

I wanted to drop you a note to make a request for your personal effort and support as we deal with the rash of student activism surrounding the campus safety issue. Throughout the past two years we have stressed TEAMWORK and KEEPING OUR EYE ON THE BALL as key themes of progress. Yet, in the past week we have found once again that when such disruptions occur, the President's Office (or more precisely, the 2nd Floor of Fleming--since Communications, Government Relations, and Community Relations bear much of the load) is left largely to deal with these matters alone.

Clearly campus safety is everyone's concern. Clearly, too, we each have a responsibility as a member of the administrative team to do all that we can to support University policy on such matters. Yet, all too often there is a tendency to stand back...or perhaps even allow staff to second-guess or undercut University positions once they have been set. Needless to say, this makes the situation even more difficult. But there is an even more important reason for you and your unit taking a far more active role in these matters than you are presently.

As you may be aware, Lansing now estimates the magnitude of the current state budget deficit at \$1.4 billion...and growing. There is little doubt that within the next two months we will experience executive order cuts averaging 10% to 15% or higher in FY90-91 across most state agencies, with corresponding base reductions for FY91-92. If we are indeed subjected to cuts of this magnitude, the very short time scale to respond would leave us little choice but to implement across-the-board cuts for all administrative units of at least 10% or higher in the present fiscal year, with corresponding base reductions in subsequent years. Hence, we all have a great deal at stake in the Lansing situation.

There is some chance that we may be able to make the case for reduced cuts for education...but only if Dick and I direct all of our attention in the weeks ahead to this effort. Needless to say, if our offices continue to have to bear the brunt of the effort in dealing with the present student disruption, our capacity to work with Lansing will be crippled, and we all--and the University--will suffer greatly.

Hence, it is of paramount importance that you and your units get firmly behind the University on the campus safety issue. It is not enough simply to passively support these policies. You must play an ACTIVE role in supporting and communicating these policies to the broader University community and beyond. To this end I would ask you to meet immediately with your senior team of administrators, develop an adequate understanding of the issues and the University position, and then develop action plans to build the necessary level of

support throughout your unit and those with whom you interact. Walt Harrison and Paul Boylan have much of the background material, but you might also be interested in a short statement I have been sending to students who inquire on electronic mail--which will be forwarded to you in a separate E-mail message.

Needless to say, this is one of those critical issues that we all must face together. We are all either active and supportive members of the team, once such University policies have been set, or we become part of the problem rather than the solution.

I believe we have one of the strongest administrative teams in many years, and I am confident we can all work together to share the load better. Thanks for your help and cooperation on this matter.