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## On Campus, February 10, 1992

Coastal Carolina College

Coastal Carolina University

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# On Campus

A Newsletter for Faculty and Staff of Coastal Carolina College

Vol. 1 No. 3

February 10, 1992

## Campus Calendar

### Monday, Feb. 10

- Men's Basketball: Winthrop at Coastal, 7:30 p.m.
- National Condom Week Program: 9 a.m. to 2 p.m., SC overflow. Patti Loebis

### Tuesday, Feb. 11

- Women's Basketball: Coastal at Winthrop, 7 p.m.
- Workshop for Professional Networking Dinner participants: 1 to 2:30 p.m., SC 204. Mollie Starbuck
- Wall School of Business Board of Visitors committee meeting: 10 to 11 a.m., WA Sherwood Room. Bill Baxley
- Teacher Cadet Program meeting: 9 a.m. to 1 p.m., SC 205. Sharon Thompson
- Support Group: 2:30 to 3:30 p.m., KL 222. Vicki Gardner
- M.A.T. testing: 3 to 4:30 p.m., EMS 204. Linda Ford

### Wednesday, Feb. 12

- Poetry of African-Americans: noon, SC 103. Pat Singleton-Young
- Workshop for Professional Networking Dinner participants: 11:30 a.m. to 1 p.m., SC 204. Mollie Starbuck
- Faculty Coffee Break: 9 to 11 a.m., cafeteria.
- S. C. Deferred Compensation Workshop: 10:30 a.m. to noon, TBA. Barbara Jackson

### Thursday, Feb. 13

- Wheelwright Council quarterly meeting: 3 p.m., TBA. Tom Jones
- South Carolina Writers Workshop: 5 to 7 p.m., KL 239. Susan Meyers
- Men's Basketball: Coastal at Davidson, 7:30 p.m.
- Ackroyd Lecture, Business Forum: 8:30 a.m., WA. Tom Turner
- Faculty House social: 4:30 p.m., Faculty House. Steve Nagle or Sandy Baird

### Friday, Feb. 14

- National Condom Week program: 9 a.m. to 2 p.m., SC overflow. Patti Loebis

### Saturday, Feb. 15

- Women's Basketball: Coastal at College of Charleston, 7 p.m.

### Monday, Feb. 17

- Professional Networking Dinner: 5 to 8 p.m., SC overflow. Mollie Starbuck

### Monday, Feb. 17 (continued)

- Men's Basketball: College of Charleston at Coastal, 7:30 p.m.
- Women's Basketball: Campbell at Coastal, 5 p.m.

### Tuesday, Feb. 18

- *Are the Public Schools Failing Our African-American Children?* Educational Forum: 3:30 p.m., GCEC 003. Pat Singleton-Young
- Support Group: 2:30 to 3:30 p.m., KL 222. Vicki Gardner
- M.A.T. testing: 3 to 4:30 p.m., EMS 204. Linda Ford

### Wednesday, Feb. 19

- Faculty Coffee Break: 9 to 11 a.m., cafeteria.
- Women's Basketball: College of Charleston at Coastal, 7:30 p.m.

### Thursday, Feb. 20

- Horry County Higher Education Commission meeting: 5 p.m., EMS Conference Room. June Brown
- Hall Lecture, Coastal Business Forum: 10 a.m., WA. Tom Turner
- Supervisory Skills Workshop: 2 p.m., SC 204. Barbara Jackson
- Wall School of Business Honor Student's Breakfast: 7:45 a.m., GCEC 003. Tom Turner

### Friday, Feb. 21

- Nursing Recruitment Day: 10:30 a.m. to 2 p.m., SC 205. Mollie Starbuck
- Humanities and Fine Arts Outstanding Students Reception: 6 to 7:30 p.m., WA Mezzanine. John Durrell
- *Rosencrantz and Guildenstern Are Dead*: 7:30 p.m., WA. Charles Whetzel

### Saturday, Feb. 22

- *Rosencrantz and Guildenstern Are Dead*: 7:30 p.m., WA. Charles Whetzel
- Men's Basketball: Coastal at Winthrop, 7:30 p.m.
- Women's Basketball: Charleston Southern at Coastal, 7:30 p.m.

### Sunday, Feb. 23

- *Rosencrantz and Guildenstern Are Dead*: 3 p.m., WA. Charles Whetzel

### Monday, Feb. 24

- Men's Basketball: Charleston Southern at Coastal, 7:30 p.m.

## Ackroyd and Hall to lecture as part of Business Forum

Tony Ackroyd, plant manager for Tupperware Manufacturing in Hemingway, will lecture Thursday, Feb. 13 at 8:30 a.m. in Wheelwright Auditorium on campus. His topic will be *Tupperware's World: The Importance of Quality*.

Ackroyd, with a background in electronics engineering, began his career with Tupperware as plant manager in Belgium in 1973. Over the years his responsibility expanded to include other areas such as purchasing and automation integration.

In 1985 Ackroyd was promoted to plant manager for the Madrid, Spain, facility where he directed the Madrid operation toward European integration. With a multi-cultural background, he speaks five languages fluently.

In 1989, he augmented his European career with North American exposure as he assumed his current responsibilities at the Hemingway facility. Ackroyd strives to emphasize the importance of people, management and the total quality concept.

Craig Hall, CEO of Hall Financial Group, Inc., will lecture Thursday, Feb. 20 at 10 a.m. in Wheelwright Auditorium. His topic will be *The Changing Nature of Ethics in Business*. Hall also will be the fourth recipient of the Jason Ammons Free Enterprise Award which is given annually to an individual whose career achievements exemplify the limitless opportunities within the American free enterprise system.

Hall founded Hall Financial Group, Inc. when he was 18 years old with \$4000 capital to invest in real estate. The company has formed real estate limited partnership investments with more than \$1 billion in equity. With a portfolio that includes more than \$2.0 billion in assets under management, the company is one of the largest owners/managers of apartments in the United States. While

See *Business Forum* on page 2.

## History Observance programs continue

An afternoon of Poetry of African-Americans will be presented as part of the fifth annual African-American History Observance Program, Wednesday, Feb. 12 at noon in SC 103. Students, faculty and community members will give readings including original works.

An educational forum entitled *Are the Public Schools Failing Our African-American Children?* will be presented Tuesday, Feb. 18 at 3:30 p.m. in GCEC 003. Sponsored by Kappa Delta Pi Educational Honor Society and the Association of African-American Students, the forum will include speaker Terita Gusby-McCauley, assistant professor of education.

Both programs are free and open to the public.

Other events in the history observance program are:

- **Salute to Education** – Thursday, Feb. 27 at 7 p.m. in Wheelwright Auditorium. Free Admission.
- **A Cultural Explosion** – Saturday, Feb. 29 from 10 a.m. to 6 p.m. at the E. M. Singleton Building, Horseshoe area.
- **Don't Give Up On Your Dreams** – Saturday, Feb. 29 at 6 p.m. in Wheelwright Auditorium. Admission is \$5; \$2.50 for Coastal students.

For more information, contact Pat Singleton-Young. ~

## Marketing students win awards

The following marketing students participated and won in the 1991 GTE Specialty Advertising Association Collegiate Contest:

**First place regionally (Atlanta):**  
Joe Monseur from Myrtle Beach and Shannon Banks from Augusta

**Third place regionally (Atlanta):**  
Sigridur Sigurdardottir, Ludvik Bragason, and Sveinn Palsson from Iceland

**Third place nationally (Dallas):**  
Joe Monseur and Shannon Banks ~



On Campus is published biweekly on Monday by the Public Relations Office. Information to be included should be submitted by noon the Tuesday before publication.

Coastal Carolina College is an affirmative action, equal opportunity institution.

## HCHEC accepts funding proposals

The 1992-1993 budget process of the Horry County Higher Education Commission is now in progress. Proposals to be considered for funding should be submitted by Friday, Feb. 14. Faculty proposals should be submitted through the appropriate dean and staff proposals should be submitted through their supervisor to the vice chancellor for Academic Affairs. Recommendations will then be consolidated and submitted to the chancellor by the vice chancellor for Academic Affairs.

Each application must include a statement indicating the impact the project is anticipated to have on the Waccamaw Region, specifically Horry County. Final determinations of funding will be made after the Commission has received fiscal guidance from the county treasurer on millage funds available for the next fiscal year.

For more information or to request an application, contact Ron Ingle or the Office of Academic Affairs. ~

## Info needed for student employment forms

Complete information is currently being omitted from the employment papers of student employees. A complete mailing address must be supplied on the PBP-3 form in order to insure correct delivery of pay-checks when mailing is required and for the W-2 Wage Statements sent each January.

The Office of Financial Aid will return the paperwork to the employing department when information is not complete. The student's address can not be listed as the Coastal address.

If additional information is needed, contact Stella Cooper or the Office of Financial Aid. ~

## Business Forum

*Continued from page one.*

the company has been highly diversified, today the primary focus is in real estate investments.

The Hall real estate portfolio includes more than 41,000 apartment units, two million square feet of office space, 1,250 manufactured housing pads, and 1,500 acres of prime pre-development land. Hall Financial Group, Inc. provides real estate investment, asset management and property management services to both affiliated and non-affiliated real estate owners. Other real estate services include acquisition structuring, financing and restructuring of property debt, disposition brokerage and private banking for real estate.

Hall is a frequent public speaker and the author of numerous articles and three books, including *The Real Estate Turnaround*, published in 1979 by Prentice Hall, Inc. which details his real estate turnaround techniques; *Craig Hall's Real Estate Investing*, published in 1982 by Holt, Rinehart and Winston, on his strategy of real estate limited partnerships; and *News of My Death Was Greatly Exaggerated*, published by St. Martin's Press in 1990. The latter book is a personal account of the author's successful struggle to save his investors' holdings during the severe economic downturn and devaluation of real estate in Texas in the late 1980s.

Hall received the 1983 Outstanding Business Leaders Award presented to 11

business leaders annually by the Northwood Institute, a private management college. He was named one of America's Ten Outstanding Young Men in 1979 by the United States Jaycees and is a member of the Young Presidents Organization. He also has served on numerous community and civic boards including the Dallas Symphony Orchestra, the Dallas Easter Seal Society, TACA for the performing arts, the Michigan State Chamber of Commerce, State Building Authority (Michigan), National Realty Committee and is a member of the Dallas Citizens Committee.

The 1992 Business Forum *Achieving Success in Today's Competitive Business Environment*, is sponsored by the Wall School of Business Administration and Computer Science. The programs are free and open to the public.

The annual Coastal Economic Conference will be held Thursday, Feb. 27 from 1:30 to 5 p.m. at the Myrtle Beach Martinique. This year's theme is *Economic Development Challenges: The Locals Speak Out*. The program is free and open to the public; however, registration is required.

For more information about the 1992 Business Forum or to register for the Coastal Economic Conference, call the Wall School of Business Administration and Computer Science. ~

## Faculty/Staff Appreciation Night scheduled

Faculty and staff are invited to attend the opening performance of Tom Stoppard's *Rosencrantz and Guildenstern Are Dead*, Friday, Feb. 21 at 7:30 p.m. in Wheelwright Auditorium. Each faculty and staff member may invite one guest.

Faculty and Staff Appreciation Night is made possible with the cooperation of the Theater Department.

Tickets are available from Clara Rogers in Academic Affairs. ~

## Former Coastal student exhibits art

"Views of Vicenza" by former Coastal student Cheryl Green, will be exhibited from Wednesday, Feb. 12 through Wednesday, March 18 in The Gallery of the Graduate and Continuing Education Building on campus. A reception honoring the artist will be held Wednesday, Feb. 12 from 3 to 5 p.m. The reception and exhibit, which is sponsored by the Art Department, is free and open to the public.

The "Views of Vicenza" exhibit consists of works on paper in pastels and charcoal done during the summer of 1990 while Green was studying in Italy. Vicenza is the country-side region in Italy.

A former Coastal student, Green received a bachelor's of art degree from West Virginia University in 1979, and will receive a master's degree in studio art from New York University this spring. She also has studied extensively in Italy in 1990 and 1991. Her work has been exhibited in both New York and Venice, Italy.

For information, call Charles Wright. ~

## Faculty House solicits new members

Faculty House committee members have prepared another semester of activities and invite faculty and staff to join by attending its next social, Thursday, Feb. 13, at 4:30 p.m.

For a membership of \$20 per semester, faculty and staff can attend monthly socials which include food and fellowship. Members also receive a faculty house t-shirt with paid membership.

Faculty and staff who would like to join, should contact Steve Nagle, Sandy Baird, or John Eberwein. ~

## *Rosencrantz and Guildenstern Are Dead* to open Feb. 21

The 1991-1992 Wheelwright Passport season will feature *Rosencrantz and Guildenstern Are Dead*, a comedy by playwright Tom Stoppard, Friday, Feb. 21 at 7:30 p.m., Saturday, Feb. 22 at 7:30 p.m. and Sunday, Feb. 23 at 3 p.m. in Wheelwright Auditorium. The production is presented by the Theater Department. Tickets are \$8 and \$6 for students.

In *Rosencrantz and Guildenstern Are Dead*, Tom Stoppard has woven what *New York Times* critic Clive Barnes called, "a mousetrap plot seen from the other side of the cheese."

The play - first and foremost a comedy, according to director Charles Whetzel - opens on a deserted highway where two young men are tossing coins. The audience immediately suspects that something is amiss - the coins have come up heads 76 consecutive times. What follows is a play that *New Yorker* magazine calls "a wonderfully comic and ruefully appealing" worm's eye view of Shakespeare's *Hamlet* as seen through the eyes of Hamlet's college buddies, *Rosencrantz and Guildenstern*. Existential in nature, the play owes much to Beckett's *Waiting For Godot* and Pirandello's *Six Characters in Search of an Author*.

Whetzel said, "With its grand medieval scope and lively language, the play is a delight for all audiences. Through your enjoyment, a myriad of puzzles present themselves. I've always thought of this play as a kind of thinking person's Laurel and Hardy Meet Frankenstein. If life is indeed absurd, then we might as well enjoy the absurdity."

Senior dramatic arts major Michael Kelly and recent graduate David Russell play the title characters. Kelly was Tom in last year's production of *The Glass Menagerie* and he recently appeared in *The Imaginary Invalid*. Russell performed in *The Tempest*, *Scapino* and *The Glass Menagerie*.

Michael Matthews, who played the title characters in *Scapino* and *The Imaginary Invalid*, plays Hamlet.

## Auditions set for *Crossroads*

Auditions for the Coastal Theater production of Brian Way's *Crossroads* will be held Monday, March 2 at 7 p.m. and Tuesday, March 3 at 5:30 in the Little Theater. *Crossroads* is an audience participation play, especially written for children.

The adult cast is composed of three men and three women to perform as the

Stephen Ingle, a recent graduate of Birmingham Southern College, is the Player King. Others in the cast include Melissa Detwiler as Ophelia; Jennifer Okola as Gertrude; professor Preston McKeever-Floyd as Claudius; Jason Vail as Polonius; Susan Pierce and Debbi Rahn as courtiers; Herman Duncan as soldier/courtier; and Ged Duval, Robert Gardner, Ted Detwiler, Bob Kelley and David Friedland as tragedians.

Charles Wright designed and constructed swords and daggers for the production. The period pieces are made of steel with laminated wood, leather and brass handles. Wright, who has a special interest in metal sculpting, said he enjoyed working on the armory for *Rosencrantz and Guildenstern*. "It was a pleasure to be able to construct the swords and daggers for the production and I'm quite proud of the results. I actually hate to part with the pieces," he said.

Whetzel also praised the design and construction of the swords and daggers. "Charles has done a remarkable job and we are elated to have these props for the performance," he said.

*Rosencrantz and Guildenstern Are Dead* is directed by Charles Whetzel and costumes are by Vivian Brooks. The production unites Whetzel and Brooks for the third time at Coastal: Whetzel designed the set and Brooks designed the costumes for the 1990 production of *The Tempest*; and Whetzel and Brooks designed the costumes for *The Imaginary Invalid*. "We first worked together in 1980 at USC's Summer Repertory Theatre," Whetzel said. "It's always an exciting theatrical event when Vivian comes to the college to design; the audience is in for a special treat."

Scene design is by Don Naggiar and lighting design is by Thom Mazzapelle.

Tickets reservations are accepted in the Wheelwright Box Office, open daily from 9 a.m. to noon. For tickets, call 349-2502. ~

tramp, the Spirit of the Signpost, the Scientist of the South, the Queen of the North, the Proud Bird of the East, and the Mighty Monster of the West.

A copy of the script is on reserve in Kimbel Library.

For more information, contact David Millard, director, or Charles Whetzel, designer. ~

## Library Notes

- Thomas Cooper Film Library in Columbia has received some new videos this year. For a new titles listing, contact Joan Caldwell in the library, first floor.
- The Thomas Cooper Film Catalog can be accessed via computer as follows:

IMS  
TCLFILMS A

or

USCAN (Catalog listing are not completed; however, most titles are listed.)

- To order films or videos from the Thomas Cooper Film Library, contact Joan Caldwell.
- Kimbel Library has received the following state documents:
  - Guide to the South Carolina State Ethics Act
  - Mathematics for the Technologies
  - Seismic Zones in South Carolina
  - Economic Impact of the USC System
  - Economic Impact of the Senior Living Industry in South Carolina
  - Fish Kills in Coastal Waters, 1980-1989
  - State and Metropolitan Area Data Book 1991
  - Astronomical Phenomena for the Year 1993

## Birthdays

### February

10	Claudia Cleary
	June Brown
13	Randy Wells
	Kim Montague
14	Ed Cerny
15	Edna Bellamy
16	Gary Leiner
18	Linda Rabon
19	Trenna Metts
20	Pat Bennett
21	Susan Libes
22	David Millard

## Group forms new student club

Students, faculty, and staff are invited to meet with Coastal students to form the Catholic Organization for Christian Fellowship, Tuesday, Feb. 11 at 6 p.m. in the Student Center.

The group will meet to promote good friendship and provide social opportunities for meeting other students from a common religious background.

For more information, contact Ellen DeKelva at 651-1359 or St. James Catholic Church at 248-6168. ~

## Bulletin Board

**For sale:** Troy Built Junior Roto-Tiller with 14" tilling width, 3-1/2 HP. \$450; 16-foot Sears Fiberglass Canoe. \$400. Call ext. 2812.

## Coastal Carolina People

**Carolyn Cox** will appear as Sarah in the Theatre of the Republic production of *Quilters*, Feb. 14 through Feb. 16 at McCown Auditorium in Conway. **Doris Hudson** is the director. *Quilters* is a musical relating the trials and jobs of pioneer women in the Westward movement in early America. Also appearing are **Kerry Nale**, daughter of **Bob Nale**; **Barbara Whitley**, wife of **Les Whitley**; and **Kelly Williams Cook**, a former Coastal student.

**Linda Hollandsworth** conducted a two-week workshop for Italian teachers of English in Rome, Italy, Jan. 13-25. The training sessions were sponsored by the Italian Ministry of Education and the United States Information Service.

**Pat Singleton-Young** appeared on WCOX's *Southern Style with Diane DeVaughn-Stokes*, Tuesday, Feb. 4, to discuss the African-American History Observance programs. **Charles Wright** and former Coastal student, **Cheryl Green**, will appear on the program Tuesday, Feb. 11 to discuss Green's upcoming art exhibit. Representatives from *Don't Give Up On Your Dreams* will appear on the program Tuesday, Feb. 17. **Terita Gusby-McCauley** will appear on the program Tuesday, Feb. 24 to discuss Coastal's African-American History Observance programs *Salute to Education* and *A Cultural Explosion*. Cast members from *Rosencrantz and Guildenstern Are Dead* will appear on the program Tuesday, Feb. 18 to discuss the theater production.

**Jessie Brown** recently became Region II president of the South Carolina Association for Children Under Six (SCACUS) and represented the region during the state conference. She also participated in the S. C. Association for Children Under Six 40th Annual Conference held at Hilton Head, Jan. 23-25. Brown presented a seminar about alternative methods for teaching mathematics to young children and participated on a panel discussion with professors from USC Columbia and College of Charleston to discuss early childhood teacher education issues pertaining to multicultural education in the classroom.

**Andrew Thomas** recently had his paper,

entitled *Towards a Contingency Theory of Corporate Financial Reporting Systems*, published in *Accounting, Auditing and Accountability Journal*.

Coastal faculty members participated in the 27th annual meeting of The Institute of Management Sciences (TIMS), Southeastern Chapter, held in Myrtle Beach. **Pete Barr** served as a reviewer and presented four papers, entitled *The Economic Impact of Can-Am Events Upon the Local Area: An Empirical Study* with D.S. Dave; *The Economic Impact of JIT Manufacturing Upon the Highway Infrastructure* with P. W. Balsmeir; *Relationship of Physical Attractiveness of the Endorser with Product Class* with S. K. Chawla and D. S. Dave; and *Organizational Climate in Schools of Business Administration: A Continuation of an Exploratory Survey of Selected Institutions* with Bob Nale and Linda Henderson. **Linda Henderson** also was a discussant in the Accounting Systems and Financial Reporting session. **Marios Katsioloudes** presented a paper entitled *A Formal Idealized Strategic Planning Process for Non Profit Organizations*, and was a discussant in the Strategic Issues in Management session. **Bob Nale** chaired the Social Responsibility session and presented, with **Dennis Rauch**, a paper entitled *Employee Literacy: An Investigation of the Appropriateness of Employee-Related Documents*. **Ed Cerny** was a discussant in the Marketing Potpourri session. **Gerald Boyles** discussed, with S. Mahmound and C. Frampton, *Structured Settlements in the Forensic Evaluations Symposium*.

**Beth Haynes** addressed the Virginia Governor's School for Government and International Studies recently on the topic of *Travels Through Russia*. She also spoke about *Modern China* recently at the North Myrtle Beach Rotary Club.

**Jeff Linder** and **Steve Sheel** made a presentation at the fall conference of the Mid-Southeast Chapter of the Association of Computing Machinery in Gatlinburg, TN. Their presentation was entitled *A Critical View of Prerequisite and Co-requisite Requirements for the First Programming Course for Computer Science Majors*. Both also served as presentation session chairs. ~

## Cafeteria Menu

### Week of Feb. 10:

Monday: Chicken Parmesan or Fettucini Alfredo

Tuesday: Barbeque Chicken or Stuffed Shells

Wednesday: Beef Stew or Taco Salad

Thursday: Stir Fry Chicken or Meatball Subs

Friday: Spaghetti and meatballs or Baked or Fried Fish

### Week of Feb. 17:

Monday: Salisbury Steak or Chicken Breast with Wild Rice

Tuesday: Chilli Macaroni or Baked Ham

Wednesday: Chicken Bog or BBQ Pork

Thursday: Turkey Divan or Baked Lasagna

Friday: Clam Strips or Lemon Baked Chicken ~

## Sigma Nu and Delta Phi Omega sponsor activities

Sigma Nu Fraternity and Delta Phi Omega have scheduled the following activities.

### Friday, Feb. 14:

- In association with Health Services of Coastal Carolina College, brochures, literature and free condoms will be distributed for National Condom Week. The program will be from 9 a.m. to 2 p.m. in the SC overflow area.

- On Valentines Day, a fashion show will be presented at Covenant Towers retirement community in Myrtle Beach. Sigma Nu will give carnations to all who attend and also will visit the convalescent floor to distribute flowers.

### Wednesday, Feb. 19:

- Sigma Nu, in association with the American Red Cross, is sponsoring a CPR demonstration from 11:30 a.m. to 12:30 p.m. in SC overflow area. The groups will distribute literature and register people for a class to be sponsored by Sigma Nu during March.

For more information about these events, contact Mark Sikes, president of Sigma Nu. ~

## Wellness Committee notes

The Wellness Committee encourages faculty and staff to participate in the following activities at the P. E. Center.

### Water aerobics

Monday, Wednesday, Friday  
from 8:30 to 9:15 a.m. Fee: \$15

Tuesday, Thursday  
from 8:30 to 9:15 a.m. Fee: \$10

Monday, Wednesday, Friday  
from 5:15 to 6:15 p.m. Fee: \$15

### Low impact aerobics

Monday and Wednesday  
from 5:15 to 6:15 p.m. No fee.

### Aerobic weight training

Tuesday and Thursday  
from 4:45 to 5:45 p.m. No fee.

Session 1: Jan. 22 through Feb. 16

Session 2: Feb. 19 through March 23

Session 3: March 26 through April 20

For information about other classes, contact the P. E. Center. ~

## Karate Club open to new members

The Karate Club at Coastal is open to faculty, staff and their family members. Participants will be instructed in techniques which develop conditioning, flexibility, self-confidence, and self-defense. Even for beginners, the Karate Club provides great fun and exercise.

Classes are scheduled on Tuesday and Thursday at 7 p.m., and Wednesday at 8 p.m., in the P.E. Center dance studio.

For more information, contact Pat Lightle. ~

To faculty and staff:

The attached information is being shared with you from Dr. Eaglin. The article is reprinted from *Time* magazine, Feb. 5, 1992 issue.

# Big Chill on Campus

After decades of growth, U.S. colleges are facing a financial squeeze that threatens the quality and breadth of higher education

By RICHARD N. OSTLING

For a half-century, expansion has been the byword of American higher education. More course offerings, bigger and better-paid faculties, new graduate schools and elaborately equipped laboratories, more diverse student bodies. The emphasis on bigger and better helped make American universities the envy of the world and their degrees one of the nation's hottest exports.

But suddenly, with a shifting of economic winds, contraction is the order of the day. As state, federal and private sources of funds dry up and bills from the fast-spending '80s come due, even the most elite colleges find themselves facing a financial crunch that promises to reshape the contours of higher education. "Now they have to pay for their prosperity," says Robert Rosenzweig, president of the Association of American Universities in Washington. "It is the morning after."

Colleges of all stripes—public and private, princely and proletarian—are retrenching in an effort to stay afloat. Meanwhile, expenses are rising. A declining pool of 18-year-olds has forced schools into a pricey competition for students. The cost of high-tech equipment and high-profile professors continues to grow, along with such expenses as medical insurance. The cutbacks are causing alarm among faculty members and a furor among students, who are worried that schools will be unable to deliver on the educational promises made in their glossy catalogs.

At Yale University, administrators see the current \$8.8 million operating deficit ballooning to a staggering \$50 million within a few years, and contemplate deep cuts in faculty and programs. Having already trimmed nearly 10% in administrative costs and 5% in academic expenses last year, along with such marginal items as the water-polo team, the New Haven institution is proposing to eliminate two departments—linguistics and operations research. It hopes to consolidate three engineering departments into one, with a 23% loss of faculty. And it anticipates a 10.7% overall reduction in its professorial ranks.

Similar cuts are looming at Stanford, which is planning to slash \$43 million over



After 90 years of service, Commons is closed for dinner

the next two years. And Columbia University, which faces a \$50 million deficit, will probably follow suit, although the heads of 26 arts-and-sciences departments have threatened to quit if the cutbacks are too harsh. Adding to the woes of such elite and venerable universities are harrowing upkeep costs for aging buildings: at Yale the tab for deferred maintenance is said to be \$1 billion.

While the pinch at private schools has been tightening for some time, troubles cascaded rather suddenly upon the public campuses. State governments, having lavished funds on their colleges in the '80s, are grappling with large budget deficits, declining tax revenues and increased outlays as a result of the recession.

California epitomizes the problems. The celebrated Master Plan of 1960 calls for the top high school graduates in the state to

have access to the world-class University of California system, which has nine campuses.

Somewhat less accomplished students—those in the top third of their classes—can enter 20 California State University campuses, while everyone else is eligible for the 107 community colleges. Then came last year's crushing state deficit and a \$369 million cut in higher-education spending. Barry Munitz, chancellor of the Cal State system, says his domain "is so dangerously underfunded" that the Master Plan "becomes more of a myth every day."

To make ends meet, the University of California, Berkeley, has cut 163 full- and part-time faculty and increased fees 40% this year. Governor Pete Wilson wants a

## YALE UNIVERSITY

### GONE

- 130 support staff
- Varsity wrestling and water polo
- Dinner in Commons

### GOING?

- 10.7% of arts-and-sciences faculty
- Departments of linguistics and applied physics
- Three specialized engineering departments

FRED CHARLES FOR TIME

**CALIFORNIA STATE  
UNIVERSITY,  
LONG BEACH**

**GONE**

- Varsity football, swimming, tennis
- 75 full-time and 500 temporary teachers
- 13% of class sections
- Midyear admissions for freshmen
- Library: 10% of hours, 38% of computer access
- Staff-training workshops

new 22% hike for next year. (Even then, residents would pay only \$3,036, a big bargain compared with the tab at private campuses of similar excellence.) Hundreds of infuriated students at the university campus in Davis conducted a 1960s-style sit-in for four days after U.C. regents approved the latest increase.

California is hardly alone in ordering steep tuition hikes. Charges for many State University of New York students will double in two years if a budget unveiled last week is approved. This year, fees jumped 36% at Oregon State University. The University of Maine administered a rare midyear tuition hike of 15.6%. Mississippi's public-university students may face a 25% jump next year.

Tuition increases are a seemingly simple way for public colleges to meet deficits, but if taken too far they undermine the principle of state-supported education. A steep price means that "education is no longer seen as a public good, but as a private benefit," enriching the individual as opposed to society, says University of Oregon provost Norman Wessells. Joseph

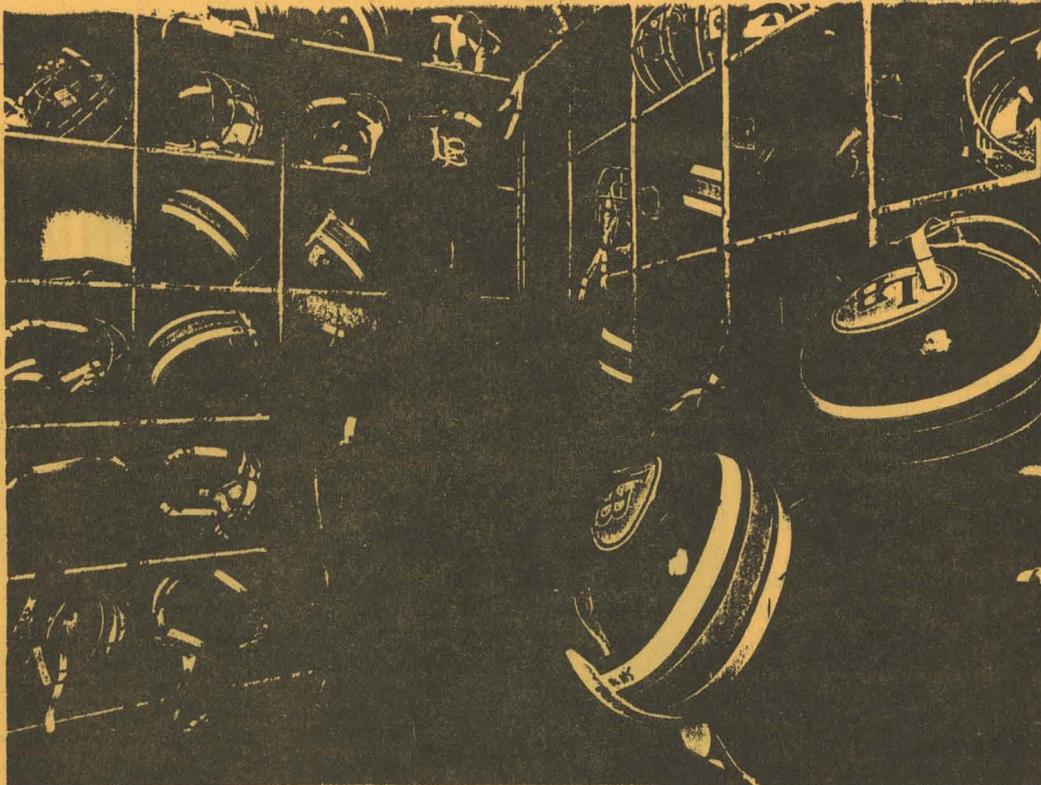
Duffey, president of American University in Washington, shares that concern: "People think they don't have obligations to any children but their own."

While private campuses do not face such philosophical scruples about raising fees, they seem to have reached a practical limit. After rapid increases throughout the 1980s, market resistance is forcing tuitions to level off. Thus schools are compelled to reduce expenses. Just how intelligently this is done will determine the future strength of each college. "We're all going to have to do more with less," says James Pickering, academic-affairs vice president at the University of Houston.

Unfortunately, it is already clear that many schools are doing considerably less

with less. The California State system, which is distinct from the U.C. system, has laid off 3,000 full- and part-time teachers and canceled 5,000 course sections. This meant that last fall 1,162 hapless students at the San Diego State campus were initially unable to find a spot in a single course that they needed to meet their graduation requirements. At Cal State Long Beach, president Curtis McCray described the damage to a local reporter: "In chemistry, we have no chemicals. In art, there is no paint. In other parts, it's simply impossible to get paper. Hallways go uncleaned. Light bulbs go unchanged. We can't offer classes because we've laid off faculty."

The consequences of some cutbacks



Helmets for the defunct Long Beach 49ers are shelved—permanently

DAVID BUTOW FOR TIME

## Bye-Bye Financial Aid

For private colleges, few costs rose more quickly during the 1980s than dollars allotted for financial aid. But having a racially and economically diverse student body seemed worth almost any price. Now the economic realities of the '90s are forcing college administrators to make painful decisions about their commitment to students who may not be able to pay their own way. "Need-blind" admissions—the high-minded practice of accepting qualified students regardless of their financial status—is "close to a religion" at many schools, says Henry Rosovsky, economics professor at Harvard University. "But there can be no sacred cows in the current period."

Some elite institutions have already offered up that cow for sacrifice. Two years ago, Smith College, which spends \$13.7 million a year on financial aid, announced that it could no longer afford a need-blind admissions policy. As a result, 29 otherwise

qualified candidates for last fall's freshman class—11 of them women of color—were rejected. Under pressure from students and alumnae, Smith resumed its need-blind policy this year, but the result is likely to be the same. While those 29 students would probably be admitted now, Smith still wouldn't be able to give them any money.

Wesleyan University, which overshot its financial-aid budget by \$850,000 last year, is considering a proposal to make a student's ability to pay one of the major factors in determining who is accepted from the school's waiting list. Meanwhile, Bowdoin College in Brunswick, Me., despite a professed commitment to admitting students without regard to financial need, rejected 40 otherwise qualified applicants last year when it ran out of aid money. "Letting financial conditions affect who gets in is not an attractive option for us," laments admissions dean Rich-

## UNIVERSITY OF BRIDGEPORT

### GONE

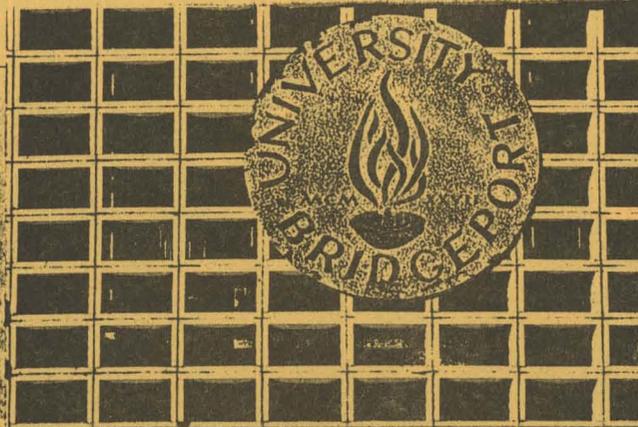
- One-third of degree programs
- One-fourth of class sections
- 122 faculty and staff
- 83% of the endowment

### GOING?

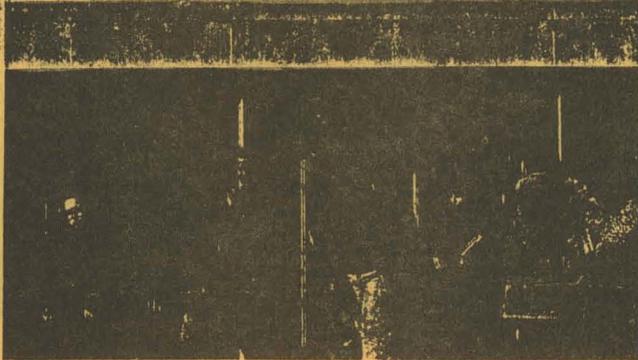
- The law school
- The entire university

are less obvious, more insidious. The University of Maryland and the University of Massachusetts have cut library expenses and subscriptions to academic journals and postponed maintenance on buildings. They have trimmed back on teaching assistants, shaved the overall ratio of professors to students. "You can't see the damage now," says Sherry Penney, chancellor of U. Mass's Boston campus, "but in five years there will be no journals in the library, the best people will have left, the infrastructure will be falling apart."

Still, many educators believe that the contraction of the 1990s need not spell doom for U.S. universities. If major institutions concentrate on what they do best and stop trying to be all things to all students, they may actually emerge stronger than ever. "What we are witnessing is the death of the 19th century research university," says David Scott Kastan, chairman of Columbia's department of English and comparative literature. Such institutions are enormously inefficient, but there are good ways and bad ways to prune them.



FRED CHARLES FOR TIME



Can marriage to another college save the sinking school?

"There's the democracy-of-pain option," he explains, "whereby you cut across the board, which runs a terrible risk of medicritizing and demoralizing the university. Or you can make more selective cuts, which require real leadership."

At Northwestern University, decisions to close the nursing and dental-hygiene programs probably represent intelligent pruning, as does Yale's decision to consolidate applied physics with physics. Kastan and others point out that universities within a given city or region could save money by sharing resources. "It's odd that every university needs to have its own molecular-biology course and pre-Tudor theater course," Kastan says.

Among the financially weakest col-

leges, however, intelligent cutting will not suffice. "Some colleges will either have to consolidate or shut down," says Sara Melendez, who until recently served as vice provost and dean of arts and humanities at Connecticut's University of Bridgeport. The school, hard hit by the deterioration of its hometown, has been struggling to stave off its own demise. Late last year it began negotiations for an emergency loan of \$2 million to \$3 million in order to keep operating. Administrators now believe that the school can survive only by merging with nearby Sacred Heart University, though the law school prefers another partner.

Such decisions promise to make the coming decade the most difficult ever faced by America's institutions of higher learning. By the year 2000, many educators predict, the country will have leaner universities and a smaller system of higher educa-

tion. But that may be appropriate. In the past 20 years, too many colleges overbuilt, too many aspired to do too much, and as a result, too many are competing frantically—and wastefully—for the same students. "We need more community colleges and fewer research universities," observes Duffey of American University, "and there should be more liberal-arts schools focusing on undergraduate education." A smaller system might turn out to be a better system, particularly if colleges concentrate on developing their unique strengths. But to do so will require all the brainpower and ingenuity that American educators can muster. —Reported by Ann Blackman/Washington and Jeanne Reid/Boston, with other bureaus

ard Steele. "But we're not assuming that we can be totally need-blind as we approach the 21st century."

Admissions officials say that unless the government provides more financial support, growing numbers of youngsters, particularly in the middle class, may not be able to attend the schools of their choice. "Low-income students get fully funded, and high-income students pay full freight, but it's the middle class that really has a hard time," says Rosovsky. Increasingly, institutions are divvying up their limited funds into skimpy partial-aid packages rather than full grants—a practice known as gapping. This leads students to overextend themselves by taking on unadvisably large loans or excessively demanding jobs. Both Reed College in Portland, Ore., and Amherst College in Massachusetts, for example, will ask their financial-aid students to kick in about \$500

more than last year, either from loans or campus employment.

Though they don't like to admit it, many colleges are actively pursuing wealthy students by intensifying their recruitment of affluent foreign students. International students made up 11% of the entering class at the University of Pennsylvania last fall, compared with just 2% a decade ago. About 45% of the students at Penn receive financial aid, but only 8% of the foreign students do.

While international recruiting and continued support for indigent students will help colleges maintain their ethnic and racial diversity, another kind of diversity is likely to be sacrificed as private colleges feel the squeeze. Without the middle and working classes, says J. Carey Thompson, admissions director at Furman University in Greenville, S.C., "it's the economic diversity that will suffer." —By Janice C. Simpson



MARIO RUIZ FOR TIME

Middle-class students lose out