's degree from the University of Tennessee in 1960.

• Seat 12 (four-year term): **Cathy Brand Harvin** of Summerton is program manager of continuing education at Central Carolina Technical College. She earned a bachelor's degree from the University of South Carolina in 1975. At-Large

• Seat 13 (two-year term): **H. Franklin Burroughs** of Conway is an attorney. He earned a bachelor's degree from Coastal Carolina College in 1984 and a juris doctor degree from the University of South Carolina School of Law in 1987.

• Seat 14 (four-year term): **Dean P. Hudson** of Conway is a banker at First Citizens Bank of Conway. He earned a bachelor's degree from Coastal Carolina College in 1980.

• Seat 15 (two-year term): **Edwin Craig Wall Jr.** of Conway is president and chief executive officer of Canal Industries, Inc. He earned a bachelor's degree from Davidson College in 1959 and an MBA from Harvard Business School in 1962.

Candidates for the board of trustees submitted letters of intent to the Committee to Screen Candidates for Boards of Trustees for State-Supported Colleges and Universities in May. Thirty-two candidates were considered for 15 board positions. ~

Foundation, Inc. The 1993 contest marks the second of a projected three-year sponsorship by GTE.

Moore was selected for the scholarships as a result of the 14th annual Mathematics Contest for High School Students, which was held at the college in February. The contest attracted 223 students from 23 schools in South Carolina and Tennessee. ~



On Campus is published during the summer on the first day of each semester by the Public Relations Office. Information to be

included should be submitted by noon the Tuesday before publication.

Coastal Carolina College is an affirmative action, equal opportunity institution. ~

Retiring faculty member honored with Professor Emeritus status

Alvin Hall will gain the title Professor Emeritus upon his retirement, effective June 30, 1993.

A professor of German in the School of Humanities and Fine Arts, Hall has been teaching at Coastal since 1973. He taught at the University of South Carolina in Columbia from 1971 to 1973 and has teaching experience at the University of Northern Iowa and the University of Georgia. Hall also has taught in Israel, Switzerland, and Germany.

Through his career, Hall has taught German, French, English, and Russian.

Hall earned a doctorate in German and foreign language education from the University of Georgia in 1971; a master's degree in German in 1968 and a bachelor's degree in German and English in 1958, both from Ohio State University. He graduated from the Defense Language Institute in Monterey, Calif., with an interpreter's diploma and completed further studies in Germany, France, and Israel.

While serving in the U.S. Army from 1953 to 1956, Hall worked as a translator for the National Security Agency in Washington, D.C.

Hall said he plans to do a lot of travelling and reading. At the top of his travel list are Costa Rica, the Czech Republic, and Slovenia. "Of course," he said, "having spent so much time at Coastal with two of my children living in Myrtle Beach, I'll always think of this area as home." ~

P. E. Center summer hours

The summer hours for the Physical Education Center are as follows:

Monday through Thursday:

12:30 to 8:30 p.m.

Friday: 12:30 to 7 p.m.

Saturday: 10:30 a.m. to 5:30 p.m.

Sunday: 2:30 to 6:30 p.m.

For information about summer activities and sports day camp, contact the Physical Education Center. ~

Physics professor invited to Vietnam as part of international delegation

When Ballou Skinner was waiting for a flight in the Hanoi airport, a stranger approached him and asked if he was from Myrtle Beach. Stunned that anyone in the Republic of Vietnam would recognize his Coastal baseball cap, Skinner said he was a professor at the college. The stranger introduced himself as John Donovan, a lieutenant colonel in the U.S. Army who was assigned to MIA accountancy in Vietnam. Donovan said he played golf in Myrtle Beach when he was stationed at Fort Bragg and remembered the college.

Skinner was visiting Vietnam as part of a 10-member international delegation of physics educators. The group was in Vietnam in April. Vietnam's National Center for Scientific Research in Hanoi invited select physics educators who teach at the high school or university level to form a delegation for the trip.

Under the auspices of the People to People Citizen Ambassador Program, the delegation was comprised of one German educator, two Swedes, and seven Americans. The People to People program, initiated by President Eisenhower in the 1950s, serves to encourage humanitarian assistance in other countries.

Skinner said the delegation's two-week visit is one of the first of its kind to Vietnam since the U.S. government eased travel restrictions in recent months. The group met with Vietnamese physicists, educators and leaders who are involved with rebuilding the country's education and technical infrastructure.

The delegation landed in Hong Kong for a welcoming reception where the group met translators and received a program orientation. A cultural overview introduced the group to the nation of more than 70 million people who live in an area approximately one-third the size of California. Skinner said delegation members spoke little Vietnamese and relied on translators for most communication.

The following morning, the group departed for Hanoi, where members met their Vietnamese counterparts at the University of Hanoi, Hanoi National Pedagogic University, and a high school for gifted and talented students.

In Ho Chi Minh City, formerly Saigon, the group toured facilities at Ho Chi Minh City Institute of Physics, Ho Chi Minh City University, and Ho Chi Minh Teachers College.

Skinner said, "The Vietnamese are doing an excellent job at the theoretical level but are operating in very limited terms with regard to outdated and limited

textbooks. They asked us to send them our obsolete textbooks."

"Their operational and experimental research is far behind that of our universities, perhaps due to severely limited access to laboratory equipment. They use a lot of Russian equipment and are getting the most out of what they have," he said.

"At the high school level, I was quite impressed with the abilities of the students in mathematics and physics. Obviously, Vietnam places great emphasis on science and mathematics in the public schools. I did not see courses such as music or physical education offered; most students do, however, take part in these activities after school hours," he said.

For cultural exposure, the delegation visited the Ho Chi Minh Mausoleum and the One Pillar Pagoda, which was built in 1040 on a pillar constructed from a single large tree trunk. The group also toured the Cu Chi Tunnel Complex, where resistance fighters lived and worked during the Vietnam war. Also, delegates toured the agricultural riches of the Mekong River Delta, visiting a 1,000-acre plantation that produces fruits including papayas, pineapples, bananas, and mangos.

Skinner said he found the Hanoi Hilton, where U.S. prisoners were held during the Vietnam war. "It was a couple of blocks from the government-run Saigon Hotel where we were staying," he said.

Skinner said the group toured museums - Army (War) Museum in Hanoi and especially the Exhibition House of Aggression War Crimes in Ho Chi Minh City - that showed the revolting atrocities of the war.

He attributed the bustle of Ho Chi Minh City to the greater American and French influences as they relate to commerce and prosperity.

"The people throughout Vietnam were most hospitable and shared their beautiful county with us," Skinner said. "We made contacts and know far more about Vietnam that we did before this opportunity arose. And I'm sure the Vietnamese, in turn, know far more about us than they did before the trip. It's better to share our differences and commonalities in the classroom than on the battlefield."

"Since my return to Coastal, I have corresponded to one of the Vietnamese physicists and am trying to help his students pursue their keen interests in higher education in the United States."

"This trip offered personal and professional enrichment and provided a great opportunity for international good-

See Vietnam on page 6.

Goods from residence hall collection delivered to community

The second "Campus Police Drive for Charity," an intensive residence hall-wide collection of items to be distributed to the needy of the community, has been completed.

Students donated more than 300 articles of clothing, a large quantity of non-perishable foodstuffs, linens, vacuum cleaners, irons and ironing boards, telephones, cooking utensils, furniture, trash cans – even a VCR and microwave oven.

Bins were placed at each of the residence halls during the last week of classes and final exams of the spring semester.

According to Les Haga, project coordinator, students who would ordinarily discard items at the close of the semester, opted instead, to donate to a charitable cause.

Arthur Wendelken, said, "For the second year, this department is happy to have the opportunity to be associated with local efforts to help the needy of our community. We offer our gratitude to the students of Coastal Carolina for their generosity."

Donated food was given to Churches Assisting People (CAP), a Conway-based non-profit organization that provides food for those in need. In addition, CAP provides financial assistance for fuel, housing, utilities and medication; the funds are derived from collections from participating churches.

According to Jerry Fischer, president of the CAP board of directors, the organization is supported by 14 Conway area churches of all denominations and works with other charitable organizations such as the Salvation Army. CAP was founded in 1987 and is housed in St. Paul's Episcopal Church in Conway.

Clothing and other non-food items were donated to Associated Charities of Myrtle Beach, a non-profit organization run by volunteers from area churches. Associated Charities provides clothing and household goods to needy members of the community from its 10th Avenue location.

Plans are underway to repeat the drive at the close of the fall 1993 and spring 1994 semesters. ~



Shackelford to perform as part of Piccolo Spoleto

Sandi Shackelford is performing "An Audience With Fanny Kemble," a one-woman tribute to the 19th century actress and abolitionist, as part of the 1993 Piccolo Spoleto Festival in Charleston, S.C.

"An Audience With Fanny Kemble" opened Saturday, May 29 and will play through Sunday, June 13 for 13 performances. Performances are being held in a newly developed space near the Marketplace, entitled 245 East Bay.

"An Audience With Fanny Kemble" is a dramatization of an imaginary evening in the life of Fanny Kemble, a 19th century actress and abolitionist. Born into a British theater family, Kemble toured America in the 1830s – and took New York by storm. She met and married Philadelphian Pierce Butler, whose large southern land holdings introduced her to slavery. As mistress of his Georgia rice plantation, Kemble continually tried to improve living conditions for the 700 slaves who lived and worked there. Finding she was an abolitionist, Butler soon divorced her and took custody of their two small daughters. Kemble published four autobiographical works in the form of journals, poems, plays, criticisms and travel notes.

"An Audience With Fanny Kemble" is an account of the day-to-day rules, customs, taboos, and rituals on a slave plantation and provides a first-hand

glimpse of the not-so distant past. The play takes place in Kemble's sitting room in New York City in 1850.

Sandi Shackelford, who plays Fanny Kemble in this touring production, describes the work as "a dramatic interlude with a Passionate Victorian."

Shackelford has performed with the Alley Theatre in Houston, the Riverside Shakespeare Company in New York and the Philadelphia Drama Guild. She has done work with the National Theatre of Great Britain and is a teaching artist at the Delaware Institute for the Arts in Education. She earned a master's degree in fine arts from Southern Methodist University in 1981 and joined the Coastal faculty in 1989.

"An Audience With Fanny Kemble" was selected as one of seven performances as part of Piccolo Spoleto's Theatre Fringe Series. The play was performed as part of the 1992-1993 Wheelwright passport Series at Coastal.

"An Audience With Fanny Kemble" is funded, in part, by the Horry Cultural Arts Council, an umbrella organization that provides assistance, support resource information and funding to individuals and organizations involved with the cultural, performing and visual arts in Horry County.

For Spoleto program information, call 724-7309. For tickets, call 577-4500. ~

Psychology students present research at psychological meetings

Six Coastal psychology students presented their research projects at the Carolinas Psychology Conference in Raleigh. The conference was co-sponsored by North Carolina State University and Meredith College.

In addition, two of the six students presented research at the South Carolina Psychological Association Meeting in North Myrtle Beach.

Both meetings were held in April. Kerry Schwanz of Myrtle Beach presented "Individual Differences in Working Memory Capacity and Hypothesis Testing During Concept Learning" at both conferences. Her work was named first runner-up during the South Carolina Psychological Association Meeting. Schwanz is a May 1993 graduate.

Rita Slavich of North Myrtle Beach presented "Seasonal Affective Disorder and Cognitive Function in College Students" at both conferences. Slavich is a candidate for May 1993 graduation.

Bruce Lacey of Myrtle Beach presented "Reaction Time as a Function of Class Standing and Gender Using a Sternberg Task" at the Carolinas Psychology Conference. Lacey is a May 1993 graduate.

Theresa Lancaster of Conway presented "College Major and Performance on the Bem Sex Role Inventory" at the Carolinas Psychology Conference. Lancaster is a Coastal senior.

Jan Bodkin of Murrells Inlet, a December 1992 graduate, presented "Gender Differences in Spatial Estimation of Distance and Time Perception" at the Carolinas Psychology Conference.

Karl Kriza of Surfside Beach, a December 1992 graduate, presented "A Comparison of Male and Female Performance Using the Stroop Test" at the Carolinas Psychology Conference.

Students were required to submit abstracts of research papers for consideration prior to the conference. ~

Two-week summer leadership, self-esteem workshop for children planned

"Youth Leadership and Self-Esteem Institute," a two-week summer program for children ages 9 to 14, will be held Monday, July 12 through Friday, July 23, from 8:30 a.m. to 3:30 p.m. at Coastal. Cost of the institute is \$195. Enrollment is limited. Applications are due by June 15; those accepted will be notified by June 30. Some scholarships are available.

The purpose of the program is to foster and enhance leadership qualities in young people. Sessions include activities such as a challenge course, creative dramatics, and communications and computer workshops. Presentations will address issues such as problem solving, time management, unity in diversity, mentoring programs, building self-esteem, intergenerational sharing, and environmental awareness.

For more information or to obtain a registration-application form, call Graduate and Continuing Education. ~

Make Copy

Accurate building abbreviations, please

The mailroom personnel requests the campus community use the following building abbreviations, as printed in the fall schedule of classes, for all campus mail.

ACEN	Academic Center
ANEX	Academic Annex
CEGS	Continuing Education/Graduate Studies Building
CHSP	Conway Hospital
EMS	Edward M. Singleton Building
FA	Art Center
FAA	Art Center Annex
GEC	Georgetown Education Center (Georgetown campus)
KH	Kearns Hall
LIBR	Kimbel Library
STUN	Student Activities Center
SCIE	Science Building
WALL	E. Craig Wall Building
WHEL	Wheelwright Auditorium
WBAX	Williams-Brice Annex
WBB	Williams-Brice Building

Note: Mail for delivery to the Wall Building should be addressed to WALL instead of WB, which can be misdirected to the Williams-Brice Building. ~

Computer services and communications to be temporarily interrupted

The Computer Services and Communications Department will be physically moving to the Wall Building which will temporarily affect computer services and communications on campus.

The moving schedule is as follows:

- **Wednesday, June 23:** The Local Area Network will be down after 5 p.m.
- **Thursday, June 24:** The Local Area Network should be in working order by 8 a.m.

• **Friday, June 25:** The T1 will be moved beginning at approximately noon, which will affect mainframe access, the gateway, and voice lines to Columbia. During this time, access to long distance dialing will be available through the Conway (9) and Myrtle Beach (7) lines.

If the physical move proceeds as projected, services should resume by Monday, June 28 at 8 a.m.

For more information, contact Kay Alford. ~

This call's for you . . . but are you where the directory says you are?

Campus telephone directory to be updated

Information forms for a preliminary update of the campus telephone directory have been distributed by the Computer Services and Communications Department. A final proof copy will be distributed near the beginning of fall semester. Please update the form as currently distributed and return to Kay Alford no later than Thursday, July 1.

Any individual, department, or office anticipating a move but are not sure of the date or location, should complete the form as soon as possible and update the final information update form when distributed.

If the preliminary forms have not been received or for more information, contact Kay Alford. ~

Are you planning an event?

The numerous moving and renovations on campus this summer have created a tremendous amount of additional work for the maintenance staff. Therefore, the staff may not be able to honor maintenance/set-up requests. Faculty, staff, and students who schedule events should plan to assume responsibility for set-up until further notice.

As soon as these major projects are

completed, the campus community will be notified and normal procedures will resume.

The maintenance staff regret any inconvenience this situation may cause.

Reminder: All events should be scheduled with Nadine Godwin, special events coordinator, for listing on the campus master calendar and to prevent double-bookings of areas available and to insure college procedures are followed. ~

Students elected to lead 1993-1994 Campus Program Board

Coastal student Trista Welsh has been named coordinator of the Campus Program Board for the 1993-1994 academic year. Welsh will be a junior in fall 1993. She is from Wilmington, Calif.

Al McCormick has been named assistant coordinator. McCormick will be a sophomore in the fall. He is from West Milford, N.J.

The Campus Program Board coordinates student entertainment

through the sponsorship of concerts, coffee houses, dances, karaoke, movie nights, talent shows and special performances by artists, such as comedians and musicians.

The coordinator and assistant coordinator are named following a campus-wide election held each spring.

The coordinator receives a full tuition stipend and the assistant coordinator receives a one-half tuition stipend. ~

Coastal Carolina People

Charles Joyner received a citation for the honorary degree of doctor of humane letters from Presbyterian College during commencement exercises held in Clinton, S.C. on May 8.

Rob Young received a Ph.D. in biological oceanography from the Graduate School of Oceanography at the University of Rhode Island. His dissertation was titled "Habitat Utilization and Foraging Behavior of Two Species of Caribbean Moray Eel."

Bob Squatriglia served as a member of the Conway Area Chamber of Commerce's Selection / Interview Committee which interviews area senior high school student representatives for the Salute to Education program, scheduled April 30.

Veronica Davis Gerald presented a lecture about the evolution of plantation spirituals at Brookgreen Gardens on May 30.

David Barnwell had a review of a new edition of Eduardo Benot's *Gramatica Filosofica De La Lengua Castellana* published in the current issue of *Hispania*.

Toby Mercer participated in the City of Hope's "Workout for Hope: Aerobics Against Aids," held at the College of Charleston, April 24.

Committee results reported to campus community

The findings and recommendations of the committee to study alternative management styles have been reported to Chancellor Ingle and, at his request, is attached to this issue of *On Campus*.

Vietnam

Continued from page 3.

will and understanding," Skinner said.

The trip was funded, in part, by the Horry County Higher Education Commission and Coastal Educational Foundation, Inc.

Skinner joined the Coastal faculty in 1972. He earned a bachelor's degree from Clemson University, a master's degree and a Ph.D. in physics from the University of North Carolina at Chapel Hill. Skinner has been awarded six NASA-sponsored research fellowships in the last seven years.

Summer Birthdays

May	18	Lynn Brock	26	Sue Colvard
	20	Nila Hutchinson		Mary Hood
	22	David Parker	31	Toby Mercer
	24	Blake Deegan		Joe Cicero
	26	Henry Robinson		Dan Selwa
June	1	Bill Davis	15	Lawrence Altman
		Robert Young		Dennis Roakes
	2	Vicki Gardner		Donnita Thrash
		David Barnwell	16	Herb Thompson
	5	Barbara Prevatte	17	Bruce Jones
		Darcy Carr	18	Charles Wright
	6	Michael Brown	20	John Beard
		Vicki Williams	21	Jan Blakey
	7	Lill Heit		Danielle Eiler
	8	Stella Cooper	22	Linda Carmichael
		Constance Edwards		Carl Freeman
	9	Robert Bolding	24	Audrey Garland
	11	Don Millus	26	Rubin Hemingway
		Faye Taylor	27	Bobby Norris
13	Sandy Mishoe		Roy Russell	
14	Gerald Groves	28	Ramona Lookadoo	
	Betsy Puskar			
July	4	Randall Mishoe	21	Steve Hamelman
	9	Tyrone Smith	22	Daniel Cannon
	13	Peter Forlano	23	Paul Fowler
	14	Marchita Phifer		JoAnn Pugh
		Nancy Green	24	Paul Camp
	15	Judith Edwards		William Weeks
		John Holden	25	Deborah Vrooman
		Al Cannon		Nancy Goettel
		Lori Church	26	Stephen Grate
	17	June Barfield	27	Brenda Cox
		Eric Koepfler		Katherine Taylor
	18	Bruce Martin	28	Lee Butler
		Lindy Smith	29	James Blackburn
		Sandy Williams		Julia Wilcox
	19	Peter Zuraw		Barbara Driver
	20	Denvy Bowman		John Richter
		Peter Lecouras	30	Stewart Strothers
21	Lamonica Yates	31	Kay Alford	
August	1	Roy Talbert	15	Nancy Burton
		Jess Dannelly	16	Pam Duncan
	2	Patti Hunt		Louis Anderson
	3	Billy Hills	18	Glenda Martin
	5	Deryl Edwards	20	John Hanna
	8	John Trapp		Paul Gayes
		William King	21	Marcella Greene
	9	Frank Robertson	22	Frank Atkinson
		Arlene Adams	25	Don Sessions
	10	Von Smeltzer		Sandra Saunders
	11	Robert Burney	27	Ed Dyer
	12	William Laws		Susie Harrelson
		Brian Gamble	29	Jim Eason
		Linda Hollandsworth		Ron Lackey
13	Philip Massey		Gene McDowell	
	Pat Sizemore		Charles Lloyd	
14	Lance Bedwell	31	Steve Hutchinson	
	Jill Sessoms		Troy Edwards	
	Gerry Boyles		Faye Tyler	
	Jack Riley			

COMMITTEE TO STUDY ALTERNATIVE
MANAGEMENT STYLES

Findings and Recommendations

Interim Chancellor Ron Ingle created the ad hoc Committee to Study Alternative Management Styles in January, appointing the members and chairs in early February. Its purpose was to gain advice and make recommendations on improving communications, decision-making, leadership, and delivery of services, toward the more efficient and effective operation of the College and the implementation of its academic mission.

The Committee's initial meeting was on February 16, 1993. At that meeting, the consensus of the Committee was: (1) to develop a list of administrators to be interviewed and (2) to prepare a uniform list of questions to ask each interviewee, and (3) to form two-person interview teams.

A follow-up meeting was held on February 25, 1993, for the purpose of preparing a proposed list of questions. The proposed list was reviewed by each member of the Committee, with some revision and editing.

A final list of questions was then prepared (Attachment A) and the Co-Chairs made random selections of interviewees for the two-person teams (Attachment B).

Interviews were conducted between March 22 and April 9. The Committee reconvened on April 15 and April 29, to make findings and recommendations, which are:

COMMUNICATIONS

1. Problems in communications do exist and are an outgrowth of both interpersonal conflicts and structural/organizational flaws.
2. Communications to/from the Administrative Council and to/from S.C. Commission on Higher Education need to be more timely.
3. Negative feedback is generally the only type communicated for job performance.
4. Non-academic administrators have difficulty with informal communications to faculty, especially when trying to coordinate projects for them.

ORGANIZATION AND OPERATIONS

1. There are far too many temporary employees on campus.

2. There is too much crisis-management and a dearth of advance planning.
3. A position audit is necessary and senior administrators are making too many centralized hiring decisions.
4. There is not enough action on reports submitted to senior administrators.
5. Groupings of various services under some administrators appear to be illogical, probably caused by personality-based decisions.
6. The interrelationship of staff and faculty governance is vague and, therefore, tends to be problematic.
7. Faculty, staff, and students are confused by the vagueness of "who does what" on this campus. A directory, complete with photographs, job descriptions, and missions is recommended.
8. Administrators above the level of department chair should be ex officio members of College committees.

DECISION-MAKING AND POLICY-MAKING

1. The student/academic mission needs to be more in the forefront of driving policy and decisions.
2. Appropriate people are often left out of the decision-making process.
3. Policies are often put in place without consulting those responsible for carrying them out.

DELIVERY OF SERVICES

1. Services performed well are the result of loyal, hard workers, rather than any specific administrative structure.
2. Understaffing, largely due to underfunding, is a big problem and results in poor service delivery.
3. Proactive preventive intervention and better academic advisement are needed to save marginal students.
4. Most services after 5:00 PM are poorly delivered.
5. Administrative micromanagement is problematic and pervasive.

6. More frequent and formalized feedback from students/consumers in both academic and non-academic areas (relating to quality of campus life) would greatly improve service delivery.
7. The Long Range Planning Committee needs to generate and publicize a more practical and applicable work product.
8. Decentralization of decision-making would improve service delivery.

MANAGEMENT APPROACH AND LEADERSHIP

1. The current management structure does not invite change and innovation.
2. Territorial jealousies among administrators have a negative effect on change and innovation.
3. The absence of orderly reviews makes it difficult to gauge where change is needed.
4. Ideas generated by subordinates are generally ignored.
5. Policies and procedures are not articulated or evaluated, which renders them ineffective.
6. A traditional chain of command provides some sense of security and stability, but independence and the elimination of micromanagement are desirable and should be made a high priority.
7. A large portion of the staff is in great need of praise and reward for their work.

GENERAL

1. Some academic administrators encroach in areas where they have no authority or responsibility.
2. Incompetence is often rewarded.
3. Senior administrators need to get out around campus more often.
4. There should be some sort of management review board on campus, especially to carry out the recommendations of this committee.
5. Students, faculty, and staff each need an individual ombudsman to act on their behalf with senior administrators.

ATTACHMENT A

QUESTIONS FOR ADMINISTRATORS

COMMUNICATIONS

1. Do you feel well informed concerning issues that directly affect your job?
2. Do you have sufficient access to appropriate administrators to communicate your needs/opinions/ideas?
3. Do you get enough feedback on your job performance?
4. Do you have any communications problems -- up, down, or lateral -- and, if so, how could they best be solved?
5. Do you receive communications in a timely manner?

ORGANIZATION AND OPERATIONS

6. Does your job description match what you really do?
7. Does your authority match your responsibilities?
8. Is it generally known "who does what" on campus?
9. Do you have functional interoffice relationships and are these relationships effectively coordinated?
10. Without getting into personalities, what organizational changes would allow you to do a better job?
11. Are there any unnecessary bureaucratic details related to your job?
12. What one feature of your current operating procedures would you change?

DECISION-MAKING AND POLICY-MAKING

13. Without getting into personalities, are there any decision-making problems in your area?
14. Do you have adequate input into policy-making, especially those policies that directly affect your job?

DELIVERY OF SERVICES

15. Of the services you provide, which are most effectively provided and why?

16. Of the services you provide, which are most ineffectively provided and why?

17. What changes, if any, would help you better serve the College and its students?

MANAGEMENT APPROACH AND LEADERSHIP

18. Does the current approach to management invite change and innovation?

19. Are policies and procedures adequately evaluated to insure effectiveness and efficiency?

20. Do you prefer a traditional chain of command or would you prefer more independence?

21. In your opinion, what are the characteristics of good leaders and good managers?

GENERAL

22. Is there anything else you'd like to talk about?

INTERVIEW ASSIGNMENTS

1. Sandra Nelson & Beth Haynes
 - Mollie Bethea-Floyd, Director of Financial Aid
 - Pat West, Employment & Operations Manager
 - Philip Massey, Director of Facilities Planning
2. Barbara Jackson & Sylvia Kenig
 - Randall Cox, Director of Support Services
 - Pat Singleton-Young, Asst. V.C. for Student Affairs
 - Dennis Wiseman, Dean of Education
 - (Barbara Jackson, Benefits Training Coordinator)
3. Bob Gamble
 - Janis Chesson, Assoc. V.C. for Human Resources
 - Lindy Smith, Director of Institutional Research
 - Marvin Marozas, Director of Computer Services
 - John Durrell, Dean of Humanities
4. Joan Piroch & Colleen Lohr
 - Brenda Sawyer, Registrar
 - Andy Hendrick, Director of Athletics
 - Joe Mazurkiewicz, Director of Counseling
5. Lynne Smith & Gil Hunt
 - Pat Sizemore, Assoc. V.C. for Academic Affairs
 - Jimmy Soles, Director of Auxiliary Services
 - Art Wendelken, Director of Law Enforcement
 - (Lynne Smith, Dean of Library Services)
6. Faye Taylor & Jill Sessoms
 - Richard Moore, Asst. V.C. for Grants
 - Lill Heit, Bursar
 - Bob Squatriglia, Vice Chancellor for Student Affairs
 - Pete Barr, Dean of Business and Computer Science
7. Paul Olsen & Kim Montague
 - Cermette Clardy, V.C. for College Advancement
 - Stella Cooper, Comptroller
 - (Kim Montague, Director of Residence Life)
 - Betsy Puskar, Dean of Natural and Applied Sciences
8. Eddie Dyer
 - Von Smeltzer, Director of Physical Plant
 - Cathy McPherson, Director of Public Relations