

**MINUTES OF A SPECIAL MEETING
THE UNIVERSITY OF OKLAHOMA BOARD OF REGENTS
SEPTEMBER 23-24, 1991**

A special meeting of the Board of Regents of The University of Oklahoma was called to order by the Vice Chairman of the Board of Regents in Ballroom B of the Waterford Hotel in Oklahoma City beginning at 11:30 a.m. on Monday, September 23, 1991.

The following Regents were present: Regent Sarah C. Hogan, Chairman of the Board, (arrived about 12:30 p.m.); Regent Sylvia A. Lewis (present for September 23 portion of the meeting only), Regents Sam Noble (arrived about 11:45 a.m.), E. Murray Gullatt, J. Cooper West (arrived about 12:10 p.m.), G. T. Blankenship, and C. Victor Williams, M.D.

Others attending all or a part of the meeting included Dr. Richard L. Van Horn, President of the University, Provost Clayton Rich, Interim Provost Richard C. Gipson, Vice Presidents Fred J. Bennett, Arthur J. Elbert, Jerry B. Farley, Daniel J. O'Neil, and Roland M. Smith, Mr. Robert P. White, Ms. Beth Wilson, Barbara H. Tuttle, Executive Secretary of the Board of Regents, and Karen Thrailkill, Assistant Secretary of the Board of Regents.

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 11:30 a.m. on September 20, 1991, both as required by 25 O.S. 1981, Section 301-314.

Regent Williams moved the Board meet in executive session for the purpose of discussing the candidates for the Executive Secretary position. The following voted yes on the motion: Regents Lewis, Gullatt, Blankenship, and Williams. The Chair declared the motion unanimously approved.

The executive session began at 12:00 noon in the Chapter Room with President Van Horn, Mrs. Tuttle, and the Search Committee for the Executive Secretary position.

The Regents reconvened in regular session at 12:35 p.m. Regent Lewis announced there would be no action necessary as a result of the executive session.

The main purpose of this special meeting was a planning retreat for members of the Board. A 321-page agenda for the meeting was mailed in advance. The agenda included information prepared by the staff on OU's Strategic Goals for the future with many charts and tables to illustrate the current status.

OU STRATEGIC GOALS

President Van Horn opened the session with a report on Strategic Goals. He said strategic planning is the process of making a realistic plan for where and what the University wants to be and how to achieve it. It involves (1) an analysis of opportunities and threats in the external environment, (2) an analysis of strengths and weaknesses in the University, (3) selection of realistic and significant mission and goals that are consistent with (1) and (2) above, (4) development and implementation of budgets, policies and programs to achieve goals, (5) careful measurement of progress, and (6) continuing adjustments as required. He said our current strategy is not adequate.

Dr. Van Horn's report included information on State appropriations, student enrollment, institutional characteristics, The University of Oklahoma and the Year 2000 and other topics.

Dr. Donald B. Halverstadt, a member of the Oklahoma State Regents for Higher Education, gave an overview on what issues the State Regents will be focusing on in the coming months. He said those issues are (1) funding, (2) a possible capital bond issue for \$500 million, and (3) institutional prioritization of academic plans and reallocation of resources internally according to the prioritization. The State Regents' Strategic Planning session with OU will be held in December and Dr. Halverstadt said this discussion of goals today is exactly what is needed as this University develops itself in the direction of excellence and achievement.

Regent Gullatt moderated the discussion of this report.

The Chair declared a recess at 2:15 p.m. The meeting reconvened at 2:40 p.m.

UNDERGRADUATE AND GRADUATE EDUCATION

Dr. Richard Gipson reported on how the Norman Campus is meeting its goals in the areas of recruitment, admissions, retention, advising and assessment. He said a key element of OU's undergraduate evaluation program is the recently implemented core curriculum which is designed to provide all undergraduates with a common foundation of knowledge, a broader perspective of the world, and the skills to succeed in the 21st century. He said the Norman Campus Enrollment Management Board has developed a strategic enrollment plan to recruit and retain students with the ability to succeed.

A report on undergraduate and graduate education at the Health Sciences Center was presented by Marcia Morris, Assistant Provost for Academic Affairs. She said the Health Sciences Center provides a range of health professional programs, a few of which are unique and taught only at the Health Sciences Center and many which are also available at other institutions in

Oklahoma. The strategic academic issues then are to focus on which programs are important and which ones the Health Sciences Center can deliver better than any other institution in the State and to refrain from duplicating programs at the Health Sciences Center that other institutions can do better.

Regent G. T. Blankenship served as moderator for this topic.

The Chair declared a brief recess at 4:05 p.m.

RESEARCH

Dr. Dan O'Neil and Dr. Ray Kling reported on research at The University of Oklahoma. Dr. O'Neil said the University can set an ambitious but reasonable goal of achieving Carnegie Category I status as one of the top 70 research universities in the country if it is prepared to invest in infrastructural and cultural changes. Minimal quality and quantitative standards are required. The University also needs to follow a proposal development strategy and make fundamental changes in the structure and organization of research administration and promotion criteria.

Dr. Kling reviewed research priorities at the Health Sciences Center: (1) to increase laboratory space, (2) to increase federal funding, and (3) to develop Centers of Research Excellence. He spoke in detail on how these priorities might be met.

Regent Noble was the discussion moderator.

The meeting recessed for dinner at 5:20 p.m. and reconvened at 7:15 p.m.

RESOURCE MANAGEMENT

Vice Presidents Elbert and Farley presented information on this topic. Dr. Elbert said the management of the University's resources is based on the functions of comprehensive research universities as established by the State Regents for Higher Education and the institutional goals and objectives set by the Board of Regents. Funding to achieve these goals comes from a variety of sources including State appropriations, tuition and fees, grants and contracts, and private sources. Dr. Elbert reviewed the State Regents' allocation process and its implications along with other data on major revenue sources, capital projects, etc.

Vice President Farley summarized the strategic goals for the Health Sciences Center as (1) to achieve national stature in biomedical research, (2) increase the quality of the undergraduate education, (3) emphasize graduate/professional programs, (4) establish regional recognition as a referral

center, and (5) achieve State and national recognition as a center for policy development. These goals, he said, can be realistically achieved and are measurable in terms of outcomes. While it is unlikely State appropriations will increase dramatically in the future, it is apparent in order to continue to make progress toward the strategic goals, contract and grant revenues and practice plan revenues must continue to grow. Dr. Farley reviewed data on major revenue sources, the Professional Practice Plan, and other.

Regent West served as moderator.

The meeting recessed at 8:45 p.m. Chairman Hogan said the meeting would reconvene at 8:30 a.m. on Tuesday, September 24, in the same location.

The meeting reconvened at 8:45 a.m. with all Regents present except Sylvia Lewis.

FUNDING

Associate Vice President Robert White reported on State revenues and the estimated higher education share through fiscal year 2000. He described State legislative priorities and the probability of increased statutory regulation on all subjects and areas, including the University and higher education.

Vice President Bennett stated private fund-raising complements the University's overall strategic priorities of (1) student recruitment, (2) becoming a national research University, (3) overall academic enrichment, and (4) public service (Oklahoma Museum of Natural History, summer math/science programs for high school students, etc.). Mr. Bennett defined Development Goals for 1991-92 as (1) staffing, (2) broadening the base of support, and (3) major gifts projects for each campus.

The moderator for this discussion was Regent Williams.

PROGRAM MANAGEMENT

Comments on program management were given by Provosts Gipson and Rich. Dr. Gipson said universities increasingly are affected by the rapid and complex interaction of social, cultural, political and economic forces that shape the nation and the world and universities must capitalize on their unique capabilities and provide distinctive educational programs that are integrated with present and future needs. Through efficient and effective management of its resources, the Norman Campus strives to attract and retain outstanding faculty, staff and students; offer top quality academic programs; and provide superior library, laboratory, classroom, computer, and performance facilities.

Dr. Gipson reviewed information used in determining academic program priorities --course curricular revisions, program review and the State Regents' Academic Planning/Resource Allocation plan.

Provost Rich summarized program management at the Health Sciences Center. He said State funding is too low for the development of quality in the full range of health professional programs and it is unlikely that funding will increase substantially in the foreseeable future. The Health Sciences Center must increase resources or transfer from low priority programs to high priority programs. Included in Dr. Rich's report was information on the distribution of research funding, an alternative tenure process, academic program impacts on the State, analysis of E&G cost per student, and other.

Regent Hogan served as moderator.

President Van Horn closed the administration's presentations with a few comments. He said for the past two years budgets have been frozen for special activities such as the Museum of Natural History, World Literature Today, and the Art Museum. Future increases in funding, other than inflationary salary increases, will have to come from external funding. It is a painful message and there has been community resentment.

Also, the University is trying to spend money wisely. If an activity loses money or doesn't contribute strongly to the University, we try to turn it around as with the Bookstore.

Dr. Van Horn said changes in performance of faculty and staff need to be made. There has been a group of people who have been working very hard and not receiving much recognition and another group not working very hard and receiving more recognition than they should.

The budget model needs to be strengthened. Education is significantly overfunded compared to other areas on campus. Education has good access to external funds and can be competitive for funds. The administration needs to carry the budget model down to the academic departments and start looking at departments jointly with the deans.

And finally, Dr. Van Horn said, faculty salaries at The University of Oklahoma are not charged off to research contracts. But that is going to have to change. We don't have a choice anymore.

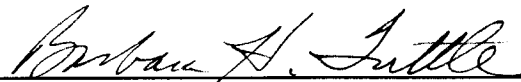
Chairman Hogan said this meeting has been important and the opportunity for full and open discussion on the issues, problems and opportunities facing the University has been critical. She expressed appreciation for the enormous amount of effort in the preparation of agenda material which has given the Board a greater perception of where we are, a vision of what lies ahead and how to better manage the University. Mrs. Hogan asked for comments from the Regents.

September 24, 1991

22591

Regent Noble moved that the Regents request the President, in conjunction with staff and other executive officers, to formulate a plan of action to implement the principals and strategic goals presented at this meeting and submit this plan to the Regents no later than the December meeting. The following voted yes on the motion: Regents Hogan, Noble, Gullatt, West, Blankenship, and Williams. The Chair declared the motion unanimously approved.

There being no further business the meeting adjourned at 11:30 a.m.



Barbara H. Tuttle
Executive Secretary of the Board of Regents