The Raft: Trying to make changes occur

By DEBORAH KRELL
Interim Associate Editor

He's only 15 and scared. He has problems at home; problems in his head. He wants to go away, but has no place to go.

Where does he go?

Until now, area teenage runaways could only contact a juvenile home through the police for assistance. But after July 1, the Raft, a home for runaways, will open in East Lansing.

Why The Raft? Teme Levbarg, one of the founders of the home said, "We took our inspiration from the Huckleberry House in San Francisco, fire - inspected and are filling out their state application as an "emergency shelter.

The two of them plus area high school and junior high school students are fixing up a large residence that has seen better days at 420 Evergreen Ave. to house the runaways and the staff that will help them.

"The kids who've helped us have been just great," they agreed.

Once The Raft is spruced up and operating, the house staff will include four "house parents," two of whom will stay in The Raft from 10 p.m. until 9 a.m. on alternating nights. In addition, The Raft has a 24-hour staff of student volunteers who have been trained to deal with runaways and who have had the initial training necessary to deal with drug problems.

"When a runaway comes to us, he'll be able to talk with a person from his peer group," Miss Kehde said.

The Raft personnel have also compiled a list of paraprofessional and professional people who will be on call to help when they are needed.

"They'll come to handle individual and family counseling," Miss Kehde said.

Preparing The Raft: Kathy Darling, Bill Bunt and Sue Forrist take a whack at an old ceiling.

Photo by Bob Smith

Bus drivers' charges dismissed

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The charges stemmed from a dispute that culminated in a four - day work stoppage by campus bus drivers last February when all the drivers called in sick.

In a March 10 hearing, it was charged that MSU had not "conferred in good faith" regarding a request for upgrading bus drivers' classifications. The charges also alleged that the University had "refused to even negotiate as regards such upgrading."

Local 5585 and MSU signed their most recent agreement last fall. The pact expires June 30, 1970, although wage adjustments are to be negotiated by this July 1.

That contract contained a letter of understanding in which both parties agreed to meet to "study and discuss feasible changes in classifications as between different pay grade levels in order to correct possible inequities."

JOSEPH B. BIXLER, trial examiner for the Midmichigan Employment Relations Commission, said that while MSU had refused to negotiate regarding classifications of the bus drivers, the University "had expressed willingness to alter any of the job classifications, if agreement was reached that an inequity existed as a result of the discussions."

Bixler said at 420 Evergreen Ave., to meet again.

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would not meet again until late September.

He added that each subcommittee would submit a provisional paper on its topic when the whole commission does meet again.

The subcommittees will work in five areas: Admissions; Procedures and Standards; High Risk Students; Minorities and "Open Admissions"; Enrollment Mix; MSU Academic Goals, Future and "Mission of Michigan State;" and Special Programs.

These committees, which first met June 19, will meet periodically through the summer, Polley said, and they will be most receptive to questions, comments and ideas of all faculty members.

"The way I see it," Polley said, "the opinions of interested faculty members will be most welcome in the subcommittees."

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Commission looks at five categories

To facilitate the gathering of vital information and the discussion of admission subject areas, the Presidential Commission on Admissions and Student Body Composition has formed five subcommittees or "task forces" for the summer.

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The case against departmental sovereignty: ‘Confidence Crisis’ examines self-service

By GENE RIETFORS
Editor, Faculty News

"The department is both the refuge and support of the professor. (It) provides his working space: An office, an adjacent classroom or seminar, and (for the scientist) a well-equipped laboratory ... The professor looks to the university for a parking place, although he believes that if universities are well-run, each department would have its own facilities surrounded by parking places restricted to the departmental staff. The department exists to nurture the professor, and the university exists primarily to nurture the department..."

For all its seeming cynicism, the preceding description nonetheless reflects the views of "too many university professors who focus almost exclusively on their own instruction and research, and show little interest and considerable contempt for the activities of the deans and of central administration."


Its authors are Paul L. Dressel, professor, assistant provost and director of institutional research at MSU; Philip M. Marcus, associate professor of sociology and coordinator of the Urban Survey Research Unit on the campus; and F. Craig Johnson, formerly in the Office of Institutional Research here and now a professor in instructional research and service at Florida State University.

The book reports on a study the three conducted at 15 universities (excluding MSU), where they examined each institution's mathematics, history, psychology, chemistry, English, management and electrical engineering departments.

In addition to assessing the current state of the university department and reaction to it, the three researchers offer suggested guidelines for departmental self-evaluations and provide proposals for departmental reforms. They contend that reforms are needed because departmental autonomy in many cases has become detrimental to the university as a whole.

* * * 

BASED ON VISITS to the 15 campuses where they interviewed faculty and administrators, Dressel, Johnson and Marcus report general confirmation of two hypotheses: Departments with high national standing (in terms of research and Ph.D. production) are more informed in their administration than are departments with less national stature; the highest-ranking departments are less involved in local institutional matters and tend to ignore institutional practices.

They also say that faculty in departments emphasizing undergraduate instruction are likely to identify with the university, while faculty in departments placing more priority on research and graduate instruction tend to identify more closely with their departments and their disciplines.

Faculty in English and chemistry ranked undergraduate instruction higher than did those in mathematics and psychology, the researchers note. Chemistry and mathematics faculty tend to rank basic research high in priority; faculty in management and English rated it lower.

"These findings are not surprising," they say, "but they do demonstrate empirically the conflicting priorities which appear in the modern university. Each discipline pulls in its own direction and compromises have to be made while overall policy issues remain unresolved."

* * * 

THE QUESTION of departmental autonomy prompted varied responses from faculty in the survey. Some strongly endorsed the idea, and one respondent said: "The university as an entity is less important than the departments severally."

Others viewed such autonomy with concern. Replied one person: "The problem arises because of Parkinson's law, because department chairmen are almost inherently empire builders, and because higher authorities don't have the breadth, wisdom and guts to do their jobs of keeping unjustifiable expansions under control."

The three researchers point out additional hazards resulting from departmental autonomy, particularly when visible accountability is absent. They reported that when autonomy is seen as "license to do whatever an institution or department desires ... negotiations based on mutual confidence degenerate into a confidence game in which higher education loses."

"It appears momentarily to win." They add that in some cases, "one of the best things that can happen to a university is a period without significant budgetary increase or even an actual cutback, "since such circumstances force administrators to review and possibly cut back existing programs, and they make faculty, "though reluctantly, face up to the necessity of reassessment.""

* * * 

THE THREE authors suggest that reforms are needed to contain some of the uncontrolled growth among departments.

Control is required, they said, "so that their (department's) resources are allocated and used in accord with priorities set for the university by the university in cooperation with those who support it."

Part of the solution is development of a management information system to ensure that allocation of resources is based on "careful consideration of programs acknowledged to be appropriate to the university."

They also suggest improved methods and systems of budgeting systems, input-output analyses and general introduction of scientific management into the universities.

"It is to be expected that departments and faculties will strongly resist any reorganization or any system which permits review and control of their activities," the authors observed, "and administrators will be powerless to effect such institutional public pressure makes continuing support contingent upon full revelation and upon adherence to priorities on which that support is predicated."

Dressel—veteran chronicler of U.S. higher education

The senior author of "The Confidence Crisis," Paul L. Dressel, is a veteran observer of higher education who has conducted several national studies in the field. He assumes the presidency this week of the American Association of Higher Education.

Dressel foresees continued development of alternative structures to the department -- such as institutes, centers, residential colleges and colleges devoted to themes.

At the same time, he says, it is unlikely that any breakdown of the departments will occur.

"I'd like to see the universities and their departments evaluated by looking at research -- basic and applied -- and at instruction they provide: both graduate and undergraduate," he says. "There should be regular re-evaluations, with changes made when necessary."

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In the conclusion of their book, Dressel and his co-authors note that "there are faculty members, chairmen, deans and others who recognize the need (for reform and realignment of priorities)."

They cited pressures for reform from both within and without the universities. And they conclude: "Assuming that these concerns and pressures can be converted and concentrated on the main issues -- the reordering of priorities and better allocation of resources to achieve them -- rather than on peripheral changes of minor significance, reform may be closer than it appears."

AAUP members elect leaders; officers assume duties this week

The newly elected officers of the MSU Chapter of the American Association of University Professors (AAUP) are:

President -- Sigmund Nowak, professor of labor and industrial relations; vice president -- Albert P. Linnell, professor of autonomy; secretary -- W. Fred Graham, associate professor; Justin Morrill College; treasurer -- Frank J. Blatt, professor of physics.

AAUP Council members are: Tenured ranks -- Ames L. Dyce, professor of chemistry; Lester Manderscheid, professor of agricultural economics; Jack Stober, professor of economics and labor and industrial relations; tenured ranks -- Dennis Burbch, assistant professor of music; Julia Fink, assistant professor of linguistics; Charles R. Peetles, assistant professor of natural science; any rank -- James B. Hamilton, assistant professor of chemistry; George A. Hough, associate professor of journalism; and Dennis P. Nyquist, associate professor of electrical engineering and systems science.

The officers will begin their terms July 1.
James H. Denison (see related story)
George M. Johnson (now of Boston)
Donald K. Marshall, professor of pharmacology. The host answered that there was neither an academic council nor a senate -- that the faculty didn't even meet collectively, and the president had almost absolute power to govern.

"But how can you operate, with the penalty that the president knows what he's doing?"

TO JAMES H. DENISON, a man intimately involved with the administration of the University during his more than 20 years as assistant to former President John A. Hannah, that story emphasizes the fundamental changes now taking place in governance as well as in nearly every other facet of American higher education.

Despite the growth of administration as profession, Denison predicts that faculty will become increasingly involved in campus governance, mainly because student concerns are turning from administration matters to the academic areas that directly affect faculty.

"Faculty members are getting pulled into these jobs," he observes, "and they're finding that it isn't quite as easy to settle student items as it once may have seemed from the sidelines."

SHORTLY AFTER John Hannah retired last year to take over as administrator of the Agency for International Development, Denison stepped down as presidential assistant and director of university relations to become a presidential consultant.

Beginning tomorrow (July 1), he will take a year's leave of absence before returning next July 1 to spend the final year at MSU prior to official retirement.

Denison joined Michigan State in 1947, leaving his post as administrative assistant to Gov. Harry Kelley. Earlier he had been information officer for the Michigan War Council, an army officer during World War II and, for 12 years, a newspaper reporter and editor. It is the newspaper field that has held a continuing attraction for Denison, even though circumstances dictated a career in higher education and university relations.

"I didn't know what I was getting into,"

Denison: Universities face 'amazing complex' of adversity

This year's list of faculty retirees receiving recognition includes 22 persons whose average tenure at Michigan State is more than 25 years.

The retirees include:
James H. Denison (see related story).
- Stanley Ball of Leland, who joined the Cooperative Extension Service in 1941 who retired in Leelanau County for 20 years.
- Alfred P. Ballweg of Caro, an extension agent for Tuscola County since 1951.
- Erwin J. Benne, professor of biochemistry who joined the MSU faculty in 1938 as a research assistant in soil chemistry.
- William C. Butts of Reed City, who joined the extension service in 1945 and has been county extension director in Oceola County since 1952.
- Clyde W. Cairy, a member of the faculty since 1937 who retires as professor of pharmacology.
- Miss Lucille E. Dailey, assistant professor of health, physical education and recreation who joined the faculty as an instructor in 1944.
- Richard A. Pennell, professor of zoology, who began here as an instructor in 1936.
- Leo Haak, professor of social science who joined the faculty in 1944 as head of the effective living department (then part of the basic college).
- Ray L. Jansen, extension professor of entomology and a faculty member since 1946.
- George M. Johnson (now of Honolulu, Hawaii), professor of higher education since 1960. He is former vice chancellor of the University of Nigeria.
- Harry H. Kimber, a faculty member since 1952 and until recently professor and chairman of religion.
- Maurice G. Larison, professor of chemical engineering who joined the faculty in 1936.
- Verdon E. Leichty, professor of English who started here in 1939 as an instructor.
- Clemens Leman of Standish, who retires as area home economist for Arenac, Ogemaw and Iosco Counties after 16 years.
- Donald K. Marshall, associate professor of philosophy and a faculty member since 1950.
- Arthur Mauch, faculty member since 1945 and retiring as professor of agricultural economics.
- Howard F. McCully, professor of agricultural economics who joined the faculty in 1946.
- Mabel O. Miles, assistant professor of music and here since 1930 when she became an extension worker in music. She is a specialist in the study of physiology and a member of the faculty since 1946.
- Orion Urey, who started at MSU in 1929 as a special field assistant in the department of animal science and who retired as an associate professor of agricultural economics.
- Ralph W. Webster, professor of health, physical education and recreation and a faculty member since 1946.
Institute takes 'holistic' view of environmental concerns

A three-day look at all forms of environmental quality— from the air and water to family and urban life—is underway this week at Kellogg Center.

The event is "Environmental Quality: Now or Never," an institute that began Monday and continues today and Wednesday.

Charles L. San Clemente, professor of microbiology and public health, a member of the institute's chief planner, said the session is a holistic approach to the environmental crises, dealing with man's physical surroundings and his relationships with other humans.

San Clemente said that MSU faculty and summer students are especially invited to attend the institute.

Today's session began at 8:45 a.m. with a panel on environmental problems and answers, chaired by Lawrence K. Krupp, associate professor of natural science.

This afternoon's program deals with waste treatment accomplishments. Chairman of the session is Lawrence Krupka, associate professor of natural science, who is chairing the meeting.

"We are making a serious attempt to provide a holistic approach to the problem," Krupka said.

The institute takes a "holistic" view of environmental concerns.