

MINUTES OF THE RETREAT  
THE UNIVERSITY OF OKLAHOMA BOARD OF REGENTS  
JANUARY 24, 1987

A retreat (special meeting) of the Board of Regents of The University of Oklahoma was held in Dining Room 5 of the Oklahoma Memorial Union on the Norman Campus of the University beginning at 9:50 a.m. on Saturday, January 24, 1987.

Notice of the time, date, and place of this meeting was submitted to the Secretary of State, and the agenda was posted in the Office of the Board of Regents on or before 9:00 a.m. on Friday, January 23, 1987, both as required by Enrolled House Bill 1416 (1977 Oklahoma Legislature).

The following were present: Regent Tom McCurdy, Chairman of the Board, presiding; Regents John M. Imel, Thomas Elwood Kemp, Charles F. Sarratt, Ronald H. White, M.D., Sarah C. Hogan, and Sylvia A. Lewis.

The following also were present: Dr. Frank E. Horton, President of the University, and Barbara H. Tuttle, Executive Secretary of the Board of Regents.

#### HIGHER EDUCATION TASK FORCE REPORT

Dr. Horton said a synopsis of the recommendations included in the Higher Education Task Force Report which was discussed at the meeting on January 15, had been prepared and it was distributed to the Regents. The synopsis includes recommendations that are of interest and/or concern to OU. Dr. Horton said the number that affect OU is not a small number. He asked the Regents how they would like to address this at Board meetings and suggested it could be on the agenda for the next few Board meetings in order to go through all of the recommendations and have discussions on them. He believes there are many recommendations that can have a beneficial affect on OU. He commented that some of the recommendations require Legislative action and some bills are already being prepared covering items that the Legislature must address. Many of the items require action of the Oklahoma State Regents for Higher Education.

Regent White suggested the Board take a leadership roll in addressing the parts that the Regents clearly see are beneficial for OU or the State System. He believes the Regents should address the issues that affect OU the most and be an active force in trying to see that these proposals come about. Regent Hogan agreed and said she feels that before that can take place a determination must be made about the goals for the University and what is paramount now and in the next five to ten years for the institution. Dr. Horton commented that he does not believe there are any major recommendations that are not consistent with OU's overarching goals and they can be clearly embraced.

There was a discussion about whether Mr. Tolbert should be invited back to a future meeting for further discussions. President Horton also commented on a report last year by Dr. Dan Hobbs of the State Regents' staff on demographics in Oklahoma higher education and the number of institutions of higher education in the State. Dr. Horton indicated he would acquire a copy of that report and forward it to the Regents for their information.

With regard to institutional goals, Dr. Horton said a strategic planning process is beginning on the Norman Campus this month. The Strategy for Excellence Task Force which was appointed by Provost Wadlow will take a new and comprehensive look at the academic directions and priorities of the Norman Campus. The Task Force will identify specific directions for this campus and concentrate on University priorities and decision-making processes. It will also develop processes to integrate the Strategy for Excellence into budget and capital planning and program reviews as well as provide for a continual updating of the plan so that it remains current. He said the goals identified by this Task Force will be coming forward to the Regents. Dr. Horton reported also that Provost Rich is reinitiating the strategic planning process for the Health Sciences Center to look at the academic goals on that campus. Since the Norman Campus strategic planning is just beginning, Dr. Horton does not believe there will be any goals identified until next fall but since it is a reinitiating of the process for the Health Sciences Center, there may be some goals identified there during the spring.

Returning to a discussion of the Higher Education Task Force Report, attention was called to the five major areas of reform that have been identified as the foundation for quality higher education for Oklahoma by the Task Force as follows:

- I. To create a more effective and accountable system of governance, Oklahoma should restructure the present seventeen Boards of Regents into five.
- II. To support systematic improvement of quality, the State MUST make fundamental reforms in resource allocation, removing the perception that allocations are enrollment driven.
- III. To achieve quality, Oklahoma must implement acceptable devices for measuring student achievement; must be committed to a core curriculum of liberal studies, stronger research, and a climate for scholarship. In addition, the State must make every effort to acquire, retain and motivate superior faculty, and must redevelop and enforce standards that will allow for systematic determination of whether the operations of an individual college or university should be continued.

- IV. To eliminate overlap and coordinate the two systems' extensive facilities, there must be developed clear mission definitions for both vocational technical education and higher education. Only with cooperative and focused leadership can Oklahoma fully utilize its educational resources for economic development.
- V. To adopt a new commitment to quality higher education, Oklahoma's leadership necessarily will have to alter its funding philosophy and will have to dramatically increase appropriations.

Regent White stated he feels these five major areas are ones this Board can support, some perhaps more than others.

Regent Sarratt expressed concerns about the proposal to reduce the number of boards and have one board over all of the two-year colleges and one over all of the four-year schools. He believes there is a question about a board member being able to effectively handle and have oversight over that many institutions. Regent Kemp also expressed his opinion that each school should have its own board. The discussion on the Report continued and included comments on the proposal to substantially increase fees and tuition, the provision of financial aids for needy students, the question of the productivity of faculty members, and the involvement in faculty in research.

President Horton suggested that at the next Board meeting the five major issues listed above be reviewed with consideration given to either endorsement or not, and then at following Board meetings begin moving through the individual items as they relate to The University of Oklahoma. At Regent Imel's suggestion, Dr. Horton stated he will ask both Faculty Senates to address these issues at the meeting.

Regent Sarratt raised a question about whether this Board should take any position on the Task Force recommendations. Regent White stated he thinks this Board will learn a lot by placing the recommendations on the agenda and discussing them and he thinks this Board is viewed as a leadership institution and what it does will have an affect on others.

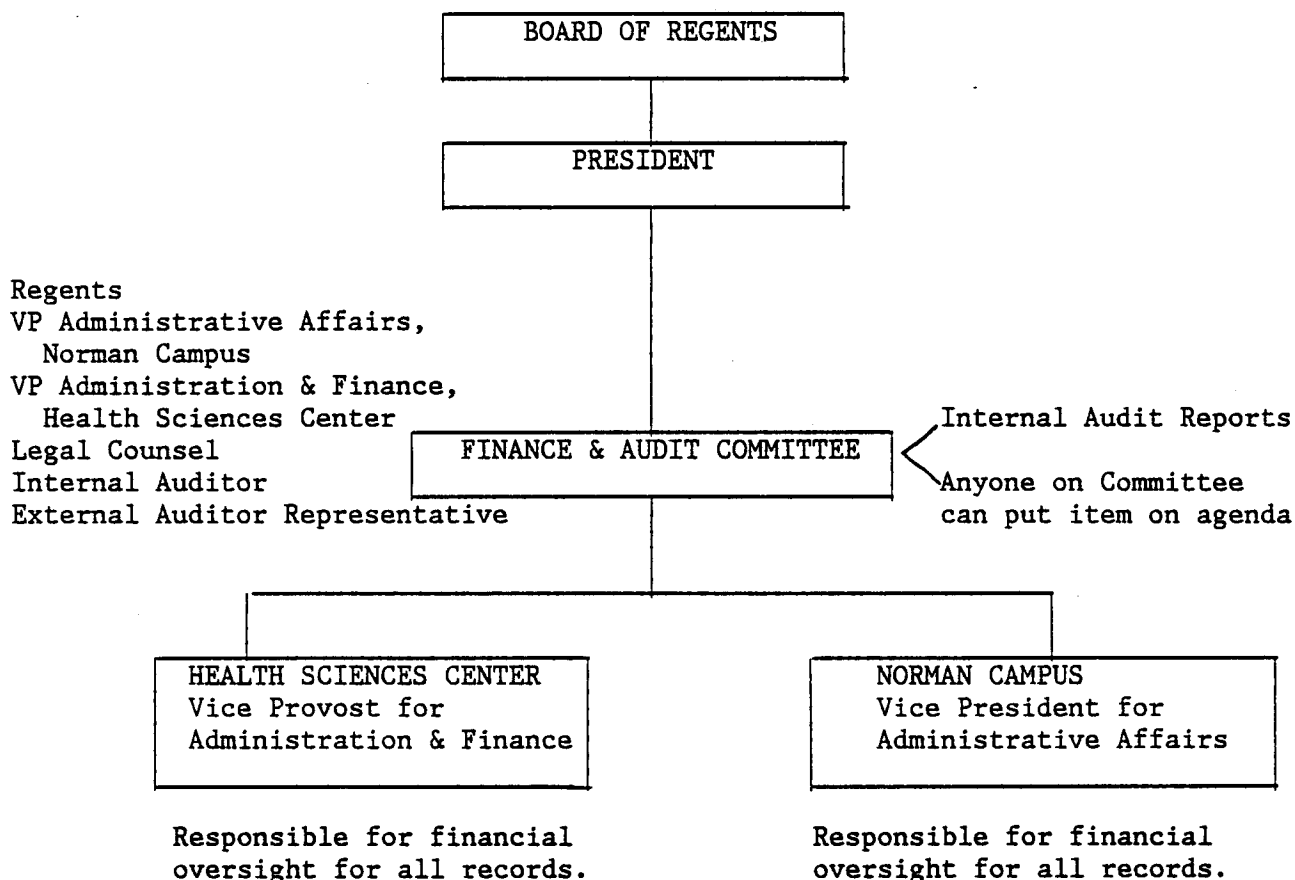
#### COLLEGE OF DENTISTRY

President Horton referred to one item in Governor Bellmon's legislative message of January 21 at which time he recommended that the College of Dentistry be closed. Dr. Horton said he has very little information other than what has been in the newspapers and the brief statement that was in the Governor's legislative message, a copy of which has been mailed to each member of the Board. Dr. Horton said he has met with the Dental faculty and staff and is arranging meetings with people at the Capitol to discuss this very issue. He said this recommendation was not a part of any of the reports that we can identify. The College of Dentistry is an important component of the Health Sciences Center and is important for the State. He said Dr. Rich has already stated that it would

not be a high priority for closure in the event of falling revenues. Dr. Horton said he is in the process of obtaining additional information from the Governor's Office.

AUDIT COMMITTEE

Regent Sarratt distributed the following proposal for the creation of a new Finance and Audit Committee:



Regent Sarratt suggested the Committee meet each month on Wednesday morning before the Committee of the Whole. He said there is a lot of information available that would be helpful to this Committee, but there would need to be summaries. He said this Committee probably will not be able to cover everything but will be able to cover things that are very important. He suggested as a possibility the Committee should review the accounts of the various units.

During a discussion of this proposal, President Horton commented that he meets on a monthly basis with Vice President Elbert and Vice Provost Smith to review all accounts.

Regent Kemp talked about the auxiliary accounts and the service units and his feeling that this Committee should have profit and loss statements for all of these accounts. He said most have not had a full financial audit. He suggested this Committee would review the monthly financial reports. During the discussion, Regent Imel spoke in favor of having a representative of the external auditor on the Committee as proposed.

It was agreed that this proposal will be placed on the agenda for the February meeting with a recommendation from President Horton. It was also generally agreed that the meeting time will be 9:00 a.m. on the Wednesday of the Committee of the Whole meeting.

Regent White commented that in the event some members of the Board are not able to attend the Finance and Audit Committee meetings that there should be some means of reporting to the full Board. It was agreed that reports will be presented at the meeting following the Finance and Audit Committee meeting and, in addition, minutes will be prepared of each Committee meeting.

#### HONORS PROGRAM

President Horton reported that an Honors Task Force was appointed last year by the Provost. The Task Force was charged with presenting to the Provost recommendations designed to improve the educational experience of the finest students at The University of Oklahoma. They were to make both short-term and long-term suggestions for accomplishing this purpose. Dr. Horton reported that the Task Force has completed its report and that he may invite the Chair of the Task Force to a Regents' meeting in the future. He said he has asked Provost Wadlow to review the Task Force recommendations and to make recommendations to him. In the meantime, he presented a review and synopsis of the recommendations as follows:

1. The establishment of an Honors Council to, among other things, meet regularly and give advice to the Director of the Honors Program. The Council would, for instance, be charged with the responsibility of approving honors course proposals, departmental honors requirements, and reviewing the admission requirements to the Honors Program. The Council also would assume responsibility, along with the Director, for innovative and stimulating program activities.
2. That the University Scholars Program be administered as a part of the University Honors Program.
3. That the Director of the Honors Program be chosen on the basis of a national search and that the Director position should be full-time and the individual should be a faculty member who has an appointment in an academic unit. The

Director should be aided by one or more part-time assistant directors and a full-time adviser should be appointed to counsel honors students.

4. That each department appoint an Honors Coordinator.
5. That the Honors Program be placed on a healthier financial footing by providing a line item in the budget and providing adequate funds for the basic administrative and academic costs of the program.
6. That the faculty be encouraged to devise and offer honors courses. The Honors Office should be prepared to offer a financial incentive.
7. That two paths be established to an Honors degree. The first should be a general honors program and it should require work in honors courses throughout the curriculum. The second should be a departmental honors program with its requirements fixed by each department and subject to the approval of the Director of the Honors Program and the Honors Council. Students would be able to work toward one or the other or both of these options and successful completion should be reflected in appropriate wording on the diploma.
8. That the number of honors courses available each semester be substantially increased and the number of participants expanded.
9. That honors courses be taught only by faculty members on regular appointments and by those who have clearly distinguished themselves as teachers and scholars.
10. That the current "University Honors Program" which is based on a student's ability to pass a broadly-based examination in the senior year and which requires no work in the honors courses be immediately abolished.
11. That the number of hours required in the general honors program be substantially increased and that limits be placed on the number of hours that can be earned by making special "contracts" in non-honors courses.
12. That a specialized housing opportunity for students be established for the Honors Program. Dr. Horton said an area within our current housing program has been identified and it would be a single structure that would provide for some meals in that structure and the opportunity of interacting with faculty and guests who would come to the campus.

13. That the honors students be made to feel their "specialness" by providing certain perquisites, that the honors community be characterized by a lively, stimulating, and varied program of academic enhancement, and that a mentor system be established for honors students whereby each entering honors student will be paired with a more experienced student.
14. That efforts be redoubled to entice superior students into the program, that faculty members be involved in the recruitment process, that greater publicity be given to the honors program, and that honors students themselves be more intimately involved with recruitment of other first-rate students.

Dr. Horton said some of these recommendations can be moved forward very rapidly but others will take more time and a financial commitment. He hopes to have the broad elements in place by the fall semester.

#### NEW CURRICULUM REQUIREMENTS FOR THE COLLEGE OF ARTS AND SCIENCES

Dr. Horton reported there has been another development this year that is very important to the University and that is a strengthening of the general education requirements in the College of Arts and Sciences which recently have been approved by that faculty. He said the Arts and Sciences general education requirements have increased from 40 hours to a minimum general education requirement of 45 to 58 hours, the math requirement has been strengthened, and a foreign language will be required (the equivalent of one intermediate level language course). The new requirements also will include a laboratory science, three hours of communication, 12 hours of western civilization and culture, and three hours of non-western civilization and culture.

Dr. Horton reported the general education requirements in all of the other colleges will also be reviewed. With the completion of the Arts and Sciences general education requirements, we have now set the stage for the discussions to take place in earnest in the other colleges. He expects to be addressing this issue at the General Faculty meeting in the spring but he cautioned the Regents that this debate will take some time, probably a year.

Regent White expressed pleasure with the progress that has been made and the action the Arts and Sciences faculty has taken. He said this is a giant step forward but he remembered a meeting of the Board in May of 1978 at which time the general education requirements were discussed and he feels frustrated at the length of time it has taken to get all of the elements together to make it happen. He feels this Board does have an obligation to students when they come to the University that they go away with a base of knowledge. He suggested that everyone concerned be encouraged to shorten the time as much as possible. He said he would like to see this plan available to be implemented by 1988.

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During the discussion, President Horton commented on the State Regents' involvement and the difficulty the University has with the general education requirements with the State Regents' articulation policy, and the fact that we are required to accept the two year requirements when students transfer from another Oklahoma institution. He believes, however, the Task Force has addressed this issue with their recommendation regarding competency tests.

The meeting recessed for lunch at 11:55 a.m.

The meeting reconvened in regular session at 12:30 p.m. Regent Imel moved the Board meet in executive session for a personnel discussion. The following voted yes on the motion: Regents McCurdy, Imel, Kemp, Sarratt, White, Hogan, and Lewis. The Chair declared the motion unanimously approved.

The Board met in executive session from 12:30 p.m. until 2:55 p.m. Regent McCurdy announced no action is necessary as a result of the executive session.

Two items remained on the agenda for discussion. Regent Imel commented that he believes the Coopers and Lybrand Management Study item has been taken care of with the audit committee discussion. Regent Kemp had suggested that the other item on NCAA meetings be added to the agenda and he agreed that no discussion was necessary.

The meeting adjourned at 3:00 p.m.



Barbara H. Tuttle

Executive Secretary of the Board of Regents