President Donald Zacharias addressed the Faculty Senate at its January meeting, discussing the financial situation of the university and the necessity of budget cuts.

He told them that the news continues to get worse: although a tuition increase is coming, it may not offset the budget cut, for all indications are that another cut will be added to the $987,000 already taken from next year's budget. In addition, the president predicted cuts in federal funds for education under the Reagan administration, and pointed out the coming necessity to spend money to comply with the Civil Rights Act.

Having given the bad news, President Zacharias outlined for the Senate what is being done. He is attempting to delay the actual budget process until mid-February, when we will have a better idea of how much money we will have. Meanwhile, a number of actions are being taken; some specific ones are outlined in a letter the president wrote to the vice-presidents on January 5, which he has permitted the "Newsletter" to print. (The letter is elsewhere in this issue.) Among these are documentation of the impact of budget cuts on the quality of instruction and systematic review of every budget unit. Though it is difficult to document effects on the quality of instruction, the president wants to be able to demonstrate to any state official or legislator that the budget cuts are detrimental. The review of budget units will include planning for consolidation of operations, reduction of expenditures, and elimination of programs. The president emphasized that no area will remain untouched, though he recognizes that faculty sometimes feel some areas won't be affected by cuts. That is not true in this case, he said: "Every unit: yes, intercollegiate athletics."

In emphasizing the severity of the problem President Zacharias pointed out that academic programs and personnel will also be lost. Personnel decisions are administrative responsibilities, but in the area of academic programs, administrators must have the co-operation of the faculty. Vice-president Davis has established a plan to involve the faculty in the evaluation of programs, which he described to the Senate following the president's remarks.

The president also indicated that faculty would be represented through the faculty regent, and promised to consult with as many as possible during the budgeting process.

There is little time for debate about changes that will be made, but there is no pre-conceived list; what will happen will depend on the reviews, and these must take place as soon as possible, the president said in answer to a question on timing. On being asked what faculty can do to aid in the process, President Zacharias listed three things: the Senate should work with university officials to distribute information to those who should get it, by doing such things as speaking to civic clubs, for example;
PRESIDENT ADDRESSES SENATE ON BUDGET

faculty members can suggest people for membership on the Committee of 75, people who can speak strongly for the university; and faculty can also suggest any particularly strong argument, any evidence, reflecting on the quality of the university (such as a high rate of acceptance of Western graduates into graduate or professional schools in particular areas).

After the president answered several questions, Vice-president James Davis explained the method of evaluating programs. All department heads will receive an evaluation instrument, with which they can work with the faculty in any way they wish to answer substantive questions about each program in their departments. These will subsequently go to the deans for further comments, then to Vice-president Davis; the president will receive them by February 15. These questionnaires will ask, among other things, for top priorities and essential programs.

Service areas working with academic offices will receive similar evaluations.

The vice-president also announced the formation of an advisory committee to work with him both during the budgeting period and later.

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During the regular business meeting, the Senate heard a treasurer's report and updates on the progress on a new promotion policy and on consultation guidelines. The promotion policy should be in the Senate's hands by the February meeting, but the consultation policy has been temporarily slowed down by concern with such matters as the budget.

Senator Phil Constans, speaking for the Ad hoc Committee on Service Administrator Evaluation, reported that the committee has sent out "pilot" questionnaires to selected departments to determine the departments' views of their functions; these "pilot" questionnaires will be used to refine a questionnaire to be sent to all service departments. It will be in part from the responses to these questionnaires that the final evaluation instrument will be formulated.

The Senate also passed, after some discussion, the proposal from the Academic Affairs Committee referred to as a Students' Rights resolution. The proposal would re-write a paragraph of the course catalogue to insure students that the catalogue in effect at the time they file their degree programs would be valid for them. The text of the proposed change appears below.

RESOLUTION

The Senate passed document AA: 008.2, urging that the following paragraph be placed in the course catalog, replacing the last paragraph of text on page 28 of the current catalog.
RESOLUTION

"Once students decide on a program of study they should see the academic advisor of that program or the department head for advising. Students shall be entitled to follow the program requirements listed in the course catalog current when they file their undergraduate degree programs. These requirements may not be changed for such students so long as those degree programs are valid unless options that will not delay the students' graduation are made available."

COMMENTS FROM THE CHAIR--Don Bailey

The week of January 19, 1981, begins a period of "program review" in the academic departments at Western. Regular program review is something we should have been doing all along. Now we are faced with the necessity of doing it in a brief period of time in the shadow of severe financial shortages. These financial shortages will be felt with exaggerated severity at WKU.

The first thing we need to do is to get the WKU story told everywhere. I refer you to President Zacharias' letter requesting names for a "Committee of 75." We have included that letter in this issue of the "Newsletter." Western needs friends all over the state who will demand that Western's past frugality not now be penalized. We simply did not and do not deserve to be cut at the same rate (per cent) as other institutions of higher education. In addition, there is no reasonable basis for making cuts in funding of a state higher education system which already ranks near the bottom nationally in funding. After all, it is that ill-supported higher education system which holds out the only real hope for future development and greater prosperity in this state. There may still be time to avert another cut in higher education funds -- at least an unfair "proportionate" cut for Western.

If those attempts fail, then the program review should help identify those things we do best and those things which are most needful. President Zacharias, in speaking to the Senate, noted that all programs have some value and merit; whether or not a program is good is not the question we must answer. But rather in view of numbers of students served, the potential job market, the future benefits to the state, and the contribution of the program to the university's mission, the question we must ask is, "Can we afford this program?" We must ask, "Is it worth what it costs?" Those will not be easy questions to answer.

Subsequent to the program reviews, Vice-President Davis' soon-to-be-appointed Academic Advisory Committee will study the academic program reviews. It is not clear at this time exactly how this committee will function in this specific instance and when called on in the future. The two things that are evident now are that (1) it will not make decisions, and (2) it will give advice. Membership of the committee will consist of 7 faculty members, 2 students, and 3 department or division heads. Although the membership of this committee has not been announced at the time of this writing, the Senate chairman has been asked to participate.
COMMENTS FROM THE CHAIR

I need a quick course on how to win friends and influence people. You may see some of us outside in the cold weather without coats -- depending on how warm you make it for us.

PRESIDENTIAL LETTERS

The following two letters from President Zacharias concern matters of interest to all members of the university community, and are re-printed with the permission of their writer. The first concerns budget cuts, the second the Committee of 75.

The following letter was addressed to Vice-presidents James L. Davis, Harry K. Largen, and John D. Minton on January 5.

I am writing to provide written documentation for some of the oral requests that I have given you in recent months. I also want to repeat several of the earlier warnings that I expressed during discussions we held at various times this fall.

First, I want to commend each of you for the way you have handled the problem of being underfunded in the past. Western Kentucky University has made remarkable progress despite the state's record of failing to support it at a significant level. Compared with other state universities, Western has an outstanding record of holding down its per-student cost. Taxpayers and students have been getting a bargain.

Second, we face a major financial crisis. You are painfully aware of one cut we have had to absorb for 1980-81. An additional reduction has been announced for 1981-82, and we know that there may be still another reduction before we enter the next fiscal year. We anticipate a tuition increase, but it has not been adopted by the Council and probably will give us only minor relief. The increase will certainly help but cannot possibly solve the crisis.

Under these circumstances it is imperative for us to do the following:

1. Document with care the direct and indirect impact of each budget reduction upon the quality of education provided by Western.

2. Inform the people in each budgeting unit that we face a severe financial situation that is likely to remain with us for at least the next three years if current state funding policies remain in effect.
3. Analyze in detail the operating costs of each unit under your supervision. You may wish to divide current functions into categories of fixed expenditures (most of these are budgeted centrally and include mandated expenditures, debt services, postage, utilities, and the like), essential expenditures (housing, food services, academic programs with special equipment, special services of various types). Use whatever system best fits the budgeting unit but subject every activity to careful examination. I am asking Dr. Paul Cook to conduct a similar analysis of the areas under his supervision.

4. Submit to this office as soon as possible preliminary plans which indicate how we can consolidate current operations and improve the quality of all remaining activities. The changes will require reduced administrative costs and efforts to achieve efficiency through consolidation of as many small budget units as possible.

5. Propose changes in fee schedules in areas (other than tuition) which can be used to generate money for solving long-range problems. This would include housing, parking, concerts, various publications, athletic tickets, laboratory equipment, and all other activities that might be provided by establishing or increasing fees.

6. Use the most creative people in your areas to recommend innovations that will help us achieve the goals of preparing a sound budget, offering a quality education, and providing reasonable compensations to the people who are retained by the university.

This is going to be a troublesome and stressful process for everyone. Since state officials insist they have no funds to help us through this crisis, we frankly have no choice about making cuts. The only questions are where and how. I need your help and obviously offer mine as we try to protect the university's strengths while eliminating any marginal activities that may still exist. This cut is going to cause the elimination of positions and the dismissal of some personnel. You must be prepared to make those recommendations and defend them when we are challenged by people who refuse to believe there is a financial emergency. My hope is that we can move through this period with the minimum of hostility and affect the employment of a limited number of people. If we are to achieve that hope, I will need your continued assistance and recommendations.
PRESIDENTIAL LETTERS

The letter below, written on January 13, was addressed to the Vice-presidents, Deans, and Chair of the Faculty Senate.

During a recent speech to the Chamber of Commerce, I announced my intention to recommend a Committee of 75 for appointment by the Board of Regents at its next meeting. The purpose of this committee, which will function chiefly in subcommittees, is to recognize Western's 75th Anniversary and to help prepare for the next 75 years. Another major purpose is to involve directly some opinion leaders who can offer creative ideas about strengthening Western's current academic programs and adding new ones and who will speak up for those programs throughout the state. This activity will be designed to supplement similar consideration of our mission by faculty and administrators on the campus.

It is my impression that we are political underdogs in nearly every community except Bowling Green. If we are to achieve equity in the allocation of funds in the future, we need to build a base of people who understand our mission and share our dedication to it. Will you help in the identification of potential members of the committee by submitting names of people who you believe should be appointed. For every person you suggest, please give name, address or general location, and special qualifications. Submit your list to this office by January 23 if at all possible. I appreciate your willingness to help.

** Committee Reports **

** FACULTY STATUS AND WELFARE COMMITTEE **

The FSW Committee will poll department heads and deans to learn whether sabbatical leaves may be granted for retraining to facilitate reassignment within the university of faculty otherwise facing dismissal due to funding insufficiencies. (Of course, it is first to be hoped that the concept of the sabbatical leave does not disappear altogether.) Continuing FSW projects include reviews of contingency teaching positions, summer and overload pay, retirement insurance, bargaining alternatives, and salary increments for attaining promotion and tenure.

--Dale Wicklander

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