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Notes for Address, delivered at Faculty Convocation on September 21, 1970

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NOTES BY PRESIDENT AREND D. LUBBERS
for his address to the
FACULTY CONVOCATION
on
SEPTEMBER 21, 1970

I. M Introduction
A. Appreciation for progress last year.
   1. M Commitment to cluster colleges.
   2. M General organization - colleges, schools, institutes, programs.
   3. M New programs - computer, police administration, public affairs, business internship, urban studies;
      Beginnings of environmental studies and health studies, football, school of business.
   4. M Climate in which change can take place.
      Cooperation coming out of debate.

II. M Academic Goals for 1970-71
A. M Strong identity for the two existing colleges.
   1. M Deans will have administrative authority; given charge to cooperate within the GVSC framework but push individual programs.
   2. M CAS should take a name to give it identity.
B. M Plan for new colleges.
   1. M Group now engaged in discussing the possibility of a college built on a classical model.
   2. M Task Force will be appointed to plan for another CAS type college. Prof. Cunningham is chairman.
      a. M Guidelines
         (1) Program should be comprehensive enough to attract and hold large number of students immediately.
         (2) Might well be oriented to the social and behavioral studies, though not exclusively so; enrollment demand heavy in that area.
      b. M Stability in one unit, growth in others.
C. M Develop and Refine Program for Disadvantaged Students
   1. M Cannot run from responsibility in this area.
   2. M Failures abound - take in blacks when it was the style.
   3. M Probably need multi-track program.
      (1) M Task Force for special academic disabilities.
4. Y Should each college have its own program or should GVSC operate only one program; Project Make-It's pilot program operate through Urban Studies.

5. Y Not a program for racial minorities alone. Segregation is becoming the style again; doubt if it is in best interests if society yields to it.

D. Y Enter a phase of long-range and short-range planning

1. Like flexibility – need to be responsive to opportunities of the moment.

2. Y Need general direction -- long range plan contingent on completion of reorganization. Y

3. Y Move from having organized what we have now to a plan Y for the future. Y

4. Y Examples – enrollment projections; residence emphasis or not, what are implications; how many colleges; what kind of facilities; how many students should we take if state will not provide more buildings.

5. Y First step – task force to develop a structure for planning – not making the plan. Then if structure is acceptable, put it into operation this year. Data gathering, decision making, review and refinement.

E. Y Improve and Encourage Research Climate on Campus

1. Y Reiterate no publish or perish policy.

2. Y Difficulties when legislature wants all professors to teach 12 hours; need more state funds to pay for research time.

3. Y Good instructional conditions require a mix of many elements including research. Not teaching OR research, can be teaching AND research; not all research has to result in publishing.

4. Y Asking Dan Clock to work the area of federal grants, particularly in science. Bruce Loessin to help professors who want to fund research programs.

5. Y Departments might discuss their approach to grantsmanship.

6. Y Sabbaticals used for research projects.

F. Y Broaden our Educational Programs in Areas That Will Involve Staff from All Parts of GVSC.

1. Y International Studies – encourage students from Michigan to live in a different culture, particularly those who want another language.

2. Y Off campus study in the USA can have a broadening effect as well. Encourage colleges and departments to think about such possibilities. Business Internship is successful in this vicinity. Can go farther afield; not limited to professionally oriented fields.

3. Y Extension and night classes; assume our responsibility in continuing education. How fast, how far afield, how to maintain quality.
G. j Find an Academic Vice President
   1. j Compliment Hills and the new deans.

H. j Source of New Ideas
   1. j Most that is new and exciting will come from individuals and departments. Who knows where creative lightning will strike. It would be presumptuous of me to outline the development of each department. My offerings are general in nature. you know where some of my interests are and I hope you will let me know where yours are.

III. j Reorganization
   A. j Committee - long hours of work, no extra compensation except lunch once in a while. Did an excellent job; appreciate their approach and commitment to task.
   B. j I can enthusiastically endorse their work. All of us can find something we might want to change. Let's not get lost in detail if the work in general is satisfactory.
      1. j Provides for distinctive organization for each unit.
      2. j Good balance between autonomy for each unit and responsibility of central administration as a whole.
      3. j Allows representation of all segments of college society in policy making councils (colleges will determine much of this themselves).
      4. j Gives clear understanding where authority rests and yet provides opportunities to appeal decisions that appear to be unwise or unfair.
      5. j Encourages initiation of ideas, programs, projects at many levels -- task force concept.
   C. j Hopes for Reorganization.
      1. j Obviously - structure where people can work as harmoniously as possible, right in-put before decisions are made, fair treatment; doesn't mean tough decisions can be avoided nor sharp disagreements.
      2. j Good structure - keep campus politics at a healthy level.
         State institution -- faculty talk about campus governance constantly. Too much energy used up in gossip, who's getting what or who's trying to do me in.

IV. j Legislature and Budget
   A. j Budget
      1. j Total 1970-71: $5,429,000
      2. j Asking for 1971-72 based on 3600 students: $7,088,000
      3. j Enrollment estimates may need to be revised upward. Expect 3300 this fall.
      4. j Comparison of instructional budget to asking for 1971-72:
         $2,471,000 (70-71), $3,409,000 (71-72)
      5. j Faculty salaries as part of budget:
         $2,065,000 (70-71), $2,723,000 (71-72)
   B. j Operations satisfactory because of tuition increase.
   C. j Court hearing - attempt to set teaching load and tuition increase.
NOTES FOR ADDRESS TO FACULTY CONVOCATION ON SEPT. 21, 1970

D. U Legislative frustrations.
   1. U Growing budgets, taxpayers' frustration, campus disorders, justifiable criticism on lack of interest in students, tenure breeds petrification in some instances.
   2. U Market changing - easier to fill positions.

E. Outlook.
   1. U Depends on economic climate and campus disorders.
   2. U After elections, possible tax increase; approximately 300 to 350 million needed.

V. Campus Climate
A. U Crises.
   1. U College will remain open; allow for individual freedom of action as much as possible.
   2. U Public Act 26 - added to trespass law. President or his designee -- violation of college rules becomes an offense chargeable in public courts. Conviction brings dismissal of both student and faculty.
   3. Reorganization - group with which president can consult; faculty and students.

B. U Faculty attitude.
   1. U Age of iconoclasm.
   2. U Over-riding negativism can often lead to a mind set that has difficulty in gaining a fair perspective on life - nothing is good. Excitement comes only in analysis of the bad and acting to destroy bad.
   3. U We are advocates of the life of the mind. Must create atmosphere where life of the mind thrives. Think about what freedom we need and what discipline.
   4. U Ask - does a particular life style have a place on a campus where we try to sharpen the intellect.