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# UA3/6/5 - A Time for Commitment and Change

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"A TIME FOR COMMITMENT AND CHANGE"  
DONALD W. ZACHARIAS  
CHAMBER OF COMMERCE ANNUAL BANQUET - JANUARY 8, 1981

DURING THE TIME THAT TOMMIE AND I HAVE BEEN IN BOWLING GREEN, WE HAVE RECEIVED NUMEROUS EXPRESSIONS OF SUPPORT. NONE HAS BEEN MORE IMPORTANT TO US THAN THE DINNER TONIGHT, BECAUSE IT GIVES US A CHANCE TO EXPRESS OUR APPRECIATION AND TO DISCUSS SOME IMPORTANT ISSUES. FROM THE TIME OF OUR FIRST OFFICIAL VISIT TO BOWLING GREEN TO THIS VERY HOUR, HAROLD HUFFMAN, THE VARIOUS PRESIDENTS OF THE CHAMBER OF COMMERCE, AND YOU WHO REPRESENT THE COMMERCIAL AND BUSINESS COMPONENTS OF THIS UNIQUE CITY HAVE MADE IT CLEAR THAT YOU VALUE WESTERN KENTUCKY UNIVERSITY AND THAT YOU WANT US TO SUCCEED AND BE YOUR FRIENDS.

WE HAVE EXPERIENCED THE WARMTH OF YOUR HOMES, ENJOYED SHOPPING AT YOUR BUSINESSES, AND EXPERIENCED THE DEPTH OF YOUR PROFESSIONALISM WHEN WE NEEDED IT. HAROLD HUFFMAN EVEN LET ME WIN THE MILKING CONTEST AND WAS KIND ENOUGH NOT TO SUE THE UNIVERSITY WHEN ONE OF OUR COWS KICKED HIM.

HAROLD, I HAVE A QUESTION FOR YOU. DID YOU ENJOY THE BEEF TIPS TONIGHT? YOU SHOULD. THEY CAME FROM THE RIGHT REAR QUARTER OF YOUR COW!

WHEN THIS MANY PROFESSIONALS FROM ONE COMMUNITY GET TOGETHER, SOMEONE IS EXPECTED TO SAY SOMETHING THAT IS WORTH AT LEAST \$13.50. IF YOU THINK THAT THE PRICE WAS TOO HIGH AFTER I FINISH, JUST REMEMBER INFLATION HAS HIT SPEECHMAKING, TOO. SPEECHES AREN'T WORTH WHAT THEY USED TO BE.

TONIGHT I HAVE MADE SOME ASSUMPTIONS ABOUT YOUR INTERESTS AND AMBITIONS, AND I HOPE THEY ARE REASONABLY ACCURATE. LET ME TAKE TIME TO LIST THE MAJOR ONES.



I AM ASSUMING THAT (1) YOU HAVE A DESIRE TO KNOW MORE ABOUT HOW HIGHER EDUCATION FUNCTIONS. WHO RUNS IT? WHERE MONEY COMES FROM AND HOW IT IS SPENT? WHAT IS THE CURRENT STATE OF ITS HEALTH?

(2) I AM ASSUMING THAT YOU ARE COMMITTED TO A PROGRESSIVE, DYNAMIC COMMUNITY WHERE QUALITY OF LIFE IS A COMPANION WITH INCREASED PROFITS.

(3) MOST IMPORTANT OF ALL, I AM ASSUMING THAT YOU ARE WILLING TO WORK WITH THE UNIVERSITY AND THE STATE IN A PARTNERSHIP FOR EXCELLENCE.

NINETEEN-EIGHTY-ONE IS A SIGNIFICANT YEAR FOR WESTERN BECAUSE WE CELEBRATE OUR 75TH ANNIVERSARY. AT UNIVERSITIES, A MAJOR ANNIVERSARY IS A GOOD TIME TO TAKE STOCK OF WHAT HAS BEEN ACCOMPLISHED AND TO PLAN FOR FUTURE CHANGES. SINCE THIS IS MY FIRST SPEECH FOR 1981, AND SINCE YOU ARE SUCH AN INFLUENTIAL GROUP, I WANT TO SHARE AS MUCH INFORMATION AS POSSIBLE IN A LIMITED TIME ABOUT (1) WHAT WESTERN REPRESENTS TODAY; (2) WHAT COMMON GOALS WE OUGHT TO HAVE FOR THE FUTURE; AND (3) HOW WE CAN ACHIEVE OUR OBJECTIVES. THIS IS NOT A SPEECH THAT I HAVE MADE BEFORE, BUT I EXPECT TO REPEAT MANY SEGMENTS OF IT IN THE FUTURE TO AS MANY PEOPLE AS ARE WILLING TO LISTEN. WHAT I AM ABOUT TO SAY IS SIMPLE AND STRAIGHTFORWARD. IT REPRESENTS MY CURRENT THINKING ABOUT A BLUEPRINT FOR KENTUCKY'S HIGHER EDUCATION AND WESTERN'S ROLE WITHIN THAT PLAN. I PRESENT IT TO YOU AND OTHERS WHO MIGHT SEE SEGMENTS OF IT AS A REQUEST TO RENEW YOUR BELIEF IN HIGHER EDUCATION AND COMMITMENT TO MAKING IT STRONGER.



SINCE MY ARRIVAL AT WESTERN, I HAVE EXPERIENCED MORE UPS AND DOWNS THAN A KENTUCKY THERMOMETER IN DECEMBER AS I GET REPORTS ABOUT THE STATE'S FINANCIAL CONDITION. THE SITUATION IS SO BAD TODAY THAT I AM AFRAID TO OPEN ANY LETTERS FROM FRANKFORT OR ACCEPT CALLS FROM THERE. YOU KNOW THE SITUATION IS BAD WHEN THE GOVERNOR'S AIDE CALLS COLLECT. THAT HAS NOT HAPPENED YET, BUT I EXPECT IT ANY DAY NOW.

FOR THE CURRENT YEAR A \$2.2 MILLION REDUCTION IN OUR BUDGET WAS IMPOSED UPON US, AND WE WERE TOLD THAT NEXT YEAR'S BUDGET WOULD BE REDUCED BY ANOTHER \$987,000. WE MADE IT THROUGH THAT CRISIS BY NOT FILLING MUCH-NEEDED VACANT POSITIONS, ELIMINATING NUMEROUS SERVICES, AND DELAYING MAINTENANCE AND NEW EQUIPMENT PURCHASES. TO HANDLE THIS YEAR'S ANNOUNCED REDUCTIONS, WE WILL HAVE TO REPROGRAM THE UNIVERSITY AND PROBABLY ELIMINATE AN UNDETERMINED NUMBER OF PERSONNEL. WE HAVE A PROCEDURE FOR DEVELOPING A PLAN TO ACCOMPLISH THOSE OBJECTIVES. THE VICE PRESIDENTS AND I ARE NOW PUTTING TOGETHER THIS PROCESS WHICH WILL BE COMPLETED IN COOPERATION WITH THE FACULTY AND OTHER AFFECTED GROUPS.

SEVERAL TIMES I HAVE TRIED TO FIND THE RIGHT WORDS TO DESCRIBE OUR SITUATION. IT OCCURS TO ME THAT THE GRINCH HAS STOLEN OUR CHRISTMAS AND OUR NEW YEAR. THE STATE LEADERSHIP I REALIZE IS STRUGGLING WITH A CRISIS, BUT THEY HAVE BEEN OVERLY CAUTIOUS ABOUT CONFERRING WITH ANY OF US. IT IS AS THOUGH THEY ARE PLAYING A DEADLY GAME OF "LET'S PRETEND." LET'S PRETEND THAT THE UNIVERSITIES ARE FAT WITH RESOURCES AND ARE OVERFUNDED. LET'S PRETEND THAT YOU CAN DISMISS UNIVERSITY PERSONNEL WITH FIFTEEN TO TWENTY YEARS OF EXPERIENCE, AND THEY AND THEIR FAMILIES WON'T FEEL IT. LET'S PRETEND THAT THE PUBLIC DOES NOT REALLY LIKE UNIVERSITIES AND



WOULD JUST AS SOON THEY WERE CLOSED. LET'S PRETEND THAT THERE IS REALLY ONLY ONE UNIVERSITY IN THE STATE, AND IT IS LOCATED IN LEXINGTON. LET'S PRETEND THAT THE PEOPLE AT THE STATE'S COMPREHENSIVE UNIVERSITIES (CALLED REGIONAL UNIVERSITIES BY THOSE WHO ARE FOND OF CATEGORIES) ARE INCAPABLE OF RECOGNIZING WHEN THEY ARE BEING ROBBED OF THEIR RESOURCES.

LADIES AND GENTLEMEN, IT GRIEVES ME TO SAY THIS: I HAVE NEVER SEEN HIGHER EDUCATION SO UNDERFUNDED AND UNDERAPPRECIATED AS IT IS IN OUR STATE TODAY. IF WE WERE A BUSINESS, WESTERN WOULD BE FILING BANKRUPTCY PAPERS OR LOOKING FOR A NEW PARTNERSHIP. COMPARED TO THE UNIVERSITY, CHRYSLER MOTORS IS A THRIVING BUSINESS WITH ENOUGH PROFITS TO BUY JAPAN. THE BEST PLAN AVAILABLE TO WESTERN AT THIS TIME IS TO REAFFIRM ITS RELATIONSHIP WITH THE CITIZENS OF THE COMMONWEALTH AND WITH THE BUSINESS COMMUNITY THAT EACH OF YOU REPRESENTS. IT IS TIME TO FORGE A NEW PARTNERSHIP--A PARTNERSHIP THAT WILL HELP ALL OF US LEAVE THE STATE AND WESTERN STRONGER THAN IT HAS EVER BEEN. THIS MUST HAVE BEEN THE KIND OF SITUATION THAT THE CHINESE HAD IN MIND WHEN THEY DESIGNED THE SYMBOL FOR CRISIS--BY ENTWINING THE SYMBOL FOR DANGER WITH THE SYMBOL FOR OPPORTUNITY.

IF YOU ARE TO FORM A PARTNERSHIP FOR EXCELLENCE, YOU HAVE A RIGHT TO KNOW AS MUCH AS POSSIBLE ABOUT YOUR PARTNER. LET ME TAKE A FEW MINUTES TO GIVE YOU SOME HIGHLIGHTS ABOUT WESTERN TODAY. FIRST OF ALL, WESTERN HAS AN OUTSTANDING BOARD OF REGENTS. I FIND THEM SUPPORTIVE, PROGRESSIVE, EAGER TO HELP, AND WELL INFORMED. BY STATE STATUTE, THERE ARE FOUR REPUBLICANS AND FOUR DEMOCRATS APPOINTED BY THE GOVERNOR FOR FOUR-YEAR TERMS. (IN THE FUTURE, APPOINTMENTS WILL BE FOR SIX YEARS.) THE STUDENTS SELECT A STUDENT REGENT FOR A ONE-YEAR TERM; THE FACULTY SELECTS A FACULTY REGENT FOR A THREE-YEAR TERM. BECAUSE OF THE QUALITY OF OUR BOARD, I AM CONVINCED THAT WESTERN HAS THE LEADERSHIP NEEDED TO MAKE TOUGH DECISIONS FOR THE FUTURE.



YOU ARE UNDOUBTEDLY AWARE THAT WESTERN HAD A TOTAL OF 13,358 STUDENTS LAST FALL. YOU MAY HAVE SEEN A REPORT THAT INDICATED THAT FIGURE WAS FEWER THAN THE PREVIOUS YEAR. WHAT YOU SHOULD KNOW, HOWEVER, IS THAT WE ACTUALLY ARE TEACHING MORE TOTAL HOURS THAN EVER BEFORE. WE HAD NEARLY 6 PERCENT MORE FRESHMEN THIS YEAR THAN IN 1979 (2,795 INSTEAD OF 2,644 - 5.7 PERCENT INCREASE). WE HAD 10,781 UNDERGRADUATES THIS YEAR AS COMPARED TO 10,440 LAST. OUR MAJOR SHORTFALL WAS IN THE NUMBER OF GRADUATE STUDENTS, ESPECIALLY PART TIME. WHAT I AM SAYING TO YOU IS SIMPLY THIS: WE HAVE MORE STUDENTS WANTING TO COME TO WESTERN THAN EVER BEFORE IN ITS HISTORY. DESPITE THE POPULAR STATEMENTS ABOUT DECLINE IN NUMBERS THAT HAS BEEN PREDICTED FOR YEARS, IT HAS NOT YET HIT US. IN FACT, KENTUCKY HAS SOME UNIQUE OPPORTUNITIES IF IT WILL ONLY USE ITS RESOURCES WISELY. WE HAVE A LOWER PERCENTAGE OF OUR HIGH SCHOOL GRADUATES ATTENDING COLLEGE THAN ANY SURROUNDING STATE AND MOST STATES NATIONALLY. IN SPITE OF A TREMENDOUS INVESTMENT IN ELEMENTARY AND SECONDARY EDUCATION, ONLY 40 PERCENT OF OUR GRADUATES ATTEND COLLEGE. IN MOST STATES, THE FIGURE IS AROUND 60 PERCENT. OBVIOUSLY, OUR WORK IN DEVELOPING THE HUMAN POTENTIAL IN THIS STATE IS FAR FROM OVER.

WE BELIEVE THAT WESTERN IS IN A POSITION TO CARRY A MAJOR RESPONSIBILITY IN CHANGING THOSE FIGURES. WITH THE PROPER RESOURCES AND THE RIGHT CURRICULUM, WE CAN HAVE AN INCREASED IMPACT UPON THIS COMMUNITY, YOUR PERSONAL SATISFACTION IN LIVING HERE, AND THE ECONOMY OF BOWLING GREEN.

WHEN I MENTION BOWLING GREEN'S ECONOMY, I HAVE TO PAUSE TO TAKE A PAGE FROM HAROLD HUFFMAN'S FAMOUS DOCUMENT ABOUT 100 MORE MANUFACTURING JOBS AND WHAT THEY MEAN. HAROLD, I HAVE A FORMULA



THAT I WANT TO SHARE TONIGHT. USING THE RESEARCH DEPARTMENT OF ASSOCIATED INDUSTRIES OF KENTUCKY'S APPROACH, DR. PAUL COOK CALCULATED FOR ME WHAT WESTERN'S EMPLOYMENT OF 1,500 to 1,600 PEOPLE HAS MEANT ANNUALLY TO THIS AREA. USING THE AIK'S CATEGORIES, WESTERN'S PERSONNEL CREATE AT LEAST A \$34.8 MILLION INCREASE IN ANNUAL INCOME, \$13.1 MILLION MORE IN BANK DEPOSITS, \$4.0 MILLION MORE IN ASSORTED EXPENDITURES, AND \$17.7 MILLION MORE IN RETAIL SALES PER YEAR. THOSE FIGURES DO NOT INCLUDE WHAT STUDENTS SPEND IN THE COMMUNITY. IF THEY ONLY SPEND \$3.00 PER DAY, THAT REPRESENTS AN ADDITIONAL \$32,343 PER DAY FOR THE COMMUNITY OR \$970,000 PER MONTH.

AS YOU CAN SEE, THERE IS MUCH THAT THE PUBLIC DOES NOT KNOW ABOUT WESTERN KENTUCKY UNIVERSITY, AS WELL AS ABOUT OTHER UNIVERSITIES IN THE STATE. WE HAVE NOT DONE THE JOB WE WANT TO DO IN TALKING ABOUT OUR ACADEMIC SUCCESSES, THE QUALITY OF OUR GRADUATES, AND WHAT WE MEAN TO THE STATE'S ECONOMY. I ACCEPT MY RESPONSIBILITY IN CHANGING THAT SITUATION AND HOPE THAT THE COUNCIL ON HIGHER EDUCATION STAFF WILL LOOK FOR WAYS TO BE A STRONGER ADVOCATE OF PUBLIC EDUCATION.

AT A TIME WHEN THE STATE IS STRUGGLING WITH ITS FINANCES, IT IS DIFFICULT FOR THE COUNCIL STAFF OR ANYONE ELSE TO BE HEARD AS ADVOCATES, BUT THERE ARE SOME ENCOURAGING SIGNS THAT THE COUNCIL ON HIGHER EDUCATION WILL SHOW RENEWED INTEREST IN PROTECTING THE QUALITY OF EDUCATION. THE COUNCIL'S SPECIAL COMMITTEE ON HIGHER EDUCATION'S FUTURE IS TRYING TO UNDERSTAND THE CURRENT SITUATION. THEY ARE MERELY A WHISPER TODAY; PERHAPS TOMORROW THEY WILL SPEAK FORCEFULLY FOR OUR NEEDS.

WE ARE ALSO GOING TO HAVE TO FIND WAYS TO GET WESTERN'S STORY TO THE PEOPLE. THAT IS WHY I AM TRYING TO GIVE YOU AS MUCH FACTUAL INFORMATION AS POSSIBLE TONIGHT. (I AM NOT THE ONLY ONE TO BE HEARD ON



THIS MATTER. SUGGEST THAT CIVIC CLUBS AND PROFESSIONAL GROUPS INVITE OTHER ADMINISTRATORS AND FACULTY TO TALK ABOUT OUR WORK WITH THE COMMUNITY.)

A FEW OBSERVATIONS MIGHT MAKE THE MAJOR POINTS THAT I HOPE YOU WILL ACCEPT AND SUPPORT. THEY FORMULATE A POSITION THAT THE STATE SHOULD ADOPT IF IT WANTS A SYSTEM OF HIGHER EDUCATION THAT PROVIDES ITS STUDENTS WITH QUALITY INSTRUCTION AND THE SKILLS TO COMPETE WITH GRADUATES FROM OTHER NON-KENTUCKY UNIVERSITIES. FIRST, STATE FUNDS THAT ARE ALLOCATED TO HIGHER EDUCATION REPRESENT AN INVESTMENT AND NOT AN EXPENSE. AS YOU WELL KNOW, EXPENSES REPRESENT A ONE-TIME EXPENDITURE OF MONEY TO GAIN A SERVICE OR PRODUCT.

AN INVESTMENT IS AN EXPENDITURE OF MONEY WITH THE EXPECTATION OF A SIGNIFICANT RETURN TO THE INVESTOR. LET'S NOT LOSE SIGHT OF THE FACT THAT AT OUR UNIVERSITIES WE ARE INVESTING A PORTION OF OUR TAX DOLLARS IN THE LIVES OF THE FINEST, MOST AMBITIOUS YOUNG PEOPLE IN KENTUCKY. A STATE UNIVERSITY SYMBOLIZES AN INVITATION TO OUR YOUNG PEOPLE TO DREAM NEW DREAMS OF SUCCESS AND PROFESSIONALISM. LIKE ANY INVESTMENT, THERE ARE SOME RISKS. EVERYONE MAY NOT SUCCEED; SOME MAY NOT EXPERIENCE SATISFACTIONS THAT MATCH THEIR ASPIRATIONS. AND YET, WE KNOW FROM NUMEROUS NATIONAL STUDIES THAT COLLEGE GRADUATES ON THE AVERAGE NOT ONLY MAKE MORE MONEY OVER THEIR LIFETIME THAN HIGH SCHOOL GRADUATES--THEY ALSO HAVE A MORE CONTINUOUS, LESS ERRATIC JOB HISTORY; ARE LESS LIKELY TO BE UNEMPLOYED; ARE PROMOTED MORE OFTEN; AND CONTINUE TO EARN HIGHER SALARIES THROUGH MOST OF THEIR WORKING YEARS. COLLEGE GRADUATES PROVIDE BETTER FOR THEIR CHILDREN AND ARE MORE LIKELY TO MOTIVATE THEM TO GO FURTHER AND DO BETTER IN SCHOOL. I HAVE YET TO HEAR OF A COMMUNITY THAT WANTED FEWER COLLEGE GRADUATES.

I DO NOT WANT TO IMPLY THAT THE ONLY HAPPY OR SUCCESSFUL PEOPLE IN THE COUNTRY ARE COLLEGE GRADUATES. I DO WANT TO STRESS THAT SOCIETY



BENEFITS DIRECTLY FROM A GRADUATE'S KNOWLEDGE, INCREASED EARNINGS, COMMUNITY LEADERSHIP, AND QUALITY OF FAMILY LIFE. I FIND IT A PAINFUL IRONY TO OBSERVE THAT OTHER COUNTRIES IN THE WORLD RECOGNIZE THESE QUALITIES BETTER THAN WE DO. OVER 300,000 INTERNATIONAL STUDENTS ARE CURRENTLY STUDYING IN THE UNITED STATES TO TAKE ADVANTAGE OF WHAT OUR SYSTEM OFFERS. IT IS TIME TO REDISCOVER THE SPIRIT THAT LED US TO APPRECIATE AND SUPPORT THE VIEW THAT CAUSED US TO SEE THE VALUE OF INVESTING IN OUR G.I.'S AFTER THE SECOND WORLD WAR.

LET ME BRIEFLY MENTION A SECOND CHANGE OF ATTITUDE THAT IS NEEDED AT THE STATE LEVEL. THE COUNCIL ON HIGHER EDUCATION'S FIGURES SHOW THAT WKU AWARDED 16.2 PERCENT OF ALL DEGREES GRANTED BY PUBLIC UNIVERSITIES IN KENTUCKY IN 1979-80. AND YET, WE RECEIVED ONLY 8.7 PERCENT OF THE STATE'S ALLOCATION TO HIGHER EDUCATION. THE UNIVERSITY OF KENTUCKY AWARDED 24.3 PERCENT OF ALL DEGREES BUT RECEIVED 40.5 PERCENT OF THE STATE'S APPROPRIATED DOLLARS. THE UNIVERSITY OF LOUISVILLE AWARDED 18.8 PERCENT OF THE DEGREES AND RECEIVED 21.5 PERCENT OF THE TOTAL APPROPRIATION. LET ME PUT IT ANOTHER WAY. THE UNIVERSITY OF KENTUCKY AND THE UNIVERSITY OF LOUISVILLE AWARDED 43.1 PERCENT OF ALL DEGREES BUT GOT 62 PERCENT OF ALL FUNDS. THESE SCHOOLS HAVE EXPENSIVE MEDICAL SCHOOLS, AND THE RECORDS I HAVE MAKE IT IMPOSSIBLE TO JUDGE THE ADDITIONAL IMPACT THIS HAS ON THEIR BUDGETS. I CAN'T IMAGINE THEY WOULD CAUSE THE DISCREPANCY I HAVE JUST DESCRIBED. I AM NOT SPEAKING AGAINST THOSE UNIVERSITIES, BECAUSE THEY TOO MAKE A VALUABLE CONTRIBUTION. MANY OF OUR GRADUATES ATTEND THEIR GRADUATE AND PROFESSIONAL SCHOOLS; SOME OF OUR GRADUATES TEACH THERE; AND GRADUATES OF THE UNIVERSITY OF KENTUCKY AND UNIVERSITY OF LOUISVILLE WORK AT WESTERN. BUT, IF YOU HAVE HEARD THOSE FIGURES BEFORE, THEN YOU HAD TO CALCULATE THEM YOURSELF, BECAUSE THE BIG CITY MEDIA IN LOUISVILLE AND LEXINGTON ARE NOT LIKELY TO DISCOVER THEM. THEY PREFER



TO CALL US A REGIONAL UNIVERSITY AND THEN WORRY ALOUD AS THE LOUISVILLE TIMES RECENTLY DID ABOUT THE UNIVERSITY OF LOUISVILLE SLIPPING TO THE LEVEL OF A REGIONAL UNIVERSITY. GOD FORBID!

WELL, LET'S SEE HOW "REGIONAL" WESTERN IS IN THE DEGREES IT AWARDS. OUR STUDENTS COME FROM THROUGHOUT KENTUCKY AND SURROUNDING STATES AND ARE NO MORE CONCENTRATED IN THIS IMMEDIATE REGION THAN YOU FIND AT ANY OTHER UNIVERSITY IN THE STATE. LAST YEAR WE AWARDED 27.1 PERCENT OF THE STATE'S B.S. DEGREES IN COMPUTER AND INFORMATIONAL SERVICES, 26.5 PERCENT OF THE BACHELOR LEVEL DEGREES IN COMMUNICATIONS (50 PERCENT OF THOSE DEGREES AT THE M.A. LEVEL), 17.2 PERCENT OF THE B.S. DEGREES IN EDUCATION (27.1 PERCENT AT THE M.A. AND SPECIALIST LEVEL), AND 16.6 PERCENT OF THE BACHELOR LEVEL DEGREES IN AGRICULTURE. THESE ARE JUST A FEW OF OUR CONTRIBUTIONS. IN FACT, IF YOU DELETE THE LAW, MEDICAL, AND DOCTORAL DEGREES FROM THE STATE COUNT OF DEGREES AWARDED, WESTERN IS SECOND ONLY TO THE UNIVERSITY OF KENTUCKY IN THE TOTAL NUMBER OF DEGREES IT GRANTED IN 1979-80. IN OTHER WORDS, WESTERN AWARDED THE SECOND LARGEST NUMBER OF ASSOCIATE, BACHELOR, MASTER'S, AND SPECIALIST DEGREES IN THE STATE.

MY POINT, AS I SAID AT THE BEGINNING, IS SIMPLE. WESTERN DESERVES THE SUPPORT IT HAS RECEIVED, AND ITS ACCOMPLISHMENTS QUALIFY IT FOR MORE, NOT LESS STATE FUNDS. WHEN THE NEXT CUT COMES, I AM GOING TO REQUEST THAT WE BE SPARED FROM THE HATCHET ON THE GROUNDS THAT IT ALREADY COSTS LESS TO EDUCATE A STUDENT AT WESTERN THAN ANY OTHER UNIVERSITY IN THE STATE BY ANY SYSTEM OF CALCULATION YOU WANT TO USE.

THIS IS WHERE I AM GOING TO NEED HELP. WITHOUT MY TAKING ADDITIONAL TIME TO ENUMERATE WHAT OUR PERSONNEL AND STUDENTS MEAN TO BOWLING GREEN, YOU AS CHAMBER MEMBERS KNOW WHAT WESTERN MEANS TO THE COMMUNITY. WE BOTH KNOW THAT THE DISTRIBUTION OF FUNDS THAT I OUTLINED ABOVE IS NOT GOING TO CHANGE SIMPLY BECAUSE WE FIND THEM UNACCEPTABLE.



ONE PROBLEM WE FACE IS THE ATTITUDE OF MOST DECISION MAKERS. TO THEM BOWLING GREEN AND WESTERN ARE FORGOTTEN TERRITORIES. MOST OF OUR ALUMNI AND OTHER FRIENDS DO NOT YET KNOW HOW SERIOUS THE CURRENT THREAT IS TO THE UNIVERSITY'S WELL-BEING AND THE WESTERN THEY LOVE. THEY HAVE TO BE INFORMED.

THE SECOND PROBLEM IS A NEED TO BUILD A STATE-WIDE ALLIANCE WITH OPINION LEADERS WHO CAN CHANGE THE DISTRIBUTION OF FUNDS. MY FRIENDS, THE BOARD OF REGENTS AND I FACE THE TASK OF REPROGRAMMING WESTERN KENTUCKY UNIVERSITY. THAT MEANS SOME DEGREE PROGRAMS WILL HAVE TO BE DROPPED OR MERGED, PERSONNEL DISMISSED, AND FEES FOR EVERYTHING WE DO INCREASED. I DO NOT CLAIM TO HAVE THE WISDOM OF SOLOMON OR EVEN THE WISDOM OF ONE OF HIS NEIGHBORS. I DO FEEL A KINSHIP WITH WESTERN'S STUDENTS. I WANT THEM TO HAVE THE BEST EDUCATION THAT OUR RESOURCES WILL PERMIT. UNTIL SOMEONE MAKES ME QUIT, I INTEND TO FIGHT FOR EVERY DOLLAR I CAN FIND AND TO MAKE THE INTERNAL CHANGES THAT WILL LET US EXCEL IN THE FUTURE IN THE FEW THINGS THAT WE WILL BE ABLE TO SUPPORT. WHEN WE MAKE SOME UNPOPULAR CHANGES, I HOPE YOU WILL RECOGNIZE THAT I HAD NO OTHER CHOICE. HIGHER EDUCATION AND ITS PERSONNEL HAVE BECOME THE NEW ORPHANS OF KENTUCKY.

THIS MONTH WE ARE PLANNING THE BASIC ASPECTS OF OUR TOTAL DEVELOPMENT PROGRAM. WE WANT PEOPLE LIKE YOU TO KNOW HOW WE FUNCTION. WE WILL MEET WITH BUSINESS AND EDUCATION LEADERS IN A VARIETY OF SETTINGS TO DESCRIBE OUR GOALS AND OBJECTIVES. WE WANT YOU TO KNOW YOUR UNIVERSITY.

AS A PART OF OUR LONG-RANGE PLANNING, I WILL ASK THE BOARD OF REGENTS ON JANUARY 31 TO APPOINT A COMMITTEE OF 75 TO REVIEW THE UNIVERSITY'S MISSION. THESE WILL BE DISTINGUISHED CITIZENS FROM THROUGHOUT THE STATE WHO CAN HELP US EVALUATE HOW WE ARE



DOING AND SUGGEST WHERE WE SHOULD BE HEADED AS WESTERN COMPLETES SEVENTY-FIVE YEARS OF SERVICE TO THE COMMONWEALTH. I HOPE WE CAN INTEREST SEVERAL OF YOU IN THESE INTENSIVE EFFORTS TO MAKE THE BEST OF THE MISFORTUNE THAT HAS HIT US.

YOU HAVE BEEN THOUGHTFUL TO GIVE ME AN OPPORTUNITY TO SHARE MY THOUGHTS AS PLAINLY AS I CAN STATE THEM. I RECOGNIZE THAT CURRENT ECONOMIC CONDITIONS ARE CREATING PROBLEMS FOR YOU ALSO, AND I AM NOT ASKING FOR YOUR SYMPATHY. THERE IS A NEW PARTNERSHIP THAT WILL HAVE TO BE BUILT BETWEEN WESTERN AND ITS FRIENDS IF WE ARE TO REMAIN A QUALITY UNIVERSITY. I AM WILLING TO MAKE THE EFFORT. I HOPE YOU ARE TOO, BECAUSE WE NEED YOU AS NEVER BEFORE.