

SECTION V

EDUCATIONAL SUPPORT SERVICES

5.1 Educational Support Services

The University of Kentucky offers a variety of services which support its educational purposes. These services include the library, instructional support services, computer services, and those services that complement the educational social, moral, and physical development of the students.

5.2 Library

That the University recognized the centrality of the library to its academic programs and its students' education is seen in the top priority which it has assigned to the construction of the new library building. It can be seen as well in the capital campaign being conducted to provide the \$20 million that the University must raise to qualify for state support of the \$38 million needed for the 397,000 square foot building and the endowment for library materials being planned. The campaign has now raised \$17 million, and the signs are positive that the remaining funds will be acquired. This prospect is encouraging to the institution, which, like most others, has been laboring under great difficulty to maintain a respectable flow of information and thought to the campus. The Committee commends the University on the impressive success of the fund-raising effort for the new library.

Although this emphasis on the library is gratifying to library supporters, they may find cause for concern in the Self-Study's evident greater emphasis on electronic technology and

slight mention of libraries in such sections as those on Graduate Education and Research. It is reasonably clear to most students of the matter that paper printed materials will be a major source of information for some time to come, and it is reassuring that the University recognized this circumstance in its planning for a new library.

5.2.1 Purpose and Scope

While self-studies preparatory for accreditation visits are the only regularly scheduled evaluations of the library, the Senate Library Committee is the formal mechanism by which faculty concerns about the library gain institutional attention. For this accreditation visit, the library conducted a General Satisfaction Survey and a Reference Satisfaction Survey. This kind of measurement of effectiveness is now scheduled to become a regular procedure. The major branch libraries, Law, Agriculture, Education and Engineering, as well as the Medical Center Library, are assessed in the accreditation process of the colleges they serve. The library has developed a formal mission statement.

5.2.2 Services

The library offers the normal array of public services, bibliographic instruction, and access to materials. Significant advances in this last year have resulted from the recent acquisition of NOTIS as the online catalog and the addition of data bases on CD ROM. Both of these forms of electronic information have become important elements of the orientation program. Instructional programs; including formal classroom presentation, tours, printed materials, and point of service assistance; undergird these more sophisticated aids

to access. Librarians work with faculty members to create programs of bibliographic instruction on specific subjects.

5.2.3 Collections

The library's collections and data bases at this point are sufficient to support the University's relevant programs. The collections are well organized and are appropriate to support the graduate instruction offered. Librarians, teaching faculty, and researchers collaborate on building collections under policies defining their involvement and governing their selection. The library has an established preservation program.

The erosion in purchasing power that has beset virtually every American research library has not spared this one. The continued effect of a declining dollar, exorbitant publishers' prices, and the explosion in information available are apparent in the library's fall in the Association of Research Libraries ranking. All the evidence that the Committee could gather revealed virtually universal faculty satisfaction with the collections and services. Clearly, the staff's dedication to service and ingenious use of technology have done much to obscure the library's decline from its public. But, the downward trend and the community's failure to perceive it are causing the staff considerable concern.

The absence of a precipitous fall should not hide the implications of recent experience or the fact that the library annually is acquiring a smaller portion of the expanding volume of current information available. A source of equal concern is the absence of a budget to expand and to maintain its technology on which it largely depends

to access materials it can no longer purchase. The staff reports that they are now cannibalizing older equipment to maintain its technological capability.

The library is facing this shrinkage of book and equipment acquisitions with a budget of 2.30 percent of the University's E. and G. budget, a portion among the lower segment of the ARL libraries. The library gets no share of the institution's revenue from indirect charges from grants. Even a slight reallocation of budgeted funds and participation of the library in the institution's overhead funds would make a significant difference in the library's operating budget and, thus, its basic strength. Certainly, the prospect of an endowment for collections promises an improvement, but in view of present circumstances and trends, a re-examination of these two possible sources of additional revenue may also be warranted.

5.2.4 Staff

In recent years, with the spreading use of electronic technology, library support staff have increasingly become expert in the use of their new tools. The presence of highly trained paraprofessionals has become essential to research libraries. While the library is adequately staffed with trained professionals, the University's policy governing the hiring of non-faculty personnel has made it difficult for the library to maintain an appropriate support staff. The staff is now showing every sign of being overextended. While the University has been generous in making exceptions in the hiring of library workers, the closeness of this staff to the heart of the intellectual enterprise suggests that they might be placed under the same protection as faculty. Students' access to information is now being jeopardized by these circumstances. (Suggestion 35) Therefore, the Committee suggests that the hiring

freeze for support staff in the library be re-examined in the light of its effect on the educational program of the University.

5.2.5 Institutional Relationships

The library belongs to the Southeastern Library Network and subscribes to the standard Inter-Library Loan Code. The University uses neither of these involvements to avoid responsibility for providing its own necessary resources and services. The effectiveness of these arrangements are evaluated as part of the processes described under 5.2.1.

5.2.6 Library Resources at Off-Campus Sites

The Committee found that the library provides adequate learning resources and services in the charge of competent library personnel with whom it is in constant contact to assure their continued adequacy. A continuous evaluation process for both materials and personnel in the off-campus service is in place.

5.3 Instructional Support

The University of Kentucky has a variety of facilities and instructional support services to include educational equipment and specialized facilities. On campus, one encounters language laboratories, "distance learning" or instructional television classrooms, specialized laboratories, audiovisual equipped classrooms, and duplicating services.

The major education support services for instruction and research are organized and administered under the Vice President for Information Systems. By and large, this

arrangement provides faculty and student users with easy access to instructional support to fulfill the educational process with an effective and efficient use of resources. This structure includes computer services (which supports both administrative and academic computing services), communications and networking, libraries, and publishing services. This diverse combination of units works together in a surprisingly supportive manner. For example, the public micro labs and audiovisual services are under the Director of Libraries. Computer labs are located in many departmental areas, but a major effort is underway to locate more and more labs in the libraries across the campus. The major labs are open on a 24-hour basis. The more traditional components of "AV" support are now located under the new Director of Academic Computing Services. This shift, for example, allows the talents of the video technicians to shift into multimedia as driven by microcomputers with a resulting move to video disks, sound, and color projection.

In general, the classrooms across the campus are of the "chalk and blackboard" technology level. This is not to say that some of the departments have not taken local initiative and developed specialized classrooms with various pieces of instructional support equipment. Many universities have developed programs to equip at least one classroom in each school or college with state-of-art instructional support technology. Such systems are usually user-friendly and turn-key so that the faculty merely need to bring in personal notes to the multimedia classroom. (Suggestion 36) The Committee suggests that consideration be given to equipping more classrooms with state-of-art multimedia technology to contribute to the effectiveness of learning.

5.4 Computer Resources and Services

Central computing services are regarded as a utility, open and available to all faculty and students without charge. Through terminals located throughout the campus, over 10,000 students make use of these facilities each semester. The systems are used by the faculty and students for instruction and research purposes. E-mail is also very popular on campus and widely used.

Since 1987, the University has maintained a policy of open access, with no recharges, for all central computing services. At the same time the University committed to maintaining these facilities near the leading edge of technology. This open access policy continues today and represents a significant accomplishment, given the pressures of readily changing technology and escalating technology costs. The computer facilities provided by the University continue to offer near leading edge capabilities with no direct charges back to the faculty or students. This is an unusual accomplishment for which the University should be commended.

The faculty seem to be adequately supported in terms of PCs. Most faculty offices have connections to the campus network. The demand for desktop computing is growing faster than the University's ability to provide the resources to satisfy the students' needs. To address the need to balance computing service among the user groups, the administration with the students' support raised student fees to generate a stream of revenue to "grow" the number of public PCs from 350 to about 1000 within the next three to four years. This student computer access initiative will improve the ratio between students and PCs to 12 to 1. And, these funds will allow those libraries with computer labs and those

labs to be located in dorms to be open 24 hours a day. The Committee commends the University for taking the initiative to expand microcomputer resources for student use.

The University has made major commitments toward establishing high-quality educational and academic programs. Academic computing and technology services, supporting both instruction and research, are becoming increasingly important. The University has established a center dedicated to support faculty use of technology in research and instruction. The University is also pursuing the expansion of these facilities and services into the Medical Center. The FACTS Center can serve as a catalyst, and together with the expansion of the public PC labs across campus, should greatly encourage the use of technology throughout the curricula. The Committee commends the University for establishing this facility and trusts that this concept will be expanded as a means of assisting the faculty in the use of technology in the fulfillment of its academic mission.

Adequate computer services are available to support the management and administrative functions of the University. Over the past several years, new "packaged" software has been purchased and installed for all the major administrative areas, such as financial, student, human resources, and financial aid. It is important that users of these functional packages have very direct involvement in the decision-making process when it comes to selecting new software and major changes in resource allocation. Users and advisory groups have suggested that the emphasis now be placed on maximizing the functions of the present software versus acquiring the next generation of software. Specifically, the plan is to enhance the registration process with telephone registration; add on-line, electronic forms to the purchasing system; and download data for departmental use.

However, with recent hiring freezes, the administrative programming staff is now down to 15 people. In relationship to other comparable institutions, there is an inadequacy of programmers for the maintenance of administrative information systems much less enhancing and/or developing new systems. (Suggestion 37) The Committee suggests that additional programming resources be provided to support administrative information systems.

Presently, local supercomputing facilities are available to the faculty through the IBM mainframe which provides vector, scalar, and limited parallel capabilities. It seems to be adequate, and there are many users on this system. Traditional supercomputing platforms are costly, and upgrading is often a multi-million dollar decision. At many institutions, scalar and massively parallel processing systems are supplementing traditional vector processing and are not as costly. The University has begun to explore various alternatives, including parallel systems, to supplement its existing supercomputer. (Suggestion 38) The Committee suggests that the University strive to maintain and provide technologically advanced local facilities to support computational intensive research needs, such as parallel processing systems.

5.5 Student Development Services

5.5.1 Scope and Accountability

The Vice Chancellor for Student Affairs reports to the Chancellor of the Lexington campus. However, the Vice Chancellor holds responsibilities in some areas which extend

to all three sectors of the University (Suggestion 39) The Committee suggests that the Division of Student Affairs be organizationally placed to reflect it has responsibilities across the three sectors of the University.

The Student Affairs Division offers programs and services in residence life, student activities, career services, counseling and testing, financial aid, new student services, disabled services, and recreational sports. Long range goals have been developed for the student affairs program which are consistent with student needs and institutional purposes. Services contribute to the cultural, social, moral, intellectual, and physical development of students. The staff members are well suited and appropriately trained for their positions. There is an uneven process of assessment within the division as well as in the application of assessment results in some areas to the improvement of programs, services, and operation.

(Recommendation 18) The Committee recommends that assessment and evaluation of student services be conducted in a consistent manner and that student profiles be developed to aid in assessment and evaluation.

5.5.2 Resources

Human, financial, and equipment resources are adequate to support institutional goals. Physically, student services are scattered across the University campus, not all are disabled accessible, and not all are conducive to meeting division goals. (Recommendation 19) The Committee recommends that the relocation, centralization, and accessibility of services be fully examined with a view of bringing them together in a better fashion.

Staff loads and budgets are strained by shared responsibilities in separate administrative divisions. The Office of Residence Life is part of Student Affairs and is responsible for programming and certain policies. The Housing Office reports to the Vice Chancellor for Administration and is responsible for financial aspects and certain other policies. (Suggestion 40) The Committee suggests the University review the structural fragmentation of overlapping services and somewhat common services.

5.5.3 Programs and Services

5.5.3.1 Academic Advising, Counseling and Career Development

Advising is performed in many ways and through many offices throughout the University which produces a variety of outcomes. The organizational structure and resources are not in place to conduct an effective program of academic advisement. (Recommendation 20) The Committee recommends that the University develop a consistent, coordinated, and evaluated academic advisement program.

The University offers an effective orientation program for freshmen, commuter, and international students. UK 101 is also offered to help orient students to college life.

The University provides a Counseling and Testing Center and a Career Center. The career development program includes career information and planning, placement services, career counseling, testing services, and follow-up activities. Clearly specified policies exist regarding the use of career development services by students, alumni, and employers. The increased demand for counseling and career planning has created waiting lists and stretched

the existing staff. (Suggestion 41) The Committee suggests that the University increase the availability of qualified counseling and career services' staff as resources become available.

5.5.3.2 Student Government, Student Activities, and Publications

The Student Government Association (SGA) serves as the official student body authority on campus. Student leaders are capable and committed to representing the student body although some student constituencies feel under-represented. The extent of SGA authority and the channels for student input into decision-making bodies are vague. (Recommendation 21) The Committee recommends that the University develop a comprehensive student governance plan that clearly delineates the lines of authority and means of student input into decision making.

The student activities program is appropriate to its purpose and encompasses a wide variety of student interests. The Student Advisory Board plays an important role in the enhancement of campus life. The University has in place policies and implementation procedures governing the supervisory role of the institution over student activities.

Student publications, including the Kentucky Kernel, the Kentuckian, and WRFL, contribute to the establishment and maintenance of responsible discussion. The University has a clearly written statement of the institution's responsibilities regarding student publications.

5.5.3.3 Student Behavior

The University in the Student Rights and Responsibilities Booklet publishes a detailed statement of rights and responsibilities. The jurisdiction of judicial bodies, the disciplinary responsibilities of institution officials, and all disciplinary procedures are clearly defined and broadly distributed.

5.5.3.4 Student Records

The University Registrar is responsible for maintaining accurate academic records. Back-up copies of all records are maintained on microfiche and current records on electronic media. Security systems are in place for all electronic and paper copies of student records. The University's policy on the release of student information is in accordance with the Family Rights and Privacy Act and is published in the Student Rights and Responsibilities Booklet.

5.5.3.5 Residence Halls

The University provides on-campus housing for approximately 5,300 students in 19 residence halls and one apartment complex. The learning environment in the residence halls supports the education mission of the institution. There is adequate staff organization to administer the residence hall system. The staff members have sufficient academic training and experience to enhance the learning environment. The procedures to govern the residence halls need clarification and wider distribution. (Suggestion 42) The Committee suggests that the University develop a plan that clearly delineates student input into residence hall governance.

5.5.3.6 Student Financial Aid

The University offers a program of financial assistance designed to meet the needs of qualified students. Staff provide budget planning to assure efficient use of student resources as well as financial aid. The University provides for an institution-wide coordination of all financial aid awards. All funds for financial aid programs are audited annually by an independent accounting firm in compliance with all federal and state requirements and as part of the audit of all institutional funds.

5.5.3.7 Health Services

The University provides an effective program of health services consistent with its purpose and reflecting the needs of its constituents. The quality of health care is high, but there are concerns about long waits for care (Suggestion 43) The Committee suggests that the University take steps to improve the timely delivery of health services to students. Health education and wellness programs are offered through Student Affairs and information disseminated throughout the University.

5.5.3.8 Intramural Athletics

The Intramural Sports Program offers a wide range of sports for students, both team and individual, for both men and women. The program contributes to the personal development of students and is related to the total program of the University. Activities are directed and supervised by qualified personnel. The Committee observes that the University of Kentucky is at work to increase minority student enrollment and involvement.

(Suggestion 45) The Committee suggests that University officials pursue even more vigorously their goals to insure growth in enrollment and to enhance the collegiate experience of minority students.

5.6 Intercollegiate Athletics

Aspects of the intercollegiate athletics program were examined by four members of the Reaffirmation Committee. Other Committee members obtained attitudes toward athletics while still others reviewed admissions policies with respect to student-athletes and other relevant procedures.

In recent years the University of Kentucky athletics program has been affected by irregularities, particularly with respect to its men's basketball program. Consequently, a thorough look at the current state of affairs was warranted and was undertaken.

The arrival of a new Director of Athletics and a new Men's Basketball Coach has set the stage for the possibility of great improvements in the formerly beleaguered athletic milieu. In fact, the demonstrated integrity and the stature of these individuals lend great credence to the stated directions of the program for the future.

5.6.1 Purpose

The written documents required under this criterion exist and have been reviewed by representatives of the Reaffirmation Team. They are for the most part newly written and are not collected into one document rendering their use difficult. (Suggestion 44) The

Committee suggests that the written statements of goals and objectives of the intercollegiate athletic program be consolidated into one document for ease of reference.

5.6.2 Administrative Oversight

The administration of the University of Kentucky through the President is clearly in control of the athletics program with appropriate involvement of faculty and students and under oversight of the Board of Trustees. The President is obviously in charge of intercollegiate athletics.

5.6.3 Financial Control

Appropriate financial control is exercised through the usual administrative channels on the campus. All fiscal matters for intercollegiate athletics are handled by University officials. The absence of a free-standing athletic administrative board renders this much more feasible at the University of Kentucky campus than would be the case on campuses having such boards.

5.6.4 Academic Program

The written policies required under this criterion do exist. Once again, however, they are not collected into one document and, hence, are not easily utilized. (Suggestion 46) The Committee suggests that policies with regard to the recruiting, admission, financial aid, and continuing eligibility of athletes should be collected into one document for ease of reference.

It appears that the special admissions process for athletes does lead to preferential treatment for athletes as compared with the student body as a whole and as compared to other groups who might reasonably be given preferential treatment; e.g., minority students. These special admissions are under the control of a faculty group separate from the athletics program and are granted preferentially for athletes primarily because of the superior academic support available to such students. However, the degree to which these exceptions are made appears not to be known to the institution's Committee on Admissions. (Suggestion 47) The Committee suggests that the number and type of special admissions offered to athletes be communicated to all interested groups and individuals on the campus.

Finally, it should be stated that, while the present and the foreseeable future seem to be auspicious for the athletics program at the University of Kentucky, continued and continuous vigilance are still required for the maintenance of the very strong momentum in a positive direction which the programs now possess.