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Brooks Helps USD Build for Tomorrow

by Michael R. Haskins

There's a lot of construction going on at USD these days, but not necessarily the type that requires bulldozers and jackhammers. Instead, the university is quietly building for the future — often in ways that are, at first glance, invisible.

One of the engineers of this building boom is Fred Brooks, USD's vice president for finance and administration. And his jobs are numerous. Building bridges to the community. Building relationships among departments that often must share limited resources. Building new sources of funding in tough economic times. And, most important, building a secure financial foundation to carry USD into the next century.

"The end function of the university budget process has to be to develop priorities for the long-term health of the school," says Brooks, who joined USD in August 1992 and supervises finance and accounting as well as physical plant, human resources, public safety and university services such as printing, purchasing and the bookstore.

"Universities need to think in the long term; otherwise we're not going to survive."

The top priority for USD, Brooks adds, is to become more efficient. "We're going to go through the same kind of rethinking that industry has gone through," he says. "That doesn't mean that we're going to go out and slash the work force, but it does mean that we have to learn to use our resources better at every level of the university."

Like any good builder, Brooks is starting with the basics, including using the skills and capabilities the university already has available. He points out, for example, that many of the academic departments — such as business or science — could easily put their skills to work in solving some of the practical problems faced by the university.

Other basics include the need to rethink how funding is received and distributed. Brooks acknowledges the need for alternative sources of income and resources, such as research grants, but also cautions that financial tradeoffs must be made in order to introduce new capabilities and programs.

"We're going to be forced to make choices that we have not been forced to make before," he says. "I don't see that as a short-term phenomenon. The years of double-digit increases in tuition are pretty much over with."

Tuition is not the only source of funding which can no longer carry as much of the load. With the end of the Education for a New Age capital campaign — which Brooks characterized as a "phenomenal success" — and a still-flagging California economy, the university is faced with difficult choices when it comes to finances.

Perhaps foremost among those choices is the decision to redirect some operating funds to financial aid. Brooks described the reaction of the USD community to that move as "sympathetic," noting that financial realities — such as the federal government — (Continued on page three)
Benefit Briefs

The California Casualty group is happy to announce rate rollbacks and rate adjustments. Employees insured by California Casualty between 11/8/88 and 11/7/89 may be eligible for a premium refund. In addition, current rates will be adjusted, in some cases as much as 20 percent. Contact your local California Casualty office for complete information.

Tuition remission policy clarification: Self-supporting programs such as graduate career programs, continuing education and summer camps are not covered by tuition remission. Except for summer Guadalajara and summer law foreign programs, study abroad or away from campus is not eligible for tuition remission.

Financial aid and law financial aid deadlines for the academic year 1994-95 are just around the corner. Full-time students eligible for financial aid must file before the appropriate 1994 deadline. Full-time students applying for admission in 1994-95, who meet aid eligibility requirements, must file before the appropriate deadlines this spring. Tuition remission benefits may be affected if the full-time student is eligible for aid and does not file.

It is still too early to know if summer tuition remission benefits will be available. Watch the mail in April for complete information and instructions. Benefits are awarded based on priority as described in the tuition remission policy.

Medical/dental membership service numbers: PruCare, 457-4337; Kaiser, 528-9687; PruNetwork, 279-2411; Fortis, (800) 800-2000, ext. 4211; Western, (800) 992-3366. Employees who changed health plans during open enrollment should have their membership cards by the end of January. Please contact the appropriate membership service office if you do not receive one by then.

— Vicki Coscia

West Finds New Pathways to Success

by Michael R. Haskins

If you’ve ever led a tour group of young girls into the Grand Canyon and spent a week teaching them how to get along in the wilderness, you’ve certainly earned the right to call yourself a qualified guide. Diane West has achieved this feat not once, but scores of times.

Guiding people through difficult situations comes naturally to West, however. From the numerous field trips to the Grand Canyon with the Girl Scouts, to her work as a credit counselor, to her current role as secretary to the assistant and associate deans of arts and sciences, she acts as the experienced navigator, helping others reach their goals and destinations.

Of course, you can’t help people make their own journey until you’ve traveled extensively yourself. West, runner-up for the Employee of the Year Award presented at last summer’s Staff Employee Appreciation Picnic, has a history of challenging herself to break new ground.

For instance, after her youngest child started school full-time, West decided to pursue career goals that might have seemed unattainable to someone with little previous work experience. But despite her short résumé, she landed a job with the Morris Plan Co., a California savings and loan.

“The manager of the branch really had to talk hard to get approval to hire me, because they really didn’t know what they were getting,” West recalls. “But he told me, ‘Your people skills will take you far.’”

And indeed they have. West quickly worked her way from teller to branch manager, then left to open a new branch for another bank. She then worked for five years in what she calls “one of the most rewarding jobs I have ever had,” as a counselor for Consumer Credit Counselors, helping people find their way out of financial trouble.

West began work for USD in May 1989 in the loans collection office, but a short time later moved to the dean’s office, where she continues to put her people skills to good use.

“Whether student, faculty member, or staff, Diane finds a way to accommodate everyone in a way that not only satisfies their request but leaves them feeling good about their interactions with our office,” wrote Associate Dean Betsy Winters and Assistant Dean Mitch Malachowski in their letter nominating West for Employee of the Year. “She is a natural leader who continually generates ideas for improving whatever she is involved in.”

Involvement never has been a problem for West. She reluctantly gave up her position with the Girl Scouts to make time to pursue a degree in sociology, but then took on two more assignments: co-president of the Staff Employees Association and safety committee member. Off-campus, she pursues hobbies as eclectic as painting and backpacking. And although this might seem like too much for some people, West sees the ability to help as more than enough compensation for her time.

“I can’t go in with the attitude that I’m going to change the world,” West says of her work with the SEA. “But if I can be there just one time and help someone who’s not happy with their situation, then maybe I can make a difference.”

No matter what the challenge, West seems to find a way through. Winters and Malachowski noted in their nominating letter that “it was clear from day one that Diane had the talent, dedication, initiative and temperament to successfully navigate through the complexities of her job.”

But when you’ve guided as many people as Diane West has, finding your own way is second nature.
Department of the Month

Public Safety

1. Where is your department located?

The public safety department comprises two divisions, the university police department and the parking services department. The university police department is located on the North Perimeter Road, just north of Camino Hall, and is open 24 hours a day, seven days a week. Parking services is located in Maher Hall, room 106.

2. What are the functions of your department?

Our primary function is the protection of life and property. We respond to all types of emergencies, provide a safe environment and educate the campus community about campus safety and crime prevention. Our functions also include: escort services; security for university events; patrol services; criminal investigations; enforcement of parking rules and regulations; operation of the university tram; and operation of the university switchboard on evenings, weekends and holidays. We also issue parking permits as well as faculty, staff and student ID cards.

3. What is the biggest challenge your department faces?

Ensuring the safety and security of USD students, faculty, staff and visitors as well as the security of all university assets, and blending all of these ingredients into an environment that enhances the academic mission of the university.

4. How has your department changed over the past 10 years?

Our department has changed in many ways, including number of personnel as well as scope of responsibility. Our officers are better trained and better equipped to perform their jobs. Our officers are committed to the university, the department and their job. We also have the technical equipment to help us fight the never-ending spiral of crime.

5. What is the one thing you would like the campus community to know about your department and its functions?

We are primarily a service-oriented department, as is clear from the large number of service calls answered yearly. We will never stop crime completely, but if the entire campus community becomes involved in crime prevention, we can make USD a criminal-unfriendly campus.

Brooks
(Continued from page one)

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(Continued from page one)
Valentine Memories Are Made Of This

The pathways to true love are as numerous as the stars above. As a special Valentine’s Day treat, some of our USD co-workers shared the circumstances under which they met their mates.

For La Verne Hanscom of church relations, it was less a case of love at first sight than it was a second chance. “I actually met my husband when I worked as his secretary, but it wasn’t until about five years after I had left for a better-paying position that our romance came about,” she says.

“Early one morning, I was standing on a corner waiting for a bus to take me to work. I had spent the night with my grandmother and so was in an area where I would not ordinarily have been. Frank spotted me when he had to stop his car for a red light. He tried to attract my attention by honking the horn. When I didn’t respond, he opened the window and yelled out my nickname. Then I paid attention.

“He was on the way to the airport, where he was headed out of town on a business trip. He asked if he could call me for dinner when he returned. He did — and we were married about a year and a half later.”

Jeff Jones of the counseling center didn’t have to wait for his spouse, however. He knew she was the one right away. “My wife, Cindy, and I met a long time ago, back when we were high school sophomores,” he says. “It was the first day of class, and I was already seated in my geometry class, when in walked a stunning blond with a big smile and a friendly attitude. Gradually we got to know each other, and I made a point of seeing her whenever I saw her on campus.

“Because I was very shy, I wasn’t sure of where I stood with Cindy or what to do next. Fortunately, Cindy did. On Oct. 12, 1973, after I played in the JV football game, I was hanging around with the guys when word came through the grapevine that Cindy was looking for me. My heart stood still. Could this be true? Is this some kind of joke? I hadn’t told anyone of my feelings for Cindy. As I stood frozen with doubt, fear and confusion, Cindy made her way through the crowd to find me staring aimlessly out on the football field. I came back to my senses when she called my name, and we escaped the teasing of my jealous teammates by heading into the bleachers to watch the varsity team play. I don’t remember a thing about the football game we watched. My only memories are the rush of first love, the cold autumn night air, a shared hot chocolate, secretly holding hands and cuddling against the cold.

“We continued to date steadily though high school and attended UCSD together. During our senior year, I proposed to Cindy. We married the next summer, in 1980.”

Unlike Jeff, Bridget Ingram of the child development center only had one chance to meet her future husband, a chance she almost missed.

“Having recently graduated and landed a new job, I was pretty immersed in work and had no time or interest in a social life,” she says. “I never went out and loathed the club scene. One night, my best friend tricked me into getting out of the house by saying we were going to go out for a bite to eat. I agreed, but only if we would be back in one hour. The next thing I knew, we were entering a local dance club! I protested, but went inside. The minute I walked in the door, a handsome man (my future husband, Walter) approached me and asked me to dance. I hesitated, but thought, ‘Why not?!’ We danced together the entire night and could not be separated for a minute.

“The rest, as they say, is history. We’ve spent the last nine years together, and we’ll hopefully have at least a good 50 left!”