

MINUTES OF MEETING OF BOARD OF REGENTS
WESTERN KENTUCKY UNIVERSITY
April 14, 1979

A special meeting of the Board of Regents of Western Kentucky University, having been called at the written request of the President of the University, was held on Saturday, April 14, 1979, at 11:00 a.m. CST, in the Regents Conference Room of the Wetherby Administration Building on the Western campus. Mr. John David Cole, Chairman, presided.

The meeting opened with a prayer of invocation by Mr. Harry K. Largen, Vice President for Business Affairs and Treasurer.

The following members were present:

Dr. William G. Buckman
Mr. Ronald W. Clark
Mr. John David Cole
Mr. Michael Harreld
Mr. William Kuegel
Mr. Hugh Poland
Mr. Ronald G. Sheffer
Mr. Steven O. Thornton

Absent were Mr. Tom Emberton and Mr. Carroll Knicely.

Also present, in addition to Mr. Largen, were Dr. John D. Minton, President; Dr. James L. Davis, Vice President for Academic Affairs; Mrs. Mary Sample, Secretary; Dr. Paul B. Cook, Assistant to the President for Resources Management and Director of the Budget; Mr. Rhea P. Lazarus, Staff Assistant, Office of the President; Mr. William E. Bivin, University Attorney; Dr. Randall Capps, Head of the Department of Communication and Theatre and Parliamentarian; and Mr. Donald L. Armstrong, Director of Public Relations.

Dr. James E. Drinnon, Jr., Chancellor of the University of Tennessee at Chattanooga, and a candidate for the position of President of Western Kentucky University, was introduced by Chairman Cole, as was his wife Mrs. Gayle Drinnon, who is a teacher of gifted children. Appreciation was expressed for their visit to the campus.

The presiding officer called attention to a statement which had been provided to the members of the Board earlier in the meeting entitled "Statement on Higher Education and Administration" and prepared by Dr. James E. Drinnon, Jr. A copy of the statement is attached to these minutes as an exhibit.

Dr. Drinnon was then presented to share with the Board his thoughts and impressions of Western and his feelings relative to the presidency of the University. Following that, it was announced by Chairman Cole, there would be a question-answer session and a closed session with luncheon provided.

Chancellor Drinnon shared with the Board the following ideas relative to administration:

1. The most important factor in a president's administration is a strong, capable staff to whom he can delegate responsibility and who will keep him advised, thereby enabling the president to be involved in the day-to-day operation of the University.
2. In management of an institution, Dr. Drinnon referred to the following activities which had taken place at UT, Chattanooga.
 - a. Establishment of a mission statement based on information obtained from a goals survey instrument completed by the citizens of the community, alumni, trustees, faculty, and students. After completion of the mission statement, which included goals, it was reviewed and approved by the faculty, the Board of Trustees, and the Tennessee Higher Education Commission.
 - b. Implementation of a management process known as Management by Objective, requiring that each employee prepare in writing objectives for the coming year related to the implementation of the goals of the institution. The objectives are discussed with the department head and the agreement, when signed, becomes a type of contract. At the end of the year, another session is held between the department head and employee at which time an evaluation is made of the performance of that individual during the year in relation to the objectives agreed upon earlier with some value assigned for performance. Salary increases are based on merit. Chancellor Drinnon stated he believes in accountability, indicating that this is one process in which it is possible both to plan and to measure success achieved. In addition, the Chancellor asks for unit objectives from each unit which are reviewed and approved also.
 - c. Institution of zero-based budgeting which requires the unit to submit a list of justified expenditure items in order to receive funding. The system of budgeting is helpful in providing a basis for knowledgeable reductions of funds if necessary or reallocation of funds.

Relative to his philosophy of education, Dr. Drinnon said he supports public education and believes it provides the best opportunity for the people in this country to get the kind of skills and education that will enable them throughout their lives. Expressing concern about enrollment in the 1980's, Dr. Drinnon said he felt that institutions that maintain high standards and quality programs will be able to survive; however, he believes many institutions will compromise in order to maintain enrollment. It was the feeling of Dr. Drinnon that in the 1980's public funding will probably only maintain institutions without excess funds and institutions will turn more and more to seeking private support.

The question and answer session followed.

In response to an inquiry from Mr. Thornton relative to the goals for and expectations of the student body, Dr. Drinnon stated he would like to see an excellent student body, one that is successful in the things they set out to achieve. It was his belief that if an institution admits students, it has the responsibility to do everything it can to work with those students while they are enrolled to help them be successful. Students should be involved -- the more they are involved, the more they will learn. Relative to goals of students, Dr. Drinnon indicated that he would be more interested in working with the students in helping them to formulate their goals, as opposed to his goals, and, after review and proper approval, working toward their achievement. Desiring to have an input and an opportunity to express his opinion, Dr. Drinnon preferred to have the goals developed by the individuals most closely affected by the goals.

Mr. Harreld inquired of Dr. Drinnon regarding his philosophy concerning continuing education and outreach programs for different age groups. Responding that continuing education is very important and will be even more so in the 1980's, Dr. Drinnon said he felt it was necessary to be willing to extend the campus into areas off the main campus and to provide educational opportunities for older students who seek instruction for one reason or another.

In responding to Dr. Buckman's inquiry relative to his reaction to the mission statement, Dr. Drinnon reported he had read the mission statement, recognized a good deal of thought had gone into it, but saw in the mission statement conflicts with the Council that needed to be dealt with and resolved. He indicated he had no negative thoughts relative to the mission statement.

Mr. Kuegel asked Dr. Drinnon what his thoughts were on Western's role in teaching agriculture in the state. Dr. Drinnon responded that he felt there was a great future in the area of teaching agriculture, citing the fact that agriculture programs have had great impact on our country through the application of learned ideas and practices to produce more food at less cost. The interest of young people in the program is another indication of future growth. Dr. Drinnon said he would be supportive of the agriculture program.

In answer to Dr. Buckman regarding the size of the administrative staff at UT-Chattanooga, Chancellor Drinnon said a staff of 7 - 8 people

reported to him and he had a half-time administrative assistant. The staff consisted of three vice chancellors, two executive deans, and the deans of the various schools and colleges on campus, none of whom had assistants. Should he come to Western as President, he indicated he would work carefully with the present staff and any decision for change would be made after adequate time for proper evaluation.

Mr. Clark asked Dr. Drinnon about the means by which open communication is achieved with the faculty. The Chancellor responded that among the efforts at UT-Chattanooga are full faculty meetings chaired by the Chancellor with discussion, visits from the Chancellor to all departments on campus at least once a year for an hour to an hour and a half meeting on items the faculty members wish to discuss, and breakfasts once a month with faculty selected at random for discussion of issues with which they are concerned. Methods used include letting the faculty know you care enough about issues to discuss them, making necessary administrative decisions in the open, and letting faculty know of decisions to be made before they are final, giving them an opportunity for input.

In responding to Mr. Poland's request to describe his experience in the area of financial affairs, including budget making, Chancellor Drinnon outlined the budget-making process at UT-Chattanooga as follows:

1. Completion and submission of necessary information for formula funding based on credit hours;
2. Upon approval of data submitted, a lump sum appropriation is made;
3. The Chancellor takes the lump sum appropriated along with other revenues and develops the budget;
4. Budget is then submitted to the President for his review and finally to the Board for their review and approval.

In addition, when Dr. Drinnon was Executive Assistant to the President and Vice President for Administration, University of Tennessee, he had experience in dealing with the Higher Education Commission, the Governor's Office, and the Legislature in seeking approval of budgets and funding from those agencies.

Mr. Poland asked Chancellor Drinnon if athletics is important in the life of the University to which Dr. Drinnon responded in the affirmative. Mr. Poland then inquired how he would suggest meeting the increased costs of the athletic program.

Chancellor Drinnon elaborated that he felt athletics is important in the life of the University because it creates a kind of climate on a college campus with which people can identify and develop good morale in students, alumni, and others interested in the program. Athletics also gives students the opportunity to participate. Chancellor Drinnon indicated he personally enjoys watching the athletic games and is very supportive of athletics. Indicating that the cost of athletics is going to be a serious one in the future with contributing factors being Title IX and inflation, Dr. Drinnon reported that other sources of funds for athletics, in addition to state appropriated funds, include gate receipts and voluntary gifts from individuals.

In response to Mr. Sheffer's inquiry relative to academic scholarship offerings, Chancellor Drinnon outlined the UT-Chattanooga scholarship program which includes 6 Andy Holt 4-year academic scholarships; 20 Scholars Program 4-year scholarships in the amount of \$750, covering cost of books and fees with an average education cost per year of approximately \$2,000 for an on-campus student; a number of Leadership and Chancellor Scholarships in the amount of \$600; scholarships administered by the Choral Activities Director in amounts ranging from \$200 - \$400, with the same type of scholarship administered in band and other programs; and a number of restricted scholarships from gifts allocated for special purposes.

Mr. Sheffer then asked if thought had been given to increasing the size of the scholarships and decreasing the number in order to get quality students. Chancellor Drinnon reported that the school was able to recruit high quality students on the \$750 scholarship in competition with such schools as Vanderbilt because at UT-Chattanooga the \$750 scholarship is more than the fees where a \$3,000 scholarship would not meet fees at Vanderbilt. Dr. Drinnon felt the greatest problem in the scholarship program is not being able to offer 4-year scholarships instead of 1-year scholarships; however, he said the program was moving in the direction of scholarships for longer periods.

In response to an inquiry from Mr. Kuegel as to whether UT-Chattanooga was a subsidiary of the University of Tennessee, Dr. Drinnon reported that the University of Tennessee is a system with five campuses of which one is UT-Chattanooga. Each of the five campuses has a Chancellor who is responsible to the President of the system.

Mr. Poland asked Dr. Drinnon to describe his understanding of the proper relationship of the President to the faculty of the University and his view of the role of the faculty.

Dr. Drinnon said he felt the President should be the leader of an institution — of the faculty as well as everyone else on the campus. It was his feeling that the President has a great leadership responsibility and a responsibility to work with the faculty, to understand their concerns, and to involve them in the decision-making process, as well as to have them understand his concerns. The President remains responsible and must, therefore, have the authority to make the decisions; nevertheless the faculty should be involved in the process and have an opportunity to express their views about decisions made by the institution.

Mr. Poland then asked Dr. Drinnon about his thoughts on the Faculty Senate. Chancellor Drinnon responded that the establishment of the Faculty Senate was a very good move because it is a way for the faculty to speak through representatives and provides a means of obtaining a reaction from the faculty. The action of such a group at UT-Chattanooga is subject to the approval of the Chancellor and the Board. It was Dr. Drinnon's feeling that the Faculty Senate should deal with academic, not administrative, matters; however, recommendations concerning administrative matters would be welcome for consideration. He emphasized that the responsibility for the management and administration of the University belongs to the administration and ultimately to the President and the Board of Regents. In summary, the Faculty Senate provides an excellent form for the faculty to discuss issues about which they are concerned.

Mr. Thornton asked Chancellor Drinnon to review for the Board information he had provided at an earlier meeting relative to the use of private funds for faculty research, student scholarships, and athletics. In response, Chancellor Drinnon reported that at UT-Chattanooga, the foundation provided \$450,000 in unrestricted funds and \$200,000 was raised for athletics. The expenditure of funds is directed to specific areas in larger amounts rather than directing smaller amounts in several areas. For example, \$100,000 was authorized for the Department of Music, decreasing 25% each year to be picked up by state funds entirely at the end of four years. The funds enabled the hiring of additional faculty, provided scholarships, and made possible the recruitment of outstanding students. The results were a 100% increase in enrollment, the establishment of several outstanding student

music ensembles, development of a master's program, and accreditation of the department. The same sort of effort was applied in the Business Department.

Relative to faculty research, Dr. Drinnon reported that one example of private funds for this endeavor was the provision by individuals of three professorships in business in the amount of \$50,000 each to be awarded to outstanding faculty as a faculty stipend with the remainder for operating funds for faculty research.

At this point in the meeting, Mr. Harreld moved that the Board go into closed session for discussions which might lead to the appointment of an individual to the position of President, stating that the reason for a closed session discussion was to protect the reputation of individual persons being considered. (Bylaw D.2.c.) The motion was seconded by Mr. Kuegel and carried by voice vote. Without objection from the Board, Chairman Cole requested that Mr. Thornton serve as special secretary for the closed session.

Prior to going into closed session, Chairman Cole introduced Mr. Clem Haskins and Mr. Raymond Hite, Assistant Basketball Coaches at Western, who presented to the Board Mr. Percy White of Washington, D.C., and Billy Bryant, currently a student at Western, also from Washington, D.C. Chairman Cole pointed out that Percy was a C+ student and his basketball team at DeMatha High School compiled a 30-2 record last year. Appreciation was extended to the group for their presence and to Percy for his visit to the campus. The feeling that Percy would make a worthwhile contribution to the University community was expressed by the Chairman. The Board then moved into closed session.

Returning to the meeting approximately 1 hour later at 1 p.m., Chairman Cole stated that no matter was discussed in the closed session other than that announced prior to convening the session and that no final action was taken.

Under other business, Dr. Minton reported regarding the following items with action taken as indicated.

1. Because of the demands of his work, Congressman Natcher will be unable to be in attendance at the May 12 Commencement but will be present for the Commencement scheduled for August 10, 1979, when he will be the recipient of the honorary degree of Doctor of Laws to be conferred by Western Kentucky University. The conferring of the degree was approved by the Board at its meeting on March 31, 1979.
2. Attention was directed to material provided to members of the Board earlier in the meeting. Among the items was the proposal submitted by the Owensboro Chamber of Commerce to the Council on Higher Education for the establishment of a Graduate and Continuing Education Center for Owensboro to be operated by the University of Kentucky to replace the Owensboro Higher Education Consortium. Also included were a memorandum from the President explaining the University's position and pertinent newspaper clippings. In his memorandum to the Board, Dr. Minton reviewed Western's role in the development of the Consortium, reporting that Western had served as a pioneer in its efforts to take

graduate programs to the Owensboro area. Dr. Minton stated that the proposal had been included on the Council agenda as an information item at the April 11 meeting with a complete report expected at the July meeting and pointed out that it is a matter which requires very careful consideration and the best thinking of the Board.

Considering the questions that had been raised relative to the Owensboro Higher Education Consortium by the proposal to the Council and with the permission of the Board, Chairman Cole asked that President Minton, Mr. Kuegel, Mr. Harreld, and Dr. Davis make arrangements to meet with the appropriate representatives in Owensboro. The purpose of the meeting would be to ascertain the facts in the matter; to determine whether there is a problem; and, if there is a problem, what might be done relative to solving it. President Minton was asked to make arrangements for the delegation to meet with the appropriate individuals in Owensboro.

Relative to the matter under consideration, Mr. Kuegel indicated he concurred in the action taken in the appointment of the delegation. He reported that it appeared that the proposal came about as a result of the feeling that Owensboro, being the third largest city in Kentucky and not having a major state institution of higher education located in the immediate area, wanted to have this type of educational opportunity. He indicated that he had become aware of some dissatisfaction with the Owensboro Consortium because certain courses desired by individuals were not offered.

Chairman Cole reminded the members of the Board of the special meeting of the group scheduled for Tuesday evening, April 17, at 8:15 p.m., in the Regents Conference Room at which time Dr. Todd H. Bullard, Provost and Vice President for Academic Affairs, Rochester Institute of Technology, Rochester, New York, was expected to meet with the Board as a candidate for the presidency of Western Kentucky University. A light buffet in the President's Office will precede the meeting and will begin at 7 p.m. A meeting was also announced for 11 a.m. on Saturday, April 21, with Dr. Kern Alexander scheduled to be in attendance.

Chairman Cole introduced to the Board and others in attendance Mr. Gilmer Jones from North Carolina. Mr. Jones is the father of Mr. Tom Jones, who is presently serving his second term as Chairman of the Western Kentucky University Faculty Senate. Appreciation was expressed for the presence of Mr. Jones.

The gratitude of the Board was conveyed to Dr. Tom Madron, Mr. Bill Bivin, and Mrs. Rosalind Davis for their work as staff for the Advisory Committee for the Selection of a President.

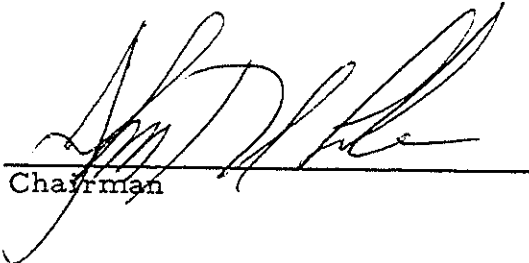
Having expressed appreciation to Chancellor and Mrs. Drinnon for their visit to the campus and there being no further business to come before the Board, the meeting was adjourned at 1:10 p.m.

CERTIFICATION OF SECRETARY


I hereby certify that the minutes herein above set forth an accurate record of votes and actions taken by the Board of Regents of Western Kentucky University in its special meeting held on April 14, 1979, in the Regents Conference Room of the Wetherby Administration Building on the Western campus and further certify that the meeting was held in compliance with KRS 61.810, 61.815, 61.820, 61.825 (enacted as Sections 2, 3, 4, and 5 of House Bill 100, 1974 Regular Session, General Assembly).



Mary Sample, Secretary



Chairman



Secretary