

WESTERN MICHIGAN UNIVERSITY WESTERN NEWS

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\$2.2 million deficit projected; Haenicke imposes hiring freeze

President Haenicke has initiated an immediate hiring freeze to cover a projected \$2.2 million deficit in the University's 1993-94 general fund operating budget, a result of no increase in state appropriations for the second consecutive year.

He announced the freeze July 30 at a meeting of the Board of Trustees after the board approved the \$156 million budget. He gave no estimate of how long the freeze would last, only that it would be in effect until the deficit is eliminated. It was not immediately known how many positions are currently vacant.

"While this deficit projection depends on several variables unknown to us at this time, it may decrease or increase depending on cuts at the state level in the higher education budget and the accuracy of our enrollment/credit-hour projection," Haenicke said Aug. 2.

"With board approval, we are instituting a freeze for all University positions effective immediately," he continued. "However, the University will not initiate any layoffs of current employees. Vacancies in selected instructional programs and in critical administrative areas will be filled on a case-by-case basis."

The freeze includes temporary employees, including the reappointment of those already on the payroll, but not students and non-enrolled students, grant-funded positions and continuing education appointments, which are made only with sufficient course enrollments.

He said the freeze was expected to result in the elimination of 50 to 60 positions as they become vacant through normal attrition. This is in addition to 95 positions that were eliminated in a hiring freeze last year to cover a \$3.9 million deficit.

In talks with leaders of the Clerical/Technical Organization (C/TO) and the Administrative Professional Association (APA), Haenicke said he reaffirmed "the principle of no layoffs in the foreseeable

future.

"The no-layoff provision is very important to our employee groups," he said. "Both the APA and the C/TO have told us that it ranked among the highest priorities in their considerations this year."

Haenicke also told the two groups "that there cannot possibly be any further increases in benefits at the University" but that neither would there be "any attempt to decrease benefits." He noted that benefits currently represent an additional 37 percent of salaries and wages, up from 24.7 percent 10 years ago.

"I have a very strong, urgent feeling that 37 percent is about as much as any organization can carry, that we cannot add to the package and that we will make efforts to preserve it at its current richness," he said.

The current deficit, Haenicke explained, "is the result of constant increases in operating costs with no additional revenue from the state. Nobody likes hiring freezes, but if you have to choose between a hiring freeze and layoffs, everybody votes for the hiring freeze."

"A freeze creates significant inequities throughout the institution because vacancies

typically occur where we cannot afford them," he continued. "What we have done very successfully in the past has been to transfer existing personnel into positions that have fallen vacant."

"We have also in many cases, and with great cost savings, collapsed two positions into one and eliminated the other one," he said. "In other instances we have simply eliminated some functions."

"We all have to realize, however, that you cannot take, as we did last year, nearly 100 positions out of the University and still provide the same quality or quantity of service," he said. "A hundred people more or less make a critical difference in an organization like ours, and the expectation that everything can run as smoothly can no longer be the case. We all have to realize that things slow down if you take positions out."

The University's \$156 million 1993-94 general fund operating budget is based on a zero increase in state funds; a 5 percent increase in tuition, which the board approved; a projected 2.72 percent decrease in enrollment and a 2 percent increase in compensation for staff members. The level of compen-

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Grants set record at \$15.8 million after largest one-year jump in WMU history

Grants to the University hit a record high of \$15.8 million at the close of the 1992-93 fiscal year, according to a report presented to the Board of Trustees at its July 30 meeting.

June grants totaling \$1,934,906 brought the 1992-93 grant total to \$15,852,003, topping last year's \$13.4 million by more than \$2.4 million, an increase of more than 18 percent.

This is the ninth consecutive year of record grant totals since the University began its drive in 1986 to become a more research-intensive institution. In that year, President Haenicke challenged the faculty to double its research funding within five years, using \$3.9 million as a base figure. That feat was

accomplished by the end of 1988 and the 1992-93 total is more than four times the base figure.

This year's \$2.4 million increase in the total is the largest single yearly increase achieved since the drive began.

Donald E. Thompson, vice president for research, says several large grants, an increased number of both proposals submitted and proposals funded and the growing quality and reputation of WMU's faculty are responsible for the success. He adds that success in securing federal funding was a major reason for the high grant total. Federal grants during 1992-93 accounted for 41 per-

(Continued on page four)

Board approves appointments of new dean, director of social work

James A. Visser has been named dean of the Division of Continuing Education at WMU.

The reassignment from his previous duties as assistant vice president for regional education and economic development was approved

July 30 by the Board of Trustees. The change is effective Aug. 1, 1993.

"This is part of a reorganization within the Division of Regional Education and Economic Development, due in part to the University's projected budget deficit for 1993-94 and a reordering of priorities within the division," said Richard T. Burke, vice president for regional education and economic development.

He said the assistant vice president position will be eliminated. As dean, Visser will replace Geoffrey A. Smith, who has retired.

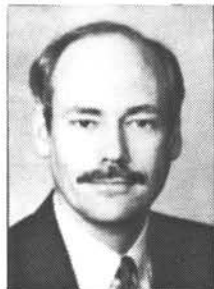
Visser joined the WMU staff in 1988 as director of the Community Information System. He was promoted to assistant vice president for regional education and economic development in 1990.

Previously, Visser was executive director of the Kalamazoo Downtown Development Authority from 1982 to 1988 and manager of the Economic Development Division of the city of Kalamazoo from 1979 to 1982. He also held planning and community development positions with the city from 1976 to 1979.

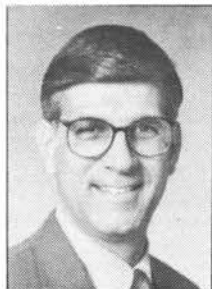
Visser taught political science, public administration and urban planning at Wittenberg University in 1974 and 1975. He



Gallegos



Popple



Visser

currently is an assistant professor in WMU's School of Public Affairs and Administration.

A 1969 WMU graduate, Visser holds his master's and doctoral degrees from the University of Oklahoma.

In other action, the board approved the appointment of Philip R. Popple as director and professor with tenure in the School of Social Work, effective Aug. 15, 1993. He will replace Robert A. Wertkin, who has been serving as interim director.

Popple has been head of the Department of Sociology, Anthropology and Social Work at Auburn University since 1989. A faculty member at Auburn since 1982, he is the

author of two recent books, "The Moral Purposes of Social Work" and "Social Work, Social Welfare and American Society." Popple earned his bachelor's degree from North Texas State University and his master's and doctoral degrees from Washington University in St. Louis.

The board also approved the previously announced appointment of Martha B. Warfield as director of the Division of Minority Affairs, effective July 1, 1993.

In addition, the trustees granted the retirement with emeritus status of Arnold M. Gallegos, education and professional development, effective June 30, 1994. Gallegos came to the University in 1984 as dean of the College of Education. He served in that position until 1990, when he returned to the faculty.

The board also accepted two resignations: James R. Flanders, mathematics and statistics, effective Sept. 1, 1993; and Ece Yaprak, electrical engineering, effective Aug. 26, 1993.

And the trustees granted a leave of absence to William K. Redmon, psychology, effective Aug. 16, 1993, to Aug. 15, 1994.

Trustees implement 5 percent tuition increase

An increase in tuition of 5 percent over last year's tuition and fees at the University, effective this fall, was approved July 30 by the Board of Trustees.

The increase is the smallest among those approved so far by public universities in Michigan. It was tabled at the board's June 25 meeting to allow time for public comment.

"We have made every effort to keep our increases low this year to recognize concerns about access to public higher education, the ability of students to pay and limited federal financial aid," said President Haenicke.

Here are the new tuition rates per credit hour for Michigan students with last year's rates in parentheses: freshmen and sophomores, \$82 (\$77.50); juniors and seniors, \$92.25 (\$87.25); and graduate students, \$118 (\$111.50).

Non-resident freshmen and sophomores will pay \$211.25 (\$200.50); non-resident juniors and seniors, \$237.75 (\$225.75); and non-resident graduate students, \$290.75 (\$276).

Required fees for full-time students include an enrollment fee of \$388, a student assessment fee of \$16 and a Michigan Collegiate Coalition fee of \$1. A previously approved increase of \$25 per semester in the enrollment fee for renovated and expanded

student recreation facilities brings that fee to \$438 for 1993-94.

Flynn elected secretary

John P. Flynn, social work and University computing services, has been elected secretary of the board for Family and Children Services of the Kalamazoo Area.

Henderson asked to review communication issues

President Haenicke has asked Stanley E. Henderson, enrollment management and admissions, to review communication issues between Hispanic and Native American students and the administration over the appointment of Martha B. Warfield as director of minority affairs.

"Stan Henderson is ideally qualified to undertake this important assignment," Haenicke said in remarks to the Board of Trustees July 30. "In addition, he did not participate in the search process that resulted in Dr. Warfield's appointment."

Henderson recently was named director of enrollment management and admissions, a position to which the Division of Minority Affairs now reports. The board approved Warfield's appointment July 30.

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Exchange

FOR SALE—1984 Fairmont Triumph mobile home. Two bedrooms, one bath, cathedral ceilings in kitchen area and living room. Asking \$9,000. Woodland Estates in Mattawan/Oshtemo area. Call 372-2205 for appointment.

FOR SALE—1982 Bonneville. High mileage, new engine, good body, very reliable, \$2,000. Call 327-3798.

Starcher heads YWCA board

Hazel L. Starcher, health and human services, has been elected president of the board of directors of the Kalamazoo YWCA. The term is for one year, with the possibility of renewal for an additional year. Starcher has served on the board for three years.

1992-93 cash gifts hit record \$6.3 million

Nearly \$1.8 million in bequests to WMU received during June brought the year-end total of cash gifts to the University to a record \$6.3 million, according to a report presented to the Board of Trustees at its July 30 meeting.

At the June 30 close of the 1992-93 fiscal year, gifts to WMU totaled \$6,379,315, an increase of \$427,165 or 7 percent over the previous record of \$5,952,150, which was set at the close of the 1991-92 fiscal year.

The record-setting year, says Keith A. Pretty, vice president for external affairs and general counsel, was the result of the \$62 million Campaign for Excellence, which concluded in September 1992. That five-year effort, the University's largest capital campaign, surpassed its original \$55 million goal by more than \$7 million.

"Although the Campaign for Excellence was officially concluded 10 months ago," Pretty says, "we are still enjoying two residual benefits from the campaign. The campaign heightened the awareness of our alumni and friends to the need for private support at WMU. That benefit has continued as a growing number of people are now supporting the University on an annual basis. One of our highest priorities is to build on this evolving tradition of private giving, especially among our alumni."

That growing tradition, he says, is shown in that during the past five years, cash gifts to the University have totaled more than \$26 million and total private support for WMU has exceeded \$52 million. Total private support includes the value of deferred and in-kind gifts, private grants and all cash gifts.

Board approves Ph.D. in biological sciences

A new doctoral degree program designed for those who plan to teach or conduct research in the biological sciences at the college level soon will be available at WMU.

The Board of Trustees July 30 approved a proposal to offer a Ph.D. degree in biological sciences, bringing to 19 the number of doctoral programs available at WMU. The first students will enter the program in fall 1994.

The program is designed to combine the traditional research experience associated with a degree in biology with the broader course work and training needed to teach at the college level. While the degree is intended primarily for aspiring faculty members, it also should provide background for those pursuing careers in government and industry.

"This program is unique among biologi-

cal sciences Ph.D. programs within Michigan in that it integrates a breadth of knowledge in biology with a strong teaching requirement," said Provost Nancy S. Barrett. "The objective is, therefore, to provide a program that will address the current and future market needs for scientists/teachers in biology."

Barrett cited a recent national study that identified a current shortage of American-university trained biologists in the state. She said that national studies also have called for increased training of scientists for teaching careers in two- and four-year colleges.

"A survey of 58 (two- and four-year) colleges in Michigan has indicated that by the end of this century there will be a need for additional faculty that have the type of training provided by this program," she said.

The program will require 76 credit hours beyond a bachelor's degree. It has been approved through the University's curricular review process and has been endorsed by the Academic Officers Committee of the Presidents Council of State Universities.

Obituary

L. Lee Hayes, a credentials supervisor in career services, died July 28 in Kalamazoo. He was 46.

Hayes, who was born in Battle Creek, was a graduate of Davenport College in Kalamazoo. He had been employed at the University for three years.

Media

Two members of the University community will be guests in the coming weeks on "Focus," a five-minute interview produced by news services. "Focus" is scheduled to air on these Saturdays at 6:10 a.m. on WKPR-AM (1420) with the following speakers and topics: Christine G. Zimmer, University wellness programs, on dieting and exercise, Aug. 7; and Richard A. Gershon, communication, on electronic superhighways, Aug. 14.

"A World of Learning: Intensive English at Western Michigan University" is the title of a program that will air on Kalamazoo Community Access television Aug. 14-22. Produced by Laura Latulippe, Career English Language Center for International Students, the program is scheduled for: 7 p.m. Saturday, Aug. 14, on Channel 32; 7:30 p.m. Sunday, Aug. 15, on Channel 31; 7 p.m. Saturday, Aug. 21, on Channel 32; and 7:30 p.m. Sunday, Aug. 22, on Channel 31.

Another residual benefit of the campaign, Pretty says, is that pledge payments on several large gifts made during the campaign continued after the campaign's conclusion and contributed significantly to this year's record total.

"Regrettably, that residual benefit of the campaign will not last. Final payments on several of the largest gift commitments were received this year," Pretty notes, cautioning that the University can expect a significant drop in gift revenue during each of the next two years as large campaign pledges are completed.

Three major bequests received during June were instrumental in achieving the record total.

A gift of \$204,137 from the estate of Dorothy M. Black of Oakland, Mich., will be used to establish the Margaret Black Endowed Scholarship in the College of Education. Black, who died in June 1992, was a 1932 alumna of WMU. The scholarship was named for Black's sister.

A gift of \$600,000 from the estate of Clarice Platt Jones, a long-time Kalamazoo social worker and educator, will be used to establish an endowed fund for use by WMU's School of Social Work. Jones, who died in August 1992, was an associate professor of social work at WMU from 1967-74 and was a former chairperson of the board of the American Association of Retired Persons.

The third bequest received during June was a \$976,621 gift from the estate of Beulah I. Kendall of Battle Creek. The unrestricted gift was used to establish the Roy and Beulah Kendall Presidential Endowment.

Grants *(Continued from page one)*

cent of the year's total.

"We have simply become more competitive as a University and our faculty are stronger and more competitive," Thompson says. "The fact that even though federal money has become more difficult to get and our faculty are still getting large federal grants that support their research interests means that they are doing research in areas that are noteworthy."

Research reflecting faculty interest now accounts for 66 percent of all externally funded projects and that figure is expected to continue to grow, Thompson says, noting the increase in the number of successful proposals generated at the University. This year, 218 proposals were accepted for funding, up 19 over last year's figure of 199.

Thompson cites four grants, each for \$1 million or more, as major reasons for reaching the \$15.8 million grant total: \$1.3 million from the Environmental Protection Agency

to the Department of Paper and Printing Science and Engineering to fund the development of office waste paper recycling methods; \$1 million from the National Science Foundation for the first year of a six-year national high school mathematics reform initiative based in the Department of Mathematics and Statistics; \$1 million from the U.S. Department of Education to fund a third year of a five-year research effort by the Evaluation Center's Center for Research on Educational Accountability and Teacher Evaluation; and a \$1.5 grant from the Kalamazoo County Human Services Department to the Center for Developmentally Disabled Adults, which provides daily living and socialization skill training at four sites in Kalamazoo County.

Thompson says he expects the growth in research activity to continue on campus. He notes that more faculty members are using some of the University's internal research

support programs as a means of acquiring necessary equipment, traveling to professional conferences and testing the waters in their field before trying for major external grants.

New doctoral programs also, he says, are proving to be a valuable source of new research on campus and individual departments and colleges are finding new ways to encourage research.

"There is support all across the University for the research enterprise — not just from this office," Thompson says, adding that the staff in research and sponsored programs and grants and contracts deserve high praise for their efforts to help faculty find funding for their research interests.

"Our offices will be moving to Walwood Hall soon and the move will enhance our ability to serve the University community," Thompson says. "The move will result in more space for resource materials."

Hiring freeze *(Continued from page one)*

sation for faculty members and police officers is undetermined because negotiations are under way with the unions representing those two groups.

"The compensation increase, of course, is what has brought the budget into negative balance," Haenicke told members of the board's Budget and Finance Committee. "Most of our budget expenditures go for personnel. I have had long and good talks with leaders of the APA and the C/TO about our fiscal situation."

"The increase I will recommend for these employees does not, of course, reflect the esteem in which we hold these employees," he said. "But it is the best we can do under the circumstances. I commend the officers of those two organizations for helping us solve a difficult problem."

He said the two employee groups are to recommend whether the 2 percent increase is to be across the board or split in some way between across the board and merit.

Haenicke said that if revenues were to exceed current projections, a prospect he

considers "completely unlikely," funds beyond the retirement of the deficit would be used "for instructional purposes first." If still more money were available, it would go for equipment and supplies, which are currently budgeted for no increase, and then to establish a reserve for next year.

Haenicke described the state's fiscal situation as "creating a questionable situation for us" as a result of the defeat of Proposal A, the repeal of the inheritance tax and, most recently, the elimination of property taxes to fund public schools.

"I can tell you definitely that it will not lead to an increase in the budget of higher education," he said, adding that he expected state appropriations to remain flat for a third consecutive year. "What we fear, and this fear has really escalated, is that we might experience a cut. We hope not, but we don't know."

"Next year is going to be very critical for us, as well as the year after that, because after we have bled about 150 positions out of the University, we cannot cheerfully go into

every next year and say we'll take another 50 positions and another 50 positions," he said.

"While I think we are not at that point yet, even after these cuts, we will get slower, we will get less efficient, and 'customer satisfaction' won't be as good as it has been," he continued. "As soon as we go beyond a reduction of 200 to 220 positions, then we are treading on very dangerous ground, and I would not like to preside over that."

Among expected increases in revenue for this year is \$500,000 from the recovery of indirect research costs, Haenicke said. "These funds come through increased faculty research efforts. From this source we are now putting an additional \$1.5 million a year into the budgets of departments and colleges throughout the University for use by faculty members in addition to funds received directly for research."

"This money is not generated by students nor by the state but by the work of our faculty, and that's where it returns," he said. "I'm very grateful to Vice President (for Research Donald E.) Thompson, his staff and the many, many faculty members who work very hard to bring this about."

For a second time, Haenicke also said he would present for board consideration, perhaps in January, a so-called tuition corridor plan to replace the existing tuition system, but only after "broad discussion" in the University community this fall. The plan, which would be phased in over several years, would charge students in credit-hour ranges rather than by each credit hour.

Calendar

Thursday, August 5

(thru 20) Exhibition, "Birds and Flowers of Michigan Gardens," Cyndy Callog, Niles artist, Department of Human Resources, 1240 Seibert Administration Building, weekdays, 8 a.m.-noon and 1-5 p.m.

Wednesday, August 11

Graduate College writing workshop for the preparation of doctoral dissertations, specialist projects and master's theses, Graduate College Conference Room, Seibert Administration Building, 3-4 p.m.; call 7-3569 to register.

*Admission charged