

MINUTES OF THE SPECIAL MEETING
of the
MICHIGAN STATE UNIVERSITY
BOARD OF TRUSTEES
April 3-4, 1981

President Mackey called the meeting to order in the Kellogg Center Auditorium at 6:10 p.m., April 3, 1981.

Present: Trustees Bruff, Fletcher, Howe, Krolikowski (arrived at 6:50 p.m.), Lick, Martin (arrived at 6:32 p.m.), Reed and Sawyer; President Mackey, Provost Winder, Vice Presidents Breslin, Cantlon, Dickinson, Schonbein, Stewart, Thompson and Turner; Associate Vice President Wilkinson, General Counsel Carr, Assistant to the President Simon, Faculty Liaison Group, and Student Liaison Group.

1. Approval of Proposed Agenda

Trustee Bruff moved approval of the proposed agenda, seconded by Trustee Sawyer. Approved by a vote of 6 to 0.

2. Public Comments on Budgetary Matters

A total of 25 speakers addressed the Board (list on file in the Secretary's Office).

3. Public Comments on Budgetary Matters, cont.

A total of 13 speakers addressed the Board (list on file in the Secretary's Office).

The Board recessed at 9:58 p.m.

The Board reconvened at 9:47 a.m., April 4, 1981, in the Union Building Ballroom, for a work session on the Coordinated Budget Proposal.

The Board recessed at 12:22 p.m. and reconvened at 1:47 p.m. for a continued work session on the Coordinated Budget Proposal.

At the work session, the Trustees asked the Administration to follow up on these issues:

- a. College of Human Medicine and College of Osteopathic Medicine programs as related to medical education and health care objectives of the State of Michigan and financial support essential for these other University programs.
- b. MSU's nursing education program in relation to statewide objectives.
- c. The possibility of a special student fee increase for the College of Nursing.
- d. The transfer of the administration of the minority graduate student support program currently administered by the Graduate School. Provost Winder and Vice President Cantlon are to confer with Dean Robert Green.
- e. Possible additional budget reductions in the nonacademic support service areas.

The Board recessed at 2:52 p.m. and reconvened at 3:20 p.m.

4. Public Comments on Non-budgetary Matters

Bret Waller, chairperson of ASMSU, and Bruce Studer, former chairperson of ASMSU, reported to the Board the concerns of students of possible cuts in federal financial aid programs.

5. Personnel Action

Appointment of Guy L. Bush, John A. Hannah Distinguished Professor, Zoology; Kellogg Biological Station; Entomology, with tenure, at a salary of \$60,000 per year on an AN basis, effective August 1, 1981.

On motion by Trustee Reed, seconded by Trustee Lick, the appointment was approved by a vote of 8 to 0.

6. Nonacademic Budget Proposal

At its February 26-27, 1981, meeting, the Board of Trustees approved budget and program proposals as submitted by the nonacademic Vice Presidents with the exception of deferring action on the recommendations relating to the Student Activities Office as recommended by Vice President Turner. The following statement reflects Vice President Turner's recommendation for this area, and it is recommended that it be incorporated with his budget proposal and approved at this time.

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6. Nonacademic Budget Proposal, cont.Nonacademic
Budget
Proposal, cont.DIVISION OF STUDENT AFFAIRS AND SERVICES
STUDENT ACTIVITIES

The Student Activities Office provides advisory and consultative services to the ASMSU program councils, numerous student organizations including Greek letter organizations, and the ASMSU funding board. The staff serves as the daily administrative liaison with student governance groups and administers various policies and procedures pertaining to student organizations and activities. Workshops and leadership development courses are taught to increase student leadership effectiveness and self-direction. Off-campus housing services are also provided to students.

While the financial problems of the University make it impossible to maintain the current level of this program, the basic service mission to students continues to be a high priority.

We adopt and incorporate as our recommendation the following proposed changes from the Vice President for Student Affairs:

- Deannualize two professional AP staff
- Curtail support staff by one position
- Reduce clerical support by one position
- Eliminate director position

While the level of professional staff in this area will be reduced and the administrative support restructured, the quality of advising will be only moderately affected, as other administrative staff within the division will assume greater responsibility for formal and informal forums with students.

These changes will result in a reduction of the 1980-81 General Fund budget of the Student Activities Program in the amount of \$55,018.00.

RESOLVED that the above recommendation be approved.

Approved by a vote of 8 to 0 on motion by Trustee Bruff, seconded by Trustee Fletcher.

7. Consideration of Alternative Budget Reduction ProposalConsideration
of Alternative
Budget
Reduction
Proposal

Trustee Martin moved the acceptance of the following Alternative Budget Reduction Proposal:

After having read and listened to the many proposals and counterproposals relevant to our anticipated budget problems, I would like to present the following recommendations to you for your consideration:

- (1) The Board should accept the Dean's original proposals (the 14% cuts) with the exceptions noted on the attachment (copy on file in the Secretary's Office). This would generate about 8 million dollars. This figure, added to the reductions in the nonacademic area (3 million), a possible 10% tuition increase (4 million) and at least a 10 million dollar increase from the state would certainly balance the budget for the coming year. Any excess funds could be reverted back to those units needing it most.
- (2) The Board should appoint an all-university planning committee to formulate a proposal whereby the University could live within its means without abandoning the land-grant philosophy, our commitment to affirmative action, of our unique ability to serve the people of this state in such a variety of ways.
- (3) The new proposal should then be referred to the academic governance structure for intensive review. These groups should then submit a revised (if necessary) proposal to the President.
- (4) At this point the President should present the proposal to the Board of Trustees and public hearings should be held.
- (5) Finally, the Board should reach a decision. It is conceivable that this process could take two or three years.

I might add that all of these deliberations should be open to the public with an opportunity for any member of the University community to interact.

This recommendation is by no means an attempt to minimize the diligent efforts and many hours of hard work that have been put in so far by everyone concerned. But I think that it is important to remember that it took many years to build a great University. We owe this school all the consideration it so richly deserves. I feel we have already done enough damage to this University, which we all dearly love. We must act immediately to reverse the tide of hysteria, uncertainty and distrust that has permeated the University community.

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Consideration
of Alternative
Budget
Reduction
Proposal, cont.

7. Consideration of Alternative Budget Reduction Proposal, cont.

If the spirit of this proposal is acceptable, details, friendly amendments or other considerations could be worked out at a later date.

Motion failed for lack of a second.

Consideration
of Coordinated
Proposal

8. Consideration of Coordinated Proposal

The following motions were introduced as amendments to the Coordinated Proposal:

a. Department of Religious Studies

Trustee Bruff moved to retain the Department of Religious Studies and reinstate \$26,641 and 1 FTE faculty. Seconded by Trustee Howe. Approved by a vote of 8 to 0.

b. Community Development and Highway Traffic Safety Center

Trustee Bruff moved to reinstate \$124,000 in fiscal year 1981-82 in the Institute for Community Development and Highway Traffic Safety Center in Lifelong Education Programs for support of the new combined program of Community and State Problems and Programs, but with a reduction of \$50,000 in fiscal year 1982-83 with the provision that user fees will move it to a position of being more self-supporting. Seconded by Trustee Krolikowski. Approved by a vote of 8 to 0.

c. College of Nursing

Trustee Krolikowski moved that the option proposal for the College of Nursing be adopted with the understanding that the tuition increase be deferred pending study prior to the normal time for tuition recommendations. Seconded by Trustee Lick. Approved by a vote of 8 to 0.

d. James Madison College

Trustee Bruff moved to retain James Madison College as a College with the reductions totaling \$70,480 as recommended by the Dean on February 10, 1981. Seconded by Trustee Howe. Approved by a vote of 6 to 2. Trustees Fletcher and Krolikowski voted No.

e. Lyman Briggs College

Trustee Bruff moved to retain the Lyman Briggs College as a College with the reductions totaling \$117,488 as recommended by the Acting Dean on March 20, 1981. Seconded by Trustee Martin. Motion failed by a roll call vote of 5 to 3. Trustees Fletcher, Krolikowski, Lick, Reed and Sawyer voted No; Trustees Bruff, Martin and Howe voted Yes.

Trustee Sawyer then moved that the Lyman Briggs program be retained as a School within the College of Natural Science, headed by a Director, with the reductions totaling \$117,488 as recommended by the Acting Dean on March 20, 1981. Seconded by Trustee Krolikowski. Motion failed by a roll call vote of 4 to 4. Trustees Krolikowski, Lick, Reed and Sawyer voted Yes; Trustees Bruff, Howe, Martin and Fletcher voted No.

Trustee Martin requested that his No vote be changed to a Yes vote. Motion carried by a vote of 5 to 3.

f. General Education

Trustee Bruff moved to partially reinstate the general education departments of: American Thought and Language with \$118,637 and 5 FTE faculty; Natural Science with \$48,000 and 2 FTE faculty; and Social Science with \$140,000 and 5.5 FTE faculty; and Humanities with \$104,166 and 5 FTE faculty. Seconded by Trustee Howe. Approved by a vote of 8 to 0.

g. Policy on General Education

Trustee Sawyer moved that the Board of Trustees urges the academic governance system to consider promptly the recommendations of the University Committee on Academic Policy (UCAP) on general education adopted by the UCAP on April 2, 1981. The UCAP stated that the question is "...how to sustain General Education, and how to achieve excellence by the appropriate cooperation and integration of the disciplinary and general education departments." The UCAP recommends assessment of general education at MSU in the 1980s. The Board of Trustees encourages such assessment. Seconded by Trustee Lick. Approved by a vote of 8 to 0.

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8. Consideration of Coordinated Proposal, cont.

The following motions were introduced as amendments to the Coordinated Proposal, cont.:

h. College of Urban Development

Trustee Bruff moved to accept the College of Urban Development coordinated proposal except the \$190,000 item for graduate assistant support and the proposed transfer of (1) the Affirmative Action Graduate Assistantship fund and (2) the Equal Opportunity Graduate Fellowships from The Graduate School. The Provost will confer with Dean Green and make recommendations to the Board of Trustees regarding these issues at the next regular meeting of the Board. Seconded by Trustee Howe.

Trustee Martin moved a substitute motion that the College of Urban Development be maintained as recommended by Dean Green minus the 21 percent cut as recommended by the College. Motion failed for lack of a second.

Trustee Martin moved another substitute motion that the College status be maintained in the College of Urban Development, that degree granting capabilities at the graduate level be granted, and that the budget be restored minus the 21 percent cut as recommended by the Dean. Motion failed for lack of a second.

The original motion made by Trustee Bruff was approved by a vote of 7 to 1. Trustee Martin voted No.

i. Resolution on Coordinated Proposal

WHEREAS Michigan State University is a premier land-grant university, committed to quality education for undergraduate, and graduate-professional students as well as serving as a major research institution, and which has, over its 125 years of existence, provided extensive public service to the citizens of this state through its various programs; and

WHEREAS during the past thirty years, excellence has been achieved in many of its departments, schools, and colleges, and the quality of its faculty is recognized by their success in national competition for research grants and contracts, for the support of undergraduate, graduate, and graduate-professional education, as well as for public service; and

WHEREAS the decade of the 1970s was for Michigan State University characterized by programmatic overcommitment, chronic underfunding, erosion of purchasing power, and deterioration of support for academic and nonacademic programs; and

WHEREAS most forecasts for the decade of the 1980s are characterized by high inflation and a diminution of general support from the state, Michigan State University is at a fateful point in preparing for its future. To continue support for all of its current programs and to reduce budgets evenly or selectively by cutting all programs would inevitably lead to mediocrity. With this University's historic commitment to quality it would be incongruent for this great institution to follow such a course of action; and

WHEREAS as a consequence of the reduction in state appropriation, deans, directors, and administrative heads were informed in the fall of 1980 that they should anticipate receiving at best 95 percent of their approved 1980-81 fiscal year budget and were further instructed to begin planning for program reductions; and

WHEREAS on February 6, 1981, in recognition of these guiding principles, this Board passed a Resolution declaring a state of financial crisis which not only mandated action on urgent financial and personnel matters but also instructed the President to present to this Board recommendations, through selective program reductions, for the resolution of this crisis; and

NOW THEREFORE the Board of Trustees of Michigan State University approves the program analyses and recommendations in the Coordinated Proposal of the President and the Provost dated March 22, 1981, with the exception of the items deleted by the action of the Board today. The Board further directs that the President take the administrative actions necessary to implement this action of the Board.

Trustee Bruff moved the adoption of the above Resolution. Seconded by Trustee Krolikowski. Approved by a vote of 7 to 1. Trustee Martin voted No.

Statement on
Tenure

9. Statement on Tenure - Preceding the above vote, Trustee Bruff made the following statement on tenure:

The Board is operating under the policy adopted for the tenure system on May 15, 1952. This Board policy acknowledges clearly the importance of tenure in the University and its relationship to academic freedom. The policy commits the Board to act in good faith with intent to comply with the policy. The policy also recognizes that the Board may find it necessary to deviate from the terms of this policy under extraordinary conditions beyond its control, such as decline in enrollments or drastic loss of income or conditions that result in the drastic curtailment or abandonment of programs or activities. The Board of Trustees of Michigan State University on February 6, 1981, determined that such an extraordinary condition exists and is acting now to alleviate this extraordinary condition. All the Board's actions have been consistent with its established policy on tenure.

Guidelines for
Academic
Personnel
Decisions
related to the
Coordinated
Proposal to be
developed

10. Guidelines for Academic Personnel Decisions

Trustee Lick moved that the Provost shall formulate guidelines for implementation of the academic personnel decisions related to the Coordinated Proposal as modified and approved by the Board of Trustees. The Provost shall consult with the academic governance system regarding these guidelines. These guidelines for implementation shall be developed and issued by the Provost in a timely manner. Seconded by Trustee Reed. Approved by a vote of 8 to 0.

Trustee Bruff made the following statement:

At its February 6, 1981 meeting, the Board of Trustees adopted a resolution on urgent financial and personnel matters which directed the President to develop recommendations consistent with this policy statement. I am very satisfied with the manner in which the President conducted the process as well as the involvement of the entire University community. I am also very pleased with the affirmative action impact, realizing that the process could have resulted in an adverse impact upon many of the protected individuals--women and minorities. The fact that I asked every person who addressed the Board at the first public hearing how they viewed the affirmative action impact statement prepared by Lou Anna Simon and received no specific disagreement with her analysis further substantiates, especially in the area of minorities, that affirmative action consideration has been an important part of the planning process. With respect to non-minority women, there has been some impact; but I am impressed by the faculty women's statement, especially in terms of temporary faculty and the effect upon these positions. Hopefully, this latter concern can continue to be addressed. I would appreciate it, President Mackey, if you would comment on the affirmative action impact in the planning process.

President Mackey made the following statement concerning affirmative action:

Throughout the budget process, we have kept the Board's commitment to affirmative action as a central part of our deliberations. We have worked with the deans to modify program and personnel proposals to minimize the impact on minority and female students and faculty. While personnel decisions have not been made, we have tried to identify minorities and women who would be potentially affected by the budget reduction plans. In some cases, alternative program reduction plans have been recommended. In other cases, we have been giving priority attention to identifying alternative assignments within the University. We will continue efforts to find alternative assignments during implementation.

The affirmative action impact analysis is an assessment of the budget reduction plans. We believe that the evidence indicates that our shared commitment to affirmative action has been sustained through this process. We still have much to do. We must find new ways to improve the quality of the academic environment for minorities and women, and we must more effectively recruit minority students and minorities and women as faculty. Problems that existed at the beginning of the planning process may not yet be solved. However, we believe that the coordinated proposal is a strong base for our continuing efforts to meet the Board's mandate for affirmative action.

Adjourned at 4:15 p.m.

Cecil Mackey

President

Roger Wilkinson

Acting Secretary