



an organizational behavior moment

The Two Presidents

Frances Workman had been president of Willard University for less than two years, but during that time she had become very popular throughout the state. Frances was an excellent speaker and used every opportunity to speak to citizen groups statewide. She also worked hard to build good relationships with the major politicians and business leaders in the state. This was not easy, but she managed to maintain favorable relationships with most.

She also had worked on the internal structure of the organization, streamlining the administrative component. She started a new alumni club to help finance academic needs, such as new library facilities and higher salaries for faculty and staff. In addition, she lobbied the state legislature and the state university coordinating board for a larger share of the state's higher education budget dollars. Her favorable image in the state and her lobbying efforts resulted in large increases in state funding for

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Willard. Interestingly, Frances was so busy with external matters that she had little time to bother with the daily operations of the university. However, she did make the major operational decisions. She delegated the responsibility for daily operations to her three major vice presidents.

Before Frances's arrival, Willard University had several presidents, none of whom had been popular with the state's citizens or particularly effective in managing the university's internal affairs. The lack of leadership resulted in low faculty morale, which affected student enrollment. Willard had a poor public image. Frances worked hard to build a positive image, and she seemed to be succeeding.

a thorough planning system, the first of its kind at Eastern. He maintained good relations with the board of regents, but faculty viewed him as somewhat "stilted" and indifferent.

Frances projected a positive image to people in the state, and along with that, had built a positive image of Willard. The results of her efforts included an increase in enrollment of more than a thousand students in the past year. This occurred when enrollments were declining for most other colleges and universities in the state. Willard received the largest budget increase ever from the state university coordinating board and the state legislature. Finally, the outside funds from her special alumni club totaled almost \$2 million in its first year. Faculty morale was higher, but fac-