

Eastern Michigan University FACULTY-STAFF NEWS

Produced by Office of Information Services for Faculty and Staff at Eastern Michigan University

A Statement of Concern...A Proposal for Action

Undoubtedly you have heard that the state of Michigan is currently facing a \$566 million deficit and some would argue that it is at least \$250 million higher than the amount currently indicated. An analysis of the state's \$5 billion 1981-82 budget shows that more than \$3 billion of that budget is appropriated to three units of government: social services, public schools and higher education. Therefore, logic prescribes that the largest reductions come from these areas.

To help balance the budget, the governor proposed the elimination of the state's fourth quarter payments of \$136 million to colleges and universities. For Eastern Michigan, this would mean a loss of \$8 million during July, August and September, the first quarter of our fiscal year. The critical unanswered question is, **will the state be able to reappropriate the \$8 million during 1982-83 in addition to a new appropriation equal to that of 1981-82?**

No one has a crystal ball which can answer this question with any degree of confidence, but in our revised budget we

We are building the foundations for the future of the University on four unique footings:

- Collegiate Concentrations
- Conference Center Awareness
- Cooperative Education
- Unique composition of the Student Body

assume that it will be restored. If the \$8 million is not restored, our financial crisis is even worse. We could be facing a deficit of up to \$13 million. It is for this reason that the University must adopt a position of cautious optimism

about 1982-83.

We have been able to achieve many successes during the past three years by working together to meet the major unmet needs at the University, while simultaneously reducing our operating budget by \$3.5 million to adjust for declining state appropriations. I am proud and pleased with these successes and congratulate all of you who have worked so hard to achieve these accomplishments.

I had hoped that state fiscal projections for 1982-83 would prove realistic. Unfortunately, recent events clearly show that the state's projections will not be fulfilled. The Michigan economy is in a depression, the effects of which we are constantly reminded of through the hardships experienced by many of our friends and relatives.

The deepening effects of this depression on the state budget were made clear by the governor in his recent public address. Like other schools, colleges and universities, we must make adjustments for the state's deteriorating fiscal condition. To remain on our steady course, "A Decade of Advancement," we must immediately embark on the development of a fiscal planning model that will enable us to withstand the pressures of the impending financial crisis and protect the programs and human resources in which we have so heavily invested and

are so necessary to the institution's long-term growth and vitality. Therefore, our revised budget, in contrast to the 1982-83 proposed budget, reflects a \$5 million cut in state revenues.

OUR RECOVERY LIES IN THE QUALITY OF OUR PROGRAMS AND THE STRENGTH OF OUR HUMAN RESOURCES.

Our progress during the past several years has been significant. However, to hold onto these accomplishments, we must focus realistically on the scope of the challenge which lies ahead. To succeed:

...We cannot have false illusions about the difficulty of winning any tax increases.

We are approximately \$5 million behind Fiscal Planning targets, but still near Program Planning targets.

...We cannot anticipate an auto sales recovery sufficient to increase our 1982-83 state appropriation beyond \$32.8 million.

...We cannot depend on full
(Continued on page 2)

General Fund Revenue Summary

	1979-80 Budget	1980-81 Budget	1981-82 Budget	1982-83 Proposed Budget	1982-83 Revised Budget
State Appropriation	\$34,054,019	\$32,934,092	\$33,696,711	\$37,852,828	\$32,849,889
Tuition & Required Fees	12,992,108	15,018,179	17,944,731	20,355,130	20,355,130
Federal Contracts & Grants	61,899	119,304	75,000	75,000	75,000
Investment Income	746,029	596,806	506,524	400,000	400,000
Indirect Cost Recovery	410,004	475,760	450,000	450,000	450,000
Departmental Activities/Other Student Fees	710,961	715,429	707,532	707,500	707,500
TOTAL REVENUES -	\$48,975,020	\$49,859,570	\$53,370,498	\$59,840,458	\$54,837,519
General Fund Balance Applied	(809,080)	772,863	100,000	--	--
Transfer from Other Funds	55,285	1,085,008	333,880	--	--
TOTAL FUNDING -	\$48,221,225	\$51,717,441	\$53,814,378	\$59,840,458	\$54,837,519

March 1982

THE MISSION, INSTITUTIONAL ROLE,
PURPOSE AND GOALS OF
EASTERN MICHIGAN UNIVERSITY

A PROPOSAL

THE UNIVERSITY FIVE-YEAR PLAN
1980-1985
DECADE OF ADVANCEMENT

January, 1981
Eastern Michigan University
Ypsilanti, Michigan 48197

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A Proposal for Action

restoration of the unappropriated \$8 million fourth quarter appropriation.

...We cannot rely on student tuition increases that would increase the student proportion of the budget to nearly 40 percent, particularly when financial aid is declining.

...We cannot go forward with wage increases when the level of our state appropriation has a potential variance of \$13 million.

We must conserve. We must hold onto our accomplishments. We must concede that times are more difficult than previously imagined. We must be imaginative. I believe we can, as union members, as students, as non-bargained-for staff, and as faculty, join together in developing a plan of action which will enable the University to maintain its composure and appearance of success in a time of uncertainty and fear.

We have based all of our assumptions on the belief that enrollment will hold and that we can earn \$20 million in student tuition this fall. If these

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Institutional Advancement During the 1980s

The task of achieving Institutional Goals through budget allocations and program evaluations is important, but it is far more critical to pursue the University Mission to be of quality, uniqueness and opportunity which requires projecting a new Collegiate Role as the state's Premier Professional University, emphasizing the Arts, Business, Education, Health, the Sciences and Technology if internal and external consistency is to be achieved and the University is to remain competitive during the decade of the 1980s.

President John W. Porter
January 1, 1981

For a full century, from 1849 to 1949, Eastern Michigan functioned within the post-secondary sector as one of the most distinguished teacher training institutions in the nation.

During the 1950s, the institution emerged from a liberal arts-teacher training institution to a university with an expanded curriculum including offering the graduate degree.

The decade of the 1960s witnessed profound University growth in all areas; ushered in the College of Business; doubled enrollment (from 8,500 to 17,000); and significantly increased the number of faculty and support staff. The campus and facilities also had unprecedented expansion.

The 1970s ushered in the College of Human Services as one of many efforts to diversify program offerings to offset projected enrollment declines. Significant program diversification occurred throughout all the colleges and departments in the University. Field Services were diversified, expanded and redesignated Continuing Education. Foundations were also established for the development of a new College of Technology to continue the development of the University as a premier professional institution of higher learning.

Many commentators about higher education predict that the 1980 decade

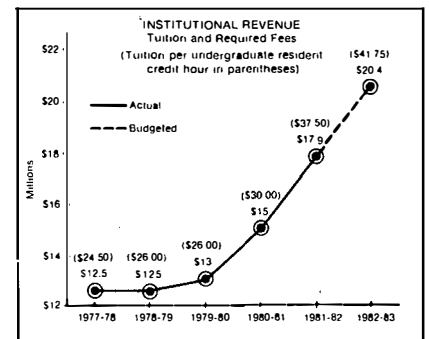
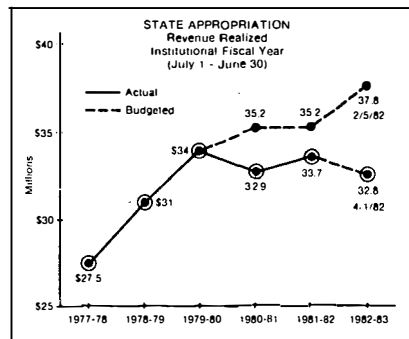
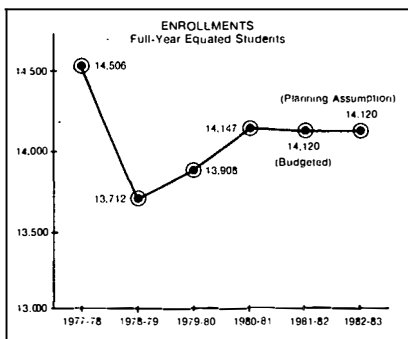
will be labeled one of retrenchment and decline. During this period, Eastern Michigan University cannot afford to become victimized or subdued by negative thinking. We have the institutional resources to shape a special destiny and to achieve our goals. As President of the University, it is my strongest feeling that we can achieve our mission as an institution of quality, uniqueness and opportunity through carefully managing our resources and building upon our present strengths.

To fulfill the promise of this decade, the University must have as its clear and dominant focus activities that will advance the institution in six major goal areas: 1) refining and enhancing the quality of academic programs; 2) attracting new students based upon improved outreach efforts; 3) enhancing campus climate for holding students at all levels; 4) securing alternate sources of funding; 5) coordinating campus master planning, including centers of identity for each college; and 6) fully implementing the latest effective fiscal management systems and techniques along with improving staff morale.

The over-arching task for institutional advancement during this decade must be to shape the image of the institution as Michigan's premier professional university. This effort is critical to the long-range success of the University and must begin immediately.

Concomitant with this thrust, there must be full public understanding and appreciation for the quality that Eastern represents in its academic programs, faculty and campus setting. These tasks can, in my opinion, be accomplished even in a period of economic instability and higher education retrenchment.

Excerpted from "The University Five-Year Plan 1980-1985 Decade of Advancement"



Initial Initiatives - Dr. Porter Takes Reins

Before assuming the presidency of Eastern Michigan University on September 4, 1979, Dr. Porter identified what he felt were the 12 most critical issues which he would face as the new president.

The 12 issues were:

1. Selection of an executive secretary
2. Enrollment stabilization/Project 2550
3. Improved alumni relations
4. Appointment of a permanent academic vice president
5. Appointment of a dean of the College of Business
6. Movement toward the establishment of a College of Technology
7. Movement on an intramural facility
8. Strengthening the organizational structure
9. Revitalization of the College of Education
10. Promotion of esprit de corps
11. Reducing staff turnover and improving staff morale
12. Establishing a favorable relationship with the Ypsilanti area citizens

Dr. Porter spent a number of hours on campus in an effort to become better acquainted with personnel, program offerings and student services. During this period he was able to meet with every department head and every director of a major office.

Because of the strengths found in many areas of the University, Dr. Porter was able to identify only six major objectives for 1979-80:

1. Stabilizing enrollments
2. Starting a College of Technology
3. Revitalizing the College of Education
4. Building an esprit de corps among the University community
5. Getting the alumni actively involved
6. Maintaining a cooperative and

supportive climate with the Ypsilanti area residents and businesses.

In his State of the University Address, he also noted that one of the immediate needs was to bring about a better working relationship and communication among the five administrative divisions of the University. Dr. Porter proposed several important reassignments.

1. The appointment of Dr. Anthony Evans as provost and vice president for academic affairs.
2. The establishment of a new position of vice president for administration.
3. The assignment of Employee Relations and Personnel Services to the vice president for administration.
4. The assignment of the Office of Research Development to the provost and vice president for academic affairs.
5. The establishment within existing resources of an Office of High School Liaison and Community College

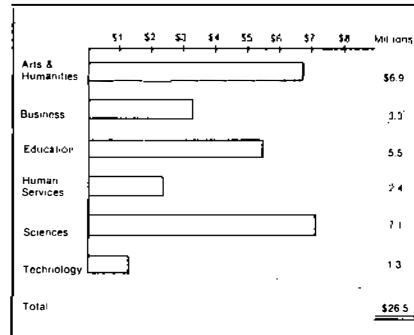
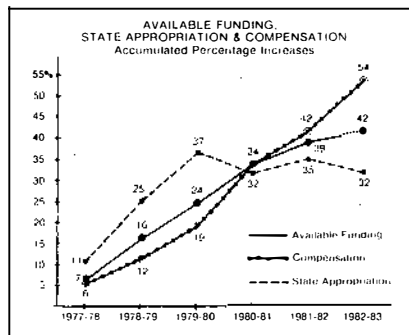
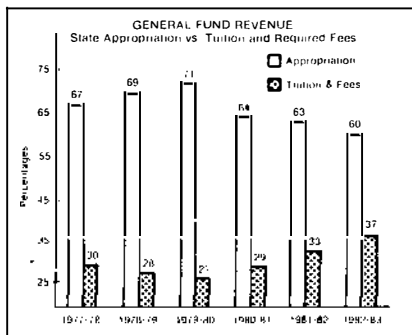
ORGANIZATION AND STABILITY 1979-80 A PROPOSAL A BLUEPRINT FOR ORGANIZATIONAL RESTRUCTURING AND STAFF STABILITY

SEPTEMBER 1979
EASTERN MICHIGAN UNIVERSITY
YPSILANTI, MICHIGAN 48197

Relations within the Division of University Relations.
Excerpted from "A Blueprint for Organizational Restructuring and Staff Stability"

1979-80 Accomplishments

- Enrollment Stability
- Executive Appointments
- Alumni Outreach
- Collegiate Complexes
- College of Technology
- Recreation/Intramural Complex



**DIRECTION AND LINKAGE
1980-81
A PROPOSAL**

**A BLUEPRINT FOR
A DECADE OF ADVANCEMENT**

JULY 1980
EASTERN MICHIGAN UNIVERSITY
YPSILANTI, MICHIGAN 48197

Quality, Uniqueness and Opportunity

The second in a series of proposals designed to increase the relative position of the University within the state system of colleges and universities focuses upon the adopted goals of the University and setting a direction that brings about a relationship between the mission, role, enrollments and campus planning of the University.

In addition to setting a frame of reference for future actions, there are specific expectations for the 1980-81 academic year as follows:

1. New Scholarship Fund Strategy
2. Construction of softball field
3. Music Building dedication
4. Establishment of National Center on Teaching and Learning
5. Quirk Theater Challenge Grant

6. Implementation of Project 12,000
7. Implementation of Summer Incentive Program

8. Academic Specialty Focus
9. New Band Uniforms
10. New Bus for the handicapped
11. Establishment of 2 + 2 Program

The mission of Eastern Michigan University during the 1980s should be to become an institution of Quality, Uniqueness and Opportunity. One means by which this mission can be achieved and maintained is to attract:

- 1) students who are of high academic quality, 2) students who exhibit unique talents, and 3) students who seek the opportunity to obtain a higher education.

One of the efforts designed to achieve this mission and to cultivate alumni and friends is the Alumni Outreach Program.

By focusing the University's mission on the student consumer and emphasizing a commitment to attract a certain level of students to the University, there follows a natural sequence in relationship to the need for quality in the academic programs, a uniqueness in what the University offers, and a broad-based liberal arts opportunity for all students to acquire a higher education.

In pursuing the mission of the University, the interface between the pursuit of excellence through the students enrolled and the level of programs and services must be ever present.

Excerpted from "A Blueprint for A Decade of Advancement"

1980-81 Accomplishments

- Scholarship Funding Strategy
- University Goals Development
- Budget Linkage to Goals
- Academic Funding Redistribution
- National Center on Teaching and Learning
- Intercollegiate Athletics Stabilization

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A Statement of Concern...

**TO SUCCEED; WE MUST
HAVE CONFIDENCE AND
PERSONALLY INVEST IN
THE FUTURE WELL—BEING
OF THE UNIVERSITY**

assumptions do not hold, the situation is even worse than outlined today.

As one viable alternative, I would propose that we delay the funding of several identified priority needs until this crisis subsides or until we, ourselves, have passed through to more calm and certain times.

I believe we can manage a budget for 1982-83 based upon a state appropriation equal to that which we received this past year. However, to do so without major staff and program reductions, which we must strive to

avoid, would require that we modify our original planning assumptions as follows:

- Delay commitments with respect to future wage and salary increases until the end of the 1982-83 fiscal year (approximately \$3.5 million)

Assuming tuition revenues of \$20 million, the 1982-83 budget deficit could total up to \$13 million.

- Delay \$800,000 in new funds earmarked for equipment and badly needed maintenance.
- Delay \$188,000 for additionally

planned scholarships, fellowships, and athletic awards.

- Delay planned library acquisition increases of \$80,000.
- Delay \$110,000 in funding for the sick leave reserve.

These five proposals for action, along with a request to have each department absorb controllable increases in contractual services, supplies, and materials for the second straight year, will place great strain on the system but they are actions I believe we can withstand.

Of course, it is implicit in this plan that if the economy should recover sooner than projected and our state appropriation for 1982-83 exceeds this year's level, additional funding would

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Principles and Indicators to Evaluate Progress

The third in a series of proposals designed to increase the attractiveness and effectiveness of Eastern Michigan University focuses upon principles to implement University goals and measurable indicators for continuous evaluation purposes.

Although the adopted goals of the University are well-stated, they do not provide movement toward their accomplishment. In other words, there does not exist a means by which one can know when one or more of the goals is being reached or when efforts are not sufficient to achieve a particular goal at any given point in time.

Since September 1980, staff has been attempting to place in tangent with the adopted goals a set of targets that could be adopted to measure University movement.

The six University-wide principles offered have been phrased in such a way to provide clearer direction as follows:

1. ...the University refocus its mission to attract students from 600 target high schools and 328 out-state schools, along with transfers, returning undergraduates and graduate students to attract a maximum of 20,000 students or seven percent of the 15 state institution's enrollments.

2. ...the University emphasize the strengths and quality of six academic areas (the arts, business, education, health, the sciences and technology) in an effort to close the gap between citizen's perceptions and campus reality and achieve a maximum full-time equivalent enrollment of 14,500.

3. ...University enrollment targets be designed to maintain a relationship between the services provided, student retention by class level, and greater student credit hour production by class level, college and department to achieve a maximum of 425,000 in student credit hour production.

4. ...programs and facilities be linked to achieve physical complexes which highlight the University's areas of strength and further emphasize the pedestrian-oriented campus housing a

maximum of 5,000 students.

5. ...continuous assessment of each funded program and service by linking University goals and indicators to budget allocations to the extent that 5.5 percent of the state appropriation be realized.

6. ...long range planning interrelationships be established between the mission, role, targets, facilities, goals and budget to avoid unilateral decisions in any one area in an effort to eventually attract \$1 million annually from private sources.

Nineteen internal indicators to measure the six external indicators were established.

Excerpted from "A Blueprint for Effective Management"

PRINCIPLES AND INDICATORS 1981-82 A PROPOSAL

A BLUEPRINT FOR
EFFECTIVE MANAGEMENT

DECEMBER 1981
EASTERN MICHIGAN UNIVERSITY
YPSILANTI, MICHIGAN 48197

1981-82 Accomplishments

- Auxiliary Services Funding Plan
- Cooperative Education Funding
- Community College Articulation
- Transfer Student Leads
- University Indicators
- Undergraduate Retention Focus

(Continued on page 6)

A Proposal for Action

be allocated to address these highly important needs.

These actions would capture approximately \$5 million in funds proposed in the 1982-83 budget. These actions would now seem sufficient to balance our budget and plan for the uncertainties which will confront us

during the next 15 months.

I am confident we can rise to the challenge before us. We have our programs in place. We have made the necessary changes to strengthen our position and are emerging with a unique and vital role within the total system of higher education.

The future is what we make it. Therefore, we must take the lead in presenting a "can do" attitude in this time of crisis.

I am confident in our future and I want you to be also. This is why I am certain you will support this proposal and join with us in investing in the future of the University.

We are proposing that commitments respond to the attainment of goals rather than forcing the principles and indicators to respond to commitments.

**EXECUTION AND COMMITMENT
1982-83
A PROPOSAL**

**A BLUEPRINT FOR
INVESTING IN THE FUTURE
OF THE UNIVERSITY**

EASTERN MICHIGAN UNIVERSITY
YPSILANTI, MICHIGAN 48197

Investing in the Future

Eastern Michigan University has worked hard during the past three years to build a solid foundation for this "Decade of Advancement." Goals have been established and funding has been shifted to high priority programs and services. Our programs are in place and we are meeting our goals. We are moving forward.

It is for this reason that we must carefully chart the course we will follow for 1982-83. We don't want to go backwards and dismantle programs. Rather, we must maintain the levels we have achieved. To retreat now would have long-term effects on the University's future.

Therefore, we must invest in that long-term future of the University, for its sake as well as our own. In order to manage the fiscal crisis of 1982-83 commitments must be delayed until the final results are in.

To move forward as planned for 1982-83, \$40 million would have to be appropriated by the state. In addition, \$20 million in financial aid for students would have to be made available. The original 1982-83 proposed budget also assumed that Eastern Michigan would earn \$20 million through tuition and required fees and \$20 million through auxiliary services.

This total funding package no longer seems realistic to base the 1982-83 planning assumptions upon. The \$5 million adjustment that has been made we believe, comes closer to what can be expected from the state during this difficult economic period.

If the University achieves its anticipated accomplishments, if the course set is a steady one, the new priorities of the University can be funded.

But it is not in the best interest of Eastern Michigan to trade off established programs for new commitments.

1982-83

Anticipated Accomplishments

- **Campus Master Planning**
- **Capital Construction Campaign**
- **State Financing of \$40 Million**
- **Student Tuition of \$20 Million**
- **Auxiliary Services of \$20 Million**
- **Financial Aid of \$20 Million**

Option 2:

Delayed Priority Needs

1. Reserve the first \$1.5 million of the state appropriation revenue in excess of the plan for critical maintenance, equipment purchases and fringe benefit expenses.
2. Index salary and wage increases to the state appropriation.

Appropriation/Wage Increase Index for Non-Bargained-For Employees

State Appropriation (million)	Wage Increase
\$32.8	-0-
33.8	-0-
34.8	TBA
35.8	TBA
36.8	TBA
37.8	8.5%

3. Fund other identified priority needs with non-state appropriation funds in excess of plan.

Planning Options For 1982-83

1. Implement planned commitments assuming that the state will appropriate a \$5 million increase.
2. Delay commitments and tie additional funds for identified priority needs to the state's ability to provide funding above the \$32.8 million level.
3. Eliminate identified priority needs from further consideration in 1982-83 budget.
4. Reduce or eliminate current programs and services to fund currently identified additional needs.
5. Request wage concessions of employees below 1982 compensation levels to fund nonsalary priority needs for 1982-83.

Programs and Services Under Review

- Academic Programs
- 52 Major/Goal-Related Programs and Services
- 38 Support Programs and Services
- Public Service Activities
- Intercollegiate Athletics
- Support Service Productivity
- General Funds that Support Auxiliaries
- Administrative Realignment
- Closing Buildings