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WESTERN MICHIGAN UNIVERSITY

REGULAR MEETING

December 17, 1982

The regular meeting of the Western Michigan University Board of Trustees was held on December 17, 1982 in the Board of Trustees Room of the University Student Center.

The meeting was called to order by Chairman J. Michael Kemp at 9:30 a.m.

Trustees present: Adams, Caine, Edwards, Franks, Kemp, Ludlow, Parfet, Werme and President Bernhard (ex officio).

Also present were Mr. Beam, Mr. Brinn, Vice President Coyne, Dr. Denenfeld, Vice President Ehrle, Mr. Gagie, Vice President Hannah, Mr. Kowalski, Mr. Matthews, Dr. Moskovic, Ms. Rank, Mr. Smythe, Ms. Stevens, Vice President Wetnight, Dr. Page-Robin and Mr. Stoddard (Faculty Senate), Dr. Rossi (AAUP), and Mr. Bruce Ermatinger, Mr. Jason Craig, and Mr. Scott Staulter (Western Student Association).

Acceptance of the Agenda. Following a motion by Trustee Caine, supported by Trustee Ludlow, the Board of Trustees approved the agenda for the meeting as presented.

Minutes. On a motion by Trustee Adams, supported by Trustee Werme, the minutes of the November 19, 1982 regular meeting were approved as circulated.

Correspondence. Mr. Brinn indicated that communications had been received from the Faculty Members of the Department of Economics, WMU; the Faculty Members of the Department of Religion, WMU; David Duprey, Director, Medical Technology Program, WMU; Faculty Members of the Occupational Therapy Department, WMU; John B. Wickstrom, Associate Professor, Department of History, Kalamazoo College; George Beech, Department of History, WMU; the Faculty Members, Department of Speech Pathology and Audiology - Language, Speech and Hearing Clinic, WMU; Beatrice Hartman, Department of Communication Arts and Sciences, WMU; Carl J. Engels, College of General Studies, Science Area, WMU; English Department Policy Committee, WMU; Ernest E. Rossi, Chapter Vice President, AAUP; and Don R. Lick, Contract Administrator, AAUP.

President's Remarks. In his prepared remarks (on file in the Secretary's Office), President Bernhard highlighted the following: the appointment of Dr. Richard T. Burke to assume additional duties as University coordinator of student recruitment; an exact reproduction of the book, The History of Kalamazoo County, Michigan (originally published in 1880) becoming the 2-millionth item in the University's libraries; the designation of the College of Health and Human Services as the Midwest Regional Center of the National Center for Allied Health Leadership, to be directed by Dr. Clyde R. Willis, supported by a grant from the W. K. Kellogg Foundation; Dr. James W. Miller's appointment by Governor-elect James Blanchard to the State Financial Crisis Council; ninety-eight charter members of the University's new "25 Year Club," as developed by the Department of Employee Relations and Personnel in response to a

recommendation from the Faculty Senate; a grant from the U.S. Department of Education to Western's Department of Special Education; a new book by Dr. Edward Callan, Alan Paton; Dr. Ralph C. Chandler's new collection of essays, Moral Dimensions of Public Policy; an invitation to Western's Symphonic Band, directed by Richard J. Suddendorf, to perform at the 22nd National Conference of the College Band Directors National Association in Atlanta; Drs. Joel Bowman and Bernadine Branchaw receiving the Francis W. Weeks Award of Merit from the American Business Communication Association; the election of Dr. Darrell G. Jones as president of the Mid-Continent East Assembly of Collegiate Schools of Business; Dr. A. Bruce Clarke's selection as chairman of a new organization, The Michigan Council of Deans of Arts and Sciences; the giving of Black Achievement Awards to Dr. LeRoi R. Ray and Dr. Charles C. Warfield by the chapter of Omega Psi Phi; Dennis Boyle's election as president-elect of the Michigan Association of Collegiate Registrars and Admissions Officers; the presentation of the Clare Lynch Award to Elizabeth N. Lennon by the Kalamazoo Federation for the Blind; the successful staging of "Carmina Burana" by the faculty, staff and students of the College of Fine Arts; the name of Dr. Maynard Kaufman as a recipient of a Goodyear Conservation Award; the election of Virginia E. Norton as president of the Kalamazoo County Personnel and Guidance Association; the honoring of John F. Garrelts, senior student from Dowagiac, by the U.S. Marine Corps and the presentation of the Commandant's Trophy to him for placing first in a class of reservists during a leaders' course in Quantico, Virginia; the naming of 34 WMU students in the 1983 edition of Who's Who Among Students in American Universities and Colleges; the election of Scott Staulter, junior student from Milan, Michigan, as president of the Western Student Association; Jill Zimmerman, graduate student from Southfield, being appointed to the national board and serving as chairman of the Constitution and Bylaws Committee of the National Association of Fraternity Advisors; WMUK's successful on-air fund raising campaign; Delta Sigma Theta sorority and Sigma Alpha Epsilon fraternity sponsoring parties and collecting toys for children of this area; the orientation program for new international students at WMU; the executive council meeting of the Michigan Association of Health Occupation Students hosted by Western; the national Malaysian students conference being held on campus for over 400 students; the participation of Dr. John Kemeny, former president of Dartmouth University, as a WMU Foundation Visiting Scholar in February.

Academic Personnel Report. On a motion by Trustee Adams, supported by Trustee Caine, the Board of Trustees approved the report as presented by Dr. Denenfeld and endorsed by the Academic Affairs Committee.

APPOINTMENT - FACULTY

Reappointment - Term

John Gregory Fitzgerald, Instructor, University Libraries, effective January 1, 1983, terminating December 31, 1984.

Arthur R. McGurn, Assistant Professor, Department of Physics, effective December 20, 1982, terminating April 23, 1983. (Extension)

Reappointment - Adjunct Status

Gilbert C. Brown, Adjunct Associate Professor, College of Education, effective January 1, 1983, terminating December 31, 1983. (Educational Administration)

Melvin J. Tessin, Adjunct Associate Professor, Department of Management, effective January 4, 1983, terminating January 3, 1986. (Management)

William John Upjohn, Adjunct Professor, Department of Management, effective January 4, 1983, terminating January 3, 1986. (Management)

Roman B. Zaplitny, Adjunct Clinical Professor, Physicians' Assistants Program, effective September 23, 1982, terminating June 30, 1985. (M.D., General Surgery)

APPOINTMENTS - NON-FACULTYAppointment as Chairman

James W. Hill, Chairman, Department of Management, effective January 3, 1983.

Reappointment as Director

David J. Sluyter, Director, Center for Developmentally Disabled Adults, Center for Human Services, effective October 1, 1982, terminating September 30, 1983. (Grant)

Reassignment

Ronald J. Flaspohler, Associate Professor and Chairman, Science Area, College of General Studies, effective December 20, 1982, to return to the faculty.

RETIREMENT

Kenneth VanderMeulen, Director, Skills Center, College of Education, effective January 4, 1983.

LEAVE OF ABSENCE WITHOUT PAY

Erika Loeffler, Associate Professor, Department of Anthropology, from January 3, 1983 to April 23, 1983, to return to Iran to document the ongoing changes that the process of fundamentalist Islamization brings about in the culture of Iranian peasants.

PROFESSIONAL DEVELOPMENT LEAVE

Donald P. Bullock, Director, School of Music, from April 4, 1983 to June 29, 1983, to engage in activities which will enhance the development of the Western Brass Quintet through (1) the creation of a new repertoire; (2) the establishment of a published Western Brass Quintet music series to be made available to other ensembles; and (3) the exploration of new performance opportunities, especially for recorded media.

RESIGNATIONS

Paula J. Galloway, Instructor, Department of Accountancy, effective December 20, 1982.

Donald W. Gribbin, Instructor, Department of Accountancy, effective December 20, 1982.

SABBATICAL LEAVES

Gurbux S. Alag, Associate Professor of Electrical Engineering, Academic Year 1983-84, to research the problems of errors caused by inaccuracies in control system models, and adaptive control techniques, with special emphasis on direct digital design.

Shirley Bach, Professor of Science, Academic Year 1983-84, to study recent developments in genetics and genetic counseling; to study and do research in the Medical Humanities Program at Michigan State University; and to explore the theoretical and practical application of current ethical concerns to medical decision-making in a hospital setting.

Gary E. Bigelow, Associate Professor of Languages and Linguistics, Academic Year 1983-84, to investigate, primarily in Madrid, the problems of audience, censorship, and self-censorship in dramatic works of the Golden Age and contemporary Spain.

Richard Brewer, Professor of Biology, Academic Year 1983-84, to complete a project, through research and writing, which examines the relationship of scientific thought to current social and environmental problems. And to compare midwestern forest ecosystems with those of the northeast through study at a U.S. forest service laboratory.

John M. Carney, Professor of Art, Academic Year 1983-84, to review and condense ten years of research within Prairie Ronde Township into a book of interpretive photographs to be called A Prairie Ronde Island.

John R. Cooley, Professor of English, Academic Year 1983-84, to produce an edition of Mark Twain's "Angel Fish" letters and to write a scholarly article on those letters.

Mary H. Cordier, Associate Professor of Education and Professional Development, Fall Semester 1983, to study, primarily through research in historical sources in Nebraska and Iowa, the problems and perception of white and minority frontier women teachers; and the impact of education and educators on emerging communities.

Clifford Davidson, Professor of English, Academic Year 1983-84, to study the visual effects and iconography of existing saint plays in England to determine the role of these plays in the development of Elizabethan drama; and to update and expand an article on the Digby Mary Magdelene into a book-length study.

- Joseph Ellin, Professor of Philosophy, Academic Year 1983-84, to investigate at the Kennedy Institute for Bioethics the foundations of medical ethics based on the concept of disease; and to prepare a writing project based on the idea that the fundamental obligation of the medical profession is to cure disease.
- R. Wayne Fuqua, Associate Professor of Psychology, Academic Year 1983-84, to train as a post-doctoral intern at a behavioral medicine program in bio-feedback; do research in preventive cardiology and health promotion; acquire program development skills in a multi-disciplinary behavioral medicine program; and apply these experiences toward the requirements of a Michigan Psychology License.
- Edward L. Galligan, Professor of English, Academic Year 1983-84, to do a series of critical studies and creative experiments centering on the form and techniques of the essay, with emphasis on those of Norman Mailer.
- Clare Goldfarb, Professor of English, Academic Year 1983-84, to complete a book on the significance of family relationships in the late, major novels of Henry James.
- Francis Gross, Associate Professor of Social Science, Fall Semester 1983, to work on a book which synthesizes the work and thoughts of psychoanalyst Erik Erikson.
- Earl Halvas, Assistant Professor of Business Education and Administrative Services, Fall Semester 1983, to work, study and do research with the Facility Management Institute in Ann Arbor in the areas of current office systems, technology, facilities and management.
- William B. Harrison, Associate Professor of Geology, Academic Year 1983-84, to assemble, analyze and synthesize recently available data for rocks of the Ordovician system in the subsurface of Michigan and to suggest appropriate and consistent stratigraphic nomenclature.
- Barbara Havira, Assistant Professor of Social Science, Academic Year 1983-84, to explore the historical development, organizational structure and social impact of the Warren Featherbone Company of Three Oaks, Michigan between 1883 and 1930, with particular emphasis on the social impact of industrial labor in small communities.
- Dona G. Icabone, Associate Professor of Special Education, Winter Semester 1984, to develop a handbook to assist University faculty in identifying and providing compensatory techniques for aiding learning-disabled students, and to develop recommendations regarding the delivery of services to learning-disabled students at WMU.
- Maynard Kaufman, Associate Professor of Religion, Academic Year 1983-84, to complete work on a book on the constructive implications of apocalyptic expressions in revealing shifts in cultural attitudes under social and environmental stresses.

Eugene C. Kirchherr, Professor of Geography, Fall Semester 1983, to complete a comparative study on the differences in the operation and effectiveness of five Planning and Development Regions in Michigan.

Johannes Kissel, Associate Professor of Languages and Linguistics, Academic Year 1983-84, to prepare a parallel edition (Latin sources and Old High German text) of Otfrid von Weissenburg's Book of the Gospels, and to continue work on the first English translation of that work.

G. K. Kripalani, Professor of Economics, Academic Year 1983-84, to study, primarily at the Gokhale Institute of Politics and Economics, the role of agricultural modernization in India's economic development, with special reference to urbanization, widening intersectoral income disparities, and accentuation of absolute/relative poverty of the traditional rural sector.

Leslie Leighninger, Associate Professor of Social Work, Academic Year 1983-84, to do a comparative study in England of the process and outcomes of professionalization of British and American social work.

Philip P. Micklin, Associate Professor of Geography, Academic Year 1983-84, to continue research including study in the USSR, on Soviet river diversion plans, concentrating on the (1) ramifications for agriculture; (2) effects on the complex environmental systems involved; and (3) potential impacts on the Arctic ice cover.

Dalia Motzkin, Associate Professor of Computer Science, Academic Year 1983-84, to investigate, develop, and test a generalized model for the design and tuning of physical databases.

Bruce Naftel, Associate Professor of Art, Fall Semester 1983, to study the contrasting regional expressions of Bauhaus design influence in California and in mid-western Amish communities.

Charles E. Osborne, Associate Professor of Music, Academic Year 1983-84, to do preparatory research and then write a textbook dealing with the recognition and solution of the problems of flute playing.

Malcolm Robertson, Professor of Psychology, Academic Year 1983-84, to write a book on eclectic therapeutic interventions and the applications of the interventions to individual, group, marital, family, and cotherapy modalities.

James Sanders, Professor of Educational Leadership, Academic Year 1983-84, to revise the textbook, Educational Evaluation: Theory and Practice; and to study, in Great Britain, recent advances in new approaches to evaluation.

Robert Wait, Associate Professor of Sociology, Academic Year 1983-84, to do research on symbolic interaction and cybernetic control theory and write papers on: (1) a cybernetic theory of self and identity processes; (2) a symbolic interactionist theory of learning; and (3) an integrated theory of the relationship between consciousness and cognitive processing.

Robert M. Wygant, Associate Professor of Industrial Engineering, Academic Year 1983-84, to conduct research in the field of human factors/human performance, as a basis for further research and publication and to complete requirements at the University of Michigan for a Ph.D. in Industrial Engineering.

Non-Academic Personnel Report. After a motion by Trustee Ludlow, supported by Trustee Parfet, the Board of Trustees approved the Non-Academic Personnel Report as presented by Vice President Wetnight and Vice President Coyne.

RETIREMENTS

Marjorie M. Bartholomew, Secretary, Purchasing, effective December 3, 1982.

Marguerite E. Booton, Custodian, Residence Halls, effective December 31, 1982.

Joe B. Freeman, Associate Director, University News Services, effective January 11, 1983.

Willis E. Hoak, Stock Clerk, Physical Plant, effective January 7, 1983.

Robert L. Imerzel, Equipment Operator, Physical Plant, effective January 21, 1983.

Mary J. Peters, Library Assistant, Waldo Library, effective January 3, 1983.

RESIGNATION

Shirley A. Turner, Assistant Director, Placement Services, effective January 14, 1983.

Gift and Grant Report. Following a motion by Trustee Caine, supported by Trustee Ludlow, the Board of Trustees accepted the gifts and grants for the University as contained in the Gift and Grant Report for November 1982. The Secretary was asked to acknowledge these gifts and express appreciation to the donors on behalf of the Board of Trustees.

President's Report re University Staffing Resolution. President Bernhard read his Staffing Level Report (please see attachment). Trustee Caine spoke on behalf of the Academic Affairs Committee and commended President Bernhard for his prompt response to the charge given him at the October Board meeting. Trustee Caine indicated that the Committee had reviewed the President's report very carefully, and it was the Committee's recommendation that action should proceed as stated in the report. Trustee Ludlow also spoke and gave his endorsement of the report. He said that downsizing is a very difficult process, but he believes that it is being done very carefully and properly as spelled out in the President's report. On a motion by Trustee Caine, supported by Trustee Adams, and unanimously approved by the Board of Trustees, it was moved to support the President's report and the following recommendation regarding the report.

RECOMMENDATION

It is recommended that the Board of Trustees support the President's "Staffing Level Report to the Board of Trustees" of this date.

It is also recommended that the Board of Trustees ratify the decision to implement Article 23 in the WMU/AAUP Agreement and thereby implement layoffs in the nine units designated in the above cited report (Table III). In accordance with Article 23, alternatives should continue to be sought through the contractual process of advice and consultation presently underway.

Recommendation re Reinvestment of Bond. As moved by Trustee Parfet, supported by Trustee Ludlow, the recommendation was approved by the Board of Trustees as presented by Vice President Wetnight and endorsed by the Budget and Finance Committee.

RECOMMENDATION

It is recommended that the Treasurer be authorized to reinvest the U.S. Treasury Bill in the amount of \$140,000 which matures on December 30, 1982, in intermediate term bonds (seven years or less) of U.S. Treasury, U.S. Agencies or corporations.

It is further recommended that the selection of the specific issue within the above criteria be made from those yielding the highest return as recommended by Michigan National Bank of Detroit.

The reinvested issue is to be allocated to various trust as follows:

<u>Account</u>	<u>T-Bill Face Amount</u>
00932-2 Thomas	\$ 9,000
3 Vogt	11,000
4 Perg	16,000
5 Tate	42,000
6 Pooled Income	36,000
7 Stinson	7,000
8 McKee	7,000
9 Watterson	9,000
10 Lance	3,000
	<u>\$140,000</u>

Board Committee Reports

Academic Affairs - Trustee Caine reported they had studied the President's Staff Level Report.

Advisory - Trustee Kemp said there was no report.

Budget and Finance - Trustee Parfet indicated there were no additional comments other than what had been discussed.

Personnel, Planning and Legislation - Trustee Ludlow reported they had not met.

Student Services - Trustee Edwards said the Student Services Committee did not have a meeting.

Public Comments. There were two requests to address the Board. Jack Roach, President, AFSCME, spoke to the Board regarding layoffs. Bruce Ermatinger (outgoing President of the Western Student Association) talked about his term in office and of the cooperative spirit between the students and the administration.

Vice Chairman Edwards read the following statement, on behalf of the Board of Trustees, to Chairman J. Michael Kemp and presented him with a plaque citing him as a Trustee and a paperweight honoring him as chairman. (Chairman Kemp had written to Governor Milliken in October stating that he would neither seek nor accept reappointment as a Trustee when his term expired on December 31, 1982.)

Trustee Kemp, on behalf of all your colleagues, I want to recognize and thank you publicly for eight years of dedicated, excellent service as a member of Western's Board of Trustees.

Since your appointment as a member of the Board, you have served on various Board committees, chaired the Budget and Finance Committee, carried out significant special assignments, and provided strong leadership as our Vice Chairman and then as our Chairman of the Board. To all of those responsibilities in different years for Western and for the Board, you brought forth rightness, strength, intelligence, and genuine concern for the University.


We appreciate the wise counsel, the independence of mind, the humor, and the basic integrity that you have lent to our deliberations and judgments. These qualities you have contributed not only to your fellow Board members, but also to the faculty, students and staff of Western Michigan University.

We are grateful. We will miss you, Mike, and wish you continued success and happiness.

Chairman Kemp thanked the Trustees and said that he has enjoyed his public service on the Board and would miss working with all of them.

The meeting adjourned at 10:33 a.m.

Respectfully submitted,


Chauncey J. Brinn
Secretary
Board of Trustees

STAFFING LEVEL REPORT TO THE BOARD OF TRUSTEES

President John T. Bernhard
December 17, 1982

I. Introduction

I am submitting herewith my report in full accordance with the following resolution as unanimously approved by the Board of Trustees on October 15, 1982:

"WHEREAS, among other academic factors, the enrollment at Western Michigan University has declined in recent years, and

WHEREAS, in view of such declining enrollment and those other academic factors, the Board of Trustees deems that it may be prudent and appropriate to consider curtailing, modifying, or eliminating some programs, services, offerings or courses of instruction and, accordingly, to reduce the number of faculty and other positions, and

WHEREAS, with respect to the faculty, the agreement between Western Michigan University and the Western Michigan University Chapter of the American Association of University Professors provides a fair and orderly procedure to consider the reduction of faculty positions or alternatives thereto, therefore

BE IT RESOLVED that the President of the University, in consultation with the Vice President for Academic Affairs, other Vice Presidents, and the University Attorney, consider implementing Article 23 of the contract and so notify the WMU Chapter of the AAUP, and consider implementing other procedures for the possible reduction of other University positions, and further

BE IT RESOLVED that the President of the University, in consultation with the Vice Presidents, report to the Board of Trustees at its December 1982 meeting any recommendations or special plans, and any actions he has taken or desires to take in response to this Resolution."

I propose to present this report in two major categories: Academic and Non-Academic Staffing.

II. Academic Staffing

Reduction planning has been an annual activity and a daily fact of life in Academic Affairs since 1979. Each year, due to the persistent deterioration of the State's financial condition, budget reduction targets have increased and the alternatives available to meet them have decreased. As reported in the Western News on July 22, 1982, base budget reductions of \$5,842,528 were made or planned in Academic Affairs from 1979-1984, along with \$3,545,205 of one-time reductions (1979-1983). These cuts were based on a strategic plan aimed at maintaining the academic quality and financial integrity of the University, in the face of a worsening economic climate.

TABLE IAcademic Affairs Budget Reductions 1979-1984Permanent Base Reductions

1979-80	Completed	742,500
1980-81	Completed	334,752
1981-82	Completed	1,365,276
1982-83	Details Agreed Upon, Implementation Underway	1,700,000
1983-84	Target Previously Assigned	<u>1,700,000</u>
		\$ 5,842,528

One-Time Reductions

1979-80	Completed, Reallocated to Instr. Equipment	500,000
1980-81	Completed	1,089,230
1981-82	Sweep and Other Adjustments	1,204,975
1982-83	Initial Sweep	<u>751,000</u>
		\$ 3,545,205

By the Spring of 1982, plans were well underway for 1983-84 reductions in Academic Affairs against a target of \$1,700,000. This goal was based on the fact that instruction and other academic programs constitute approximately two-thirds of our operating budget. Components of this target had been assigned to colleges and other units and preliminary recommendations received. These recommendations were summarized in a major report on staffing presented to the Academic Affairs Committee of the Board of Trustees in July. They were to be finalized after the Annual Budget/Personnel Planning Hearings in November 1982. The July summary indicated that there would likely be 48 positions eliminated in the academic areas (28 faculty, 3 administrative, 13 C/T and 4 P/A).

As soon as the Fall 1982 enrollment was known, discussion began of a probable Board resolution on downsizing. It was clear that planning efforts already underway would be altered by the consequences of losing 1704 students in two years (400 in Fall 1981 and 1304 in Fall 1982). Discussion of this problem by the President's Cabinet led to the realization that, since the University operates near a 17:1 student/faculty ratio, the loss of 1700 students could be translated into a planned reduction of approximately 100 positions in the academic areas.

When the Board resolution was passed on October 15, it was clear that, given the report deadline date of December 17, work on the 100 position planning target had to begin immediately. On October 18, the Deans were informed of their new reduction targets--this time specifically in positions, though they still had dollar targets--and were instructed to submit their preliminary plans (for reaching these revised targets) by October 25. Their targets were pro-rated from those previously set when the Academic Affairs assigned budget reduction share had been \$1.7 million

3.

TABLE II
1983-84 Position Reduction Targets

<u>College/Division</u>	<u>No. of Positions</u>
Arts and Sciences	35
Business	5
Education	25
	(11.7 if the Alt. A/Y is fully implemented)
Engineering and Applied Sciences	5
Fine Arts	5
General Studies	5
Health and Human Services	5
Continuing Education	5
Graduate College	2
Academic Affairs Units	8
TOTAL	<u>100</u>

The staff of the Office of Academic Affairs and the Deans performed admirably on a very difficult task against a very short timeline. As reports were received and reviewed, discussions were held with individual Deans regarding the various alternatives open to them, and their justifications for the alternatives they chose. The Deans' preliminary recommendations indicated that 69 potential reductions could come from retirements, alternate academic year shifts, and the non-renewal of term appointments; 24 more could come from Article 23 (faculty layoff) and 7 were not yet determined. During the last week of October, through the exploration of many proposed alternatives, the number of potential layoffs was reduced to 13. During this same period, a careful review was undertaken with the Affirmative Action Office to insure that protected categories of individuals were not disproportionately represented.

On October 21, the AAUP filed a grievance, alleging that Western had violated Article 23 of the contract "by its failure to provide the Chapter and affected departments or similar units with opportunities to recommend alternatives when it is considering implementation of the layoff procedure." (The grievance was heard and denied, and on December 7 the AAUP requested arbitration.)

On November 2, with the pursuit of alternatives still underway, Ms. Dinah Rank, Director of Collective Bargaining, was officially informed by memorandum that Article 23 layoff of thirteen faculty positions in nine units was being considered by the University (as outlined in Table III).

Table III
Positions Being Considered For Article 23 Layoff

In the College of Arts and Sciences

<u>No. of Positions</u>	<u>Layoff Unit</u>
2	Chemistry
1	Languages and Linguistics: German
1	Languages and Linguistics: Undergraduate Linguistics Major and Minor
1	Psychology: Child Development Course Options in the Major Program
1	Religion
1	Institute of Cistercian Studies
(Discussion still underway regarding Anthropology, Communication Arts and Sciences, History, Philosophy, and Political Science)	

In the College of Education

No. of Positions

2

2

Layoff Unit

Education and Professional Development:

Early Childhood Education Program

Health, Physical Education and Recreation:

General Physical Education Program

In the College of Fine Arts

2

Art: Art Education

TOTAL: 13 Positions in 9 Units.

On November 3, the entire 100-position plan (80 faculty, and 20 non-faculty) was sent to Ms. Rank for her use in discussions with the AAUP about the 13 potential contractual layoff positions. The Collective Bargaining Office then informed the AAUP, as required by the WMU/AAUP contract, of what was involved.

TABLE IV
Academic Affairs Position Reduction Plan

<u>COLLEGE</u> <u>Department</u>	<u>Assigned</u> <u>Objective</u>	<u>Term Position</u> <u>Alternate A/Y</u> <u>Attrition, Etc.</u>	<u>Faculty</u> <u>Layoff</u> <u>Potential</u>
<u>ARTS AND SCIENCES (35)</u>			
Anthropology	(1.0)	1.0	0*
Biology	(1.5)	1.5	0
Biomedical Sciences	(2.0)	2.0	0
Chemistry	(2.0)	0.0	2
Communication Arts & Sciences	(4.0)	4.0	0*
Economics	(2.0)	2.0	0
English	(2.0)	2.0	0
Geology	(1.0)	1.0	0
History	(1.5)	1.5	0*
Languages and Linguistics	(3.0)	1.0	2
Mathematics	(1.0)	1.0	0
Political Science (& Public Admin.)	(2.0)	2.0	0*
Psychology	(2.0)	1.0	1
Religion	(1.0)	0.0	1
Sociology	(1.5)	1.5	0
Univ. Center for Environmental Affairs	(2.5)	2.5	0
Institute of Cistercian Studies	(3.0)	2.0**	1**
Administrative Reorganization	(1.0)	1.0	0
Part-Time	(1.0)	1.0	0
Sub-Totals	(35.0)	28.0	7

*Discussion still underway in Philosophy and four other departments marked above.

**Pending negotiations with external Cistercian leadership.

BUSINESS (5)

Accountancy	(1.0)	1.0	0
Business Communication	(1.0)	1.0	0
Management	(2.0)	2.0	0
Real Estate	(1.0)	1.0	0
Sub-Totals	(5.0)	5.0	0

<u>COLLEGE Department</u>	<u>Assigned Objective</u>	<u>Term Position Alternate A/Y Attrition, Etc.</u>	<u>Faculty Layoff Potential</u>
<u>EDUCATION (25)</u>			
Education & Professional Development	(6.0)	4.0	2
H.P.E.R.	(3.0)	1.0	2
Special Education	(1.0)	1.0	0
Counseling & Personnel	(1.0)	1.0	0
Administrative Reorganization	(0.7)	0.7	0
Alternate Year	<u>(13.3)</u>	<u>13.3</u>	<u>0</u>
Sub-Totals	(25.0)	21.0	4
<u>ENGINEERING & APPLIED SCIENCES (5)</u>			
Home Econ./Dist. Educ./Agriculture	(3.0)	3.0	0
Industrial Technology & Education	(1.0)	1.0	0
Industrial Engineering	<u>(1.0)</u>	<u>1.0</u>	<u>0</u>
Sub-Totals	(5.0)	5.0	0
<u>FINE ARTS (5)</u>			
Art	(3.0)	1.0	2
Theatre	(1.5)	1.5	0
Part-Time	<u>(0.5)</u>	<u>0.5</u>	<u>0</u>
Sub-Totals	(5.0)	3.0	2
<u>GENERAL STUDIES (5)</u>			
General Studies	(5.0)	5.0	0
<u>HEALTH & HUMAN SERVICES (5)</u>			
Dean's Office	(1.0)	1.0	0
Social Work	(3.0)	3.0	0
Speech Pathology & Audiology	<u>(1.0)</u>	<u>1.0</u>	<u>0</u>
Sub-Totals	(5.0)	5.0	0
<u>DIVISION OF CONTINUING EDUCATION (5)</u>			
Center for Legal Education	(1.0)	1.0	0
Office of Administrative Services	(1.0)	1.0	0
Office of Conferences & Inst.	<u>(3.0)</u>	<u>3.0</u>	<u>0</u>
Sub-Totals	(5.0)	5.0	0
<u>THE GRADUATE COLLEGE (2)</u>			
Dean's Office	(1.0)	1.0	0
D.R.S.P.	<u>(1.0)</u>	<u>1.0</u>	<u>0</u>
Sub-Totals	(2.0)	2.0	0
COLLEGE/DIVISION TOTALS	(92.0)	79.0	13
OTHER ACADEMIC AFFAIRS UNITS	8.0		
	<u>100.0</u>		

The affected departments and units, as well as the AAUP, were asked to develop alternatives to layoff and transmit them to the Collective Bargaining Office. By November 29, many alternatives had been received and are still being given active consideration. It now appears that there may be several alternatives available for several of the proposed layoffs. As the materials are being examined by Director Rank, Attorney Smythe, and Vice President Ehrle, additional discussions are being held with appropriate Deans to determine the feasibility of various alternatives under consideration.

The annual series of Budget/Personnel Planning Hearings with each college was conducted by the Office of Academic Affairs, as scheduled, during the third week of November and a progress report on the position reduction plan was discussed with the Board's Academic Affairs Committee on November 19.

The Faculty Senate also developed its own resolution, passed on November 4, calling for a slow-down of the planning effort and a deferral of action on any of its consequences until the end of the Winter Semester, April 1983. The Senate then created an ad hoc committee to examine the proposed reduction plan and advise the President prior to the December Board of Trustees meeting. Between discussions with the AAUP, the call for alternatives, discussions with the Deans, and the work of the Faculty Senate, a serious and deliberate effort has been made by the Office of Academic Affairs to secure as much consultation as the planning timelines will allow. Certainly, that process will continue.

If the Board acts affirmatively today on this plan, we will probably be involved in an additional 60 days of searching for alternatives to contractual faculty layoff. The exact number of faculty layoffs, therefore, cannot be known prior to February 17, 1983. Given no other holds in the process, contractual faculty layoff notices, if any, can be delivered to individual faculty members after February 17, 1983.

I am confident that the basic academic program of the University will remain strong, despite the reductions that will be implemented. No fundamental remaking of Western's curriculum will occur. These are indeed trying times, and I am proposing a substantial reduction in academic positions, but the University will still maintain a solid central core of the arts and sciences, a significant array of curricular options for our students, and a sizeable cluster of high quality specialized professional programs.

III. Non-Academic Staffing

Reductions in non-academic budgets and staffing also have been occurring at the University since 1979. From 1979-80 through 1983-84 (as planned), base budget cuts totaling \$4,255,008 were or will be made. From 1979 to 1983, one-time reductions amounted to \$2,113,795.

TABLE V.
Budget Reductions in Non-Academic Areas (1979-1984)

<u>Permanent Base Reductions</u>		
1979-80		\$ 257,500
1980-81		423,148
1981-82		830,724
1982-83		858,900
1983-84 (planned)		<u>1,884,736</u>
	TOTAL	\$ 4,255,008
<u>One-Time Reductions</u>		
1979-80		\$ 506,200
1980-81		578,970
1981-82		491,325
1982-83		<u>537,300</u>
		\$ 2,113,795

Not counting the non-faculty positions reduced in academic units, these base cuts, from 1979-80 to 1982-83, have brought about a reduction of 30.71 non-academic

positions. Additionally, a further retrenchment of 72.21 such positions is being planned for 1983-84, bringing the five-year non-academic total to 102.92.

TABLE VI

Analysis of Non-Academic Position Reductions (FTE)

	1979-80	1980-81	1981-82	1982-83	(Planned) 1983-84	Total
President	-	-	1.33	.82	5.68	7.83
V.P./Student Services	.27	4.92	3.30	2.16	4.42	15.07
V.P./Finance	5.83	5.45	6.80	(1.00)	57.46	74.54
Sec./Board of Trustees	(1.44)	(1.00)	-	.27	3.15	.98
V.P./Governmental Relations	1.00	-	-	2.00	1.50	4.50
TOTAL	5.66	9.37	11.43	4.25	72.21	102.92
Faculty	.53	-	-	1.00	1.00	2.53
Administrative	(.07)	3.24	2.00	2.08	17.43	24.68
Service Staff	5.37	5.54	7.80	1.17	46.89	66.77
Student Help/Grad. Assts.	(.17)	.59	1.63	-	6.89	8.94
TOTAL	5.66	9.37	11.43	4.25	72.21	102.92

Simultaneously with the actions in Academic Affairs, I instructed the other Vice Presidents and the Secretary to the Board to take cognizance of our declining student enrollment, and therefore to produce additional downsizing plans for 1983-84. These instructions were in accord with the Board mandate that reduction planning involve the entire University. Their proposals have been assembled, discussed in the President's Cabinet, and finally modified by me. The layoff of some non-academic personnel, subject to different contractual guidelines, has already begun. Diligent work has been contributed to this phase of our staffing reduction process by the Vice Presidents, the Secretary to the Board, the Director of Budgets and Financial Planning, and other Cabinet members.

TABLE VII

Non-Academic Position Reduction Detail
1983-84 Base Reductions

	Description	Position Reductions
<u>PRESIDENT</u>		
President's Office	Service Staff	1.50
President's Office	Student Help	.29
President's Office	Temporary	.36
News and Information	Administrative	1.00
News and Information	Service Staff	.50
News and Information	Student Help	.43
Gary Fund	Administrative	.35
Development Office	Service Staff	1.25
TOTAL PRESIDENT		5.68
<u>VICE PRESIDENT FOR STUDENT SERVICES</u>		
Student Activities	Administrative	1.00
Counseling Center	Faculty	1.00
Counseling Center	Service Staff	1.42
University Judiciaries	Administrative	1.00
TOTAL VICE PRESIDENT FOR STUDENT SERVICES		4.42

	<u>Description</u>	<u>Position Reductions</u>
<u>VICE PRESIDENT FOR FINANCE</u>		
Budget Office	Administrative	1.00
Controller	Administrative	1.00
Accounts Receivable	Service Staff	1.00
Cashiering	Service Staff	1.00
Payroll	Service Staff	1.00
Purchasing	Service Staff	1.00
Public Safety - Service	Student Help	4.76
Public Safety - Safety	Administrative	1.00
Public Safety - Safety	Student Help	.76
Public Safety - Police	Administrative	2.00
Public Safety - Police	Temporary Wages	.36
Personnel	Administrative	1.00
Personnel	Service Staff	1.00
Investment and Risk Management	Administrative	1.00
Investment and Risk Management	Student Help	.58
Plant - Skilled Trades	Service Staff	7.00
Plant - Grounds	Service Staff	6.00
Plant - Campus Planning	Administrative	2.00
Plant - Campus Planning	Service Staff	1.00
Plant - Building Closing	Service Staff	2.00
Plant - Custodial	Service Staff	19.00
Plant - Motor Pool	Administrative	1.00
Accounts Payable	Service Staff	1.00
TOTAL VICE PRESIDENT FOR FINANCE		<u>57.46</u>
<u>SECRETARY, BOARD OF TRUSTEES</u>		
Varsity Coaches	Administrative	1.22
Lawson Ice Arena	Administrative	1.00
Coaches - Part-Time	Administrative	.86
Affirmative Action	Student Help	.07
TOTAL SECRETARY BOARD OF TRUSTEES		<u>3.15</u>
<u>VICE PRESIDENT FOR GOVERNMENTAL RELATIONS</u>		
Student Financial Aid	Administrative	1.00
Student Financial Aid	Service Staff	.50
TOTAL V.P. FOR GOVERNMENTAL RELATIONS		<u>1.50</u>
GRAND TOTAL		<u>72.21</u>

The reduction of 72.21 positions in the non-academic areas, for 1983-84, will occur from a combination of retirements, resignations and actual layoffs. As is true in the case of academic personnel, appropriate steps will be taken to insure that protected categories of individuals are not disproportionately represented in the non-academic position reductions.

IV. Conclusion

As this report explains in detail, the 1983-84 reduction in academic areas will amount to 100 positions (80 faculty, 20 non-faculty), and 72.21 positions in the non-academic areas of the University--for a total reduction of 172.21 positions next year. The personnel reduction plan for 1983-84, as outlined in Tables III, IV and VII of this report, is hereby recommended. I should point out, however, that following appropriate study, I intend to submit a supplemental report on the non-General Fund activity areas of the University.

As we carefully examine the demographic forecasts for the next several years, we will in all probability continue to reduce our offerings and personnel. Our stronger efforts in student recruitment will certainly help to moderate--but not eliminate--enrollment decline. Western's policy during the "growth" years of the 1960's was to allocate ever larger shares of available resources to instructional activities. At that time, such a policy made excellent sense. Now that the University is in a "downsizing" era of its history, it seems appropriate that instructional activities be expected to bear a proportional share of WMU's re-trenchment, within limits imposed by their centrality to our mission.

Obviously, the next cycle of the University Priorities Project, the reorganization committees, and the various task forces and committees considering Western's future, must deal with very difficult questions. Fundamental choices must be made to insure that the University remains strong, and these will require imaginative and courageous leadership on all levels, and a broad base of cooperation.

I am hopeful that the newly-appointed reorganization committees, which have been charged to study the structure and functioning of our academic colleges and our non-academic units, will produce useful, workable recommendations for organizational improvement and change. These committee reports should enable us to examine the possibilities of restructuring the University's organization and personnel in the future; but, because of our mandatory time constraints, they cannot help in facing up to our immediate problems.

The most wrenching feature of our current downsizing mode, of course, is the human factor. The very process of retrenchment unfortunately brings with it heightened anxiety, painful insecurity, loss of income, and a disruption of career plans. I deeply regret the iron necessity of moving in this direction, and I can personally testify to the anguish of recommending decisions that adversely affect the lives of so many. The best that can be done in our circumstances--and it will be--is to keep the University open to alternatives and solutions, to our complex problems, that recognize and respond to our obligation to be humane.

Finally, as I said last September in my address to the University community:

"WMU remains a significant and intellectually vital university. We are alive. We are sound. We have successfully met challenges. We have overcome obstacles. We have the pride of accomplishment."

I am firmly convinced that my words still ring true today. Western is, and will remain, a fine university, and, despite our serious vicissitudes, we will maintain the quality which has taken so many years to achieve.