3-12-1975

CWU Faculty Senate Minutes - 03/12/1975

Esther Peterson

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MINUTES: Regular Senate Meeting, 12 March 1975
Presiding Officer: Duncan McQuarrie, Chairperson
Recording Secretary: Esther Peterson

The meeting was called to order at 3:15 p.m.

ROLL CALL

Senators present: All Senators or their alternates were present except Lee Fisher, Roger Garrett, Darwin Goodey, Ramon Mercado, Robert Miller, and Derek Sandison.


AGENDA CHANGES AND APPROVAL

The chairperson suggested the following changes:

1. Under "Communications" add
   A. Letter from James Erickson
   B. Letter from Robert Benton, President, AAUP
   C. Letter from James Brooks

2. Under "Curriculum Proposals"
   A. Page 408 of the Undergraduate Curriculum proposals will be considered.

3. Under "Reports" add
   D. Don Cummings on Liberal Studies Program
   E. Jerry O'Gorman--Insurance Proposal
   F. Otto Jakubek--CHE Report
   G. Standing Committees

4. Under "Old Business" add
   A. Motion No. 1251 (Roger Winters' motion concerning Old Code)
   B. Motion No. 1254 (Mr. Anderson's motion to approve the report of the ad hoc Committee to Study the Evaluation of the President.

5. Under "New Business"
   (A) Delete A. Liberal Studies Program (This will be handled under Mr. Cummings's report)
(B) Delete B. Presidential Vote of Confidence (This will be handled under "Old Business")

(C) Add new Item A. Withdrawal Policy

APPROVAL OF MINUTES

The minutes of February 19 were approved as distributed.

COMMUNICATIONS

The following communications were received:

A. Letter from James Erickson, dated March 6, 1975, requesting a meeting with the Executive Committee to consider membership on the Teacher Education Council. A meeting will be arranged for him to discuss the matter.

B. Letter from Robert Benton, dated March 11, 1975, stating that because the recent adoption of a Code may have eroded the heretofore agreed principle of shared governance, National AAUP through its Western Regional office is ready to authorize a Committee T (College and University Government) investigation of Central Washington State College. Such an investigation can be instigated through a formal request of the Faculty Senate. If the Senate wishes to take such action, the local AAUP Chapter has voted to support specific legal action in this regard.

C. Letter from James Brooks, dated March 10, 1975, responding to the Ad Hoc Committee to Study Evaluation of the Presidency report and objecting to the procedures used, the interpretations reported and the conclusions reached.

The chair remarked that Mr. Benton's letter suggests the Senate may want to take action to request investigation from the AAUP. Such a motion might be appropriate under the discussion of Motion 1251 under "Old Business."

CURRICULUM PROPOSALS

A. Proposals approved by the Undergraduate Curriculum Committee on page 408.

MOTION NO. 1257: Mr. Keith moved, seconded by Mr. Purcell, that the Undergraduate Curriculum Proposals on page 408 be approved. Voted on and passed with a unanimous voice vote.

REPORTS

A. Chairperson's report--Attorneys representing the NSP and AFT will be present at the Faculty Forum on Thursday, March 13 at 4:00 p.m. to explain the nature of the legal action being instituted or contemplated.
Mr. McQuarrie accompanied President Brooks and a student body representative to a hearing before House Higher Education Committee pertaining to the title change. They did not get a chance to present their case before that group.

B. Executive Committee--Mr. Lygre said there would be a recommendation from the Executive Committee under discussion of the Liberal Studies Program.

C. C.F.R. Report--Mr. Anderson presented a brief report. He commented that recently the Senate had received a letter from the University of Washington regarding deficiencies in our insurance program. The C.F.R. met last Saturday, March 8, and had a report from the faculty representative on the State Insurance Board. It was discussed that the present situation is a contracted program that will last until 1976 and there is apparently nothing that can really be done to change the program at this time. The Board will be reviewing the program and the C.F.R. hopes to get their input in for the next contract. They are not only considering changes to eliminate those deficiencies but also an institutional dental program might be considered.

He also pointed out that a couple of meetings ago, the Senate approved the principle of a statewide salary schedule. The CFR Task Force met with the Council of Presidents and they have come up with a revised proposal. Mr. Anderson was asked to give it to the Executive Committee for their disposition. It was suggested that it be given to the Budget Committee for implementation of a specific salary scale for Central. The CFR cannot come up with a uniform salary schedule for the schools, so they are now bringing it to the Senate to devise an individual salary schedule on this campus.

Ken Harsha reported on the Retirement issue. There is an attempt to consolidate the entire retirement program into one big retirement program. A committee called the Select Committee on Retirement are pursuing this. They have been meeting for several weeks. It is a serious matter that doesn't directly affect the present retirement program but will affect new hires after January 1, 1976. It does have a definite effect on any improvements present members might try to make in their own retirement program in the future. One of the state senators is introducing a constitutional amendment which in essence says that the existing program is protected and there will not be any attempt to take away any of the benefits that might be earned in the present retirement program. However, along with that, the Senator is going to introduce a bill which will prohibit any changes in present pension plans. If that bill should pass, CFR could never get present plans approved or changed. CFR has a person working on this through the Select Committee and he has presented a couple of amendments to the bill. Many other amendments have also been presented to the bill.

Mr. McQuarrie commented that the bill was reported out of the Select Committee last Friday morning and has gone to the Senate Ways & Means Committee for their consideration.
Mr. Anderson continued with his report and informed the Senate of the following CFR Resolution from the Seattle meeting, March 8, 1975:

The CFR urges that faculty members at each of state four year institutions should organize for collective bargaining if a majority at any campus chooses to do so, whether or not the Legislature passes enabling legislation for collective bargaining at four year institutions.

D. Liberal Studies--Don Cummings, Director of the off-campus Liberal Studies Program presented the First Year's Report and Recommendations. He asked that the program be continued for a second year of active trial and that he be authorized to work to expand the program.

MOTION No. 1258: Mr. Lygre moved, seconded by Ms. Young, that the Senate approve expansion of the present pilot program in Liberal Studies for one additional year and this program not be bound by the present geographical restrictions.

There was considerable discussion on the motion.

Motion No. 1258 was voted on and passed with a unanimous voice vote.

The suggestion was made by Mr. Cummings that the Senate should take a look at how seriously they want to get involved with off-campus degree programs. Mr. McQuarrie said the Executive Committee will give consideration to that matter.

F. CHE Report--Otto Jakubek presented the report of the Faculty Advisory Committee to the Council of Higher Education. The committee members have requested of the Council that their terms of office be for two years, rather than one. Mr. Jakubek expressed some concern as to how the meetings were conducted, and although the members selected a chairman to run the meetings, he found the staff continued to run the meeting. Also, upon asking how their advice and opinions were to be relayed to the Council, were informed no machinery had been set up to do so.

Mr. Anderson commended Mr. Jakubek on his report and urged he and his colleagues on the committee to continue their questioning attitude.

G. Standing Committee Reports:

1. Personnel Committee--No report at this meeting.

2. Curriculum Committee--Mr. Synnes reported that the Curriculum Policy Handbook is in the process of being reproduced and will be an item on the April 9 agenda.

3. Code Committee--No report at this meeting.

4. Budget Committee--Thomas Thelen distributed a proposed memorandum to the Administration and Trustees as a part of the previously distributed recommendation from the Budget Committee.
MOTION NO. 1259: Mr. Thelen moved that the distributed memorandum be sent to the CWSC Administration and to the CWSC Board of Trustees.

Mr. McQuarrie commented that for clarification he would like to point out that the March 5 meeting Agenda included a memorandum from the Budget Committee to the Senate that communicated the results of the survey. The memorandum that Mr. Thelen has just distributed to the Senate is based on that survey result and that it is the present memorandum that is being proposed to be sent to the Administration and the Board of Trustees.

Mr. Thelen explained the rationale for this. Rather than make specific recommendations as the Senate has in the past, his committee chooses instead to present the results of the Questionnaire directly to the administration and the trustees so they may use their judgment in distribution of all salary monies for this upcoming year.

Mr. Brooks presented a report on the salary situation for Central, as of the way it looks at the present time. He presented the following statement for inclusion in the minutes of this meeting:

**Statement to Faculty Senate**

From time to time in the past I have reminded the Faculty Senate, the Faculty and the Board of Trustees that our salary surveys show that this college is not competitive at the professor and associate professor levels. For example, in my fall, 1974 talk to the faculty I included this paragraph:

"There is a special problem in salaries at Central that we shouldn't overlook. We are behind the seven state salary averages largely because our professors were behind 13½ percent last year, and our associate professors were behind 8½ percent. Our assistant professors were behind only 1½ percent. Most of our faculty are now in the upper two ranks, and here is where we must consider making the major adjustments."

This year's final seven state survey for four-year colleges, which was distributed to the senate, shows the same pattern:

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<th>Salary Level</th>
<th>Professor</th>
<th>Associate Prof.</th>
<th>Asst. Prof.</th>
<th>Inst.</th>
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<tr>
<td>CWSC Average Salary</td>
<td>18,495</td>
<td>14,982</td>
<td>13,269</td>
<td>10,710</td>
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<tr>
<td>7 State Average</td>
<td>21,437</td>
<td>16,577</td>
<td>13,517</td>
<td>10,552</td>
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<td>% Required to Reach 7 State Average</td>
<td>15.9</td>
<td>10.7</td>
<td>1.9</td>
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C.W.S.C. Average; $15,424; Percentage Below 7 state Average: 10.7

Other surveys support the findings of the seven state survey:
National Averages | CWSC
---|---
Professor | $19,876 | $18,495
Assoc. Professor | 16,112 | 14,982
Asst. Professor | 13,286 | 13,269
Instructor | 10,842 | 10,710
Average | 15,078 | 15,424

A group of full professors presented this problem to the Board of Trustees about two years ago. They asked that the balance be redressed. They did not receive satisfaction. It was suggested that they direct their concerns to the Faculty Senate.

I remind the senate that this problem is still before us and that the results of the seven state salary survey have been and continue to be our primary justification for salary increases. We compare our salaries to averages in other states where inflation has been considered as salaries have been adjusted upward.

Mr. Vifian presented a substitute motion as follows:

MOTION NO. 1260: The Executive Committee moves that the Senate recommend that 50 percent of all monies appropriated in the supplemental budget be distributed as a fixed equal sum and 50 percent to be distributed on a percentage basis.

There was considerable discussion on the substitute motion.

MOTION NO. 1261: Mr. Canzler moved, seconded by Ms. Hileman, to amend the substitute motion by striking out the words "50 percent of" and "as a fixed equal sum and 50 percent to be distributed." The motion would then read "that the Senate recommend that all monies appropriated in the supplemental budget be distributed on a percentage basis."

A roll call vote was called for on Motion No. 1261:

Nay: Russell Hansen
Abstain: John Vifian, James Brooks, John Gregor, and Patti Picha.

Motion No. 1261 passed with a vote of 25 Aye, 1 Nay, and 4 Abstain.

Discussion resumed on the substitute motion.

Motion No. 1260 was voted on and passed with a unanimous voice vote and 4 abstentions.

MOTION NO. 1262: Mr. Thelen moved, seconded by Mr. Vifian, that the Senate send to the Administration and Board of Trustees the memorandum with the results of the Questionnaire, deleting the second paragraph, and the last sentence of the third paragraph, and the last paragraph on the second page. Voted on and passed with a unanimous voice vote and one abstention.

5. Student Affairs--No report at this meeting.

OLD BUSINESS

A. Motion No. 1251--This motion was tabled at the March 5 meeting, until this meeting. The motion was as follows:

Motion No. 1251: Mr. Winters moved, seconded by Mr. Thelen, that WHEREAS, The Faculty Senate does not recognize the legitimacy of the "Proposed Code," imposed by the Board of Trustees at their meeting of February 28, 1975. Therefore, the Faculty Senate shall continue to conduct its business under provisions of the Faculty Code of Personnel Policy and Procedures, Revised 1970.

Discussion continued on the motion.

Mr. Applegate reminded the Senate of a Motion which was passed by the Senate at a previous meeting, to the effect that the faculty would continue to operate under the old Code. For this reason, he doesn't think Motion No. 1251 is necessary.

Mr. Winters explained that the intent of this motion is simply to try to be sure that the Senate does not legitimate the new Code by its action. Mr. Winters, with the consent of his seconder, withdrew Motion No. 1251.

MOTION NO. 1263: Mr. Hansen moved, seconded by Mr. Warren, that the Faculty Senate request that the American Association of University Professors conduct an investigation of the governance of CWSC under the Faculty Code adopted by the Board of Trustees on February 28, 1975 with reference to the principle of shared governance. Voted on and passed with a majority voice vote and 3 abstentions.
B. Motion No. 1254--Action on this motion was postponed at the March 5 meeting until this meeting. This motion was to adopt the report of the Ad Hoc Committee to Study the Evaluation of the Presidency.

Discussion continued on the motion.

MOTION NO. 1264: Mr. Applegate moved to amend the motion by striking the word "adopt" and inserting the word "receive."

The chair ruled that the motion was out of order since a motion to amend cannot change the form of the motion.

Mr. Applegate called for a point of order on the ruling. He requested a vote of the Senate on the Chair's ruling. The ruling of the chair was put to a vote and was sustained by a majority voice vote.

Motion No. 1254 was voted on by Roll call vote:


Nay: Nancy Lester, Jay Bachrach, John Purcell, Jim Applegate, Allen Gulezian, Thomas Yeh, Betty Hileman, Milo Smith, Louis Bovos, David Canzler, Gerald Brunner, Linda Klug, Pearl Douce' and George Stillman.

Abstain: Edward Harrington, Patti Picha, Bonalyn Bricker and Madge Young.

Motion No. 1254 failed with 11 Aye, 14 Nay and 4 Abstain.

ADJOURNMENT

The meeting adjourned at 6:00 p.m.
AGENDA
FACULTY SENATE MEETING
3:10 p.m., Wednesday, March 12, 1975
Room 471, Psychology Building

I. ROLL CALL

II. CHANGES OR ADDITIONS TO THE AGENDA

III. APPROVAL OF MINUTES of Feb. 19 meeting

IV. COMMUNICATIONS

V. CURRICULUM PROPOSALS

VI. REPORTS
   A. Chairperson
   B. Executive Committee
   C. C.F.R.
   D. Standing Committees
      1. Personnel
      2. Curriculum
      3. Code
      4. Budget
      5. Student Affairs

VII. OLD BUSINESS

VIII. NEW BUSINESS
   A. Liberal Studies Program
   B. Presidential Vote of Confidence
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Faculty Senate Meeting

Last person signing please return to the Recording Secretary.
## ROLL CALL VOTE

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**Total:** 25 AYE, 1 NAY, 4 ABSTAIN
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<td>Stillman, George</td>
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<td>Christos Papadopoulos</td>
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March 6, 1975

Dr. Duncan McQuarrie
Chairman, Faculty Senate
Campus

Dear Dr. McQuarrie:

The Vice President's Advisory Council has agreed to support my request that the Education Department's offices of Director of General Studies and Director of Clinical Studies constitute the total membership on the Teacher Education Council from the Education Department---exclusive of the Director of Teacher Education, of course. The Charter says that membership is arrived at in consultation with the Executive Committee of the Faculty Senate. Would it be possible for me to meet with the Executive Committee in this regard? Thank you for your help.

Yours sincerely,

James H. M. Erickson, Dean
School of Professional Studies
Dr. Duncan McQuarrie, Chairman
Faculty Senate
Campus

Dear Duncan:

By this letter I wish to object to the procedures used, the interpretations reported and the conclusions reached by the Ad Hoc Committee to Study Evaluation of the Presidency.

Procedures:

1. The "meetings" with President and Trustees were one with the President and one with the Trustees. What we thought were initial and exploratory meetings were in fact the only meetings held.

2. There was no time for the members of the Board of Trustees to present their ideas on evaluation of the President. Contrary to what the committee reported, there is board interest in the subject, and as one trustee indicated during the meeting, the subject was discussed long before the formation of the Ad Hoc Committee. I believe the board is most willing to engage in a detailed discussion of the role of the presidency, if the faculty is interested in developing a good sound basis for evaluation. Incidentally, it is my feeling that the statement by one board member that "the president is in complete charge" was taken out of the context of the discussion.

Interpretations:

1. I do not feel that "entities other than the president should define the priorities of the office." The demands that are made on the position are impossible to meet, not only at CWSC, but elsewhere. The duties of the office that can be delegated should be delegated, and the president and those who have expectations as to his performance should agree to or at least understand this delegation. If it is agreed that the president should direct his attention to certain important needs or problems of the college, these should be identified and ranked in importance. As the president addresses these needs and problems, he should not be held responsible to carry out other important tasks.
Obviously, at any time in its history, a college's needs may differ. At this time, for example, I believe Central is beginning to suffer from a lack of dollars, personnel and time to invest in its legislative and general public relations programs. Because trustees and faculty alike are concerned with possible "over administration", proposals to add personnel to serve this need would not be met with enthusiasm. Yet, the entire college will suffer greatly in the years ahead unless we become far more effective in meeting this need. If I devote more time to this problem, others will have to accept important responsibilities that are now carried by my office.

Evaluation was hardly discussed. I provided the committee and trustees with a new booklet published by the American Association of Colleges, which contained information on the presidency, including evaluation, and papers on evaluation of the presidency that I had received from Maine, New York, and Minnesota. Apparently these were ignored. The committee concludes that evaluation of the president is well nigh impossible, although colleges and universities in other states are making progress with their programs.

Conclusion:

1. The committee recommends that the senate simply hold a vote of confidence on the president every four years "much as it is presently held for department chairmen." The average department chairman serves only a handful of faculty members, is part-time, and has limited responsibilities. Even here, however, as the attachment shows, the department is asked to identify any special tasks the chairman is to perform and he is evaluated with the purpose of assisting him in becoming more effective. With the exception of the last paragraph, this policy was established in 1970-71, and has been printed in handbooks since that time.

In conclusion, let me say, I was surprised that the committee reached what appears to be a hasty conclusion and that it suggested nothing more than a simple vote of confidence. Obviously, without a solid evaluation, the outcome of such a vote may be based not on fact but on people's prejudices at the time the vote is taken. There are too many instances these days where a president comes to loggerheads not only with faculty, but with trustees and others. Given the pressures we are under, such conflicts may be unavoidable. A simple vote of confidence, with the result accepted perhaps only by the faculty, would do nothing to improve the condition of the college.

Sincerely,

James E. Brooks
President
Departments and Department Chairmen

Departments are groupings of teaching and research personnel, organized around academic disciplines. As such, departments have as their primary responsibilities the instruction of students and the development and supervision of programs to facilitate and to improve instruction. Research and/or creative work by members is a matter of importance to the departments, as is service to the College, community, and state. Each department has its own budget, including such items as travel, supplies, student help, telephone, and equipment.

The College administration expects Department Chairmen to be leaders in developing strong teaching, research, public service and academic programs within their departments. In matters of staff selection, retention, tenure and promotion of department personnel, and in the preparation and administration of departmental budgets, department chairmen are responsible to their school dean.

Department members, speaking collectively, are expected to indicate to their chairmen exactly what special tasks, if any, they expect their chairmen to perform in addition to these general administrative expectations.

Each department elects its chairman at a meeting presided over by the appropriate Dean. The election is subject to the approval of the Dean, the Vice President for Academic Affairs, the President and the Board of Trustees. Service is for four years. Chairmen may be re-elected. If a new chairman is to be elected, candidates may be solicited both from within and without the College. The administration may remove a chairman at any time, following consultation with the chairman and the department. Faculty members within the department may petition the administration for a review of the chairman's effectiveness at any time.

Each department is urged to establish its own procedures and timing to evaluate the chairman's effectiveness. The administration prefers that clear guidelines be established for an evaluation of the chairman at the end of each biennium. The evaluation should be conducted for the purpose of giving the chairman valuable assistance in his service to the department and the College.

Students should not participate in voting on faculty personnel matters such as salary increments, merit, appointment, promotion and tenure. However, student evaluation of teaching should be carefully considered by departments in making such decisions.

Office of the Dean of Student Development Services

The Dean of Student Development Services has general responsibilities for all student services including Health Service, Counseling and Student Development, Testing and Evaluation, Financial Counseling and Financial Aids, Career Planning and Placement, Student Union Building and Activities, Campus Security, advising the Associated
March 11, 1975

Professor Duncon McQuarrie
Chairman
Faculty Senate
CWSC

Dear Duncon:

As I have often stated in the past, the CWSC Chapter of AAUP has had a long history of interest in this college's Faculty Code. I reminded the Trustees at the last meeting of the Board that an AAUP Committee first began the development of the Code during the years that CWSC was on the National AAUP's list of censured administrations. Censure was removed as a result of AAUP's recognition that the adopted Code was a guarantee of shared governance at CWSC.

The adoption by the Trustees on 2/28/75 of a new Code which grants to the Board the right of unilateral amendment of the Code suggests to us that shared governance is no longer a reality at this institution. Throughout the years of Code deliberations, we have kept our Western Regional office informed and have, on several occasions, received from AAUP National counsel an analysis of various drafts of Codes or sections of Codes.

Because the recent adoption of a Code may have eroded the heretofore agreed-upon principle of shared governance, National AAUP through its Western Regional office is ready to authorize a Committee T (College and University Government) investigation of Central Washington State College. Such an investigation can be instigated through a formal request of the Faculty Senate. If the Senate wishes to take such action, the local AAUP Chapter will be happy to offer its additional assistance.

It is my current understanding that a Committee T investigation could be handled in conjunction with or following any legal action the Senate or interested faculty groups might take. As you know, the AAUP Chapter has voted to support specific legal action in this regard.

Sincerely,

Robert M. Benton
President/AAUP
From: Faculty Senate Code Committee
To: Faculty Senate
Subject: Eligibility for Senate membership

The Code Committee feels that the Faculty Senate should adopt a set of by-laws to regularize and codify its procedures. The by-laws should include standing rules and conditions for senate membership. We suggest that the by-laws be continuing, with additions, deletions or changes being made at the first meeting of each school year. We further suggest that an ad hoc committee be formed to draft a set of by-laws and present them for adoption at the beginning of the 1975-76 school year.

The procedure in the past for gaining senate recognition has been for a group to petition the Senate for membership. The Senate has then instructed its Code Committee to draft the appropriate code amendments and hold hearings. Then the Senate has ratified the amendments and sent them to the Board of Trustees for approval. When the Board of Trustees acted affirmatively, the new Senate member was seated. This procedure was followed in 1970 to add three student members and earlier to add a member representing the library-audiovisual faculty. It was followed up to the point of Trustee approval in 1972-73 in the case of the combined counseling and testing services. The Board has never acted on that set of amendments, forwarded to it by the Senate in May, 1973. We feel that the internal composition of the Faculty Senate should not be subject to special Board approval. And the adoption of by-laws would obviate that difficulty.

Until such by-laws are adopted, the Code Committee recommends that the following guidelines be approved by the Senate to guide the Senate Personnel Committee in approving or rejecting bids for senate membership by various groups.

Programs, to be considered the equivalent of departments for the purpose of senate representation, should meet the following criteria:

- Autonomy: The program must report directly to a dean.
- Size: The program must have five F.T.E. faculty members, including at least one tenured or eligible for tenure.
- Scope: The program, if academic, must offer either a minor or major.
- Duration: The program must have been funded by the regular college budget for at least two years.

Motion 1 That an ad hoc committee be formed to draft new by-laws and that the committee report back to the Senate at the first meeting of the 1975-76 school year.

Motion 2 That the Senate adopt as policy for determining Senate representation the following statement: "Programs, to be considered . . . at least two years." [the last paragraph above].
FIRST YEAR'S REPORT AND RECOMMENDATIONS
FROM THE DIRECTOR OF THE OFF-CAMPUS LIBERAL STUDIES PROGRAM
TO THE FACULTY SENATE

March, 1975
D. W. Cummings

CONTENTS AND SUMMARY

PP. 1-3, Needs of the FAA: Our first year has demonstrated that the off-campus Liberal Studies program as presently designed can satisfy the needs of the FAA personnel it was designed for, and it has suggested two further groups in the FAA who could be involved in the program: technical personnel in Oregon and Idaho, and non-technical clerical and administrative personnel.

PP. 3-8, Needs at Central: Our first year has demonstrated that the program is helping us meet the four needs the program was originally designed to respond to here at Central:
(i) the need to attract new kinds of students to help offset declining enrollments; (ii) the need to confront the present and future wearing away of liberal education by students' increasing insistence on vocational and career training; (iii) the need to provide access to the College to a wider range of potential students, especially older adults; and (iv) the need to define what liberal, or general, education means to Central.

PP. 9-12, Design and Operation: The original design of the three units of the Independent Seminar Sequence appears to be sound and effective, though we've learned some useful variations this first year and are anticipating some help from material produced by the British Open University. The additional regular courses offered as part of the off-campus program apparently can be designed and scheduled so that they not only satisfy the needs of students within the program but also can attract additional students who are not in the program and could not otherwise be expected to take courses from Central.

PP. 12-15, Requests and Recommendations: The director of the program recommends:
(i) that the off-campus Liberal Studies program be continued for a second year of active trial;
(ii) that during the second year the director be authorized to work to expand the program along the five lines of growth outlined on pages 2-3 and 5-8;
(iii) that as soon as feasible the Senate consider the question of how deeply central should be involved in such off-campus degree programs;
(iv) that faculty be detached from their home departments and loaned to the Liberal Studies program on a year-by-year, half-time basis while serving as preceptors;
(v) that we establish three 400-level courses with a Liberal Studies prefix to accommodate the three units of the Independent Seminar Sequence;
(vi) that we establish two additional Liberal Studies courses--LS498, Special Topics, and LS490, Contracted Field Experience.

pp.15-16, Afterword by Justice William O. Douglas
pp. 17, Letter of Evaluation from the FAA Education Committee
pp.18-32, Letters of Evaluation from the Preceptors in the Program
pp.33-35, Statement of Grading Practices in the Program
pp.36-37, Description of Humanities 498, The Arts in Seattle Today
Report of the Ad Hoc Committee to Study the Evaluation of the Presidency

The Committee met soon after its formation to elect its chairman, consider its "charge," and outline its strategy to carry out the "charge." Several meetings ensued in which general and specific concerns about the "charge" were expressed. Meetings with Dr. Brooks (about two hours) and the Board of Trustees (about 20 minutes) also took place. After this another meeting or two was held to consider the Committee's report to the Senate.

In its separate meetings with Dr. Brooks and the Board of Trustees, the Committee learned that neither Dr. Brooks nor the Board rejected having the president of the College evaluated. Dr. Brooks has very specific ideas and motives concerning evaluation and the role of the Presidency. The Board seems to be in favor of an evaluation, but there is really very little enthusiasm and interest. The meeting, very brief, seemed perfunctory. Perhaps its failure was due to its brevity.

The Committee cannot fulfill the Senate's first charge: "review the role of the presidency with the Board of Trustees, providing a faculty view of his proper responsibilities and rights" for these reasons:

(a) The Board of Trustees appears unwilling to engage in a detailed discussion of the role of the presidency. Board members made it very clear that "the president is in complete charge" which may be an oblique signal for the faculty to begin to function autonomously.

(b) Dr. Brooks and the Committee are at odds on the role and definition of the presidency. Dr. Brooks feels strongly that entities other than the president should define the priorities for the office. It should be pointed out that Dr. Brooks's position is forceful and worthy of consideration. The Committee seems more inclined to agree with the position taken by Dr. Hogness, President of the University of Washington: "the president must sense what his priorities are and shift them as circumstances demand." (Seattle Times, December 8, 1974)

(c) The Committee does not feel qualified to consider "rights" of the presidency, except to say that any holder of the office of the presidency at Central should have strong academic affiliation and qualify for tenure in his academic discipline on initial appointment. Furthermore, the committee thinks that the office holder must retain full academic membership in his discipline as he continues in the office regardless of the administrative pressures.

In regards to the second charge, the Committee considered a detailed evaluation of performance in terms of priorities. First, we think such an evaluation reduces the position of the presidency to "measurable behavioral factors." The Committee thinks that there is much more to such an important position.
Second, we feel that any itemized evaluation has to be total and complete—superficiality in this important matter would be worse than no evaluation at all. But when we weighed the time and energy involved in setting up a detailed evaluation against the lack of weight the work would seem to receive from the Board of Trustees, we decided against this alternative. The Committee, however, recommends that the Senate hold a vote of confidence every four years much as it is presently held for departmental chairmen, that this vote be held for faculty only at a time to be determined by the Faculty Senate, and that the result of the vote be sent to the Board of Trustees.

James G. Nylander, Chairperson
Anthony Canedo
William B. Owen
Linda Klug
Floyd Rodine
Duncan McQuarrie
Dr. Duncan M. McQuarrie
Chairman, Faculty Senate
CWAC, 1400

Dear Dr. McQuarrie:

The Vice President's Advisory Council recommends that the Faculty Senate consider the following proposed policies relating to withdrawing from class and course additions:

Recommendations

1. Publish in the college catalogs and schedule of classes:

   "No course additions after the published change date in the calendar"

2. After published change date, no drops, only withdrawals through the instructor in the usual way. Withdrawals cannot occur before end of change period.

3. Last day for withdrawal should be moved back to end of 7th week (as published on calendar).

4. No fees to be established for add-drop or withdrawal.

Definitions:

Drop - course enrollment does not appear on the transcript; change occurs during change period.

Withdrawal - course enrollment appears on the transcript and an F or E grade appears.

While these recommendations are terse I believe they are self-explanatory. If questions arise on this matter the Council's sub-committee that proposed these changes, Mrs. Comstock, Houstby, and Martin and Mr. Boyce, would be happy to meet with the appropriate Senate Committee.
Duncan M. McQuarrie
February 13, 1975

If changes are to be made in our existing policies they should be approved in time to be included in our final catalog copy, i.e., March 31st.

If I can assist you in this matter I will be pleased to do so.

Sincerely,

Edward J. Harrington
Vice President for Academic Affairs
The Governor's budget for 1975-1977 contains both positive and negative proposals affecting Central Washington State College. This statement reviews the impact of these proposals on the role and mission of our college.

The proposal to maintain tuition and fees at present levels for the state colleges is excellent. As the chart shows, our tuition and fees have been increased significantly since 1969-1970. Further increases are not warranted, for the disproportionate increase for the state colleges has been a significant contributing factor to our enrollment decline since 1970-1971.

The Governor's proposal on faculty salaries is also appreciated. Our average salary has remained below the seven state average since 1969, and is currently 10.7% below average.

We are pleased that the Governor has recommended a staffing level of 357 faculty (75% of formula) for the academic year 1975-76. While we requested 80% of formula, and the 75% represents minimal staffing, we can operate at this lower level if absolutely necessary.

However, should the staffing be reduced below the 75%, the ability of the college to offer the courses necessary for its various programs will be seriously impaired. At the present time the faculty is carrying an average load in excess of 15 contact hours. This means that the load is already 25% higher than the 12 contact hour level mandated by the legislature in the last biennium.

Reduction of the staffing level below 75% means that many classes will have to be significantly increased in size or eliminated. Neither option is compatible with the type of programs and scheduling that Central must offer. As it is stated in the Governor's Budget, page 440, Formula Budget Areas, "The lower formula funding levels for the two universities recognizes their advantages in both scale and the utilization of teaching assistants." That is to say, the numbers of students at the lower division level at Central and the diversity of programs in which they are enrolled do not permit large classes of several hundred students each, a common university practice for compensating for reduced faculty allocations. In addition, Central does not employ large numbers of graduate students as teachers or as leaders for divisions of large lecture classes. In summary, if the staffing level were reduced below 75%, Central's educational program will be adversely affected.

The Governor's budget would cut many important areas. The first is in Program 07, "Organized Activities Related to Educational Depart-
STATE OF WASHINGTON
RELATIVE TUITION CHARGES BY YEAR
USING STATE COLLEGE TUITIONS AS 100%
(Resident Students Only)

<table>
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<tr>
<th>YEAR</th>
<th>STATE COLLEGES</th>
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<th>COMMUNITY COLLEGES</th>
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<td>69-70</td>
<td>$210 79.5%</td>
<td>$360 111%</td>
<td>$249 69%</td>
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<td>$432 120%</td>
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INCREASE
1969-75

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CENTRAL WASHINGTON STATE COLLEGE

Faculty Salary Comparison

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<th>Year</th>
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<td>11,998</td>
<td>632</td>
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<td>1971-72</td>
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<td>17,080</td>
<td>15,424</td>
<td>1,656</td>
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ments," page 493. Several key positions and programs have been deleted. This includes one position in our Writing Resource Center/Composition Clinic, which is available to all students who need assistance in improving writing skills. Because lack of proficiency in written communication is a problem (indeed, it is now a matter of national concern) we developed a "Composition Clinic" which has been very successful. Loss of a position would almost destroy our clinic.

Second, a position was deleted from our Speech Pathology/Audiology Center. This position served two purposes: (a) to work with Central students in a practicum situation and (b) to work with patients, largely children from the central third of Washington, who come to the clinic for assistance. The clinic itself performs these two functions; a practicum site for our students in Speech Pathology and Audiology and a public service for local citizens. Cutting back on this program is not in the best interests of the Central Washington area or of the students at Central.

A third cut, a group of positions equal to three full-time equivalent faculty positions, was also made. These are 12 "staff assistants." These staff assistants are graduate students who do not teach but who perform curatorial services in Biology; who operate, in a large measure, the Art Gallery and who assist in our Speech Pathology and Audiology Clinic. Obviously, we will be unable to operate many of our activities without these assistants.

A fourth deletion (half-time) is our Composer-in-Residence. We have been fortunate at Central in having Mr. Paul Creston on our staff as a composer. Mr. Creston, one of the best known of the contemporary American composers, has his works performed nationally and internationally. He works informally with students providing them with advice and inspiration in composing. The loss of his position damages our Music Department, which is recognized as one of the best in the Northwest.

In Program 10, Separately Budgeted Research (page 494), we are concerned about three reductions. The first is a fund of $20,000 per year that has been used to supplement or "match" grants from outside agencies such as the Federal Government. This "matching fund" of $20,000 generated $288,057 in grants during the period July 1, 1973 to June 30, 1974. These awards included Title VI, Federal Government Equipment; Criminal Justice Planning Grant; Third World Art Festival; Teacher Corps; and Ethnic Studies Indian Art Festival. Deletion of a fund of $20,000 that can return ten times its own value to the college does not seem to us to be sound budget practice.

The second fund deleted from Program 10 was also for $20,000 per year. This relatively small amount was our so-called "research" fund. While Central is primarily an institution devoted to excellence in teaching, this same drive for excellence mandates that the faculty keep active in their academic disciplines. To this end the "research" fund has provided small stipends, generally of several hundred dollars to allow a faculty member to purchase supplies or to acquire some student
help on a project. In fact, the "research" fund might well have been
called "Special Research Projects of a Teaching Nature" in that they
have involved students in 90% of the cases. Without the "research"
fund many faculty will lose a valuable aid in maintaining their
professional competence.

The third fund deleted from Program 10 was for a smaller amount,$5,948, for our Center for Central Washington Archaeological Studies
(CWAS). Central, through its Anthropology Department and its
Archaeological Center, has been providing an opportunity for its
students to have field experience in Archaeology and has been pro-
viding free consulting services for public agencies such as the Army
at the Yakima Firing Range. In this case our Center has been exploring
the range and advising the Army of sites that should be protected.

In sum, the total cost of restoring the funds for "matching",
"research" and "CWAS" is small compared to the value they have been
providing the College and the State.

Other cuts in the budget which will have a critical impact on the
college and its students include the deletion of support from the
budget for our Geology Summer Camp, Biology Field Station, and
the Archaeology/Anthropology summer field programs. With these cuts
we will lose our capability to provide required programs to our regular
students. These field programs are essential adjuncts to our on-campus
programs. They provide a setting where students put into practice
information, methods and data accrued in formal classes held on campus
during the year. If the cuts are maintained we will be placed in a
position of failing to provide students with the field experiences
necessary to qualify for their professions. In addition, we believe
the deletion of these programs will damage our current working relation-
ships with the State Game Department and the Department of Parks and
Natural Resources.

The reduction in our Summer School Budget from 75% of formula to
55% for staffing is producing very serious problems for us. Our summer
program is second only to the University of Washington in total size
in Washington. The reduction in staffing will mean that we will have
to limit the number of classes we offer next summer. This, in turn,
will affect the many teachers who return yearly to work on their Masters'
degrees and on their fifth year programs.

In determining the Library Budget (Program 05, page 491 of the
Governor's Budget) the Governor's budget recommends a cut of approxi-
mately $100,000 a year in Audiovisual with the sum to be applied to the
Library portion of the budget. While we need greater library support,
we cannot afford it at the expense of Audiovisual services.

The Audiovisual program has always had a high priority at Central.
Our program has been recognized as superior since 1947; our Closed
Circuit TV efforts, a pioneer in the Northwest, started in 1957.
It is important to note that our Audiovisual services were used by 89% of the faculty at Central in 1973-74. The demand for CCTV increased 10.7% last year. Our Production Lab, which produces slides and visual materials, was asked to prepare 15% more material last year and our equipment was utilized 12.7% more.

Our films are in constant use and are a valuable and inexpensive teaching resource. For example, a $300.00 film with a life expectancy of 60 bookings to an audience of 30 students per showing serves 1800 people at $0.16 a person.

We have built an Audiovisual Center at Central on which our instructional program depends very heavily. If our Audiovisual services are reduced, our instructional capabilities are damaged. If the reduction in our Audiovisual budget stands, it has been estimated that we will reduce our ability to maintain our equipment by 50%. Further, we will have to reduce our assistance to the faculty in preparing visual aids by the same percentage, 50%.

The graph that follows shows the trend in utilities costs per square foot. Utilities costs are funded under the fixed portion of the formula which the Governor's budget proposes at 100% (page 441). However, due to continuing inflationary increases in fuel prices, we already know that the funding in the Governor's request will not be adequate. The Governor's budget attempts to meet this problem by including known price increases through November 15. However, even since then prices have increased so that the funding for the coming biennium is already approximately $34,000 short. This shortage is shown on the graph. Further, as is also shown on the graph, if a combination of the reported possible 35% increase in the Canadian natural gas price and the Federal tax per imported barrel of oil are reflected in our cost, we could be short over the coming biennium by as much as an additional $270,000. As high an increase as these rates would be, the graph shows they would be on the current price trend line. Because these fuel cost increases are expected to continue, if the cost estimations of the Governor's budget are accepted, we will be left with insufficient funds. We feel a projected trend in fuel inflation rates should be used in calculating the funding for utilities.

With regard to management, we feel it is important to comment on the needs of Program 010 (page 489). Substantially increased requirements from State and Federal agencies coupled with inflationary cost increases will continue to make it necessary to provide for more adequate funding for Program 010. Some examples of these added and foreseen requirements are:

(1) The adding of another budget--the "PDS" (Program Decision System). This means a double budget load; greater accounting and reporting requirements; increased numbers and sophistication of cost studies, analyses, and reports.
CENTRAL WASHINGTON STATE COLLEGE
UTILITY COST PER SQUARE FOOT

<table>
<thead>
<tr>
<th>CURRENT REQUEST</th>
<th>1973-75</th>
<th>1975-77</th>
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<tbody>
<tr>
<td>GOVERNOR'S BUDGET</td>
<td>$787,261</td>
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<td>ACTUAL/EST.</td>
<td>$901,982</td>
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<td>KNOWN PRICE INCREASES</td>
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<tr>
<td>POTENTIAL PRICE INCREASES</td>
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<tr>
<td>TOTAL</td>
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<tr>
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<th>ACTUAL</th>
<th>ESTIMATED</th>
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<td>1969-70</td>
<td>789,811</td>
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<tr>
<td>1970-71</td>
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<td>$191,639</td>
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<td>1973-74</td>
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<td>1,299,010</td>
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<td>1975-76</td>
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<tr>
<td>1976-77</td>
<td>1,352,958</td>
<td>$677,910</td>
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<tr>
<th>YEAR</th>
<th>BUILDING SQUARE FOOTAGE</th>
<th>UTILITY COSTS</th>
<th>CENT COST PER SQUARE FOOT</th>
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<tr>
<td>Estimated</td>
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<tr>
<td>Governor's Budget</td>
<td>1,363,403</td>
<td>$684,135</td>
<td>50.2</td>
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<tr>
<td>1975-76</td>
<td>1,352,958</td>
<td>$677,910</td>
<td>50.1</td>
</tr>
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</table>
(2) Accounting and Financial Systems conversion at Central due to removal of the CWSC computer, in cooperation with the State Data Processing Authority.

(3) Payroll changes contemplated by OPP&FM.

(4) Affirmative Action Program requirements.

(5) Records and Forms requirements pursuant to Initiative 276 and R.C.W. 40.14, Records Management.

(6) Inflationary pressures exist from increases in costs of all kinds including rebilled costs for the Higher Education Personnel Board; the Attorney General's Office (for legal support); insurance; postage (expected to go to 12¢ or 13¢ July 1, 1975), and telephone.

The data processing budget, which we understand is to be improved to provide for CWSC's participation in the remote computing network being fostered by the Data Processing Authority, is in Program 070 (page 493).

We have outlined our most serious concerns with the proposed Operational Budget for Central Washington State College for 1975-77. Overall, for Programs 1 through 10, the Governor's Budget Request as it now stands for CWSC results in a $133,785 funding reduction in appropriated funds from the current 1974-75 budget level. We hope that the Legislature will support Central at 75% of staffing formula in the Instructional Budget and can restore the above-mentioned reductions. By so doing, the Legislature can ensure that Central will continue to provide quality education to its students and service to the State.
With the intent of being helpful to the Ways and Means Committees of the House and Senate, we wish by this statement to convey some comments on the Governor's capital budget request for Central Washington State College which is found beginning on page 757, Governor's Budget.

In developing CWSC's Capital Budget Request to the Governor's office, we carefully identified and requested capital needs amounting to $12,281,000. The Governor's budget cuts this request to $1,538,000 to be funded entirely from CWSC's capital fund. However, the Governor supported our need for three projects and funding is provided through working drawings. Construction funding would be deferred until 1977-79. We feel that construction funding on these projects is needed in the 1975-77 biennium. The three projects are as follows:

- Physical Education Building Addition construction (page 759)
- Bouillon Remodeling Construction (page 759)
- McConnell Remodeling Construction (759)

The Physical Education Addition has been justified for three biennia to meet past and existing needs in the department. The addition is not "expansionary." By that we mean it is not predicated on future enrollment growth. The present facility was built in 1959 to serve the needs of a college enrollment of 4,500. The average annual on-campus enrollment during 1973-74 was 6,029 students, or 33.9% above the 4,500 figure used when the present facilities were originally planned.

The inadequacy of our present facilities becomes more apparent when one reviews space assignments within the department. Health Education and some Physical Education faculty are currently housed in old
houses which are on land which the College purchased. These houses are scheduled for demolition or removal. Other faculty are doubled up in offices in Nicholson Pavilion and others are using storage spaces which, in turn, are needed for storage. Obviously, we want to correct these deficiencies as soon as possible.

It should be understood that the justification for this project is based entirely on demonstrated instructional needs and that intramurals, campus recreation and varsity athletics will be only incidentally accommodated through careful scheduling and by utilizing evening and weekend hours. No addition of space has been programmed for these extracurricular activities.

We estimate that working drawings will be complete for the Physical Education Building Addition by February 1, 1976. We would like to begin construction at that time.

The Bouillon building will be largely vacated when the print library move is completed this coming summer. We want to use this building in the coming biennium for program needs. The remodeled space will house the Department of Communication (Speech, Speech Pathology and Audiology), Mass Media (Radio/TV and Journalism), the Audiovisual Division, and some administrative offices. If the construction is not funded until 1977-79, the vacated building cannot be put to efficient use. We expect the working drawings to be complete on December 31, 1975. We ask that the remodeling be allowed to begin immediately thereafter.

McConnell Hall which contains an auditorium is to be remodeled to house the Theater and Drama Department. A large part of an extension of this building has been vacated by the Technology and Industrial Education Department and part of this area has not been remodeled. We estimate that the working drawings will be complete on November 30, 1976 and so construction could begin shortly thereafter.

As we requested funds for remodeling the Bouillon building and McConnell Auditorium, we cancelled a request to construct a Speech and Related Arts building to house these departments: Communications, Mass Media and Theater and Drama. Unless we can remodel, our plans to move these departments will be delayed and we will be unable to demolish Edison Hall (1907) which does not meet safety standards and is not worth remodeling.

With a yearly expected inflation rate of 18%, it would be costly as well as inefficient to wait until the following biennium to construct these projects. Accordingly, we ask that the construction funding from the State Higher Education construction account be provided now.

Brief summary comments are given below on the other projects (i.e., not discussed above) listed on pages 758 and 759. Further details are given in CWSC's Capital Budget Request to the Governor.
Major Renovating  $460,000

We understand that the funding provided under this caption is to meet partially the needs reflected in the following projects requested by the College:

- Dean Animal Care Facilities Expansion  $4,610
- Michaeelsen Lighting Renovation  6,615
- Hogue Lab Remodeling, Phase I  98,810
- Lind Hall Rooms 202A and B and 212  24,261
- Hebeler Elementary School remodeling  72,489
- Building Insulation and Weatherproofing for Energy Savings  85,615
- Compliance with OSHA/WISHA Standards  286,655
- Modifications for the Handicapped  383,322
- Reroof Hertz and Black Halls  54,400
- Lind Science Hall masonry restoration  12,500

Total Requested  $1,029,277

Grounds Improvement  $64,000

This amount has been requested in the Governor's budget principally for landscaping the new Library/Instructional Complex. CWSC requested $633,135 for landscaping and mall development.

Utility Extension  $485,000

We understand that this amount has been provided to partially fund the following project needs which we requested in our Capital Budget Request to the Governor:

- Electrical Feeder Replacement  $14,012
- Electrical Loop Feeder Extension  73,550
- TV Cable Expansion - Phase I  13,690
- Substation 1A Increased Efficiency  26,920
- Supervisory Control System Expansion  196,250
- Psychology Building Air Handling Modification - Energy Saving  72,200
- Washington Center for Early Childhood Education Electrical Transformer  5,880
- "D" Street Underground Duct Repair  15,300
- "E" Street at 9th and 10th Utility Duct  25,825
- Updating Mechanical Rooms  45,750
- Fine Arts Chilled Water Connections  152,000

Total  $641,377
Requested Planning Funds $86,000

These funds are provided to complete schematic and preliminary designs on the Bouillon Remodeling, Physical Education Addition, and the Barge Hall Renovation.

Library Equipment $100,000

This amount has been provided to provide needed additional equipment for the Library project now nearing completion. We asked for $373,757.

Botany Greenhouse $20,000

This is to provide for working drawings for a new greenhouse to accommodate more Botany students (students are being turned away due to insufficient space) and to correct a floor sealing problem in the old greenhouse which is causing damage to space below the greenhouse in Dean Hall.

Boiler House Expansion

Finally, we would like to call your attention to another very important project which we requested, but which is not in the Governor's budget request; that is the Boiler House expansion. We have requested that two coal-fired boilers and the required structural housing for them together with the necessary emission control and coal handling equipment be added to the Boiler House. As is commonly known, there is an increasing concern not only over the cost of fuel oil and gas, but also on the availability of these fuels. There are clear indications that institutions will have to rely on coal in the future and less on oil and gas. Central Washington State College is now dependent on oil and gas to heat the campus and does not have the option of shifting to coal to maintain operations. The addition of the facility requested would allow the College to have the option of burning oil, gas, or coal. The lead time for this project is two and one-half years. If the College is not able to develop a coal option, a combination of events involving insufficient supplies of oil or gas and a severe winter could result in the closure of part or all of the College. Attached is a more detailed justification for the project. We urge that this project be funded.

If there are questions or additional data is desired on any project, please let us know.
CENTRAL WASHINGTON STATE COLLEGE
JUSTIFICATION FOR COAL FIRED BOILERS

The frequency with which the national fuel situation has changed during the past twelve months, and shows promise of continuing to change, justifies a reevaluation of the College's position relative to the planning for use the addition of coal fired boilers to the College's new power plant. The Governor's 1975-77 capital budget proposal does not include design or construction funding for coal fired boilers. The increasing prospect that the familiar supplies of natural gas and heating oil will either be reduced or rationed, coupled with the strong probability of nationwide emphasis of coal as a primary fuel for large users, justifies our expression of concern about the lack of design funding for this purpose.

THE PROBLEM:

Our concern is based upon the following factors. The College has been advised by prospective design consultants that at least one year of programming and design time will be required for the preparation of bidding documents of a coal fired boiler addition. One and one half years will be required for completion of construction. By simple deduction, it is clear that a minimum of two and one half years' lead time from the date planning money is made available to the date the College may occupy the facility is involved in such an undertaking.

Given (1) the lead time involved; (2) the increasing possibility of shrinking fuel availability; (3) the steady increase in the cost of conventional fuel; and (4) the annually recurring possibility of an extended cold period; it appears necessary that funds should be secured immediately for this project. Should an emergency condition develop as a result of any of the above-referenced reasons, the College could be forced to close some and possibly all of its buildings until relief is found.

THE FUEL PICTURE 1975:

Current international trade and environmental restrictions are causing rapid changes in the price and availability of petroleum products. The cost of fuel oil has more than tripled in the past two years, escalating from $4 to more than $15 a barrel. The existing College boiler house which is located on the southern boundary of the campus, was originally designed to utilize coal as a primary fuel in generating steam to heat the campus buildings. The original boilers were not equipped with scrubbers and other pollutant reducing devices necessary in the use of coal. Consequently, they were converted to gas as a primary fuel with oil as a standby fuel.
THE FUEL PICTURE 1975: (cont.)

between the years 1958-1962. Sufficient natural gas was available for substantially all of the heating needs on an interruptible contract basis until 1968. Since then, the availability of natural gas on an interruptible contract basis has steadily declined until fuel oil may soon become our primary source of fuel. Natural gas is still used on an interruptible contract basis for light summer loads, but its continued availability without a firm contract is in question for even that limited use. As with fuel oil, natural gas prices are also spiraling with even greater cost increases and limited availability still to come.

The future availability of natural gas and oil for use as fuels in institutional heating plants appears to be in serious doubt. Federal regulations are currently being formulated which may emphasize coal as a primary fuel for large users. Information recently presented in certain American journals indicates that pressure from the Federal government may soon develop to convert large heating plants, including the one at CWSC, to fuels other than natural gas or oil. The rationale for this solution to America's fuel problem lies in the theory that large plants are more efficiently converted to alternate fuel use than are smaller plants. The alternate fuel most likely to be considered for use for heating purposes is coal. The quantities of coal required to support a nationwide conversion program is limited at this time, but its availability for heating purposes is expected to improve in the near future. The coal industry is now remobilizing to fill the continuing demand for energy which can no longer be feasibly satisfied by petroleum. The future appears to look bright for the users of coal as a primary fuel. Research indicates that the known coal reserves in the country are sufficient to supply the United States for approximately 500 years given current energy use trends.

By mid-1975 our effective boiler capacity will be as follows:

<table>
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<tr>
<th>Boiler</th>
<th>Fuel</th>
<th>Maximum Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>#5</td>
<td>Oil/gas</td>
<td>60,000 lbs. per hr.</td>
</tr>
<tr>
<td>#6</td>
<td>Oil/gas</td>
<td>60,000 lbs. per hr.</td>
</tr>
<tr>
<td>#7</td>
<td>Oil/gas</td>
<td>60,000 lbs. per hr.</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>180,000 lbs. per hr.</td>
</tr>
</tbody>
</table>

RECOMMENDATION:

All of the boilers noted above, upon which the College is wholly dependent for heat, are in turn totally dependent upon the availability of oil or natural gas. Should these fuels be cut off or restricted, the operation of the College will be immediately and drastically affected. Reactivation
RECOMMENDATION: (cont.)

of our existing coal burning boilers, Boilers #2 and #3 representing 36,000 lbs. per hour will not be sufficient to meet our current winter demand of 142,500 lbs. per hour. Furthermore, because they are not equipped with pollution control devices, they are illegal to operate.

We must add a new coal burning boiler facility of 120,000 lbs. per hour capacity, capable of handling high or low grade coal as a primary fuel. The new units must be able to contain the by-products of combustion using emission control devices with such effectiveness that the local environment will not be adversely affected by their operation. Such a plan would allow the option of burning coal, oil or gas in that order of priority providing optimum economy and operating reliability in the existing fluctuating fuel market.

We should immediately begin planning for this facility so that an operating coal burning facility may be completed by 1977. The funding required to design and construct two 60,000 lbs. per hour coal/oil/gas fired boilers and support facilities is estimated to be $2,985,600 plus utilities extensions and cost escalation to 1977 of 36%.