

# UH System



## PERSPECTIVES

Special Edition II

February 1981

# Equal Educational and Employment Opportunity within the University of Houston System

## A Resolution Adopted by the UH Board of Regents

### January 5, 1981

*At a meeting on January 5, the University of Houston Board of Regents adopted a resolution regarding equal educational and employment opportunity. The complete text follows.*

#### BOARD OF REGENTS, THE UNIVERSITY OF HOUSTON SYSTEM RESOLUTION REGARDING EQUAL EDUCATIONAL OPPORTUNITY

Adopted January 5, 1981

##### I. Policy of Equal Educational Opportunity

It is the policy of the University of Houston System, comprised of the University of Houston Central Campus, University of Houston at Clear Lake City, University of Houston Downtown College and University of Houston Victoria Center to provide equal educational opportunity to all citizens of Texas, to be open and accessible to all qualified students regardless of race, color, religion, sex, national origin, handicap or veteran status and to operate on a totally desegregated basis.

It has been and will continue to be the policy of the University of Houston System to organize and operate the System and each component within the System in a manner that strives to avoid effects of past discrimination within higher education in Texas and to disestablish any vestiges of the dual system within the state, and to ensure that students will be attracted to each component on the basis of educational programs and opportunities uninhibited by factors related to race, color, religion, national origin, sex, age, handicap, or veteran status.

##### II. Student Enrollment

As the major Texas urban institution, the University of Houston System provides all citizens of Texas an opportunity to achieve scholarly excellence on a campus with a diverse student population. The diverse population of Houston provides a unique opportunity for the University of Houston System to be a leader in educating persons regardless of race, color, religion, national origin, sex, age, handicap or veteran status. The University will make a deliberate effort to actively recruit qualified minority students and provide the educational atmosphere that will allow them to achieve their full potential.

In carrying out the policy of Equal Educational Opportunity with respect to student enrollment, the University of Houston System shall strive to achieve an annual increase in the proportion of Black and Hispanic students enrolled in undergraduate, graduate and professional pro-

grams at the University of Houston campuses until such time as any vestiges of discrimination are eliminated. The System shall strive, within five years, to reduce by fifty percent the disparity between the proportions of Black and Hispanic high school graduates and the proportion of white high school graduates entering undergraduate study at the component campuses.

The President is requested to prepare within 60 days a detailed plan for the implementation of this policy for each campus which shall set forth interim goals and timetables. This plan shall set forth the steps to be taken to reduce disparities which may exist in the proportion of Black, Hispanic and white students entering the components of the System and shall set forth the specific recruitment measures, including contacts with community colleges.

This policy does not, nor will not lower the academic standards of the System. All students of the University of Houston System must continue to be able to meet existing standards for admission to, retention in and graduation from the Academic programs offered. This policy does not establish quotas; it calls for a good faith effort to expand educational opportunity. Should the implementation steps adopted not prove effective in achieving the objective, new or additional measures will be undertaken. The desire of the University of Houston System to enroll, recruit and educate qualified minority students is compatible and consistent with the preservation and protection of the System's academic standards of excellence.

##### III. Employment

In carrying out the policy of Equal Educational Opportunity with respect to employment, the University of Houston System shall strive to achieve full and Equal Employment Opportunity throughout all the components of the System for faculty, administrative staff and non-academic personnel. As a minimum, the System is pledged to full compliance with the requirements of Executive Order 11246 and the implementation of its affirmative action plan as well as other applicable state and federal fair employment laws.

The President is requested to prepare within 90 days a detailed plan which shall set forth such additional steps which may be taken on an interim basis to increase the racial and ethnic integration of faculty and administrative personnel.

The President shall report to the Board periodically on progress made toward achievement of the objective of the Policy of Equal Educational Opportunity.



# The Financial and Administrative Reorganization of the University of Houston System

## An Explanation of the Operations Changes Authorized by the UH Board of Regents

The board of regents of the University of Houston System has granted President Charles E. Bishop the authority to reorganize selected financial and administrative operations and place them under the control of the UH System administration.

In a resolution approved at the regents' meeting on January 5, the board charged the president to work with the chancellors on each campus to effect an orderly transition of all operations "that can be more economically and efficiently operated at the System level."

Operations which will be affected by the reorganization include the treasurer, controller, non-academic personnel, business affairs, and administrative computing functions. (See **Chart I**).

According to the resolution, the changes are being made to ensure "more timely, concise, and consolidated financial reporting to the chancellors, the president, and the board of regents, as well as improving the overall managerial effectiveness of the university's financial and administrative operations."

Dr. John Green, UH System senior vice president for administration and finance, said that the reorganization plan will consolidate and centralize many functions which were previously carried out by the five individual components of the UH System—the four campuses and the UH System administration.

Under the new plan, for example, the System controller's office will handle general accounting and research accounting, centralized payroll, and accounts payable. In the past, most of these financial areas were administered by each campus. Only the payroll, which has been coordinated by the UH Central Campus for the entire UH System, was a centralized operation.

While responsibility for these functions will rest primarily with the UH System, each campus will maintain a small financial affairs office to provide an interface with the centralized financial operation.

The reorganized System treasurer's office, which has been operating on a half-time basis within the System administration, will now become a full-time operation under System auspices. The treasurer will be responsible for banking relations, cash management, short-term investments, release of checks, management of endowment funds, and debt service activities.

In the area of non-academic personnel, the UH System will maintain a small staff to handle position classification, wage and salary administration, and employee benefits programs. Previously, these functions were handled at the campus level and through a series of System-wide committees.

Each campus will continue to be responsible, however, for the recruitment and employment of non-academic personnel and for maintaining employee records. Academic personnel selection processes remain unchanged.

Reorganization of the UH System also calls for the establishment of a new business affairs division. The new department will oversee centralized purchasing, contract administration, and general insurance administration, functions previously performed by the individual campuses. In addition, certain service centers, such as the printing plant and central stores, will fall under its jurisdiction.

All administrative computer applications for the five components will be centralized under the UH System's new organizational plan. Two offices will operate this administrative data processing division: the office of administrative systems (OAS) and the administrative computing center. In the past, most of the computing capability has been handled by the Central Campus.

Academic computing will remain a campus responsibility, but inter-campus cooperation will be increased.

According to Dr. Green, the UH System administration will establish a close working relationship between the new System offices and the interface offices on each campus. As an example, Dr. Green pointed out that each campus will continue its cashiering operation but will interface with the treasurer's office. (Interface functions are diagrammed in **Chart II**. Although the chart only shows a possible campus financial and administrative organization, each campus will have interface operations similar to those detailed in the chart.)

Tentative target dates have been set for the various phases of the reorganization, which will take place gradually over the next seven months. As of mid-January, the centralized payroll department on the UH Central Campus, the OAS, and the project team for the new financial accounting system (FAS) began reporting to the UH System administration.

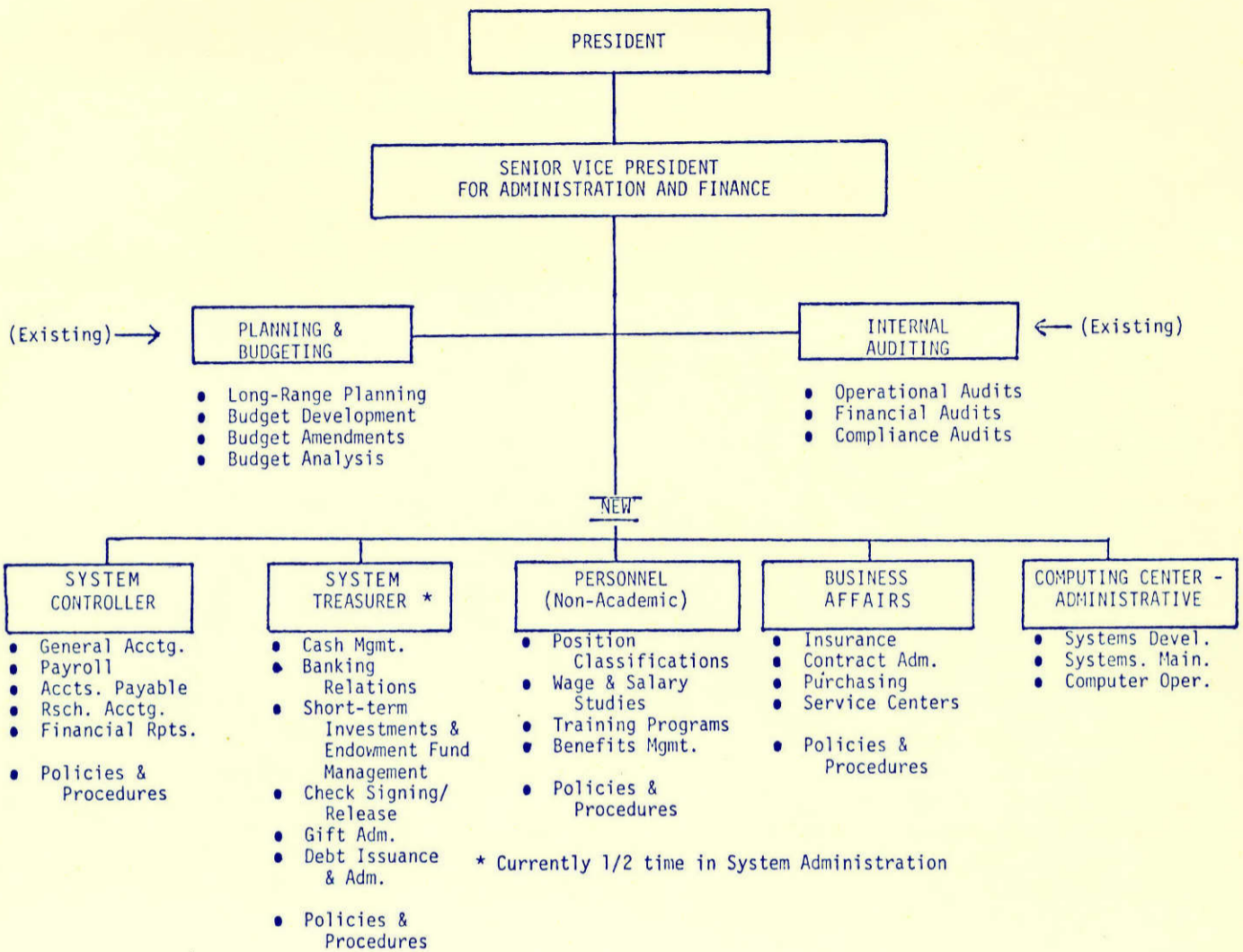
By the end of March, the transfer of the controller's operations and the treasury's operations should be completed. These changes will be followed by the completion of the business affairs centralization in April and the establishment of the non-academic personnel office at the System level in May.

By September 1, the final component in the UH System reorganization, the administrative computing center, will have been transferred, provided that the UH Central Campus has acquired its new academic computer.

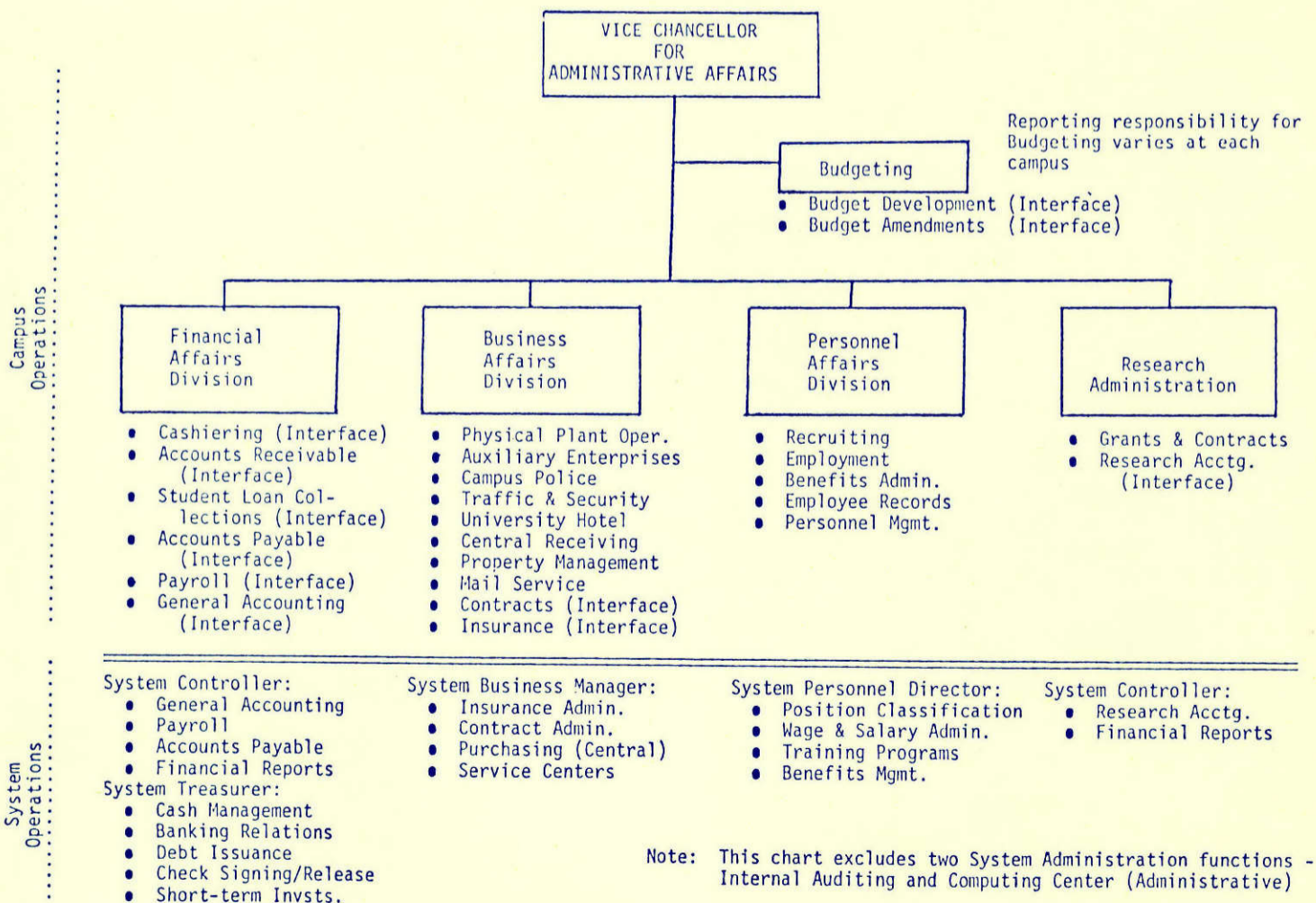


# Chart I

## UNIVERSITY OF HOUSTON SYSTEM REORGANIZATION OF ADMINISTRATION AND FINANCE



# Chart II





# Text of Governor Clement's Letter to State Employees

*The following letter from Gov. William P. Clements, Jr., dated Nov. 26, 1980, is addressed to State employees.*

Dear State Employee:

As we proceed to work toward improving the management of Texas state government, I would like to take this opportunity to explain directly to you what I am trying to accomplish and why.

First I want you to know that I am impressed with the generally high caliber of our state employees. Over the last thirty years Texas has progressed from mediocrity to nationally-recognized quality in many areas of state government. During this time Texas has experienced considerable growth in population and demands for services have expanded proportionally. Our success in accommodating this growth and at the same time improving the quality of our services speaks highly of the conscientious, hard-working state employees who have met these challenges and responded admirably.

However, we are faced in the decade of the eighties with even greater challenges. Continued population increases are creating even greater additional demands for state services. This, coupled with increasing taxpayer concern with local state, federal tax levels, necessitates difficult choices. We must either reduce services substantially, increase the tax burden painfully or manage all state programs more efficiently and effectively. Clearly the latter is the only acceptable alternative.

To this end I have established the Texas State Government Effectiveness Program. This program has as one of its key objectives the development of a smaller, better compensated, more productive work force. To attain this, many new management initiatives have been undertaken. This include the development of (1) a management training program to assure that the supervisory and personnel management functions are better understood and more effectively carried out, (2) an effective performance plan-

ning and evaluation system, (3) a merit compensation program designed to reward better than average performance with better than average pay, (4) a major new operational audit program in which state agencies are reviewed from a management or operational standpoint by teams made up of highly qualified individuals from both the public and private sectors. These audits or management reviews allow the agency board and top executive to gain objective recommendations as to how to improve their operation.

With the implementation and utilization of these management techniques, I am firmly convinced that our agencies can operate with a reduced level of employment, redundancy in operations can be eliminated, the efficiency and effectiveness of operations can be improved, and the general work environment of our state employees can be more stimulating and more rewarding. In this way we will be able to meet the expanding demands for services in the eighties at the least possible cost to the taxpayer while continuing to maintain and improve the quality of these services. After approximately one year since the Texas State Government Effectiveness Program was introduced we have made substantial progress toward these goals.

I want you to know, as I have stated repeatedly, the objective of reducing employment is not to obtain a proportional reduction in costs, but to free up dollars that can be used in part to provide better compensation and a better work environment. Employment reductions can be accomplished by selective hiring freezes or attrition. No qualified, hard-working state employee should feel threatened by this program.

I firmly believe that the Texas State Government Effectiveness Program will bring about a more satisfying work environment, generally higher pay, and enhanced career opportunities for you. I ask for your cooperation and support in this most important undertaking. I am sure that I speak for your agency's or institution's administration when I say that we welcome your advice and recommendations as to how state government can be improved. You, as well as all Texans, have much to gain from these efforts.

## Perspectives

Perspectives is published monthly by the UH System University Relations Office. Executive Director: Farris Block, 749-4149. Editor: Haise Johnson.

The University of Houston seeks to provide equal educational opportunities without regard to race, color, religion, sex, age, national origin, handicap, or veteran status.

This policy extends to all programs and activities supported by the University.