Future

patterns growth at MSU Predicting of

By PATRICIA LACROIX

State News Staff Writer

If crystal balls and Tarot
cards could demonstrate their r
accuracy, there would be no
difficulty in predicting the future. But such is not the case,
and University officials past
and present foresee a manyfaceted bitter and sweet future
to MSU.

for MSO. Anong the major problems the University will face in the next five to 10 years will be growing financial difficulties, compounded by the attractive ness of offering more diversified programs.

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thing about MSU as it is today is its "dynamic curriculum."

"This is a university that refuses to sit still in time."

Wharton said. "We are continually dropping programs that are not needed any more and adding ones that are."

Wharton said the future of the University will be determined by a large number of individuals, and he had only an overseeing role in which direction it took in the coming years. "Some of the most dynamic decisions are made at the departmental level," he said.

Goals that Wharton has cherefore the continual of the most dynamic departmental level," he said. "The best thing about MSU in the future is that

it will remain essentially unchanged. What I mean by that is that the University will remain a broad-based quality education institution." Eliott Ballard, assistant to the president.

In addition, predictions indi-cate that the number of stu-dents attending institutions of higher education will signifi-cantly decrease. University officials, however, insist MSU will escape from this problem relatively un-scathed.

On a more positive note, officials generally agree that MSU will continue to be the excellent learning and research institution they say it is today. Increased research and additions to the medical programs already existing will involve MSU in playing an active role in society as a whole. Clifton R. Wharton Jr., President of MSU, said the best

ished for the past seven years of his administration will continue to color his decisions, however. These include, he said, a general "commitment to excellence and social relevance for both the on — and off — ampus programs.

In his State of the University Address last February, Wharton predicted that by the yearton predicted that by the yearton pressing environmental and social issues which remain questions today.

But, as Wharton admitted, some major problems will be hindering the upward progress of MSU. Foremost in his mind, he said, was the financial situa-

essentially remain unchanged," Ballard said. "What I mean by

sources, such as adult education, Ballard said.
He added MSU may have
better drawing power and remain attractive to high school
graduates since it is such a
diverse learning institution.
"The universities with the that a decrease in the number of college students is just around the corner, Ballard said MSU will be able to head off some of the resultant problems.

"It (the projected decrease in college enrollments) may be offset by an increased number of students from nontraditional colleges and offers degrees in X number of areas. For this broadest bases are going to survive this thing the best," he said. "MSU has 17 different number of areas. For this reasons, it will be viewed differently by high school gradclined, and wi

"This is a University that refuses to sit still in time. We are continually dropping programs that are not needed any more and adding ones that are." Clifton R. Wharton Jr., MSU president.

ready money necessary to back them up," he said.

The financial picture of the University was seen as a bit rosier by University Provost Lawrence Boger. He said he now sees a "bottoming-out" of

resources at the University, since more money will actually be available for use this budget

will continue to feel the finan-cial pressures of trying to do more with less real dollars. We'll be trying to meet new program demands without the

without money," he ost important is the attract good quality and students and the

"There isn't any reason why this can't become one of (the)

truly distinguished universities in the

tain the faculty."
d that in order to
e number of stu-

Boger said maintain the

for a long period and the god is almost achieved and it can be achieved if the "I'm tempted to say the worst problem of MSU in the future will be the same financial difficulties we are experiencing now, but that may be a self-fullfilling prophecy," he said. "A great deal depends on the direction of the current underfunding of higher education." John Hannah, MSU president from 1941 to 1999, said the question of the future of MSU was "much too complicated a topic to handle over the telephone," but he naturally felt well of the University." He is currently in Rome. At the end of his career at MSU, he was quoted in a State News special edition saying MSU was "already one of the very good universities of America, and it can become better." There isn't any reason why this can't be one of (the) truly distinguished universities in the world." he continued. This is the aspiration the University has for itself for a long period and it can be achieved if the faculty and students and friends of the institution will

achieved if the faculty and students and friends of the University institu-

University

dents currently enrolled at MSU in the future, the University will have to "tool up" and become more attractive to high school students, and money will be needed for this.

versity has for itsel

aspiration

tion will cooperate." John Hannah, MSU president, 1941-1969. Eliot Ballard, assistant to the president, said that while he has "no crystal ball," he sees the number of trends that MSU has established in the past few years continuing and growing in the future. "The best thing about MSU in the future is that it will

that is that the University will remain a broad-based quality educational institution."

The issue of the projected decreased student enrollment for universities still raises

Next on the agenda for the University is the addition of a law and dentistry school, in that order, Boger said. The law school would be relatively inexpensive to establish at three-quarters of a million dollars, Boger said, since few professors would be hired at the beginning of the department. In addition, 40 per cent of a law library already exists on cam-

James Weber, director of Higher Education and Manage-ment Services of the Michigan

bly be asked to assume greater responsibility in and then it has to be asked what will the effect of patterns," James Weber, director of higher nert, Michigan Department of Education. "The student will prob paying for his education this be on enrollmen education and mana

d with most of the predic-made by the University Education jo Department many questions, Ballard said. While he said he feels there is no doubt that the number of high school graduates has de-

many aspects for the total picture of Michigan." he said. "It will most likely survive the predicted enrollment declines due to the upper divisional and extension service programs it officials.
"MSU is vitally

"Financing will be a major concern of all higher educational institutions, Weber said, and the question of what the students share in paying for education should be will bee asked to assume greater esponsibility in paying for his ducation, and then it has to be sked what will the effect of more seriously debated.

g to play in the total picture society is seen by Weber as e best thing about MSU in role that MSU is learn

elf beyond just a learning ility and into society with the departments as the Cole of Urban Development. said,

Ballard concurred with Wharton, saying finances are going to be a crucial issue for the University in the future. "Higher education in general

niversity



Monday, February 21, 1977 Supplement to the State News

Coming

Two vears

"Because commitments now exceed resources, MSU must reassess its priorities to be able to function effectively at an amminist long of and managements."

Priorities



nside:



Woodlot? A university grows hysically as well as academical-y. The Campus Parks and dormitory by the commuter t, a classroom next to Baker Department is ma

hares his thoughts at ISU's past, its future, hilosophy of education

page 4.

or eight years, a man served n the highest governing board t this University. Warren Huff



During the next eight months, different factions of the University will be examining their roles, their missions, their priorities. A look at the document

One administrator says the best hing about MSU in the future is have

outlining the procedure page 7 their changed

The photo cover was taken by Robert Kozloff, State News

MSU

February 12, 1855. The Michigan gove

The Michigan governor signs a law creating the Agricultural College of the State of Michigan, a state college to train the sons and daughters of the armers in scientific agricul

hree hours in the fields each In the beginning, the courses

The students did not come, ow to apply them in a lifetime basic farm Most alread

courses and physical education classes were added. Later 1870. the University le school be-

In 1855, north campus was

crete and most of the open land today lies south of Shaw Lane. But already, there are plans to one day expand, if the need wampy areas and ponds sur-ounded the buildings where lasses were held and students Don't ever expect to see a list of 10 priorities. Administrators

page 2

Proposed Plan and Procedures for Reassessing University Priorities in a Long-Range Context, give them that, many will go elsewhere and those who come here will be shortchanged.

The following articles show a University plans for owth. And what MSU n

1855-1977

Will the University ever reach those limits? In 1855, few thought the college would un-dergo five name changes and In 1857, only 63

are on campus along with about 3,000 professors. Today at least 44,000 stud

big can an University get before it becomes too big to manage ... too big for the amount of money available? What is the purpose of MSU, the first land-grant college? To train students for six-How does a University grow o? Who decides which path a niversity will travel on? How

people of the state

are now talking about a prior assessment model. Using t its priorities and sort out where process, a special comm and the existing acad governances, the Universi present annual budget No one person knows

become in 100 years.

It is only the start for the conversations that will take place in the classrooms, the dormitories, the local bars and the hallowed halls of the Adninistration Building for years

Several years ago, an ASMSU president tried nominating only the number of st idents as there were vacancies for student vacancies on another University committee. The positions remained open until the "proper procedures" were followed and two students were named for every vacant seat

versity, and are all faculty members. They are Gwen Nor-rell, chairperson of the Steering Committee: A. L. Thurman, chairperson of the Committee on Academic Policy; Milton Steinmueller, chairperson of the Committee on Curriculum; and John Henderson, chairperson of the Committee on Faculty Affairs.

One of the most important duties of the council, as explained in the plan, will be to issue a formal report to the president which will be "an integration of the more important and effective proposals

commuter lot, a classroom building next to Baker Wood-lot, another building next to the railroad tracks — a master plan

University maps out

finalized in second for priority propos screening comm als ittee

By CAROLE LEIGH HUTTON
State News Staff Writer
After soliciting the feedback
of students, faculty and ad-

sister institutions with the concomitant flexibility equitable funding could provide though MSU is more productive than its While we are encouraged by the improved funding which appears likely under the proposed legislative formula funding, it will be some time before we achieve equity with our city in the contraction.

equivalent sister institutions, no proportional increased funding has been forthcoming.

Proposed Plan and Procedures for Reassessing University Priorities in a Long-Range Context,

the endowment, support and maintenance of at least one college where the leading object shall be, without excluding other scientific and classical studies and including military tactics to teach such branches of learning as are related to agriculture and the mechanic arts in such manner as the legislatures of the State may respectively prescribe in order to promote the liberal and practical education of the industrial classes in the several pursuits and projessions.

ministrators on the first draft of the proposed reassessment of the proposed reassessment plan, the formation of a Univerity Long Range Planning ouncil has been included in the Of the 26-member council, 18 sembers will be chosen by

Sociate Provost Clarence
Winder, Vice President for
Research and Graduate Studies
John Cantlon, Executive Vice
president Jack Breslin and Vice executive board, including As-sociate Provost Clarence

MSU President Clifton R. Wharton Jr., who will serve as nonvoting chairperson of the group, from nominations made

members will be MSU President

And already, this method of

dent Council has gone on record saying it will nominate only selection has caused some stu-dents disappointment. The Stu-

page 1.

eight ond drai

draft of the document dents for four positions, tht as outlined in the

The latest 10-year figures show that Michigan had the lowest increase in funding devoted to higher education among all fifty states in the United States.

President for Business and Finance Roger Wilkinson.
The other four members

The other four members already appointed to the council are from the Academic Governance circle of the Uni-

According to some sources, this could mean the University Long-Range Planning Council may end up short four student

Because he is presently the only graduate student on the liaison group, Council of Graduate Students President Donald Batkins will serve on the council as one of the six students. with Wharton.

In keeping with University affirmative action ideals, President Wharton has been charged with the responsibility of making sure the council is balanced racially, ethnically, sexually and academically.

As described in the priority reassessment plan, the council on long-range planning will screen proposals on priority scrutiny from all the various sectors of the University. It will also serve to refer the proposals to the proper University body designed to best deal with Background information and statistics used in outlining reassessment include the mention of a 1959 Committee on the Future of the University. The report from that committee particularly stressed two themes: that the University dedicate itself to the development of melity admention and

Students will elect to come to Michigan State if they are convinced that they will receive full value for their dollar. If we are not prepared to

ministrators should and ad-be in-

•The program should mesh with the regular evaluation and budgeting procedures.
•Initiatives for change should begin at the appropriate level.
•A reminder that the final responsibility lies with the trus tees.

draft

The priority reassessment plan outline for the long-range planning council recommends that the committee break itself into subcommittees for better

productivity. The subcommit-tees, the plan says, could form-ulate recommendations to be brought before the whole coun-cil, and in this way save time and energy on research.

ecommended by the council."
The priority reassessmen

Among the eight council-members appointed by virtue of their positions are four members of the president's

The 18 remaining council seats to be filled by Wharton include a mixture of administrators, faculty and students. Four college deans will be nominated by the administrators group, of which two will be chosen. The chairpersons and directors of departments will also nominate a total of four and two will be appointed.

In 1882, President Lincoln signed the Morrill Act, granting lands to each loyal state to help support a state college. As early as 1850, the Michigan Legislature had asked Congress for a land grant program. And eight years later, Congressman Justin S. Morrill need the agriculture college in Michigan as an example of what the land grant act could do. After the act was signed, many institutions borrowed the methods and people of MSU.

The act specified the money earned from the federal land was earmarked for.

Where it began

appointed.

The faculty council will nominate to the president 12 members of the MSU faculty, six of whom will be chosen, and the Administrative Professionals, a nonfaculty staff classification, will nominate four and have two representatives chosen for the council.

Student representation on the Long Range Planning Council will consist of members of the Student Council — eight nominated and four chosen by Wharton — and one graduate and one undergraduate member of the Student Liaison Group, which consists of the heads of various student organizations on campus that confer

Reassessing MSU

project will not duplicate the work of the old committee. "The Committee on the Future of the University was ing set up to handle proposals for change," Boger said, Though the specifics of carry-ing through an overall priority

That is quite different from the special committee which is being set up to handle proposals

Proposed Plan and Procedures for Reassessing University Priorities in a Long-Range Context,

demic year, but the rest of the reassessment process will be more flexible," he said.

Ideally, the actual reports should be completed by September of this year, but the follow-up process will not abruptly terminate at any point, Wharton added.

"We will not end up with a single neat bundle of answers in September," Wharton said.

"There will be a series of recommendations moving through the different levels of governance and administration, which might require discussions that could extend into the next academic year. Many

"We will not end up with a single neat

things will emerge which need to be continued."

bundle of answers in September." Pres-ident Clifton R. Wharton Jr.

ment of quality education, and that the University should be selective about the areas chosen to emphasize because it could not excel in all areas due to the lack of resources.

Though the committee's finding were used as a comparison in the background section of the priority reassessment model, no plans have been made to form a similar committee at this into and the reassessment. •Existing governance and administrative sources should be used wherever possible.
•Faculty, students and adreassessment are varied and complex, the administrative authors of the document outlining the procedures stressed five basic guidelines to be five basic guidelines to be followed throughout the process. They are:

riorities

"Because commitments now exceed resources, MSU must reassess its priorities to be able to function effectively at an appropriate level of academic excellence. Furthermore, the allocation of resources must be adjusted to provide the margin of flexibility for innovation."

Plans for reassessing the mission of MSU

are off to a running Associate Provost Clarence Winder said of the comple-tion of at least the first draft of the University priority assess-

The document, 150 pages long, is largely a compilation of existing University mechanisms for the various procedures involved in looking at priorities and evaluating existing pro-

Entitled the "Proposed Plan and Proedures for Reassessing University Priorities in a Long-Range Context," the report is divided into several different sections, including background, trends, history and important characteristics of the University and the administration.

There is actually only one

pace in higher education. Consequently, we need not hesitate to engage in a critical and necessary self-evaluation. Our goal is to insure that Michigan State University will be strong and dynamic in the years ahead. self-evaluation of major type

new teature introduced in the document, which is the proposal to establish a new University committee to act as a "long-range planning council." While the first draft of the feedback from faculty, students and administrators who re-viewed the initial document committee in the final draft. recommended the two posals be combined to form

special select committee, the members and chairperson of which were to be appointed by MSU President Clifton R. Wharton Jr. after "consultation" with the Academic Council Executive Committee.

Each subcommittee would make recommendations to the full special select committee, which would then issue a report also proposed to examine course duplication; services and facilities duplication; consolida-tion, discontinuation and initia-tion of programs; and nonaca-

to the president.

The first draft stated that proposals for change handled through this committee would be mainly "cross-departmental, cross-college and all-University concerns, but are not limited to

time to working on the priority reassessment committee should

reassessment committee should be compensated in some way, but Wharton said that a decision on that subject has not yet been reached.

The procedures outlined in the priority reassessment plan will be used to evaluate every program and unit on campus. Personnel in both academic and nonacademic units throughout the University will participate in reports setting long-term select committee would be to delegate the responsibilities suggested for the committee to the president, provost and other officials. such topics." The alternative to the special

"Such an Administrative Planning Committee, would provide for easier continuing communication with the board of trustees and could increase the involvement of the board in the generation of proposals," the original draft said.

But, the report adds that 'Administrative "Such

Administrators said that the long-range purpose of this year's reassessment will be to order priorities in proportion to the resources available and to minimize duplication of pro-

proposals and refer them to the proper University body for

proper action.

After the reports are rethe "long-range planning coun-cil" will examine the specific

planning project proposed herein could become highly disruptive and negative; on occasion that has been the experience elsewhere. But MSU has demonstrated the ability to change, to appraise itself, to improve and to set an enviable

The first alternative proposed in the document was a

Four subcommittees to the special select committee were

'there is a risk that the president's role as objective arbiter of final proposals that will go to the board might appear to be compromised to

ing and internationally recognized programs is threatened by inflation and erosion of the state and federal support base. . We can no longer The excellence of some of our most outstandneeded to depend upon an expandin provide the resources organizational flexibility.

some extent if this option were

"The University annual evaluation is the best in the country.

page 1.

chosen.

"However, this alternative would have the advantage of direct involvement of experienced, knowledgeable administrative staffs. This would promote efficient, orderly and timely progress of the project."

Members of the Student Liaison Group to the trustees had expressed the opinion that students and faculty who devote

Proposed Plan and Procedures for Reassessing Univeristy Priorities in a Long-Range Context,

A major part of the priority assessment plan is the existing University Annual Evaluation and Report (AER), which is how the administration and We are leaders in this unique budgeting approach," Wharton commented.

time, we have to become more efficient and reduce duplica-tion," Winder said.

review itself and report to the college administrators. Each college compiles these reports and makes an overall self-evaluation report to the University administration by June.

ody to insure eral support base. . .We can no longer upon an expanding student body to

Winder said the review is used to examine the instructional activities, productivity characteristics, faculty and student ratios, budgeting statistics and comparative figures on the number of graduate assistants and instructors. Professional accomplishments such as published articles, services and arcomplishments such as published articles, services and prants are also inspected.

"The annual review is designed to facilitate discussion between the colleges and deprevost." Winder said. "It gives us a chance to examine their achievements, problems, qualities and productivity."

The purpose of the regular review process is to use the evaluations as a platform for budget planning for the follow-

academic units currently handle the yearly evaluation process.
AER forms are distributed to each college every year, usually

By ANNE STUART
State News Staff Writer
The history of the priority
reassessment project dates
back to the 1975 State of the

University Address, when President Clifton R. Wharton Jr. said that the economic "hard times" demanded an examination of all University units. He said that in the near future, "each unit, each college and the total University will be asked to prepare and put forward a proposed redefinition of mission for the next ten

Each academic and nonacademic units should examine its program, including the views of all people, involved, Wharton said. A statement of MSUs overall long-term priorities would be produced by academic governance and administrative bodies following the reassessments at the departmental

In the regular 1976 Annual Evaluation and Review (AER) process, academic units were asked to rank certain items in order of priority, in a basic forerunner of the actual con-

since it was originally suggested," Associate Provost Lee Winder explained. The Provost's office handles the regular AER procedure. reassessment project has been a gradual, continuing process plex priority reassessment being undertaken this year.
"The development of the

Fresident Wharton real-firmed the need for an overall evaluation and examination of University priorities as he pre-sented his "fragle and austere" budget to the MSU Board of Trustees last August

coming

Two years

faculty representatives, including the Student Liaison Group, to the board of trustees and the executive committee of Acaused as an outline for reassessment was distributed for comments and suggestions to the trustees and select student and In January, the first draft of e procedural document to be executive com demic Council.

the plan will be completed and distributed within a week. Ad ministrators said the reassess distributed, and that another draft should not be necessary. "Appropriate revisions re made following discussion groups, and a second draft the plan will be completed as be started the documen of the

vost's office for the last several years. Only one new committee will be set up to examine proposals resulting from reas-sessment. University mechanisms, such as the AER, which has been harton called the plan "a largely a compilation of existing dure." He emphasized that

of each depart-college, Winder ing year as well as examining the direction of each departand

in February, by the provost's office. Since it is a flexible self-evaluation process, this year's AER will focus on a statement of priorities, Provost

The administrators who jointly produced the document are optimistic about its success. "My attitude is that it's a tough job, but a necessary one. What all of us are interested in

What all of us are interested in is that MSU continues to be a high quality institution that has a wide range of academic

a wide range of academic programs, that is serving the people of the state. At the same

make improvements over a certain period of time and what they would expect to be the minimum of additional resources needed to accomplish The units are also requested report how they expect to to

Lawrence Boger said.
As part of the evaluation process, each department must

vity statistics are with those from other departments, college University averages and outside averages, he said. Productivity compared with

Along with their review and self-evaluation reports, the colleges must submit budget re-

quests to the administration.
Winder said the review

responses carefully and debate over them. Hopefully, at the end of the review cycle, we have a better understanding of what the college would like to go through all the

accomplish over the next few years," Winder said.
Academic unite of the said. ment project could be extended until September, Boger said. "One of the biggest questions completed the AER process by June, but the total reassess-ment project could be extended

faculty representatives was whether it will be possible to complete everything according to AER timetable, which ends in June." Wharton said.

"The AER will follow its regular schedule and be finished by the end of the aca-

Planning physical growth

1.00

Campus:

In the University president's office and in an office in the Manly Miles Building, there are

Baron pointed out that the athetic building would have to be financed with self-liquidating funds or gift contributions, since they would not be used.

soil science building to be located across from the Veterinary Clinic, an addition to the Cyclotron, a metallurgical lab for the Engineering Building and a new University museum to be located on Harrison Road.

since they would not for academic purposes.

lot of people, though," he said, laughing.

Baron is also concerned about traffic congestion on campus, and has proposed several measures to alleviate it, but funding for this purpose is less

of problems," Baron said, point-ing out his office window to the railroad crossings at Harrison d crossings at Harrison "When two trains are

who are currently using the University's athletic facilities.

The railroads cause us problems," Baron said,

the construction of a new intramural building near the East Complex residence halls, which will accommodate the increasing number of students

Another major project planned for the near future is the construction of a new

The 5,100 acres of University property in the East Lansing area are mapped to scale on a large board. Little models represent classroom buildings, residence halls and other struc-tures. The 33 miles of roadway are painted on. Shaded, gray areas represent the dreams of the future — a dormitory by the commuter lot. commuter lot, classroom build-ings near Mount Hope Road and

even a new health center.
In 1857, only two buildings
stood on MSU property—a
classroom building and a boarding hall. Today, there are \$86
buildings and structures on ad 26 multipurpose buildings.
Tomorrow, this total will unge. Though few expect to per see another boom where 17 res on buildever see another boom where 17 buildings were built in a 10-year span, most people agree more structures will be constructed ings, 247 used solely for housing Tomorrow, the

Building, new intramural facili-ties, and even a Performing Arts Center are new structures Communications

people already are dreaming about. Change is usually

"The other two-thirds will consist of the main theater and other performing areas," he continued, "and this will be financed with self-liquidating

funds and gifts."

Baron said that the planning for the Performing Arts Center has already been completed, and he expects that it will open some time in the early 1980s. under way even sooner than the Performing Arts Center is the proposed Communication Arts building, which will house all the departments in that "Construction will begin either in late 1977 or early 1978, depending on when we get the funds," Baron said. A project that should parks and planning. Many improvements and additions to the physical campus are being planned, but their construction is dependent on how successful the University is in raising funds and receiving appropria-tions from the state legislature, Baron said.

"All our academic buildings are eligible to be funded by the federal or state government. But all other buildings have to be financed with self-liquidat. ing funds or contributions from alumni and other private con-tributors." Baron said. are monies which the University raises from student tuition and other operating expenditures.

A new health center, tached to the property

tached to the present Clinical Center and combined with a teaching hospital, is proposed to provide better health care to provide better for MSU students.

ed to other uses, Baron ex-plained, when the medical facili-ties are moved to the new health center. The present Un Health Center will be The major construction project now planned for MSU, a Performing Arts Center to be constructed across from Owen Hall, will be financed with government, University and private money, Baron said.
"About one-third of the building will be classroom space for the Department of Theater and Department of Music, and this will be funded by the legislature." Baron said.

"The old health center will

ouner improvements which are proposed for the next few years include a new plant and probably become a laboratory, or will be used for some scientific purpose," Baron said.

going by at the same time in the morning," he said, "that road is "We definitely need more space for athletic activities of all kinds, intercollegiate as well as intramural," Baron said. ಭ Baron is also planning to increase the amount of outdoor

space reserved for intramural athletics by about 20 per cent, but hasn't decided where it will be located yet.

"We're running out of space on the developed campus," Baron said. He suggested that undeveloped land south of the train out tracks may be used for the statement of the train of the tracks may be used for the train of the tracks may be used for the tracks may be used to the tracks may

planning stage.
"It's in the dream stage for a said that a proposed athletic building all-events athletic building which would house the basket-ball team is not yet in the this purpose.

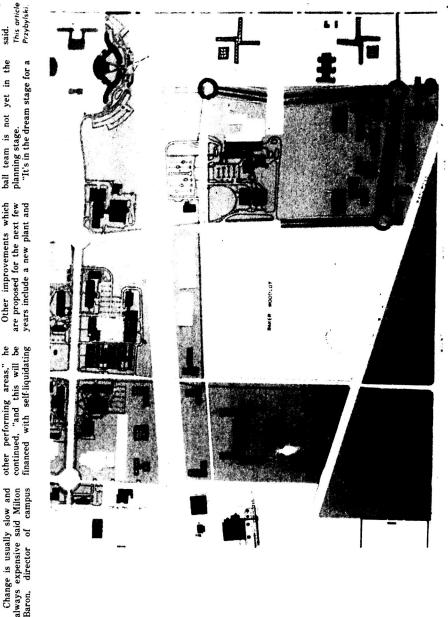
railroad overpasses at the crossings, but he says he has no definite plans for them as yet.

Increasing the amount of he said the University has not made the money available for it pace on campur the student lots, i want" for Baron. virtually impassable."

Baron would like trailroad overpasses parking space especially in the

car space to put in a parking lot because we have to put in asphalt, lighting, shrubbery and many other things," he "It takes \$800 to \$1,000 per

This article was written by Terry. Przybylski.



This is the south-east corner of the comprehensive planning map for Michigan State University.



State News/Laura Lynn Fistler

sense of tranquility.
— Warren M. Huff which is deadening to a University, it's a If there's one thing

eaves gian

Warren M. Huff will probably always use the pronoun "we" when speaking of Michigan State University.

The former trustee of nearly 18 years, now free to pursue other interests, which include voluntary associations and his farm, still carries around with him a binder of pet proposals which, as he says, "I push whenever I get the chance."

Huff, a native of San Antonio, speaks with a tinge of the Texan drawl that could only be characterized as dignified as he expounds the need for MSU to develop a master plan and to keep moving

MSU has Huff to thank almost singularly for a showcase of contributions which range from "inventing" the Student Media Appropriations Board, to politicking for the Colleges of Osteopathic and Human Medicine, to formulating a set of faculty by laws. Among

Warren Huff, long a favorite trustee among students and many activist faculty members, consented to an interview on his reflections and thoughts upon leaving the MSU Board of Trustees:

Does John Hannah deserve more credit for past leadership and dynamism at the University?

Huff: Oh, yes, I think so. I think in his time he was a great leader. Perhaps he would not be that same person today, in today's time—it's a different time, a different climate. But in his time, he was powerful, I used to fight with him all the time. He was one of my favorite people because he inaugurated many things that we're receiving benefits from. His envigorating influence will carry on for years to come, but not indefinitely. It will subside; I see some evidence of it subsiding already. If you will look back over the record, you will find at that time, about 18 to 19 per cent of our student enrollment was from out of state. And when you got the record of our brightest scholars, you found that two out of three of them were from out of state. We don't attract those out-of-staters, those bright kids, as much as we used to. Now we have about 12 to 14 per cent of out-of-state students. Part of the reason is the damned fee structure.

Could it be that MSU's reputation is on the skids?

Huff: The University doesn't stand still. It either goes ahead or it eases backwards. In order to get progress, you need three essentials: a sense of mission, competent people and adequate funding. In some sense, we've slipped backward on the funding, and because of this, we probably haven't been able to maintain the level of competence and the level of planning — for mission — that we'd

What exactly is the University's mission?

Huff: The mission is one of forward movement, forward thrust, into new areas of intellectual and social achievement. It's not a standstill policy, and I've always perceived the administration and the board of trustees as being in a position of leadership, of supporting and envigorating new ideas and activities. Now, this stands in contrast to the new assumption of the board that the role of the board and the administrative parts of the University are more limited than that — they are presiders. They preside over the

Huff: Perhaps you don't realize, now, that the University is an enormously complex human endeavor. It's far more complex than any business endeavor I've ever seen, and I've seen most of the big ones in the country. And I've worked very closely with them. For a layman to become sufficiently knowledgeable and expert to be able to supply and represent leadership in an enormous tax on time. A lot of board members don't have it. They look on the position — not totally, but more than I do — as ceremonial representation, to represent the University in various things, and secondly to choose the president and chief administrative officers and let them run it. But I think we have to monitor things, too. We are required by the very nature of things here to monitor the programs of the University much more closely than, say, if we were appointed by the governor.

One of the conclusions drawn by many people following the NCAA debacle and the remaining residue is that the University is indeed run solely by the president and his vice presidents.

Huff: Of course they run it. But that doesn't mean that the board just sits in a ceremonial position.

Is the board acting in the manner now?

Huff: The board now is involved in the decisions of the University more than it was a number of years ago. Under Hannah, the board was almost totally a rubber stamp. But the board still has difficulty exercising its own judgment on very complex questions like the

one hand and the deans and department chairpersons on the other. It's two systems of governance. The consequence was that a lot of department chairpersons resigned as department chairpersons. The job of being department chairperson became so onerous, the problems of operating through a bureacracy and endless committees got so burdensome that a lot of them wanted to go back to teaching. So they tried to pull back from this referendum thing, and that created this question you're talking about — the question of losing the clout. What it was, was an endeavor to pull back from

exercising its own judgment on very complex questions like the finance question. The biggest single area of difficulty in this University is money.

As you probably are aware, there has been some degree of consternation of late regarding the feeling, the notion or possibly the fact that students and faculty have lost their clout in Academic Council. Is there any basis to this?

Huff: Let me go back a little way. When the president first came here, in his initial statement that he made on the day of his appointment, he said that he intended to preside over the University — he used that term. He started to formulate a plan of operating that — it might be unfair — might be characterized by settling everything by referendum. This got so bad that I of losing the clout. What it was, was an endeavor to pull back from the systems of referendums and to utilize more the governance system based on deans and department chairpersons. But when we did that, we made one mistake, and I knew it was a mistake. We watered down student participation. I had always wanted student representatives right on the board of trustees.

With vote?

Huff: You can't do it under the constitution. I don't care about voting. I want their views.

What are your thoughts on the Stadent Movement, and what do you view as the impression it left on the University.

Huff: I think it helped us. It exhilarated the development of the due process provisions, and we could not have moved as rapidly and as freely as we did toward due process and opening up the University. We still don't have the University as open as we'd like it to be, but it helped us. And it probably helped us with the minority programs. But I'm not sure it helped as much as I had hoped it would in the quality and caliber of elassroom instruction. I had hoped at the time that there would be a big spinoff and a marked improvement.

Any regrets?

Any regrets?

Huff: Yeah, I regret it's over. I enjoyed the work. It was my life, it was a lot of fun. I have the greatest admiration for the people on the board, and I enjoyed their company and found their association enriching. I made mistakes, but I always figured that the only way you don't make mistakes is when you don't try to do anything.





By MIKE ROBI

Associated Press

CHICAGO (AP) — Ca

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State News Staff Writer
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