

# R•I•T Staff Council

December 1993  
Vol. 2 No. 2

# Newsletter

## *Welcome to Winter Quarter!*

Welcome to Winter Quarter 1993! The academic year is now underway and RIT Staff Council (RSC) continues to be involved in numerous Institute activities. Winter Quarter is considered a favorite by many staff members because we get a week off between Christmas and New Year's Day. It's time off and everyone appreciates a break! Wishing you all a happy holiday break!

This is the second RSC NEWSLETTER. We received a lot of feedback on our first issue – most of it positive (complimenting the quality of content, style and printing). Hopefully, we have addressed all of your concerns and “suggestions for improvement.” Since it is the responsibility of the RSC Communications Committee to communicate and inform, we greatly appreciate hearing from you in return and welcome any additional comments or suggestions that you may have!

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## *Notes from the Chair* *Alfreda Brooks*

RSC is committed to addressing the issues and concerns of our constituents. We have received positive support from staff at large and from other members of the RIT community.

Your support was shown and greatly appreciated at the RSC Open Meeting on October 14th. We are presently discussing with President Simone opportunities for staff to share their views and to analyze key data for next year's decisions on budget reductions. RSC will keep you apprised of the results of these discussions.

The Q & A portion of President Simone's presentation is excerpted from RSC minutes for those of you who were unable to attend the meeting (also note his November 1st letter). Thank you for your attendance and participation. We look forward to your continued support.

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Together?

*A BIG Thank You  
to Hilliary Dunn  
and Staff. You  
have done a  
wonderful job  
printing and  
distributing the  
NEWSLETTER.*

## ***Introducing...***

The search for a Staff Council Secretary is over! RSC is pleased to announce that Margaret (Peg) Meyers is now on board. Peg comes to us with a wealth of knowledge and experience in managing an office. She most recently worked as bookkeeper for the Plantation Party House. Adding to her experience, Peg is very involved in volunteer work. She is Vice President of the School Board for St. John the Evangelist and participates in several other committees related to the school and church.

Peg and the RSC Office are "temporarily" housed at 3041 Eastman and can be reached at extension 7656. Her hours are 9:00 AM - 2:00 PM Monday through Thursday. Anyone wishing to address RSC for whatever reason, should utilize Peg as a liaison. Hopefully, this will help centralize RSC operations.

RSC is currently waiting for delivery of a TTY, as well as "permanent" office space. We will inform you as these issues are resolved. In the meantime, please be patient while Peg gets settled in and familiarized with RIT.

Please join RSC in welcoming Peg to RIT! We are thrilled to have her join us, and although here only a short time, we have already found her support invaluable!

## ***Money Matters \$\$\$\$ Veronica Pullyblank, Treasurer***

Staff Council budget information for this fiscal year has been boring – it certainly has not been for RIT! Our income sheet reflects payroll deductions taken in September. A total of 515 staff members contributed at least \$5 to help support RSC. This number reflects cash, check and payroll deduction monies. RSC represents all staff, but relies upon individuals to make a minimal contribution toward the annual (RSC) budget.

Expenditures have been minimal, and thus far, we have incurred expenses for advertising our secretarial position. A voice/TTY answering machine has been delivered at a cost of \$261.

The RSC Budget & Finance Committee will meet after the first of the year to decide when contributions for 1994-95 will be solicited.

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## ***Did You Know . . .***

- that RSC represents all RIT staff – both exempt (salaried) and non-exempt (hourly)?
- that when asked to discuss his feelings about staff participating on Institute committees, President Simone responded "I 'encourage' full staff participation and consider this work an obligation on the part of staff when called upon to contribute. I expect managers to allow staff to participate in such groups. It is their job to manage their operation so that staff members can participate without fear of repercussion," at a recent RSC Executive Committee meeting?
- that Faculty Council untabled, discussed and passed the following motions at their 9/30/93 meeting: "...Faculty Council supports the Staff Council proposal regarding a university club..."; and "...Faculty Council endorses the spirit of the Staff Council suggestion regarding the reopening of Clark Dining Room as a first step in investigating the feasibility of establishing a university club..."?
- that RSC has been involved in: (1) Revision of Ombudsman By-Laws; (2) Determining Discrimination and Harassment Policy; (3) Meeting with Board of Trustees candidate(s) – in addition to serving on many Institute Committees (listed in RSC NEWSLETTERS)?
- that RSC Nominations and Elections for Voting Blocks 2 (Enrollment Management & Career Services), 4 (Student Affairs), and 6 (all Colleges except NTID) will take place Spring Quarter?
- that a variety of RSC information is available to RIT Staff (and Faculty) via VAX NOTES in the STAFF\_COUNCIL Conference?
- that Winter Quarter RSC meetings are scheduled for December 8th (SAU-1829), December 21st (SAU-1829), January 13th (SAU-Clark-A), January 27th (SAU-1829), February 10th (SAU-1829), and February 24th (SAU-1829), and that a complete schedule is posted in the VAX NOTES Conference, STAFF\_COUNCIL, as well as the Campus Events System (accessed by typing CESYS at the \$ prompt)?

## ***President Simone Answers Staff Questions at RSC Open Meeting (excerpted from RSC 10/14/93 meeting minutes)***

Staff Council extended a special invitation to their regularly scheduled October 14th meeting in which President Simone addressed approximately 200 staff members, presenting the facts about the projected budget shortfall for this year and beyond. A question and answer session followed:

Q. Why was this year's budget based on an increase in enrollment when demographics and other data don't support that supposition?

A. Enrollment was up by 185 students in '92/'93, therefore projecting an increase of 75 students for '93/'94 seemed not only safe, but moderate. Also, the major problems at Kodak, which greatly affect so much of Rochester's future, could not have been anticipated at the time that this year's budget was being prepared.

Q. Can we maintain present tuition rates for next year so as to retain more students?

A. Certainly, we must try to be more attentive to student's concerns. We are constantly striving to find a balance between tuition rates and student retention. We must also find the balance between attractive tuition rates and income to cover expenses.

Q. Instead of cutting positions, can we consider going to 10-month contracts, or something in that vein?

A. That simply does not appear to be the answer that we are looking for in the long-run as a permanent solution.

Q. If enrollment is down by 246 students, why were qualified applicants turned away from the Physician's Assistant and Interpreter programs?

A. There are only so many spaces available in any specific program. They were turned away simply because of space and equipment considerations. We don't want to sacrifice the quality of our programs for any reason, including size.

Q. What are the target dates for these cuts, and how will they be implemented?

A. All vice presidents will have specific targets for their departments by Monday morning [10/18/93]. They will then have two weeks to get back to me [President Simone] with their decisions on how their reduction targets will be met. These are REAL reductions for this year, not just reworking of numbers. We're hoping that many positions that are already empty can remain so, and that this will take care of much of the needed reductions. We want to be very careful, realizing that great pain can be caused by cuts in personnel.

Q. What about CIMS? How much is it costing RIT, and could some cuts be made there?

A. CIMS – the Center for Integrated Manufacturing Studies – is going to be a 165,000 sq. ft., one-story building. The cost to build it is going to be \$22 million. So far, New York State has committed \$10 million to the project, and the federal government has committed \$6 million. Rep. Louise Slaughter has pushed for an additional \$5 million in federal funding, which has been approved by the House of Representatives, but still needs approval by the Senate. This should be forthcoming, as it is part of a bill which should be passed by the Senate. An additional \$12 million for programming has come from private industry. So, the cost to RIT of building the Center is –0–. The cost of utilities and building operation is estimated at \$1 million annually. The mission of the Center is to service private businesses with research projects requested by industry and funded by them and, hopefully, by government. The goal with CIMS is that it will be totally self-funded. To back out of the project now because of our budget problems would have a devastating effect on our credibility. The fall-out in negative public relations could be hard to control.

Q. Is there any way we can keep people on the job at RIT until CIMS opens, and then move them to CIMS rather than cutting their positions now?

A. What we can consider is keeping some people on salary here while they retrain for another position – call it Professional Development or something like that.

Q. To address student retention concerns: Resident fees are raised every year, but students don't see a corresponding rise in services. Can the resident fee be set each year for the incoming Freshman class, and then remain at that level for those students for 4 years? Along the same lines, can some sort of tuition discount be offered to returning students for their Sophomore, Junior, and Senior years – possibly even for Graduate students to encourage their continuing at RIT?

A. Those are excellent ideas. I'd like to see something like that in place very soon.

Q. As the budget reductions are put into place, a lot of the responsibility and a great deal of flexibility is being put on the shoulders of various managers. Is there some way that the employees can have input into the evaluation of their managers?

A. There is a lot involved in that suggestion, and I'd rather not respond until I can study it further. It is a healthy suggestion; let me think about it some more.

Q. When will the size of the faculty reflect the "Smaller College" that you foresee?

A. Everyone will share in the tough times ahead. The 35%/65% split affects faculty and staff alike. The split is only in effect for this year, so the Colleges only get that break for this year.

Q. How strong is the factor of out-sourcing of contracting rather than hiring the staff to do them?

A. That is definitely being looked at. It can offer savings in benefits, post-retirement, etc.

Q. When do you see this situation turning around?

A. The next 2-3 years are going to be fairly rough. After that, as the number of available students starts to increase, we will hopefully start to swing out of the hole we're in now.

Staff Council thanked President Simone for speaking with the Staff about a subject so important to everyone, for answering their questions so forthrightly, and for seeking their input.

## **RSC Retreat**

On September 23, 1993, Staff Council held a six-hour "retreat." The agenda included a one-hour business meeting, team-building exercises facilitated by Nancy Shapiro, a one-hour dinner break, and a two-hour session to formulate and fortify our Plan of Work (POW) for the 1993-94 year.

Team-building exercises gave council members the opportunity to get to know each other better. The main focus was on what we do well as individuals and as a group. RSC identified both strengths and weaknesses of the council.

Vonnie Pullyblank facilitated as RSC established its 1993-94 POW. A specific plan was approved, issues were then prioritized and addressed in order:

**Strategic Planning Process** – RSC will actively participate on task forces. Updated reports will be given by representatives serving on the various task forces. A process will be developed to provide input and feedback between RSC and each of the designated task forces.

**Enhance Communication Strategies** – that will facilitate opportunities for informal, as well as formal, interaction with (a) all RIT governing groups (Faculty Council, Student Government, Policy Council, Board of Trustees and administration); and (b) our constituents.

**Constituency Issues** – RSC is actively involved in concerns of staff at large through: (a) Career Ladder Committee focusing on career advancement and pay increases as a person assumes more responsibility within a job; and (b) RSC Ad Hoc Committee on Staff Issues serving as a conduit to screen and address specific (staff) issues to the appropriate area (RSC or other group/department) for action. This committee will also draft and initiate proposals to be brought before RSC.

Asked to identify five specific issues to be addressed, RSC proposed the following: (1) future employment at RIT (security); (2) equity in sick and vacation benefits between exempt and non-exempt staff; (3) more training (professional development); (4) clarify managers' expectations of exempt employees; and (5) mail delivery problem.

As this NEWSLETTER goes to press, much of RSC's POW is already "in the works."

## **Compensation Advisory**

The Compensation Advisory Committee has been meeting for several months. Their first responsibility has been to review post-retirement benefits, including the costs, accounting requirements and plan associated with these benefits. The committee has had many meetings reviewing background information regarding benefits. After careful examination of the current plan, committee members put together sample alternative plans to be sent to actuarials for pricing. Receipt of this information is expected during the week of November 8th.

Once the pricing has been received, careful review will take place and a choice will be made by the committee for an alternative to the current plan, if there is a suitable one. Presentations will be made to Staff Council and Faculty Council during the week of December 6th in order to apprise staff and faculty of the proposal the committee plans to present to William Dempsey by December 15th.

The committee's next charge will be to review and recommend a total compensation strategy to Mr. Dempsey for his presentation to the President by May 30, 1994.

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## **Staff News**

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Welcome Back to...

- **Karen Barrows** (NTID) has returned from surgery.
- **Al Herdklotz** (ETC) has returned from surgery.

Congratulations to...

- **Susan Joseph** (International Student Affairs) on the 9/7/93 birth of her daughter, Micah Lynn.
- **Dianne Parker** (ISC) on the 10/27/93 birth of daughter, Rachele Lorraine Floeser.
- **Peter Reeb** (NTID) on receiving NTID's National Advisory Group's Outstanding Service Award on 11/12/93.

Did an important event happen in the life of a staff member? Has someone at RIT done an outstanding action within or outside of the RIT community? Please let us know so we can recognize these staff members in our NEWSLETTER as above.

## 1993-94 Staff Council Directory

We have received some comments about the RSC Directory which appeared in the last NEWSLETTER. While many staff found the information useful, some found the directory confusing, inconsistent, or simply missing information.

We are attempting to address these concerns by reprinting the directory. What's changed? We've made the department/division and college name consistent. Office locations are in the same format as the RIT Phone Directory. An asterisk (\*) indicates that a phone extension is Voice and TTY accessible; (TTY) denotes TTY accessibility only. We hope these changes make the directory better and encourage you to save it for future use.

<b>Executive Committee</b>		
Brooks, Alfreda (Chair) CAST 3037 Eastman Phone: 7143	Represents: Block 6 VAX: AXB4480 FAX: 7080	DeRoller, Joanne NTID Performing Arts 1843 Johnson Phone: 6250*
Dickinson, Cliff (Vice-Chair) Physical Plant Physical Plant Phone: 6575	Represents: Block 7 VAX: CCDPPA FAX: 7332	Erickson, Mary Ann NTID Center for Outreach 2850 Johnson Phone: 4642*
Pullyblank, Veronica (Treasurer) Sch. of Engineering Tech. 3203 Gleason Phone: 7070	Represents: Block 6 VAX: VFP9219 FAX: 5275	Gerardi, Muriel J. Educational Technologies Center A680 Wallace Phone: 6695
Heschke, Corinne (Communications) Controller's Office 6025 Eastman Phone: 2377*	Represents: Block 3 VAX: CAHCTO FAX: 5583	Gillies, Katherine F. NTID Interpreting Services 1536 Carey Phone: 5280 V 6242 TTY
Barrows, Karen (At-Large) NTID Office of the Dean 2850 Johnson Phone: 6556*	Represents: Block 5 VAX: KAB7050 FAX: 5978	Gorman, Katherine Imaging Arts & Science 1260 Carlson Phone: 2738
Evangelista, Arlene (Structure & Fuction) Gov't & Community Affairs 1301 Eastman Phone: 4968 V 6719 TTY	Represents: Block 1 VAX: AME7603 FAX: 2240	Greco, Rosemary Enrollment Mgmt. & Career Svcs. 2150 Bausch & Lomb Phone: 5512
French, Robert (Nominations & Elections) Enrollment Mgmt. & Career Svcs. 2146 Bausch & Lomb Phone: 5375	Represents: Block 2 VAX: RCF5559 FAX: 7424	Herdklotz, Al Educational Technologies Center A662 Wallace Phone: 6962
Mitchell, Gaylene (Staff Issues) CIS/CIAS 2246 Carlson Phone: 7140	Represents: Block 6 VAX: GXM3881 FAX: 5988	Hering, Jeff Campus Ministries 1412 Interfaith Phone: 2137*
Meyers, Margaret S. (Secretary) Staff Council 3041 Eastman Phone: 7656	Represents: None VAX: MSMSTA FAX: None	Hogan, Anita Facilities Office/Real Estate Ventures 1343 TMO Phone: 6739
Springall, Robert (Non-member Parliamentarian) Admissions 2220 Bausch & Lomb Phone: 7110	VAX: RGSADM FAX: 7424	Hook, Debra Information Systems & Computing A382 Ross Phone: 6657
<b>General Members</b>		
Ahl, Barbara Physical Education 1212 Student Life Center Phone: 6153 2620*	Represents: Block 4 VAX: None FAX: 5378	House, Dawn M. Imaging Arts & Science 1200 Gannett Phone: 2749*
Burr, Michele A. Liberal Arts 2301 Liberal Arts Phone: 5263	Represents: Block 4 VAX: MABGLA FAX: None	Ipacs, Charlene C. Telecommunications 1262 Physical Plant Phone: 5858*
Davis, Helena Campus Connections 1034 Bookstore Phone: 5243	Represents: Block 3 VAX: via John Roman JLRBKA FAX: 6499	Joseph, Susan International Student Affairs 2322 Union Phone: 5540*
		Represents: Block 5 VAX: JMDNEA FAX: 6500
		Represents: Block 5 VAX: MAE5746 FAX: 5978
		Represents: Block 1 VAX: MJGIMS FAX: 2081
		Represents: Block 5 VAX: KFGDIS FAX: 7526
		Represents: Block 6 VAX: KEG6461 FAX: 7279
		Represents: Block 2 VAX: RKGOEM FAX: 5476
		Represents: Block 4 VAX: AEHIMS FAX: 2081
		Represents: Block 4 VAX: JPHCPM FAX: None
		Represents: Block 3 VAX: ALHFPU FAX: 5316
		Represents: Block 1 VAX: DSHDCO FAX: 5306
		Represents: Block 6 VAX: DMH6204 FAX: 7029
		Represents: Block 7 VAX: CCIPTT FAX: 5600
		Represents: Block 4 VAX: SSJ0186 FAX: 7065

Lambe, Scott Physical Plant Physical Plant Phone: 2075	Represents: Block 7 VAX: SELPPA FAX: 7332
LaRock, Donald NTID Interpreting Services 1590 Carey Phone: 6662*	Represents: Block 5 VAX: DVLDIS FAX: 7526
Liotta, Valerie Payroll 6008 Eastman Phone: 2418 V 5984 TTY	Represents: Block 3 VAX: VAL9572A IBM (VM): VAL9572 FAX: 5583
Papero, James Personnel 5024 Eastman Phone: 2065 V 2425 TTY	Represents: Block 3 VAX: JMPPSN FAX: 7170
Passarell, Theodore Physical Plant Physical Plant Phone: 6771	Represents: Block 7 VAX: None FAX: None
Prokop, Gary Physical Plant 1227 Physical Plant Phone: 2855	Represents: Block 7 VAX: GAPPPA FAX: 7332
Reasoner, Sheila NTID Planning & Evaluation 2820 Johnson Phone: 6269*	Represents: Block 5 VAX: SMR8574 FAX: 6500
Reid, Curtis E. NTID Information Services 3746 Johnson Phone: 6089 TTY 5049 V	Represents: Block 5 VAX: CER2520 FAX: 6500
Tantalo, Mary Ann Educational Technologies Center A650 Wallace Phone: 5089	Represents: Block 1 VAX: MATODL FAX: None
Youngblood, Kelly A. Mathematics 2102 College of Science Phone: 2498*	Represents: Block 6 VAX: KAYSMA FAX: 5766

\* Denotes both Voice and TTY  
Many are reachable via ALL-IN-1.

### ***Busting at the seams***

Each week throughout the year, lost and found property is turned into the Campus Safety Department located on the first floor of Grace Watson Hall. A wide variety of property including wallets, jewelry, keys and clothing are stored at the Campus Safety office. If you're having trouble finding that lost or misplaced property, stop by the Campus Safety office during business hours and we'll check our property room for you.

## ***Staff Council Representatives on Institute Committees***

Many Staff Council representatives are members of various Institute Committees. Each represents the RIT staff so that our voices will be heard by those committees. We will update the list as new committees are established or current committees are disbanded. If you have concerns or questions about a particular committee, please contact the designated RSC representative.

### **Academic Coordinators Committee**

Dawn M. House.

### **Benefits Advisory Group**

Arlene Evangelista.

### **Career Ladder Task Force**

Karen Barrows.

### **Commission for Promoting Pluralism**

Alfreda Brooks.

### **Compensation Advisory Committee/Post-Retirement**

Rosemary Greco and Valerie Liotta.

### **Ethics Day Committee**

Debra Hoock.

### **Policy Council**

Karen Barrows, Alfreda Brooks, Cliff Dickinson, Arlene Evangelista, Robert French, Muriel J. Gerardi, Corinne Heschke, Dawn M. House, Donald LaRock, Gaylene Mitchell and Vonnie Pullyblank. Alternates: Anita Hogan, Theodore Passarell, Gary Prokop and Sheila Reasoner.

### **Research Oversight Committee**

Arlene Evangelista.

### **Sexual Harassment Task Force**

Mary Ann Tantalo.

### **Strategic Planning Steering Committee**

James Papero and Gary Prokop.

### **Strategic Planning Task Forces**

#### **Community**

Karen Barrows and Anita Hogan.

#### **External Partnerships**

Gaylene Mitchell.

#### **Faculty Roles and Responsibilities**

Alfreda Brooks.

#### **Institutional Stewardship**

Robert French.

#### **Staff Roles and Responsibilities**

James Papero and Gary Prokop.

#### **Student Body Demographics**

Vonnie Pullyblank.

#### **Student Enrollment**

Vonnie Pullyblank.

#### **Student Growth and Development**

Dawn M. House and Curtis E. Reid.

#### **Student Living Experience**

Jeff Hering and Debi Hoock.

#### **Support Staff Network**

Karen Barrows and Anita Hogan.

#### **University Club Advisory Committee**

Robert French.

## Top Ten Reasons You Should be a Member of Staff Council

### Who Put This NEWSLETTER Together?

This edition of RSC NEWSLETTER was put together by:

Managing Editor:

Curtis E. Reid

Editor:

Kelly Youngblood

Contributors:

Alfreda Brooks,  
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Rosemary Greco,  
Corinne Heschke,  
Anita Hogan,  
Debi Hoock,  
Val Liotta,  
Peg Meyers,  
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Curtis E. Reid,  
President Simone,  
and Kelly  
Youngblood

Graphic Technician and Layouts:

Anita Hogan and  
Curtis E. Reid

Reproduction and Distribution:

Hillary Dunn and  
Staff

10. Get paid for overtime!
9. Free cafeteria debit card – unlimited food!
8. Free parking in the Administration Circle!
7. Intergalactic Travel (and, yes, you get to keep the frequent flyer miles)!
6. Ability to raise job level and salary at your whim!
5. Free “company” car (no more Checker Cab)!
4. Free use of Liberty Hill for personal social Functions!
3. Make it snow in July or August!
2. Have Board of Trustees. VPs, Deans, Directors and Department Heads at your beck and call!

...and the #1 reason you should be a member of Staff Council...

Reinstate the holiday turkey!

Keep these perks in mind as we approach nominations and elections this Spring!  
(Originated from 9/23/93 RSC Retreat.)

### RIT MAIL . . . Do You Get It?

RSC Communications is in the process of investigating a mail delivery problem here at RIT. Apparently, not all staff receive paper mail addressed to them. Mail is being generated and labeled for every staff member, yet some departments don't seem to have a consistent method of delivering it to individuals.

We are attempting to resolve this problem, but we need all the facts. Please help us answer the following:

- |       |   |  |
|-------|---|--|
| What  | – | paper mail   |
| How   | – | many individuals are not receiving mail?                 |
| Where | – | are specific departments affected?                       |
| Who   | – | is responsible after mail is delivered to department(s)? |
| When  | – | does this occur always or just sometimes?                |
| Why   | – | is there a valid reason for not distributing mail?       |

We would appreciate full staff participation on resolving this issue. If you have information or know staff who do not receive mail, please detach and return the form below to Staff Council Communications, c/o Peg Meyers, 3041 Eastman or contact RSC Communications via STAFF\_COUNCIL Conference on VAX NOTES. If you wish to remain anonymous, please be sure to provide specific details.

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### RIT MAIL Response

How many individuals are not receiving mail? \_\_\_\_\_

Where is the problem affected? \_\_\_\_\_

Who is responsible after mail is delivered to a department(s)? \_\_\_\_\_

When does the problem occur? \_\_\_\_\_

Why is the mail not distributed? \_\_\_\_\_

Please return to: Peg Meyers, Staff Council, 3041 Eastman. Thank you!

## *Comments from Dr. Simone Regarding the Budget Issue*

Because enrollment was significantly below what we expected, it will be necessary to reduce core budget throughout the University by \$1.6 million. An additional \$2.9 million will be taken from contingency accounts to make up the shortfall for this year. Next year, this \$2.9 million will also have to be taken from the core budgets as a permanent reduction. Depending on our projections for enrollment for next year, depending on the extent to which we might raise tuition rates and student financial aid, and depending on the increase that we budget for staff and faculty salaries, the actual reduction in core budgets may be significantly higher than that. For example, one scenario, which I described to various groups with whom I met over the last few weeks, could result in a reduction of as much as \$5.2 million for next year, over and above the \$1.6 million this year. I want to stress, however, that we are still examining the data and considering the impact of different assumptions. For example, depending on what we actually decide with regard to enrollment projections, tuition, student financial aid, and salary increases, the actual budget reduction necessary could be somewhere between the \$2.9 and the \$5.2 million dollar figures.

A major point in my presentations is that our budget situation this year and next is part of a national trend which is clearly reflected in our own RIT data over the past eight years. I expect this trend to continue over the next decade. This trend is limiting opportunities for revenue increases while dramatically increasing the pressure for cost increases. In order to operate with a balanced budget and still maintain a quality university which fully meets the needs of students, and present a working and learning environment for staff and faculty which will make all of us proud, we shall have to restructure what we do and the way we do it. This restructuring will mean that faculty and staff positions throughout the University will have to be reduced. By being on top of the problem now, and by being forthright in our approach to the problem, I believe it will be possible to make these adjustments by eliminating open positions rather than laying off people, or by reassigning people from programs which have been reduced or eliminated to other areas of the University. We will certainly make every attempt to accomplish this reallocation of positions when and if that is necessary.

As I said before, we will need to rethink what we do and how we do it at RIT. Changes, focused on the long run, will result. The strategic planning process is what will drive these changes. The strategic planning effort, currently being led by 400 faculty, staff, and students is critical to the success of this University over the next decade. Because of the strong financial position that this University currently enjoys, in large part due to extremely strong and sound fiscal management over the past decade, RIT is in a better position than almost any university in the country, in my judgment, to continue its climb to national and international prominence. I believe that all of us will be increasingly comfortable and proud of our relationship with and commitment to RIT.

I will be looking forward to and fully expecting (if I may be so bold) your counsel and support through the tough and the good times ahead.

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*Staff Council*  
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Rochester, New York 14623-5603

**Send to:**