Tape 1 Side 1

: I must confess. I apologize to the faculty because I violated protocol by not getting out an agenda for this meeting. On the other hand, I felt that in light of the president’s comments Friday, and given the weekend to let it sink in for most of you that it might be advisable to sort of throw this open to considerations for what we do as a group if we want to do something (background noise) about the summer situation. In a way this is old business. So I’m semi legal here because we never resolved the business of the summer situation. And that automatically carries over to the next meeting and so I’ll say, but I won’t…

: Don’t justify what you do (laughing) (multiple voices)…

: Hey now I sat around all weekend and cried about the summer situation and I thought maybe some of you guys had too. And a couple of us had talked about possible plans, things that we could do on a self-generating basis to perhaps scare up some funds and do something with redeeming educational significance over the summer. And so I’ll throw the floor open like that. Bob Sluss has a couple of interesting ideas. So, Bob, why don’t you, if you want to, and lead off with your ideas and I’ll try and handle the couple that I had. And when Rudy gets here he can talk about a couple he’s had. And Burl has got a couple too.

Bob Sluss: Well I looked over some announcements in the science foundation about institutional grants and forming summer institutes. I had the notion Friday that we might, Burl and I were talking about it, to make summers somewhere along the lines of political ecology program and at least get that staff and ourselves here. Maybe we could connect in and run a little summer institute on man and the environment of political ecology or something. And I looked over the materials Burl gave me and it looked like that might work. But I got the notion looking that over that we might be able to write a bigger request. I don’t know. We may be too late for this summer. Chances are we are but at least it would help for next summer.

: It may not be too late for this summer either. Barry’s going to find out for us tomorrow.

Bob Sluss: But I have a big overall request, something along the lines of the impact of Evergreen State College on the environment. And what I’m thinking of there is the natural environment of the campus and the social environment of the Olympia area, political, economic and social environment and the influence and impact of Evergreen State College on those things. And I think it might be possible to have it written up as one overall grant request but have different agencies funding different parts of it. The National Science Foundation, they fund the environmental part, natural environmental part. Somebody else, maybe HUD or somebody might support some other aspects of it. But I could see this thing as a continuing thing that would go on for several summers and give us a chance for a couple, one seep (?) summer to put all this data together and analyze it, talk about it and brainstorm on it. And specifically what I had in mind for this summer was to, if we’re not too late, invite some people in and then invite all of our faculty that will be able to identify and have hired by then, come in July 1st on this instead of September and just brainstorm about ways of generating data that would be relevant to the impact of Evergreen on the state of the environment. And where possible to start some of the work. Certainly we can do that in the ecological area, in the natural environment area. And maybe some of us would be in a position to do some of the social and community study stuff too, starting this summer. It seems to me we’d have a lot of advantage in addition to getting the summer wages, getting the staff here early, it would generate a large number of the projects for student team projects for individual contractive studies projects for almost anything we do. We’d have an opportunity then to relate it to some bigger picture. So that was my notion.

: Perhaps you have (unclear) a radical change. I have submitted proposals for quite a number of summer institutes and my recollection is (shuffling noises) in lines of those to (inaudible – speaking softly). We are not only slightly past. We are way past.

: Well there’s a new group that Burl gave me the announcement for, what they call an interdisciplinary subgroup of the National Science Foundation and there was no deadlines in the announcements. So I really don’t know. And we may be able to get some sort of an exception. I just don’t know. Barry is going to Washington tomorrow and said that he would go over and talk to them and see what the possibilities are.

: It’s just my suspicion that there would be a greater likelihood of getting one of this (unclear) in the private foundations rather than (inaudible).

: I was going to say, the National Science Foundation usually takes six months.

: Yeah, I imagine we’re way late. We may be able to get it for next summer which will also be a problem. But we can work (unclear) at any rate.

: Well I’d like to piggy back here on… not really shift the topic but… Right after the president’s announcement and after I had inquired as to whether or not the faculty were going to be part of the extension and public assistance benefits when the legislature acts upon that. I did approach president McCann and asked him what his feeling was. Was there anything that he knew about that would prevent us from generating our own summer program, in a sense opening our doors ourselves on a subscription basis, planning our own offerings. You know, cooking up credit and this kind of thing. Two adults saying people in the community… and I’ve talked with several of you, Will Humphreys had an idea for a sort of pre-college course offering which would be offered to the high school students who have graduated from Thurston County who are going themselves to college in the fall. Burl had an idea for something that would be perhaps attractive to adults in the community on the study of the generation gap, if it does exist and that kind of thing. I think we could all bend our minds and talents to cooking up some jazzy snazzy and perhaps hard core offerings that we could offer to the (multiple voices)… Hard core intellectuals. (laughter) (multiple voices)… And the idea would be that we would figure out a break even point for those of us who absolutely, and I’m sure there are some of you in my position, absolutely have to have some money. It’s either that or pick up pop bottles and (someone talking) which I have done before too. And I don’t really like the idea of scouring the neighborhood for old pop bottles and having people say, “Yeah, well, he works out at Evergreen and they don’t have any money.” (laughter) And that kind of thing. It puts us and me and everybody else in kind of a bad spot. But I figured up over the weekend that if we charged $65 for a three unit course offering of some sort or another and took out of that for ourselves a salary of $50 per student, an average of 20 students, say two – four week terms for eight weeks in the summer would generate $2000 a piece. The other $15 of that registration fee I figured in we could go for rental if we had to pay rent to a church for use of some room to meet. Or pay rent to ourselves to meet in our garages or whatever. It could certainly, I don’t know what the situation would be here. We might even ask permission to use this room and some of the faculty offices perhaps if this is the way that some of you would like to go. We in effect generate our own summer school. You could call it a piggy back on Bob’s idea. The Evergreen Summer Institute, perhaps, and offer some kinds of things that would be a preview of some of our concerns and some of the programs that we’re going to be offering. And get us known to the community a little bit better and maybe most importantly feed us through the summer months. So I lay that out as an another alternative. But I would lead that up to somebody else to (unclear).

: Have you tried this on Charles McCann?

: Yes, he said he’d like to see us work it out in more detail. He was very receptive to it. I went to him right after the meeting on Friday.

: You talked about expanding on one of the problems that Will has already brought up too. Why don’t you mention that (unclear)… innovation and… (unclear).

: Yes, in the curriculum, the community college curricular study DTF (?), one of the things that we did discover was that there’s very little going on in the way of innovative experimental education in the community colleges. And we thought we might offer some kind of, you know, theoretically we’re going to have that expertise here shortly if we don’t declare ourselves to have it already. We could offer ourselves to community colleges, to faculty from the community colleges, to run an institute or some kind of summer program on methods and innovative ideas that could be plugged in to the junior college curriculum. So there’s that too as a potentiality. Rudy and I talked about the possibility of trodding out some kind of sensitivity work to sensitize teachers to minority problems, the kind of thing that we discussed here in our own meeting. And many of us admitted that we did not have or never had had or were trying to develop. And this is another one of those areas that might be attracted to people in the community or the surrounding area. I think it could be unlike the normal sort of summer term experience currently offered at other institutions and I think we could make ourselves pretty attractive.

: My only feeling and fear about that is that we ought to devise some sort of pre-registration commitment so that we have/know fairly soon…

: We’ve got to get some advertising out first (unclear)…

: Well, know ahead of time what the possibilities of our own little summer school really are.

: Well, that can be handled. We could ask for say the whole, if we decided on 20 students at $65 a piece would be a kind of break even point and would pay the expenses that we needed, mainly our own. That we could ask for that in advance with the promise that if there were 20 students for a particular offering we would refund the money. I don’t think that’s asking anybody in my opinion (unclear)…

: What kind of credit did you see connected with these (unclear)…?

: Well, I thought we’d talk to parents. If we could offer Evergreen units, we could generate, you know, three (coughing), three units. Look at it from that standpoint.

: There are a number of options and the suggestion that I made was that there are enough people around for example that I think especially a parochial insular community such as this. And I don’t understand what’s going on and what’s happening to the world that I think that we could probably utilize a lot of people and make a go of it not doing a credit course but doing at least some courses on the old continuation education thing you know where it isn’t a credit course but it’s a continued learning thing. The thing I was thinking about was values, value change in contemporary society. You know, going out of some of the stuff that we’ve already been dealing with in our seminars. I think that if we simply went around to the community, if you went no further than the churches, you could find enough people at $50 a whack that would like to take a look at the greeting of America, Roszak’s *The Making of a Counter Culture*… A lot of this stuff has come along, trying to explain what’s underlying the new generation. Reading a lot of material that Roszak suggests if we build a course we’d have a lot of adult community interest without having…if we couldn’t get into the credit kick, that would be another way that we could go and at least service some of the people. I think all of us have summer needs. But some of them are pretty desperate like the choice between jail and… (laughter)… My position isn’t quite that desperate but I think that you know there are a number of alternatives you could go on and it might be you know something that we should begin to think about anyway is this you know broken the educational or the credit thing for the undergraduates and this is… You know, maybe we should do something like that for adults in education.

: Burl, do you have any idea… I think the University of Oregon runs a holiday column which is in effect a non-credit family type college. I don’t know what the success of that has been…

: It’s been really great.

: But if you could get the right kind of facilities around here and you know organized or formal type of two week holiday college programs, I could see that as eliminating the problem of credit and possibly dealing to a number of people in ways that this would be their vacation.

: As you were saying that I was thinking too that it might be with worth our while to get some experience without facilities for before next fall arrives. (unclear) (coughing) added advantage (unclear) (laughter)…

: On that same point too I wonder if we couldn’t maybe occasionally use some of St Martin’s facilities.

: They operate in the summer but how heavily?

: I don’t know. (unclear who) called me yesterday and talked about the possibility of a joint venture or some joint summer session offerings, suggesting that it might be possible to use some of their facilities for some of this which might by (coughing) to consider.

: On the question of facilities it gives me the opportunity to get in here. I heard a question raised about the status of the library and I pressed (?) play ball (?) for (inaudible) no change on it the best I know. It is under delay but there’s no indication that the delay is anything beyond what is more or less anticipated or what might occur which might have been offered as much as a month anyhow. And the finding (unclear) field activities in that early period. My reason for saying anything at all is that the delay is the opposite. We are (unclear) press play ball on it and we are already moving to (unclear) to analyze the building and see if there aren’t going to be some stepwise fashion ways to plan for the buildings. Some areas might be finished off and put to use in advance (inaudible). That would modify the situation. And I’m hoping to set aside the rumor that (trailing off) not open until January. There’s no grounds for that one at all. I immediately wanted to check that out and find out whether there were any grounds and how this could come up.

: When do you expect to be done?

: I don’t know. You know, the weather is delaying it and right now I don’t know it’s several weeks behind. But this is still legit you know we save face particularly if we can get into certain parts of the (unclear) rather than having to wait for the whole building and plan certain floors and certain spaces. And that’s what the alternative approach is going to be. The other thing to say is that I did follow through on our discussions of last week. I did talk with Leonna Tyler. She wasn’t particularly enthusiastic about a direct involvement but she did give me the names of four other people that are active in the area of recruitment of women and also Ann Heist (?) at the RNB (?) Center for higher education is also involved and we’ve got contact with all of the… I’m just following through on the reporting of (coughing) (trailing off)…

: I just wanted to say that this seems a little unlikely to me that people that are not on a salary status but actually use the Evergreen facilities. Most places I’ve been to the laws and regulations prohibiting that sort of thing.

: Well I don’t know how to respond to it and I wasn’t here when this came up. And Dave said he’d talk to president McCann and he’d be willing to look at a plan. So as far as I’m concerned if you’re going to conceive of a plan let’s check out the details of the plan. But the other side of that also is that as Burl was saying you know, one way to do this would be to contact churches. There are other places even than what we’ve got. You know, our facilities aren’t really very much here. Some of the churches downtown have more base (unclear) than we have even. I don’t know (people talking) questions that I can’t answer.

: That’s why I brought up the holiday college situation because I think that is kind of a sore area rather than being directly associated… There would be some problems I’m sure.

: Where do they hold that?

: In one of the dorms.

: In the dorms?

: One with a nice courtyard, real pleasant atmosphere.

: My other question about the summer situation is to grab a little sticky here and I’ve been sort of waiting for somebody to ask it at the meeting with the president and nobody did. That didn’t really seem to be a very good time but I wonder in the way that things are appropriated and we do have a business of internal allocation. When the president talks about the 04 and the 06 and all of that, is that money locked into say 01 or 02 and can’t be transferred anywhere else? I mean there’s money set aside for other operations of the college and my major question was what’s the most important operation around here? And if the instructional mode is the most important operation around here, it seems to me the dealing with the enormous problems of a new batch of faculty coming in at some point, I’m starting to have bad dreams about them coming in in September and having to deal with getting used to our language if nothing else and also getting used to the programs that they’re going to be involved with in a fundamental sense. I don’t know if anybody else shares that particular viewpoint or that particular fear but if that is a concern of ours or is a possible concern, we ought to you know run up the flag and make a last stand or something.

: It seems to me that in a (unclear) sense we’re setting ourselves up for some variation on the hutchins (?).

: Oh yeah the in group (unclear)…

: You know, that we’ve talked a great deal about the need to write a constitution and have that constitution accepted and adhered to. And we’ll end up with in the same situation, people coming in with a vague idea of what the constitution of what these various groups are (unclear) sake. The same sorts of confusions and misunderstandings are almost inevitable. You know it seems to me that we need to do something to at least get most of the new people here and get a chance to talk to them and feel the same language at least so that we can write a constitution in September.

: Yeah, I’d say at minimum you know we would have to consider extending what we now call you know the orientation period and I foresee that it would take four, five, or six months of orientation to have all these new people coming. And if we aren’t working right out right here and I think we might if that does happen I think that we’ll all relax and enjoy it a little more if we know that that’s what we’re doing in an orientation and don’t expect to deal with a lot of the things that we know and (trailing off – inaudible)…

: I want to second that because my experiences both in reading and personal experience with groups and education have been the in group out group thing is one of the hardest issues for a faculty to deal with. And I think if we plan to operate on a schedule that we had set up given that we can’t take people on until September 1 that we’re going to be in for a personnel situation like we’ve never seen before which I think would make the first year virtually assuredly a disaster. So I’m really seconding what you said, Sid.

: I have a suggestion along that particular line. That is that this group identify very carefully what is really needed, what is expected we would accomplish through an orientation period through an in group out group adjustment and come up with several kinds of plans. One that we initially hope for of course was that we would have essentially two months with pay for all of the current faculty plus all of the incoming faculty. That’s all the farther we’ve gone at that time. But what you were going to do during that time nobody was too clear about. And I think that it would be worth your time to look at what is it that we really need to accomplish in the way of orienting new faculty and getting them on teams and underway and what are different ways to accomplish that? For example, can it be accomplished with some sort of conference this spring and then sometime during the whole… Does it have to be two months during the summer? Could it possibly be a month? Could it possibly be if our calendar now I believe brings us here to September 27th, would you detail what it is that really needs to be done and how we can best accomplish it? And then I think you’ll be able to come to the president and to the rest of the people at this institution and have a real detailed proposal as to how funds might be reallocated in order to achieve this important function. That I think is the approach to a reallocation process within the college, not an approach well you know we want two months of salary in order to eat. The legislature just isn’t going to buy that but the president will be biding in front of the legislature for the funds to do the job that we have to do. And I think if we have from this faculty a very well thought out and detailed plan of just what we need to do the job so that we don’t get into the Hutchins (?) dilemma or so that we don’t go down the tube on what we want to do, then he can be very specific about that. And that’s the kind of help that you’ll need as compared to as I say just saying we want to have summer salaries for all these faculty because those guys don’t really understand that.

: Is there any particular deadline on that kind of plan, Don? Just as soon as possible.

: (unclear) the Hutchins plan situation either, (unclear) the people from the California State College in Bakersfield were telling or they were speaking to the same problem. And no matter what we do we’re going to face this problem and what we’ve got to do is one recognize that and two this kind of plan that Don was talking about would be of tremendous value because we could begin to think of how we might work to reduce that problem and keep it as a lower level problem. I couldn’t agree more. You know, this is I just look at it at all because of the delusion (unclear) here is all of (unclear)…

: It’s a success-failure issue we’re talking about I think or at least the beginning stages.

: Well we have you know it seems to me that from the Hutchins perspective, we need the support of a minimum we need to provide resources for nine people, nine coordinators you know that in the end will need to write that constitution and the new people coming in. Now at the same time I think that you know we will have to give serious consideration to people who have made plans here and got caught off base financially. And so to sort of try and see how we might move toward reconciling you know those two different problems. Dave, why don’t you take a head count on who has to have money to stay out of jail for the summer who need some money and who can get by without it on the faculty? You know to begin to see how those nine most critical positions on you know the Hutchins constitutional problem might relate to the personal individual problems here?

: Well, let me ask this, how many of you could get along without money this summer? (pause) (multiple voices)… Well and that’s why I say that you could…

: It’s hard to debate. Maybe you need to define it because we could all probably borrow money to make it through the summer.

: Well don’t you mean have alternative plans or independent income or a rich uncle or you know plan to sell yourself on the street corner or something like that…. (End of Tape 1 Side 1)

Tape 1 Side 2

: (unclear) I’m scared of really trying to all of a sudden produce this (unclear). And I’d rather just hang tight if I could do anything. I don’t really have any financial plans at all for the summer. (unclear)

: Except that it doesn’t come out of nowhere. In the end I suspect that if you did a poling around the table here I bet you would find that 90% of us did teach summer school of some sort. You know it doesn’t come out of the clear blue yonder. It comes out of…

: Considering our rate of producing things in the past (multiple voices)…

: …Is using some of the stuff we’ve already produced. You know we are starting from the bottom.

: … Variation of what we’re going to be doing on the whole year.

: I would like to ask Don Humphrey how, and I won’t put your answer in the minutes, but how seriously do you think the detailed proposal you asked for us would be considered? Let’s assume that your request is fulfilled in space. It’s really detailed. How much chance does it get?

Don Humphrey: Well, the president listed some priorities and it seemed to me in a list of his priorities instruction was number one. It has been ever since we’ve been around. And it seemed to me what he was saying was that it doesn’t appear there’s going to be funds for just a blanket of full employment for all faculty this summer. What I was saying is, look at alternative plans and ways that you might be able to accomplish what really is necessary for survival. I realize you have to divorce that from your own personal considerations. But what’s really necessary to do the job and specifically what do you want to do to do the job of bringing the next group on board. And you may find that that may require essentially pay for all the people involved for one month if you really get down and detail it and see the way you can do it. That may be something then that the president could fight for and get. I just don’t know. I think what he says he can’t he doesn’t see right now and he just wants to tell anybody who really has to find alternative employment that they ought to look because there can be no guarantee which of course you know we couldn’t give you even if we said we hoped to do the summer we wouldn’t be able to but nobody had an appointment with a guarantee of summer employment. And so I’m just saying, get a specific proposal down of what really do we need to do? And then I think he’ll do everything he can to get that money.

: It may be that I have an odd perspective because I’m one of the people who can survive the summer. But I’m struck that what seems to me an extremely… He did repeat one point that he made that I thought was very cogent and that was the request for summer work should be predicated on some such request in the sort that he’s just analogue (?) based on academic needs rather than on the needs of our stomachs. And that the more academic needs were more likely to get a favorable response than simply saying we have to have money. But I’m also struck here that having made the proposal, nobody talks about it. They all go back to the other things which leads me to believe that large numbers of people have no faith that any such proposal is likely to meet with a favorable reaction. And for myself, perhaps because I’m not really worried about the summer, I think that getting large numbers if not all of our prospective faculty here for some time if no longer than two weeks you know maybe a month but sometime before those damn students arrive here and getting our house in order and getting those constitutions written or at least understood in everybody’s head, is far more important than any other kind of summer activity that we could do because on that may depend in large part the success of next year on which may depend whether any of us were at the school longer than one year. Now whether there is any such school… Imagine what would happen if there was a Hutchins disaster here, widespread throughout all the programs. So what I’m interested in more than anything else is whether the administration, those people in the administration and in the state government who have control of the funds would really seriously regard such a thing because I had in the back of my mind a suspicion that they wouldn’t on the grounds that the need is sufficiently clear already that if they were serious about it they would have already made contingency plans of this sort. Now that’s my private interior suspicion which leads me to keep asking you the question, how serious are they?

: Let me give you a specific example… The reason I brought it up is because I think Dave raised the issue of possible reallocation of funds within the programs, even reallocation of funds within the 06. We have to look at priorities and if it comes out for example if it were to come out that the priority that you have listed and is documented and you have a specific plan of what you’re going to do, is really essential and I think it is too. And we see it, then we can look and try to figure out a way to find those dollars. Specifically, what are the dollars necessary to do the job and the question is, for $100,000 necessary or $60,000 necessary or $30,000 necessary? If you look at this very, very carefully and find that by utilizing the good wit you have you can get this important job done for $30,000, I can’t imagine that we can’t find that. On the other hand, you would say we’ve got to have $200,000 to do this job, it’ll be a lot harder to find that in our budget. Now at the same time we’re trying to look for other dollars elsewhere. And I just think right now the best work you could do is get specific, what you want to do, what are you going to do when you’re together with that incoming faculty? I mean, what specifically are you going to do? Sit in here and talk to each other? Or what are you really going to do?

: If we can get us all in here then (unclear)… (laughter)… I think I wanted to point out that looking even beyond next year, you know our catalog is going to come out next January and it’s got to have the programs that are going to be in it for the following year. So one thing we’ve got to do next year is exactly the same thing we did this year. We as a whole group are going to have to generate about three times as many programs as we generated this year for the following year. There’s all kinds of arguments. I mean, there’s things… And we aren’t going to do that if we’re in full time operation. It’s just not going to be able to be done.

: I want to go back to Richard’s question. Wasn’t this kind of stuff detailed in that original budget proposal?

: Oh yes.

: Yeah, so that is Richard’s point isn’t it? We’d just be beating our gums the second time around. It’ll sound just like it did the first time. (laughter)

: Let me clear up one point. The figures that you heard from Charlie McCann were the figures in the OPP and FM (?)’s recommendation to the governor and the governor’s recommendation to the legislature. That’s what the OPP and FM analysts decided to do with our budget request. Now the legislature will give us X number of dollars. Hopefully 5% more than the governor’s recommendation may be 5% less. And then that comes as a lump sum to this institution. And the president can go along with the (unclear) and FM’s recommendation or he can, and this is what he was saying as I heard it, he can reallocate on the basis of internal priorities which means that the other units of the campus will get even less than the money recommended by OPP and FM. Friends with maintenance have some money for janitor’s salaries but nothing for brooms. If it’s the president’s decision to give the instructional program first priority and to give us a one to 15 ratio in contractive studies and to insist that we offer 20% of our program in contracted studies, then there will be even less money for janitors let alone brooms. But that’s where it comes from. And the legislature, Richard, doesn’t have anything to do with it. It’s an internal matter. And so that’s why Don’s call for a detailed rationale and justification for the dollars to be spent on that orientation period is a real call. And if it’s a good justification you’ll get the money but it has to be a hell of a lot tighter, see, than it was in the original budget, the one you just referred to. When we were working on that budget way back then, Boeing had 30,000 more people on its payroll than it does now and none of us realized what we were getting into. This was months and months and months ago.

: Likewise, Murph (?), that original budget expressed goals. It didn’t express the methods and detail of the structured plans, the operational plans by which we would accomplish those goals. And that we have to have no matter what because I think we’re you know, we’re going to have to have time with faculty prior to this suit (?), even if it’s time just in September. So we’re going to have to have those specifically detailed operational plans. And Bill is right. We’re going to have to be mounted up and start generating the new ones. And then there’s another dimension that concerns me and that is that we’re going to have to have some kind of administrative (unclear) because we’re asking people to take on you know semi-administrative roles as leaders in these coordinator groups. And that’s not just going to happen. So that’s another dimension of planning and orientation that we really have to be looking at. So we need these things no matter what else happens.

: There are two different kinds of things that are going around here, really a separation. One was the notion originally of money being generated externally by selling courses which is a different kind of thing completely as far as I’m concerned from getting the money internally in terms of our own budget. Now I’m very sympathetic to writing any kind of proposal that will help do the kinds of things that Richard’s talking about. The thing that I’m scared of is this other aspect of going out and trying to sell something from in an ad hoc way almost for that summer session. And I’m really frightened of that. And I’m absolutely enthusiastic about anything we could write with this internal allocation.

: I’m frightened about it too because it strikes me that it’ll take time and effort away from us, time that we should be spending trying to seriously draft this proposal and push it through. And I mean seriously draft it in a sense that we take into account those janitors and brooms and other things too. Oh you’ve hit on a point that’s been bugging me here for a few minutes. We have to face the fact that we made out better in that budget than any other department in the college. And if we’re talking about taking money out of some other sector of the budget, I’d like to see some money spent for a lot of other things before it’s spent on anything relating to the constructional budget. For example, counselors, health service, fire protection and so forth. I can’t say the we can justify against those priorities, against those needs. The claims for some kind of summer reorientation program because while it’s very, very important to us, very important internally so that (unclear) the curriculum, the other stuff is the difference between having a college and not having one. And I’m afraid we’re in a situation where we really couldn’t say that that’s the case right off the top of our heads we couldn’t say without getting those other people here next summer. We can’t possibly have a college next fall because possibly we could. Maybe we could figure out ways to pull it off.

: We think about you know plans that we might develop. And one thing that I’d like to throw in the pot here is some of us you know are going to make it through without money approaching full support. And I suspect that we will be here you know to help and put inputs in simply because we are here. There are others from whom we can expect no inputs if we don’t provide them with support. You know they simply have to have the money and they have to go somewhere to get it. And so the other end of the sample I think that we need you know as we begin to think about ways we might move and how many simply have to have it if they have to go to timbuktu to get it because you know their services can’t be worth it. Myself, personally, I need a few bucks to make it through the summer but I can pick that up and still be around here to you know to help put in inputs in even if we get no more support than we’ve already got. But I know that isn’t a condition with everyone. You know, how many have to go somewhere to make it through the summer?

: Actually at this point, how many absolutely have to have… They have to go somewhere to make it through the summer? (multiple voices) (laughter)

: 3, 4, 5, 6, 7 of us. Seven of us absolutely have to have it, eight of us… (multiple voices talking at once) (laughter) (unintelligible)…

: Two questions. One I am not clear about is our slippage of facilities (unclear). Could this be coupled with a delayed opening of (unclear) of two or three weeks or something (unclear)…

: I hold the opinion that we have to stay flexible on that. Again, you know there’s nothing imaginative about that but (unclear) it may slip more. You know you could always end up with a strike. And if we had a strike it could cause further delay. If it caused a strike and if there was further delay, one, a lot of the programs a field already entered right now, I think that it would be possible to do this. I’m not saying we should. I’m just saying that it would be possible and if it were the case it means that we could use time in September for orientation. The fact that prior to the (unclear) the students, to let the students know we’re going to be a week late. But I don’t want to be you know quoted as having said though that the money is so much that it is approaching a point after which it’s mid quarter or something like that because the last thing I think we need anybody downtown to start thinking about is well we could just wipe out the whole quarter and save a lot of money there. I wouldn’t want that rumor to get around either. (laughter) The second question is, when should our catalog copy be ready for the ’72 catalog?

: I was talking to Dave Brown about that this morning. It would be sometime around October. (laughter) If you wanted to get the catalog out earlier there could be a (unclear)…

: Which means we’ve got a hell of a lot of work yet to do this spring because we’re not going to be able to you know… Well let me put it… As I review the sequence of events here, there were a lot of, you know, a lot of ideation has occurred here about the next phase of the program. There are ideas down already. And I think that some of these have to get generated even this spring and pretty well all of them.

: But not all of them.

: No not all of them. But we have to have time to start from scratch (?) (unclear) in the fall when the students get here.

: No we’re all going to be too busy then right to do it. This (unclear) we’ve done before. And a reasonable number of these programs should have coordinators among the new faculty that’s coming in. So this ought to be an end but I think it is a proposal for a detailed report that we’re talking about.

: Well the other question that was raised with me or at least came to me is should we have another catalog? Is a catalog the best way to get at this? Do we have to print that catalog every year? And I’m inclined to think no we don’t. It may be that we just have a program offering sheet you see and depend upon the (unclear) catalog (unclear). Because God if we have to go through what we went through to get that catalog generated the second time you know (chuckles)… You know but it isn’t going to work.

: I think I would agree with that but what you mentioned the important thing is having the program offering and that’s where the work is involved.

: Right, right. But that we can control. That’s what I’m after. When I say we can control, I mean we right here, we can generate the program forum, we can generate the program definition and we don’t have to get too involved with a lot of agreements here and there across campus. And we would if we had to all start doing a lot of work in the catalog forum.

: Yeah, but I’m saying that if a number of the programs in the fall of ’72 are going to have coordinators from the faculty that aren’t here yet that this would be a point for having some of the new faculty here earlier.

: Well I think Don mentioned (unclear) handle it.

: I mean that’s part of the one sort of issue we’re discussing and I just wanted to kind of second what Dick said. We are discussing two issues. Maybe you want to break those two and come to some sort of tentative way of solving the one and look at the other because they are very different. One is the people who rightly are wrong, well I can’t say, and this is just being hard nosed and so forth. We hoped and budgeted for full year employment for all faculty. Negotiations and appointments weren’t based on full year but on nine months with the hope that the full year would come. Some people have counted on that from Evergreen. Now it’s not coming from Evergreen so they have to look elsewhere in order to get through the year. And I think that’s an issue that we have to face squarely. And then the question is, is that an issue that each man has to face on its own? Is that his problem or is that a group problem? If it’s a group problem then you begin to look at the possibility of a holiday college or an Evergreen summer session. Once again I have my doubts at this date that you be too successful. I’d say about half of the people here really wanted to get involved in that. That you’d be too successful. You might be very successful but just knowing how much time goes into usual kinds of summer plans even for a holiday college, the advertising, the lining up and the chance you know that you take as a group. Because you could just lose your shirt. Nobody can come and then you’ve had to reserve facilities and make arrangements that can all be (rustling – unclear) to. I don’t think that’s a terribly viable option for the group. You could prove me wrong. I would share the concern that someone’s mentioned. I thought about this right away and was real excited about it. And then I thought that I think that would divert it so much from what’s really the essential charge that we have this year. Everybody gets thinking about summer you know and holiday colleges and all of a sudden you don’t have any energy left to think about next year the year after that and the year after that which is what we’re being paid for. So that’s number one. And then the other is to look at the real need to bring along the new faculty, to plan programs for ’72-’73. We may find we can do it no way but through summer. We may find money for the summer. I don’t know.

: At least we can try like hell to get it.

: We are trying. We’re going to try like the (unclear) blazes but I think what the president was saying was, do you people who absolutely know you have to have an income, he can’t guarantee it right now. And therefore you’d be apprised of that.

: It’s my observation though that the planning for a new job somewhere else during the summer will probably effect some of these people, effectiveness here just as much as planning for a summer holiday college kind of thing would. And for me personally, the anxiety of looking forward to having a strain of money being absent those months also detract from my activities. I don’t sleep well (chuckles). But then you know I was born (unclear) (chuckles)…

: I just wonder if we can keep those two things a little bit and solve them.

: Well I’d just like to raise again the question that Meryl Humphries was raising. My impression was and is that the people on the other side were hit ever so much harder than we were. The thing I’m losing some sleep over the last few days is the impact there. I really wonder if maybe some very key people aren’t even thinking of leaving us because they want to but because they see that there’s no way whatever of doing the job that they were hired to do. Now and that’s the way it is right now without any reallocating of funds. And I would appreciate it if some of the administrators here could just speak to that point. Dave or Don or Meryl, because you’re closer to that situation than I am or any of us are. And I would really think three or four times before I would even hope to have a reallocation of funds if that might be the straw that broke the back over there. And as Will says, if they start leaving over there we haven’t got a college.

: Well reallocation of funds within the 06 budget too. And so we have to set up some priorities. That’s why I mention it. For example, if we were to find that we could accomplish our goals for say $40,000, then I think we could look very carefully at what we’re to do for the rest of this year, very carefully at priority needs for next year in terms of what equipment could we get along without. Could we cut on travel? Could we do this that or the other thing? And of course one obvious kind of thing to look at is just the priorities of well I don’t even want to look at it, low priorities. But there are ways of solving the problem at a certain (coughing – unclear) even within the 06. If the problem however is of $100,000 or $200,000 magnitude then it’s much harder to see that we can solve it within the 06. At $200,000 it’s awfully hard for me to see that we can solve it by way of any reallocation. It really is. I mean you could always say well ok we’ve got, if you look at that budget, there’s $100,000 for equipment in the computer area. You could always say ok, let’s take that $100,000 and we won’t have a computer. And you’ve got to face up to the fact that what happens when you don’t have a computer. And it’s a matter of when you get right down to it that’s why I say we have to have a clearly documented plan with full justification other than, we just want to all get together so we all know each other. Because you’re going to have to, if you really, if we really have to make a tough decision you’ve got to say, this is more important than a computer. Or, this is more important than 2500 books. And if it is, we ought to look at it very carefully. If it is then I think we can do it.

: Can I respond to Dick because he wanted me to? And I’m not really speaking for merits here. The original budget request was very imaginative. I’ll use that word. You know, it was almost you know, spell it out. How would you really like to do it? This ideal. And we had a (unclear) budget request. And we were well imaginative. I’ll use that word again. And we’ve been cut. I don’t know how far the cuts went in terms of really limiting operations in other areas. I don’t know either of anybody that you know said he’s leaving because of budgeted (unclear). Yeah I don’t know. I don’t know of anybody and I don’t know whether the programs have really been heard or dented too badly. Well that’s more within that sequence of (unclear). But the (unclear) I guess is yeah they’re hurt, yeah we’re hurt, but I think we were pretty bare bones and pretty realistic in trying to define programs from the beginning. I think the president feels that too. And I know I still think we’re going to be able to swing this program without any real problem. And the issues have to be separated as Don defined them I think. The summer situation, we’re faced as Fred said with some time slippage on the building which may you know actually give us more orientation time for faculty that we might have had available otherwise because we may shift the entrance date as far as the students are concerned. That’s a possibility. But in any case, in any case, whether we have money for summer or not, we’ve got to have worked out in great detail the kind of plan that Don’s talking about or exactly how we’re going to move on orientation. And we haven’t begun to do that yet. But that’s a real exception.

: Well can I just stop what’s behind my (unclear) and then I’ll shut up about it. See, we all came here with some imaginative dreams anyway. And I think of what mine are and then I can only imagine what they are over there. But if for example the consequences of this budget cut was that our faculty student ratio went from 20 to 1, say 1 to 30 or 35. I know damn well I’d be seriously looking around for where I go next. Because as far as I’m concerned, the game’s over at this point. Then I try to put myself in the shoes that someone… (End of Tape 1 Side 2) (773).

Tape 2 Side 1

: And I really think… That’s the source of my nightmare. That if I were over there, I think I’d be looking (unclear)…

: And I would respond to that as I’ve looked at it that we’re looking at a pattern of counseling here. Let’s just look at that as one area. That’s different. So to apply for counseling over there on some campuses wouldn’t necessarily have to apply here. So we just don’t have guidelines. We don’t have experience.

: That requires we take a serious look at some of the faculty candidates with counseling experience.

: Absolutely.

: Ok well that’s a special case and I think… (multiple voices)

: … The problem with the computers and so on, what kind of expectation in terms of the job he was hoping to do. It’s just not going to materialize if he doesn’t have some money to do it. (multiple voices)

: Alright I have two things. One, I just want to contribute to this conversation about some of the more frightening things that I heard you can say was the health service situation. And that, I just don’t know how, if anybody’s thought about how we’re going to absorb the kind of emergency health problems that are associated with 1000 people. And if this town can absorb them or how that is to be done on a part time nursing basis. I would expect that that health problem is going to require some money from someplace. It’s going to be really a fair amount of interest and necessity. But I wanted to ask another question. When do the faculty get here? Is it the 1st of September? Is that the way it is right now, if there’s no change?

: I’ll ask Don.

: Or the 27th of September? The new faculty.

: Well who knows. I don’t care who I ask. Whoever knows.

: On a nine month appointment, we would work that out. Say, September 15th to June 15th, that run time. So that could be the terms of the appointment. Depending on our calendar I think when is, I haven’t looked at the calendar recently to (unclear)…

: The 27th I think is (unclear)…

: And when’s the end date?

: June 10, 11, 12, something like that.

: Okay. I think probably then that answers your question. A nine month appointment would be September 15th to June 15th. So right off the bat…

: But they’re getting paid for 10 months, right?

: No. We should be clear on that. You’re being paid for nine months in 10 monthly payments. (multiple voices)

: And checks for nine months.

: Okay but if there’s no change in the present thing the faculty show up here the same students would.

: They’d show up slightly after.

: A weekend.

: I think what Don is saying also is that if we could see a specific detailed plan it might be possible you know to take a look at somewhere and get an extra week or an extra two weeks. (multiple voices)

: We need to know that to know how much we need to…

: What’s the legal appointment for us that are hired for the academic year and that presumably started September 1st? Is it… June 1st?

: Right.

: The second question had to do with an extension of Bob’s. The legal requirements that we provide fire insurance for the college, aren’t here, as I’ve understood from president McCann, the minimal bid was somewhere between $330,000 in this vicinity and that we actually had about 10% of that?

: I think that or the 7th had at 1/7 …

Dave : Well I was just sitting here reflecting on Bob’s question and I was trying to go back to a discussion that was in the president’s council I’m pretty sure. That is, we’ve got administrative leadership in other areas. And they’ve got to solve their problems just like we’re trying to solve our problems over here. They’ve got to set their priorities. Some things are legal. I’m sure we can’t fly without fire insurance. I’m sure we’ve got it somewhere. That doesn’t mean the health area that (unclear) had conversations with people downtown, something, something. And there are some contingency plans. They aren’t very good. But you know, he’s responsible in that area and he’s had some conversations with positions so that he’s going to come up with something over there. But I just urge you people not to worry about their problems. I think we have to look at our own in house problems here, how we’re going to go set our priorities and make an appeal. And that’s going to be up to the president and his council to try to break out those (unclear) and do the very best job that we could possibly do. I just, it would distress me to see you getting too worried about the fire insurance question, about the health question. We’ve got well trained people by golly solving those problems. We’ve got to depend on them. If they all solve those problems that’s another…

: I’m afraid I disagree, Dave. I’m afraid that the whole thing was given a very casual going over in this budget process. That whoever did the cutting wasn’t looking at all carefully on what was going on. That’s one of the things that distresses me most, the feeling that if we made some kind of appeal against the external (?) appeal to try and get the reorientation of priorities that we would evidently not get hurt very well because whatever was put in that first budget wasn’t listened to very well.

: You mean by OPP and FM?

: Yeah. And also I would presume the same process on what goes on in the legislature. And in that sense I don’t… (someone talking) Yeah, go ahead.

: What I’m really talking about Will is not OPP and FM. I’m talking about us right here, everyone. That’s why I’m back to Don’s plan here for the orientation. And if we need an extra week or two weeks then it’s up to us to go to the president and talk to the president’s council and try to argue to get it. In house…

: I’m speaking to the internal thing to an extent also because the case was made from in house. And however the case was made, unless I assume the total irrationality of the governor’s budget team, I have to assume that the case wasn’t made very well in certain directions. And it looks to me like for us to go trampling through and saying ok well now the faculty needs this done and the other thing in order to operate next year, without paying attention to the concerns and considerations outside this area you know outside the 06 budget would be very, very dangerous because we’re in a position where, I know you know definitely that there are some people in the departments who are considering leaving and who are very, very upset about the distribution of funds that’s already been allocated. And you know it’s a delicate situation and we’d be walking like (unclear)… Never mind.

: Can I just take a second… One, we would like to assume of course that the people in OPP and FM operated on a rational basis. They did in terms of their systems and the president hand out our section of the governor’s budget. If you’ll read it by their rationale we’re being treated very fairly. They have funded faculty at 76% of formula in the first year of the biennium and 74% in the second year. Now this is a perfectly rational thing. It’s the same thing they did for every other college. They have if you read in there they’ll say that they have taken into account our special planning problems and have made some money available for summer planning. So by their rationale they have indicated five positions for summer plans. The only thing is that when they staffed us in their very rational way at 76% of formula, that meant and then gave us those five positions for summer, that brings you to about 24 to 1. Period. You see, if you cut off those five positions for summer and then figure out that and the budget practically says 1000 students and 2000 students if you really care (unclear) this weekend. It just is a rational kind of program in their sense. They made their cuts by formula support for example. They just went straight. About 70% of formula for support costs. A formula in this state is an asking level that the institutions have developed on the basis of comparison with about seven other states and private good schools, both private and public, in seven other states. And you can see, and our request went in for 100% of formula and a little bit more because we were starting up and we didn’t see how the formula applied to us. They’ve just come back and they’ve applied not only formula but 76 – 75 – 60% in the fiscal planning, 60% of formula in one instance you see. They just applied that right across the line which is a very rational way for them to do it. It generated the dollars that we have. And now we’ll get so much money. Then we have to reallocate it. What I’d say is there are good reasons for coming up with a very coherent and tough plea for planning money for this summer and just what you need and what you plan to do and what you need to do it. And those funds don’t necessarily have to come out of the lump sum that we have. If we’re lucky the presidents seem forward. There are other places that we’re going to try to get in requests. (unclear) I think what he was saying is we can’t count on any of those. We’re going to do everything we can to get planning money for this summer and next summer which we think is a top, top priority.

: And you know there are some areas where we should go into this stuff from an instructional viewpoint too. You know, less than a week ago I spent almost two hours over in one of the other buildings trying to figure out some way to spend $5000 on three dimensional models that don’t do justice to junior high school students’ imaginations. (multiple voices) … been trying to spend $5000 on film booths (?). It wouldn’t do justice to elementary school students. You know there’s that kind of stuff there… Not only is wasteful, with scarce resources but actually contradicts what we’re supposed to be up to here. And I think you know some of those areas we better look at and ask if there isn’t better ways to spend our money. For my own feeling, I’d rather turn the $5000 back to the legislature than to spend it on that crap. You know, I think it would service longer term political and educational legitimacy to give them back the $5000. We can’t spend it with any sense of justice, with any sense of purpose. And you admit that this institution…

: (multiple voices) I’d like to follow for…

: What are these things? Did you make that clear?

: We did on transparencies but they get 23,000 on transparencies and they are actually the same company.

: I’d sure like to know more about this (unclear) listening too because these three dimensional models…

: The (unclear) that glows in the dark. (multiple voices) (laughter) (multiple voices).

: Well you know I’m serious. You know, as I said earlier I used the word imaginative. I think everybody was. They asked for the moon and the moon was not forthcoming and it is not here and now and it is not going to be here. And we’re going to have to get real hard on our priorities but it means we’re going to have to have some real gut detailed plans to argue from and that’s where I seen we’ve got to go.

: (multiple voices) Yeah about not paying any attention at all to what the other administrative rings of the school are doing. For us to develop our own plans and fight for that and what will ascend is a real middle position here. I’m really rather happy about the cuts in budget because I think it throws us back on a situation where we have to creatively use our imagination. We can’t rely on a lot of funds and a lot of gadgetry to pull us out. We’re thrown back on our own resources. So I’m really rather happy with what the situation that Burl describes and I should hope that if the in house budget is our budget… The way this has been kind of garbaged around, this is not my main point. Because we keep being told at one time that if we don’t spend this money for this item now, it goes back to the legislature. Well one would assume that if it were our budget within a biennium period, that if we didn’t spend it for this item that we could transfer it to another item which is what is the case. But let me get to what is my main point here. And that is that if we’re going to set up a fast course to deliberate what we should do in response to Don Humphries’s really very rational request, I think one of the things it must do is take into account the budgetary and other kinds of constraints operating on the other wings of the administration because there’s a kind of disaster you head for when in the dust bowl of the world you draw up a tight tough minimal program that really isn’t minimal at all. You know, it starts running rough shot over everybody else and then you wind up with people saying well this is just impossible. Whereas if we discovered that there are certain very real budgetary and other constraints there, this may force us back on our own imaginations so that we will come up with plans that we wouldn’t have even considered. We wouldn’t have been forced to consider. We wouldn’t have even conceived in a minimal, even in an initial sort of way. If it comes down to saying well for God’s sakes it’s clear we only have enough money to get everybody fearful, one week more than they’re going to be here anyway, this may force us to really get down to budgeting that time in a very real and sensible way to see if we can do it in three weeks. Whereas we had been thinking well my God we can only do it in five.

: I want to ask the recorder to temporarily act as moderator as I answer the call of nature.

: Well I have a question and then I think we ought to just go ahead and set up a taskforce. First is, how quickly, Don, can we know whether or how from in our budget can be reallocated? In other words, can we know that within the short matter of time?

Don: Oh I can give you an answer right now. Within the operating budget the funds can be reallocated at the present time. And unless the legislature this time around comes to a line of item budget which they haven’t done before. Some of you have been unless they impose the line of item budget, funds can be reallocated next year. The thing that Burl has discussed is something that I think we should raise right away because that allocation is out of capital equipment. Now I really don’t believe that those are hard and fast categories. I think they’re rough categories that the library people sat down just thinking well in a usual good library or media program about 5000 would go this way. And I think you need to as a group test the group that’s working with Monica or Jim or whoever you’re working with, tell them very clearly, this stuff isn’t worth spending our money on. Put that money instead over into equipment let’s say or the arts group instruction building or something like that. You know, I mean just be very blunt and say look we don’t need $23,000 worth of transparencies. Save that money and put it into something else. And he says we’re going to spend it on this regardless I think you need to convey that information to the provost and then he can bring it up. I do know that there is a kind of psychology in a time of diminishing budgets or in state institutions and military groups that my God I’ll spend it because if I don’t spend it someone else will or we won’t get it again. And we’ve got to counteract that in this kind of a situation.

: Yeah and then you know in the personal psychology is how can I be a director of media at Evergreen State College if I don’t have a budget but $1000? You know I think that rationally that money can be transferred. But in terms of personality, in terms of the very morality questions that Dick Jones is raising, that it becomes almost impossible if you just leave it alone. If you don’t ask this sort of questions about how the … (multiple voices)…

: The word “save” creates the problem. If the money is supposed to be spent by a certain capital budget to defer it, I mean that’s a reasonable thing to do. And use some of the other monies that are coming up for other things but as I understood that wasn’t difficult.

: Yeah. Some of these things have to be committed. But I think Will raised the kind of questions there too. Well, we can look and say we’re going to carve it out of the other people’s budgets. They can look at us and say you guys are not spending your money properly and we ought to have the money over there. In reality we are all a common enterprise and we’re not going to yell at each other. We’re going to have to work out these reallocations in some kind of amicable way. But I do believe that they do want your advice. And if you do say that it’s just absolutely stupid to buy all these 16 mm or super 8 film clips, I can’t imagine they’re going to go ahead and buy them. Now they are of course doing a lot of things just under the pressure of time. Who was it that was talking the other day and wanted to know all the journals in education that we should be ordering. And I tried to say well gee I wish we didn’t have to you know sign up for all these journals of education until we get some people here who can really tell you what they need. And we are in a little bit of a bind there where they’re trying to tool up without…

: I’ve just discovered how to solve my money problems for the summer. I’m going to start making books on whether or not we actually spend that money that way. (laughter) (multiple voices)

: I want to go back to what Rich said and that is you know how possibly this could be converted into an advantage the fact that there is a shortage of funds. It’s my feeling that this enterprise has operated in a pretty loose fashion up until now. But I think that a lot of positions have been made all over the damn campus. And now the crunch has come. And it seems to me that this is the time for the president to declare a state of emergency. And I think this is a golden opportunity to get all of this thinking you know together. And I think that if we get sucked into these details, for example, haggling over the goddamn phone booths, I don’t think we’re really going to face up to the problem. I think there are, there’s another level of thinking that’s going on. I think for example if we begin to think about, well, how much can we do if we have people come for one month or not, it seems to me that we will I think we will lose sight of what I think is really very, very apparent and that is that at the rate we’ve been going, doing the work that we’ve been doing, there has been far more than we possibly could do in half (unclear) of the time that we’ve had available. And I don’t see how we’re going to be able to pull this thing off without having all the faculty here, including the new faculty for two months next summer. And I would rather that we seriously consider the possibility if there are 50 people who were involved and paid something like a flat salary of $1000 per person. That’s $100,000. Thinking of that, and I think we can justify the absolute need for all these people to be here and still there won’t be enough time. (unclear) on that.

: It seems to me that in terms of some of these larger considerations it should be possible to ask the question, is that computer program absolutely essential next year or not in terms of getting this operation off and running? Will the institution survive a postponement of an investment of $100,000? With that as compared to surviving if we don’t invest in this. And I think it’s on that level that decisions will be made. (multiple voices)

: This is a straight question in terms of since we’re going to be having to talk about dollars and this kind of program, were we budgeted to start September 1 or September 15 this staff?

: When, this year or next year?

: Next year.

: Next year for nine months. Now…

: So we’d be in the same game as everybody else. So it would be September 15.

: We can make it September 1st or September 15th depending on when we want to stop.

: No but there are areas when we have to answer questions like that. Like, you know, I suspect that if we looked at this large hunk of money that we’re pouring in through the library for example, what is it, how many hundred thousand volumes? You know I suspect that you would find that half of those books are available in pocket book (?) that should be stocked in the bookstore for students here to pick up and own as they need. And you know I would like to see a standard rule here that we never purchase (unclear) hard cover book for which paperbacks are available for students to buy.

: I want to get Merv (?) in here. He’s been waiting patiently. Kind of ready to say something and then not ready (mumbling). He’s ready now.

: I don’t really think that there are very many people over there in that library who would insist on spending money on stuff that they know will not be used. You can convince them of what they’re supposed to order simply will not be used. I don’t think there are very many people over there at Monica’s shop and pet shop and Malcom’s shop would insist on going ahead and ordering. But they don’t know what to order for Christ’s sakes. So they’re just going by formula and by the catalogs. And we’ll require that all of you spend some time over there working with them and coming up with cogent arguments that make sense to them. What do you mean no three dimensional models? Every well stocked library has, especially the library of the future, you know the crazy far out wonderful exciting library that will turn students on, must have three dimensional models. You have to make a case for not spending the money. That’s all. And this is I think where you’re dead wrong. We have to get down to the nitty gritty in talking about five dollars here, 15,000 there and so on and so forth.

: The point is we’re talking about general prinicipals.

: But still, one would ask this question though and that is, can we, truly we can determine I think that properly selected library materials constitute a very high priority because they have a very direct relation to our instructional program. How does the computers thing compare as a priority? I’m still asking in terms of the larger category. Do we question that?

: We’re getting hung up on details. And one of the reasons why we haven’t got as much accomplished this year as we should have is because we aren’t expeditious in our conduct of business. So let me propose formally that since there seems to be general agreement that we wish to pursue this, I can’t understand our discussion for the last 20 minutes. If there is a general consensus that we try to pursue making up a proposal such as the one Don Humphries…

: I disagree. I’ve been looking for a consensus and I don’t…

: Okay, now is the time now to challenge it. Is there one or not? If there is, let’s set up a task force designed to do the job and start specifying exactly what we want the charger (?) to do because most of the things we are discussing are really things that they would have to be charged to investigate.

: On the other hand, I let the discussion go in a way that we want (unclear) because some of these concerns need to be out on the table. People need the opportunity to speak.

: We’re talking about summer orientation.

: Well see, this is the point. We’ve got about three different topics. And I debated about jumping in and trying to pull everybody back to you know alright what do we do about the summer only? And I think we had gotten into a larger area. What we do about the summer only does have bearing on other issues. I think we need…

: But you have to keep some of these things separate. There’s been a lot of discussion about the money that’s going toward library acquisitions. That money we already have. And that’s very different from talking about how we’re going to spend money that we don’t have and that will come up in the next biennium, the legislature willing. When we talk about summer orientation we are talking about a different pot full of money.

: Well, is that clear? That’s something I wasn’t clear about. It ends on June and after that we don’t have it. Period. So it can’t be reallocated in any way whatsoever.

: …be spent. Is it July the 1st Don that the fiscal year starts?

: Yeah.

: For the next biennium.

: Okay let’s talk about summer orientation. Now if we have a task force and we send it out to write up a report, there are several kinds of reports that might write up. And I’m very puzzled as to what kind we would want it to write up. I don’t think I’d want to write any report. The first kind of report we can write up would be one where we came back and said ok the faculty initially expected that there would be at least a couple of months during the summer when the new people would be here. You need at least that to make it work. And then it would outline the detail of what would be done during a two month period and say if you don’t have that you don’t have much promise of success. The second kind of report you could write is the faculty initially was wrong in asking for that much time. It can be done in a much shorter time and here’s how you do it. You could do it in two weeks by getting everybody here and you cramming this activity into two weeks. I (unclear) want activities to be grounded in two weeks. I could sit down and write either one of those kinds of reports. I’m not sure I want to write either kind because I don’t think I particularly believe in either one of those. Now somebody’s got an alternative that we could charge a committee to write up. I’d like to know what an alternative would look like for one of those two types of reports. One that said that we were right the first time around and one that said that we were wrong the first time around.

: Or something in the middle. There’s one that says we were right the first time around and I think everybody here still believes we were right, saying that we needed full two month’s time to orient the new faculty, to start making plans for new programs for the year after. But since we weren’t budgeted to do what we knew was right, we’re going to try to do something in between. What’s right and what can be done. And I think that’s where this taskforce ought to do its first job. I would want to extend that however to go some further into the question of checking out NSF or whoever for the kind of thing Bob talked about, a summer institute. Because I, Don, still haven’t given up that notion that it is a possibility. Because frankly I don’t think we’re going to be able to do much with our budget. And we may have to do some of both. We may have to come up with some out of our own budget and we may have to try to depend on outside sources like NSF for another piece of money to bring the entire staff here for the (unclear) we know needs to be done. So I think that would be another kind of… (End of Tape 2 Side 1)

Tape 2 Side 2

(There is too much echoing and it is too difficult to hear what seems to be a scientific seminar in its entirety. There is too much background noise and it’s not part of the recorded faculty meeting.) (Stopping Tape 2 Side 2)

Tape 3 Side 1

: People do planning and the wives.

: What the tuck (?) was the up time and down time at separate times and that’s not the way it’s now of doing down time all along with the up time.

: Yeah well perhaps Will and I are both being rather vague. All I really meant in my remarks was that I didn’t see that we should… I thought we should not define the situation as an all or nothing proposition in which if we’re not able to do the two months we’re unable to do anything. So that you have absolute either or. You take one or you take the other. Surely there are a range of possibilities, many of which we might openly say are not optimum. They are going to cause us great problems and we certainly don’t want to repeat them. You know, we’re not going to be able to do x x x in this amount of time and spell it all out but we can do something. You know, there are positions in between and you know the whole summer or nothing at all.

: Yeah but the whole thing has brought this into being. You don’t have to deny the justification for the original set of principals and the original set of goals. The very budgetary thing that we’re talking about is the justification for doing it some other way without ever having to negate you know the original concept. I don’t see where the original concept has to be negated at all. What we’re faced with is a budgetary crisis. That’s where the whole conversation started.

: I’d like to see a taskforce set up on this and get going (multiple voices)…

: I’d push very hard for that extra money in the budget. Because I look back on some of the back breaking work that went into getting ready to mount the San Jose programs especially. But the fact of the matter is that the most successful of those programs was one in which we had no free ride at all. The faculty that did the program got together for the first time one week before the students arrived. Some of them had gotten together on about four consecutive planning days the prior semester in which we hammered out together the themes and the book lists. And then we had a week together, most of which was spent signing up the students who were enrolling in the program. School hadn’t actually started but there were students all over the place. The second week was spent in an orientation period that ended with a retreat in the mountains and we were on our way. Now it’s (unclear) that can’t be done without two months. It has been done but it would be nice if we had those two months again. The least successful of the program, Bob, is the one that (unclear) when we had the most lead time.

: But those faculty were there on the campus and really did have a chance to become familiar with the program if not the details even though they weren’t on the pay…

: Well one of them had never even heard of it until a week before he joined the faculty.

: Well if you want an extreme example, what was probably one of the least successful of them was when I was in and we had all summer long to plot it and we made a complete and total mess. (laughter) Quite frankly one of the reasons I think we did is because there wasn’t enough pressure. Everybody could keep putting it off, putting it off, putting it off, putting it off, putting it off, putting it off, until finally…

: In the meanwhile up at Berkeley, Tussman had his entire faculty on full summer pay for the whole summer. And their program was a relative flop compared to ours. Now at the time I expect back an envy (?) his budget. But the fact of the matter is we did a better job. Now it may have been because we were you know making due with less and having to be creative and well it takes a lot of time… (multiple voices). I’m saying you guys aren’t going to have the dollars for two extra months so forget it. Now let’s try to figure out what to do and what we do have.

: Yeah look at it as an opportunity which… (multiple voices)

: …situation is deteriorating rapidly that we have reached a point where there are various consensus of something for Christ’s sake has to be done (laughter). Therefore in conjunction with the recorder and with the provost we will charge a committee, a DTF, to do something that encompasses the three points that Willy made, encompasses the point that Don has been making all afternoon, that encompasses the point that Merv has made and we’ll have a contingency plan for a mass suicide on September the 15th in case nothing works properly. (multiple voices and laughter) Do I hear a serious objection? I will recognize one serious objection.

: No objection. I just would like to suggest to the provost and the others who are going to sit down and talk about this DTF that they give serious thought to it being chaired by the dean who is closest to budgetary matters one, and that they give serious thought to representing Shoban’s (?) side of things on that committee so that the issues that are raised can be at least discussed. Well I assume that… (multiple voices and background noise)…

: And we should include Will’s concern, Will Humphries concerns too. In the charge that we’ll work out, we will try to cover all contingencies, answer all moot questions and deal honestly with all ambiguities (laughter). Now one last point, Burl I’ve (unclear, various voices) here, I’ve served as your moderator since approximately this time last month and there was no tagment (?) in place to park my tenure of office…

: There were holidays in there…

: Yeah what 48 hours worth of holidays total I guess. And I wish to know the wishes of the faculty at this point. I know the recorder has been tearing his hair and doing an excellent job of turning out the faculty minutes on a very tight schedule and he’s done a fine job but he shows all the signs of decrepitude. Not for lack of duty force of will of his own but just that it’s a big job to sit down and listen to us rehassle… (multiple voices) throwing bouquets your way and (unclear) hell with you. You know, he’s done alright, he wants out. So I would ask the faculty to mull it over at this point. We’ve got about seven minutes left before the 3 o’clock period and we will serve or step down as you see it. (multiple voices)

: One point to feed in. I still think we need two task forces because you know I think that we still haven’t dealt with the problems of those on the faculty who have been foolish enough to let the same dog bite them twice (laughter)… I still think we need something on outside support as well as in house rearrangement of priorities. We need two task forces.

: If I read Merv correctly, I’ve got to get off a few letters this afternoon because he just told me don’t count on two months and I have to have it. I’m sorry, I think there are a couple of other people that have to have it too. That’s real. When it gets down, my idealism reaches my children’s stomachs.

: Well Dave isn’t Burl’s point thought that we have the one taskforce really dealing with the orientation of incoming faculty which may have funds attached to it either internal or external.

: Well I tell you that’s up to the taskforce… recommendations… I would go back to president McCann’s statement and that is we can’t count on anything. And if we can’t count on anything then I’ve got the go for something I can.

: But this is Burl’s point as I understood it that he wants a second taskforce to shoot for some sort of concerted effort on the summer problem as such and you know it obviously overlaps in some sense with the orientation but not necessarily.

: By summer probably you mean summer institute or…

: Yeah.

: Summer institute or summer destitute? (laughter) (multiple voices)

: That’s right and I stay away from that. Burl would play something for us again. I think we need another group.

: Do I hear a… You know the charge to that would be to go out and (unclear) for all kinds of plans that would generate outside funding. (multiple voices)

:…I could really see how we could really move on this one you know I mean… The other, I don’t know how would it resolve anything. How would it, you know, McCann has given us all a warning. The dollars are likely not there. It means that …

: This has nothing to do with McCann’s (unclear)…

: Right but it might mean that the group might follow Burl’s suggestion and (unclear) church groups talking this (unclear) huge thing about some of the contemporary trends in American language (?). The value judgment that people are going to have to be making five years down the road. They aren’t even thinking about (unclear). Ok so this group got together and did that. It wouldn’t really involve the institution at all.

: No it doesn’t.

: Why isn’t that group just constituting itself?

: It is. Right here an now.

: It doesn’t need to charge necessarily from the faculty to do that.

: Except in a sense I think there are two points there. First of all if we do go for NSF (unclear) you know it requires institutional legitimization. Secondly…

: I was on the phone. I’m sorry I missed that point.

: Secondly, it seems to me that will get a lot more out of these characters if we have them here you know to where they can (unclear) at least some attention to our problems rather than one at Portland State and one at Arizona State and another… (multiple voices)

: Well what is the wish of the faculty on this second tier of business. Do I hear serious objection? Well then we have responsibility of formulating a charge for that one. You still haven’t dealt with my question about, now Richard said he will not serve any longer as recorder. Me, I’m kind of ambivalent at this point about the moderator’s role because it’s kind of a 50-50 proposition anyway. Actually I think I’ve gained some perspective. I think every one of you ought to be sentenced to sit in this chair for at least one month. It’s a very revealing thing. Dick (unclear) prophesized that too when I took it over. I kind of said yeah well you know but he’s right.

: Our procedure is that the moderator selects his own recorders.

: Right.

: So are you asking for nominations for moderators?

: He’s looking for volunteers.

: Volunteers, well that’s different.

: If you’re ambivalent you know, I think…

: Speaking for myself I would like to see the team continue for another say four weeks.

: If nominated I will not run. If elected I will not serve. (laughter) (multiple voices)

: To say what I was going to say on one side then. I would like to see you continue as the moderator for at least another four weeks. One because I think we had a hell of a lot of crash program business on our hands and I think that we’ve been getting business done a lot better since we started this system than we were prior to that. And maybe it’s to your skills and maybe it’s not but I don’t feel like taking the chance. (laughter) That’s why you should never accept complements… (multiple voices)

: Alright I will do this if I can. I would like to go ahead and accept. I will accept for another four weeks. But after that I really think it should be rotated because it is a very educational (unclear) that all of your should share. (multiple voices)

: It’s coming along. It’s coming along very well. I’m very pleased. Dave and I and Richard have been able to get together and we’ve been able to get things moving too (unclear). I think another month’s experience would be tremendous. But Dave is right that when you’re right there and the lightening strikes you know you’re supposed to get tomorrow even… (laughter)

: Wow I’d just like to respond. I know the time is gone but the thing that Sid handed out the beginning of the thing, I see this as extremely serious and very, very sad thing and I don’t know how to respond to it. But it’s too bad that it went that route. Symptomatic of some sort of problem. I don’t know exactly what.

: This is the first I saw of the document and I will certainly (unclear) response from me. I just now saw it.

: Our time is at an end. However, Bill has raised a… Well frankly to be truthful I didn’t know how to deal with this one.

: Yeah well I don’t either.

: So I kind of hid it. And I’ll be honest, how to deal with this in a meeting of this sort. Is it something that… I think maybe it’s something that needs to be dealt with but perhaps when we’re all fresher and we’ve kind of come through a grueling afternoon at this point, I would entertain some sense of perhaps a special meeting somewhere along what we experienced on Friday in discussing (unclear). If this seems to be the consensus I don’t know. Should we mull it over for a day or so? (unclear) Frankly I don’t know what to do at this point.

: I’m going to ask the deans to look into this one and check into it. We need a response from that (unclear). I can only say that I unfortunately have to leave tomorrow to go to this (unclear) education conference. This is a new program area and eventually we’re going to be searching leadership in that area. I’m going to be off campus for the rest of the week anyway. And I will also be interviewing prospective people that you’ve identified. And so I have an opportunity to take advantage of the (unclear) money. While I’m out there I’d better talk to some of the people. So I won’t be able to really get involved very much until next week (unclear)…

: When are you coming back, Dick?

: I’m not even sure. Until the end of the week anyway. Whatever schedule (unclear – trailing off)…

: Of course there’s nothing to prevent us I guess from continuing on though I’ve expressed my concerns.

: I don’t want to continue the meeting at great lengths but I hope that I misinterpret this sort of silence that greeting Bill Aldrich’s remark. I’m going to speak very vaguely because unless the faculty decides it wants to speak at length on this topic, it’s perhaps wise to be as vague as possible. But the problem is very serious and it cuts deep. And it cuts very deep indeed and to matters of control of the total curriculum and to areas of faculty administration responsibilities. It cuts into the whole ambiguous business of how wide faculty responsibilities are. A very odd thing happened this morning. I was talking to Sid about his memo and then Monica Cawfield came in to interview me for her subcommittee on governance and practically every damn question she asked she had on her little list about which were all faculty decision making processes and limits of responsibility for this and so on. Every last one of them touched on what Sid and I had just been talking about. The issue cuts very deep and there’s, if we decide to open it up we need to proceed quite carefully. One of the things I was worried about earlier this morning was that the whole issue would just get enveloped and hazy business where people try to protect each other’s feelings or avoid talking about the issues at all. And reach resolution and decision by defective process rather than buy into a deliberative process. I prefer not to see that happen but I’m not entirely sure what the tactful method for reaching resolutions of these wide ranging issues is if we choose to go the deliberative route.

: There’s a very fundamental issue in here going back to before we organized ourselves and that was since presentation of a position favor on the status of the arts. We spent a pretty good bit of an afternoon discussing it and my memory was that we had reached consensus at that point on those basic principles. And I think this kind of memo brings that up. I think definitely we need to examine that kind of thing. You know, what happens when without, maybe the problem is new solved. That doesn’t help Sid’s particular concern here but now that we do have some kind of form and we do have minutes that appear, we do have something to refer to. But am I correct in my memory that we have reached a consensus position that afternoon in support of the memo that’s been circulated? A very strong consensus?

: Yeah you’re definitely right in that. I wonder if we could prevail on what Sid had said is a difficult thing to ask at this point. But I wonder if we could prevail and set ourselves (?) calling the shots (?) to provide us with some more information. There’s more going on here than just the building priorities are askew. And I wonder if Sid would be willing to write up a fairly detailed report of difficulties he had in the way of getting consultation, of getting supportive decisions made or getting participation and decisions relating to the arts and so forth. Would you be willing to do that?

: I’m not sure at this point whether I am or not because I’ve thought about this very carefully and I felt that in making the request that I’ve made that that might as I said be a constructive way of dealing with the problem. And as far as I’m concerned I feel that the questions I have raised in the memo are questions that I hope will be presented. Because I feel that I have made attempts all along to make some public kind of presentation. And I don’t feel that there has been any public response. And that’s why I would myself prefer to wait to see whether there would be any response to the questions that I’ve raised.

: Well let’s assume that the response is forthcoming and it doesn’t make you especially happy. Would you then be willing to… ? The reason I’m asking is not merely because it’s related to a very important issue about the arts but also because a particular mode of operation of the faculty seems to have broken down. That is, the operation where we delegated essentially to you the right to be spokesmen for us on matters pertaining to the arts. We agreed on a position paper and from there on it was your baby. And apparently the situation has come to an impass under that mode of operation. If we’re going to use that kind of operation further in the future I think we need to know what happened here.

: Now Sid there are a couple of things I’m puzzled by. Do you know who made the decision to proceed with buying of the music drama facilities?

: I really… I would rather… I really feel that if we’re going to talk in any details that I would rather that discussion take place when all parties who are concerned are here.

: But you know there was no such decision. That’s just no (unclear) organization.

: I had long talks with Don about the details. My concern is not related to that certain point…

: Do you want to call another meeting, Dave, to deal with this? How do you propose we go about it?

: Well I sense a puzzlement on the part of the faculty at this point and great concern. And I feel that the issue is obviously important enough that with this kind of puzzled reaction and concern that probably we do need a specialty…

: Dave, can’t we leave it up to Sid as to how we can conduct ourselves here? When Sid says that he would prefer not to discuss it you know right now perhaps you have a situation in mind, Sid, where our listening to you explicate various elements of it that are not clear to us, you could seem to be advantageous.

: It was memberships at the meeting you were talking about, wasn’t it? Was that what you said? Excuse me.

: Well Sid asked in his memo that the faculty administrative discussion take place to identify means of arbitration in future cases of this nature. And this is more what I had in mind (unclear) of the special faculty meeting, one that’s not scheduled for Monday afternoon.

: Yeah right.

: I really feel it’s for the faculty and also for the administration to determine what they wish to do. And I don’t really feel that it would be appropriate for me to recommend how the faculty proceeds and how the administration proceeds. I think that would be presumptuous. All that I’ve done I’ve attempted to present concisely what my concern is and I made a request. I know that the decision as to whether to accept that request or not or to do whatever needs to be done. That’s a decision that you have to make.

: Well I would certainly feel before I could possibly be party to such a decision there would have to be some discussion you know of your memo, Sid, because there are areas of it that are just not clear to me. It’s very concise and I’m not familiar enough with the background facts you know. This business of where decisions have been made and so forth. What decisions for that matter, aside from the one building decision. And it seems like this would be relevant before we could decide how to proceed in the arbitration and not being clear just exactly what it is that’s being arbitrated. So it would seem to require some meeting to discuss these matters before we can really take action. And that’s what I wonder whether you have any objection to tomorrow or whether there is some time lag that you would prefer.

: Let me take this. (unclear) whatever I understand might be for proposals on my shoulders and suggest that what requires first. When will all the deans and the great majority if not the whole faculty thus approve of being able to make the meeting? All of the deans haven’t been present at a faculty meeting for quite some time now.

: Um, Charlie Tesk is on the east coast. He will be back Wednesday. Dave Barry is leaving tomorrow and won’t be back until the following week.

: I’m not sure just when but I would think you know mid or late next week this would be a possibility.

: Don and I are leaving Wednesday of next week.

: And Charlie is back when?

: He’ll be back Wednesday this week.

: So it has to be after Wednesday. (multiple voices)

: If you want Dave here it has to be sometime in February. If we do it right now without Charlie Tesk being present.

: I think that a meeting dealing with these issues that doesn’t have all the deans and at least a provost representative, I think Dave would have to say whether he thinks he could be represented at such a meeting. But when matters get as messy as this one clearly is, I can’t see that a meeting would be profitable without all parties present.

: If we are to serve the constructive purpose that we are seeking, I certainly feel that all major parties…

: You know even in advance I’d like to see some fact finding because even Sid’s letter you know it’s addressed to a number of people which only suggests to me again you know some of the (unclear) of the experience that we’re moving through here. And I am not aware that the faculty you know actually moved on this as a documented act. We took it firm and clear position on this and actually made it (unclear). We’ve got some channels of communication problems here that really…

: Well that goes back to that old time when we were not keeping minutes and so on and so forth.

: I know but we’re beyond that now. I mean it’s where do we go from here?

: That’s right. I think that the first meeting would be a sort of fact finding meeting and I guess that is what Will is talking about. And since in the nature of things there are going to be a quite number of versions of what the facts are, it’s necessary that all people might have a different version be there to hear each other’s version and be able to talk about it. And under circumstances where there is a reasonably amicable atmosphere. Now it just strikes me that perhaps bonding (?) together is not the most amicable way to do it and perhaps the faculty might consider setting… (End of Tape 3 Side 1)

Tape 3 Side 2

: … In the substantive decisions that are being made. Now so it’s conceivable that any group of people wish to examine the question could examine the very same questions.

: Now to retrace the steps by which we got to where we are, some people said that they simply couldn’t interpret Sid’s memo because they didn’t know the details of the background. And while it seemed to be talking about quite specific things, they couldn’t tell what those specific things were. And then it was suggested by me that you know when we hold a meeting on this subject and so on and so forth and I assumed at that time that the subject was how do we find out what really happened, not what should we propose that we do. The first subject was how do we find out what happened. You know and it’s still moved to whether we should hold a meeting or perhaps some sort of group try to discover at least what the different versions are so as to pinpoint where the differences appear and what the difficulties were. And then perhaps have a meeting based on that perhaps. But only after that investigation.

: I would see (unclear) to which this fact finding group would report the whole affair in whatever versions there are available. And then on the basis of that information there is either an immediate discussion of how to handle these affairs in the future or the deportation (?) of another taskforce to consider alternative ways of handling it.

: Do people think that we need a taskforce, meaning a group as large as three or four or five people?

: No, two or three.

: Or maybe even one. (inaudible)

: For the first purpose certainly that the fact finders I don’t think ought to be more than two.

: What’s the problem about… I originally asked Sid if he came to write something up, what’s the problem about simply getting from Sid the word as to what’s happened? I mean he was our man in this area. Surely we ought to be able to listen to him when he comes back with a story.

: This is what worries me. It sounds as if there is somehow or another a distrust of Sid which I don’t really think is… (laughter) (multiple voices)… That this particular memo shows no light whatsoever that states there’s a problem but I would simply like to hear Sid tell me what it is.

: But Sid is reluctant to do this, Fred. That’s certainly the clear sense I’ve got…

: And in fact you see, I just took it upon myself to speak instead of Sid for reasons that at least I’m knowledgeable. Now if Sid wants to start speaking for himself that’s his business. (multiple voices) (laughter)

: Hey I asked you a little while ago, would you be willing, if you got some answers to these questions that you want to hear answers to, would you be willing then to break it all out? You said yes. Okay. Well isn’t that enough to go on?

: As far as I’m concerned, I feel that again I am concerned about whatever is constructive and I myself did advocate as part of my memo that some attention be devoted to the question here of arbitration. I believe that it is possibly the case that may involve arbitration and for this reason I don’t feel it would be fair or proper for me to present one side of the case if it does in any way involve a difference in point of view. I may be wrong in my interpretation of this. And as far as I’m concerned, I’m willing to submit whatever I think or whatever I know and whatever evidence I have to other people so that they can determine that. But I feel that it would be unfair for me to present one side when other parties are not present. To hear them present their side if that is the case.

: Sid, aren’t you saying there is a case that needs arbitration and that you’re one of the parties of the case and if you want the machinery set up to resolve a dispute, there is a conflict between you and someone as yet unnamed. I think I could name the person or persons but there are a lot of very confused people in the room wondering who the (unclear) is between. (multiple voices) Well I don’t know. I’m just saying you’d rather see, well Phil seems to say we’ve got to have a special meeting of the whole faculty to air this dispute. Isn’t that what you said earlier? (multiple voices)

: I said that I didn’t want to see it all sloughed under the table because the issues involved were extremely serious and I would like to see the faculty to do something. You know and then there was a lot of other (unclear).

: I do lean in the direction of a meeting with all parties (multiple voices).

: (unclear) says he doesn’t want a meeting with all parties.

: No I’m not saying that.

: In fact there’s a problem with when can we schedule a meeting with all parties present?

: Listen, could I ask a question because I’m on the verge of just being immensely proud of Sid and I don’t want to give credit where credit isn’t due but it looks clear as crystal that you have a made to order platform here to state your view and you’re intentionally withholding yourself because you see a case here and you feel that you would prejudice it by having the floor first in the absence of (unclear) the heck the other party is. Man I just think that’s beautiful. And you’re in a sense asking us to declare a third party to talk to whoever the heck is involved whether they’re bodies or body (?) the whole thing involved. And then can make a balanced presentation if that appears indicated to the faculty. At which case, in the presence of all parties you’d be perfectly willing to speak up. And on the (unclear).

: At this point I feel that I made a (unclear) statement in this memo advising my colleagues and I include members of the (unclear) as my colleagues…

: I don’t care how it (unclear). I think you just deserve immense credit for forbearance in you know. So that’s where I stand.

: One thing, Sid, that might be a way of getting started would be for you to pick one or two people that you trust to help you present your case and let the other parties of the conflict influence (unclear – trailing off) hold some sort of a meeting. (multiple voices talking at once)

: I will cooperate with this group and with everybody in this room and I don’t feel it’s for me to decide. (multiple voices)

: Okay. You’d like this group then to set up some sort of arbitration (unclear) and you could go on…

: I hope that it will and I will accept whatever (unclear)…

: I’m agreeing with Sid. That you know if I were in your position… I don’t know exactly what your position is. That’s what’s bothering me. You see, I would want somebody else to take a look at this and in effect verify me et cetera, et cetera. But what I’m after here is that relationships did not work out. I want to know why they didn’t work out. And if they need arbitration why? Because why didn’t the things fall together and the relationships didn’t generate decisions. I think that’s the question I have in mind. It does pertain to what you’re saying here. You asked me a long time ago to respond to that paper. I never did and I never did for a very definite reason. Not because I don’t have feelings and opinions but because I know eventually this is going to reach me and I might have to be the arbitrator that takes some kind of position on it.

: See it’s news to me that somebody down here says that this is going to be policy. Because I have a response (unclear) to policy and this is what I’m after. This is what I have been saying you know over a period of several weeks that we are not related together you know whatever authority rests in my office to back things up and see to it that things get done has not really been called into play. And if I’m asked to arbitrate on this thing, I’ve got to have some very clear facts of which I can make the decisions. And I don’t have them at all. So I really feel a need for somebody and I feel you people set a couple of people in motion here to do some fact finding, ask some questions and work out some of the details of the questions that you have in mind. I would feel then ready to look at it and feel that I understood it.

: Dave, would you feel adequately represented if (unclear) Donnie represented you at a meeting of this faculty and deans next Monday?

Dave: To do what?

: To discuss the results of some fact finding to be done by the DTF of public events relative to this particular issue brought to a discussion and arbitration.

Dave: I don’t see this as DTF on public events. I look at it really as a special group to look at relationships (unclear) in a broader sense really because public events you know that might be one problem that might fall under such a pattern. There might be another and another DTF it might fall under (unclear)…

: We have a campus wide committee. They are working on the whole question of relationships clear to through the campus you know. And it seems we’d be duplicating them and spinning our wheels to do a whole lot of things…

: Yeah I (unclear) don’t have that in mind either. But I’d like it if somebody talked to some of the principals. I don’t even know who they are. I can’t identify them. And as Merv says, was a decision made? I know there is some clarification that is needed and that’s the kind of fact finding I’m after.

: Well would you be willing to have Cain (?) represent you if we…?

: I’ve been thinking about it. Yeah I guess so. He’s not going to make a decision probably because he doesn’t really carry on that kind of authority. He knows what’s going on and I depend on him to know what’s going on. So I think it would be alright. I don’t know, Merv? Or Don? Deans don’t have any reaction to that because they’re going to be here anyway. This is for next Monday. (multiple voices)

: Okay, there’s some people in the room who are not at all confused about what’s happening, who know perfectly well what the dispute is. There are some people who are obviously very confused. I think that the person or persons should come from the very confused group because they have absolutely no prejudices in the matter that can be determined. In effect furthermore there should be no more than two people (multiple voices) because if there’s more than that then I have to have this business of setting up times when all of them are free. In fact I think even one person is the optimum number and I would therefore propose that the two should be young and unsold and preferably just one of them. Simply to…

: I’ll match your confusion for (unclear) (multiple voices) (laughter)…

: That smacks (?) next because neither of you seem to know what’s going on and that satisfies my criteria. And you know just before the meeting Monday to find out what the hell went on by contacting every party to the dispute. Find out all possible versions and be able to come back and present from a completely neutral point of view, what went on and what happened.

: Well I think about this as a (unclear) procedure that anyone in the utterly confused category would do. We first go to Sid and get his story. You will then be (laughter)… you’d be on a par with those who are not among the…. (multiple voices)…

: Well now look, some of us have been party to all sides of this stuff. Some of us have already stated and made clear our prejudices in the matter. You know (unclear). And all part of the charges to remain neutral and to be above suspicion beforehand. Now I mean if you’re above suspicion beforehand and remain neutral throughout, no problems. (multiple voices)

: … That’s a good suggestion. Now do we tell Louis (?) that if he lands on his head then he gets it or… (laughter) (multiple voices)…

: Do you accept the charge gentlemen, as you understand it?

: By Monday huh?

: To be fair, to be continued. (multiple voices)

: We should have a meeting of the coordinators Friday morning to talk about recruiting and an interview schedule, who we’re going to interview and bring in and all that kind of jazz. In the meantime, keep digging away on those files (unclear)…

: I don’t see how we can do that until the files are full, Merv, I really don’t. The people who weren’t sent packets until last week.

: If you know somebody that hasn’t received a packet, call it, call it.

: They would receive them and then they’d be coming in this week. You know, I imagine they’ll be coming in this week but I don’t see how we can do it from an enlightened point of view.

: There’s a lot of stuff over there for you to read. In addition to the, not the full files. In the case of somebody who has been nominated by a faculty member and the folder is full, you go talk to this guy who nominated you. But we can’t wait until every file is full or we’re going to lose Mary Hillaire.

: What time Friday morning then?

: 9 o’clock.

: And what can we do in that meeting? The coordinator… (trailing off – unclear)…

: We’re going to have a picture then hopefully of 50, 60 or 70 top candidates. And we’ll start talking about which ones to bring in for an interview. In the meantime anything any of you can do to get people whose folders are not complete, get their stuff in to us by telephone… There’s just a monumental snafu on those faculty nominations and there’s nothing we can do to undo it now except get on the phone and call these guys. Get your essay and get your resume and get the letters of recommendation.

: The point I was trying to make, Merv, is it’s hard to decide on candidate X and candidate Y to file isn’t pulled yet because candidate Y you know from the first contacts may be a stronger candidate than X. And so we’re making judgments in the dark.

: We’re not going to make any final decisions on the entire group Friday but by Friday if not before, there are some people that we have to start moving on. You know, Mary Hillaire is going to accept another job if we don’t (unclear)…

: There had been much question on her, like her…

: I’ve never heard of her. (multiple voices)…(tape has stopped – blank) (End of Tape 3 Side 2) (547).