

"CONFRONTATION WITH REALITY"

THE OHIO STATE UNIVERSITY
COMMENCEMENT ADDRESS

DECEMBER 9, 1977

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PRESIDENT EMERITUS

WHEN A NEWS RELEASE REVEALED A FEW DAYS
AGO THAT THE FORMER PRESIDENT OF OHIO STATE
WOULD DELIVER THE DECEMBER COMMENCEMENT
ADDRESS, MOST OF YOU GRADUATES, IF YOU HAD
SECOND THOUGHTS, MUST HAVE CONJURED UP SOME
CURIOUS IMAGES. WOULD AN EMACIATED OLD FELLOW,
AT BEST, BE PROPELLED TO THE PLATFORM ON A
CONVALESCENT VEHICLE OR, AT WORST, BE BORNE
FRONT AND CENTER VIA A SCARLET AND GRAY
STRETCHER? OR, IF HE MAKES IT TO THE LECTURN AT
ALL, WILL WE BE HARANGUED BY A NOSTALGIC AND
PASSIONATE DELINEATION OF REMINISCENCES WHICH
ARE INTERESTING ONLY TO SOME OF THE SENIOR
CITIZENS IN THE AUDIENCE?

YOU HAVE ALREADY OBSERVED THAT I ARRIVED
HERE ON MY OWN POWER. AS TO THE SUBSTANCE OF
MY REMARKS, LET ME WARN YOU THAT, WITH THE
EXCEPTION OF DRAWING ON THE DIMMING PAST FOR AN
ILLUSTRATION OR AN ANECDOTE OR A USEFUL FACT,
I HOPE TO ENGAGE YOUR INTEREST IN SOME ISSUES THAT
ONE DAY WILL BE RESOLVED LARGELY THROUGH THE
PARTICIPATION OF ENLIGHTENED INTELLECTS LIKE

YOURS.

BUT FIRST, I WANT TO ACKNOWLEDGE WITH GRATITUDE THE GRACIOUS INVITATION EXTENDED TO ME BY PRESIDENT ENARSON TO RETURN TO CAMPUS ON THIS OCCASION. BOTH HIS INVITATION AND MY ACCEPTANCE ARE PERHAPS UNIQUE. MOST PRESIDENTS WOULD NOT BE SO CHARITABLE; MOST PRESIDENTS EMERITI WOULD BE EITHER TOO FRAIL TO RESPOND OR TOO RELUCTANT TO REDISCIPLINE THEIR MINDS FOR THE RESEARCH AND EFFORT REQUIRED. I KNOW THAT HE IS DEDICATED TO HELPING A MIGHTY UNIVERSITY ACHIEVE ITS MISSION. HE KNOWS THAT I HAVE INVESTED ABOUT 40 PERCENT OF MY PROFESSIONAL LIFE IN TRYING TO HELP THIS UNIVERSITY, AND THAT MY LOYALTY TO IT AND ITS PEOPLE HAS NEVER WAVERED AND NEVER WILL.

MY SUBJECT THIS MORNING HAS ITS GENESIS IN AN ARTICLE I READ WHILE TRAVELING VIA AIR ABOUT A WEEK BEFORE DR. ENARSON CALLED ME. I RECALL NEITHER THE TITLE OF THE MAGAZINE NOR THE NAME OF THE AUTHOR, BUT THE CONTENT WAS SO DRAMATIC THAT IT MADE AN INDELIBLE IMPRESSION UPON ME AND SET OFF A CHAIN OF THOUGHT, A PART OF WHICH I

HAVE TRIED TO CAPTURE FOR SHARING WITH YOU.

SPECIFICALLY, I RECALL THIS IMPOSING STATEMENT IN THE ARTICLE: "FOUR YEARS OF COLLEGE FOR THE CHILD WHO IS 12 YEARS OLD TODAY WILL COST \$27,000 IN A PUBLIC COLLEGE OR UNIVERSITY AND \$48,000 IN A PRIVATE ONE." IF YOU REMEMBER NOTHING ELSE FROM MY REMARKS THIS MORNING, THESE FIGURES, IF VALID, COULD SUGGEST STRONGLY THAT FAMILY PLANNING MAY HAVE A HIGH PRIORITY IN YOUR PLANS FOR THE NEXT FEW YEARS. THE ARTICLE ADDRESSED ITSELF TO THE PROBLEMS OF TODAY AND THE FUTURE FOR THE MIDDLE INCOME AMERICAN FAMILY, RECOGNIZING THAT THE AFFLUENT NEED NO FINANCIAL ASSISTANCE TO ATTEND COLLEGE AND THAT THE FEDERAL AND STATE GOVERNMENTS HAVE BEEN QUITE AGGRESSIVE IN DESIGNING FINANCIAL AID PROGRAMS FOR STUDENTS COMING FROM FAMILIES WITH SUBSTANDARD INCOMES. AS OF TODAY, ALL OF YOU WILL BE COLLEGE GRADUATES. SOME OF YOU, WITHIN A VERY FEW YEARS, WILL BE MIDDLE INCOME AMERICANS --- WITH OR WITHOUT FAMILIES. A FEW OF YOU WILL GO BEYOND THE MIDDLE INCOME LEVEL IN

THE NEXT TWENTY YEARS AND EVEN FEWER WILL FALL, BENEATH THAT MIDDLE RANGE. SINCE YOUR CONTINUING EDUCATION AND THE EDUCATION OF YOUR CHILDREN WILL BE VITAL TO YOU, WHAT WILL BE THE ENVIRONMENT IN WHICH THE EDUCATIONAL PROCESS WILL CONTINUE TO EVOLVE?

IN AN EFFORT TO RESPOND TO THIS QUESTION, MY REMARKS WILL BE CONFINED, FOR THE MOST PART, TO EDUCATION BEYOND THE HIGH SCHOOL AND TO THE STATE OF OHIO, EVEN THOUGH SOME OF THE SAME GENERALIZATIONS AND ASSUMPTIONS COULD BE APPLIED TO ALMOST ANY STATE IN THE UNITED STATES. I AM IDENTIFYING THEM AS GENERALIZATIONS AND ASSUMPTIONS FOR THE SIMPLE REASON THAT VERY FEW OF THEM HAVE YET BEEN PROVEN.

TWO GEMS OF WISDOM GLEANED FROM THE LATE CHARLES KETTERING WHEN HE SERVED ON THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES MAY PROVIDE ENCOURAGEMENT. OFTEN HE WOULD ADMONISH THAT HE WAS "INTERESTED MAINLY IN THE FUTURE BECAUSE THAT WAS WHERE HE EXPECTED TO SPEND THE REMAINDER OF HIS LIFE;" AND THE SECOND, "DID YOU

EVER NOTICE THAT THE PERSON WHO SEEMS TO BE THE LUCKIEST IS THE PERSON WHO WORKS THE HARDEST?" I USE THESE TWO ANOMALIES TO IMPRESS UPON YOU, OUR NEW TAXPAYERS, THAT YOU TOO FACE A PROMISING BUT TRANSITIONAL FUTURE AND THAT THE RESOLUTION OF SOME MAJOR ISSUES WILL EMERGE FROM THE HARD WORK EXECUTED BY CULTIVATED INTELLECTS LIKE YOURS.

IN THE MEDIA, IN THE PROFESSIONAL LITERATURE, AT REGIONAL AND NATIONAL CONFERENCES AND IN STATE HOUSES, CURRENTLY YOU ARE SEEING OR HEARING STIRRING STATEMENTS LIKE THESE TO WHICH I HAVE APPENDED AN OCCASIONAL OBSERVATION:

FIRST, TAXPAYER RESISTANCE TO INCREASED FUNDING OF STATE SERVICES IS MOUNTING AND NOW IS SURFACING IN ORGANIZED AND DEMONSTRATIVE WAYS, AS THE NUMBER OF PEOPLE ENGAGED IN EDUCATION BEGINS TO DECLINE WHILE THE NUMBER OF PEOPLE SEEKING HELP IN OTHER STATE SERVICES LIKE WELFARE AND MENTAL HEALTH RISES. PUBLIC

PRESSURE TO CONTROL FURTHER IN-
CREASES IN THE SUPPORT TO HIGHER
EDUCATION WILL ALMOST INEVITABLY
CONTINUE.

A COMMONLY USED FACT IS THAT IN
OHIO 48 PERCENT, OR NEARLY HALF, OF
ALL MONEY FLOWING INTO THE GENERAL
FUND IS APPROPRIATED IN SUPPORT OF
EDUCATION --- PRIMARY, SECONDARY,
AND HIGHER. TO HIGHER EDUCATION
ALONE, 1,280,000,000 DOLLARS HAVE
BEEN ALLOCATED FOR THE 1977-79
BIENNIUM --- AN INCREASE OF 26 PERCENT
OVER THE PAST BIENNIUM AND INCLUDING
THE COST OF THE TOTAL CONVERSION OF
THE UNIVERSITY OF CINCINNATI TO FULL
STATUS AS A STATE UNIVERSITY AS WELL
AS SUPPORT FOR NEW MEDICAL COLLEGES
AND OTHER UNIQUE NEEDS. THE DEBATE
ON WHETHER OR NOT INSTITUTIONS CAN
HOPE FOR INCREASES IN THE FUTURE

ABOVE THE COSTS OF INFLATION IS
GROWING IN INTENSITY.

FURTHER, A NEW BOOK ENTITLED
FACTS AND FIGURES ON GOVERNMENT
FINANCE STATES THAT ALMOST 50 PER-
CENT OF PERSONAL INCOME IN THE
RANGE OF \$20,400 PER YEAR IS NOW
CONSUMED BY DIRECT AND INDIRECT
TAXES* OR, STATED ANOTHER WAY,
ALMOST \$3,000 OF YOUR \$6,000 AUTO-
MOBILE CAN BE ATTRIBUTED TO TAXES
OF ONE FORM OR ANOTHER. JUST HOW
MUCH ADDITIONAL TAXATION THE
PEOPLE WILL ACCEPT IS A MATTER OF
CONJECTURE.

ANOTHER PREVALENT ARGUMENT
BEING DISCUSSED IS THAT GRADE INFLATION

* FACTS AND FIGURES ON GOVERNMENT FINANCE
(TAX FOUNDATION, INC., 1977).

AND THE DILUTION OF STANDARDS RE-
QUIRED FOR GRADUATION ARE THREAT-
ENING THE BASIC DEFINITION OF LIBERAL
EDUCATION. THE LAST ISSUE OF PHI
BETA KAPPA'S KEY REPORTER SPEAKS
TO THE SUBJECT: "WHEN STUDENTS ARE
PERMITTED TO CHOOSE ALL THEIR COURSES
IN AREAS THAT INTEREST THEM AND IN
WHICH THEY ARE LIKELY TO DO WELL,
THEY OBVIOUSLY WILL GET HIGHER
GRADES. . . . THE INSISTENCE OF STATE
LEGISLATORS THAT FUNDING BE BASED
ON 'PRODUCTIVITY,' AS MEASURED BY
ENROLLMENT, HAS LED TO COMPETITION
AMONG DIVISIONS AND DEPARTMENTS.
FACULTY MEMBERS FEEL IMPELLED TO
DEVELOP COURSES WITH POPULAR APPEAL,
LESS DEMANDING ASSIGNMENTS AND GEN-
EROUS GRADING PRACTICES. "*

* "PHI BETA KAPPA AND ACADEMIC STANDARDS,"
THE KEY REPORTER, AUTUMN 1977.

THE QUESTION OF COMPETENCY AT ALL
LEVELS OF EDUCATION IS A VOLATILE
CONTEMPORARY ISSUE THAT SIMPLY
MUST BE RESOLVED IN A MANNER THAT
WILL RESTORE PUBLIC CONFIDENCE TO
THE EDUCATIONAL PROCESS.

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ANOTHER POPULAR ISSUE CONCERNS
ENROLLMENT AND DEMOGRAPHIC PROJEC-
TIONS FOR THE 1980'S AND 1990'S. THESE
WILL REQUIRE ADJUSTMENTS IN HIGHER
EDUCATIONAL STRUCTURES, MANAGE-
MENT, AND, IN SOME CASES, IN GOVER-
NANCE --- A RATHER FRIGHTENING
PROSPECT IN LIGHT OF OUR HISTORIC
INSTITUTIONAL COMMITMENT TO APPRO-
PRIATE LEVELS OF AUTONOMY.

ADDITIONALLY, NEW STUDENT
CLIENTELES TO FILL SPACES THAT MIGHT
OTHERWISE BE EMPTY MUST BE DEVELOPED
QUICKLY, AND THIS NEW "CLIENTELE" WILL

(TEND TO BE OLDER STUDENTS. CAMPAIGNS
DESIGNED TO INTENSIFY RECRUITMENT
ARE APPEARING NOW AND, AS DR. RICHARD
M. MILLARD, DIRECTOR OF THE POST-
SECONDARY EDUCATION DEPARTMENT OF
THE EDUCATION COMMISSION OF THE STATES
OBSERVED RECENTLY "SOME INSTITUTIONS
ARE ENGAGED IN ADVERTISING CAMPAIGNS
MORE REMINISCENT OF PATENT MEDICINES
THAN EDUCATIONAL INSTITUTIONS."* MY
(OBSERVATION IS THAT YOU HAVEN'T SEEN
ANYTHING YET.

NOW, CONSIDER THAT DIVERSITY OF
EDUCATION WITHIN AN INSTITUTION AND
AMONG PRIVATE AND PUBLIC COLLEGES
AND UNIVERSITIES HAS BEEN ACCLAIMED

(* RICHARD M. MILLARD, "RECONCILING STATEWIDE
PRIORITIES AND INSTITUTIONAL ASPIRATIONS."
REPORT PRESENTED AT THE E. C. S. /INSERVICE
EDUCATION PROGRAM SEMINAR, DEARBORN,
MICHIGAN, NOVEMBER 14-15, 1977.

BY EDUCATORS FOR DECADES AS THE
(HALLMARK OF QUALITY. BUT WITH COSTS
MOUNTING AND NUMBERS OF STUDENTS
DESTINED TO DECREASE, WHAT IS LIKELY
TO BE THE FUTURE FOR MANY PRIVATE
INSTITUTIONS AND SOME PUBLIC ONES?

ONE OF THE MOST CURRENT PROBLEMS
FACING UNIVERSITIES TODAY CAN BE
STATED LIKE THIS. MAINTAINING PROGRESS
(THAT HAS BEEN ACHIEVED IN SUCH AREAS
AS THAT OF PROVIDING OPPORTUNITIES
FOR WOMEN AND MINORITIES, IN THE FACE
OF SUCH ISSUES AS COLLECTIVE BARGAIN-
ING, FACULTY TENURE, AND PROGRAM
QUALITY AND PROLIFERATION, IS ALREADY
CAUSING GOVERNING BOARDS, ADMINISTRA-
TORS, AND FACULTIES TO CHOOSE BETWEEN
A VARIETY OF FORMS OF CONFRONTATION
(OR A SOLID STANCE OF COOPERATION AND
COORDINATION. MOST INFORMED EDUCATORS
TODAY SEE CLEARLY THAT THE ALTERNATIVE

TO INSTITUTIONAL COOPERATION AND
COORDINATION WILL, AT BEST, LEAD TO
AN INCREASE IN THE POWER OF STATE
COORDINATING BOARDS AND, AT WORST,
WILL ENCOURAGE LEGISLATURES TO
RECALL THE AUTHORITY FOR MAKING
ACADEMIC DECISIONS THAT HISTORICALLY
HAS BEEN DELEGATED TO THEIR COLLEGES
AND UNIVERSITIES.

FINALLY, OHIO IS EXPERIENCING AN
OUT-MIGRATION OF PEOPLE. INDUSTRY
IS FINDING THE CLIMATE FOR GROWTH
AND DEVELOPMENT MORE CONDUCTIVE
TO ITS NEEDS AND INTERESTS IN SOME
OF THE STATES IN THE SOUTH AND SOUTH-
WEST THAN IT IS IN OHIO. CONSEQUENTLY,
SOME MAJOR CHANGES IN OUR TAX STRUC-
TURE ARE ALMOST INEVITABLE. OTHERWISE,
WE MAY BE UNABLE TO COVER THE COST
OF ESSENTIAL STATE SERVICES. WHAT
CHANGES IN THE MANNER IN WHICH YOUR

INCOME AND PROPERTY WILL BE TAXED
CANNOT AT THIS MOMENT BE FORETOLD.
BUT IT IS MY GUESS THAT THE GOVERNMENT
WILL FIND A TECHNIQUE NOT UNLIKE A
MILD ANESTHETIC FOR EXTRACTING
MORE OF YOUR INCOME FROM YOU THAN
YOU AT THIS MOMENT ANTICIPATE.

OBVIOUSLY, THERE ARE OTHER MAJOR
PHENOMENA IN THE PUBLIC DOMAIN THAT CURRENTLY
ARE GENERATING MORE HEAT THAN LIGHT; BUT THE
FOREGOING PROSPECTUS MAY BE ADEQUATE TO
EXPLAIN THE REASONS THAT THE BEST EDUCATIONAL
ANALYSTS IN THE COUNTRY ARE TRYING TO IDENTIFY
THE NATURE OF THE NEW ERA INTO WHICH WE ARE
JUST NOW MOVING. SOME CALL IT "THE ERA OF
RETRENCHMENT". OTHERS DESCRIBE IT AS A "CRISIS
OF MANAGEMENT". DR. JOHN D. MILLETT'S NEWEST
BOOK SPEAKS TO "AN AGE OF ANXIETY"* SINCE THERE

* JOHN D. MILLETT, MANAGING TURBULENCE AND
CHANGE (JOSSEY-BASS, INC., 1977), page vii.

ALWAYS HAVE BEEN, ARE NOW, AND ALWAYS WILL BE PROBLEMS IN HIGHER EDUCATION, I LIKE TO BELIEVE WE ARE ON THE THRESHOLD OF "AN ERA OF OPPORTUNITY". STRONG COMPREHENSIVE UNIVERSITIES LIKE OHIO STATE, AFTER GOING THROUGH SOME MAJOR READJUSTMENTS AND POSSIBLY SOME MODEST RESTRUCTURING, WILL SURVIVE AND FLOURISH. OTHER LESS HEALTHY COLLEGES AND UNIVERSITIES MAY NOT. THE ANSWER LIES IN THE RECOGNITION OF REALITY AND IN THE DEVELOPMENT OF CONTINGENCY PLANS FOR DEALING WITH IT. *THAT REALITY*

I WOULD SUGGEST THAT ONE WAY TO TRANSLATE OUR IMPENDING STATE AND NATIONAL DILEMMA INTO AN ERA OF OPPORTUNITY COULD BE AN INSTITUTIONAL SCENARIO SOMETHING LIKE THIS:

-- FIRST, RE-EXAMINE AND, IF NECESSARY, REDEFINE THE MISSION OF COLLEGES ~~AND~~ AND UNIVERSITIES DURING THE NEXT TEN TO FIFTEEN YEARS.

SECOND,
-- / IN THE LIGHT OF WHAT THE SOCIAL, ECONOMIC, AND EDUCATIONAL NEEDS OF A STATE WILL PROBABLY BE, BUILD AS CAREFULLY AS POSSIBLE

A LIST OF INSTITUTIONAL PRIORITIES THAT WILL
PUT FIRST THINGS FIRST.

-- THIRD, DEVELOP CONTINGENCY PLANS WITH
FLEXIBILITY FOR A SET OF CONDITIONS THAT
INEVITABLY WILL PREVAIL SO THAT HUMAN AND
MATERIAL RESOURCES CAN BE UTILIZED AS
EFFECTIVELY AS POSSIBLE.

RELATED TO THIS LAST POINT, HARVARD'S
DR. JOHN C. PITTENGER IS GIVING THIS KIND OF
ADVICE:

" NO ONE CAN BE SURE WHETHER IN ANY
PARTICULAR STATE THE OVERALL DECLINE
MEASURED IN FULLTIME EQUIVALENT
STUDENTS WILL BE 5% OR 10% OR, AS I
THINK WILL SOMETIMES BE THE CASE,
15% OR 20%. NOR CAN ANYONE BE QUITE
SURE HOW THE STATEWIDE DECLINE WILL
AFFECT ANY PARTICULAR INSTITUTION,
BECAUSE IF THERE IS ONE THING WE CAN
BE SURE OF, IT IS THAT THEY WILL NOT

ALL BE AFFECTED THE SAME WAY. "*

SOME OF THE CONCERNS TO WHICH I HAVE ALLUDED ARE BEING ADDRESSED IN A PUBLICATION THAT WILL BE GIVEN WIDE DISTRIBUTION IN OHIO WITHIN THE NEXT FEW DAYS. ITS TITLE WILL BE "WHAT PRICE EDUCATION". THIS WILL BE THE SECOND IN A SERIES OF DOCUMENTS BEING PREPARED UNDER THE AUSPICES OF THE GOVERNOR'S COUNCIL FOR COST CONTROL. THE FIRST UNDER THE SAME TITLE, HAVING BEEN PLACED IN THE PUBLIC DOMAIN JUST A FEW WEEKS AGO, FOCUSES ON THE PROBLEMS OF OHIO'S PRIMARY AND SECONDARY EDUCATIONAL SYSTEM.

THE PURPOSE OF THE SECOND DOCUMENT WILL BE "TO PROMOTE AN OVERALL AWARENESS OF THE FISCAL AND OPERATIONAL ENVIRONMENT OF HIGHER EDUCATION TODAY." IT IS DESIGNED TO ENCOURAGE PLANNING BEFORE OUR PUBLIC COLLEGES AND UNIVERSITIES FACE THE FINANCIAL DILEMMA THAT

* JOHN C. PITTENGER, "THE PUBLIC TRUSTEE: OSTRICH, MULE OR OWL?" REPORT PRESENTED AT THE E. C. S. /INSERVICE EDUCATION PROGRAM SEMINAR, DEARBORN, MICHIGAN, NOVEMBER 14-15,

CURRENTLY CONFRONTS SO MANY OF OUR PUBLIC
SCHOOLS.

WHILE NO RECOMMENDATIONS WILL APPEAR IN
THIS PUBLICATION, IT IS DESIGNED TO STIMULATE
DISCUSSION, ANALYZE SOME OF THE ISSUES, AND
ENCOURAGE PURPOSEFUL PUBLIC ACTION. ITS GOAL
IS TO BROADEN ACCESS TO EDUCATION BEYOND THE
HIGH SCHOOL, PRESERVE AND, IF POSSIBLE, IMPROVE
QUALITY, AND TO DO BOTH AT A SUSTAINABLE LEVEL
OF COST. A SUSTAINABLE LEVEL OF COST SHOULD
NOT NECESSARILY BE INTERPRETED AS LESS COST BUT
RATHER AT A LEVEL THAT THE PEOPLE OF OHIO WILL
ACCEPT AS REASONABLE AND FAIR.

IF YOU WILL READ THIS PUBLICATION, "WHAT
PRICE EDUCATION", AND SOME OF YOU MAY, YOU WILL
BE IMPRESSED BY THE REVIEW OF THE CURRENT STATUS
OF OHIO'S SYSTEM OF HIGHER EDUCATION. SOME OF
YOU WILL BE DEEPLY MOVED AND SOME MAY BE AT
LEAST SLIGHTLY ALARMED BY SUGGESTIONS OF
ALTERNATIVES, A FEW OF WHICH WILL BE EXAMINED
IN DEPTH IN SUCCEEDING STUDIES.

ONE OF THESE ALTERNATIVES, NOT RECOMMENDATIONS, WILL ADDRESS THE HISTORY OF THE EVOLUTION OF SO MANY DIFFERENT TYPES OF TWO-YEAR INSTITUTIONS IN THIS STATE. CONSIDERATION WILL BE GIVEN TO A CHANGE IN STRUCTURE THAT COULD RESULT IN A SYSTEM OF TWO-YEAR STATE COMMUNITY COLLEGES THAT WOULD CONFORM TO OHIO'S NEW LEGISLATION ON THIS SUBJECT. NOW, WHAT COULD BE SOME OF THE OUTCOMES?

1. IT SEEMS CLEAR THAT A PROPERLY CONCEIVED AND COORDINATED ^{TWO-YEAR} SYSTEM COULD ELIMINATE UNWARRANTED DUPLICATION OF PROGRAMS, SUPPORTING SERVICES, ADMINISTRATIVE STRUCTURES, AND A VARIETY OF OTHER EFFORTS THAT TODAY SEEM TO HAVE PRODUCED THE EFFECT OF DILUTING THE QUALITY OF PROGRAMS BECAUSE OF THE NEED TO DEPLOY FUNDS OVER A WIDE PROLIFERATION OF COURSE OFFERINGS.
2. THE PROPER TYPE OF STATE COMMUNITY COLLEGE, WITHIN COMMUTING DISTANCE OF THOSE WHO WISH TO BENEFIT FROM THE

COLLEGIATE EXPERIENCE, COULD BRING WITHIN REACH OF EVERYONE A BROADER SPECTRUM OF EDUCATIONAL OPPORTUNITY AND ENLARGE EACH PARTICIPANTS CHANCES OF FINDING A SATISFACTORY ROLE IN OUR TECHNOLOGICAL SOCIETY.

3. ONE OF THE SPIN-OFFS OF SUCH A PLAN COULD BE A MODIFICATION OF OUR OPEN ADMISSIONS LAW. WITH A BROAD PROGRAM OF EDUCATIONAL OPPORTUNITY AVAILABLE *IN TWO-YEAR INSTITUTIONS* TO ALMOST ANYONE WITHIN COMMUTING DISTANCE, SOME DEGREE OF SELECTION COULD BE ACCORDED OUR UNIVERSITIES, SO THEY COULD BE FREE TO PURSUE A COURSE OF EVEN HIGHER QUALITY EDUCATIONAL ENDEAVORS, ELIMINATE IN DUE COURSE THE WASTEFUL BURDEN OF REMEDIAL COURSES, AND CONCENTRATE ON THE PURSUIT OF TRUTH IN ITS RICHEST SENSE.
4. BY FREEZING THE DEGREE-GRANTING AUTHORITY OF STATE COMMUNITY COLLEGES AT THE CERTIFICATE AND ASSOCIATE DEGREE

LEVELS, WE WOULD, WITH A FEW EXCEP-
TIONS, HAVE IN PROCESS AND IN PLACE IN
1977 ALL THE PHYSICAL FACILITIES THAT
WOULD BE NEEDED IN THE FORESEEABLE
FUTURE. IT IS NOT INCONCEIVABLE THAT
SUCH ADDITIONAL SPACE AS MIGHT BE
NEEDED IN A FEW COMMUNITY COLLEGE
DISTRICTS COULD BE LEASED FROM PRIVATE
COLLEGES. SUCH RESOURCES AS COULD BE
SAVED BY THIS PROCESS COULD PRODUCE
TWO SALUTARY EFFECTS: (A) FREE TAX
RESOURCES, THAT CONVERSELY WOULD BE
GOING TO A CAPITAL IMPROVEMENTS
PROGRAM, FOR OPERATIONAL USES, AND
(B) PLACE A CEILING ON OUR STATE BONDING
AUTHORITY THAT OTHERWISE COULD RESULT
IN CONSTRUCTING BUILDINGS THAT WILL NOT
BE NEEDED AND IN PLACING OPERATING
BUDGETS IN COMPETITION FOR RESOURCES
WITH THE INESCAPABLE RESPONSIBILITY OF
FUNDING BOND ISSUES FOR THOSE UNNEEDED
BUILDINGS.

ANOTHER ALTERNATIVE IS RELATED TO A REVIEW OF A WHOLE RANGE OF DEGREE PROGRAMS IN RELATION TO EMPLOYMENT OPPORTUNITIES. ONE OF THESE IS THE UNDERUTILIZATION OF A NUMBER OF DOCTORAL PROGRAMS IN OHIO. ONE ILLUSTRATION WILL SUFFICE. "SIX UNIVERSITIES IN THIS STATE OFFER DOCTORAL PROGRAMS IN PHYSICS. ENROLLMENTS RANGE FROM ONE TO 50 WITH A TOTAL ENROLLMENT IN ALL SIX OF ONLY 157."* WE MAY BE APPROACHING A TIME WHEN OHIO CANNOT AFFORD THIS LUXURY.

OTHER STATES ARE WORRYING ABOUT THE SAME PROBLEM. THE COUNCIL OF GRADUATE SCHOOLS IN THE U.S. HAS JUST RELEASED A REPORT THAT DISCLOSES AN INTERESTING FACT. FROM 1970 TO 1976 THREE NEW GRADUATE PROGRAMS WERE CREATED FOR EVERY ONE THAT WAS DROPPED --- A RATHER HEADY CIRCUMSTANCE IN THE LIGHT OF EXISTING CONDITIONS. AN EXAMINATION OF OUR PRESENT AND FUTURE NEEDS FOR ADVANCED GRADUATE PROGRAMS

* "WHAT PRICE EDUCATION," VOLUME II, A DOCUMENT PREPARED BY THE GOVERNOR'S COUNCIL FOR COST CONTROL, COLUMBUS, OHIO, DECEMBER 1977.

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MAY BE IN ORDER.

(EQUALLY AS IMPORTANT MAY BE A COOPERATIVE EFFORT TO ATTACK THE PROBLEM OF PROGRAM OBSOLESCENCE AT ALL LEVELS OF HIGHER EDUCATION. NO PRESIDENT'S AUTHORITY MATCHES HIS RESPONSIBILITY IN TRYING TO COME TO GRIPS WITH THIS ISSUE. WHILE MODEST PROGRESS ON THIS MATTER IS REPORTED BY THE OHIO BOARD OF REGENTS, FACULTIES COULD BEGIN IN EARNEST TO ANALYZE COURSES THAT ARE AND ARE NOT NEEDED BEFORE THE AUTHORITY FOR (DOING SO IS RECALLED FROM THE CAMPUSES. SUCH A THREAT IS NOT INCONCEIVABLE, BUT I BELIEVE THAT INSTITUTIONS, IF THEY WILL COMMIT THEMSELVES SERIOUSLY TO THIS TASK, MAY VERY WELL ADVANCE THE CAUSE OF HIGHER EDUCATION MORE EFFECTIVELY AND MORE RAPIDLY THAN WOULD BE POSSIBLE BY ANY OTHER STATE AUTHORITY.

THERE ARE OTHER ALTERNATIVES SUCH AS "EVALUATION OF THE OHIO INSTRUCTIONAL GRANTS (PROGRAM" AND "IMPROVING MASTER PLAN EFFECTIVENESS THROUGH COST ANALYSIS AND PRIORITY-SETTING," BUT I SHALL NOT BELABOR THE SUBJECT. THE FUTURE

HAS DECLARED)

DISTINGUISHED HUMANIST, "THERE IS NO FORCE SO
GREAT AS AN IDEA WHOSE HOUR HAS STRUCK."*
THAT HOUR, TO WHICH I HAVE ALLUDED IN MY
REMARKS, IS AT HAND. BE A PART OF TRANSLATING
THE DILEMMA CONFRONTING EDUCATION TODAY INTO
AN ERA OF OPPORTUNITY, THUS UTILIZING YOUR
INTELLECTS TO WEAVE THE IDEA OF A UNIVERSITY
INTO THE FABRIC OF LIFE --- LIFTING IT, NURTURING
IT, REFINING IT, AND GUARDING IT FOR ALL MANKIND
--- FOR ALL TIME.

* VICTOR HUGO.