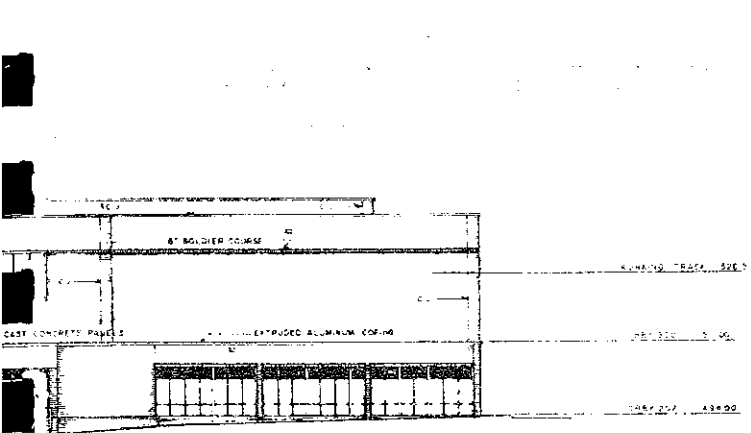
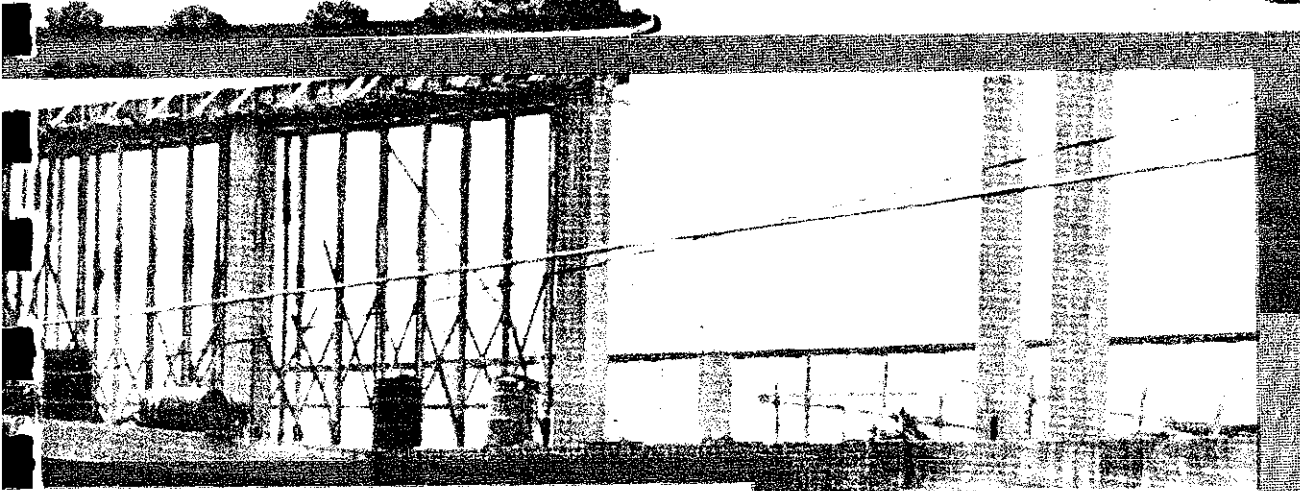
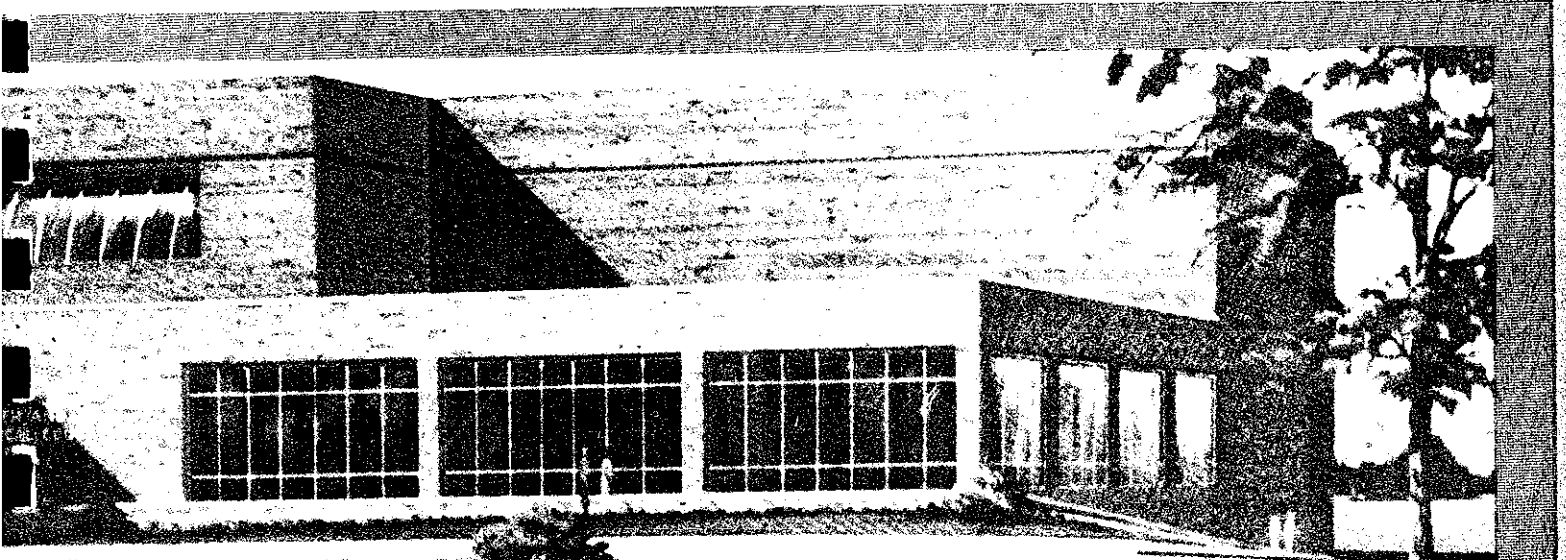
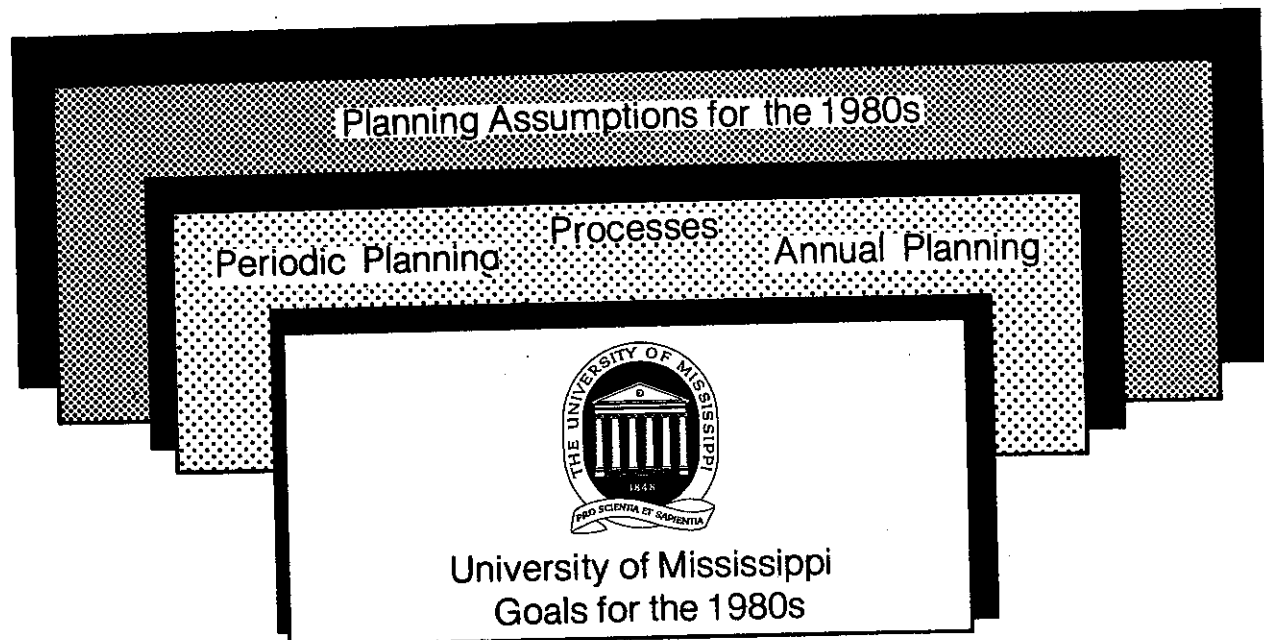


**Ole Miss Through the 1980s:  
A Commitment To Goals and  
A Process For Their Accomplishment**



**Second Edition**

OLE MISS THROUGH THE 1980s:  
A COMMITMENT TO GOALS AND A PROCESS  
FOR THEIR ACCOMPLISHMENT



Prepared at the Direction of:  
Porter L. Fortune, Jr., Chancellor and  
Harvey S. Lewis, Executive Vice Chancellor

In the Bureau of Institutional Research and Planning  
Jim Nichols, Director  
Ed Rugg, Associate Director

Second Edition  
May, 1982

## PREFACE

Since 1858, when Chancellor Frederick A. P. Barnard presented to the Board of Trustees and the people of the State a plan for the University of Mississippi, the responsibility for planning the development of the University has been clearly identified with the Office of the Chancellor. This responsibility for planning is one which is now shared on the Oxford Campus with the Executive Vice Chancellor. With his assistance and your cooperation, it is my firm intention to continue leadership of the University's planning through the 1980s as we meet the challenges of our times.

The concepts embodied in this publication represent the contributions of a number of groups during the past two and a half years. During Academic Year 1979-80, almost 40 members of the Ole Miss community (administrators, faculty, students, and classified staff) served on one of three task forces dealing with the University Goals for the 1980s, Planning Assumptions for the 1980s, and Planning Processes as part of the Ole Miss Planning Project. Based upon their recommendations, the first edition of Ole Miss Through the 1980s was published in September 1980. Between that time and June 1981, the University undertook a comprehensive pilot test of the procedures outlined in the first edition of Ole Miss Through the 1980s. A series of "Interim Adjustments" to the FY 82-83 Annual Planning Process was instituted in June 1981 to reflect the knowledge gained through the pilot test. In October 1982 a more detailed review of the first edition of Ole Miss Through the 1980s was instituted and the results of that study are reflected in this second edition. We are all deeply indebted to those who gave so freely of their time during the preparation of the first edition of this publication and to those who subsequently have contributed to its refinement.

While the responsibility for strategic planning at the University is mine and that of the Executive Vice Chancellor, the support role of the Bureau of Institutional Research and Planning is significant and warrants explanation. First, it is not the role of the Bureau to plan for the future of the University. That is a prerogative reserved for myself and those appointed to positions of line authority, in consultation with relevant campus constituencies; however, acting as my direct agent in this matter, it is the responsibility of the Bureau to:

1. Prepare the necessary tools to facilitate planning at the University. These tools include the necessary planning forms and procedures explained in this publication, the statistical description of current and past University operations published annually in Statistical Profiles of the University of Mississippi, and the maintenance of projections and planning assumptions concerning the environment in which the University will operate in the future.

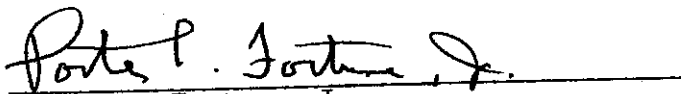
2. Provide staff support in coordination of both the annual and periodic planning processes described.
3. Monitor the timely progress of planning activities in order to accomplish the absolutely necessary articulation of our planning with resource allocation.

In each of these capacities, the Bureau serves to coordinate and support our efforts in directing the future development of the University.

The first edition of Ole Miss Through the 1980s was successful in describing our sense of direction and the means for accomplishing our purposes. This second edition constitutes both a refinement and simplification of those original procedures, as well as the expansion of this more structured approach to planning into facilities construction, repair, and renovation and resource reallocation. The refinements described and the additional areas now encompassed within Ole Miss Through the 1980s, will be subject to further evaluation during the next several years.

Probably more important than the specific procedures implemented in the first edition of Ole Miss Through the 1980s has been the spirit of openness and cooperation that has developed around our planning activities. In several instances during the last few months, additional requirements for planning have been thrust upon the University on very short notice. In each case, these additional requirements were met in a spirit of cooperation and openness through adaptation of the planning processes described in the original edition of Ole Miss Through the 1980s.

In the final analysis, the credit for our successful implementation of the first edition of Ole Miss Through the 1980s belongs to the people who have taken part and made their commitment to serve the University through this more structured approach to planning. I hope that each of you will join with me and other key representatives of the University in supporting this second edition of Ole Miss Through the 1980s as we strive, through enhancement of our planning activities, toward more complete accomplishment of our goals for the 1980s in the years ahead.

  
Porter L. Fortune, Jr.  
Chancellor

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Planning Assumptions for the 1980s

Periodic Planning      Processes      Annual Planning



University of Mississippi  
Goals for the 1980s

SECTION I  
**AN INTRODUCTION TO THE DEVELOPMENT OF MORE  
STRUCTURED PLANNING AT THE UNIVERSITY OF  
MISSISSIPPI**

The concepts reflected in this second edition of Ole Miss Through the 1980s are based upon a review of the literature available in the field of higher education planning, the recommendations of the Task Forces forming the Ole Miss Planning Project during Academic Year 1979-80 and the University's experience during the past 18 months in the initial implementation of the concepts described in the first edition of this publication. This initial implementation has already facilitated significant progress in the strengthening of University planning toward the accomplishment of our goals for the 1980s. The future of such structured planning at the University appears to be assured as reflected in the increased scope of activities included in the second edition of Ole Miss Through the 1980s.

Few of the notions regarding planning described in this document are new, untried, or unique to the University of Mississippi. They have been greatly influenced by the Handbook for Institutional, Academic, and Program Planning: From Idea to Implementation and Academic Planning, Four Institutional Case Studies published by the National Center for Higher Education Management Systems, as well as other works relating to the theory and practice of planning in higher education. Such literature provided the background for the activities of the Task Forces regarding Ole Miss goals, planning assumptions, and planning processes which served collectively as the Ole Miss Planning Project throughout Academic Year 1979-80. These Task Forces were chaired by Dr. Max Williams, Chairperson of the Ole Miss Goals for the 1980s Task Force; Dr. W. Randy Boxx, Co-Chairperson of the Ole Miss Planning Process Task Force; and Dr. Edwin A. Rugg, Chairperson of the Ole Miss Planning Assumptions Task Force. The success of the Task Forces was made possible through their generous contribution of a greater proportion of their personal time than could reasonably have been asked. Each Task Force's report was accepted in the late summer of 1980 by Chancellor Fortune.

With the publication of the first edition of Ole Miss Through the 1980s in September 1980, the procedures described therein became operational mid-way through the process of planning for the FY 1981-82 budget. That is to say, while the University had made its budget request for FY 81-82 during the summer of 1980, little consideration had been given to the establishment of internal priorities for allocation of FY 81-82 funds in May 1981. Early in the Fall Semester 1980, academic and administrative departments forwarded their requested plans for FY 81-82 operations through channels to the Office of the Chancellor. Late in the fall semester and throughout the early weeks of the spring semester of Academic Year 80-81, the University Planning Council conducted a series of indepth budget/planning hearings regarding each department's proposals. Following these hearings, the first priority listing of plans (with supporting budget requests) for the entire University was prepared by the University Planning Council and adopted with minor adjustments by Chancellor Fortune. This priority list was used to fund plans for additional operations which totaled more than \$1.4 million in FY 81-82.

Immediately following the conclusion of the FY 81-82 Annual Planning Process, a series of interim adjustments, based upon the initial implementation of this process, was distributed with the Chancellor's Planning Guidance for FY 82-83. This planning guidance was utilized during the summer of 1981 in preparation of the request budget for FY 82-83 which was forwarded to the Board of Trustees in late August 1981. Also taking place during the Fall Semester 1981 was the required submission by the University to the Board of Trustees of plans to accommodate a potential 10% increase or decrease in state appropriations in FY 82-83. The FY 82-83 Annual Planning Process readily provided the requested information concerning increases of \$2.3 million; however, it was necessary to establish the required plan for accommodation of a 10% reduction in state appropriations. The FY 82-83 Annual Planning Process will be brought to conclusion in late spring with the allocation of funds through the FY 82-83 operating budget.

In September 1981, a more indepth evaluation of the University's experience during the past year with the Planning Processes described in the first edition of Ole Miss Through the 1980s was undertaken by the Bureau of Institutional Research and Planning. The comments and suggestions of both voting and ex officio members of the University Planning Council regarding areas for improvement in the initial document were sought. Many of these suggestions have been incorporated into this edition which was reviewed prior to its publication by members of University Planning Council.

Benefits and accomplishments brought about through the first edition of Ole Miss Through the 1980s are both tangible and intangible. Tangible benefits such as clear progress toward accomplishment of several of the University's goals for the 1980s and the ready response to requests from the Board of Trustees are evident. It can be argued that even without Ole Miss Through the 1980s, the University might have taken from its own funds over \$100,000 in additional support to enhance library acquisitions in FY 81-82. However, in both of these directly goal-related areas, the fact is that funds had been flowing "from" rather than "into" the budgets for computer and library support during the immediately preceding fiscal years. Also directly related to the University's goals for the 1980s was the funding provided in FY 81-82 to the University Scholars program for establishment of the Chancellor's Scholarships. Without the designation of a priority University goal for FY 1981-82 as, "Expand and improve efforts to attract, admit, and retain superior, well-motivated students, . . . .," there is little likelihood that such an allocation would have been provided.

Less tangible and more subjective benefits realized through the planning processes described in the original edition of Ole Miss Through the 1980s have included:



1. The establishment of a structure within which recognized values (in the form of goals) are brought to bear annually upon University funding priorities.
2. Consideration of a wider range of alternatives in resources allocation. Through the Annual Planning Process, each plan or proposal is reviewed and evaluated within the context of all proposals and needs of the University.
3. Extension of the University's planning horizon through consideration of the University goals for the entire 1980s and the specific plans of individual departments for the next five years.
4. Greater involvement and participation by the faculty governance system and mid-level administrative personnel including department chairpersons in planning and resource allocation.

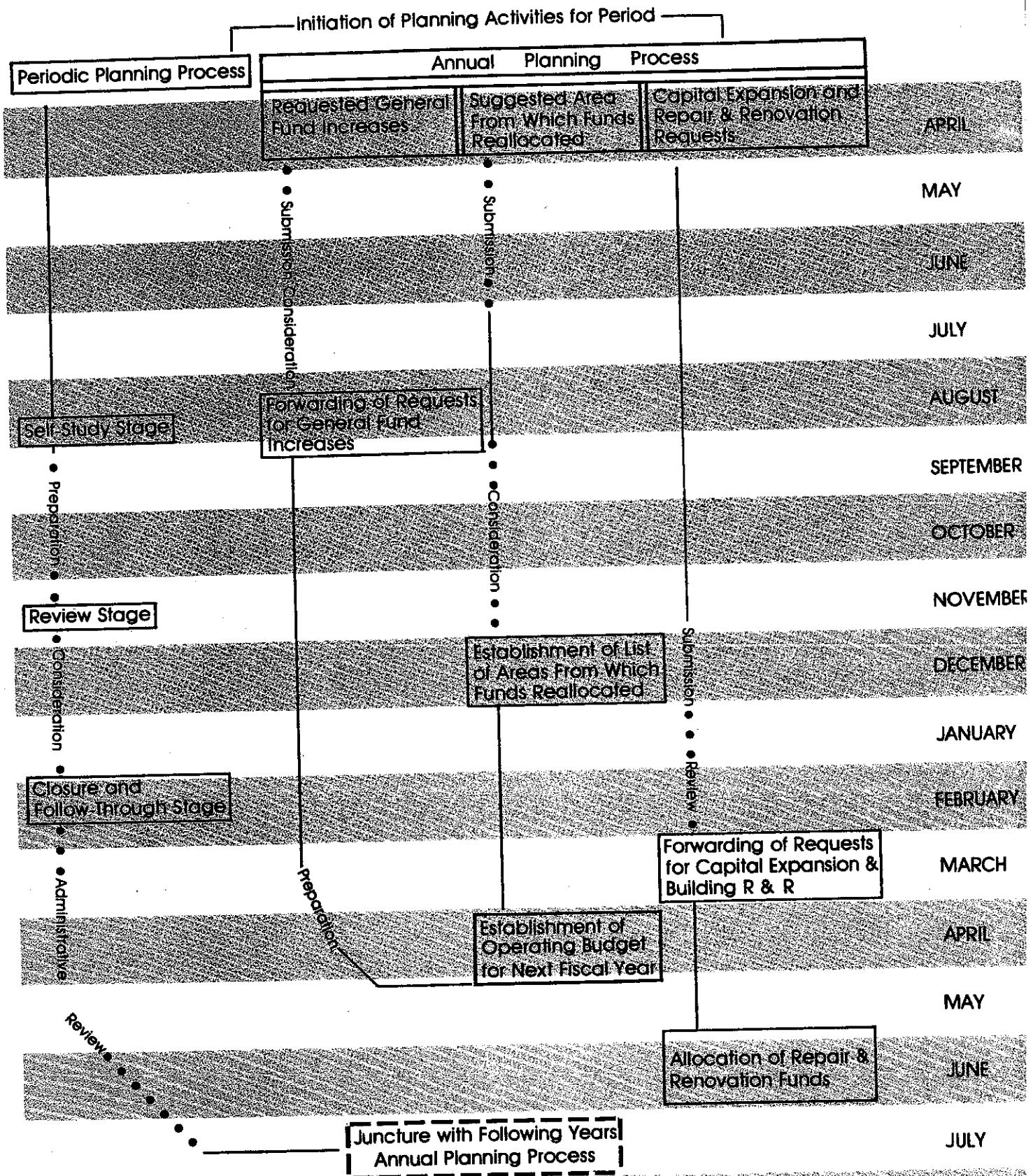
In addition to these benefits, this second edition of Ole Miss Through the 1980s should provide:

1. Simplification of several of the original processes, retaining the essence of the planning concepts while eliminating less essential portions.
2. A mechanism through which proposals for reallocation of funds can be developed, reviewed, and, if necessary, implemented.
3. A rounding out of the annual planning process to include capital plant expansion, and building repair and renovation requests.
4. Integration of the Periodic Planning Process with the Board of Trustees' Degree Program Review Process.

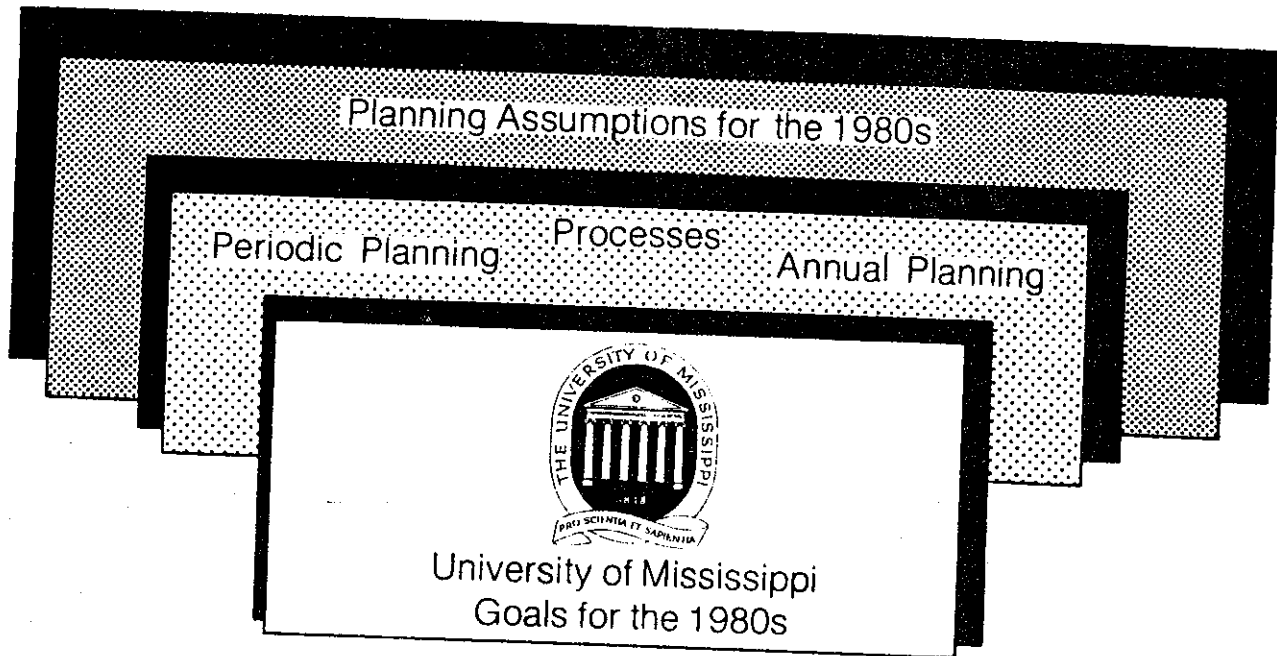
This edition of Ole Miss Through the 1980s describes planning processes designed both to serve the University on an annual basis and to provide longer-range guidance for specific departments within the University. Figure 1 depicts the Annual Planning Process at the University and its components designed to (a) establish priorities among the University's annual requests for current general funds, capital plant expansion, and building repairs and renovations; and (b) identify areas from which the University may reallocate funds. Also shown on Figure 1 as paralleling this cycle is the University's Periodic (or longer-range) Planning Process designed to establish five-year plans of operation for each department at the University. These processes are joined at the close of each Periodic Planning Process.

Figure 1

# Overview of University of Mississippi Annual and Periodic Planning Processes and Their Interrelationship



Expanding upon this introduction, the following pages describe the University's planning assumptions, goals, and means (procedures) for accomplishing its goals during the 1980s. The procedures and forms described in the following pages are dynamic in nature and many indeed already have required further refinement. However, the commitment to planning, and general concepts originally set forth in Ole Miss Through the 1980s remain unchanged.



BASED UPON ITS PLANNING ASSUMPTIONS AND THROUGH ITS ANNUAL AND PERIODIC PLANNING PROCESSES, THE UNIVERSITY OF MISSISSIPPI CAN ACCOMPLISH MANY OF ITS GOALS FOR THE 1980s.

Planning Assumptions for the 1980s

Periodic Planning Processes Annual Planning



University of Mississippi  
Goals for the 1980s

SECTION II  
**PLANNING ASSUMPTIONS FOR THE 1980s**

Significant influences on the planning, operations, and development of the institution are exerted by the environment. Thus, an assessment of relevant demographic, economic, political, educational, and employment trends is an important component of the University's planning processes. Environmental trends and projected outlooks for the 1980s form the "planning assumptions" upon which the University's Goals for the 1980s were developed and the Annual and Periodic Planning Processes have functioned.

#### 1979 Planning Assumption Highlights for the 1980s

During the Fall Semester 1979, the Planning Assumptions Task Force completed a careful review of then current environmental trends and related published projections. This task force was composed largely of faculty members selected on the basis of their professional expertise and experience in the areas of demography, economics, political science, manpower, continuing education, higher education, and institutional research. Detailed reports concerning the different aspects of the environmental outlook were prepared by the members of the Task Force who later presented them to the Goals Task Force and selected groups of administrators. These reports were included in the first edition of this publication and are also available in the Bureau of Institutional Research and Planning. Highlights of those reports are as follows:

##### Demographic Outlook for the 1980s

(Dr. Isaac W. Eberstein, Assistant Professor of Sociology)

- Mississippi's total population can be expected to grow during the 1980s due to net in-migration.
- Population growth is expected to be concentrated in four of the ten Planning and Development Districts of the State, namely the North Delta, Three Rivers, Central Mississippi, and Southern Mississippi Planning and Development Districts.
- Those who were born in the tail end of the post-war baby boom are presently reaching adulthood, and a substantial decline in the number of 18-24 year olds in Mississippi's population can be expected in the coming decade among Blacks and whites.
- The number of adults over 24 years of age in Mississippi is expected to increase substantially as a result of the aging of the baby boom cohort and an expected net in-migration of older adults to Mississippi.

##### Economic Outlook for the 1980s

(Dr. Kenneth W. Hollman, Director of the Bureau of Business and Economic Research and Professor of Economics)

- An inflationary psychology has developed in the country, and economic conditions are such that there appears to be little hope of curbing double digit inflation during the next several years.

- As Mississippi's industrial base continues to grow in the coming decade, the State may become more vulnerable to the effects of national economic fluctuations and recessionary pressures.
- When combined with high inflation rates, the inelastic tax system in Mississippi is expected to result in increased competition among state agencies for ever-scarcer fiscal resources, increased pressures to economize and improve efficiency in state agencies, and efforts to increase tax rates and tax revenues (which is likely to fuel a growing "Proposition 13" mentality).
- Energy prices are expected to continue to escalate at rapid rates, and will contribute to the fiscal problems of many state agencies, including the University.
- An increasing emphasis is likely to be placed on the generation of funds for the University's programs and operations from sources other than state appropriations. Examples of such sources include friends and alumni, corporations and foundations, student tuition, grants and contracts, etc.

#### Employment Outlook for the 1980s

(Dr. Lewis H. Smith, Co-Director of the Mid-South Center for Manpower Studies and Associate Professor of Economics)

- In general, the demand for personnel in white-collar occupations can be expected to grow rapidly in the South during the next decade. There is expected to be fast growth in jobs for engineers, health professionals, computer and related personnel, accountants, and administrators. Scientists, teachers, and lawyers face little or no growth in job opportunities.
- When the projected demand is matched to the supply of college-trained persons in various fields, it is expected that there will be a surplus of teachers, lawyers, Ph.D.s in most fields, and persons trained in languages, arts, and humanities. Shortages of engineers, doctors, nurses, accountants, and administrators are expected throughout the 1980s.
- The employment outlook associated with undergraduate and graduate academic programs is expected to receive increasing attention by students and their parents when making decisions regarding college attendance and major field of study.

#### Political Outlook for the 1980s

(Dr. Robert McArthur, Director of the Bureau of Governmental Research and Professor of Political Science and Urban and Regional Planning)

- Public skepticism over the effectiveness and efficiency of governmental agencies is expected to continue to grow, resulting in increased public pressure for economy in federal, state, and local government budgets.

- Congressional and legislative reapportionment is expected to benefit the growing metropolitan areas, including urban-based universities.
- Traditional networks of political influence in the South can be expected to weaken, and flagship universities, especially those without land-grant status, may come under increasing pressure to share prestige and funds with other public institutions.

#### Enrollment Outlook for the 1980s

(Dr. Edwin A. Rugg, Associate Director of the Bureau of Institutional Research and Planning and Assistant Professor of Educational Administration)

- The shrinking pool of the traditional college-age population (see Figure 2), public disenchantment with higher education, the escalating costs of a college education, and the over-supply of college graduates in many fields are expected to contribute to significant declines in total enrollment at most senior colleges and universities across the country including Ole Miss during the 1980s.
- Although many traditional academic programs, particularly those in the liberal arts and education, are expected to experience enrollment losses, continued enrollment growth is expected in some areas such as business and commerce.
- Continued growth in the proportion of women and Blacks in the Ole Miss student body can be expected.
- As competition for students increases and college costs escalate, particularly for out-of-state residents, it is likely to become increasingly difficult to attract out-of-state students to Ole Miss.
- Since Ole Miss is not geographically located in an urban area, national and regional projections of increasing numbers of students who are part-time and/or older, working adults are not likely to materialize on the Oxford Campus during the 1980s. Such students could be recruited to and enrolled in off-campus courses and programs, however.
- Although significant declines in total enrollment appear unavoidable at Ole Miss in the coming decade, most comparable universities are expected to experience similar or greater downturns in on-campus enrollment.