

Predicting patterns of growth at MSU

By PATRICIA LACROIX
State News Staff Writer

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 predicting the future, but such is not the case, and University officials past and present foresee a many-faceted bitter and sweet future for MSU."

Among the major problems the University will face in the next five to 10 years will be growing financial difficulties, compounded by the attractiveness of offering more diversified programs.

"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," Elliott Ballard, assistant to the president.

In addition, predictions indicate that the number of students attending institutions of higher education will significantly decrease. University officials, however, insist MSU will escape from this problem relatively unscathed. On a more positive note, officials generally agree that MSU will continue to be the role in helping to answer the 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-

tion of the University. "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-fulfilling prophecy," he said. "A great deal depends on the direction of the current underfunding of higher education, which, in turn, depends on the general public's attitude toward higher education." John Hannah, MSU president from 1941 to 1969, 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 the goal is almost achieved and it can be achieved if the faculty and students and friends of the University institute will cooperate." John Hannah, MSU president, 1941-1969.

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

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"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.

will continue to feel the financial pressures of trying to do more with less real dollars. We'll be trying to meet new program demands without the ready money necessary to back them up," he said.

The financial picture of the University was seen as a bit rosy 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 year.

"Dollars do not ensure quality programs, but you can't have them without money," he said. "Most important is the ability to attract good quality faculty and students and the ability to retain the faculty."

Boger said that in order to maintain the number of students currently enrolled at MSU in the future, the University will have to "cool up" and become more attractive to high school students, and money will be needed for this.

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 campus, he said.

James Weber, director of Higher Education and Management Services of the Michigan

Department of Education, agreed with most of the predictions made by the University officials.

"MSU is vitally important in 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 conducts."

"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 become more seriously debated.

"The student will probably be asked to assume greater responsibility in paying for his education, and then it has to be asked what will the effect of this be on enrollment patterns," he said.

The role that MSU is learning to play in the total picture of society is seen by Weber as the best thing about MSU in the future.

MSU, he said, has extended itself beyond just a learning facility and into society with such departments as the College of Urban Development.



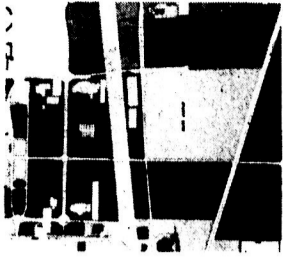
Campus:



Inside:

MSU
1855-1977

Campus
A dormitory by the commuter lot, a classroom next to Baker Woodlot? A university grows physically as well as academically. The Campus Parks and Planning Department is mainly responsible. page 3.



A Former Trustee
For eight years, a man served on the highest governing board at this University. Warren Huff shares his thoughts about MSU's past, its future, the philosophy of education and philosophy of education and philosophy of education. page 4.



Priorities
During the next eight months, different factions of the University will be examining their priorities, their missions, their priorities. A look at the document outlining the procedure. page 1.



Future
One administrator says the best thing about MSU in the future is it will remain unchanged. Others have their own theories. page 8.

The photo cover was taken by Robert Kozloff, State News.

Finalized:

A screening committee for priority proposals finalized in second draft

By CAROLE LEIGH HUTTON
State News Staff Writer
After soliciting the feedback of students, faculty and administrators of the president's

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 sister institutions, with the concomitant flexibility equitable funding could provide. . . . though MSU is more productive than its equivalent sister institutions, no proportional increased funding has been forthcoming. **Proposed Plan and Procedures for Reassessing University Priorities in a Long-Range Context,** page 1

administrators on the first draft of the proposed reassessment plan, the formation of a University Long-Range Planning Council has been included in the second draft.

Of the 26-member council, 18 members will be chosen by MSU President Clifton R. Wharton Jr., who will serve as nonvoting chairperson of the group. From nominations made by respective groups.

And already, this method of selection has caused some student disappointment. The Student Council has gone on record saying it will nominate only four students for four positions, not eight as outlined in the second draft of the document.

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

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.

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

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

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. **Proposed Plan and Procedures for Reassessing University Priorities in a Long-Range Context,** page 1.

President for Business and Finance Roger Wilkinson.

The other four members already appointed to the council are from the Academic Governance circle of the University.

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 give them that, many will go elsewhere and those who come here will be shortchanged. **Proposed Plan and Procedures for Reassessing University Priorities in a Long-Range Context,** page 2

Several years ago, an ASMSU president tried nominating only the number of students 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.

University, and are all faculty members. They are given Non-representative of the Steering Committee: A. L. Thurman, chairperson of the Committee on Academic Policy; Milton Steinmiller, chairperson of the Committee on Curriculum; and John Henderson, chairperson of the Committee on Faculty Affairs.

recommended by the council. . . . The priority reassessment plan outlines for the long-range planning council recommendations to be brought before the whole council, and in this way save time into subcommittees for better productivity. The subcommittee, the plan says, could formulate recommendations to be brought before the whole council, and in this way save time and energy on research.

Where it began

In 1962, 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 used 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 . . . 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 substantial classes in the several pursuits and professions in life.

Reassessing MSU

(continued from page 6)
demie 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 things will emerge which need to be continued."

Background information and statistics used in outlining reassessment include the mention of a 1969 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 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.

Through the committee's findings 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 time and the reassessment

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project will not duplicate the work of the old committee. "The Committee on the Future of the University was basically an advisory group. That is quite different from the special committee which is being set up to handle proposals for change," Boger said. "Through the specifics of carrying through an overall priority

reassessment are varied and complex, the administrative authors of the document outlining the procedures stressed five basic guidelines to be followed throughout the process. They are: •Existing governance and administrative sources should be used wherever possible. •Faculty, students and administrators should be involved. •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 trustees.

"Because commitments now exceed resources, MSU must reassess its priorities to be able to function effectively at an appropriate level of academic excellence."

Priorities:

"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."
Preamble to priority reassessment model

Plans for reassessing the mission of MSU

"We are off to a running start," Associate Provost Clarence Winder said of the completion of at least the first draft of the University priority assessment plan.

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 programs.

Entitled the "Proposed Plan and Procedures 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

The type of major self-evaluation and 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 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.

"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

The excellence of some of our most outstanding and internationally recognized programs is threatened by inflation and erosion of the state and federal support base. . . We can no longer depend upon an expanding student body to provide the resources needed to insure organizational flexibility.

Proposed Plan and Procedures for Reassessing University Priorities in a Long-Range Context, page 1.

some extent if this option were 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

Two years coming

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 years."

Each academic and non-academic unit should examine its program, including the views of all people involved, Wharton said. A statement of MSU's overall long-term priorities would be produced by academic governance and administrative bodies following the reassessment at the departmental level.

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 form of the actual complex priority reassessment being undertaken this year.

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

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 Lawrence Boger said.

As part of the evaluation process, each department must review itself and report to the college administrators. Each college completes these reports and makes an overall self-evaluation report to the University administration by June.

Along with their review and self-evaluation reports, the colleges must submit budget requests to the administration.

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 grants are also inspected.

"The annual review is designed to facilitate discussion between the colleges and departments and the office of the provost," 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-

ing year as well as examining the direction of each department and college, Winder added.

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

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

"We go through all the 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 accomplish over the next few years," Winder said.

Academic units should have completed the AER process by June, but the total reassessment project could be extended until September, Boger said.

"One of the biggest questions raised by the student and 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 ac-

(continued on page 7)

Campus:

Planning physical growth

In the University president's office and in an office in the Mount Hope Building, there are two miniature campuses.

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 structures. The 39 miles of roadway are painted on. Shaded, gray areas represent the dreams of the future — a dormitory by the computer lot, classroom buildings near Mount Hope Road and even a new health center.

In 1957, only two buildings stood on MSU property — a classroom building and a boardroom. Today, there are 266 buildings and structures on campus. 115 academic buildings, 26 multipurpose buildings. Tomorrow, this total will change. Though few expect to ever see another boom where 17 buildings were built in a 10-year span, most people agree more structures will be constructed on this campus.

A Communications Arts Building, new intramural facilities, and even a Performing Arts Center are new structures people already are dreaming about.

Change is usually slow and always expensive said Milton Baron, director of campus

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 appropriations 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-liquidating funds or contributions from alumni and other private contributors," Baron said.

Self-liquidating funds are monies which the University raises from student tuition and other operating expenditures.

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 the Department of Music, and this will be funded by the legislature," Baron said.

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

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.

A project that should get under way even sooner than the Performing Arts Center is the construction of a new intramural building near the East Complex residence halls, which will accommodate the increasing number of students who are currently using the University's athletic facilities.

"We definitely need more space for athletic activities of all kinds, intercollegiate as well as intramural," Baron said.

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 campus, especially in the student lots, is another 'want' for Baron, but he said the University has not made the money available for it yet.

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

This article was written by Terry Przybylski.

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

Another major project planned for the near future is the construction of a new intramural building near the East Complex residence halls, which will accommodate the increasing number of students who are currently using the University's athletic facilities.

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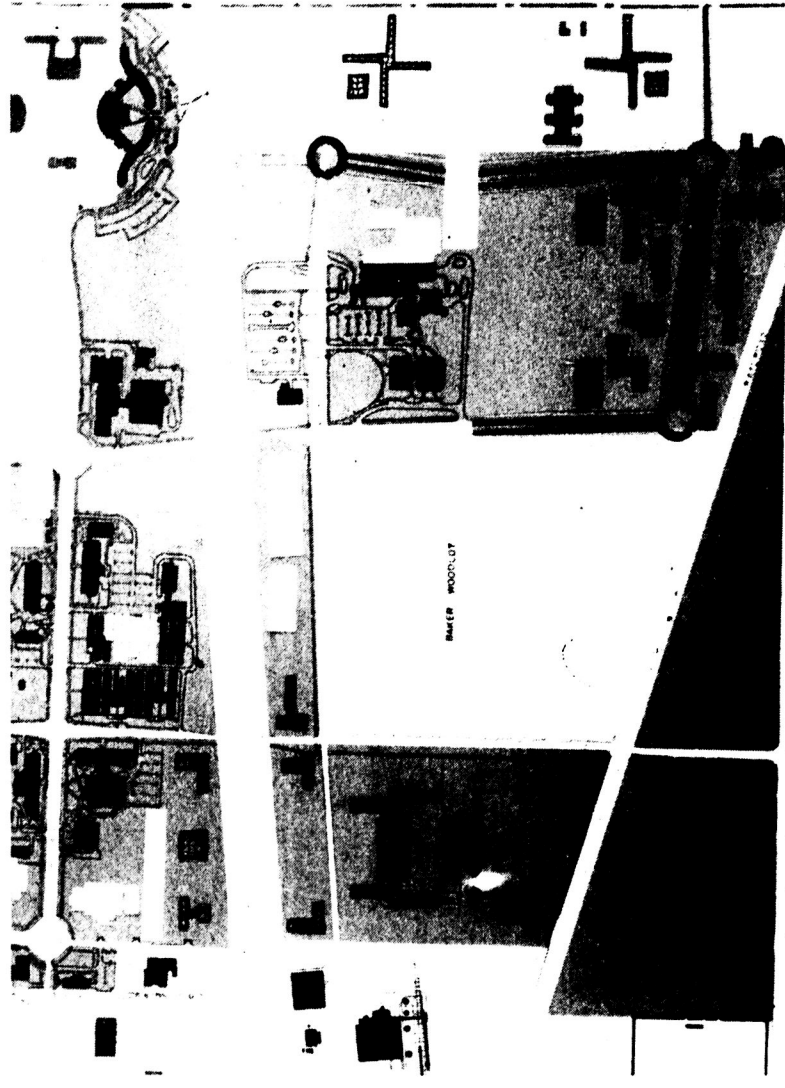
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This is the south-east corner of the comprehensive planning map for Michigan State University.

Red

By MIKE ROBI
Associated Press
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By SUZIE ROLLINS
State News Staff Writer
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State News/Laura Lynn Fstler

A giant leaves MSU

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 forward.
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 bylaws. Among much else.

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:
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 energizing 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 University.
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 inaugurating 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 slide?
Huff: In some areas, our reputation is on the rise. Where do we stand on the matter of leadership at present? 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 task 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 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 setting everything by referendum. This got so bad that I

point where you were operating two systems of governance, and they got in each other's way. You had the Academic Council on 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 bureaucracy 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 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 Student 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 classroom instruction. I had hoped at the time that there would be a big spinoff and a marked improvement.
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.

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

