

OCT 08 1991

**MINUTES OF THE BOARD OF REGENTS
WESTERN KENTUCKY UNIVERSITY**

October 8, 1991

Required statutory notice haven been given, a special meeting of the Board of Regents of Western Kentucky University was held in the Regents Conference Room of the Wetherby Administration Building. The meeting was called to order at 4 p.m., CDT, by Mr. Joseph Iracane, Chairman.

AGENDA ITEM 1 - Invocation

The meeting opened with a prayer of invocation by Mrs. Fredia Eggleton, University Registrar.

AGENDA ITEM 2 - Roll call

The following members were present:

* Mr. Bobby R. Bartley
Mr. Stephen B. Catron
Mr. Robert L. Chambless, Jr.
Dr. Eugene E. Evans
Ms. Heather E. Falmlen
Mr. Monnie L. Hankins
Mr. Joseph Iracane
Mrs. Patsy Judd
Mr. Fred L. Travis

Regent Butler was absent.

* Regent Catron arrived at approximately 4:45 p.m.

Also present were Dr. Thomas C. Meredith, President; Dr. Robert Haynes, Vice President for Academic Affairs; Dr. Jerry Wilder, Vice President for Student Affairs; Dr. Jim Heck, Executive Assistant to the President; Mrs. Liz Esters, Staff Assistant for Special Projects and Secretary to the Board of Regents; and Mr. Franklin Berry, University Attorney and Parliamentarian.

AGENDA ITEM 3 - Presentation on The Student Health Service

3.1 - Introductory remarks, President Meredith

President Meredith noted that Western XXI, the strategic planning process which involved approximately 150 people on the campus, called for a number of initiatives that are being fulfilled one by one. One of the areas involved is the Student Health Service. Western XXI states:

"While the University should provide basic, first-level health care for students, it must focus its services and activities in this area in order to contain costs. A thorough review of this unit is needed, including consideration of privatization for the provision of some or all health care services."

The purpose of the presentation is to bring as much information as possible to the Board of Regents to allow the Board to be as informed as possible about Student Health Service at Western Kentucky University.

President Meredith noted that the Board of Regents has not formed an opinion nor made any decision regarding Student Health Service but simply is reviewing the area as called for by Western XXI.

Members of the Board were taken on a tour of the Health Service Center prior to meeting.

The formal presentation on the Student Health Service is outlined below:

3.2 - History/Development of the Student Health Service since 1986, Dr. Jerry Wilder, Vice President for Student Affairs

Dr. Wilder reviewed for the Board the evolution of Student Health Service during the past five years. It was noted that, historically, the department had only provided for medical services for the students. A standard of the Southern Association mandates that institutions of higher education must have in place ongoing programs of health education. A goal of the Vice President for Student Affairs was to work toward the implementation of a developmental model that would incorporate both the medical component and a preventative health promotions component that would be involved in programming such as AIDS education, alcohol, tobacco, drug abuse education, human sexuality education, wellness, human nutrition, etc.

With the retirement of the director, a medical doctor, in 1987, a plan was initiated to allow the University to accomplish the stated goal. The director was replaced with two positions--a person trained in health education to serve as the director, and the other position would be a physician/assistant or a nurse/practitioner working directly under the supervision of the chief physician. After conducting a national search, Dr. Kevin Charles was selected as director in 1988. Dr. Charles has a master's degree in health education and a doctoral degree in higher education administration from Penn State University where he served on the staff as the Assistant Director of Student Health.

Significant events that have occurred during the past three years are:

- In 1987, in cooperation with the Bowling Green-Warren County Health Department the Health Service initiated the Family Planning Clinic on the campus.

- In September, 1988, a two-year \$122,000 grant was received from the Federal Government to initiate an alcohol and drug abuse education program on campus (APPLE Program).
- In November, 1988, President Meredith appointed an AIDS Task Force, chaired by Dr. Charles, which resulted in an AIDS Policy, adopted by the University in October, 1989.
- In December, 1988, President Meredith appointed a Task Force on Alcohol and Other Drugs, chaired by Dr. Charles. That effort led to the institution accepting a policy in January, 1991.
- In February, 1990, Dr. Charles recommended that the University move toward a prepaid health fee.
- In March, 1990, the Student Health Service received word from the state of the receipt of a six-month grant program to start an alcohol education program. The program was extended for 1990-91 and 1991-92.
- In August, 1990, the local Health Department withdrew its support because of financial concerns from the sponsorship of the family planning clinic. The clinic was picked up entirely by the Student Health Service at that time.
- In September, 1990, the two-year federal grant expired. Western continued that program with an increase of \$2.50 for all full-time students as a part of their student health service fee.
- In March, 1991, a proposed campus wellness program as it relates to the new fitness lab in the Student Health and Activities Center was submitted to the President.
- In September, 1991, the Student Health Service received from notification from the State of another \$25,000 grant to start a peer education alcohol drug education program.

3.3 - Background Statistics, Mr. Warren Irons, Internal Auditor

Mr. Irons provided financial information and utilization data about Student Health Service. Copies of overlays used by Mr. Irons are attached to the minutes as **Exhibit A**. The charts reflect data on the following:

- Number of patient visits, 1984-1991
- Total revenues, total expenditures, 1984-91
- Expenditures funded by General Fund Revenues, 1984-91
- Percent of expenditures funded by student health fee and medical service fees, 1984-91
- Percent of expenditures funded by general fund revenues
- Funding sources for 1984-85 expenditures; funding sources for 1990-91 expenditures
- Student health fee revenue account; registration fee (tuition) revenue account
- Revenues generated by student health fee
- Data on the student health fee (per semester)

3.4 - Contemporary College Health: Philosophies, Management, and Funding Models, Dr. Kevin E. Charles, Director, Student Health Service

Using overlays, copies of which are attached to the minutes as Exhibit B, Dr. Charles discussed the following:

- Philosophy regarding management of health services
- A description of trends in college health in the United States
- Comparisons of benchmark institutions
- Comparisons with the state supported institutions in Kentucky
- Comparisons of the Charles, Irons, and Wirag Reports.
- Reason for a quality on-campus health service

Regarding health services, nationwide, Dr. Charles noted there are no rules, and there is no model. It very much has to do with local decisions and local concerns, the set up of the institution, the mission of the institution, etc. Questions regarding funding models are impossible to answer in a global way.

3.5 - A Vision for the Future, Dr. Charles

- The proposed direction with an ultimate goal of financial independence with regard to the general fund of the university.

Dr. Charles outlined the proposed plan of action as follows:

- Provide basic, first level (primary) health care for WKU students
- Continue movement toward developmental educational model
- Project cost of program
- Establish financial independence
 - a. Operate the Student Health Service as an auxiliary enterprise
 - b. Funding: Increase prepaid fee and fees for ancillary services (lab, x-ray, pharmacy); eliminate office visit fee
- Appoint committee (students, faculty, experts) to monitor, recommended future fee adjustments
- Implement plan in fall, 1992

3.6 - Public presentation by Kira Prewitt, Chair, Student Health Advisory Committee

Ms. Prewitt reported that the job of the Student Health Advisory Committee is to provide direct input from the students to Dr. Charles and the staff of Student Health Service. The committee is composed entirely of students who listen to the concerns of other students and then interact with Dr. Charles. Ms. Prewitt stated that the students have expressed many concerns to her relative to privatization of Student Health Service. The

students are concerned that the costs will rise so much that it will not be affordable. Students feel they can go to Student Health Service and receive treatment and not be judged about behaviors. Ms. Prewitt noted that students are not aware of the prepaid fee.

In a discussion which followed, Chairman Iracane, in an effort to clarify a misunderstanding between the Board and several groups, stated, "We're going to write a position paper, historically documenting what we are as a Board, where we were and where we want to be. I want to assure you that through all of this position paper all we are concerned about is the cost effective mechanism to allow the students to get the best they possibly can on the campus of Western Kentucky University. We want to be sure that, if we have an extra dollar, it goes into the classroom and to the academic areas, into equipment so that the students can utilize it. We are going to attempt to deal with tough issues with this administration. And the tough issues are the financial services as well as health services, food services, the communications plan, athletic spending, and also development. I think, hopefully, we'll put to rest any uneasiness that you may have as students as far as what exactly the Board is attempting to do. We're stewards of the University to monitor these things, and I assure you I'll have this position paper in your hands on Monday."

[Secretary's Note: The referred-to position paper is attached to the minutes as Exhibit # C].

Chairman Iracane appointed the following committees to address the above referred-to issues and gather information before another fiscal year ends and present it back to the administration before recommendations are presented to the Board. The following committees were appointed:

DEVELOPMENT COMMITTEE

Mr. Bobby Bartley, Chair
 Ms. Heather Falmlen
 Mr. Stephen Catron
 Mr. Robert L. Chambless, Jr.
 Mr. Franklin Berry

ATHLETIC FUNDING COMMITTEE

Mr. Danny Butler, Chair
 Dr. Eugene Evans
 Mr. Freddie Travis
 Dr. Lou Marciani
 Dr. William Kummer

COMMUNICATIONS COMMITTEE

Mr. Monnie Hankins, Chair
Mr. Bobby Bartley
Mrs. Patsy Judd
Mr. Franklin Berry

FOOD SERVICES COMMITTEE

Mr. Freddie Travis, Chair
Mr. Danny Butler
Mr. Monnie Hankins
Mr. Franklin Berry

HEALTH SERVICES COMMITTEE

Mr. Stephen Catron, Chair
Mr. Freddie Travis
Mr. Robert L. Chambless, Jr.
Mrs. Patsy Judd
Mr. Franklin Berry

FINANCIAL SERVICES COMMITTEE

Mr. Robert L. Chambless, Jr., Chair
Ms. Heather E. Falmlen
Dr. Eugene Evans
Mr. Franklin Berry

Mrs. Judd moved that the Board go into closed session for discussion which might lead to the appointment, discipline, or dismissal of an individual. The reason for the closed session discussion is to protect the reputation of the individual persons being considered. The motion was seconded by Mr. Chambless. The Board went into closed session at 5:25 p.m. Mr. Franklin Berry, University Attorney, and Mr. Warren Irons, Internal Auditor, were asked to join the Board in closed session.


Returning from closed session at 6 p.m., Chairman Iracane stated, "During the closed session, the Board discussed only matters within the scope of the motion, took no formal action and made no decisions."

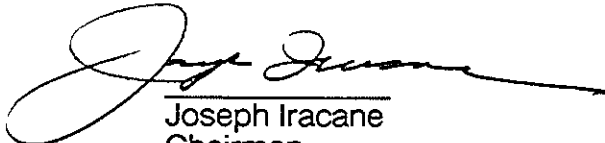
There being no further business to come before the Board, motion for adjournment was made by Mr. Bartley and seconded by Mr. Butler. The meeting adjourned at approximately 6 p.m.


OCT 08 1991

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 the special meeting held on October 8, 1991, 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, 61.820, and 61.825 (enacted as Sections 2, 3, 4, and 5 of House Bill 100, 1974 Regular Session, General Assembly).


Elizabeth W. Esters
Secretary


Joseph Iracane
Chairman


Elizabeth W. Esters
Secretary

January 30, 1992

January 30, 1992

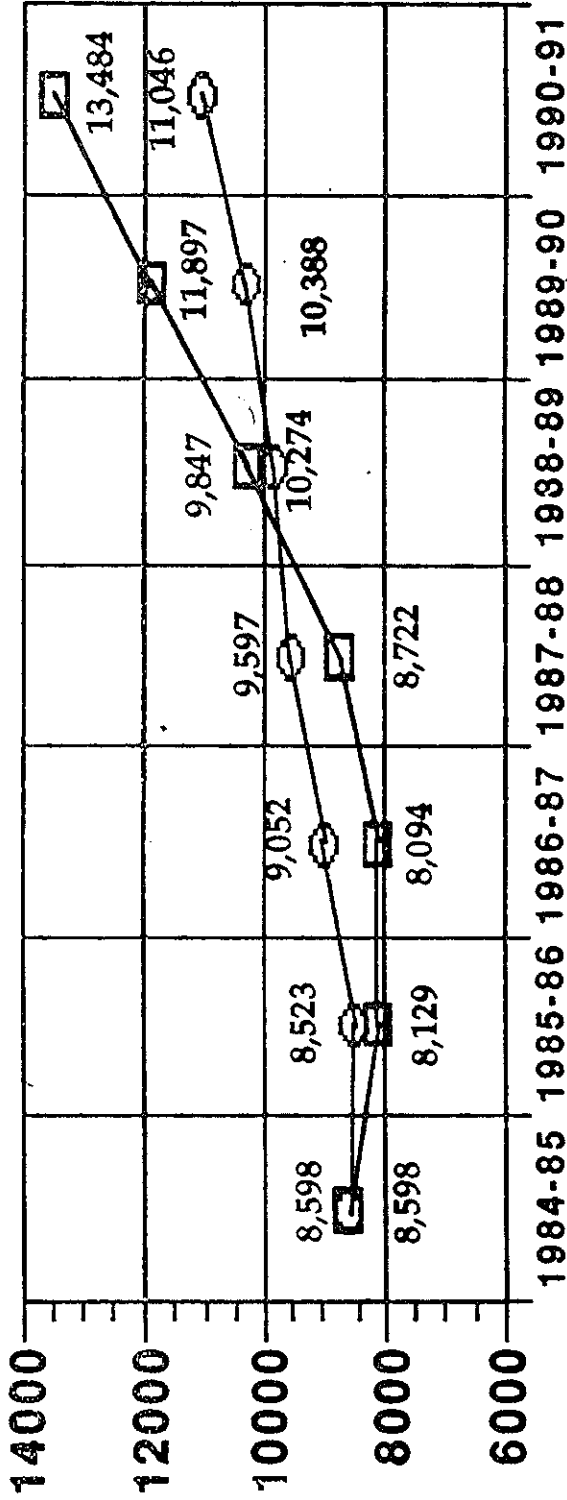
I hereby certify that the closed session of the above meeting was held in compliance with KRS 61.815. The Board discussed only matters within the scope of the motion and took no formal action.


Joseph Iracane
Chairman

January 30, 1992

OCT 08 1991

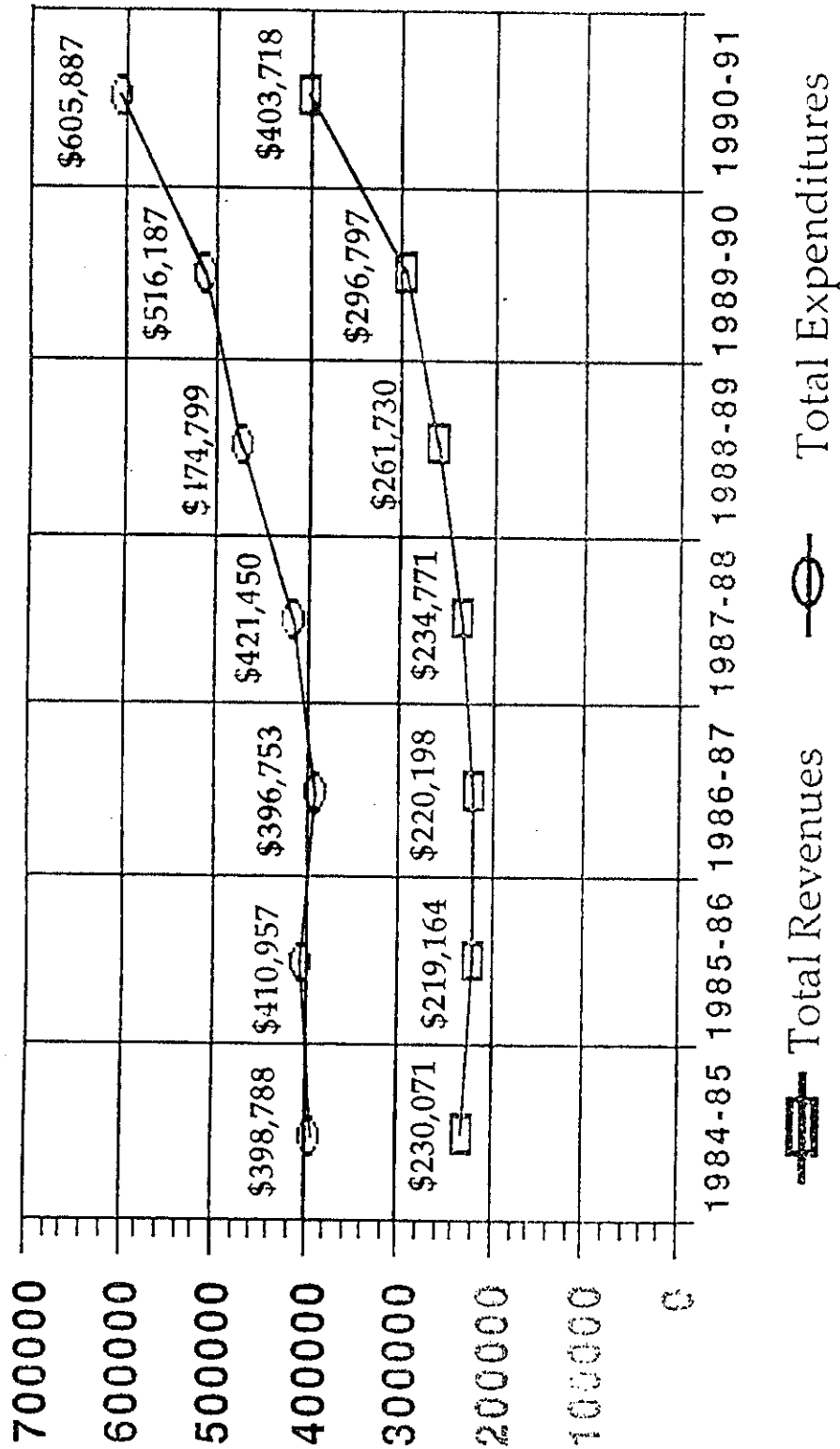
Western Kentucky University Student Health Service



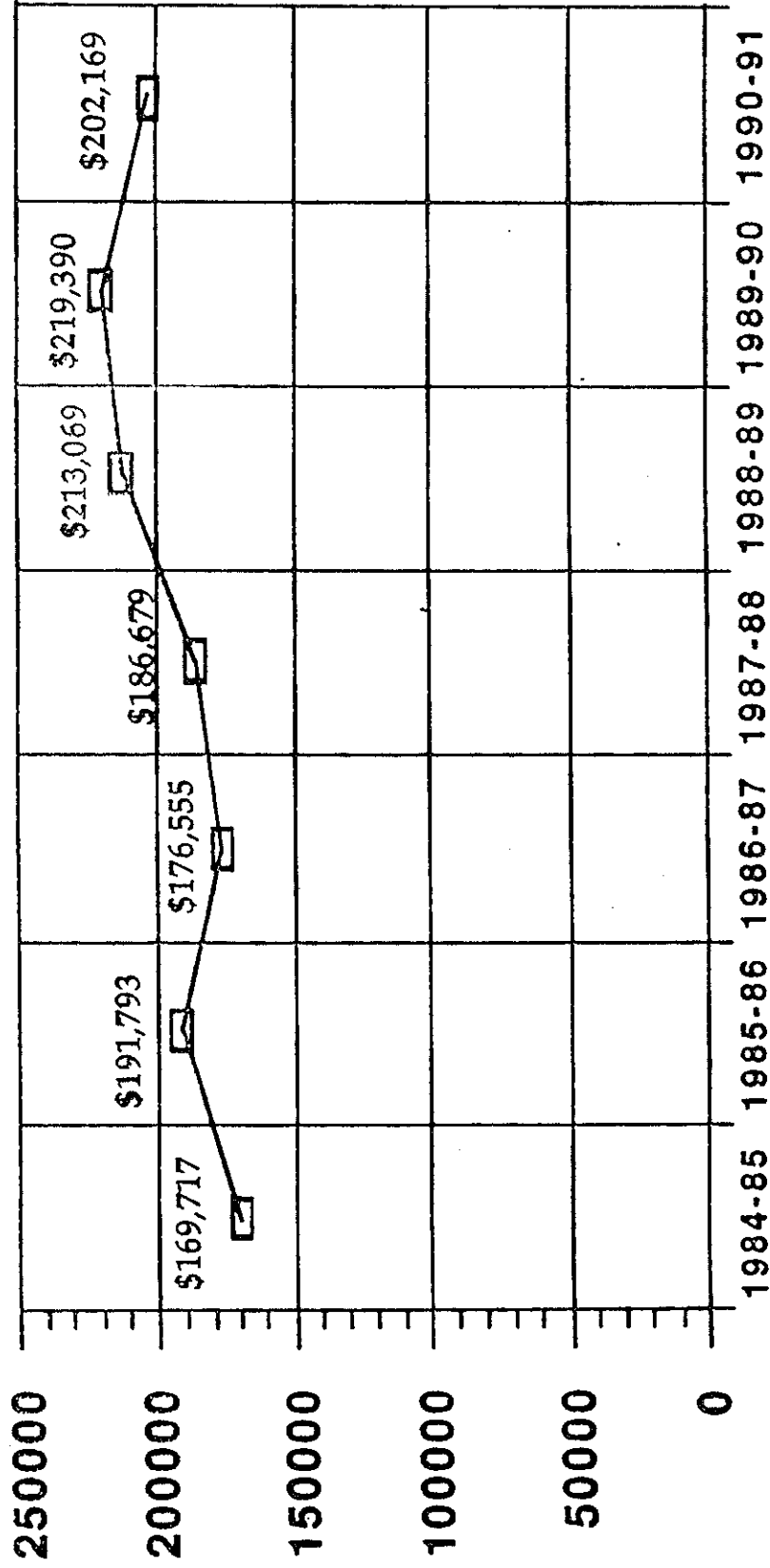
Number of Patient Visits

—■— Actual —○— Projected

Western Kentucky University Student Health Service

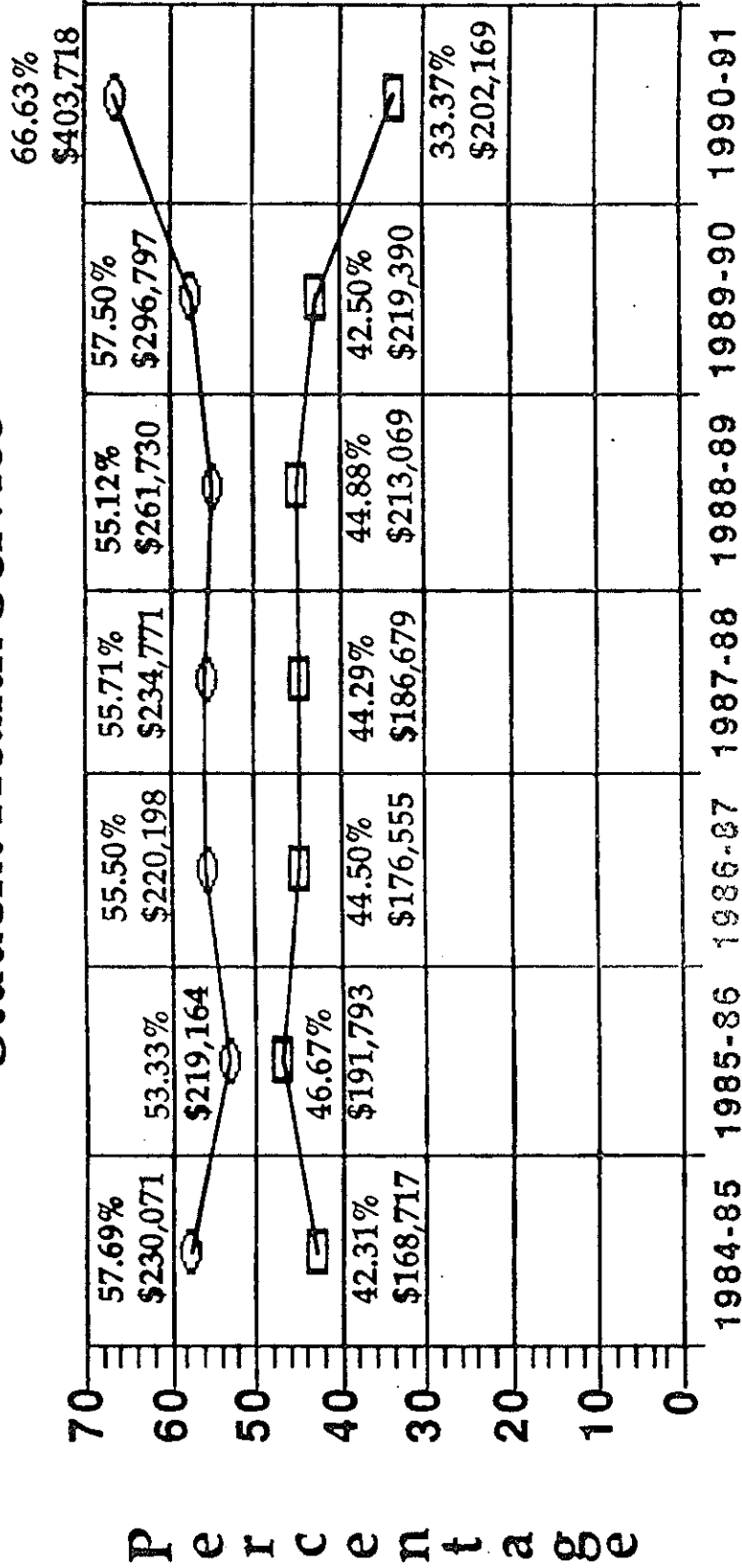


Western Kentucky University Student Health Service



Expenditures Funded by General Fund Revenues

Western Kentucky University Student Health Service

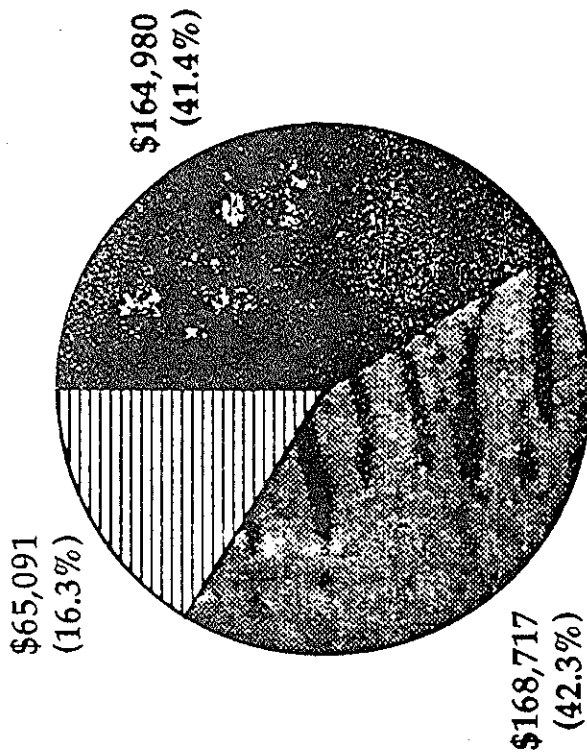


Percent of Expenditures Funded By...

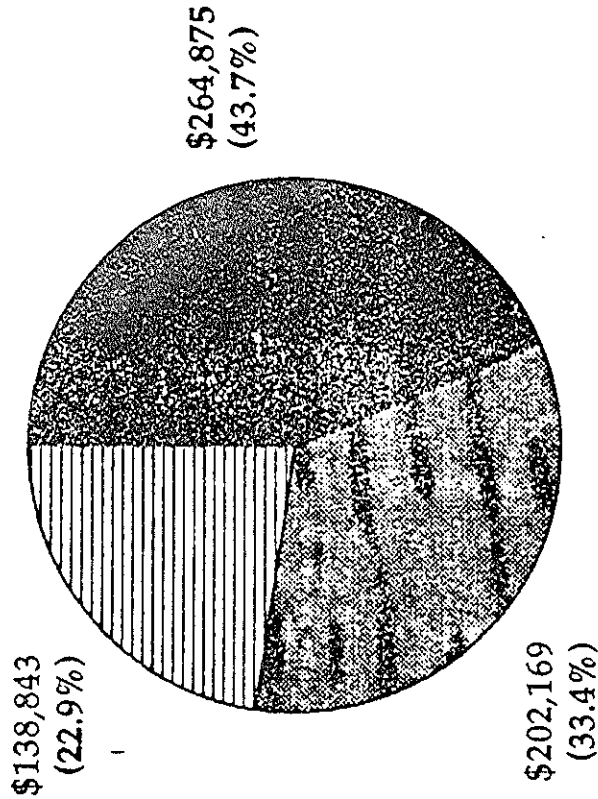
- Student Health Fee & Medical Service Fees
- General Fund Revenues

Western Kentucky University Student Health Service

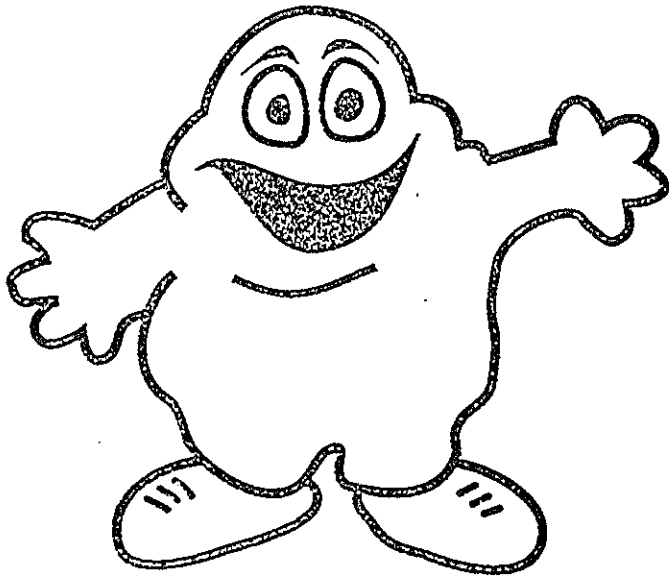
Funding Sources
for 1984-85 Expenditures



Funding Sources
for 1990-91 Expenditures



- Student Health Fee
- ▨ General Fund Revenues
- ▤ Medical Services Fees



Full-Time Student

Student Health Fee

\$12.50 / Semester



Student Health Fee
Revenue Account



Part-Time Student

Student Health Fee

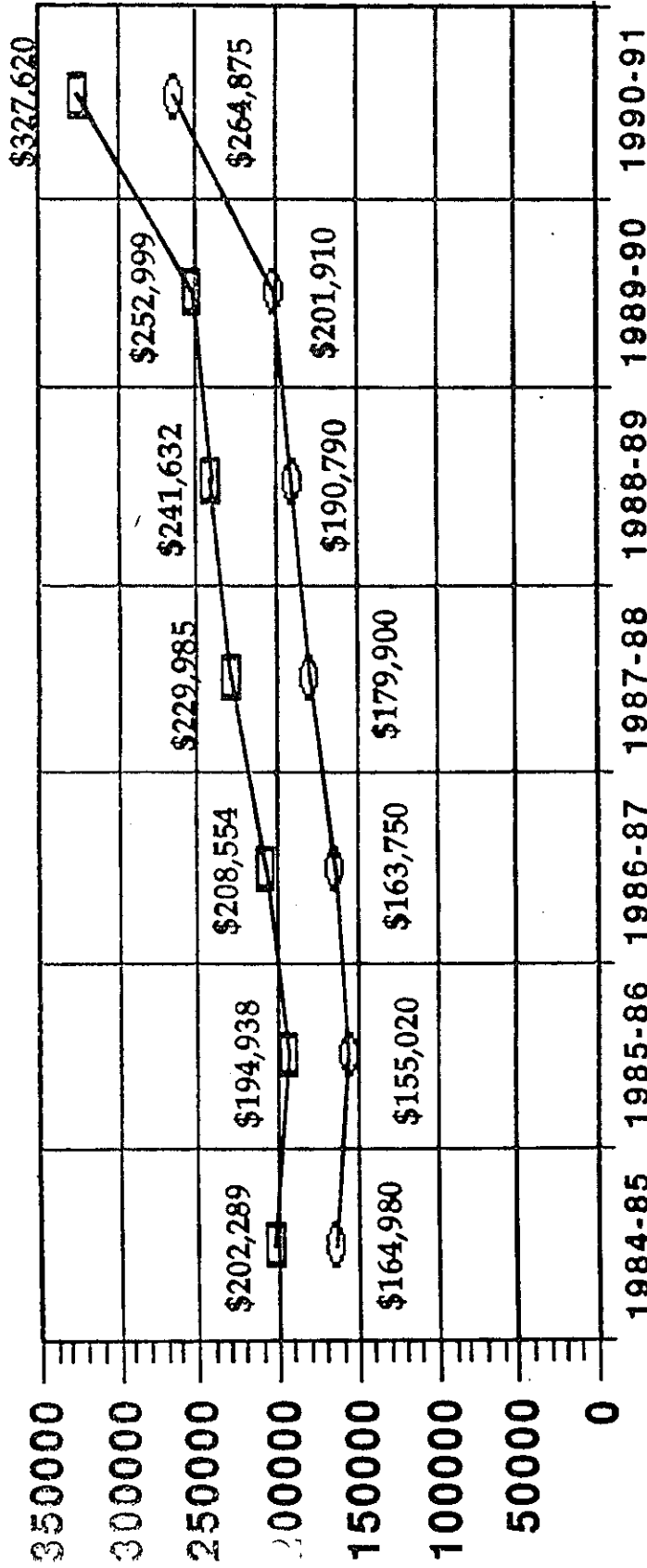
\$ Amount Depends Upon
Number of Hours Taken



Registration Fee
(Tuition)
Revenue Account

Western Kentucky University

Student Health Service



Revenues Generated by Student Health Fee

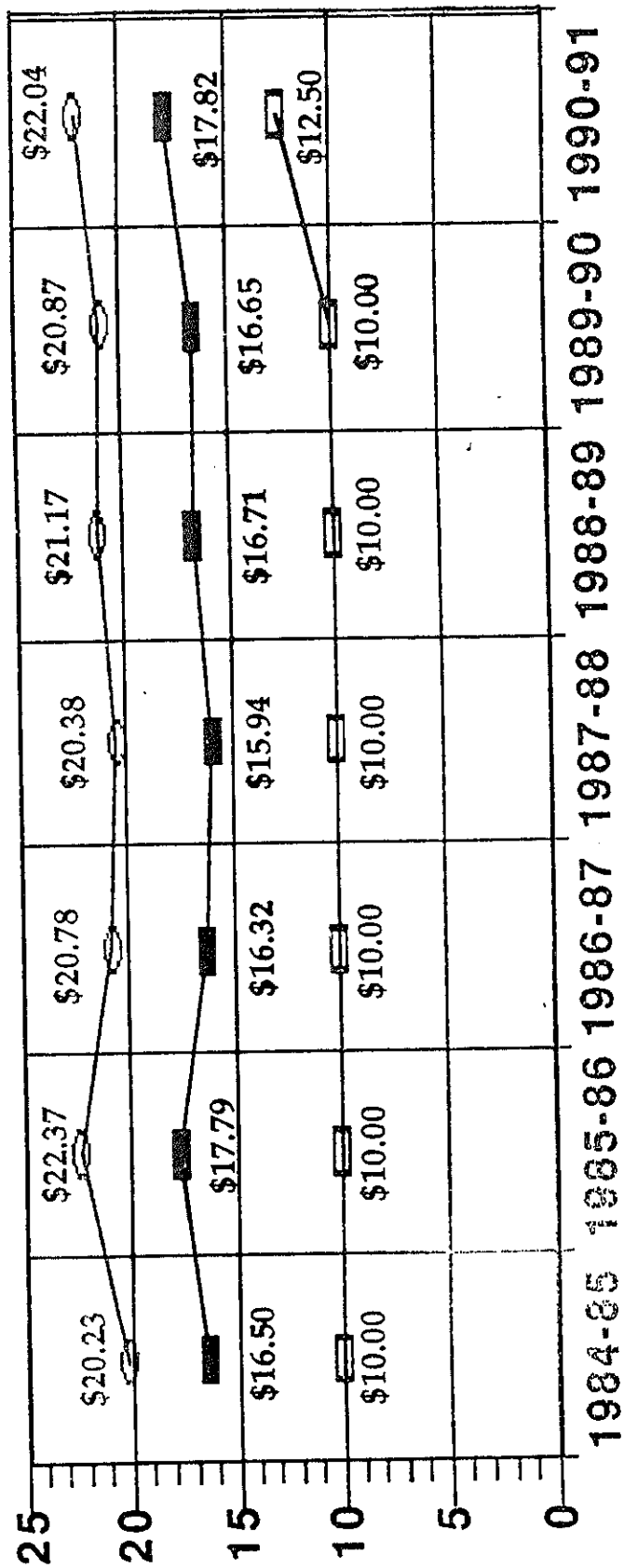
Actual (1)
 Projection (2)

(1) Collected from Full-Time Students

(2) Collected from All Students

Student Health Fee	\$264,875	\$327,620
Medical Service Fees	138,843	138,843
General Fund Revenues	202,169	139,424
Total Dollars Needed	<u>\$605,887</u>	<u>\$605,887</u>

Western Kentucky University Student Health Service



Student Health Fee (Per Semester)

- Actual - Collected from Full-Time Students
- Projection - Collected from Full-Time Students; Level Required to Eliminate Need for General Fund Revenues
- Projection - Collected from All Students; Level Required to Eliminate Need for General Fund Revenues

OCT 08 1991

The Field of College Health

Philosophies:

Traditional, medical approach	Educational, developmental approach
<ul style="list-style-type: none">- strong medical focus- physician centered- rigid hierarchy- combat disease- specialization, high tech.- scientific- higher cost	<ul style="list-style-type: none">- total health focus- student centered- team- promote health- broad, low tech.- humanistic- lower cost

Management:

Internal

External

Combination

**Most Common
Funding Sources:**

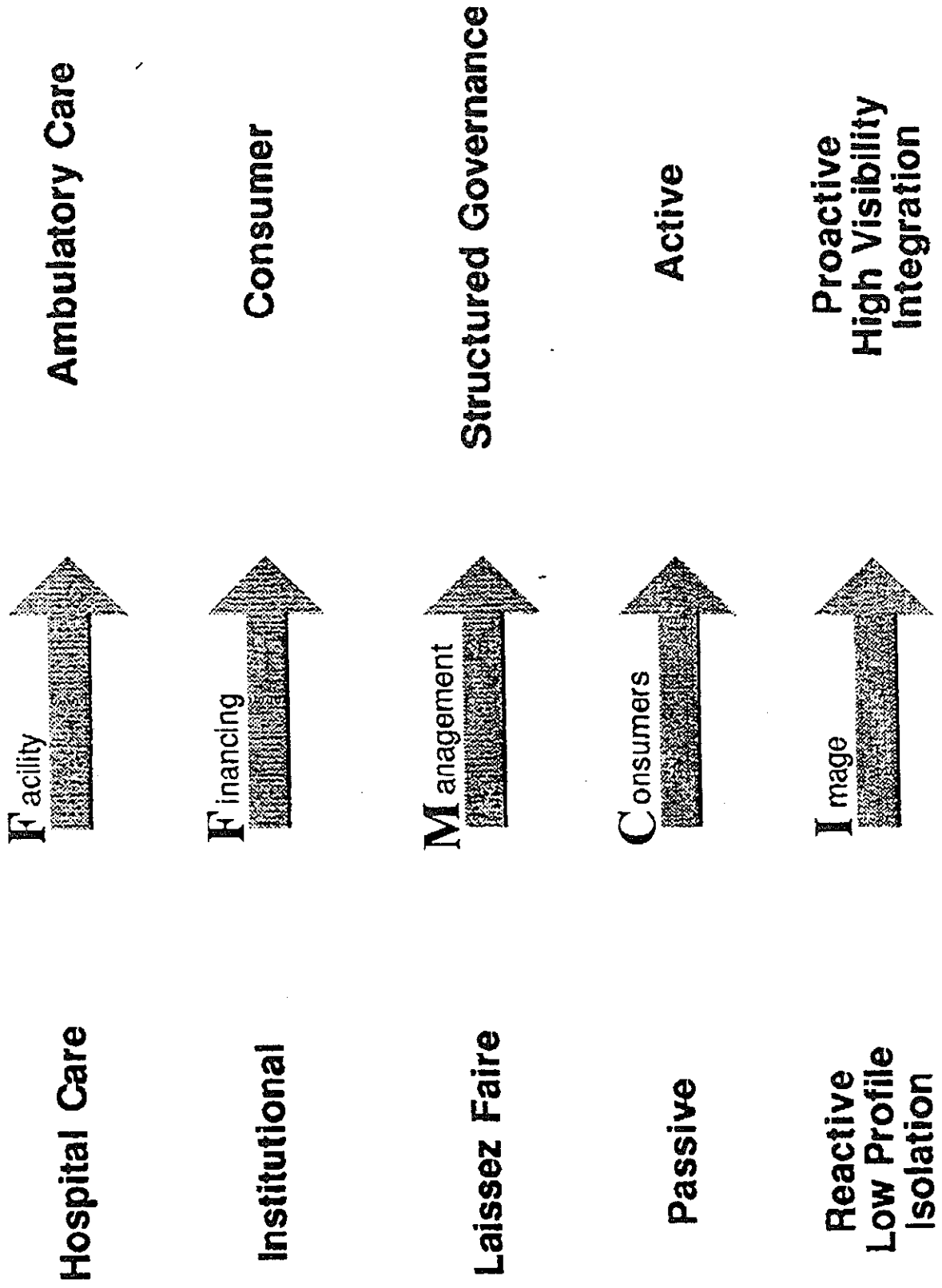
General Fund

Pre-paid Fee

Fees-for-Services

**Miscellaneous
(grants, sales,
donations, etc.)**

College Health Trends



OCT 0 8 1991

Comparisons with KY Institutions

<u>Inst.</u>	<u>Enroll.</u>	<u>On-C.</u>	<u>Total \$</u>	<u>Source</u>	<u>OV Fee</u>	<u>Staff~</u>
U of L	24,000	2,000	\$350K	VH. Fee \$50/sm*	Yes	1.6P,1M, 0N
UK	22,000	6,100	\$2.5M	H. Fee \$72/sm.	No	13P,3M
EKU	16,000	6,900	\$422K	Gen Fund	No	3P,9N
KSU	2,400	NA	\$ 61K	H. Fee \$5/sm, G.Fund	No	.1P,1N
NKU	9,000	400	\$ 26K	Gen Fund	No	.5P,1M 1N
More- head	8,300	3,700	\$402K	H. Fee <u>\$30/sm</u>	No	.25P, 4N
Murray	8,350	3,600	\$289K	<u>H.Fee</u> <u>\$10/sm</u>	No	.2P,1M 3N
WKU	15,700	5,000	\$677K	Gen. F. H. Fee 12.50/s*	Yes	1P,2M 4N

*plus selected fees, e.g., lab, pharmacy, etc.
~P=Physicians, M=Mid-Levels (Nurse Practitioners/Physician Assts), N=Nurses

Comparisons with Benchmark Institutions

<u>Inst.</u>	<u>Enroll.</u>	<u>On-C.</u>	<u>Total \$</u>	<u>Source</u>	<u>OV Fee</u>	<u>Staff~</u>
Indiana State	12,000	4,000	\$1.1M	Gen Fund*	No	3P,1M, 7N
Ball State	19,500	7,000	\$1.2M	Gen Fund	No	8P,12N
Ill. State	21,400	14,000	\$2.0M	H.Fee \$44/sm*	No	6P,3M, 24N
East Carolina	16,500	6,600	\$1.9M	H. Fee \$52/sm*	No	5P,4M, 15N
MTSU	15,700	3,000	\$350K	Gen Fund	No	.5P,1M 4N
Memph. State	20,000	3,100	\$252K	Gen Fund*	No	1P,2M, 1N
SW Mis. State	21,000	4,500	\$1.5M	H. Fee* \$30/sm Gen. F,	No	5P,1M 6N
WKU	15,750	5,000	\$677K	H. Fee* \$12.50/s	Yes	1P,2M 4N

*plus selected fees, e.g., lab, pharmacy, etc.

~P=Physicians, M=Mid-Levels (Nurse Practitioners/Physician Assts), N=Nurses

Comparisons with KY Institutions

<u>Inst.</u>	<u>Enroll.</u>	<u>On-C.</u>	<u>Total \$</u>	<u>Source</u>	<u>OV Fee</u>	<u>Staff~</u>
U of L	24,000	2,000	\$350K	VH. Fee \$50/sm*	Yes	1.6P,1M, 0N
UK	22,000	6,100	\$2.5M	H. Fee \$72/sm.	No	13P,3M
EKU	16,000	6,900	\$422K	Gen Fund	No	3P,9N
KSU	2,400	NA	\$ 61K	H. Fee \$5/sm, G.Fund	No	.1P,1N
NKU	9,000	400	\$ 26K	Gen Fund	No	.5P,1M 1N
More- head	8,300	3,700	\$402K	H. Fee \$30/sm H.Fee	No	.25P, 4N
Murray	8,350	3,600	\$289K	\$10/sm Gen. F.	No	.2P,1M 3N
WKU	15,700	5,000	\$677K	H. Fee 12.50/s*	Yes	1P,2M 4N

*plus selected fees, e.g., lab, pharmacy, etc.

~P=Physicians, M=Mid-Levels (Nurse Practitioners/Physician Assts), N=Nurses

	Charles	Irons	Wirag
Conduct a needs assessment to define "basic, first level health care" ("SHS should provide the health care services that will address the needs of its students")		X	
Operate the SHS as an auxiliary enterprise	X		X
Delegate control of SHS funds to the Director	X		X
Establish an advisory committee	X		X
Increase/Identify the pre-paid mandatory health fee	X	X	X
Pre-paid health fee should be distributed properly (summer, part-time)		X	X
Eliminate the \$5.00 office visit charge			X
Revise the SHS's existing fee schedule	X	X	X
Implement inventory control procedures		X	
Increase staffing	X		X
Program changes			X
Establish a plan to become accredited by the AAAHC			X
Develop/purchase a computerized data management system			X
Facility Enhancement			X

Reason for a Quality On-Campus Health Service:

to support the academic mission of the institution, by enhancing retention and by directly educating students

- * lower cost to students
- * sensitivity to students' needs
- * accessibility
- * continuity of care
- * quality control
- * health promotion and education

Proposed Plan of Action:

- 1. Provide Basic, First Level (Primary) Health Care for WKU Students**
- 2. Continue Movement toward Developmental/Educational Model**
- 3. Project Cost of Program**
- 4. Establish Financial Independence**
 - a. Operate the SHS as an Auxiliary Enterprise**
 - b. Funding: Increase Pre-paid Fee and Fees for Ancillary Services (Lab, X-ray, Pharmacy); Eliminate Office Visit Fee**
- 5. Appoint Committee (Students, Faculty, Experts) to Monitor, Recommend Future Fee Adjustments**
- 6. Implement Plan Fall, 1992**

OCT 08 1991



WESTERN KENTUCKY UNIVERSITY

BOWLING GREEN, KENTUCKY 42101

Board of Regents

STATUS OF THE MISSION

Western Kentucky University's Board of Regents is committed to continuing Western's tradition of quality, excellence and efficiency. Consequently in 1990, the Board initiated a comprehensive planning project based on the Shirley Model which was later converted into Western XXI. This planning study was undertaken as an objective way to provide direction and vision for the University as it moves into the 21st century.

All areas of the university--faculty, staff and board--had input into this effort which took over a year to complete.

The result was a planning document that created vision for the university and established priorities so that the dollars the University spends will provide the greatest possible return.

Western's commitment to teaching and learning are emphasized in Western XXI. The report also contains academic program recommendations that call for enhancing, strengthening, maintaining or de-emphasizing each area. In the support services areas, action recommendations are identical to those for academic programs except "review" was added as one of the possible recommendations. Dr. Thomas Meredith was directed to use Western XXI as his policy guide in making the University more cost effective.

MISSION STATEMENT

Western has a rich and enviable tradition in providing higher education for the people of Kentucky. In over eighty years of service to the state Western has made a dramatic mark as an institution of opportunity and excellence. By design, Western has mapped its course as a special sanctuary of higher learning, an institution committed to the expansion of knowledge, and a refuge for study and intellectual development. Western has sought to combine the theoretical with the practical and to imbue the young men and women of the state with a love of learning and an appreciation for the practical affairs of the state.

Western's overall mission and goals cannot be in doubt. The institution's philosophy has been clearly enunciated throughout the administrations of the various presidents and the Board of Regents over the years has been consistent in its judgments regarding the policies for advancement of the Western ideals.

From time-to-time, however, this mission bears repeating and asserting for all to understand and appreciate. The mission may be succinctly summarized as follows:

- (1) To foster a desire and recognition of the value of knowledge and learning for its own sake and to understand that the primary feature of a great society is its intellectual development.
- (2) To provide opportunity to all the persons of the state who are able and have the innate capacity to benefit

- from higher education.
- (3) To provide excellence in scholarship and to ensure the highest quality of higher education to the people of Kentucky.
 - (4) To always seek the truth through the expansion of the spectrum of knowledge and to be sensitive to encroachments which would reduce the liberty to learn.
 - (5) To join liberal learning with an appreciation for the ethical value of hard work and by example and practice convey to the students the importance value of rigor and perseverance in their lifetime pursuits.
 - (6) To conduct research and convey knowledge to bring the intellectual power of the faculty and the students to bear on the profound problems of our society.
 - (7) To expand the borders of the campus to reach every family of our region of Kentucky and to bestow the beneficial effects of the University upon each.
 - (8) To provide service to the people of the state in their everyday life through outreach programs to resolve social problems through the application of research and learning.
 - (9) To operate as effectively and efficiently as possible in the use of the taxpayers resources in providing public higher education.

Both history and tradition bear testimony to Western's eminence and considerable record of achievement of these goals.

However the Board of Regents, as the embodiment of authority of the people of Kentucky, must be constantly vigilant to safeguard and protect the advancement of these ideals. The Board of Regents in shaping policy for the University must show the way and steer a course sensitive to these principles. To diminish excellence, to depart from broad based opportunity, to constrict knowledge, or to fail to be accountable to the public violates the compact and principles of which Western is founded.

The successive administrations of this institution have never deviated from the general path of this mission. In recent history, the administration of Dr. Kelly Thompson molded the pattern of a great and expansive University and Dr. Dero Downing maintained a course straight and true through a period of generational revolution from which Western emerged a stronger institution. Dr. Donald Zacharias adhered to the institutional tradition of excellence by raising academic standards and thereby elevated the University to a new level of eminence and respect in the academic community. Dr. Kern Alexander made sweeping innovations that greatly increased educational opportunity through dramatic increases in enrollment while recruiting a more academically talented student body. All of these administrations were able to achieve and maintain quality through cost-effective operation and budgeting practices.

Lately, Western has reaped the benefits of these policies. The growth policy of the University has coincided with an increase in state-wide revenues for education with the result that during the past biennium Western has had a much more adequate revenue base than at any time since the 1970's.

Today, under the leadership of Dr. Thomas Meredith, we seek to continue this tradition of quality, excellence and efficiency. In this pursuit, the Board of Regents envisages certain pathways and guide posts which will contribute to these ends. The objective of the Board of Regents is to make the most beneficial use of the newfound fiscal resources and to seize the opportunity to direct our initiatives to the quality improvement of programs and services of the University while, at the same time, improving the efficiency of the administrative operation.

In this light we suggest a policy direction that will concentrate resources in the following areas:

First. The fiscal resources of the University must be concentrated in such a manner as to improve the quality of the academic programs. Costs associated with improvement of instruction must be addressed in a manner to best facilitate the instructional relationship between the professor and the student. We must have evidence to show to the public that instruction has been enhanced and that the increased public investment in Western has benefitted the

student directly through improved instruction.

Second. Evaluation of the instructional program must confirm that the type of educational programs being offered at Western are most appropriate and beneficial to the student in the rapidly changing world of which we are a part. Are our fiscal resources expended on instructional programs that enhance substantive knowledge, enabling the Western graduate to pursue graduate study, or provide for the student an economically productive career? Is our curriculum in keeping with the times? Such an evaluation is essential to the future strength of Western as an institution and to each student, respectively.

Third. Are resources properly balanced between the arts and the sciences, liberal and professional learning, the quantitative and the qualitative? Are we sufficiently grounded in general education and is there an integrated plan of instruction at the undergraduate level which is supported by the state revenues as reflected in the budget of the University? It is vital and essential that we have evidence of internal funding that supports courses and programs of study that are crucial to the fabric of an academic program of excellence. It must be shown that the flow of fiscal resources nourish the advancement of language,

art, history, and political science, natural science, mathematics, ethics, philosophy as well as vocational, technical and professional training. This is a requirement that must be accommodated administratively, instructionally, and financially.

Fourth. A program of graduate studies must be planned and implemented which is expansive in view and innovative in spirit. Our students must be exposed to an educational program which will enable them to meet the new requirements of specialized knowledge in a global marketplace. The programs must reflect the skills of necessity as summarized by Robert Reich in his recent book, The Work of Nations; skills as problem-solvers and problem-identifiers. Are our graduate programs fashioned to produce the entrepreneurial and professional skills of a new multi-national economic and social environment? New programs of study should be forthcoming from the faculty and the administration to place Western's graduates in the forefront of this modern society.

Fifth. We, as an institution of higher education, must continue to expand our pursuit of new knowledge through research and inquiry. Faculty should have the time and resources and to have sufficient laboratory facilities, materials, and documents to conduct

research and to encourage students to do the same.

Sixth. We must contain the costs of non-instructional and non-academic activities of the University. The era that we now enjoy of reasonably adequate funding will hopefully continue, but reality and experience suggest that revenues will not always be adequate. With this in mind, we must hone our administrative activities and overhead down to the most essential and cost efficient levels possible. We cannot afford the luxury of inefficient services within the University.

Moreover, we should take counsel from the business community of the nation which has only recently discovered that excessive bureaucracy results in a waste of resources and ineffective operation. The University, as a business, is most effective and efficient when the layers of bureaucracy are reduced and the front-line workers are given greater autonomy. In our case, it is most important that our efforts to enhance the academic programs are the product of the thoughtful efforts of faculty, department heads, deans and whenever possible students in conjunction with the central administration.

Seventh. Development, the acquisition of private funds, has in recent years become a vital part of every institution

of higher education. Private funds provide the financial edge which distinguishes mediocre from outstanding institutions. Western has made some strides in this area, but today it is in drastic need of new ideas, a new plan, and a more aggressive spirit. We must ^{act} assertively and competitively in this arena.

Finally, I would summarize by saying that our mission is well enunciated and our goals are legibly marked. We are at a propitious time in our history; a time when we can with the appropriate innovative purpose make great strides in the advancement of this University. We now have the resources to seriously consider options that were beyond our reach a few years before. We plan our path with due regard for excellence in instruction, expansion of access, and opportunity and efficiency in management. We must move quickly and deliberately to seize the day.