

MINUTES
OF THE BOARD OF REGENTS
WESTERN KENTUCKY UNIVERSITY

November 11, 1995

AGENDA ITEM 1 - Call to Order

Required statutory notice having 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 by Chairman Earl Fischer, at approximately 9:05 a.m., CDT.

AGENDA ITEM 2 - Invocation

The meeting opened with an invocation by Dr. Jerry Wilder, Vice President for Student Affairs.

AGENDA ITEM 3 - Roll call

The following members were present:

Ms. Kristen Bale
Mr. Earl Fischer
Ms. N. Joy Gramling
Ms. Tara D. Higdon
Mrs. Peggy Loafman
Mr. Cornelius A. Martin
Dr. Raymond Mendel
Mr. Burns Mercer
Mr. Fred N. Mudge

Mr. Gray and Mr. Preston were absent.

Also present were Dr. Thomas C. Meredith, President; Mrs. Liz Esters, Staff Assistant for Special Projects and Secretary to the Board of Regents; Dr. Robert Haynes, Vice President for Academic Affairs; Dr. James R. Ramsey, Vice President for Finance and Administration; Dr. Jerry Wilder, Vice President for Student Affairs; Dr. Randall Capps, Parliamentarian; Mr. Fred Hensley, Interim Vice President for Institutional Advancement and Director of University Relations, and Ms. Deborah Wilkins, University Counsel.

In keeping with the policy of the Board, the agenda for the meeting and information and materials pertinent to items thereon had been mailed in advance of the meeting by the President to members of the Board.

AGENDA ITEM 3 - Recommendation for approval of Action

Plans for "Moving to New Level While Keeping Old Traditions"

MOVING TO A NEW LEVEL WHILE KEEPING OLD TRADITIONS

ACTION PLANS

(Approved by Board of Regents on November 11, 1995)

CONCEPT

**INCREASE THE QUALITY OF STUDENTS
ENROLLED AT WESTERN TO ENABLE THE
QUALITY OF THE EDUCATIONAL
EXPERIENCE TO INCREASE.**

1. Goal

Increase academic qualifications of new students

Action

To increase admission standards incrementally to a 20 ACT or 2.5 GPA by the year 2000 while remaining mindful of the impact on enrollment.

Measures of Success

Audit admissions records on a yearly basis

Responsibility for

Implementation Office of Admissions

Date of Implementation

Fall 1996

Cost

\$5,000 for advertising

2. Goal

Facilitate maximal advising for new freshmen and preparation for study in a major.

Action

Create a University College.

Measures of Success

Increase in retention rates by 20 percent by the year 2000 from sophomore to junior class and an increase in graduation rates by 15 percent by the year 2000 for those graduating within four years.

Responsibility for

Implementation Academic Services

Date of Implementation

Fall 1996

Cost

\$85,000

3. Goal

To increase access to higher education in southcentral Kentucky and provide an avenue for developmental courses.

Action

Expand the role of the Community College. Increase Community College enrollment to 3,000 by the year 2000. Eliminate all developmental courses from the University's curriculum. Move the Community College to the Institute for Economic Development..

Measures of Success

Fulfillment of goals

Responsibility for Implementation Community College

Date of Implementation Fall 1997

Cost \$1.2 million

4. Goal To increase the involvement of the entire campus in the recruitment and retention of excellent students.

Action To develop specific plans for faculty and staff to be involved in the recruitment and retention of excellent students and to increase the awareness of the entire campus of the importance for doing so.

Measures of Success Enrollment records will clearly determine whether this program has been successful.

Responsibility for Implementation Academic Services

Date of Implementation Fall 1996

Cost \$25,000

CONCEPT

ENHANCE THE QUALITY OF FACULTY ACTIVITY.

1. Goal Increase use of technology in instruction and increase class expectations.

Action Establish an innovation fund for the use of instructional technology. Departments revisit course syllabi regarding continuity and expectations.

Measures of Success Evaluate course syllabi for compliance with this goal. Determine whether fund has been established.

Responsibility for Implementation Academic Deans and Department Heads

Date of Implementation Completed by Fall 1996

Cost \$100,000

2. Goal To recruit and retain the best faculty possible.

Action To develop a reputation which will attract faculty from some of this nation's best institutions and to provide sufficiently attractive working conditions and professional development to retain them.

Measures of Success Assess hiring practices and results to make sure goal is met.

Responsibility for Implementation Vice President for Academic Affairs

Date of Implementation Beginning with new faculty members for Fall 1996

Cost \$25,000 for faculty development

- 3. Goal** **Reduce class sizes where necessary.**
- Action Identify areas where class sizes need to be reduced and take necessary steps to accomplish this reduction by Fall 1998.
- Measures of Success Evaluate fulfillment of plan in the fall of 1998 with periodic review of progress prior to this time.
- Responsibility for Implementation Vice President for Academic Affairs
- Date of Implementation Completed by Fall 1998
- Cost Unknown at this time
- 4. Goal** **Develop an environment where all faculty will strive to be excellent teachers.**
- Action Set a standard by which 80 percent of the faculty will be rated as excellent by compilation of the various instruments used, including student evaluations, by the end of the 1997-98 academic year.
- Measures of Success Instruments and procedures employed by the University.
- Responsibility for Implementation Vice President for Academic Affairs
- Date of Implementation Goal achieved by May 1998
- Cost Unknown at this time
- 5. Goal** **Establish an improved system for evaluating faculty and staff.**
- Action Assess the current instrument being used as part of the process to determine whether another instrument will improve faculty evaluations by students. Review current evaluation form used for staff.
- Measures of Success Completion of task and approval of adoption by constituent groups.
- Responsibility for Implementation Center for Teaching and Learning for faculty instrument and Human Resources for staff instrument.
- Date of Implementation Tasks completed by June 1996
- Cost Possible costs of new instruments which are unknown at this time.
- 6. Goal** **Increase the effectiveness of advising students.**
- Action Develop an advising system that will effectively guide students through Western with minimal problems or obstacles. Implement workshops to assist faculty in their advising responsibilities and evaluate faculty on

their advising effectiveness.

Measures of Success Four workshops on advising will be held for faculty in the 1996-97 academic year. An instrument for assessing advising effectiveness will be developed during the spring of 1996.

Responsibility for Implementation University Advising Center

Date of Implementation Fall 1996

Cost Unknown at this time

7. Goal Develop a system where department evaluations will play an important role in individual merit considerations.

Action To develop and implement a system of evaluating departmental success.

Measures of Success Implementation of the process.

Responsibility for Implementation Academic Deans

Date of Implementation Fall 1996

Cost No cost

8. Goal To increase the number of full-time faculty in classrooms and reduce class sizes.

Action Conduct an assessment of current and desirable use of alternate assignment time (released time for faculty).

Measures of Success Each award of alternate assignment time will be closely scrutinized and approved by the Deans' Council.

Responsibility for Implementation Academic Deans

Date of Implementation Fall 1996

Cost No cost

9. Goal To provide a more equitable system among departments and colleges for evaluating service.

Action Develop institutionally accepted definitions of service in each college and department.

Measures of Success Service definitions agreed upon.

Responsibility for Implementation Academic Deans

Date of Implementation January 1997

Cost No cost

CONCEPT

INCREASE THE QUALITY AND EFFECTIVENESS OF WESTERN KENTUCKY UNIVERSITY GRADUATES.

1. Goal

To provide some assurance that students grasp many of the general education concepts and are ready to pursue a major.

Action

Develop and implement a rising junior assessment.

Measures of Success

The development of a process and instrument to measure general education effectiveness.

Responsibility for

Implementation ~~Academic Council~~ **Special Committee**

Date of Implementation

~~Fall 1996~~ **Prior to 2000**

Cost

Unknown at this time

2. Goal

Ensure that seniors are knowledgeable in their fields.

Action

Develop standards and processes which will ensure that seniors grasp fundamental concepts expected of majors in each discipline prior to graduation.

Measures of Success

Implementation of the senior assessment in every department.

Responsibility for

Implementation Academic Department Heads

Date of Implementation

Fall 1996

Cost

No cost

3. Goal

To increase the marketability of Western graduates by providing quality assurance to the employers of those graduates.

Action

Develop departmental programs for providing a quality assurance program in support of Western graduates.

Measures of Success

The responsiveness of individual departments to concerns received by the University demanding fulfillment of the quality assurance program will indicate effectiveness. Measured employer satisfaction will also be an indicator.

Responsibility for

Implementation Academic Deans

Date of Implementation

Fall 1996

Cost

No cost

CONCEPT

DEVELOP AN APPRECIATION AND UNDERSTANDING OF OTHER CULTURES.

1. Goal

Encourage students to study in a foreign country and bring international scholars to Western Kentucky University.

Action

Develop multiple programs with scholarship and loan assistance to enable Western students more easily to study in a foreign country. By the year 2000, at least 10 percent of the full-time students on Western's campus should have either studied in a foreign country or have made plans to do so. Provide support to bring international scholars to campus.

Measures of Success

In addition to the goal expressed above, yearly measurements will indicate progress toward the goal.

Responsibility for

Implementation Office of International Programs

Date of Implementation

Goal must be reached by the year 2000.

Cost

\$100,000 in monetary assistance. Most will be in the form of loans in order to establish a rotating fund.

2. Goal

Learn more from foreign students at Western Kentucky University.

Action

To develop several events during each academic year which will enhance cultural understanding between foreign students on Western's campus and native students.

Measures of Success

Implementation of effective programs.

Responsibility for

Implementation Office of International Programs

Date of Implementation

Fall 1996

Cost

Unknown at this time

3. Goal

Increase the diversity on Western's campus.

Action

To increase the minority population on Western's campus to more accurately reflect the population of Kentucky.

Measures of Success

Comparison of enrollment and staffing against Kentucky's population.

Responsibility for

Implementation Affirmative Action Officer

Date of Implementation

Beginning now with the hires and recruiting for Fall 1996

Cost

\$30,000

CONCEPT

IMPROVE THE INSTITUTIONAL CULTURE BY FOCUSING ON HELPING OTHERS. STRENGTHEN THE STUDENTS' COMMITMENT TO THEIR ACADEMIC EXPERIENCE.

1. Goal

To develop an attitude in students of giving of oneself to help others.

Action

Implement unpaid public service program, which **requires encourages and recognizes** the completion of 32 hours of unpaid public service over a four-year period.

Measures of Success

An honor system for participation will reflect student involvement.

Responsibility for

Implementation Graduate student assigned to the Vice President for Student Affairs Office.

Date of Implementation

Fall 1996 for beginning freshmen.

Cost

\$8,000

2. Goal

To increase student commitment to his/her university responsibilities.

Action

Increase class attendance by implementing University attendance requirements. Encourage students to stay on campus on weekends through increased library access and more student activities programming.

Measures of Success

Increased attendance in classes and larger numbers on campus on weekends.

Responsibility for

Implementation Academic Deans and Vice President for Student Affairs

Date of Implementation

Fall 1996

Cost

\$30,000

3. Goal

To enhance intellectual atmosphere on Western's campus.

Action

To provide more cultural activities for faculty, students, and staff by increasing the number of lecturers and visiting professors as well as cultural events on campus.

Measures of Success

Plan will be developed to increase the offerings each year. A number of these events will be determined by a special appointed committee.

Responsibility for

Implementation A special committee that will be appointed by the President.

Date of Implementation

Spring 1996

Cost

\$50,000

4. Goal **To enhance the University administrators' mentality toward providing service and facilitating the educational mission.**

Action Develop a program for enhancing the culture of administrators to think in terms of service in facilitating educational mission. The evaluation of administrators should have service as a primary component.

Measures of Success Evaluations will be conducted on campus regarding the service responsiveness of staff and administrators.

Responsibility for Implementation Human Resources

Date of Implementation Fall 1996

Cost \$8,000

CONCEPT **STRENGTHEN RELATIONSHIPS WITH THE LAY PUBLIC.**

1. Goal **To increase nonacademic credit, continuing education opportunities.**

Action Increase nonacademic credit, continuing education opportunities by 50 percent in the fall of 1998.

Measures of Success Review of offerings on an annual basis with the goal in mind of reaching the 1998 mark.

Responsibility for Implementation Director of Continuing Education

Date of Implementation Goal to be reached by Fall 1998

Cost No cost

2. Goal **To establish advisory councils for almost every campus unit.**

Action Practically every unit on campus should establish an advisory council with a meaningful role which meets on a regular basis each year.

Measures of Success A file will be kept on each advisory council that has been established.

Responsibility for Implementation Each Vice President

Date of Implementation Fall 1996

Cost No cost

3. Goal **To enhance the increasingly important role Institutional Advancement will play.**

Action Institutional Advancement will continue to increase the amount of dollars raised in support of programs on campus with a major gifts campaign to be ready for implementation during 1997.

Measures of Success A regular accounting will be made by Institutional Advancement regarding gifts made and plans for the major gifts campaign.

Responsibility for Implementation Vice President for Institutional Advancement

Date of Implementation 1997

Cost Unknown at this time

CONCEPT

INCREASE STAFF DEVELOPMENT OPPORTUNITIES AT WESTERN.

1. **Goal** **To provide increased opportunities for staff development for Western employees.**

Action Develop two major staff development opportunities for offering during the 1996-97 academic year.

Measures of Success Completion of the two major opportunities.

Responsibility for Implementation Director of Continuing Education and Director of Human Resources

Date of Implementation 1996-97 academic year

Cost \$2,000

In describing to the Board how the document, "Moving to a New Level While Keeping Old Traditions" was borne, President Meredith said, "I listened for five-and-a-half years on this campus to faculty, staff, and students about what they wanted to see on campus; changes they would like to see. I listened to the Board, this Board and the previous Board, for five-and-a-half years with comments on what they would like to see on this campus. I listened to the public; the public is quite informative in terms of telling the President what they think about this, that, and the other. I, of course, have had a lot of opportunities to listen to the General Assembly and the Executive Branch in the State on the kinds of things that they felt like we needed to be thinking about in higher education and what their concerns were with higher education. "

President Meredith used overheads to describe the chronology of "Moving to a New Level. (**See Exhibit 1**). He also identified and discussed four items of concern from the Faculty Senate Meeting as follows:

- Unpaid public service
- Rising Junior Examination
- Input but no impact

- More responsibility, but no additional support

Chairman Fischer called attention to the April 22, 1995, resolution in which the Board approved the conceptual enhancement of the document and emphasized the following:

- **further encourage volunteer public service; and**
- **further direct the President of the University to continue the development of a more definitive plan which outlines in greater detail, the actions, strategies and tactics required to implement these enhancements; and**
- **further direct the President to indicate the financial impact of these enhancements to the University in both the short and long terms.**

Mr. Fischer noted that the Board had very strongly asked that the plan be presented with cost figures included to give the Board the financial impact; the report presented today accomplishes that.

Mr. Mercer suggested discussion on the items which President Meredith identified as concerns expressed in the Faculty Senate. Discussion followed regarding the two items of concern: 1) unpaid public service, and 2) rising junior examination.

Addressing the issue of public service, Dr. Mendel noted that the faculty believes very strongly that public service is something that ought to be volunteered. He stated, "We ought to do everything we can as an institution to achieve the objectives that Dr. Meredith has suggested, which is to build the commitment of public service and to do that by encouraging students and making it easier for students to get involved; to create incentives for students to get involved rather than to compel them to do that."

Mr. Mercer suggested that the Board try encouraging students to provide public service first; and then if that doesn't work, review the program again in two years.

The administration will change the language in this item from require to encourage and recognize. Note: The corrected language appears in the plan which is outlined above.

Dr. Meredith stated that he was hopeful that the rising junior examination will give the faculty a tool to help them better prepare students for their majors and tell them how to get students ready for their major.

President Meredith noted that the Task Force struggled with how to test. The easy route would be to find a standardized test. Dr. Meredith felt the purpose of the test should be to determine if the institution is accomplishing what general education ought to be accomplishing.

Dr. Mendel felt that the immediate concern is that in the short term if this is something that people have to pass, and if it's developed locally, there is the problem of teaching to the test. If the students don't have to pass it, they will not take it seriously.

It was decided that implementation should be delayed for a couple of years to give the administration the leadway to develop this in a way that is meaningful.

Mr. Fischer stated, "I believe that the Board is trying to address the overall concept here. The implementation dates can be shifted around, researched, and implemented five years from now as long as we move in this direction."

Dr. Mendel commented, "In the twenty three years that I have been here, I have never seen an initiative which was designed to really turn the direction of the institution, and I think that this is such an initiative. I think that there is, as the President has pointed out, disagreement about how fast we move in various directions, but what has happened is this issue is on the table, and what I am hearing today, which is very comforting to me and encouraging, is a sense of this isn't cast in stone--that we are going to monitor and revisit this and fine tune it. In general, I think the faculty sentiment was, although we tend to focus on the things we don't like, there's a lot in here that many of us are very pleased to see. I think that we shouldn't lose sight of the positive parts of it because we tend to spend more time talking about those things about which we have specific concerns."

Mr. Fischer added, "One thing that this Board is trying very desperately not to do is to lock this administration or this faculty into iron-clad concepts that are recorded on this piece of paper because it should be evolving, and most of those can evolve without further Board approval to go in that direction."

Mr. Mercer stated, "I like very much the action plan and the way it is formatted and what we have here today with the goals, action, costs, date of implementation, etc. The only thing that I don't see here that maybe we do need is the Board committee that

might be responsible for each of these items. If we could put that on the agenda of the Academic Affairs Committee, for example or the Finance Committee, as we go along. I think that a review of the implementation plan is something that might be of interest to the Board members and something that we might want to keep up with on a timely basis. For example, I see the Academic Affairs Committee being very active in reviewing where we are in implementation of the plan.

President Meredith suggested that the administration come back to the Board on some sort of regular basis with an update report on implementation. It would be submitted ahead of time; if there was a specific item that the Board wanted to talk about at a meeting, it could identify that issue for the agenda of a specific committee at the next Board meeting.

Mr. Fischer stated, "I'd like to see someone, some committee responsible for every item rather than as a committee of the whole or just waiting for somebody else to have a problem with it and bring it back, at least the responsibility is attached to a committee. As Chair, I'll just define that process."

Mr. Mercer suggested that on Goal 1, page 9, under action plan, it read "Implement unpaid public service program, which encourages and promotes completion of unpaid public service," something to that effect. The administration can draft the language for actually implementing that.

On the issue of input vs. impact issue, Dr. Mendel felt that for this initiative to be successful the campus community would need to have a lot of ownership in it. He stated, "I think the President has put a lot of activities in place which he intended to achieve that purpose. I think there clearly are people on campus who care deeply about this institution who have been outspoken about problems that they have, and I think that a great deal can be accomplished if these people were brought together for a discussion." Dr. Mendel suggested that he and the President work together to identify these people and have a series of discussions on how to do a better job as this unfolds of encouraging ownership."

President Meredith agreed to meet and discuss.

Mr. Martin made a motion to approve Moving to a New Level While Keeping Old Traditions Action Plans dated November 3, 1995, with the changes discussed

above in Item #1 on page 9, and Item #2 on page 6. The changes in the language will be provided at a later day by the administration. Note: The changes referred to are contained in the plan which is outlined in these minutes. The motion was seconded by Ms. Loafman and carried.

Mr. Mercer commented, "I think we ought to be proud today of what this University has done; what the administration has done over the past two years. This is something that is unprecedented as far as I know in public universities in this state and maybe this nation. The administration, the faculty, and this Board are to be complimented for tackling this, and I think coming up with a document that is going to serve us well."

With no further business to come before the Board, motion for adjournment was made by Mr. Mercer and seconded by Ms. Loafman, and carried. The meeting adjourned at approximately 11:15 a.m.