



ASU WEST

Office of the Vice President

TO: All West Campus Faculty and Staff
FROM: Gerald R. McSheffrey
Vice President for West Campus
DATE: September 25, 1986
SUBJECT: Main Campus/West Campus Relationship

Attached is a copy of the Guidelines for the Development of the West Campus of Arizona State University. I hope you will find this document useful as we build the West Campus in conjunction with our colleagues in Tempe.

If you have any questions about the document or motiv opporandi you should discuss it with your department head.

Gerald R. McSheffrey

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Guidelines for the Development of the West Campus
of Arizona State University
(Revised July, 1986)

The Arizona Board of Regents has adopted a significant group of assumptions about the development of Arizona State University and its West Campus. These assumptions are published in the Arizona University System Mission and Scope Statements. Taken together they constitute a strong basis for the development of the West Campus as a satellite of Arizona State University. The following statements draw together these assumptions in one place.

- Arizona State University is to become "a multi-campus institution."
- "...the development of a modified upper-level, primarily non-residential, branch institution of Arizona State University located in the urban area of western Maricopa County" is recommended.
- "The branch institution is conceived as a modified upper-level university in order to build upon the excellent community college systems which have been developed in Maricopa and other counties in Arizona."
- West Campus will "offer overall excellence in all disciplines taught."
- "The branch university is planned as a primarily non-residential institution because the majority of its students are expected to be residents of western Maricopa County."
- West Campus should develop "as a branch of Arizona State University in order to draw upon existing resources at that institution."
- "Heavily populated areas, such as western and northern portions of Maricopa County, must be served adequately through off-campus centers, branch campuses of existing institutions, or new colleges."
- "No doctoral programs are planned at this branch institution in order to avoid unnecessary duplication of the doctoral programs now in place at the three existing universities of the Arizona University System."
- "...It will not be possible to activate campus enrollment limits at the University of Arizona and Arizona State University until a fourth campus has been developed."

- "Lack of ready access to a public institution ... (and) increasing energy costs" will be a problem "for western Maricopa County residents in the absence of a west side campus."
- West Campus should "develop a wide range of baccalaureate programs and offer selected masters level programs."
- "New institutions or centers cannot be funded at the expense of existing units in the Arizona University System."

In addition to the assumptions stated by the Board of Regents there have been actions taken by the Arizona legislature that also provide guidance for the development of West Campus. In 1982 the legislature designated a 300 acre site at 43rd and 51st Avenues on Thunderbird Drive as the site for a branch campus of Arizona State University. The legislation provides that if the site is not used for that purpose it shall revert to the state land trust.

The 1984 legislature amended the enabling statute for the three Arizona universities to add the statement that "the Board (of Regents) shall maintain an Arizona State University campus in western Maricopa County designated as Arizona State University West Campus." The 1984 legislature also provided an initial appropriation for planning and operations at West Campus.

In planning for the implementation of the assumptions and the legislative actions, Arizona State University has indicated to the Regents that it intends to impose an enrollment ceiling for West Campus of 10,000 full-time-equivalent students. This assumes that as enrollment pressure continues beyond that point that one or more additional branch campuses should be established elsewhere within Maricopa County.

Arizona State University also has advised the Regents that it believes West Campus should be organized so that it can take maximum advantage of its connection with Main Campus, but that there should be freedom in its development so that the academic programming and style of services offered at West Campus need not be mirror images of the programs and services offered at Main Campus.

The initial geographic boundaries for West Campus are outlined with a heavy line on the attached map.

Within this framework several additional policy guidelines have been established by the University to influence the planning and development of West Campus. These guidelines are not exhaustive and are subject to revision and to the addition of other guidelines whenever that seems desirable

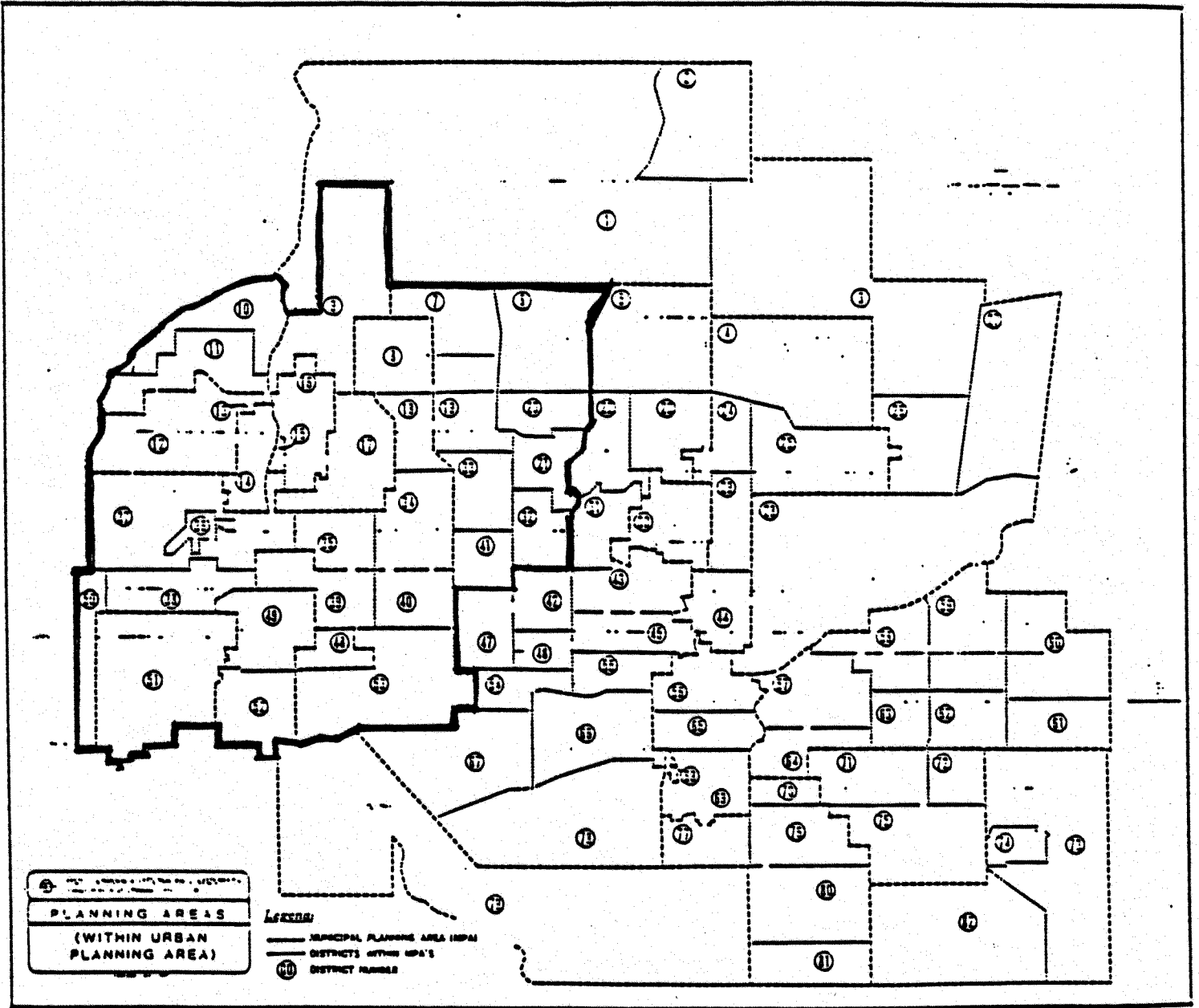
and appropriate. Because of the dynamics involved in the building of a new campus, these guidelines will be reviewed annually. The current policy guidelines are as follows:

1. As a "multi-campus institution" ASU intends to develop as a university system characterized by:
 - a) one institution-wide faculty,
 - b) one academic policy,
 - c) one degree, and
 - d) one administration.
2. The chief executive officer of Arizona State University West Campus is delegated the responsibilities for the development of West Campus by the President and shall have the title Vice President for West Campus.
3. The chief academic officer of Arizona State University West Campus shall have the title Dean of the Faculty, West Campus.
4. In order for the Vice President for West Campus to carry out his responsibilities, good administrative practice requires that line reporting relationships of personnel at West Campus be to the Vice President for West Campus. However, to ensure that West Campus development is consistent with the university system concept outlined in 1 above, it is essential that strong functional relationships be developed between Main Campus and West Campus counterparts. The Vice President for West Campus and Main Campus vice presidents must ensure that cooperation between West Campus personnel and Main Campus personnel is effective. In addition, where West Campus personnel are assigned to and report to Main Campus units, that both personnel and resources are used to the benefit of West Campus.
5. In its early years, and later as appropriate, West Campus must draw upon Main Campus for support services. As a consequence, the functional relationships between Main Campus personnel and West Campus personnel require some clarification, while leaving some operational autonomy for West Campus where necessary and practical. The Vice President for West Campus will determine in consultation with Main Campus vice presidents, whether responsibility in these functional relationships is to be (1) delegated, (2) shared, or (3) advisory. Personnel assigned responsibilities for West Campus in any of these three categories will be jointly evaluated by both Main Campus and West Campus supervisors on their performance.
6. A five-year staffing development plan for faculty, staff and administrative position shall be prepared and

updated annually for West Campus. The need for new administrative positions shall be determined on the basis of demonstrated need and following consultations between the Vice President for West Campus and appropriate Main Campus personnel.

7. The West Campus advisory committee to advise the President on the development of West Campus from a university system point of view will be established with a membership comprised as follows: six nominees representing the vice presidents (one from each vice presidential area) and three appointees including a student chosen from the university-at-large by the President. The Chair of the Faculty Senate shall have ex officio membership on this committee. The chairperson will be appointed by the President and will serve at his pleasure.
8. A West Campus coordinating committee to advise the Vice President for West Campus on operational matters relative to both campuses will also be established with a membership comprised of five nominees representing Main Campus vice presidential areas and two nominees representing West Campus. The chairperson will be appointed by the Vice President for West Campus and the committee will meet monthly.
9. For counting purposes in 1986-87, the boundaries of the service area for West Campus shall be outlined by the heavy line drawn on the attached map as noted earlier. This area may change in the future. It is not intended to represent an exclusive preserve for West Campus. This map identifies areas within which enrollment and collections will be attributed to programs operated by West Campus. Accounting should be flexible enough to permit valid comparisons over time despite changes that may be made in the definition of the service area in the future.
10. No faculty members at Main Campus shall be coerced into teaching full time at West Campus.

7/31/86



OPERATIONAL RELATIONSHIPS AND PROCEDURES FOR WEST CAMPUS

In proposing the development of West Campus, the Arizona Board of Regents assumed that, in its early years, West Campus would have to draw upon resources at Arizona State University Main Campus.

The basic administration established at West Campus has been structured so that there is an interrelationship between management functions at West Campus and the management functions on Main Campus. There has been an effort to establish a management team that can have easy access to Main Campus units and resources as and when needed, rather than merely to mirror or to replicate units on Main Campus.

West Campus day-to-day operations will be under the direction of the Dean of the Faculty, the Assistant Vice President for Planning and Facilities Development, and the Assistant Vice President for Administration who report to the Vice President for West Campus. These three administrators, and the personnel who report to them, will work with Main Campus administrators and personnel to develop the West Campus. In addition to the direct day-to-day operational responsibility of West Campus personnel, the authority of Main Campus personnel relative to West Campus will be (1) delegated, (2) shared, or (3) advisory.

1. Delegated Authority

Delegated authority exists where the Vice President for West Campus delegates his authority to an individual on the Main Campus who reports to another vice president. Delegated authority means authority for action, but with full knowledge and cooperation of the West Campus administration. Personnel with delegated authority for West Campus will be evaluated annually by their Main Campus supervisor with significant input from their appropriate West Campus liaison on performance related to West Campus issues. In this case, and in any other situation where conflict may arise, any such conflict should be resolved between the Vice President for West Campus and the appropriate Main Campus vice president. The Vice President for West Campus retains the authority to refer to the President any decision that he concludes may be detrimental to the development of West Campus. Delegated authority is given on a year-to-year basis after review and consultation among vice presidents and will be dependent on the efficacy of such delegation and the pace of the development of West Campus.

2. Shared Authority

Shared authority exists where the Vice President for West Campus has negotiated with another vice president to share his authority with an individual on Main Campus who reports to that other vice president. Personnel who share authority for West Campus activity will be evaluated by both their Main Campus supervisor and the appropriate West Campus supervisor. The Vice President for West Campus works with each Main Campus vice president on decisions to ensure that West Campus grows in concert with the development of Main Campus. Conflict will be resolved between the Vice President for West Campus and the appropriate Main Campus vice president. Shared authority is negotiated on a year-to-year basis after a thorough review and with consultation among vice presidents and will be dependent on the efficacy of such a shared relationship and the pace of the development of West Campus.

3. Advisory Authority

Advisory authority with Main Campus exists where the Vice President for West Campus or other West Campus personnel seek advice from an individual on the Main Campus who reports to another vice president. Personnel who assist the development of West Campus with advice are evaluated by their supervisor on Main Campus but that supervisor may ask for input, if he or she wishes, from West Campus personnel during the evaluation process. Each advisory authority will be evaluated on a year-to-year basis after review and consultation with the other vice presidents.

4. Joint Evaluation

In all three of the above categories both evaluations and salary adjustment recommendations are to be submitted by the supervisor with contract authority for the employee, but only after review of submitted evaluation materials, if any, from the other supervisor.

The specific relationships between Main Campus units and West Campus units is delineated in the attachment to the Operational Relationships and Procedures for West Campus.

In the case of delegated authority, Main Campus supervisors will evaluate the contributions of those delegated with authority for West Campus after consulting with the appropriate supervisor at West Campus.

Where authority is shared, each Vice President, Dean and Director will evaluate the contribution within their units relative to sharing of authority for West Campus and the nature and degree of the cooperative working relationships that have been established between the campuses.

Where an advisory authority exists, the appropriate supervisor on Main Campus will consult with West Campus supervisors regarding the advisory contribution to West Campus and report this in the evaluation.

9/18/86

OPERATIONAL RELATIONSHIPS
OF MAIN CAMPUS UNITS
WITH WEST CAMPUS

<u>Unit</u>	<u>Type of Responsibility</u>	<u>Main Campus Contact</u>	<u>West Campus Contact</u>
<u>Academic Affairs</u>	Depends on Function	Kinsinger	Felder/ McSheffrey
Colleges and Other Academic Units	Shared	Deans	Felder
IRM	Delegated	Pollock	Eribes
Institutional Analysis	Shared	Porter	Eribes
Strategic Planning	Shared	Karnig	Eribes
Library	Delegated	Riggs	Felder/ Gater
Academic Personnel	Shared	Fry	Felder
Academic Budget	Advisory	Gooding	Felder
Academic Programs	Advisory	Foster/ Karnig	Felder
<u>Business Affairs</u>		Zafra	Bruns/ Eribes/ McSheffrey
Investment and Business Systems	Delegated	Hand	Bruns
Comptroller and Property Accounting	Delegated	Snyder	Bruns
Personnel	Delegated	Malaga	Bruns
Physical Plant and Property Management	Delegated	Overstreet	Bruns
Public Safety	Delegated	Duncan	Bruns
Purchasing	Delegated	Jensen	Bruns
Planning and Construction	Shared	Overmyer	Bruns/ Eribes
Budget Office	Delegated	Carroll	Bruns
<u>University Relations</u>		Brown	Bruns/ McSheffrey
Alumni Association	Shared	Dotts	Campbell
Community Relations	Shared	Hidalgo	Campbell
Development	Shared	Ostrom	Campbell
KAET	Delegated	Ellis	N/A
News Bureau	Shared	Bergin	Novick
Public Events	Delegated	O'Connell	N/A

<u>Unit</u>	<u>Type of Responsibility</u>	<u>Main Campus Contact</u>	<u>West Campus Contact</u>
<u>Research</u>	Depends on Function	Reeves	Eribes/ Felder/ McSheffrey
Research and Sponsored Hazardous Waste Mgm't Radiation Protection Animal Care Program	Delegated Delegated Delegated Delegated	Reeves Reeves Reeves Reeves	N/A N/A N/A
<u>Student Affairs</u>		Asher	Felder/ McSheffrey
Career Services	Shared	Eisel	DeMichele/ Felder
Student Financial Assistance	Delegated	Barberini	DeMichele/ Felder
Counseling and Consultation	Delegated	Nayman	DeMichele/ Felder
Educational Development	Delegated	Carrillo	N/A
Memorial Union Registrar	Delegated Delegated	Mertens Underwood	N/A DeMichele/ Felder
Residence Life Student Health	Delegated Delegated	Osborne Roth	N/A DeMichele/ Felder
Student Life Student Publications Undergraduate Admissions	Delegated Delegated Delegated	Shell Itule Wilkinson	N/A N/A DeMichele/ Felder

ARIZONA STATE UNIVERSITY WEST CAMPUS

