

MINUTES OF MEETING OF BOARD OF REGENTS

WESTERN KENTUCKY UNIVERSITY

April 17, 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 Tuesday evening, April 17, 1979, at 8:15 p.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 Dr. Regis O'Connor, Associate Professor, Department of Communication and Theatre.

The following members were present:

Dr. William G. Buckman
Mr. Ronald W. Clark
Mr. John David Cole
Mr. Tom Emberton
Mr. Michael N. Harreld
Mr. Carroll Knicely
Mr. William M. Kuegel
Mr. Ronald G. Sheffer
Mr. Steven O. Thornton

Absent was Mr. Hugh Poland.

Also present, in addition to Dr. O'Connor, were Dr. John D. Minton, President; Mr. Harry K. Largen, Vice President for Business Affairs and Treasurer; Mrs. Mary Sample, Secretary; Mr. James Earl (Jamie) Hargrove, recently elected President of the Associated Student Government and student Regent-elect; 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; and Mr. Dee Gibson, Director of Public Affairs and Community Relations.

(Secretary's Note: President Minton, Dr. Davis, and Dr. Cook joined the meeting in session inasmuch as they also attended the Awards Banquet at another campus location.)

Chairman Cole expressed appreciation for the presence of Dr. Todd Bullard and his wife, Ella, stating that the Board members had had an opportunity to meet Dr. and Mrs. Bullard at a buffet prior to the Board meeting.

Dr. Todd H. Bullard, currently Provost and Vice President for Academic Affairs, Rochester Institute of Technology, Rochester, New York, and a candidate for the position of President of Western Kentucky University, was presented by Chairman Cole. The presiding officer indicated that, in keeping with past procedures, Dr. Bullard would share with the Board his

thoughts on the role of president and his impressions of Western based upon the materials from the University together with his educational philosophy. After which, a question-answer session would be followed by a closed session of the Board.

Dr. Bullard called attention to a statement entitled "Thoughts on the Responsibilities of a University President," which he had prepared and which had been distributed earlier in the meeting to members of the Board. A copy of the statement is attached to these minutes as an exhibit.

In an introductory summary concerning items considered to be of fundamental importance relating to the functions and responsibilities of a president of a public university, Dr. Bullard made comments which follow in summary form.

The responsibilities of a president deal with questions of educational quality, educational significance, educational attainment—learning for all who comprise the university community—students, faculty, and administrators. "They learn together or in the long run they probably learn nothing." A public university has a fundamental obligation to make sure that those who comprise the university community, especially students, are adaptable fundamentally to forces of change while a part of the university community and later. The president of an institution which is sensitive to the needs of a society adapting to change must serve as a link between the university and the various publics it serves, interpreting to the institution their needs and aspirations.

Another major responsibility of the president is to act as a member of the academic society and as a leader of that society. Finally, the president must be responsible for decision making.

The president has a fundamental concern with a range of problems that fall into three broad categories:

1. Demographics - There are fewer people of traditional college-going age, and this will continue to be the trend during the years ahead. Enrollment changes have implications for public universities especially in the matter of funding.
2. Skeptical public views of higher education - As the number of degrees has increased and as a college degree has become less efficacious in the job market, people have begun to wonder whether a college education is really "worth it."
3. Finance - An institution of higher education is particularly susceptible to the forces of inflation, and the matter of financing is a major concern.

Another problem which is even more enduring and more significant, and related to the other three, is the problem of programming—what programs should be offered and what ought to be the nature of a college program?

Concluding his introductory remarks, Dr. Bullard then answered questions as directed to him by members of the Board, the main points of which follow in summary form.

Chairman Cole asked Dr. Bullard to describe the administrative and academic responsibilities of his present position and to compare Western with RIT in terms of size and budget. Dr. Bullard, as Provost and Vice President for Academic Affairs for Rochester Institute of Technology, Rochester, N.Y., reported responsibilities in two areas. As Vice President for Academic Affairs, he is the chief academic officer of the Institute, which has nine academic colleges with approximately 8,700 full-time equated students and a total head count enrollment of 13,000. The academic programs span professional fields of engineering and business, various fields of art, the natural science disciplines, and a great range of specializations growing out of these basic fields. In addition, there are offerings in the human service fields, including criminal justice and social work. Dr. Bullard is responsible for the work of each of the nine colleges through the nine academic deans. As Provost he is responsible for the internal operations of the institution and he coordinates the work of the three vice presidents and other officers at the central levels responsible for certain phases of the work of the Institute. Duties include developing the budget, which currently is 70 million dollars with a budget of 79 million dollars approved for the coming year. Dr. Bullard said he attempts to see that the Institute functions effectively.

Dr. Buckman asked Dr. Bullard to elaborate on "The Landscape of Higher Education, 1980--Adjustments in Faculty Structure" and his views concerning that program. Looking ahead into the 80's and realizing that there would be an increasingly stable faculty and a substantial decline of college-age students, decreasing the demand for faculty, 18 colleges and universities, public and private, in the Rochester area joined together to form a consortium.

Through committees a faculty career change and development project was devised. The institutions pooled their resources to establish a center within the consortium office which will be available to the members of the faculties in the area and will provide counseling about employment opportunities outside the academic world and about how faculty members might prepare themselves effectively for that employment. As a part of the program, educational opportunities at the area colleges and universities are available in various ways to the faculty. Also included in the effort will

be conventional faculty development efforts, focusing on improvement of individuals in the work they are currently doing.

In response to Dr. Buckman's inquiry as to the percentage of tenured faculty at RIT, Dr. Bullard reported that approximately 50% of the faculty were tenured; however, the percentage varies from one department to another.

Mr. Knicely asked how Dr. Bullard sees a university such as Western positively attacking the problem of declining enrollment. Dr. Bullard indicated that the enrollment decline did not appear to be as major at Western as at some other institutions. The University can start now to make program revisions and provide programs that will meet the likely demands in the 80's. The University should be giving careful thought to a range of faculty development and renewal opportunities, including faculty research endeavors and faculty self-evaluation for effective teaching. At RIT changes have been employed to increase the student-faculty ratio without sacrificing academic quality. Efforts should be directed toward the future to eliminate problems before they develop, which is a fundamental responsibility of a president.

Mr. Sheffer inquired as to new program areas that might be developed for Western. Dr. Bullard responded that the number and array of programs now offered would have to be studied in relation to the needs of the 80's and in relation to the needs of the geographic area which the university serves. Pointing to the concentration of offerings in education, social sciences, and related fields, Dr. Bullard suggested the institution might expand its technical programs. Dr. Bullard pointed out that computer technology is becoming increasingly important and university programs should prepare students for employment in that area.

Mr. Thornton asked Dr. Bullard what he perceived the role of the student body to be in the evaluation process of the faculty. Dr. Bullard responded that he would not want to see the matter of faculty evaluation become a politicized process that involved the student body acting through organizations. Student evaluations of faculty are useful to the extent that they are directed to the individual faculty member in terms that individual understands. An evaluation is useful only if it helps the faculty member to improve. Dr. Bullard said he believes very strongly in student evaluation of instruction that is useful to the individual.

Stating that Western has a rich heritage in athletics, Mr. Kuegel asked Dr. Bullard how he felt about athletics. Dr. Bullard responded that he was in favor of athletic programs that achieve their announced purposes of a disciplined body and a disciplined mind. Athletic programs should be a part of the real work of the institution. He said he would take a dim view of athletic programs that exploit students and subvert the educational processes. In addition, Dr. Bullard pointed out that athletics can be a very useful tool of institution building and making the university a part of the community and society.

Dr. Buckman inquired of Dr. Bullard relative to his thoughts about the mission statement for Western Kentucky University. Dr. Bullard said he found nothing in the mission statement that would offend him and that it sounded like a good statement. He said it was not always clear in comparing the program descriptions and the mission statement that the programs had been reconciled with the mission statement.

Mr. Clark asked Dr. Bullard what athletic programs are available at RIT. Dr. Bullard responded that RIT offers intercollegiate athletics in many sports, including track, baseball, basketball, hockey, golf, fencing, and skiing, but dropped football two years ago in the interest of high quality in the remaining intercollegiate sports.

Mr. Clark, referring to Dr. Bullard's statement that the president should be a good leader and a good listener, asked how he would go about developing cohesiveness in communication with faculty, staff, and others.

Dr. Bullard said he felt the president must spend a lot of time listening—moving about the campus, eating with the faculty at various places on campus, and listening to these various individuals as they express their concerns, hopes, and aspirations. One also listens and learns, he said, through the formal structures of the university including the Faculty Senate, Academic Council, and Associated Student Government. It is important for the president to understand the processes by which points of view are derived. In effective relations, Dr. Bullard suggested a president should use the formal existing structures and perhaps think about other such structures; but he should also make extensive use of the informal ones, staying in touch with the faculty, staff, and students. He pointed out that part of the president's job is to represent the campus and to communicate for the campus with legislators and other off-campus groups.

Mr. Sheffer asked what efforts are made at RIT to recruit quality students. Dr. Bullard reported that outstanding students are invited to the campus for an open consultation, and to this group two full scholarships are awarded along with ten lesser awards. In addition to the 12 who receive scholarships, another 15-20 of the group will enter as freshmen. The same type of procedure is used with outstanding transfer students as the Institute works closely with two-year colleges. Also, leading students are identified and are linked with faculty members in the various departments who contact the prospective students and encourage them to come to RIT. College faculty contact with faculty people in secondary schools and community colleges is very important. Some of this type of faculty-to-faculty contact is possible through seminars and conferences held on the campus, attempting to reach people at their level of professional development.

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.

Appreciation was expressed to Mr. James Earl (Jamie) Hargrove for his presence. Mr. Hargrove, recently elected President of the Associated Student Government and student Regent-elect, is a junior accounting major from Milton, Kentucky. An invitation on behalf of the Board was extended by Chairman Cole for Mr. Hargrove and Dr. Minton to join the group in closed session.

Appreciation was extended to Mrs. Ella Bullard, wife of Dr. Bullard, for her presence, following which Mrs. Bullard was excused from the meeting.

Returning to the meeting approximately 1 hour later, 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.

Appreciation was conveyed to Dr. Bullard for his comments and to the members of the Board for their presence. Chairman Cole called attention to the meeting of the Board scheduled for 11 a.m. on Saturday, April 21; and there being no further business to come before the Board, the meeting adjourned at 10:06 p.m.

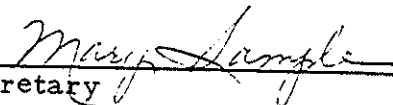
(Secretary's Note: Inasmuch as Dr. Kern Alexander withdrew as a candidate for the presidency of Western Kentucky University on Thursday, April 19, the Board meeting scheduled for April 21 was canceled.)

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 17, 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).


Chairman


Mary Sample, Secretary


Secretary