

**MINUTES OF A JOINT MEETING
THE UNIVERSITY OF OKLAHOMA BOARD OF REGENTS
AND
OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION
APRIL 11, 1990**

A joint meeting (special meeting) of The University of Oklahoma Board of Regents and the Oklahoma State Regents for Higher Education was held in Dining Rooms 5 and 6 in the Oklahoma Memorial Union on the Norman Campus of the University beginning at 12:25 p.m. on Wednesday, April 11, 1990.

The following members of The University of Oklahoma Board of Regents were present: Regent Ronald H. White, M.D., Chairman of the Board, Regents Sarah C. Hogan, Sylvia A. Lewis, Sam Noble, E. Murray Gullatt, and J. Cooper West. Absent: Regent Charles F. Sarratt.

The following State Regents were present: Regent James E. Barnes, Chairman of the Board, Regents George B. Kaiser, Donald B. Halverstadt, M.D., Ann Woolley, Ed L. Calhoun, M.D., Bob F. Allee, J. D. Helms, Avalon B. Reece, and George H. Weyerhaeuser.

The following also were present for all or a part of the meeting: Dr. Richard L. Van Horn, President of the University, Provosts Clayton Rich and Joan Wadlow, Vice Presidents Anona L. Adair, Fred J. Bennett, Arthur J. Elbert, and Jerry B. Farley, and Barbara H. Tuttle, Executive Secretary of the Board of Regents.

Staff of the State Regents' Office who were present included: Chancellor Hans Brisch, Executive Vice Chancellors Gary L. Smith and Charles Manning, and Ms. Ruth Ann Dreyer.

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 and in the Office of the Oklahoma State Regents for Higher Education on or before 12:00 noon on April 10, 1990, both as required by 25 O.S. 1981, Section 301-314.

This meeting was requested by the State Regents as one of several strategic planning sessions covering all of the institutions in the State Higher Education System, with this meeting being the last. Material prepared and distributed in advance included the following:

1. Oklahoma Higher Education mission and goals.
2. A sources of information document.
3. An institutional profile of The University of Oklahoma, including the Health Sciences Center.

4. A background information document covering the Norman Campus and the Health Sciences Center.
5. Norman Campus Strategy for Excellence.
6. Health Sciences Center Strategic Plan.
7. Report of the General Education Task Force.
8. Report of the Task Force on Undergraduate Assessment.

The State Regents had indicated in advance the objectives and expected outcomes of this session would be (1) identification of potential areas of possible policy change, (2) identification of areas requiring staff-to-staff work, clarification, definition, and (3) enhanced understanding of the mission of each institution culminating in a reshaping of role and mission.

Chairman Barnes said the State Regents have focused recently on excellence and efficiency. He said this began with the adoption of an Ethics Policy for the State Regents and the revised admission standards for the institutions, and some other things in the excellence area which they are continuing to pursue. Last year, their focus was more in the area of efficiency, not just fiscal efficiency but academic efficiency. He reminded the OU Regents that the peer group planning process for funding has evolved and the State Regents believe that system is very adequate in meeting needs for the time being and the State Regents will aggressively pursue those goals and hope that, if not in four years, certainly in a reasonable time, the System will in fact reach parity. Mr. Barnes said the State Regents don't really want to review specific budgetary kinds of data or issues in the strategic planning sessions even though these sessions replace the old budgetary needs review meetings. They are interested in improving efficiency, particularly in the academic area and they have chosen the name, Strategic Planning Sessions, for these meetings. He said the State Regents to date have found the dialog and debate with governing boards on the strategic issues to have been very meaningful. Mr. Barnes said the State Regents have no aspirations at all of getting into the governance responsibility of this governing board, but as they focus on certain issues, areas might be pursued in a way that individuals could interpret as becoming involved in governance. If you really pursue some strategic areas, they do impinge.

Mr. Barnes said the purpose of these strategic planning sessions is to open up communications in order to recognize issues that need to be addressed. He said the State Regents as a group want to discuss with the governing boards and administration the important strategic issues that either need resolution in the State System or are emerging new issues that need to be dealt with. He said they would like to come up with some generally agreed upon approach to discuss these issues - what part does the institution have and what part do the State Regents have - and develop a plan on which all can agree generally and then move forward. He said one of the issues the State Regents

have become concerned with in the last year is that as they move forward in closing the financial gap, they must assure themselves there is academic parity as well as financial parity when we arrive at that point.

Mr. Barnes said the State Regents believe that the strategic planning process to date has merited enough progress and satisfaction that they think continuing attention to the process is appropriate. He said their tentative thoughts are that they will want to work towards work planning retreats, tier by tier, with the administration and staff and boards of the institutions by tier in order to continue the process that will start for OU today.

Chancellor Brisch thanked President Van Horn and the OU staff for the cooperation the State Regents' Office received in putting together the materials before each Regent. He said in preparing this material the State Regents' staff became very much aware that OU is a very complex organization. He believes work needs to continue with the OU administration on the institutional information to make sure it is being interpreted correctly by both staffs. He commented that the goal of the State Regents is to make Oklahoma Higher Education nationally competitive and the comprehensive institutions will indeed play a key role, if not the major role in getting us there. He then discussed briefly what is necessary to be nationally competitive, including the undergraduate programs, the graduate programs, and research. He commented that it is programs like the academic scholars program and the endowed chairs program which put a mark of distinction on a university. He said in the session today the State Regents would like to focus on academic programs. A question that might be asked is how to continue on the path to becoming nationally competitive and be recognized as such. He said we need to expedite the process toward these goals as much as possible and a question is, how are we going to get there. He mentioned the four-year funding plan of the State Regents and the need to ensure academic excellence as the taxpayers are providing additional funds for the State System.

Chairman White welcomed the State Regents and their staff and said the OU Board of Regents support and commend the State Regents in their efforts to encourage strategic planning at each of the Oklahoma institutions. He said the materials submitted by OU in preparation for today's meeting signal the beginning of a second phase of strategic planning for the University. He then commented briefly on the Norman Campus Strategy for Excellence which was adopted by the Board of Regents in December of 1988 and the Health Sciences Center Strategic Plan which was approved in December of 1989. He said planning at OU is an ongoing process with revision and refinement each year. OU expects to recognize and build upon the unexpected opportunities and new discoveries that best fit its strengths and mission. He said The University of Oklahoma serves the citizens of Oklahoma and the nation by offering outstanding education to its students, conducting research and creative activities, and serving citizens through outreach programs, and he said OU expects to fulfill this mission even more effectively in the future. He said the University will continue to provide the highest quality undergraduate education available in the State of Oklahoma. Students with the ability to succeed at OU will find a wide variety of challenging and stimulating majors taught by the very brightest scholars. He predicted OU will continue to produce leaders for Oklahoma, the nation, and the world.

Dr. White commented that effective strategic planning is never completed. As a result of the University's academic program review process and strategic planning to date, OU has set a direction that enhances its commitment to excellence built upon programs of strength and opportunities for comparative advantage and uniqueness. Building upon these efforts, the dialog today, and continued planning and exchange of ideas, Dr. White said OU is working hard to meet the challenges and opportunities of the twenty-first century.

President Van Horn said he would keep his comments relatively brief in describing The University of Oklahoma. First he reviewed OU's mission which includes: (1) outstanding education at the baccalaureate, master's, professional, and doctoral levels; (2) research and creative activity to advance knowledge and to benefit Oklahoma; and (3) continuing education and public service. He then reviewed the undergraduate programs and said that undergraduate education is organized on what is referred to as the liberal-professional model which means that we have focused heavily on a general education core and add to that in-depth professional/discipline programs. He described the general education core program. He said at the undergraduate level OU is extremely broad but at the doctoral research level, OU is much narrower and more focused. He reminded the Regents that OU is a selective admissions institution and we expect students to be above average in ability and the educational program is designed that way. The goal of any kind of research, scholarship, and creative activities is to gain national recognition and this then relates to the criteria for promotion and salary increases in that our system is designed to reward people for gaining national recognition or national visibility. He discussed the difficulties for some people in understanding that this is a very stringent criteria. Research is funded primarily from external funds but education is funded by the State. He said also that research enriches education and this impacts students in their undergraduate programs. Dr. Van Horn commented briefly on continuing education and outreach activities. He said OU should do in continuing education and public service those things that relate very strongly and very directly to the academic strengths.

President Van Horn presented OU's guidelines for focus which are (1) areas of State and national importance, including international. Universities have to be relevant and if they cease being relevant, they are not going to be supported. A second issue is focusing in areas of demonstrated strength and also focusing in areas of potential strength and he cited examples of both. For doctoral programs then, the programs selected for focus are determined by strength and national visibility of faculty members and by State and national need. In the master's area, we attempt to serve the needs of the various professions.

President Van Horn shared with the State Regents his vision for the year 2000 which included the following:

- Top 50 major, national research university
- External Research Support from Federal Government
 - \$17 million in 1989
 - \$50 million by 1995
 - \$100 million by 2000
- Leading Regional Health Sciences Center
- Largest and Best Graduate Program in the State
 - Full and Part Time Programs
 - Oklahoma City and Tulsa
- Best Undergraduate Program in the State
 - Liberal-Professional Model
 - Model Honors Program
 - 21st Century Learning Program
 - Selective Admissions
- Model Information Technology Environment
- Regional Center for the Fine Arts
- Enrollment

	<u>Fall 1989</u>	<u>Fall 2000</u>
Graduate and Professional	6,641 (28%)	9,000 (36%)
Undergraduate	17,047 (72%)	16,000 (64%)
Total	23,688	25,000
- Other Characteristics

	<u>FY 90</u>	<u>FY 2000</u>
Total Budget --	\$387 million	\$1 billion
Private Giving --	\$21 million	\$50 million/year
Endowment --	\$98 million	\$400 million
Alumni --	145,000	200,000

During the discussion which followed, the major areas of focus included the following:

1. The State Regents urged discussions between the two comprehensive universities and focusing on different areas of emphasis and additional cooperative efforts.
2. OU was urged to continue its efforts to identify areas that can be eliminated, especially in areas that are duplicative.

3. Developing strategies and mechanisms to encourage medical professionals to serve in the under-served (primarily rural) areas of the State.
4. A commitment to attracting and retaining the finest faculty and providing them with "star" compensation and a commitment to merit salary increases rather than across-the-board.
5. Development of ways to reduce or cancel programs through very carefully selected early retirement options or faculty development programs.
6. OU's interest in offering Liberal Studies and Aviation at the University Center at Tulsa.
7. Residencies at the Health Sciences Center with accreditation problems.
8. Recruiting and advising students.

The last major issue to be discussed was funding. State Regent Kaiser said he understands an underlying concern of OU in the existing trend of the reduction in the student body is funding. He said the State Regents have made some oral commitments which say that to the extent the comprehensive universities have a reduction in enrollment related directly to higher admission standards and directly to cancellation of programs which were either duplicated or under-enrolled or did not have the potential for excellence, that the State Regents would be very, very sympathetic to some mechanism which assures that the funds do not follow the students instantaneously. He asked if the OU Regents had any comments about mechanisms by which this could be done. In response to Regent White's concern about use of the word "instantaneously", Regent Kaiser said inevitably to some degree, the funding for educational enterprise has to follow the amount of educational enterprise going on any place but the concept the State Regents would have would be a transitional arrangement. Regent White suggested that when you talk about the level of education that occurs at an institution then we get right back to the quality versus quantity issue.

A discussion then took place regarding the number of students that can be educated with the same dollars and the number of students required for a major state university. Dr. Van Horn commented that if you look around the country at major state universities, the universities in terms of quality that OU would like to emulate, one of the characteristics of a first-rate public institution is they are of a lot larger scale. Dr. Van Horn said his belief is that OU is more likely to get the kind of national visibility and recognition the State needs with 20,000 students than with 10,000--there are all kinds of things that you give up when you go from 20,000 to 10,000. OU's chances of a high level of national visibility are simply not the same with a smaller institution. He said there are very good institutions that have a large level of national visibility with 10,000, but there are more with 20,000.

Regent Kaiser said he does not believe there is any real disagreement on this issue, that every student who can benefit from an OU education ought to be here and "if you can recruit them from out-of-state and do have truly incremental economics to justify them, that's fine. I guess what we're saying is that if the demographics are forcing you into a smaller institution, not that we design it that way, we should not stretch so far that we create new programs as have occurred in the past to preserve the size of the campus when it's not justified by the numbers". Dr. Van Horn commented that one of his top priorities since he arrived has been to improve OU's ability to attract good students.

State Regent Barnes distributed copies of "Anatomy of a Dialog" and urged that it be reviewed as it focuses on the areas in which the State Regents are most interested.

In closing comments, Regent White said a lot of things have been discussed and he hopes the State Regents leave knowing that the OU Board of Regents and the administration are very receptive to doing what's best for education in Oklahoma. He suggested there are some things the State Regents can do for OU. He complimented the State Regents for their courage in raising admission standards and said it was a good thing for education. He also said there is some fallout there that is going to have to be dealt with. He asked that in the years to come before any new institutions are approved, that thought be given to funding the ones that we have. He said the University is receptive to dealing with change however it might best fit the educational needs. He believes the OU Regents would feel a little more secure if the Legislature and other people knew that the State Regents' verbal commitment to help OU along the way and doing that economically was in some written form. "All of us here know that we have different levels of need in education in Oklahoma. We think that the two-year colleges serve a need, the regional universities serve a need, and the comprehensive universities serve a need. I think that we need to have the wisdom to know what we can serve in those areas and maybe serving them may mean we'll be a smaller institution. If so, it may cost the same amount to educate those people in that way and as long as we all understand that, I think we can move forward on that".

Dr. White commented on another area of special interest to him, general education requirements--the core curriculum. He commented on the length of time it has taken to establish the core curriculum and he said OU needs the help of the State Regents in the articulation process to make sure that those requirements are not watered down.


Regent Barnes said the State Regents and staff will be post auditing this meeting and will collectively focus on how to continue the dialog, how and in what appropriate timing and mode, and the subject issues. He suggested the items mentioned by Regent White should be formalized along with any others the OU Regents and administration may come up with in a review of these discussions. Regent Barnes expressed appreciation to the OU Board and administration for the preparations for this meeting, the participation, and for hosting it.

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As a closing comment, Regent Helms suggested that as the OU Regents analyze the system along with the State Regents, or even independent of the State Regents, if there is an institution in the State System, a campus that would fit beautifully into The University of Oklahoma system, that conversations in that regard might begin between OU and that other institution. He suggested that a lot of the institutions in the State System need the strength and support of a University of Oklahoma and Oklahoma State University. He challenged the OU Board and administration to analyze his suggestion.

There being no further business, the meeting adjourned at 4:25 p.m.



Barbara H. Tuttle
Executive Secretary of the Board of Regents