Status of Recommendations by the University Commission for a Commitment to Non-Violence

This report to the University community is one that is presented with a deep sense of gratitude and profound tribute. Several months have passed since Kent State University suffered a tragedy of untold proportions. The efforts of so many have enabled us to progress toward a goal of reconciliation with the many in the role and mission of Kent State University.
Recommendation

1. It was recommended that the faculty, student senate, and the Graduate Student Council "more quickly to establish a University Senate." (June 5, 1970)

2. It was recommended that student elections should be delayed until a referendum can be sent to all students to determine if elections should be held in the fall or by mail. (May 28, 1970)

3. It was recommended that the concept of "third-party service (peace-keeping service)" be endorsed and implemented at Kent State University. (June 11, 1970)

4. It was recommended that the President of the University initiate conferences with Black students in an effort to alleviate the high priority of Black student development and reduce Black student frustration. (June 15, 1970)

Response

1. Mr. Jay O. Schall, Chairman of Student Government Election Committee, replied on May 28, 1970, that such action would be impossible under the Student Body Constitution.

2. The faculty Senate on June 8, endorsed the concept of a University Senate. A recommendation of the faculty Senate had the concept of a University Senate taken no official action on.

3. The committee for Non-Violence was in operation, with training sessions held during the summer for all who were interested. They functioned effectively at several events.

4. Conferences with Black student leadership were initiated. Additionally, Black faculty and staff have been involved in the discussion of Black student development. Efforts have produced an increase in both Black students and faculty-staff at the University. Such efforts will be continually stressed. During the summer part of the fall quarter, President White announced the creation of the Commission on Social Equity.
which is chaired by Professor Eugene Wigner, Chairman of the Sociology Department. The report of this group is due to the President during the Winter Quarter of 1931.
5. It was recommended that the Faculty Senate create a Committee for Political Education, along with a board-based Advisory Board. The committee would study various proposals already formulated; and that an immediate beginning be made. The Faculty Senate and Student Senate should support the proposal. (June 17, 1970)

6. Changes made in security at Kent State University have been publicized through all channels of communication recommended, including use of 3000 and 4000, 3145, and the outside news media. Additional channels of communication are being considered. The committee is working to improve circulation of this publication. (June 11, 1970)

7. It was recommended that President White appoint a liaison executive to represent him with city officials; this would be during normal times, in addition to any crisis period. (June 15, 1970)
(cont.) Effective communication between the University and various officials and government agencies has been greatly expanded.
8. It was recommended that the selection of a Student Ombudsman be completed by the opening of summer school. (June 5, 1970)

8. Mr. Paul Kittel, Associate Professor of Political Science, assumed the role as Ombudsman for Students on September 15, 1970. He is charged with the prime responsibility to receive and resolve grievances of students, real or imagined, arising from actions taken by any administrative or academic office of the University. His special function is in the area of investigation and recommendation. He has been rather successful in his efforts.

9. It was suggested that President Witte direct the chairman of the Commission on Campus Safety, Dr. A. R. Litskie, to present sections of his interim report to the Riley Commission. Of specific importance were the sections dealing with:
   a) Selection procedures for University Security Officers.
   b) Training procedures and conduct for University security officers.
   c) Management and administration of the University security officers.
   d) Placement for University security activities within the University structure.
   e) Appointment of the security officers.
   f) Relationship of the University security personnel and services to other local police of the related agencies. (June 5, 1970)

9. On July 6, 1970, President Witte, in a letter to Dr. Litskie, indicated that the sections of the report of the Commission on Campus Safety that dealt with the six specific areas mentioned could be made available to the Riley Commission for information or comment. He then added that most of the recommendations of the Commission on Campus Safety would be implemented.
10. It was recommended that the Director of Residence Halls institute a 24 hour desk operation in each residence hall complex. Responsible students should act as an additional and public relations capacity and routinely check on building security. (June 5, 1970)

In addition it was recommended that the Director of Residence Halls, in conjunction with Kent Biscoff, could adopt procedures to deal with unattended occupancy and malicious damage to University property. (June 5, 1970)

10. During the summer term, such a desk operation was established in Near-Midway complex, the Seiberling complex, and in Stewart Hall. These were the buildings used during summer sessions.

During the regular academic year, a 24 hour desk operates in each dormitory complex—Seiberling, Midway, North, South, Southいく, North, and Stewart (Shower), Rome Complex (Shower), the broad area (Clin), and Gwinn Center (Shower).

Procedures to identify those who occupy rooms without authorization have been developed. House Bill 1014 includes as one of the "abusers" such categories as knowing property of another person (section 390.10 of Ohio Revised Code), attempt to burn property (section 390.74), malicious injury to property (section 390.02), attempted injury or damage to public or private property (section 390.03), malicious destruction of property (section 390.04), injury to or committing nuisance to buildings (section 390.05).

The procedures and information in House Bill 1014 have been printed and are made available to all members of the University community. They must not be reproduced again.

11. It was recommended that the campus security office keep the campus open to all traffic until late afternoon during the summer term. After some designated time, access to the campus for students and students only should be regulated. Student-manned check points should be established to provide information. (June 11, 1970)

12. It was recommended that current student-manned information points existed throughout the summer term. Supervision of the student-manned information points has been with the Office of Internal Communications.

13. President White failed to implement the recommend-
work and efforts of the Sub-Commission, created in 5/21/70, to examine and recommend changes in the K.S.U. Security policy. Dr. Kubesh presented to the Sub-Commission the information in his report (see recommendation 9). The Sub-Commission recommended several policy and organizational changes to President Becht. Many of these have been implemented, the most recent being the realigning of the Security Office under the Executive Assistant to the President’s Office and the selection of Mr. James Huber to head the Campus Security Office at K.S.U.

new release 17/4/70
approved 17/4/70
8. It was recommended that the Register’s Office implement a new identification card system which is mandatory for students, faculty, and staff of the University. The Commission also recommended that the cards be non-transferable and be validated annually at a minimum. (June 19, 1970).

13. Mr. Donald Helli, Registrar, has included a new identification card system which is mandatory for students, faculty, and staff.

15. The Vice President for Student Affairs accepted and incorporated the changes recommended by the Register Commission which provided some changes in the perpetual assembly statement in regard to the "demonstration regulations." These changes to the new appearance, as appears on p. 32 of the Handbook, was forwarded to the Vice President for Student Affairs for consideration.

(October 13, 1970)

(June 23, 1970)

(July 13, 1980)
Action on Kayley Commission Recommendations

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KEGLEY COMMISSION RECOMMENDATIONS

Recommendation  

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2. It was recommended that the Faculty Senate, Student Senate, and the Graduate Student Council "move quickly to establish a University Senate." (June 5, 1970)

3. It was recommended that the concept of "third-party service (peace-keeping services)" be endorsed and implemented at Kent State University. (June 11, 1970)

4. It was recommended that the President of the University initiate conferences with Black students in an effort to state the high priority of Black student development and reduce Black student frustration. (June 15, 1970)

Response  

1. Mr. Jerry Warnement, Chairman of Student Government Election Committee, replied on May 28, 1970, that such action would be impossible under the Student Body Constitution.

2. The Faculty Senate, on June 8, endorsed the concept of a University Senate. A referendum of the faculty also endorsed the concept. (The results of the faculty referendum found for 387 neutral 52 against 91 unclear 4 Total 534) Student Senate has taken no official action on this recommendation from the Kegley Commission. G.S.C. action?

3. The Committee for Non-Violence was in operation, with training sessions held during the summer for all who were interested. They functioned effectively at several events. A committee was formed to facilitate coordination between the Committee for Non-Violence and other interested areas of the University.

4. Conferences with Black student leadership were initiated. Additionally, Black faculty and staff have been involved in the discussion of Black student development. Recruiting efforts have produced an increase in both Black students and faculty-staff at the University. Such efforts will be continually stressed. During the early part of the Fall Quarter, President White announced the
Recommendation

5. It was recommended that the Faculty Senate create a Committee for Political Education, along with a broad-based Advisory Board. The Committee would study various proposals already formulated; and that an immediate beginning be made. The Faculty Senate and Student Senate should support the proposal. (June 17, 1970)

6. It was recommended that the University "saturate" the University community with any and all security charges. There were eleven (11) channels of communication recommended, including use of 672-3000 and 672-4000, F.Y.I., and the outside news media. (June 11, 1970)

7. It was recommended that President White appoint a liaison executive to represent him with city officials; this would be during normal times, in addition to any crisis period. (June 15, 1970)

Response

4. Creation of the Commission on Racial Equity which is chaired by Professor Eugene Wenninger, Chairman of the Sociology Department. The report of this group is due to the President during the Winter Quarter of 1971. Meetings with leadership in the Black United Students' Organization have been held and will continue.

5. The Faculty Senate established the Committee for Political Education on July 9, 1970. They asked that the Committee be chaired by a member of the Political Science Department. A broad-based advisory committee was authorized, with powers of appointment delegated to the Committee chairman. Specifically, the Committee was charged with the responsibility to assist in implementing the Educational Policies Council's program of political education activities. Also, the Committee should receive or originate other long- and short-range political education programs.

6. Changes made in security at Kent State University have been publicized through all eleven (11) recommended channels. This will continue. The circulation of the F.Y.I. has been expanded, and the use of "Information 3000" has been overwhelming.

7. On June 23, 1970, President White announced the appointment of Mr. John Huffman as Special Assistant to the President for Crisis Operations. Part of Mr. Huffman's responsibilities fall into the area of coordinating programs and
Recommendation

8. It was recommended that the selection of a Student Ombudsman be completed by the opening of summer school. (June 5, 1970)

9. It was requested that President White direct the chairman of the Commission on Campus Security, Dr. Arvin Lubetkin, to present sections of his interim report to the Kegley Commission. Of specific importance were the sections dealing with:
   a) "Selection procedures for University security officers.
   b) Training procedures and content for University security officers.
   c) Management and administration of the University security officers.
   d) Placement for University security activities within the University structure.
   e) Armament of the security officer.
   f) Relationship of the University security personnel and services to other local police of the related agencies." (June 5, 1970)

Response

7. Responsibilities between the City of Kent and the University. Communication between the University and various officials and government agencies has been greatly expanded.

8. Mr. Paul C. Kitchin, Associate Professor of Political Science, assumed the role as Ombudsman for Students on September 15, 1970. His prime responsibility is to "receive and resolve grievances of students, real or imagined, arising from actions taken by any administrative or academic office of the University... His general functions are in the area of investigation and recommendation." To date, he has been rather successful in his efforts.

9. On July 6, 1970, President White, in a letter to Dr. Lubetkin, indicated that the sections of the report of the Commission on Campus Security that dealt with the six specific areas mentioned could be made available to the Kegley Commission for information or comment.

The President also indicated that most of the recommendations of the Commission on Campus Security would be implemented.
Recommendaion

10. It was recommended that the Director of Residence Halls institute a 24-hour desk operation in each residence hall complex. Responsible students should act in an informational and public relations capacity, and routinely check on building security. In addition, it was recommended that the Director of Residence Halls, in conjunction with Kent Interhall Council, adopt procedures to deal with unauthorized occupancy and malicious damage to University property. (June 5, 1970)

Response

10. During the summer term, such a desk operation was established in Beall-McDowell complex, the Tri-Towers complex, and in Stewart Hall. These were the buildings used during summer sessions.

During the regular academic year, a 24-hour desk operates in each dormitory complex--Tri-Towers, Beall-McDowell, Small Group Housing (Stewart), Front Campus (Terrace), the Quad Area (Olson), and Eastway Center (Manchester).

Procedures to identify those who occupy room without authorization have been strengthened.

House Bill 1219 includes as some of the "activators" such categories as burning property of another person (section 2307.05 of the Ohio Revised Code), attempt to burn property (section 2907.06), malicious injury to property (section 2907.08), intentional injury or damage to public or private property (section 2907.082), malicious destruction of property (section 2901.01), injury to or committing nuisance in buildings (section 2909.09).

The procedures legislated in House Bill 1219 have been printed and were made available to all members of the University community. They need not be rehashed again. Questions may be directed to Mr. John Huffman, Dean for Judicial Counsel at 672-7970.
Recommendation

11. It was recommended that the Campus Security Office keep the campus open to all traffic until late afternoon during the summer term. After some designated time, access to the campus should be limited. Student-manned checkpoints should be established to provide information. (June 11, 1970)

12. It was recommended that current policy and procedural decisions concerned with campus security and/or safety shall be communicated for information purposes to the Security Task Force of the Kegley Commission. All proposed policies and procedures dealing with campus safety and security should be sent to Kegley Commission for their advice and counsel. (June 17, 1970)

Response

11. Six student-manned information points existed throughout the summer terms. Supervision of the information points was with the Office of Internal Communications.

12. President White failed to implement this recommendation because it was felt that the Kegley Commission would be duplicating the work and efforts of the Lubetkin Commission, created on May 21, 1970, to examine and recommend procedure changes in the K.S.U. security policies. Dr. Arvin Lubetkin presented to the Kegley Commission the information in his report (see Recommendation #9).

The Lubetkin Commission recommended several policy and organizational changes to President White. Many of these have been implemented, the most recent being the realigning of the Security Office under the Executive Assistant to the President's Office and the selection of Mr. James Fyke to head the Campus Security Office at K.S.U.

13. It was recommended that the Registrar's Office implement a new identification card system which is mandatory for students, faculty and staff of the University. The Commission also recommended that the cards be non-transferable and be re-validated annually at a minimum. (June 24, 1970)

Mr. Donald Halter, Registrar, has instituted a new identification card system which is mandatory for students, faculty and staff.
Recommendation

14. It was recommended that certain changes be made in the Handbook of Student Rules and Regulations, 1969, specifically relating to the demonstration policy and the off-campus speaker policy.

a) The Kegley Commission endorsed the existing statement with several slight modifications.

b) The Kegley Commission also recommended several changes in the "demonstration regulations" section. A second recommendation, dated July 13, 1970, was forwarded to the Vice President for Student Affairs, advocating free audio equipment to all organizations or registrants.

c) Several recommended changes in the Off-Campus Speaker's Policy were forwarded to the Vice President for Student Affairs for consideration. (June 29, 1970) (July 13, 1970)

Response

14. a) The Vice President for Student Affairs accepted and incorporated the changes recommended by the Kegley Commission which provided minor changes in the past statement in regard to the peaceful assembly policy. These changes now appear on page 32 of the Handbook.

b) In regard to the Kegley recommendations in the "demonstration regulations" section, the intent of the changes were accepted, with only semantical alterations, in all of the suggested changes except one. The single point was that the University should provide audio equipment to any and all groups at no charge. This recommendation was rejected on the ground that, upon designation and implementation of the Hyde Park concept, no audio equipment at all should be used in this area.

c) In addition to the acceptance of all but one of the Commission's recommendations on "demonstration regulations," the Vice President for Student Affairs also accepted all of the Commission's recommended changes in regard to the Off-Campus Speaker's Policy. This included the three general points in the policy and the few procedural sections of the policy (pp. 35-36 in Handbook).
UNIVERSITY COMMISSION TO IMPLEMENT A COMMITMENT TO NON-VIOLENCE

In the days, weeks and months that followed the tragic events of May, many, many members of the Kent State community supplied untold hours to the task of raising this University from the nadir of its history. In addition to thousands of unselfish individual efforts, numerous organized efforts produced noteworthy results. One of the outstanding contributors to this task was the University Commission to Implement a Commitment to Non-Violence. Their work was thorough and effective; as the majority of their recommendations have been implemented, this is further tribute to their work.

Their recommendations were on many different subjects and topics, affecting every segment of the University. The work of all of the members--students, faculty, and administrators--uncovered some problems and deficiencies. Hopefully, these have now been eliminated. Their work also provided them a greater appreciation of the positive steps that had already been taken at Kent State.

It seems appropriate now, having catalogued the Commission's recommendations and the status of the proposals, to undertake a general comment about a few of the problems and challenges that lie ahead for this institution. This will hopefully lay the foundations for further discussion, comments and dialogue.

There has been a communication problem at Kent State in the past. There are still practical and real problems and barriers to communication today. Among the practical problems are the 60% of the Kent State University student body that comprises off-campus students, commuter groups, and evening students. How does any single individual communicate meaningfully to them? The organizational structure of these groups has traditionally been weak and ineffective, although substantive efforts have been made recently. Each and every segment of the University community should be heard. Such channels as the Student Senate, the Faculty Senate, the Student-Faculty committee system, the Vice President for Student Affairs, the Kent Interhall Council, the Vice President and Provost, the College Deans and their advisory groups, department chairmen and departmental committees are examples which come to mind immediately. These contacts should be made by each and every student who wishes to participate in University governance. Such contacts are vital and meaningful in making constructive changes and yet determining a sense of continuity and progress at our University.

At the same time, there are barriers to communication among all segments of the University. Outstanding efforts have been made from many sources, not the least of which are expanded student involvement and participation in University governance by sitting with faculty and administrative staff on various vital and necessary committees, an active role in College Advisory Board and committees, an increasing involvement in academic departments, an "open door" policy in the Student Affairs Division, the Faculty Associate Program, increased student contacts with officers of the University, and so on. The barriers, nonetheless, do remain reality. Everyone wants face-to-face dialogue; this is indeed a high goal and a desirable one. But this is simply not possible.
Pressures mount on everyone—students are always pressured to find enough hours in the day to work, sleep, and relax through various activities on and off the campus. Faculty teach heavy loads; and, coupled with preparations, research, advising, community service, and the like, they are always trying to locate extra time. Administrators comprise another category of the University that have time pressures upon them. The day-to-day operation of a multi-million dollar organization, one that provides a variety of services more diverse than almost any other single "non-educational" organization, is indeed a time-consuming task. The normal operation of a University community of over thirty thousand students, faculty, administrative staff, and civil service employees requires an extensive and full-time effort. The students, faculty, and staff at this University have been working overtime to convince ourselves, the state, and the nation that Kent State University must—and will—recover from the horrible events of May. These pressures are all of us face—students, faculty, administrative staff, and those in the civil service. It cannot be said enough that this University has demonstrated that it has no shortage of spunk. And, it has abundant energy to be applied in a myriad of events, activities, projects, proposals, recommendations, and service. The talent is present; the desire is present; the efforts have been, and are continuing to be put forth. But for these to be successful, for Kent State University to rebound and move forward in a meaningful way, more ingredients must be present in this formula. These are trust and understanding.

There remains today a basic deficiency of both. Students must trust that the faculty is sincerely interested in providing them with the best possible education available anywhere. Faculty members must trust that students are interested and involved in the educational process. Students must trust in the University administration, and this administration must be honest, open, and sincere in its actions.

Understanding is based upon this trust. Understanding is the capacity to realize that people are going to make mistakes in their work. It is the capacity to believe that no campus segment intentionally undermines another segment, regardless of whether viewpoints differ on specific issues. We must believe that efforts by students, faculty, and staff are indeed sincere in what they believe is best for Kent State University, openly admitting that perspectives, opinions, and pressures are different within each group. We must understand the problems and pressures each one of us is faced with. Only through an understanding of the issues, the ramifications of the decisions, along with a basic trust that must permeate the entire community can this University fully and completely implement a commitment to non-violence. It was the task of Mr. Charles Kegley and the Commission to produce recommendations and suggestions along this line. They did their task well, but we must now move forward together to insure that Kent State University inculcates this commitment totally and completely. We have done much, as this will show, but more is ahead. With everyone's help, trust, and understanding, these goals can be reached also.
KEGLEY COMMISSION RECOMMENDATIONS

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Procedures to identify those who occupy room without authorization have been strengthened. A policy on registration of guests has passed Residence Hall Committee, House Bill 1219 includes as some of the "activators" such categories as burning property of another person (section 2307.05 of the Ohio Revised Code), attempt to burn property (section 2907.06), malicious injury to property (section 2907.08), intentional injury or damage to public or private property (section 2907.082), malicious destruction of property (section 2901.01), injury to or committing nuisance in buildings (section 2909.09).

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The Student Conduct Code has provisions dealing with destruction of University property.
KEGLEY COMMISSION

Recommendation

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a) The Kegley Commission endorsed the existing statement with several slight modifications.

b) The Kegley Commission also recommended several changes in the "demonstration regulations" section. A second recommendation, dated July 13, 1970, was forwarded to the Vice President for Student Affairs, advocating free audio equipment to all organizations or registrants.

c) Several recommended changes in the Off-Campus Speaker's Policy were forwarded to the Vice President for Student Affairs for consideration. (June 29, 1970) (July 13, 1970)

Response

14. a) The Vice President for Student Affairs accepted and incorporated the changes recommended by the Kegley Commission which provided minor changes in the past statement in regard to the peaceful assembly policy. These changes now appear on page 32 of the Handbook.

b) In regard to the Kegley recommendations in the "demonstration regulations" section, the intent of the changes were accepted, with only semantical alterations, in all of the suggested changes except one. The single point was that the University should provide audio equipment to any and all groups at no charge. This recommendation was rejected on the grounds that, upon designation and implementation of the Hyde Park concept, no audio equipment at all should be used in this area.

c) In addition to the acceptance of all but one of the Commission's recommendations on "demonstration regulations," the Vice President for Student Affairs also accepted all of the Commission's recommended changes in regard to the Off-Campus Speaker's Policy. This included the three general points in the policy and the few procedural sections of the policy (pp. 35-36 in Handbook).
15. It was recommended that:
1) the Vice President and Provost initiate an in-depth study of R.O.T.C. on the Kent State campus; that by the Fall of 1970,
2) all drill and strictly military training activities should be moved to the area near the new football stadium,
3) that R.O.T.C. administrative officers should be moved from central campus location to a peripheral or off-campus location,
4) that uniforms and military courtesy procedures be eliminated from campus except in formally designed areas and/or on special occasions.

It was further suggested that:
1) the administration of the R.O.T.C. program should be removed from the College of Arts and Sciences and should be placed in the Office of the Vice President and Provost,
2) that the University should exercise continuous and more stringent control of the academic areas within the R.O.T.C. curriculum, and
3) that consideration should be given to transferring certain courses of a more academic nature to appropriate academic departments.

A final phase of the recommendation called for the publicity of changes in the R.O.T.C. structure and curriculum, as well as continual efforts to solicit information, ideas, suggestions and attitudes from students and faculty concerning R.O.T.C. at the University (July 23, 1970)

In a later action (August 13, 1970), the Commission recommended that R.O.T.C. be completely eliminated by the beginning of Fall Quarter 1972.

15. The Reserve Officers Training Corps (R.O.T.C.) issue at Kent State University has been an emotional question to many segments of the community. In response to the recommendation from the Kegley Commission,
1) the Vice President and Provost has instituted an in-depth study of R.O.T.C. on this campus. The question has been aired at public hearings held by the Educational Policies Council (E.P.C.). The series of public hearings are nearing conclusion; at that point the E.P.C. will discuss the question in full session. After the alternatives have been outlined, a subcommittee of the E.P.C. will formulate a specific recommendation, with the final proposal endorsed by the E.P.C. The recommendation will go through Vice President and Provost Bernard Hall to the Faculty Senate for action. The Faculty Senate recommendation will go to President White for action.

Relating to the second point of the Kegley Commission recommendation,
2) all drill and strictly military training activities have been moved away from the commons area to an off-campus location. The amount of drilling time has been substantially reduced.
3) The administrative offices of R.O.T.C. have been moved from their central campus location to temporary space in Rockwell Hall.
4) Military courtesy procedures are appropriate only in drilling situations. Uniforms are required only in drilling and military science classroom settings. The Educational
16. A lengthy report and a series of recommendations was submitted to and authorized by the Kegley Commission. The report dealt with communications. A total of sixteen recommendations from the report were passed by the Kegley Commission. It was recommended that:

1) President White maintain maximum visibility and exposure, in person and via the electronic media.

2) No less than one academic dean (selected annually by his peers) should participate in existing cabinet meetings, specifying items for the weekly agenda.

3) The President should delegate increased authority to free himself for symbolic and substantive, face-to-face communication.

4) The Vice President and Provost should establish an "Academic Cabinet" to include, but not necessarily be limited to the Provost, the deans, the department chairmen, and students.

5) The President—and the Vice Presidents—are encouraged to participate in systematic, informal meetings with academic departments, dorms, and major service officers of the University.

6) Colleges should be abolished. Curricular autonomy and close budgetary should be supervised by an expanded Office of the Vice President and Provost.

7) Consideration should be given to the proposal to have the academic sector absorb the functions and personnel of the Vice President for Student Affairs.

Response

15. Policies Council recommendation will delve into all of the remaining aspects listed by the Kegley Commission recommendations.

16. In response from President White (August 21, 1970) to the recommendation that R.A.C. be completely eliminated by fall of 1972, he reminded the Commission of his statement in the April 26, 1970 issue of T.Y.C., which noted "faculty primary" in all curriculum matters.

1) President White has made increased efforts to establish informal contacts with students and student groups. He meets several times a month with small student groups in his office; he lunches periodically in a residence hall; he has instituted the practice of "dropping-in" on various student group meetings; he has attended informal "rap" sessions in both residence halls and off-campus living units; he meets with student leaders and members of the campus news media periodically. Communication with all segments of the University community is vital and necessary. Extensive efforts continue to be made in this area.

2) President White has stated that the Vice President and Provost is in a position to transmit this information to him. As Dr. Hall has instituted increased contacts with both deans and department chairmen, it was felt that the present composition of this strictly advisory group should remain as currently staffed.
KEGLEY COMMISSION

Recommendation

16. 8) All divisions should be repeatedly reminded that their sole function, their sole reason for existence, is to facilitate teaching and learning.

9) In the interest of horizontal communication, the Faculty Senate is encouraged to request the attendance of the Vice President for Student Affairs at all Senate meetings.

10) Student Affairs Counselors should be placed in every academic department, with the sole function of advising students and faculty alike on methods of acquiring student services.

11) The Commission reaffirmed its call for a University Senate. (see Recommendation #2)

12) All academic departments should improve academic advising by:
   a) abandoning the assumption that all faculty members are willing and able to provide academic advising;
   b) establishing volunteers--with the understanding that excellence in advising will be adequately rewarded, subject to student evaluation;
   c) establishing an Advising Coordinator who would keep central records on all advisors, keep up-to-date with all changes, keep all advisors so informed, and encourage full communication between students and faculty.

13) Each academic department should select from its faculty, by vote of student majors, a departmental ombudsman.

14) Departments are strongly encouraged to sub-divide all classes with an enrollment exceeding 50 students--even at the expense of cutting back in graduate programs.

15) All offices of the University provide an intensive orientation for all employees.

Response

16. This does not preclude opinions, as meetings with deans and the Faculty Senate Executive Committee continue.

3) Responsibilities are being delegated and more contacts with the constituents of the campus community are being developed. Decentralization and decision-making at lower levels is vital to the continued and efficient operation of the University.

4) An 'Academic Cabinet' concept currently exists with somewhat the composition outlined. In addition, Vice President Hall has re-instituted meetings with departmental chairmen. This concept had been dormant for several years.

5) Visibility and participation in discussions have been increased in the academic and student sector of the University. The Academic Administrative Advisory Council (AAAC), the departmental meetings with the Provost, and student contacts have been mentioned previously.

6) The recommendation to abolish colleges operates, in reverse of all existing efforts to decentralize and delegate responsibility, as well as to increase personal contact and communication with decision-makers--which was the major thrust of this series of recommendations. Efforts to increase decision-making at the collegiate level is preferable to centralizing all decisions in an enlarged Office of the Vice President and Provost. Rejected.
Recommendation

16) A full-scale, in-depth reconsideration of Academic Tenure considering perhaps a periodic review based solely upon criterion of professional competency of all tenured professors should be done.

17) Finally, all departments should move immediately to include a significant percentage of faculty and students in basic departmental policy-making. (September 4, 1970)

Response

7) The recommendation to have the academic sector administer student personnel services would only produce "faculty administrators," probably at the expense of both teaching and efficiency because of time and work demands. Involvement by the faculty in these areas is vital and necessary, as is indicated by student and faculty involvement on all major committees.

8) The aim and direction of the entire University staff--both teaching and administrative--is to provide the best possible learning situation, advancing knowledge, and providing public service. But the primary concern is the student.

9) The Vice President for Student Affairs has been attending the meetings of the Faculty Senate regularly.

10) Most of the Colleges have counselors available in the office, often specified to do only counseling. Information on any and all student services is available from the Vice President for Student Affairs.

11) The status of the University Senate is provided in Recommendation #2.

12) a) Academic departments rarely operate on the assumption that all faculty members are capable or desirous of doing academic advising.

b) Beginnings are being made in this area, with some departments considering capable advising as criteria for promotion.

c) Each College has a designated individual who
operates as the advisor for students of that College. Records are maintained on academic advisors within the specific College.

The Associate and Assistant Deans Committee is formulating specific recommendations on student advising to forward to AAAC shortly.

13) The concept of a departmental ombudsman may be replaced with the appointment of Mr. Paul Kitchin as Ombudsman for Students. Faculty may request the services of Mr. Harold Kitner as Dean for Faculty Counsel.

14) Each academic department, to the best of its ability, strives for continual reduction in class size. Financial resources, space, and teaching personnel available severely limit implementation of this proposal.

15) All non-academic personnel in every University office, regardless of how long they have been employed, now receive an intensive orientation about Kent State University.

16) The question of Academic Tenure is of concern to all segments of the University community as well as to the general public. Although having been touched on by the July 1970 Faculty Code of Ethics, the issue of tenure demands constant and continual evaluation.

17) All Colleges possess significant numbers of students on college committees. Student participation in departmental committees varies greatly from department to department. Students are not normally involved at the departmental level in regard to decisions on promotion, tenure, and salary. Students possess an expanded voice in curriculum matters at the collegiate and departmental levels.
17. It was recommended that a standing committee on student information be formed with the task of implementing, modifying, and monitoring the collection and use of information on students. Distinctions must be drawn clearly between public, private, and confidential student information. (July 23, 1970)

18. It was recommended that President White institute an "open door" policy one day per week. Scheduling of the time would be flexible, depending upon commitments of the President. (August 5, 1970)

19. It was recommended that President White advise all faculty and administrative committees to include undergraduate students with full voting privileges. (August 5, 1970)

17. On December 1, 1970, President White announced the formation of the University Commission on Student Information Storage and Transmission which is charged with the preparation of a recommendation, leading to the evolution of an all-University policy regarding the storage of student information in all main campus departments and the transmission and dissemination of information about students to all sources. The chairman of the Commission is Dr. Gordon Bigelow. The Commission has been requested to have its recommendations to the President before the end of Winter Quarter, 1971.

18. Although this has not been instituted formally, students and faculty, individually or in group settings, can and do have an opportunity to talk to the President. It should be noted that the President of any large state university necessarily cannot be his own master. He is committed to students, faculty, administrative staff, parents, alumni, legislators, Regents, Trustees and the general public to mention a few. Excluded from this were irregular sessions with investigating bodies, court appearances, select committees, and demands from the mass media. Students and faculty groups remain of the highest priority.

19. Student participation on committees is continuing to expand. Students sit as full voting members on every Student Affairs committee. Students sit on several collegiate-level committees. They also participate as full members of numerous Administrative Committees, as well as on a rather limited basis in Faculty Senate and departmental level committees.
20. It was recommended that the first week of the Fall Quarter, 1970, be devoted to and designated as an orientation week. In an effort to promote understanding of the University structure and to facilitate better communication, all faculty, staff, and students must attend such an orientation. (August 17, 1970)

21. It was recommended that a pamphlet be compiled of pertinent information for students and faculty. It should contain factual information about University committees, the structure of the University, listings of department chairmen, and information about the Board of Trustees. (August 17, 1970)

Also the Kegley Commission recommended that a series of position papers be formulated, each dealing with a single topic, on all items of concern. (August 17, 1970)

20. On September 18, 1970, all deans, department chairmen, and administrative officers were in attendance at an all-day briefing session. This session laid the foundation for these people to conduct decentralized orientation meetings within the colleges, academic departments, and administrative divisions of the University. Packets of information and "position papers" were made available to all faculty, staff, and civil service supervisors. Academic advising was expanded for Fall Quarter registration, with faculty members requested to expand office hours during this period. The annual "Think Week" program was moved to the early part of Fall Quarter with the theme "Power to the Peaceful." As mentioned previously, all civil service personnel are exposed to an on-going orientation session, scheduled weekly during the 1970-71 academic year. The Student Contact Task Force of the Kegley Commission joined with a Student Government orientation program prior to the opening of school, and they held sessions that were open to the entire student body during the registration week.

21. Position papers and packets of information were prepared and distributed to all student leaders, faculty, administrative staff, and civil service supervisors. The packets were also made available to all students who attended any orientation session or briefing session. Many were reiterated in F.Y.I., which were mailed to all students, faculty, and staff during the summer. Mr. John Huffman coordinated a group of students, faculty, and staff who spoke to any group upon request.
Recommendation

22. It was recommended that the University make a film which has as its goal to discuss the issues and to stimulate input from all sources. Students should view the film during the first week of Fall Quarter 1970. (August 17, 1970)

23. It was recommended:
   a) that the President's Cabinet catalog concerns that must be responded to prior to the opening of school;
   b) that all committees be reconvened immediately;
   c) that President White move forward on all recommendations;
   d) that faculty-staff discussions be held prior to the opening of school;
   e) that President White hold a meeting for all faculty and staff; and,
   f) that the faculty, following an orientation session, should be involved with the orientation of students upon their return. (August 7, 1970)

Response

22. It was felt that time, money, and human resources could be better utilized in communicating positions to the University community. As position papers, information packets, the F.Y.I., and orientation and discussion sessions were held, the film was not made. An additional film was very inadequate to do a quality film.

23.
   a) The President's Cabinet was constantly abreast of events and issues which needed immediate attention and action.
   b) Committees were not reconvened until the opening of school, as the membership, especially many students and faculty, were scattered for the summer.
   c) Recommendations were often implemented immediately; others required more consideration.
   d) The faculty-staff discussions were held in the form of briefings within departments and colleges, the pre-opening orientation, and various informal contacts with individual faculty, Faculty Senate, and the Executive Committee of Faculty Senate.
   e) On September 21, 1970, an all-faculty and staff meeting was held in Memorial Gym, with the President addressing these groups.
   f) Following the September 21, meeting, department chairmen were asked to conduct orientation sessions within their own departments. It was hoped that the faculty would then be better prepared to participate in student orientation sessions. Each department considered what role its members should play and what method of orientation would be the most successful.
24. It was recommended that the University provide a "Speaker's Lawn," preferably on the site of the former L.O.T.C. building. The rules should be few, simple, and informal. No speaker registration is necessary, and a speaker can talk as long as he has an audience. (July 23, 1970).

Response:
The Hyde Park concept has been accepted and will be implemented by spring 1971. The location, which was determined by the Commission on Campus Natural and Physical Environment and the Student Affairs Council, President White concurred with the Kegley Commission recommendation. The site of the Hyde Park will be the site suggested originally by the Kegley Commission.
UNIVERSITY COMMISSION TO IMPLEMENT A COMMITMENT TO NON-VIOLENCE

In the days, weeks and months that followed the tragic events of May, many members of the Kent State community supplied untold hours to the task of raising this University from the nadir of its history. In addition to thousands of unselfish individual efforts, numerous organized efforts produced noteworthy results. One of the outstanding contributors to this task was the University Commission to Implement a Commitment to Non-Violence. Their work was thorough and effective; as the majority of their recommendations have been implemented, this is further tribute to their work.

Their recommendations were on many different subjects and topics, affecting every segment of the University. The work of all of the members--students, faculty, and administrators--uncovered some problems and deficiencies. Hopefully, these have now been eliminated. Their work also provided them a greater appreciation of the positive steps that had already been taken at Kent State.

It seems appropriate now, having catalogued the Commission's recommendations and the status of the proposals, to undertake a general comment about a few of the problems and challenges that lie ahead for this institution. This will hopefully lay the foundations for further discussion, comments and dialogue.

There has been a communication problem at Kent State in the past. There are still practical and real problems and barriers to communication today. Among the practical problems are the 60% of the Kent State University student body that comprises off-campus students, commuter groups, and evening students. How does any single individual communicate meaningfully to them? The organizational structure of these groups has traditionally been weak and ineffective, although substantive efforts have been made recently. Each and every segment of the University community should be heard. Such channels as the Student Senate, the Faculty Senate, the Student-Faculty committee system, the Vice President for Student Affairs, the Kent Interhall Council, the Vice President and Provost, the College Deans and their advisory groups, department chairmen and departmental committees are examples which come to mind immediately. These contacts should be made by each and every student who wishes to participate in University governance. Such contacts are vital and meaningful in making constructive changes and yet determining a sense of continuity and progress at our University.

Communication is being expanded in every way humanly possible - among students and faculty groups and individuals. At the same time, there are barriers to communication among all segments of the University. Outstanding efforts have been made from many sources, not the least of which are expanded student involvement and participation in University governance by sitting with faculty and administrative staff on various vital and necessary committees, an active role in College Advisory Board and committees, an increasing involvement in academic departments, an "open door" policy in the Student Affairs Division, the Faculty Associate Program, increased student contacts with officers of the University, and so on. These barriers, nonetheless, do remain reality. Everyone wants face-to-face dialogue; this is indeed a high goal and a desirable one. But this is simply not possible.
Pressures mount on everyone--students are always pressured to find enough hours in the day to work, sleep, and relax through various activities on and off the campus. Faculty teach heavy loads, and, coupled with preparations, research, advising, community service, and the like; they are always trying to locate extra time. Administrators comprise another category of the University that have time pressures upon them. The day-to-day operation of a multi-million dollar organization, one that provides a variety of services more diverse than almost any other single "non-educational" organization, is indeed a time-consuming task. The normal operation of a University community of over thirty thousand students, faculty, administrative staff, and civil service employees requires an extensive and full-time effort. The students, faculty, and staff at this University has been working overtime to convince ourselves, the state, and the nation that Kent State University must--and will--recover from the horrible events of May. These are pressures all of us face--students, faculty, administrative staff, and those in the civil service. It cannot be said enough that this University has demonstrated that it has no shortage of spunk. And, it has abundant energy to be applied in a myriad of events, activities, projects, proposals, recommendations, and service. The talent is present; the desire is present; the efforts have been, and are continuing to be, put forth. But for these to be successful, for Kent State University to rebound and move forward in a meaningful way, more ingredients must be present in this formula. These are trust and understanding.

There remains today a basic deficiency of both. Students must trust that the faculty is sincerely interested in providing them with the best possible education available anywhere. Faculty members must trust that students are interested and involved in the educational process. Students must trust in the University administration, and this administration must be honest, open, and sincere in its actions.

Understanding is based upon this trust. Understanding is the capacity to realize that people are going to make mistakes in their work. It is the capacity to believe that no campus segment intentionally undermines another segment, regardless of whether viewpoints differ on specific issues. We must believe that efforts by students, faculty, and staff are indeed sincere in what they believe is best for Kent State University, openly admitting that perspectives, opinions, and pressures are different within each group. We must understand the problems and pressures each one of us is faced with. Only through an understanding of the issues, the ramifications of the decisions, along with a basic trust that must permeate the entire community, can this University fully and completely implement a commitment to non-violence. It was the task of Mr. Charles Kegeley and the Commission to produce recommendations and suggestions along this line. They did their task well, but we must now move forward together to insure that Kent State University inculcates this commitment totally and completely. We have done much, as this will show, but more is ahead. With everyone's help, trust, and understanding, these goals can be reached also.
KEGLEY COMMISSION RECOMMENDATIONS

Recommendation |
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1. It was recommended that student elections should be delayed until a referendum can be sent to all students to determine if elections should be held in the fall or by mail. (May 25, 1970)

Response |
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1. Mr. Jerry Warnement, Chairman of Student Government Election Committee, replied on May 26, 1970, that such action would be impossible under the Student Body Constitution.

2. It was recommended that the Faculty Senate, Student Senate, and the Graduate Student Council "move quickly to establish a University Senate." (June 5, 1970)

Response |
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2. The Faculty Senate, on June 8, endorsed the concept of a University Senate. A referendum of the faculty also endorsed the concept. (The results of the faculty referendum found for 387 neutral 52 against 91 unclear 4 Total 534) Student Senate has taken no official action on this recommendation from the Kegley Commission.

3. It was recommended that the concept of "third-party service (peace-keeping services)" be endorsed and implemented at Kent State University. (June 11, 1970)

Response |
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3. The Committee for Non-Violence was in operation, with training sessions held during the summer for all who were interested. They functioned effectively at several events. A committee was formed to facilitate coordination between the Committee for Non-Violence and other interested areas of the University.

4. It was recommended that the President of the University initiate conferences with Black students in an effort to state the high priority of Black student development and reduce Black student frustration. (June 15, 1970)

Response |
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4. Conferences with Black student leadership were initiated, both by President White and Vice-President Rountree. Additionally, Black faculty and staff have been involved in the discussion of Black student development. Recruiting efforts have produced an increase in both Black students and faculty-staff at the University. Such efforts will be continually stressed. During the early part of the Fall Quarter, President White announced the
Recommendation

4. Creation of the Commission on Racial Equity which is chaired by Professor Eugene Wenninger, Chairman of the Sociology Department. The report of this group is due to the President during the Winter Quarter of 1971.

5. It was recommended that the Faculty Senate create a Committee for Political Education, along with a broad-based Advisory Board. The Committee would study various proposals already formulated; and that an immediate beginning be made. The Faculty Senate and Student Senate should support the proposal. (June 17, 1970)

6. It was recommended that the University "saturate" the University community with any and all security charges. There were eleven (11) channels of communication recommended, including use of 672-3000 and 672-4000, F.Y.I., and the outside news media. (June 11, 1970)

7. It was recommended that President White appoint a liaison executive to represent him with city officials; this would be during normal times, in addition to any crisis period. (June 15, 1970)

Response

5. The Faculty Senate established the Committee for Political Education on July 9, 1970. They asked that the Committee be chaired by a member of the Political Science Department. A broad-based advisory committee was authorized, with powers of appointment delegated to the Committee chairman.

Specifically, the Committee was charged with the responsibility to assist in implementing the Educational Policies Council's program of political education activities. Also, the Committee should receive or originate other long- and short-range political education programs.

6. Changes made in security at Kent State University have been publicized through all eleven (11) recommended channels. This will continue. The circulation of the F.Y.I. has been expanded, and the use of "Information 3000" has been overwhelming. "Newsrap" (4000) has also been enlarged and publicized.

7. On June 23, 1970, President White announced the appointment of Mr. John Huffman as Special Assistant to the President for Crisis Operations. Part of Mr. Huffman's responsibilities fall into the area of coordinating programs and
KEGLEY COMMISSION

Recommendation

8. It was recommended that the selection of a Student Ombudsman be completed by the opening of summer school. (June 5, 1970)

8. Mr. Paul C. Kitchin, Associate Professor of Political Science, assumed the role as Ombudsman for Students on September 15, 1970. His prime responsibility is to "receive and resolve grievances of students, real or imagined, arising from actions taken by any administrative or academic office of the University... His general functions are in the area of investigation and recommendation." To date, he has been rather successful in his efforts.

9. On July 6, 1970, President White, in a letter to Dr. Lubetkin, indicated that the sections of the report of the Commission on Campus Security that dealt with the six specific areas mentioned could be made available to the Kegley Commission for information or comment.

The President has indicated that most of the recommendations of the Commission on Campus Security would be implemented.

Response
Recommendation

10. It was recommended that the Director of Residence Halls institute a 24-hour desk operation in each residence hall complex. Responsible students should act in an informational and public relations capacity, and routinely check on building security. In addition, it was recommended that the Director of Residence Halls, in conjunction with Kent Interhall Council, adopt procedures to deal with unauthorized occupancy and malicious damage to University property. (June 5, 1970)

Response

10. During the summer term, such a desk operation was established in Beall-McDowell complex, the Tri-Towers complex, and Stewart Hall. These were the buildings used during summer sessions.

During the regular academic year, a 24-hour desk operates in each dormitory complex--Tri-Towers, Beall-McDowell, Small Group Housing (Stewart), Front Campus (Terrace), the Quad Area (Olson), and Eastway Center (Manchester).

Procedures to identify those who occupy room without authorization have been strengthened.

House Bill 1219 includes as some of the "activators" such categories as burning property of another person (section 2307.05 of the Ohio Revised Code), attempt to burn property (section 2907.06), malicious injury to property (section 2907.08), intentional injury or damage to public or private property (section 2907.082), malicious destruction of property (section 2901.01), injury to or committing nuisance in buildings (section 2909.09).

The procedures legislated in House Bill 1219 have been printed and were made available to all members of the University community. They need not be rehashed again. Questions may be directed to Mr. John Huffman, Dean for Judicial Counsel at 672-7970.
Recommendations

11. It was recommended that the Campus Security Office keep the campus open to all traffic until late afternoon during the summer term. After some designated time, access to the campus should be limited. Student-manned checkpoints should be established to provide information. (June 11, 1970)

12. It was recommended that current policy and procedural decisions concerned with campus security and/or safety shall be communicated for information purposes to the Security Task Force of the Kegley Commission. All proposed policies and procedures dealing with campus safety and security should be sent to Kegley Commission for their advice and counsel. (June 17, 1970)

Response

11. Six student-manned information points existed throughout the summer terms. Supervision of the information points was with the Office of Internal Communications.

12. President White failed to implement this recommendation because it was felt that the Kegley Commission would be duplicating the work and efforts of the Lubetkin Commission, created on May 21, 1970, to examine and recommend procedure changes in the K.S.U. security policies. Dr. Arvin Lubetkin presented to the Kegley Commission the information in his report (see Recommendation #9).

The Lubetkin Commission recommended several policy and organizational changes to President White. Many of these have been implemented, the most recent being the realigning of the Security Office under the Executive Assistant to the President's Office and the selection of Mr. James Fyke to head the Campus Security Office at K.S.U.

13. It was recommended that the Registrar's Office implement a new identification card system which is mandatory for students, faculty and staff of the University. The Commission also recommended that the cards be non-transferable and be re-validated annually at a minimum. (June 24, 1970)

Mr. Donald Halter, Registrar, has instituted a new identification card system which is mandatory for students, faculty and staff.
14. It was recommended that certain changes be made in the Handbook of Student Rules and Regulations, 1969, specifically relating to the demonstration policy and the off-campus speaker policy.

a) The Kegley Commission endorsed the existing statement with several slight modifications.

b) The Kegley Commission also recommended several changes in the "demonstration regulations" section. A second recommendation, dated July 13, 1970, was forwarded to the Vice President for Student Affairs, advocating free audio equipment to all organizations or registrants.

c) Several recommended changes in the Off-Campus Speaker's Policy were forwarded to the Vice President for Student Affairs for consideration.

(REB/mk)
January, 1971
Recommendation

15. It was recommended that:
1) the Vice President and Provost initiate an in-depth study of R.O.T.C. on the Kent State campus; that by the Fall of 1970,
2) all drill and strictly military training activities should be moved to the area near the new football stadium,
3) that R.O.T.C. administrative officers should be moved from central campus location to a peripheral or off-campus location,
4) that uniforms and military courtesy procedures be eliminated from campus except in formally designed areas and/or on special occasions.

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2) that the University should exercise continuous and more stringent control of the academic areas within the R.O.T.C. curriculum, and
3) that consideration should be given to transferring certain courses of a more academic nature to appropriate academic departments.

A final phase of the recommendation called for the publicity of changes in the R.O.T.C. structure and curriculum, as well as continual efforts to solicit information, ideas, suggestions and attitudes from students and faculty concerning R.O.T.C. at the University.

Response

15. The Reserve Officers Training Corps (R.O.T.C.) issue at Kent State University has been an emotional question to many segments of the community. In response to the recommendation from the Kegley Commission,
1) the Vice President and Provost has instituted an in-depth study of R.O.T.C. on this campus. The question has been aired at public hearings held by the Educational Policies Council (E.P.C.). The series of public hearings are nearing conclusion; at that point the E.P.C. will discuss the question in full session.
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4) Military courtesy procedures are appropriate only in drilling situations. Uniforms are required only in drilling and military science classroom settings. The Educational
16. A lengthy report and a series of recommendations was submitted to and authorized by the Kegley Commission. The report dealt with communications. A total of sixteen recommendations from the report were passed by the Kegley Commission. It was recommended that:

1) President White maintain maximum visibility and exposure, in person and via the electronic media.

2) No less than one academic dean (selected annually by his peers) should participate in existing cabinet meetings, specifying items for the weekly agenda.

3) The President should delegate increased authority to free himself for symbolic and substantive, face-to-face communication.

4) The Vice President and Provost should establish an 'Academic Cabinet' to include, but not necessarily be limited to the Provost, the deans, the department chairmen, and students.

5) The President--and the Vice Presidents--are encouraged to participate in systematic, informal meetings with academic departments, dorms, and major service officers of the University.

6) Colleges should be abolished. Curricular autonomy and close budgetary should be supervised by an expanded Office of the Vice President and Provost.

7) Consideration should be given to the proposal to have the academic sector absorb the functions and personnel of the Vice President for Student Affairs.

15. Policies Council recommendation will delve into all of the remaining aspects listed by the Kegley Commission recommendations.

16. President White has made increased efforts to establish informal contacts with students and student groups. He meets several times a month with small student groups in his office; he lunches periodically in a residence hall; he has instituted the practice of "dropping-in" on various student group meetings; he has attended informal "rap" sessions in both residence halls and off-campus living units; he meets with student leaders and members of the campus news media periodically. Communication with all segments of the University community is vital and necessary. Extensive efforts continue to be made in this area.

2) President White has stated that the Vice President and Provost is in a position to transmit this information to him. As Dr. Hall has instituted increased contacts with both deans and department chairmen, it was felt that the present composition of this strictly advisory group should remain as currently staffed.
Recommendation

16. 8) All divisions should be repeatedly reminded that their sole function, their sole reason for existence, is to facilitate teaching and learning.

9) In the interest of horizontal communication, the Faculty Senate is encouraged to request the attendance of the Vice President for Student Affairs at all Senate meetings.

10) Student Affairs Counselors should be placed in every academic department, with the sole function of advising students and faculty alike on methods of acquiring student services.

11) The Commission reaffirmed its call for a University Senate. (see Recommendation #2)

12) All academic departments should improve academic advising by:
   a) abandoning the assumption that all faculty members are willing and able to provide academic advising;
   b) establishing volunteers—with the understanding that excellence in advising will be adequately rewarded, subject to student evaluation;
   c) establishing an Advising Coordinator who would keep central records on all advisors, keep up-to-date with all changes, keep all advisors so informed, and encourage full communication between students and faculty.

13) Each academic department should select from its faculty, by vote of student majors, a departmental ombudsman.

14) Departments are strongly encouraged to sub-divide all classes with an enrollment exceeding 50 students—even at the expense of cutting back in graduate programs.

15) All offices of the University provide an intensive orientation for all employees.

Response

16.  This does not preclude opinions, as meetings with deans and the Faculty Senate Executive Committee continue.

3) Responsibilities are being delegated and more contacts with the constituents of the campus community are being developed. Decentralization and decision-making at lower levels is vital to the continued and efficient operation of the University.

4) An "Academic Cabinet" concept currently exists with somewhat the composition outlined. In addition, Vice President Hall has re-instituted meetings with departmental chairmen. This concept had been dormant for several years.

5) Visibility and participation in discussions have been increased in the academic and student sector of the University. The Academic Administrative Advisory Council (AAAC), the departmental meetings with the Provost, and student contacts have been mentioned previously.

6) The recommendation to abolish colleges operates in reverse of all existing efforts to decentralize and delegate responsibility, as well as to increase personal contact and communication with decision-makers—which was the major thrust of this series of recommendations. Efforts to increase decision-making at the collegiate level is preferable to centralizing all decisions in an enlarged Office of the Vice President and Provost. Rejected.
16) A full-scale, in-depth reconsideration of Academic Tenure considering perhaps a periodic review based solely upon criterion of professional competency of all tenured professors should be done.

17) Finally, all departments should move immediately to include a significant percentage of faculty and students in basic departmental policy-making. (September 4, 1970)

7) The recommendation to have the academic sector administer student personnel services would only produce "faculty-administrators," probably at the expense of both teaching and efficiency because of time and work demands. Involvement by the faculty in these areas is vital and necessary, as is indicated by student and faculty involvement on all major committees.

8) The aim and direction of the entire University staff--both teaching and administrative--is to provide the best possible learning situation, advancing knowledge, and providing public service. But the primary concern is the student.

9) The Vice President for Student Affairs has been attending the meetings of the Faculty Senate regularly.

10) Most of the Colleges have counselors available in the office, often specified to do only counseling. Information on any and all student services is available from the Vice President for Student Affairs.

11) The status of the University Senate is provided in Recommendation #2.

12) a) Academic departments rarely operate on the assumption that all faculty members are capable or desirous of doing academic advising.

b) Beginnings are being made in this area, with some departments considering capable advising as criteria for promotion.

c) Each College has a designated individual who
operates as the advisor for students of that College. Records are maintained on academic advisors within the specific College.

The Associate and Assistant Deans Committee is formulating specific recommendations on student advising to forward to AAAC shortly.

13) The concept of a departmental ombudsman may be replaced with the appointment of Mr. Paul Kitchin as Ombudsman for Students. Faculty may request the services of Mr. Harold Kitner as Dean for Faculty Counsel.

14) Each academic department, to the best of its ability, strives for continual reduction in class size. Financial resources, space, and teaching personnel available severely limit implementation of this proposal.

15) All non-academic personnel in every University office, regardless of how long they have been employed, now receive an intensive orientation about Kent State University.

16) The question of Academic Tenure is of concern to all segments of the University community as well as to the general public. Although having been touched on by the July 1970 Faculty Code of Ethics, the issue of tenure demands constant and continual evaluation.

17) All Colleges possess significant numbers of students on college committees. Student participation in departmental committees varies greatly from department to department. Students are not normally involved at the departmental level in regard to decisions on promotion, tenure, and salary. Students possess an expanded voice in curriculum matters at the collegiate and departmental levels.
Recommendation

17. It was recommended that a standing committee on student information be formed with the task of implementing, modifying, and monitoring the collection and use of information on students. Distinctions must be drawn clearly between public, private, and confidential student information. (July 23, 1970)

18. It was recommended that President White institute an "open door" policy one day per week. Scheduling of the time would be flexible, depending upon commitments of the President. (August 5, 1970)

19. It was recommended that President White advise all faculty and administrative committees to include undergraduate students with full voting privileges. (August 5, 1970)

Response

17. On December 1, 1970, President White announced the formation of the University Commission on Student Information Storage and Transmission which is charged with the preparation of a recommendation, leading to the evolution of an all-University policy regarding the storage of student information in all main campus departments and the transmission and dissemination of information about students to all sources. The chairman of the Commission is Dr. Gordon Bigelow. The Commission has been requested to have its recommendations to the President before the end of Winter Quarter, 1971.

18. Although this has not been instituted formally, students and faculty, individually or in group settings, can and do have an opportunity to talk to the President. It should be noted that the President of any large state university necessarily cannot be his own master. He is committed to students, faculty, administrative staff, parents, alumni, legislators, Regents, Trustees and the general public to mention a few. Excluded from this were irregular sessions with investigating bodies, court appearances, select committees, and demands from the mass media. Students and faculty groups remain of the highest priority.

Student participation on committees is continuing to expand. Students sit as full voting members on every Student Affairs committee. Students sit on several collegiate-level committees. They also participate as full members of numerous Administrative Committees, as well as on a rather limited basis in Faculty Senate and departmental level committees.
Recommendation

20. It was recommended that the first week of the Fall Quarter, 1970, be devoted to and designated as an orientation week. In an effort to promote understanding of the University structure and to facilitate better communication, all faculty, staff, and students must attend such an orientation. (August 17, 1970)

Response

20. On September 18, 1970, all deans, department chairmen, and administrative officers were in attendance at an all-day briefing session. This session laid the foundation for these people to conduct decentralized orientation meetings within the colleges, academic departments, and administrative divisions of the University. Packets of information and "position papers" were made available to all faculty, staff, and civil service supervisors. Academic advising was expanded for Fall Quarter registration, with faculty members requested to expand office hours during this period. The annual "Think Week" program was moved to the early part of Fall Quarter with the theme "Power to the Peaceful." As mentioned previously, all civil service personnel are exposed to an on-going orientation session, scheduled weekly during the 1970-71 academic year. The Student Contact Task Force of the Kegley Commission joined with a Student Government orientation program prior to the opening of school, and they held sessions that were open to the entire student body during the registration week.

21. It was recommended that a pamphlet be compiled of pertinent information for students and faculty. It should contain factual information about University committees, the structure of the University, listings of department chairmen, and information about the Board of Trustees. (August 17, 1970)

Also, the Kegley Commission recommended that a series of position papers be formulated, each dealing with a single topic, on all items of concern. (August 17, 1970)

21. Position papers and packets of information were prepared and distributed to all student leaders, faculty, administrative staff, and civil service supervisors. The packets were also made available to all students who attended any orientation session or briefing session. Many were reiterated in F.Y.I., which were mailed to all students, faculty, and staff during the summer. Mr. John Huffman coordinated a group of students, faculty, and staff who spoke to any group upon request.
Recommendation

22. It was recommended that the University make a film which has as its goal to discuss the issues and to stimulate input from all sources. Students should view the film during the first week of Fall Quarter 1970. (August 17, 1970)

23. It was recommended:
   a) that the President's Cabinet catalog concerns that must be responded to prior to the opening of school;
   b) that all committees be reconvened immediately;
   c) that President White move forward on all recommendations;
   d) that faculty-staff discussions be held prior to the opening of school;
   e) that President White hold a meeting for all faculty and staff; and,
   f) that the faculty, following an orientation session, should be involved with the orientation of students upon their return. (August 7, 1970)

Response

22. It was felt that time, money, and human resources could be better utilized in communicating positions to the University community. As position papers, information packets, the F.Y.I., and orientation and discussion sessions were held, the film was not made.

23. a) The President's Cabinet was constantly abreast of events and issues which needed immediate attention and action.
   b) Committees were not reconvened until the opening of school, as the membership, especially many students and faculty, were scattered for the summer.
   c) Recommendations were often implemented immediately; others required more consideration.
   d) The faculty-staff discussions were held in the form of briefings within departments and colleges, the pre-opening orientation, and various informal contacts with individual faculty, Faculty Senate, and the Executive Committee of Faculty Senate.
   e) On September 21, 1970, an all-faculty and staff meeting was held in Memorial Gym, with the President addressing these groups.
   f) Following the September 21 meeting, department chairmen were asked to conduct orientation sessions within their own departments. It was hoped that the faculty would then be better prepared to participate in student orientation sessions. Each department considered what role its members should play and what method of orientation would be the most successful.
COMMISSIONS
University Commission to Implement a Commitment to Non-Violence

-26-January-1971- February 1971

REPORT
compiled by Raymond Bye, Jr.

MASTER COPY
UNIVERSITY COMMISSION TO IMPLEMENT A COMMITMENT TO NON-VIOLENCE

In the days, weeks and months that followed the tragic events of May, many, many members of the Kent State community supplied untold hours to the task of raising this University from the nadir of its history. In addition to thousands of unselfish individual efforts, numerous organized efforts produced noteworthy results. One of the outstanding contributors to this task was the University Commission to Implement a Commitment to Non-Violence. Its work was thorough and effective; as the majority of its recommendations have been implemented, this is further tribute to it.

Their recommendations were on many different subjects and topics, affecting every segment of the University. The work of all of the members--students, faculty, and administrators--uncovered some problems and deficiencies. Hopefully, these have now been eliminated. Their work also provided them a greater appreciation of the positive steps that had already been taken at Kent State.

It seems appropriate now, having catalogued the Commission's recommendations and the status of the proposals, to undertake a general comment about a few of the problems and challenges that lie ahead for this institution. This will hopefully lay the foundations for further discussion, comments and dialogue.

There has been a communication problem at Kent State in the past. There are still practical and real problems and barriers to communication today. Among the practical problems are the 60% of the Kent State University student body that comprises off-campus students, commuter groups, and evening students. How does any single individual communicate meaningfully to them? The organizational structure of these groups has traditionally been weak and ineffective, although substantive efforts have been made recently. Each and every segment of the University community should be heard. Such channels as the Student Senate, the Faculty Senate, the Student-Faculty committee system, the Vice President for Student Affairs, the Kent Interhall Council, the Vice President and Provost, the College Deans and their advisory groups, department chairmen and departmental committees are examples which come to mind immediately. These contacts should be made by each and every student who wishes to participate in University governance. Such contacts are vital and meaningful in making constructive changes and yet determining a sense of continuity and progress at our University.

Communication is being expanded in every way humanly possible--among student and faculty groups and individuals. Substantive efforts to increase communication and participation have been made from many sources, not the least of which include expanded student involvement and participation in University governance by sitting with faculty and administrative staff on various vital and necessary committees, an active role in College Advisory Board and committees, an increasing involvement in academic departments, an "open door" policy in the Student Affairs Division, the Faculty Associate Program, increased student contacts with officers of the University, and so on. At the same time, there remain barriers to communication among all segments of the University. The barriers to communication do remain a source of constant concern and effort. Everyone wants face-to-face dialogue; this is indeed a high goal and a desirable one. But this is simply not possible. Pressures mount on everyone--students are always pressured to find enough hours in the day to work, sleep, and relax
University Commission to Implement a Commitment to Non-Violence

through various activities on and off the campus. Faculty teach heavy loads; this, coupled with preparations, research, advising, community service and the like, compel faculty to try to locate extra time. Administrators comprise another category of the University that have time pressures upon them. The day-to-day operation of a multi-million dollar organization, one that provides a variety of services more diverse than almost any other single "non-educational" organization, is indeed a time-consuming task. The normal operation of a University community of over thirty thousand students, faculty, administrative staff, and civil service employees requires an extensive and full-time effort. The students, faculty, and staff at this University have been working overtime to convince the state, and the nation that Kent State University must--and will--recover from the horrible events of May. These are pressures all of us face--students, faculty, administrative staff and those in the civil service. It cannot be said enough that this University has demonstrated that it has no shortage of spunk. And, it has abundant energy to be applied in a myriad of events, activities, projects, proposals, recommendations, and service. The talent is present; the desire is present; the efforts have been, and are continuing to be, put forth. But for these to be successful, for Kent State University to rebound and move forward in a meaningful way, more ingredients must be present in this formula. These are trust and understanding.

There remains today a basic deficiency both. Students must trust that the faculty is sincerely interested in providing them with the best possible education available anywhere. Faculty members must trust that students are interested and involved in the educational process. Students must trust in the University administration, and this administration must be honest, open, and sincere in its actions.

Understanding is based upon this trust. Understanding is the capacity to realize that people are going to make mistakes in their work. It is the capacity to believe that no campus segment intentionally undermines another segment, regardless of whether viewpoints differ on specific issues. We must believe that efforts by students, faculty, and staff are indeed sincere in what they believe is best for Kent State University, openly admitting that perspectives, opinions, and pressures are different within each group. We must understand the problems and pressures each one of us is faced with. Only through an understanding of the issues, the ramifications of the decisions, along with a basic trust that must permeate the entire community can this University fully and completely implement a commitment to non-violence. It was the task of Mr. Charles Kegley and the Commission to produce recommendations and suggestions along this line. They did their task well, but we must now move forward together to insure that Kent State University inculcates this commitment totally and completely. We have done much, as this will show, but more is ahead. With everyone's help, trust, and understanding, these goals can be reached also.
Kegley Commission Recommendations

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<tr>
<th>Recommendation</th>
<th>Response</th>
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<tr>
<td>1. It was recommended that student elections should be delayed until a referendum could be sent to all students to determine if elections should be held in the fall or by mail. (May 25, 1970)</td>
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<td>2. It was recommended that the Faculty Senate, Student Senate, and the Graduate Student Council move quickly to establish a University Senate. (June 5, 1970)</td>
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<td>3. It was recommended that the concept of &quot;third-party service (peacekeeping services)&quot; be endorsed and implemented at Kent State University. (June 11, 1970)</td>
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<td>4. It was recommended that the President of the University initiate conferences with Black students in an effort to state the high priority of Black student development and reduce Black student frustration. (June 15, 1970)</td>
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<td>1. Mr. Jerry Warnement, Chairman of Student Government Election Committee, replied on May 28, 1970, that such action would be impossible under the Student Body Constitution.</td>
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<td>2. The Faculty Senate, on June 8, endorsed the concept of a University Senate. A referendum of the faculty also endorsed the concept. (The results of the faculty referendum found for 387 neutral 52 against 91 unclear 4 Total 534) The Graduate Student Council also endorsed the concept of a University Senate. Student Senate has taken no official action on this recommendation from the Kegley Commission.</td>
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<td>3. The Committee for Non-Violence was in operation, with training sessions held during the summer for all who were interested. They functioned effectively at several events. A committee was formed to facilitate coordination between the Committee for Non-Violence and other interested areas of the University.</td>
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<td>4. Conferences with Black student leadership were initiated, both by President White and Vice President Ambler. Additionally, Black faculty and staff have been involved in the discussion of Black student development. Recruiting efforts have produced an increase in both Black students and faculty-staff at the University. The number of Black students at Kent State University in the Fall of 1970 was approximately 850. The number of Black faculty and staff also increased. These recruiting efforts will be continually stressed and expanded. During the early part of the Fall Quarter, President White announced the</td>
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Recommendation

5. It was recommended that the Faculty Senate create a Committee for Political Education, along with a broad-based Advisory Board. The Committee would study various proposals already formulated; and that an immediate beginning be made. The Faculty Senate and Student Senate should support the proposal. (June 17, 1970)

6. It was recommended that the University "saturate" the University community with any and all security changes. There were eleven (11) channels of communication recommended, including use of 672-3000 and 672-4000, F.Y.I., and the outside news media. (June 11, 1970)

7. It was recommended that President White appoint a liaison executive to represent him with city officials; this would be during normal times, in addition to any crisis period. (June 15, 1970)

Response

4. creation of the Commission on Racial Equity which is chaired by Professor Eugene Wenninger, Chairman of the Sociology Department. The report of this group is due to the President during the Winter Quarter of 1971.

5. The Faculty Senate established the Committee for Political Education on July 9, 1970. They asked that the Committee be chaired by a member of the Political Science Department. A broad-based advisory committee was authorized, with powers of appointment delegated to the Committee chairman. Specifically, the Committee was charged with the responsibility to assist in implementing the Educational Policies Council's program of political education activities. Also, the Committee should receive or originate other long- and short-range political education programs.

6. Changes made in security at Kent State University have been publicized through all eleven (11) recommended channels. This will continue. The circulation of the F.Y.I. has been expanded, and the use of "Information 3000" has been overwhelming. "Newssrap (4000)" has also been enlarged and publicized.

7. On June 23, 1970, President White announced the appointment of Mr. John Huffman as Special Assistant to the President for Crisis Operations. Part of Mr. Huffman's responsibilities fall into the area of coordinating programs and
Recommendation

8. It was recommended that the selection of a Student Ombudsman be completed by the opening of summer school. (June 5, 1970)

Response

7. responsibilities between the City of Kent and the University. Communication between the University and various officials and government agencies has been greatly expanded.

8. Mr. Paul C. Kitchin, Associate Professor of Political Science, assumed the role as Ombudsman for Students on September 15, 1970. His prime responsibility is to "receive and resolve grievances of students, real or imagined, arising from actions taken by any administrative or academic office of the University...His general functions are in the area of investigation and recommendation." Mr. Kitchin encourages all students to contact him in his office (new library) either personally or by phone (7820), if the student finds himself in need of assistance. His efforts at problem-solving and policy-changing have been excellent.

9. On July 6, 1970, President White, in a letter to Dr. Lubetkin, indicated that the sections of the report of the Commission on Campus Security that dealt with the six specific areas mentioned could be made available to the Kegley Commission for information or comment.

The President has indicated that all of the recommendations of the Commission on Campus Security have been implemented.
Recommendation

10. It was recommended that the Director of Residence Halls institute a 24-hour desk operation in each residence hall complex. Responsible students should act in an informational and public relations capacity, and routinely check on building security. In addition, it was recommended that the Director of Residence Halls, in conjunction with Kent Interhall Council, adopt procedures to deal with unauthorized occupancy and malicious damage to University property. (June 5, 1970)

Response

10. During the summer term, such a desk operation was established in Beall-McDowell complex, the Tri-Towers complex, and in Stewart Hall. These were the buildings used during summer sessions.

During the regular academic year, a 24-hour desk operates in each dormitory complex--Tri-Towers, Beall-McDowell, Small Group Housing (Stewart), Front Campus (Terrace), the Quad Area (Olson), and Eastway Center (Manchester).

Procedures to identify those who occupy room without authorization have been strengthened. A policy on registration of guests has passed the Residence Halls Committee, and has been forwarded to the Vice President for Student Affairs.

House Bill 1219 includes as some of the "activators" such categories as burning property of another person (section 2307.05 of the Ohio Revised Code), attempt to burn property (section 2907.06), malicious injury to property (section 2907.08), intentional injury or damage to public or private property (section 2907.082), malicious destruction of property (section 2901.01), injury to or committing nuisance in buildings (section 2909.09).

The procedures legislated in House Bill 1219 have been printed and were made available to all members of the University community. They need not be rehashed again. Questions may be directed to Mr. John Huffman, Dean for Judicial Counsel at 672-7970.

The Student Conduct Code has provisions dealing with destruction of University property.
KEGLEY COMMISSION

Recommendation

11. It was recommended that the Campus Security Office keep the campus open to all traffic until late afternoon during the summer term. After some designated time, access to the campus should be limited. Student-manned checkpoints should be established to provide information. (June 11, 1970)

12. It was recommended that current policy and procedural decisions concerned with campus security and/or safety shall be communicated for information purposes to the Security Task Force of the Kegley Commission. All proposed policies and procedures dealing with campus safety and security should be sent to Kegley Commission for their advice and counsel. (June 17, 1970)

Response

11. Six student-manned information points existed throughout the summer terms. Supervision of the information points was with the Office of Internal Communications.

12. President White failed to implement this recommendation because it was felt that the Kegley Commission would be duplicating the work and efforts of the Lubetkin Commission, created on May 21, 1970, to examine and recommend procedure changes in the K.S.U. security policies. Dr. Arvin Lubetkin presented to the Kegley Commission the information in his report (see Recommendation #9).

The Lubetkin Commission recommended several policy and organizational changes to President White. Many of these have been implemented, the most recent being the realigning of the Security Office under the Executive Assistant to the President's Office and the selection of Mr. James Fyke to head the Campus Security Office at K.S.U.

13. It was recommended that the Registrar's Office implement a new identification card system which is mandatory for students, faculty and staff of the University. The Commission also recommended that the cards be non-transferable and be re-validated annually at a minimum. (June 24, 1970)

Mr. Donald Halter, Registrar, has instituted a new identification card system which is mandatory for students, faculty and staff.
Recommendation

14. It was recommended that certain changes be made in the Handbook of Student Rules and Regulations, 1969, (hereafter referred to as Handbook) specifically relating to the demonstration policy and the off-campus speaker policy.

a) The Kegley Commission endorsed the existing statement with several slight modifications.

b) The Kegley Commission also recommended several changes in the "demonstration regulations" section. A second recommendation, dated July 13, 1970, was forwarded to the Vice President for Student Affairs, advocating free audio equipment to all organizations or registrants.

c) Several recommended changes in the Off-Campus Speaker's Policy were forwarded to the Vice President for Student Affairs for consideration. (June 29, 1970) (July 13, 1970)

Response

14. a) The Vice President for Student Affairs accepted and incorporated the changes recommended by the Kegley Commission which provided minor changes in the past statement in regard to the peaceful assembly policy. These changes now appear on page 32 of the Handbook.

b) In regard to the Kegley recommendations in the "demonstration regulations" section, the intent of the changes were accepted, with only semantical alterations, in all of the suggested changes except one. The single point was that the University should provide audio equipment to any and all groups at no charge. This recommendation was rejected. The reasoning was that Student Activity funds should not be spent indiscriminately for such equipment. Groups should provide audio equipment for their individual needs.

c) In addition to the acceptance of all but one of the Commission's recommendations on "demonstration regulations," the Vice President for Student Affairs also accepted all of the Commission's recommended changes in regard to the Off-Campus Speaker's Policy. This included the three general points in the policy and the few procedural sections of the policy (pp. 35-36 in Handbook).
Recommendation

15. It was recommended that:
   1) the Vice President and Provost initiate an in-depth study of R.O.T.C. on the Kent State campus; that by the Fall of 1970,
   2) all drill and strictly military training activities should be moved to the area near the new football stadium,
   3) that R.O.T.C. administrative officers should be moved from central campus location to a peripheral or off-campus location,
   4) that uniforms and military courtesy procedures be eliminated from campus except in formally designed areas and/or on special occasions.

It was further suggested that:
   1) the administration of the R.O.T.C. program should be removed from the College of Arts and Sciences and should be placed in the Office of the Vice President and Provost,
   2) that the University should exercise continuous and more stringent control of the academic areas within the R.O.T.C. curriculum, and
   3) that consideration should be given to transferring certain courses of a more academic nature to appropriate academic departments.

A final phase of the recommendation called for the publicity of changes in the R.O.T.C. structure and curriculum, as well as continual efforts to solicit information, ideas, suggestions and attitudes from students and faculty concerning R.O.T.C. at the University. (July 23, 1970)

In a later action (August 13, 1970), the Commission further recommended that R.O.T.C. be completely eliminated by the beginning of Fall Quarter, 1972.

Response

15. The Reserve Officers Training Corps (R.O.T.C.) issue at Kent State University has been an emotional question to many segments of the community. In response to the recommendation from the Kegley Commission,
   1) the Vice President and Provost has instituted an in-depth study of R.O.T.C. on this campus. The question has been aired at public hearings held by the Educational Policies Council (E.P.C.). The series of public hearings are nearing conclusion; at that point the E.P.C. will discuss the question in full session. After the alternatives have been outlined, a subcommittee of the E.P.C. will formulate a specific recommendation, with the final proposal endorsed by the E.P.C. The recommendation will go through Vice President and Provost Bernard Hall to the Faculty Senate for action. The Faculty Senate recommendation will go to President White for action.

Relating to the second point of the Kegley Commission recommendation,
   2) all drill and strictly military training activities have been moved away from the commons area to an off-campus location. The amount of drilling time has been substantially reduced.
   3) The administrative offices of R.O.T.C. have been moved from their central campus location to temporary space in Rockwell Hall.
   4) Military courtesy procedures are appropriate only in drilling situations. Uniforms are required only in drilling and military science classroom settings. The Educational
16. A lengthy report and a series of recommendations was submitted to and authorized by the Kegley Commission. The report dealt with communications. A total of sixteen recommendations from the report were passed by the Kegley Commission. It was recommended that:

1) President White maintain maximum visibility and exposure, in person and via the electronic media.

2) No less than one academic dean (selected annually by his peers) should participate in existing cabinet meetings, specifying items for the weekly agenda.

3) The President should delegate increased authority to free himself for symbolic and substantive, face-to-face communication.

4) The Vice President and Provost should establish an "Academic Cabinet" to include, but not necessarily be limited to the Provost, the deans, the department chairmen, and students.

5) The President--and the Vice Presidents--are encouraged to participate in systematic, informal meetings with academic departments, dorms, and major service officers of the University.

6) Colleges should be abolished. Curricular autonomy and close budgetary controls should be supervised by an expanded Office of the Vice President and Provost.

7) Consideration should be given to the proposal to have the academic sector absorb the functions and personnel of the Vice President for Student Affairs.

In a response from President White (August 21, 1970) to the recommendation that R.O.T.C. be completely eliminated by Fall of 1972, he reminded the Commission of his statement in the April 26, 1970, issue of F.Y.I., which noted "facult primacy" in all curriculum matters.

16.

1) President White has made increased efforts to establish informal contacts with students and student groups. He meets several times a month with small student groups in his office; he lunches periodically in a residence hall; he has instituted the practice of 'dropping-in' on various student group meetings; he has attended informal 'rap' sessions in both residence halls and off-campus living units; he meets with student leaders and members of the campus news media periodically. Communication with all segments of the University community is vital and necessary. Extensive efforts continue to be made in this area.

2) President White has stated that the Vice President and Provost is in a position to transmit this information to him. As Dr. Hall has instituted increased contacts with both deans and department chairmen, it was felt that the present composition of this strictly advisory group should remain as currently staffed.
Recommendation

16. 8) All divisions should be repeatedly reminded that their sole function, their sole reason for existence, is to facilitate teaching and learning.

9) In the interest of horizontal communication, the Faculty Senate is encouraged to request the attendance of the Vice President for Student Affairs at all Senate meetings.

10) Student Affairs Counselors should be placed in every academic department, with the sole function of advising students and faculty alike on methods of acquiring student services.

11) The Commission reaffirmed its call for a University Senate. (see Recommendation #2)

12) All academic departments should improve academic advising by:
   a) abandoning the assumption that all faculty members are willing and able to provide academic advising;
   b) establishing volunteers—with the understanding that excellence in advising will be adequately rewarded, subject to student evaluation;
   c) establishing an Advising Coordinator who would keep central records on all advisors, keep up-to-date with all changes, keep all advisors so informed, and encourage full communication between students and faculty.

13) Each academic department should select from its faculty, by vote of student majors, a departmental ombudsman.

14) Departments are strongly encouraged to sub-divide all classes with an enrollment exceeding 50 students—even at the expense of cutting back in graduate programs.

15) All offices of the University provide an intensive orientation for all employees.

Response

16. This does not preclude opinions, as meetings with deans and the Faculty Senate Executive Committee continue.

3) Responsibilities are being delegated and more contacts with the constituents of the campus community are being developed. Decentralization and decision-making at lower levels is vital to the continued and efficient operation of the University.

4) An "Academic Cabinet" concept currently exists with somewhat the composition outlined. In addition, Vice President Hall has re-instituted meetings with departmental chairmen. This concept had been dormant for several years.

5) Visibility and participation in discussions have been increased in the academic and student sector of the University. The Academic Administrative Advisory Council (AAAC), the departmental meetings with the Provost, and student contacts have been mentioned previously.

6) The recommendation to abolish colleges seems to operate in reverse of all existing efforts to decentralize and delegate responsibility, as well as to increase personal contact and communication with decision-makers—which was the major thrust of this series of recommendations. Efforts to increase decision-making at the collegiate level is preferable to centralizing all decisions in an enlarged Office of the Vice President and Provost. Rejected.
Recommendation

16) A full-scale, in-depth re-consideration of Academic Tenure considering perhaps a periodic review based solely upon criterion of professional competency of all tenured professors should be done.

17) Finally, all departments should move immediately to include a significant percentage of faculty and students in basic departmental policy-making. (September 4, 1970)

Response

7) The recommendation to have the academic sector administer student personnel services would only produce an added layer through which communications would have to penetrate. Involvement by the faculty in these areas is vital and necessary, as is indicated by both student and faculty involvement on all major committees.

8) The aim and direction of the entire University staff--both teaching and administrative--is to provide the best possible learning situation, advancing knowledge, and providing public service. But the primary concern is the student.

9) The Vice President for Student Affairs has been attending the meetings of the Faculty Senate regularly.

10) Most of the Colleges have counselors available in the office, often specified to do only counseling. Information on any and all student services is available from the Vice President for Student Affairs. Discussions are presently underway to determine methods that can be developed to increase faculty and staff greater understandings and cooperation within the academic and student personnel sector of the University.

11) The status of the University Senate is provided in Recommendation #2.

12) a) Academic departments rarely operate on the assumption that all faculty members are capable or desirous of doing academic advising.

b) Beginnings are being made in this area, with some departments considering capable advising as criteria for promotion.

c) Each College has a designated individual who
operates as the advisor for students of that College. Records are maintained on academic advisors within the specific College.

The Associate and Assistant Deans Committee is formulating specific recommendations on student advising to forward to AAAC shortly.

13) The concept of a departmental ombudsman may be replaced with the appointment of Mr. Paul Kitchin as Ombudsman for Students. Faculty may request the services of Mr. Harold Kitner as Dean for Faculty Counsel.

14) Each academic department, to the best of its ability, strives for continual reduction in class size. Financial resources, space, and teaching personnel available severely limit implementation of this proposal.

15) All non-academic personnel in every University office, regardless of how long they have been employed, now receive an intensive orientation about Kent State University.

16) The question of Academic Tenure is of concern to all segments of the University community as well as to the general public. Although having been touched on by the July 1970 Faculty Code of Ethics, the issue of tenure demands constant and continual evaluation.

17) All Colleges have students on college committees. Student participation in departmental committees varies greatly from department to department. Students are not normally involved at the departmental level in regard to decisions on promotion, tenure, and salary. Students possess an expanded voice in curricular matters at the collegiate and departmental levels.
Recommendation

17. It was recommended that a standing committee on student information be formed with the task of implementing, modifying, and monitoring the collection and use of information on students. Distinctions must be drawn clearly between public, private, and confidential student information. (July 23, 1970)

18. It was recommended that President White institute an "open door" policy one day per week. Scheduling of the time would be flexible, depending upon commitments of the President. (August 5, 1970)

19. It was recommended that President White advise all faculty and administrative committees to include undergraduate students with full voting privileges. (August 5, 1970)

Response

17. On December 1, 1970, President White announced the formation of the University Commission on Student Information Storage and Transmission which is charged with the preparation of a recommendation, leading to the evolution of an all-University policy regarding the storage of student information in all main campus departments and the transmission and dissemination of information about students to all sources. The chairman of the Commission is Dr. Gordon Bigelow. The Commission has been requested to have its recommendations to the President before the end of Winter Quarter, 1971.

18. Although this has not been instituted formally, students and faculty, individually or in group settings, can and do have an opportunity to talk to the President. It should be noted that the President of any large state university necessarily cannot be his own master. He is committed to students, faculty, administrative staff, parents, alumni, legislators, Regents, Trustees and the general public to mention a few. Excluded from this were irregular sessions with investigating bodies, court appearances, select committees, and demands from the mass media. Students and faculty groups remain of the highest priority.

19. Student participation on committees is continuing to expand. Students sit as full voting members on every Student Affairs committee. Students sit on several collegiate-level committees. They also participate as full members of numerous administrative committees, as well as on a rather limited basis in Faculty Senate and departmental level committees.
Recommendation

20. It was recommended that the first week of the Fall Quarter, 1970, be devoted to and designated as an orientation week. In an effort to promote understanding of the University structure and to facilitate better communication, all faculty, staff, and students must attend such an orientation. (August 17, 1970)

21. It was recommended that a pamphlet be compiled of pertinent information for students and faculty. It should contain factual information about University committees, the structure of the University, listings of department chairmen, and information about the Board of Trustees. (August 17, 1970) Also the Kegley Commission recommended that a series of position papers be formulated, each dealing with a single topic, on all items of concern. (August 17, 1970)

Response

20. On September 18, 1970, all deans, department chairmen, and administrative officers were in attendance at an all-day briefing session. This session laid the foundation for these people to conduct decentralized orientation meetings within the colleges, academic departments, and administrative divisions of the University. Packets of information and "position papers" were made available to all faculty, staff, and civil service supervisors. Academic advising was expanded for Fall Quarter registration, with faculty members requested to expand office hours during this period. The annual "Think Week" program was moved to the early part of Fall Quarter with the theme "Power to the Peaceful." As mentioned previously, all civil service personnel are exposed to an on-going orientation session, scheduled weekly during the 1970-71 academic year. The Student Contact Task Force of the Kegley Commission joined with a Student Government orientation program prior to the opening of school, and they held sessions that were open to the entire student body during the registration week.

21. Position papers and packets of information were prepared and distributed to all student leaders, faculty, administrative staff, and civil service supervisors. The packets were also made available to all students who attended any orientation session or briefing session. Many were reiterated in F.Y.L. which were mailed to all students, faculty, and staff during the summer. Mr. John Huffman coordinated a group of students, faculty, and staff who spoke to any group upon request.
Recommendation

22. It was recommended that the University make a film which has as its goal to discuss the issues and to stimulate input from all sources. Students should view the film during the first week of Fall Quarter 1970. (August 17, 1970)

23. It was recommended:
   a) that the President's Cabinet catalog concerns that must be responded to prior to the opening of school;
   b) that all committees be reconvened immediately;
   c) that President White move forward on all recommendations;
   d) that faculty-staff discussions be held prior to the opening of school;
   e) that President White hold a meeting for all faculty and staff; and,
   f) that the faculty, following an orientation session, should be involved with the orientation of students upon their return. (August 7, 1970)

Response

22. It was felt that time, money, and human resources could be better utilized in communicating positions to the University community. As position papers, information packets, the F.Y.I., and orientation and discussion sessions were held, the film was not made. An additional factor was that five weeks was not adequate to do a quality film.

23. a) The President's Cabinet was constantly abreast of events and issues which needed immediate attention and action.
   b) Committees were not reconvened until the opening of school, as the membership, especially many students and faculty, were scattered for the summer.
   c) Recommendations were often implemented immediately; others required more consideration.
   d) The faculty-staff discussions were held in the form of briefings within departments and colleges, the pre-opening orientation, and various informal contacts with individual faculty, Faculty Senate, and the Executive Committee of Faculty Senate.
   e) On September 21, 1970, an all-faculty and staff meeting was held in Memorial Gym, with the President addressing these groups.
   f) Following the September 21 meeting, department chairmen were asked to conduct orientation sessions within their own departments. It was hoped that the faculty would then be better prepared to participate in student orientation sessions. Each department considered what role its members should play and what method of orientation would be the most successful.
24. It was recommended that the University provide a "Speaker's Corner," preferably on the site of the former R.O.T.C. building. The rules should be few, simple, and informal. No speaker registration is necessary and a speaker can talk as long as he has an audience. (July 23, 1970).

The Hyde Park concept has been accepted and should be implemented by Spring Quarter, 1971. After reviewing reports from the Commission on Campus Natural and Physical Environment and the Student Affairs Council, President White concurred with the Kegley Commission recommendation. The site of Hyde Park will be the site suggested originally by the Kegley Commission.