

Adventist Colleges in the U.S. Trim 1982-83 Faculties

by Harold Hopp and Rick Rubner

Seven of the ten SDA liberal arts colleges in the United States are trimming their faculties next year. None are adding teaching positions.

These reductions of faculty size are related to a drop of 3.8 percent in enrollment last year, more than a five percent difference from non-Adventist colleges in the United States which increased in attendance by 1.6 percent. Only three SDA colleges in the United States are even maintaining their present faculty size. Not surprisingly, the schools maintaining the size of their faculties—Oakwood College, Southwestern Union College and Union College—were the only ones to experience increased enrollment in 1981-82. The greatest total number of faculty reductions will occur at Pacific Union College and Loma Linda University.

Another school making significant reductions in faculty is Southern Missionary College, which suffered its first drop in enrollment in over a decade—a 14.2 percent decrease that was the largest in the system. Perhaps Southern Missionary College's misfortune is temporary, related to the current controversy at the school. Equally dramatic is the 14.1 percent rise in registration at nearby Oakwood College.

The following report looks at enrollment

changes at each of the Adventist colleges in the United States and the ways those which needed to reduce the size of their faculties did so. The term "full-time equivalent" will be used to describe faculty reductions. It must be recognized that comparisons are approximate since a definition of full-time equivalent may vary slightly from school to school.

Andrews University

Provost Roy Graham estimates a reduction of six to eight full-time-equivalent faculty positions for the 1982-83 academic year. He told the Andrews University *Student Movement* last March that eight people were not replaced last year, 17 faculty members will be retiring or leaving this year, and replacements will be limited.

Faculty members communicated with the administration about where to make reductions through department chairmen and standing committees in each school. However, some faculty members felt the decisions were announced to the chairmen rather than made after consultations. The nursing department faculty have agreed to accept 90 percent of the annual salary for teaching three of the four quarters of this coming year, according to Rilla D. Taylor, chairman of the nursing department.

In selecting specific programs and faculty members to be cut, Andrews University looked at demand for courses and majors,

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job opportunities for students upon graduation, and the length of a teacher's contract, according to Graham. He points out that the university's Office of Institutional Research foresees steady enrollment, but Graham is unwilling to state whether even further cuts in faculty or programs will be necessary in the future.

Atlantic Union College

Atlantic Union College has planned for the smaller pool of potential college students by working to keep the size of the faculty small, according to Ronna Archbold, director of public relations, admissions, and recruitment.

Therefore, Atlantic Union College will be reducing the size of its faculty by the equivalent of only one full-time faculty member. Cuts in the number of part-time and contract teachers allowed reductions equivalent to three full-time faculty, but the school also added two full-time nursing faculty, as a two-year nursing program is expanding to a four-year program.

A college can be run effectively even with the small faculty Atlantic Union College has, Archbold believes. Although regular full-time faculty is less than 50, the college has received high ratings in recent accreditation reports.

Columbia Union College

Columbia Union College has cut 5.5 full-time-equivalent faculty positions. One resulted from elimination of a sociology major; another 2.5 faculty positions were eliminated when a one-year practical nursing program was terminated. The remainder of the faculty reductions were achieved by not replacing retiring faculty.

Columbia Union College has already eliminated some departments, combined still others, and is considering still further consolidations of departments so that fewer department chairmen will be needed. Better education with fewer Columbia Union College faculty members has resulted from formal agreements with the University of Maryland for cooperative degree programs in agriculture and engineering. A new

program in computer science has been approved by the college's board.

Joseph Gurubatham, dean of academic administration, said that a faculty committee was informed of the need for faculty reductions, but he did not believe that faculty members should be asked to carry out the difficult task of deciding which of their peers should not be re-hired. The administration of the college recommended the reductions voted by the Board of Trustees.

Loma Linda University

At the January meeting, the Board of Trustees declared that the university was in a "state of fiscal exigency," a condition an increasing number of colleges and universities in the United States have declared. It allows an institution to dismiss even tenured faculty. At the meeting, the trustees approved major cuts in faculty and staff, forced by increasing costs coming simultaneously with declining enrollment in several of the university's eight schools and loss of government support in the form of aid to students and capitation grants. The trustees approved eliminating the equivalent of 15.5 full-time faculty positions throughout the university. Beyond these cuts, the trustees also approved reductions in teaching time of another 12 faculty members. Since the January meeting of the board, the university has cut 55 full- and part-time (not full-time-equivalent) staff positions.

R. Dale McCune, provost of the La Sierra Campus, where the undergraduate College of Arts and Sciences is located, said that continuing to achieve a balanced budget for his campus for the 1982-83 fiscal year depends on cutting this year's level of spending by \$365,000.

Oakwood College

President Calvin B. Rock does not foresee any cuts in programs or faculty this year. However, he set up a task force to study how to handle these problems if Oakwood is faced by them in the future. The recommendations of the task force are not

available. Oakwood College had a 14.1 percent increase in enrollment last year, the highest in the Adventist system.

Pacific Union College

Pacific Union College, facing a decline in enrollment next year, will cut 12 to 14 full-time-equivalent faculty positions, according to Tom Hopmann, vice-president for financial affairs. Faculty cuts will make it necessary to eliminate three majors: agriculture, sociology, and speech pathology.

Formal communication between the faculty and administration was through an academic council and its curriculum and academic efficiency committee. The administration did not dictate a specific number of reductions. The faculty committee studied the college's financial situation as well as department reports and decided on a plan which was approved with few changes by the Board of Trustees.

The committee used a formula of enrollment and student/teacher ratios, based on a Board of Higher Education recommendation of a 15.5 student/teacher ratio. Specific reductions were decided by the administration after consulting with department chairmen. Departmental seniority was considered, as was student utilization of departmental offerings.

Even though the administration did not dictate to the academic council the specific number of reductions and retained final approval throughout, there were some faculty members who were not happy with the procedure followed. They wished that a formula for reducing the number of administrators—similar to that used for the faculty—could be developed. Although the procedure involved many faculty members and allowed for much discussion with administrators, the college may change the procedure because it consumed so much time.

Southern Missionary College

The faculty is being cut back a net total of four positions. Although an additional faculty member is being added to the mathematics and computer science program, one full-time teacher is being cut from three

departments: art, music, and religion. The program in English as a foreign language has been terminated, eliminating another full-time faculty member. The equivalent of another full-time post has been cut by reducing the history department by half a salary and generally cutting back on contract and part-time teachers.

In addition, Southern Missionary College is eliminating 12 staff positions. All persons not rehired will be paid for one year while they are looking for a job. Lawrence E. Hanson, the academic dean, says the school also will assist faculty and staff in finding jobs. The administration made all decisions on faculty reductions. Although faculty were not generally involved, according to Hanson, the ten divisional chairmen were consulted.

Southwestern Adventist College

Southwestern Adventist College will make no faculty or staff reductions, according to Donald McAdams, president. The college will replace all teachers who leave. In fact, in 1981–82 Southwestern Adventist College added four teachers. Enrollment is stable. The dropout rate was reduced, perhaps, by an active tutoring program geared toward freshmen students who score low on entrance tests. This program helps students in English, reading, mathematics, and personal psychology. McAdams feels this program not only helps enrollment but also gives the school a better program by not dragging down the level of instruction, making classes more vital and alive. Teachers are not slowing down for the slower students, he says.

Southwestern Adventist College has a director of career life and planning. This person becomes actively involved with freshmen through counseling, seeking out students who need help rather than waiting for students to seek assistance. The career life program was begun during the 1981–82 year, and it appears to have paid off. There was a drop of only 20 students in previous years. Despite this good fortune, the college is budgeting fairly conservatively for 1982–83, preparing for a 20-student drop in enrollment (even though applications are ahead of last year at this time).

Union College

Union College is one of the three schools where enrollment increased last year. Not surprisingly, it will make no reductions in faculty or staff for the 1982-83 year, according to John Wagner, academic dean. Enrollment is expected to hold steady for 1982-83. While salaries will increase by the planned 6.2 percent beginning January 1, the budget is balanced.

Walla Walla College

Walla Walla College is cutting back its faculty by more than seven full-time-equivalents. History, nursing, art, industrial technology, and library science are losing one full-time position. In addition, contract teaching is being reduced by the equivalent of one-half to one full salary. Although history's loss is temporary, all reductions are by attrition. Also, Walla Walla has cut at least six non-faculty staff positions. Decisions for the reductions were made through a

faculty master planning committee. The committee worked with departments, determining their needs, analyzing student/faculty ratios, and considering alternating classes on a year-by-year basis, according to Malcolm Maxwell, vice-president for academic affairs.

Maxwell says that preliminary reports indicate that there is a budget deficit possibly in excess of \$350,000, mostly due to interest, increased energy expenses, and lower than expected income. Much of the \$125,000 interest that the college paid last year resulted from debts the school had to incur because of poor cash flow resulting from students' delay in paying bills.

The future of Adventist education is not in doubt. However, the shape that the future will take remains to be seen. Combining programs or even institutions may be necessary to run a higher educational system open to the greatest number of Adventists. Whatever the course, everyone concerned—administrators, faculty members, students, and parents—must begin to plan now so that circumstances do not force hasty and ill-planned retrenchments.

SDA Colleges	Enrollment		Tuition '82/'83	Faculty Reductions '82/'83
	'81/'82	Change ('80/'81- '81/'82)		
Atlantic Union	534	- 9.5%	\$4,596	1.0
Andrews	1,692	- 7.3%	\$4,512	6-8.0
Columbia Union	575	-10.0%	\$4,448	5.5
Loma Linda	2,642	- 5.3%	\$5,220	15.5
Oakwood	1,280	+14.1%	\$3,663	0
Pacific Union	1,760	- 5.1%	\$4,725	12-14.0
Southwestern Adventist	650	+ 6.4%	\$4,084	0
Southern Missionary	1,481	-14.2%	\$3,920	4.0
Union	869	+ 6.6%	\$4,395	0
Walla Walla	1,724	- 2.0%	\$4,650	7.0

All enrollment and faculty figures are given in full-time equivalents.
Enrollment and tuition figures provided by the General Conference Board of Higher Education.