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## The Quill -- March 2, 1977

Roger Williams University

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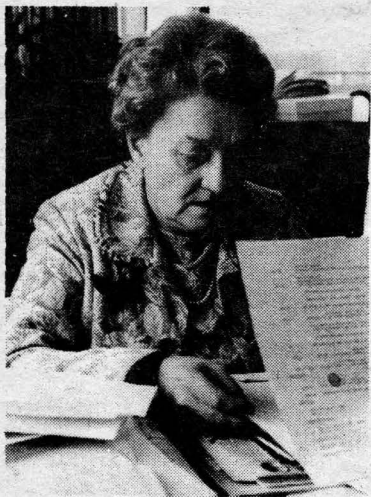


## Pres. Sides Makes Wilde Decision

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with  
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Last week, President Sides reorganized the current administrative structure by demoting former Dean Robert McKenna, who was Dean of Administration, to Director of Auxiliary Enterprises and reducing Vice President William Rizzini's responsibilities to Auxiliary Enterprises, Dean of Students, Physical Plant Department, Personnel Office and Purchasing Department. Mr. McKenna's responsibilities will encompass the Student Center and the Dormitories and encourage outside groups to have meetings etc. on campus when the campus is vacated. This new organization went into effect as of yesterday, March 1. The actual implementation of the entire program will be instituted gradually to allow programs and issues presently being handled by the current administration until finished.

Under the new organization, the distribution of power from number one downward will go this way; President Virginia Sides, Dean of the College, Edwin Wilde, Executive Vice President, Mr. William Rizzini, Director of Development (Fund Raising) and Alumni Affairs, yet to be appointed, Director of Public Relations, Anne Caldarella, Business Manager, Mr. Joseph Fagan, Dean of Students, Dr. Micheal Swanson.



MISS VIRGINIA SIDES said that "the action I took is administrative and has nothing to do with personalities." Sides feels that the communication in the past was not complete enough for the community to talk through. This is why she changed the reporting duties of the different constituencies at the college. She also believes that RIZZINI and McKENNA "may not like" the presidential decision.

### Independent Decision

The, "former administration essentially isolated the president on a day to day basis" said President Virginia Sides last week during a QUILL interview. "The action I took is administrative and has nothing to

do with personalities." She went on to say that, "I also see that some recognize me as a fundraiser." "The old system made it difficult to attain information. The new administration structure will eliminate staff meetings. In the past, these did not satisfy the president, the new function will" said Sides.

Sides also said that she made the decision to reorganize the administration independently and the decision, "did not come as a surprise. We are talking about administrative reorganization to get things done quickly." An example of this decision making policy was the darkroom incident. "It was handled abominably" said Sides, "no one handled it." "Under the layered structure" problems did not get to the president until after a long time.

### Reasons For Job Changes

Miss Sides said that she has been "isolated" from the rest of the college "on a day to day basis." She has altered the reporting procedures. For example, "Public Relations reported through the Dean of Administration" said Sides, "She (Caldarella) needs her finger on the pulse as does the president."

"I am changing Dr. Wildes' title because of all the things he is responsible for" said Sides. The Director of Admissions will now report through Dr. Wilde. Sides feels that the Admissions Director "should have immediate access through the academic department."

Sides has changed who the Dean of Students, Michael Swanson, reports to, "because many of the things he does are administrative functions." Swanson now reports directly to the president.

"Wilde and Rizzini are (now) parallel" commented Sides, "This is an academic institution. Since the education program is paramount, the person in charge of the educational program is the number two man."

The president fully believes that Mr. Rizzini and Mr. McKenna" are in cordial support that I can make this decision. They have been simply superb. Sure responsibilities are changing. They may not like it. Support has been superb."

When asked whether or not this decision was the only way to meet the recommendations made in both the "Bryce-Lyons report" and in the Accreditation report, Sides said, "that is only a part of my reasons. The whole purpose is to open up communications at all levels."

Sides also commented that, "McKenna will not retain his office". She said that space is in question at the college. Public Relations may get his office, but added, "I'm not planning any space moves at the moment."

Sides said that, "the attempt here is to get the administration function going in one direction and the academic function going in another."

Sides also said that she, "was hired by the Board of Trustees to make decisions to the best of my abilities." This she feels" is what I

have done."

### Sides Reacts To Resolution

"The Student Senate, to my regret, have completely misconstrued the purpose of the reorganization" said Miss Sides after being shown a copy of the Student Senates' resolution made last Sunday. A copy of the resolution appears later in this issue. Sides also said that, "the Senate is not dealing with the issue, they are dealing with emotions."

Sides mentioned that "the issue is not dealing with personalities or past contributions to the college, but rather management of the institution today." When asked about the reorganization of Executive Vice President Mr. William Rizzini and Director of Auxiliary Enterprises, Mr. Robert McKenna, Sides said that "There is no question about the dedication of these gentlemen (Rizzini McKenna)" Sides said, "I share the student bodys' feelings about the two persons whom I value as colleagues, and will continue to value as colleagues." She went on to say that she" also shares respect and gratitude for Mr. Rizzini and Mr. McKenna. Both of whom I discussed these changes before they were made."

Miss Sides described the entire move in the following way: the "action was a management decision which was reached after careful consideration and discussion, and was not intended to be an insult to individuals."



MR. ROBERT McKENNA said that Miss Sides "has abolished the job of Dean of Administration." McKENNA will now be Director of Auxiliary Enterprises. His former title was Dean of Administration. "I personally prefer the organization we had before and the concept we had before."

### Dean of Administration; Abolished

As stated in President Sides' memorandum addressed to the College Community, February 24, 1977," Mr. McKenna will return to his position as Director of Auxiliary Enterprises", a position that he held prior to his temporary assignment as Dean of Administration in November of 1975.

Along with this change of title comes a change of role. During an interview last week, McKenna was asked exactly what this new role at RWC will entail. "I will be directly

responsible for the operation of the Student Center, the physical operation of the dormitories from a financial standpoint, the operation of the Nike Site from a physical standpoint and also to attract conferences to the campus during the summer months. This will be a non-academic thing."

But who will be replacing McKenna, who will be taking charge of his day to day routine? McKenna answers, the normal jobs of Dean of Administration "have been re-assigned to other people." McKenna thinks that the job of Dean of Administration has been "abolished".

McKenna was asked President Sides reasons for the change. As far as he knew, "The purpose as explained to me, is that she just wants to become more involved with the day to day operation of the college. She wants those people who reported to me to report to her."

The college community became aware of the Administrative reorganization when President Sides sent the memorandum out. McKenna was asked if he had any knowledge of the change prior to it's public announcement. "I was told Tuesday afternoon. I think all of us expected some reorganization but I personally did not expect such an overwhelming one. It is a big change. I think we expected minor adjustments and ended up with a major reorganization."

McKenna was asked who made the decision, who was responsible for the formulation of the plan, and it's implementation, "It's my understanding that she did it alone." But McKenna elaborated, "I don't know for sure, I never asked her about that. I know I had no input, most people did not."

### More Input

McKenna was asked whether he felt it entirely appropriate that President Sides, being involved with RWC less than one year should make such a monumental decision with as little community input as she did. "If I was president, I would have had more input from individuals."

The first paragraph of Sides' memorandum states that the purpose of the reorganization is to streamline operations, to clarify present ambiguities concerning administrative responsibilities to simplify our administrative structure and to put the president into more direct contact with the administrative officers. McKenna was asked his opinion on the effectiveness of this "streamling", "I have mixed feelings, I hope she is right. I hope the reorganization helps."

McKenna was then asked his opinion on how and whether this reorganization will indeed "clarify" and "simplify" our administrative structure. "I am certain the president didn't do this to confuse people or to injure the growth of the college. I think in her opinion, this is what the college needs. I personally prefer the organization we had before and the concept we had before."

What was the old "structure" and "concept" as compared to the one now being implemented? McKenna answers, "We had a President who was an external person who was perhaps doing the developing for the college, doing the fundraising for the college, working externally with the college community. That's my personal concept of the President. And then we had an internal person, in this case the Executive Vice-President, who ran the college internally, The President has decided that this structure is not best for Roger Williams. She prefers to have an internal president and I think that was her decision."

### Not Unqualified

McKenna was asked how he feels about the reorganization it's design and who is affected. "I don't think that the people who have been reassigned are unqualified. I believe we have a good team. We have a lot of dedicated people. Once you leave that concept of an external president, meaning a fundraising sort of President, then just about any structure make sense." But McKenna concludes, "I personally prefer the old structure."

As Dean of Administration, Mr. McKenna was working very closely with President Sides. The Quill asked how good was his relationship with the President, "I thought it was pretty excellent." McKenna was then asked if the change in administration will change his relationship with the President, "Oh no, it will never change. I don't think I will be working as close with her as I was before. I will be working more closely with the Vice-President", (Mr. Rizzini).

McKenna was asked if the reorganization has, or will change his future outlook for RWC, "I saw before this that the college was improving financially and I think we have a long way to go. We have had huge deficits some three years ago. Last year we had a small deficit. Just off the top of my head I would say that this year things will improve even further, financially...things are improving. If the President is successful in raising the money, then I think our horizon looks bright."

McKenna continues, "The major thing here is the future of the college. I think for all of us within the structure, whether the President of someone else further down the administrative ladder, we all have to work for the best interest of the college."

Will the change interfere with McKenna's effectiveness as an employee of the college, McKenna answers, "I am not going to let this interfere with our goal of making sure Roger Williams survives." McKenna elaborates, "The college has been threatened many times. I can recall when I was on the faculty, we were a junior college then, and RIJC was just opening. The college scared us to death, we just knew it was the end of Roger Williams. A few years later we became a senior college. Things looked bright, and finally we

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opened this campus. Then all at once the enrollment began to plunge and things looked bad again." McKenna concludes, "We have been through a lot of turmoil. I have been here a long time (14 years to be exact) I have been through it all. The college always seems to survive. I hope and trust that these (present) changes are for the best."

## Relationship Will Remain

Mr. William Nott, Director of the Physical Plant, used to report to Mr. McKenna. Now he will report to the Executive Vice President, Mr. William Rizzini. "I will report to Mr. William Rizzini and at times when Mr. Rizzini is not present within the structure, I will report directly to the president." Nott commented on the reorganization this way, "I think that Miss Sides has given the organization of the college a lot of thought and I think in her own way she has streamlined it for the benefit for the college to make sure that everything that should be done can be done and utilized people in their capacities to put them in a place where they can use their capacities to their best of their abilities."

When asked whether the changes will effect his job, Nott commented that it, "doesn't effect my job, I just continue to do my job. I just report to a different person and there really is no effect on my department or what I have to do." "My relationship with Mr. McKenna will always remain the same" Nott said, "except I will report to a different person other than him."

Those who will still be under Mr. McKenna's supervision commented last week to the QUILL on the administrative shuffle. These comments are presented below:

## Action 'Uncalled For'

Cindy Killavey, Special Events Director, said that, "Everybody that has worked with Dean McKenna knows that he tries to do his best for the college and for the students in the college and everybody that works for him just feels badly that this should have happened to a good person like that." He went on to say that McKenna's demotion is "bad for the students, its going to be bad for the college."

Killavey commented on her responsibilities and McKenna's by saying, "Well, during this time, I have always reported to him as my supervisor in special events. I think he is just going to be taking over the cafeteria, snack bar, food services. Like being supervisor to all of us. So I don't think my job is in jeopardy, he was my supervisor, he is just going to be closer", Killavey said, "I'm not sure what is going to happen to him." (McKenna)

Mr. Peter DiSarro, Manager of the Student Center, said that, "In some respects, it seems very unfair" when asked what he thought of the McKenna demotion. DiSarro said that he couldn't yet say how this decision has affected his views towards the college, "It may, I don't know yet." "I am shocked just as everybody else is I assume."

DiSarro also commented on McKenna and his working relationship by saying, "Dean McKenna and I have always worked together. In every aspect we have worked close in every decision. Now...I guess I will see him more."

Another employee of Mr. McKenna describes the administrative shuffle this way, "Well, as far as I can see, I think its uncalled for!" When asked whether the shuffle was a political move or not, the employee said, "that I don't know. I can't make any comment in that direction."

In regards to McKenna's demotion, the employee said, "Well, I don't like it because I think Dean McKenna tries too hard to do a good job. So in that respect I don't like it." When asked whether this changes his outlook upon the college, it was said, "that I don't know. I can't say whether it does or not."



**EXECUTIVE VICE PRESIDENT WILLIAM RIZZINI** commented last week that despite the reorganization he will continue to "love R.W.C. I think it is a tremendous institution." "The lines of authority, in other words who reports to who, have been clarified," Rizzini said.

## Admiration Continues

"I love Roger Williams College. I think it is a tremendous institution. It does a good service for all its students. Everyone knows my feelings towards the students. It does not change my feelings towards Roger Williams College, the institution" said Mr. William Rizzini, Executive Vice President, last week after he learned of the contents of the restructuring of the administration. Mr. Rizzini has been here at Roger Williams for approximately 14 years.

"Since the president has come, administrative responsibilities were in a state of flux because it wasn't quite certain who was reporting to whom. Prior to the arrival of the president, I was the acting administrator of the college. That's about all I can say," Rizzini commented, "If one compares the job role of the Executive Vice President in the Lyons report, it is not the role of the Executive Vice President today." "I have much less responsibilities "now than before the change. I am responsible for less things and fewer people" said Rizzini.

Rizzini mentioned that he was aware of an organizational chart coming, yet he was unaware of the contents within the chart. On the afternoon of Thursday February 17, 1977, Rizzini was told of the contents of the reorganization, "I was given the general information." "We need it for the accreditation report. We need an organizational chart" said Rizzini. "I've been concerned for a long time that people didn't know who they were reporting to. I asked the president for the accreditation report in which she has to submit an organizational chart. I asked her, or advised her to make up a table of organization as she perceives it because it is required for accreditation."

When asked what kind of effect this reorganization will have on administrative relationships, Rizzini said, "I can't answer that, I don't know. I can't predict what's going to happen."

What kind of effect will the decision have on the college?

"No comment."

Do you think it was fair?

"No comment."

Do you feel that your title is more of a token?

"No comment."

Do you feel that the decision was a surprise to the community?

"Yes, I would imagine so. I don't know if the community has been surprised."

What about the future of Roger Williams?

"I don't know."

Could this be the beginning of further change?

"I don't know."

"The decision clarifies the table of organization and the reporting system," Rizzini stated, "It means that it is now clear who reports to whom. That's what it means."

As to what Mr. Rizzini will do at this point, he said, "I will carry on to the best of my abilities."

This week, Mr. William Rizzini is

on vacation, working on his doctoral thesis. Incidentally, this week was set aside along time ago to be a vacation week for him.



**MR. JOSEPH FAGAN** gained a new title last week and that was **BUSINESS MANAGER**. "The only function that's changed, as far as I can see, is who I report to and it was changed for that purpose." Formally, FAGAN'S title was controller. FAGAN has been with RWC for two and a half years.

## Promotion For Fagan

Another Administrator to be affected by the administrative reorganization, perhaps lower down on the administrative ladder but certainly just as important to effective administrative operations is Mr. Joe Fagan.

Mr. Fagan began serving the college two and one half years ago when he was hired as the school Comptroller, a title that put him in very direct contact with school financing and budgeting. Now Mr. Fagan has exchanged his old title of Comptroller for a newer model, Business Manager. But Mr. Fagan feels that he and his job will be affected very little if at all by the presidents "streamline operations", "My functions don't change at all, just who I report to."

Before the re-organization, Fagan was reporting to Dean McKenna, now he will be reporting directly to President Sides. If there is no actual change in function, but merely in who he reports to, then how exactly does Fagan's old title correlate with the new title he has been given? Is it simply a play on words? Mr. Fagan answers, "The title of Comptroller, I'd say, is an upper-middle management title. Business Manager tends to conotate an upper-management position. The only function that's changed as far as I can see is who I report to...that's the only change I find, and that's basically the only thing I can say about it too."

Fagan feels that the entire purpose for his change in title is simply who he reports to. "as far as my day to day routine goes it will basically stay the same. As far as the Budget Committee goes, I will stay on the committee." Fagan has been on the Budget Committee since its inception. "She (Sides) might become chairman of the committee. When it was formed, Bill Rizzini was acting as president or executive vice-president." Fagan can only assume that Sides will become chairman, but he seems rather sure of his own status, "I know that I'll be on the committee, with my particular function."

Mr. Fagan was asked if this change in who he reports to will "clarify" and/or "simplify" his job as Sides claims it will in the first paragraph of her memorandum to the community, "As far as finances go, it will make it much easier for me. It will give me more direct say into the financial status of the college."

Mr. Fagan was asked his opinion of Sides' reorganization plan as a whole, "The administrative organizational chart, this is purely my own conjecture, is something that normally changes. She (Sides) has been in office since July first now and she's beginning to feel the institution, I think she's going to make an organizational chart."

Mr. Fagan was asked when he found out about the re-

organization. "I was informed early last week. Just before the weekend the President informed me about the changes...she told me what she was going to do", but she did not tell Mr. Fagan why.

Mr. Fagan feels that the structure and implementation of the reorganization was entirely the Presidents idea. But is there more to it, or is this the beginning and end to whatever plans that the President may have in mind? Fagan answers, "I don't know if this is going to be temporary in nature or not." At this point, there is only one person who can answer that question, the President herself.



"I think one thing that was sort of bothersome about the previous administrative structure or the lack of it, was that at the time individuals were not delineated enough and clear enough," said the new **DEAN OF COLLEGE, EDWIN WILDE** last week. Formerly, Wilde was **ACADEMIC DEAN**.

## Sooner Or Later

"Well, what it means is that the president has reorganized the administrative structure of the institution and that I think was to be expected. Previously, you had an Acting President and with the individual who was Acting President still on board. The incoming president obviously, sooner or later, is going to have to get an administrative structure that reflects what she (Miss Sides) wants from an administrative structure. It does seem to be clear that the administrative structure that was in existence last year couldn't continue to be in existence, because you had somebody put in a higher level than the highest level individual. So there has got to be some reorganization and she (Miss Sides) waited for an appropriate time, I think, perhaps longer than I would have. I would have grabbed-the-bull-by-the-horns and moved more rapidly with the reorganization of the administrative structure, but she (Miss Sides) was deliberate. She did not come in and act like a hatchet man, but it was obvious that reorganization had to occur" said Dean of College, Dr. Wilde.

Wilde commented on his new job responsibilities in this manner; "The biggest change there is going to be is that I am now in charge of the Director of Admissions and its staff. So now the Admissions office, recruitment, and that area of the operation is going to come under my balliwick and that gives me a little bit more to do in my spare time." When asked to compare other small college administrations' to Roger Williams', Wilde said that, "I would say that the one difference I would essentially see here would be that the president has the Business Manager reporting to her and this would be unusual in terms of what I have seen in previous institutions. I am sure I can explain what is going on here. She (Miss Sides) has yet to go through an entire budgetary process and in order to be knowledgeable and be able to raise funds, you got to be able to know what the money is going for and you got to be knowledgeable about the budgeting process," Wilde said.

"I knew that the New England Association, when they evaluated us last time, indicated that our administrative structure was in

need of repair, and it was not the best possible administrative structure" Wilde said. "Since we are going to be evaluated next fall, I felt absolutely sure that before we would be evaluated, that there would be a change in the administrative structure. So, I guess the thing which surprised me was that it did not come sooner."

## Friday, February 18

Wilde said that, "as of Friday of last week" he was shown the contents of the new reorganization. "I was not consulted in terms of what was going where, this was the Presidents plan. She asked me how I reacted to the program that I was responsible for and then she told me about the rest of the plan and asked my reactions, and this was on Friday." He went on to say that, "you don't just put in one more layer of bureaucracy in an administrative structure unless your really mad and you need an extra set of problems. Students shouldn't have to put up with that, faculty shouldn't have to put up with that. You ought to have an effective administrative structure."

In regards to his fellow administrators who have been knocked down a couple of pegs, Wilde said that, "I would expect that there would be no problem. Bob McKenna...is returning to his former position. All that is a feather in ones hat. Bill Rizzini is assuming a position that was similar to the position that he had prior to when he became acting president. So each returns to their previous positions having done, in extraordinary circumstances, what was asked of them with distinction. This to me is much more natural and much less traumatic than most I have seen."

## Any More Surprises?

"Surprises? Well, I saw them coming up, then they wouldn't be surprises" Wilde said, "I do not see much changing at this particular point. It could occur that individuals get job offers and go elsewhere. It could occur. You can always feel that you had the benefit of a really good individual for whatever period of time." Wilde went on to say that, "I don't want an individual locked into an institution. That's a bad situation. The best kind of individual is the individual who has the opportunity to leave and go elsewhere. That the kind of individual I want in my operation." In the same breath, Wilde related to the student body by saying, "I don't want a bunch of students here because they can't go anywhere else, I want students here because they want to be here. That's exactly what I'm talking about in terms of administrative structure."

## Experience Over Novice

"Well, I look at my experience and I see that I have a half a year here and I have 21 years of academic experience elsewhere. That's better than 2/3 of the combined total of the other two individuals so I don't think it unreasonable," Wilde, said, "I don't know how to react to that. I am certainly not going to get defensive about that, if that's an opinion that they hold. So be it."

What does this promotion mean to Wilde? "It means more work. That's what I see."

Dr. Thomas Holstein, President of the Faculty Association, told the QUILL that he, "likes the looks of it" when asked to comment on the reorganization. "We have needed this type of organization for a long time" he said. Despite the feelings expressed over the package of the reorganization, Holstein said that, "I will feel sad if the college community feels that Rizzini was being hurt in any way." "I would hope it would not adversely effect Rizzini and McKenna's careers in any way."

## Sides Like Carter

"I think that any new administrative officer coming into any organization, i.e. President Carter taking over our country, will want to organize things in a way that makes the most sense to him I



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"I don't know. I'm really not aware," were MISS ANNE CALDARELLA'S statements last week when asked to comment on the demotion of certain administrators. "I think whatever Miss Sides does is for the benefit of the college," CALDARELLA said.

guess" said Anne Caldarella last week. Caldarella will now officially be reporting directly to the president. "I don't anticipate any major change" said Caldarella in comment of how her job may change resulting from the reorganization, "I have been reporting to the president since she came on board on a weekly basis anyway. It's been more unofficial than official but I make it a habit of keeping her informed of any public relations activities and she provides the direction, the public relations direction, for the college."

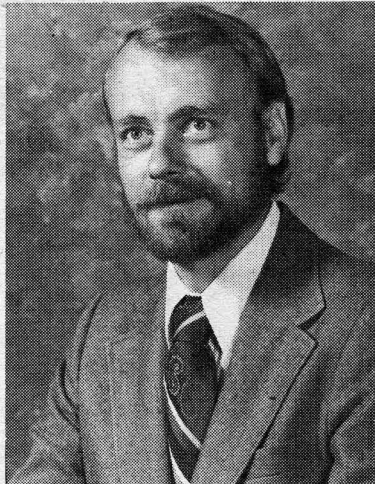
When asked what she thought of the demotion of Rizzini, Caldarella asked back, "How do you see Mr. Rizzini being demoted?" "What was he doing in the past that he's not doing now?" She asked, "I don't know. I'm really not aware" Caldarella said. When asked what she thought of McKennas demotion, she commented, "Well, I think we have to look at what's best for Roger Williams College. We have to consider all of the functions that need to be accomplished at the college." "I think that the most important thing is everything is every area is essential to the operation of Roger Williams College."

When asked what she thought of being fourth under the president, according to the presidential memorandum, Caldarella said, "I don't see it that way at all." "I don't see it that at all." "I don't think that this demonstrates power necessarily."

Caldarella commented on communication between the old structure and the new structure of the administration by saying, "I don't think that's a question for me really. I did not sit down and study the organizational charts." After

these comments were made, the check out list in the Library for the Bryce-Lyons report states that Caldarella took the report out last July. In the report, there is a detailed chart of the organizational chart of the former structure.

Is this a benefit for Roger Williams or for Miss Sides? "No, think that whatever Miss Sides does is for the benefit of the college" Caldarella said.



DEAN OF STUDENTS, MICHAEL SWANSON, was the only top level college administrator not affected by the reorganizational shuffle. SWANSON concerned with "the ambiguities present in the memorandum" is concerned with specific phraseology such as "report...time to time."

**From Time To Time**

The Dean of Students, Dr. Michael Swanson, had previously reported to Executive Vice President Rizzini concerning all affairs connected with his office.

In lieu of the administrative "streamlining", Dean Swanson will not only continue reporting to Vice President Rizzini but in addition will be required to report directly to President Sides as the memorandum stated, "from time to time."

In an interview last week, Dean Swanson stated his previous knowledge of the change was limited and he was greatly concerned with "the ambiguities present in the memorandum." The phrase "from time to time" was not sufficiently clarified and the ambiguity of the word "report" indicates no established distinction between verbal or written communication, according to Swanson.

Swanson further stated that the authority formerly vested in Vice President Rizzini is questionable and felt a need for a "more specified statement of policy regarding delineation of authority, responsibilities, and power to implement change."

In regards to President Sides direct appeal for more effective communication at all levels of the administration, Swanson commented that "Direct, day to day involvement vs. fact gathering must be the basis for comparison" in regard to the communication

problem.

Swanson further expressed a need for "job descriptions outlining the responsibilities of the new positions, including Dean of the College, Director of Development and Alumni Affairs and the Business Manager."

Swanson concluded by stressing the major points he as Dean of Students is concerned with as being, the structure itself and it will effect the students, the ambiguity of the language, the impact such a change will have upon the authority of the "reorganized administrators" and finally the morality of the entire situation in regards to the personal level and the fairness associated with the streamlining alterations. Such a question of morality lies within the realm of individual decision and discretion, the question remains to be answered.

**Informed Sources Speaks**

Well, informed sources have allayed that the President of the

institution has acted well within her authority in making the administrative changes. President Sides has commented that she did in fact consult with the Chairman of the Board of Trustees of the college concerning the changes and that she also sent a copy of the memorandum (outlining the changes) to the individual members of the Board.

It has been noted that the oft referred to "Bryce-Lyons" report contained only recommendations made to the board by the evaluations team of three professors, which was chaired by professor Bryce-Lyons of Brown University. This report not only evaluated the effectiveness of the former Gauvey administration but also addressed itself to the faculty and Board of Trustees itself. Some of these recommendations have been adopted and implemented by the Board and some have not.

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Providence meetings will be held in the Marriot Hotel, 1 Orms Avenue, off Rt. 95. Newport meetings will be held in Treadway Motor Inn. Schedules for both locations are as follows: Tuesday, March 8, at 6:30 and 8:30 p.m.; Wednesday, March 9, at 6:30 and 8:30 p.m.; Thursday, March 10, at 6:30 and 8:30 p.m.; Saturday, March 12, at 2:30 p.m. only, Monday, March 14, at 6:30 and 8:30 p.m.; and TWO FINAL MEETINGS on Tuesday, March 15 at 6:30 and 8:30 p.m.

Classes are limited and class places will be filled on first come—first serve basis only. Be sure to attend the earliest meeting possible to insure a class place. Group rates are available upon request.

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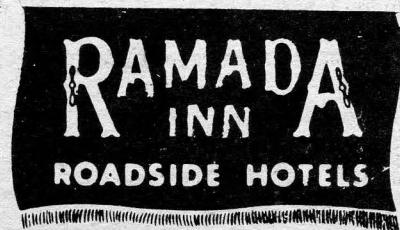
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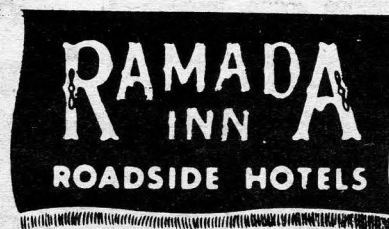
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**Dancing Fri & Sat**

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# EDITORIAL

Its very clear from the actions of the president what Miss Sides and the rest of those who agree with the recent decision on administrative reorganization are trying to do with Roger Williams College, the school. They are simply co-ordinating a small New England college and turning the structure around and treating the school like a business. This type of atmosphere, realistically, closes its eyes towards those that are consumers of the institution, those that pay the salaries of everybody who work at Roger Williams, the students. Those that are in charge have placed blinders over their eyes away from the students, the colleges life line.

Miss Sides has altered reporting channels to report to her individually and personally for she believes that she wasn't getting the proper communication into her office from the former administration structure. Whether or not this communication problem is a fault of the former administrative structure or the current president, is still to be answered yet what is known is that Miss Sides has effectively taken a step which makes her more internal than external as a president. A presidents role, as a reminder Miss Sides, traditionally functions as an external president emphasizing fundraising policies and outside community relations. Under the new structure, Sides has taken over the former responsibilities of Vice President William Rizzini as an internal president. Rizzini did a job of running Roger Williams during the transitional year between Gauvey and Sides in an exemplory manner. His qualifications probably cannot be matched, in terms of experience at Roger Williams College. This holds true also for Robert McKenna. How sides can not trust these two individuals is beyond me. Two rookies at Roger Williams have come in and successfully taken the reigns from two of the most effective and students minded administrators this college has seen in years. This manipulation could be classified as an administrative insult to these two respected administrators. This action was highly uncalled for. Miss Sides, you must remember that this is not an all girls school and your role is not a head mistress of a school of that type. Instead, you are the president of an experimental college filled with a vast resource of different types of individuals. Individuals who care what happens to THEIR college. This kind of poor judgement on the part of the president caused the former president to be kicked out.

You have shown a lack of sophistication by slapping down two administrators who have been the key pivot points in establishing and maintaining a high degree of good will and mutual co-operation between students and administrative oldies. The former president exercised deftly this same "lack of sophistication" and prudent judgement causing massed campus unrest and his eventual "retirement."

## Letters to Editor

### Open Letter: Sides Cited For Being Hypocritical

Above any obligations to the members of the student body, as duly elected Student Senators, despite all other responsibilities, our consciences dictate an open response to your memorandum entitled "Administrative Reorganization of Roger Williams College." First and foremost must always be one's conscience as a member of a community. Quite frankly, Miss Sides, decisions such as this, made without prior consultation of the entire community, can only serve to bring one to the conclusion that Roger Williams College is not a community at all. In short, we feel that you have brought unjustifiable disgrace to the struggle we have all fought in trying to build community spirit at this school during the last few years.

Of course, we can not question your right and obligation to make necessary changes. It is the decision-making process which you have chosen to employ to which we must most vehemently object. It follows that a poor decision-making process will usually result in poor decisions. Briefly said, Miss Sides, it was decisions made through what seems to be the same process that resulted in the administrative upheaval which ended with your inauguration.

Furthermore, we feel that you have been hypocritical. You honored Vice-President Rizzini at your inauguration for his efforts in keeping the school alive at a time when it could have very easily fallen apart. You awarded him an honorary degree, and now by our

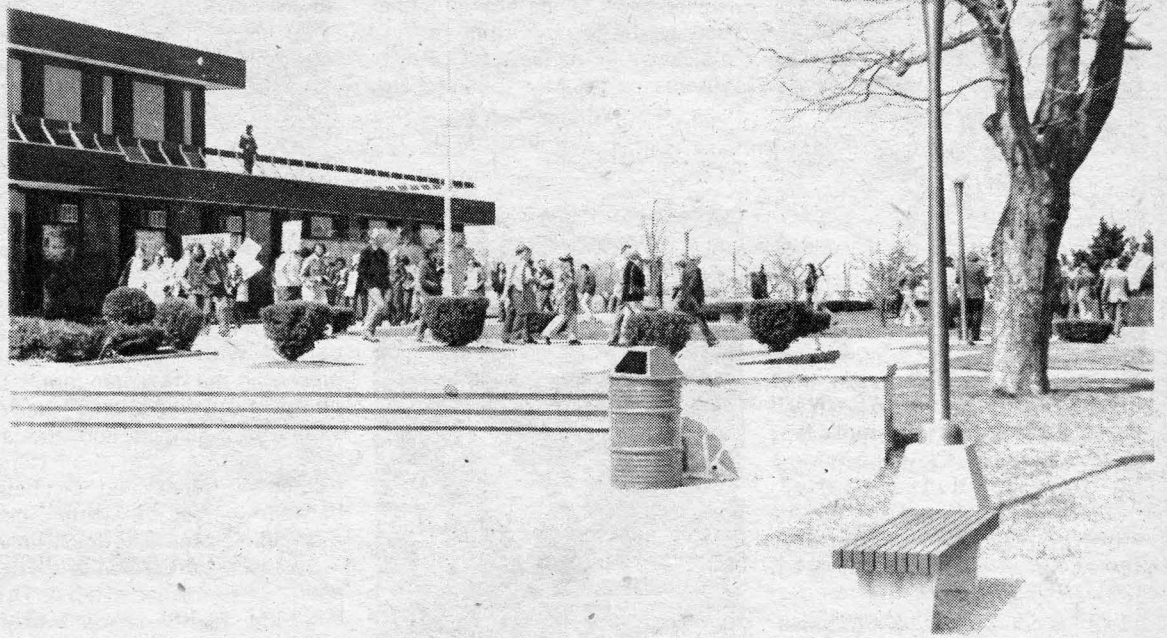
observations, you have degraded him. Miss Sides, Bill Rizzini is our College's most internally respected administrator. We are appalled by this action and ask for your justification.

Roger Williams College can not be run as a business only. If it is to survive, it will only be through community effort. In the best interests of the College, you must not govern through dictation. Mindful and respectful of your position as President, we must warn against such actions that can only be construed as dictatorial.

We all must agree on one point. Roger Williams College owes much to Mr. Rizzini and former Dean McKenna. This is hardly the treatment that they deserve. We are yours sincerely,

Robert Gabordi  
Marla Rowe  
Debbie Craven

**The Quill  
Needs You!  
We Need  
Writers,  
Artists,  
Photographers,  
Typists,**



**PICKET LINES** announced protest of students and teachers a few years ago when former President RALPH GAUVEY and his administration decided to cut 12 teachers from Roger Williams.

## Student Officials Respond

By PHYLLIS JORDAN  
Staff Writer

As a result of the memorandum of the reorganization of the administration passed out by President Virginia V. Sides, many student leaders are irate.

**Cavanaugh Responds**

Michael Cavanaugh, President of Dormitory Government states; "I feel it totally unjustified for the simple reason that two years ago we had the retrenchment and all the troubles with ex-President Gauvey, I feel that if it had not been for Vice-President Rizzini and Dean McKenna, this school wouldn't be accredited today. In all the dealings that I have ever had with Dean McKenna as President of Dorm Government, he has been 100% for the students in anything that the students really wanted within reason was given to them."

**Nalette speaks**

Paul Nalette, President of the Senior class states; "I think it was an unfortunate thing to happen to two Administrators who held the college together during the time when we didn't have a president. I hope within the near future, President Sides can explain and justify her decision to the student body."

**Miller Reacts**

James Miller, President of the

Student Senate States; "I am 100% opposed to President Sides' reorganization, it changes my relationship with the administration. For the past year and a half I have had an excellent working relationship with both Vice-President Rizzini and Dean McKenna. It further undermined my trust and respect for the administration. I thought that after the Gauvey retrenchments, changes like this would not have happened this way."

The Student Senate met in an emergency session late Sunday night and drew up and approved the following resolution:

**Resolution**

Whereas: The actions taken by President Virginia V. Sides, reported in a memorandum dated February 24, 1977 entitled "The Administrative Reorganization of Roger Williams College" are in our opinion unwarranted, unprecedented and without merit.

Whereas: We need not remind the Trustees of the dedication hard work and success of Vice President Rizzini and Dean McKenna and,

Whereas: In our opinion the actions taken by the President

are thoughtless and an insult to these two respected individuals, be it

**Resolved:** by the Student Senate of Roger Williams College on this 27th day of February 1977, that with past history as our guide, with preservation of this college as our highest goal, and with collective and individual consciences as our morality, we must as strongly as possible voice our objections, displeasure and sincere resentment with respect to the actions taken by the President, and be it

**Resolved:** that the Student body, in an action rare for students, rally behind these two administrators to show our respect and gratitude to them for their fine efforts throughout their tenure here at Roger Williams College and urgently request the Trustees immediate reconsideration of the actions taken by the President.

This resolution was passed by unanimous consent of the Student Senate of Roger Williams College at the date mentioned above.

## Head Resident Yonan Responds

Miss Sides:

Why is it that the two administrators who are the most respected and experienced at Roger Williams College have been demoted and the two who are the least experienced (six months) at Roger Williams will be virtually running the school as of March 1? Mr. Rizzini and Mr. McKenna are two of the best things to ever happen to this school. They have

helped this school through many hard times, including the Gauvey/retrenchment era. Last year went very smoothly with these men in charge. Possibly the only mistake that was made last year was the choice made for the Academic Dean, a man who wants to throw out the "experimental" aspect of this experimental college. He will now become second in charge here.

Please reconsider Miss Sides. I will be proud to graduate from Roger Williams College in May. Please let me be proud to come back and visit in the future. Run the school like an institution, not like a business. No more Watergate please.

Sincerely,  
Scott Yonan  
Head Resident

**From Page Three**

A source has also noted that both Rizzini and McKenna were appointed to their former positions by actions taken by the Trustees. Each was extended a contractual agreement which established them in their former positions for a specified length of time; that is, McKenna as Dean of administration for a twelve month period ending

November 20, 1976, and Rizzini's until six months later or until about May 20, 1977.

Finally inferred from one source was that inherent to colleges in the modern era that RWC is essentially a business and that much like any other business the administrative head must maintain a good deal of organizational latitude in order to effect productivity and progress.

All are welcome to attend the *Quill's* IMPACT press conference today, Wednesday, March 2nd, 1977, at 1:30 in the Bay Room. Topic of discussion will be the Reorganization of the Administration. President Virginia Sides, along with other administrators and officials will be present.

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