Cutting the budget: How much bleeding?

The worst may be yet to come.

That's the outlook many hold toward the state's current budget squeeze that has already caused MSU to pare nearly $500,000 from its current budget.

Some say that more cuts will have to be made before the present fiscal year ends on June 30. And other observers contend that even if state tax reform is passed, it won't have impact in time to avert another financial crisis for 1971-72.

Falling state revenues, blamed largely on the long strike at General Motors, required a 1 per cent cut ($600,000) in the University's state-appropriated funds.

Departments and units had to decrease their budgets by 1 1/2 per cent to meet that reduction and to offset such inflexible expenditures as debt retirement, utilities, insurance, personnel benefits and student aid.

The cutting was completed by Dec. 21, with most departments electing to defer filling vacancies, and to lower supplies and equipment outlays.

No salary reductions or layoffs were needed to meet the December budget cut. But some deans noted that any more decreases this year would be much more difficult to meet. One of them noted that budget cutting involves a combination of efficiency and expediency. As the cuts go deeper, expediency is likely to overshadow efficiency.

**SOME COMPARE** the current budget situation with the state's financial crisis that resulted in a "payless payday" (but not at MSU) more than a decade ago.

Roger Wilkinson, vice president for business and finance, said that the day-to-day crisis was more serious 12 years ago, but today's problems are more complex and possibly more serious.

MSU and other universities were riding the crest of generous federal support a decade ago, he said, and the University was entering a period of significant growth in enrollment.

Now the federal support is leveling off, foundations are more restricted by new legislation and MSU's enrollment total is stabilizing.

"I see now at the point where we have to continue to emphasize to the legislature how the University is meeting its commitments to the state, and how it warrants maximum support," he said.

"Through the 50's and 60's, our main thrust was in building the facilities to take care of more and more students.

Now our needs are more complex, with a stable enrollment, changes in student mix, and shifts in program emphasis toward priorities being set by the society.

"The problem now is in reallocating..."
The 'depression' hits higher education

It may come as little consolation, but Michigan State has lots of company as it wrestles with its financial problems.

A recent report released by the Carnegie Commission on Higher Education—"The New Depression in Higher Education"—concludes that 23 per cent of the nation's colleges are "in financial difficulty" and 43 per cent are "headed for trouble."

The projections are based on a study of 41 institutions. Among those in the study who are "headed for trouble" are Harvard University, the Universities of Chicago, Michigan and Minnesota, and Central Michigan University.

Judged already "in financial difficulty" are Stanford University and the University of California at Berkeley, and nine others.

The report, written by Earl F. Cheit, professor of business administration at the University of California (Berkeley), says that the schools in trouble or heading for it are not necessarily lagging in the quality of their programs or in their administration.

It is quite possible, the report says, that a college in financial difficulty is doing relatively more than others to maintain its quality while trying to balance income and expenditures.

IN THE concluding chapter of his draft of the report, excerpted in the Chronicle of Higher Education, Cheit examines the question, "Is the money crisis on campus having beneficial effects?"

He says the question was asked at 20 of the 41 campuses in the study, and that administrators at only three schools responded with an unequivocal "no" to the question.

Cheit also reports that at only four of the schools had the tight money situation enabled them to "get rid of dead wood" in the form of certain functions or individuals in academic, nonacademic and administrative posts.

"The main beneficial impact of the money crisis on campus has been to make administrators, faculty and students more cost-conscious," he says. "On 15 campuses, administrators said there was much more husbandry as a result of their problems."

He cited two promising measures arising from the financial crisis: The plan for program growth by resource allocation, being seriously tried on some campuses, and the interinstitutional cooperation in "certain high-cost fields being developed in some areas of the country."

(MSU has for several years participated in the Committee on Institutional Cooperation, a compact of the Big 10 universities and the University of Chicago.)

MANY DEANS at MSU, while acknowledging that there is need for the University to closely examine its overall objectives, said they saw little good coming from the recent budget cut.

Lawrence Boger, dean of agriculture and natural resources, noted that if any benefits are to be realized by reducing or expanding programs on a priority basis, such actions should be introduced before budgets are established.

Spokesmen from two other colleges—communication arts and engineering—said that their budgets were so tight before the cut that no efficiencies were realized by further slicing.

Richard Sullivan, dean of arts and letters, noted that, if nothing else, the current squeeze has made some people realize that "we don't have all the money we had assumed was always there."

That realization may be important, said Roger Wilkinson, vice president for business and finance. "Now everyone is taking a hard look at programs," he said. "Many people didn't believe us before when we talked about financial problems."

Added Jack Bain, dean of communication arts: "This is a hard time to make the University take a harder look at the need for a management system to use in setting priorities."

THE CARNEGIE report concludes that if colleges hope to earn more public support, they need to restore public confidence in higher education. The report offers three "aspects of the task."

* Colleges and universities "must have campuses that reveal themselves as being reasonably governable." This does not mean "a placid campus, but it does mean a stable one."*

* Colleges and universities should "demonstrate that they are reasonably efficient in their internal operations." What has happened in recent years is "the burden of proof of the value of educational finance has shifted. The fact of a request is not enough. It must also be demonstrated that the money will result in more effective use."

* There must be "convincing evidence that the activities of colleges and universities have a unifying set of purposes—purposes that the supporting public can understand and defer to."

It adds: "When many students and faculty find little sense of purpose on a campus engaged in a web of service, research, instructional and specialized community roles, it is not surprising that the supporting public begins to doubt the schools' sense of priorities or mission."

—GENE RIETFORS

A-P job survey is underway

The classification committee of the Administrative - Professional Association is distributing questionnaires this week to all A-P staff. The questionnaires are part of the committee's effort to determine if an overall study of the A-P classification system is needed, according to J. Henry Backus, chairman of the committee and employment specialist in the Personnel Center.

Purposes of the questionnaires are to see if A-P employees are satisfied with their job titles and descriptions, and with their A-P classifications.

Deadline for returning the questionnaires is Jan. 11.

The committee headed by Backus met several times during the fall term. Its next meeting is scheduled for Jan. 12.

Census data here

The First, Second, Third and Fourth Census Data County, Wisconsin, Census Test Tapes are now available in the Computer Center. Persons wishing to do any testing of the tapes may contact Anders Johansson in Applications Programming, 324 Computer Center, 355-4868.

Also available is the Census Bureau's display program "DAULLIST," displaying contents of the Census Bureau's 1970 First Count Summary Tapes.

Budget reductions

(Concluded from page 1)

funds that aren't growing or that are growing at a slow pace."

IN A SESSION last month with faculty of the College of Education, Provost John Cantlon said that the prognosis is not good for substantial new revenues from the state.

Despite the cloudy outlook for 1971-72, both Cantlon and Wilkinson emphasized that the University will not retreat from its requested amount of state funds for the next fiscal year. (MSU has asked for $211.5 million from the state, about $21 million more than it received for 1970-71.)

Both have indicated that a "defiantist attitude" -- the University accepting the inevitability of having its budget severely reduced by the legislature -- becomes self - fulfilling prophecy by the time appropriations are released.

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The Budget Cutters
At its final fall term meeting, the Council of Graduate Students (COGS) voted unanimously in favor of a statement protesting the voting restrictions placed on graduate student representatives in the Academic Council and its committees. The restrictions are provided in the Academic Council's recently approved report on student participation.

That report, the COGS statement says, "does not differentiate between undergraduate and graduate students in its application of voting restrictions; and while those restrictions are unwarranted and unnecessary for undergraduates, they are even more objectionable when applied to graduate students.

"At this University, graduate students perform a substantial portion of both the teaching and research functions generally conceived to be faculty activities," the statement continues. "Accordingly, graduate students should perform the professional duties of the faculty, they should be entitled through their representatives to full voice in the academic governance."

COGS nevertheless will continue to seek a resolution of this academic matter in its committees, and will probably implement the student participation restrictions as passed by the Academic Senate this month, the statement says.

"But if the voting restrictions in the (report) are interpreted and imposed to systematically deprive graduate students of a meaningful voice in academic governance, we will reconsider our participation in favor of working through other channels."

PASSAGE OF the statement followed a discussion which reflected these concerns:

- Of one student that the vote on a graduate student was not on a Council members' sides; (Replied Peter Flynn, president of COGS: "You’re not a thorn; the thorn is the restriction").

- Of the same student, that it is important to differentiate between undergraduate and graduate students in its application of voting restrictions; and while those restrictions are unwarranted and unnecessary for undergraduates, they are even more objectionable when applied to graduate students.

- Of another student, on the statement of the Council members possible in the Council, with the powers of persuasion if not of voting. Support from Flynn: "Discussions in the Academic Council are not a persuasion thing. People have predispositions. So the meaningful voice is in the tally."

In OTHER business, COGS heard a report from its finance committee, which is charged with making recommendations to the council regarding use of its tax revenues. The committee suggested a loan program for graduate students, using initially 18 percent of the revenue, with a maximum loan of $100 per student. Also recommended was a gradual referendum during spring term registration to poll students for their opinion on the matter.

If COGS should dissolve at any time, the finance committee recommended that any COGS revenue be reallocated to "the people who gave it," for example through scholarships, rather than being absorbed by the University's general fund.

MEANWHILE, the Student-Faculty Judiciary denied a request for a hearing on the constitutionality of the COGS tax restrictions.

The request was made by Richard Trilling, a graduate research assistant in physics, who charged that if each COGS tax of 50 cents per graduate student per term would violate four sections of the Academic Freedom Policy, graduate students are professionals.

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The judiciary denied the request because of a question of jurisdiction, base mainly on the lack of graduate student representation on the judiciary, according to Ruth Renaud, director of judicial programs.

While graduate students have been involved in cases brought before the body, the judiciary has never heard charges against graduate students or brought by graduate students, Miss Renaud said.

The judiciary intends to write an opinion expressing concern about the lack of an alternative body for graduate students, she said.

That fuzzy area of jurisdiction should be clarified with passage of the document on student graduate rights and responsibilities, which was cleared by conference committee in December.

The document, which should be available through the office of the Academic Council and Senate, and the Board of Trustees.

- BEVERLY TWITCHELL

Board delays ruling on supervisors' group

Action on official recognition of a new collective bargaining unit - the MSU Supervisors' Association - has been postponed until the January meeting of the Board of Trustees.

At its Dec. 11 meeting, the Board voted to delay any vote on a request to recognize the supervisors as a bargaining unit to represent some 200 supervisors primarily from dormitories and food services, and physicians.

Most of the supervisors are labor pay roll employees not now represented in collective bargaining.

Executive Vice President Jack Breslin told the Board that the association had obtained signatures from 114 of the 209 members who it seeks to represent.

Taylor Groves, vice president of the supervisors' group and food supervisor in Brody Hall, said last week that members of the association were concerned mainly with having their own hearing procedures.

He said that the recently approved hearing procedure for administrative - professional staff could be so developed that any COGS revenues be reallocated to "the people who gave it," for example through scholarships, rather than being absorbed by the University's general fund.

- BEVERLY TWITCHELL

The new tenancy list

The list of 51 faculty who acquire tenure on Sept. 1, 1971, includes these associate professors:

Fred J. Peabody, extension service; Donald Polin, poultry science; Victor Mis, heir, and Canadian American studies; Donald M. Rosenberg and Linda C. Gwinn, English; Harold G. White and Agricultural Extension Center; Richard J. Hall, philosophy and Lyman Briggs College; Peter M. Gindoff and transportation administration, and agricultural economics; Richard A. White, administration, and higher education; Herbert M. Burk, counseling, personnel services and educational psychology.

Other associate professors are: Philip J. Rosenthal, anthropology; Robert L. Holm, physics; Ronald C. Rasmussen, mechanical engineering; James L. Reynolds, philosophy; George B. James, medicine; Horan Fabregas Jr. and David H. Jones, biology; and Edward Zaretsky, Biological Station and zoology; Richard E. Whitley, mathematics; Bryan H. Wilder, geology; and Robert N. Thomas, geography.

More associate professors include: Victor J. Whitman, social work; W. Richard Daniel, Center for Laboratory Animal Resources and animal husbandry; Hyman Kitchen, Center for Laboratory Animal Resources; Rudy A. Borns, physiology; James E. Carabine, University Traffic Safety Center; Carl W. Braughton, Placement Bureau and education; Mohammad A. Iqbal, Information Media Center and communication; Catherine McNally, philosophy; and Dan G. Amiro, and otorius; Joseph H. McMillan, Equal Opportunity Programs, and administration and higher education.

ASSISTANT professors who acquire tenure on Sept. 1, 1971, include those who it seeks to represent.

Marvin L. Haynes and Ralph E. Hepp, agricultural economics; Robert W. George, economics; Warren H. N. Vantscho, education and curriculum; William O. Mccra, history; Jane Hatchworth and Dan McLaughlin, education; Wallace M. Lucas, biology; Bruce T. Allen, economics; Bruce Thompson, history; Robert J. Wotton, mathematics; and Robert L. Hostetter, metallurgy, physics and chemistry.

Other assistant professors are: Melvin L. Lacy, botany and plant pathology; Frederick P. Schwab, entomology; Jacqueline A. Wright, nursing; Neil Vandeveer, labor and industrial relations; Donald S. Goldberg, Roy T. Matthews and C. Craig Phillips, humanities and other social sciences; and Marion S. Wass, education and curriculum.

Other assistant professors include: Marc D. Jenkins, English; 1970, and professor, Dartmouth College of Human Ecology, who will begin a year's leave July 1 prior to retirement.

- UNANIMOUSLY approved a resolution commending retiring professor Stephen S. Nobel. A member of the Board since 1966, Nobel did not run for re-election last fall. He has spent more than 50 years serving education at all levels. He is succeeded on the Board by Patricia Carrigan.
Wharton's year: a little of everything

Note: On Feb. 15, Clifton R. Wharton Jr. will be officially inaugurated as MSU's 14th president in a private ceremony preceding the annual Faculty Convocation. Below is a review of Wharton's first year as MSU president.

"First, I believe in the centrality of the person — the individual. Second, I believe that every man is entitled to an equal opportunity to accomplish his fullest potential. Third, I believe — and so it began — the first year for Clifton R. Wharton Jr. as head of Michigan's largest university.

In only 18 days, the new MSU president delivered his "inaugural" address to the Faculty Club Jan. 20, 1970, articulating "a few of my basic beliefs — beliefs which have affected my decisions and actions in the past and therefore will in the future "

Wharton told the 400 assembled guests: " . . . I believe that the heart of education is scholarly creativity." But he added: "Fourth, I believe that education and teaching must influence government agencies for change.

And so it began — a critical year for MSU, in a time of transition, with a new president, a black president, in an era when average presidential tenures have rapidly dropped from eight to five years . . . .

BY MID-YEAR, a Michigan editor said that Wharton had "moved swiftly and effectively to gain control of the vast and complex institution which he heads."

At the same time, the president himself remarked to a UPI reporter: "I've had some success in demonstrations, sit-ins, student riots — more than everything you could conceive of. We've even had a wildcat strike." (MSU bus drivers struck for four days in the winter, crippling campus transportation)

"This is one of the most total jobs I've ever run across. You are in demand at all times for every conceivable kind of decision."

BUT THE FIRST year has seen development of an agenda of positive action programs which should profoundly affect the institution:

— The President's Commission on Admissions and Student Body Composition, 25 appointed members including faculty, students and alumni, which held six public hearings throughout the state and is now drafting recommendations to be handed to President Wharton at the end of this term.

— The Brookover Report, a document of anti-discrimination policies which reaffirms MSU's commitment to "no discrimination on the basis of race, creed, ethnic origin or sex" and sets up procedures for investigating and remedying claims of bias. With its adoption by the Board of Trustees Feb. 28, two agencies were created: a Committee Against Discrimination and an Anti-Discrimination Judicial Board.

— A Student Advisory Group, a dozen acknowledged student leaders who meet monthly to confer with and advise the president and his staff on policy matters.

— The first four of 12 Presidential Fellows, a Rockefeller Foundation-funded project patterned after the White House Fellows Program. It will involve talented students and young faculty members directly in university administration.

— New line of communication with students, faculty and the community, through such means as "lounge dialogues," informal visits to student residence halls with Mr. Wharton; a weekly column, "Presidential Perspective," where Wharton answers questions about the University, its policies and himself; "Presidential Forum," a half-hour weekly television program with President Wharton at host.

— New prominence for the fine arts, achieved with the help of Mrs. Wharton, who conceived the idea of hanging a revolving exhibit of faculty art works in Cowles House.

CONFRONTATION politics added their share of problems for the new president.

The first such incident occurred on the night of Feb. 19 when, in the wake of an Illinois federal court verdict on the "Chicago Seven," groups of students and other youths smashed stone windows on East Grand River Avenue. The groups dispersed after an early morning confrontation with President Wharton and Mrs. Wharton at his side, on the steps of the Union.

More serious turmoil began May 1, again triggered by events largely outside the jurisdiction of the University. These clashes began as anti-ROTC and anti-Cambodia protests and resulted in window smashing in some campus buildings.

On May 6, following the news of four students dead at Kent State University, there was a call for a strike by some students who demanded that the University be shut down. Clauses were formally suspended for one day to permit discussions of the issues at a "teach-in, but the University did not accede to the strike call or other demands.

Sporadic vandalism, sit-ins and rallies continued until May 19 when the arrest of 132 persons in the Union for illegal trespassing brought an end to the University's spring campus unrest. (A few of those 132 were later acquitted; charges against the others were dropped.)

IN JUNE, concurrent with MSU's 110th annual commencement, President Wharton summed up his first six months by praising the greatness and the academic excellence of the University whose stewardship he had undertaken. But he spoke of the task ahead to try youthful skepticism into understanding and violent dissent into constructive change:

"This task is not ours alone. Many must participate. Parents cannot expect a university to do or undo in four years the influences of the first 18. Alumni cannot reject their university because the newer generation does not conduct itself as was done in the 'old days.' Office holders and persons in responsible positions must show by their examples that the hypocrisy which youth proffers to see in their elders is not the credo on which our society is based. And students have a responsibility to live within the rules which govern the University.

Meanwhile, among his first 12 months in office, the president gave 45 major addresses (almost one a week). "25 "minor" speeches and in the process visited practically every corner of the state from Marquette to Grand Rapids, from Alma to Ypsilanti, meeting with alumni and other groups.

Not without his share of honors and pleasant duties, too, Wharton received four honorary doctor of law degrees (from the University of Michigan, Wayne State University, John Hopkins and Central Michigan) and conferred at least a dozen on other distinguished persons, including MSU alumnus and Nobel laureate Alfred Day Hershey. His alma mater, Boston Latin School, named him "man of the year."

GAIL MORRIS

Roger Meiners . . .

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in English, and he found himself "fascinated by the field."

His specialization is now literary criticism and 20th century literature. Literary criticism — because "it is the most obvious place, it is where literary study most closely borders on the study of psychology and philosophy, and the largest and most cultural concerns had been involved with earlier."

** IMPRESSIONS OF MSU — "the sheer physical size was rather impressive ....

... and the usual over things — the beautiful campus ....

And with his colleagues in the English Department: "People are very thoughtful about the shape of the profession we're in — thinking about the future of an English department, not just how to hold on to what we've got or where we've been ...."

"The place (MSU) has some sense of its own identity .... talking about the land - grant philosophy .... and that sense of identity "is needed there before people can change it.

"There is a sense of cohesion in the University ....

But the new means in making a deliberate attempt to meet people .... the disadvantage of not knowing all the way things are done, like grade cards and other such details (although it certainly isn't disabling)," Meiners says, and "advantage of direct involvement responsibilities because one is not familiar with the routine and the details.

TALKING OF the 'crisis in English' reflects Meiners' attitudes toward his field, toward teaching, and, somewhat, toward education in general:

The crisis for English departments can be seen in the difficult job market and in relationships, communication between departments, colleges and high schools, he says.

"I don't think I could ever be happy in any department that completely foresook the classical role of research and scholarship in the literature of the past. I would not be happy to completely abandon the traditional scholarly role. That would be like denying one's own identity.

"But if we do not make fundamental efforts to relate that role to public education, particularly education at lower levels, then we seal ourselves off to an insulated corner. And then it would be easy for various forces in society to believe that you are — to use the fashionable word — irrelevant.

English departments must identify and demonstrate their relevance, he says. His role: He is a poet, a teacher of poetry and a literary critic — activities, he says, "which to an outsider may seem rarified, very removed from real life. I don't think that's right at all.

"I think the poetry of a time is very close to the spiritual life of a time, the fundamental life of a culture.

"To teach these as if they were some very archaic and privileged areas of teaching now, the subject matter dealt with in classes has everything to do with the kind of life that they (students) are living ...."

— BEVERLY YMWITCHELL