

**JOURNAL OF THE FACULTY SENATE**  
 The University of Oklahoma (Norman campus)  
 Regular session - November 9, 1992 - 3:30 p.m.  
 Jacobson Faculty Hall 102

The Faculty Senate was called to order by Professor Susan C. Vehik, Chair.

**PRESENT:** Barman, Boyd, Breipohl, Carr, Cornelius, Dillon, Gordon, Harris, Havener, Hill, Hinson, Jordan, Kidd, Kincade, Koger, Kuriger, Kutner, Landes, Lakshmivarahan, Latrobe, Livesey, London, Miller, Mock, Mouser, Nelson, Norwood, Sankowski, Smith, Stanhouse, Sullivan, Sutton, Tiab, Vehik, Vestal, Watson, Wiegand

Provost's office representative: Ravindran  
 PSA representatives: Barth, Spencer, Vaughn

**ABSENT:** Ahern, Anderson, Bennett, Fonteneau, Graf, Gross, Hilliard, Johnson, Kukreti, O'Halloran, St. John, Wedel, Whitecotton, Whitmore

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**APPROVAL OF JOURNAL**

The Senate Journal for the regular session of October 12, 1992, was approved.

**ANNOUNCEMENTS**

Because the deadline for submission of Faculty Senate nominees for the faculty-at-large position on the Architecture dean search committee occurred before the November Senate meeting, the Executive Committee forwarded the following nominations: Claren Kidd (University Libraries) and James Yoch (English).

Prof. Ruediger Landes (Mathematics) was elected to complete the 1992-95 term of Prof. Lois Pfiester (Botany & Microbiology) in the Faculty Senate, representing the College of Arts and Sciences.

President Van Horn has asked the governance groups for recommendations concerning the September 12 faculty/staff picnic to be used in planning for next year. Please submit any comments or suggestions to the Faculty Senate office by November 20.

The Vice President for Research, in consultation with the Research Council, has nine internal research funding programs for this year. You recently should have received a flyer (Research Monthly) describing these. Prof. Vehik said she is looking into what happened to the funds for the OU Associates Research/Creative Activity Awards.

The Academic Regulations Committee has been asked to look into adopting the State Regents' policy on academic forgiveness. The basic proposition is that all grades for one or two consecutive semesters would not count in calculating a student's retention GPA. Three years must elapse between the grades and the reprieve, and the student must have a certain number of intervening course work hours and meet certain grade criteria. Professor Avraham Scherman is committee chair.

The University is establishing the Retirement Task Force (OTRS) mentioned in the October Chair's report.

The Faculty Senate request to the President (5-13-92) to add a sexual orientation nondiscrimination statement to the Faculty Handbook (Section 5.1) was not approved. The President believes the University's "Presidential Statement on Discrimination" covers the concern. The statement is considered part of the overall policies of the University (4-3-90 memo from provost to various administrators; 3-27-90 memo to administrators and campus governance groups).

FY94 Budget Survey for University of Oklahoma submitted to State Regents (OU Regents' Agenda for 10-15-92): [Note: No increase proposed in fee waivers.]

Mandatory increases	\$3.7 million
Priorities	
6% merit increase	\$9.2 million
Instructional program increases	\$6.5 million
Research program increases	\$5.3 million
From miscellaneous category:	
Fee waiver increases, resident and nonresident	\$0

The Norman Christmas parade manager would like to include University departments and programs. Please contact John Musgrove (843-1374) for more details.

**REMARKS BY MR. MIKE NEWKHAM, EMPLOYEE EXECUTIVE COUNCIL CHAIR**

Mr. Newkham commented that he will be chair of the EEC for 20 months. The EEC will continue to work with the Faculty Senate on the issues of retirement, attracting and retaining good employees, and salary increases for all employees. He said staff morale is low. One reason is the trend toward privatization, which could lead to a reduction in the work force. Mr. Newkham said he could not argue with contracting out services if there are significant dollar savings and service improvements. The EEC asked the administration for assurances that any changes or reductions in force will be well planned and well managed and that time will be spent helping employees relocate. The staff will need the help of the faculty on this issue. Mr. Newkham said he thinks this is the best staff he has seen in his 20 years at OU, and he believes OU has excellent faculty despite salaries being about 90 percent of those of peer institutions.

**REMARKS BY MR. JAY PARMLEY, UOSA PRESIDENT**

Mr. Parmley explained that the Student Association is set up like the federal government with three branches: judicial (General Counsel and student court system), legislative (Student Congress and Graduate Student Senate), and executive (President, Vice President, executive staff, a cabinet composed of six omnibus organizations, and the State Regents' Student Advisory Board member). For the first time, UOSA will elect representatives to Student Congress based on academic district. UOSA has given funding to over 120 student organizations, an increase of 50 from last year. Mr. Parmley said he has shifted the focus to involving more students in activities.

New figures came out last week on the effect of the experimental drop policy, so the Faculty Senate will have the opportunity to make a recommendation on which drop period to use. The Student Association will recommend that the 10-week drop period be continued. UOSA is talking again about publishing faculty evaluations to a certain degree and will send its recommendation to the Faculty Senate soon. It is not the students' intention to make this a public display, but to provide information to students in order to make course choices. UOSA also requested implementation of a graduate placement exam. Mr. Parmley said the focus the past three months was on the bond issue, so now UOSA can move on to other matters.

Prof. Mock asked about the rationale for a 10-week drop period, saying some students do nothing for 9-1/2 weeks then drop. Mr. Parmley answered that it was to bring OU's policy in line with other universities and to relieve some pressure from the students. Students can see what a class is like for a week or two, and, hopefully, that will result in better quality students in the classes. He said he has not seen a dramatic increase in the numbers. OU used to have a more liberal policy, and it is time to go back to that policy, because the reasons it was tightened up no longer apply, according to Mr. Parmley. Statistics from the last two semesters have been favorable and show students are not misusing the trial period. Prof. Vehik said the Senate would probably discuss the drop period at the next meeting.

**SENATE CHAIR'S REPORT, by Prof. Susan Vehik**

"There are a number of things to do today, some of which need time for discussion. Much of what is in the chair's report would have gone into announcements if that had been possible. So I will bring up only the major points with the entire text being entered into the minutes.

"The OU Faculty Senate Executive Committee met with the OSU Faculty Council Executive Committee on November 3 to discuss topics of mutual interest and concern. We agreed to work on a resolution regarding the necessity of faculty salary increases next year. However, we do seem to disagree on funding. Their faculty are not interested in raises unless the money is appropriated through the state legislature (which, given recent discussion in the press, seems unlikely) and does not come from reallocation.

"On the OTRS system, OSU is interested in removing new faculty as well as trying to make arrangements for others to get out at various costs. They are also looking at various plans to set retirement contributions at certain percentages of compensation. We will be discussing options, especially removing new faculty from OTRS in the next two to three months. Please be thinking about the matter. [See Faculty Welfare Committee survey below.]

"Strategies for containment of health and dental costs were considered. Last year OSU changed benefits, passing about \$2.7 million in costs to employees. Plans regarding OU health/dental benefits for next year are beginning to be discussed by the Employment Benefits Committee.

"There was also some discussion of resource sharing. This included how we might identify faculty on the two campuses that have shared interests. The possibility of sharing faculty, including using televideo classes, was included. While this certainly helps departments maintain programs during periods of scarce resources, it also has all the bureaucratic problems that interdisciplinary or multidisciplinary activities have. It was noted that while the sciences have EPSCOR to encourage interaction, there is nothing similar for the social sciences.

"Both universities are going through processes resulting in resource reallocation. To the extent that programs are downsized or cut, it was considered desirable that both universities should try not to impact the same programs.

"The Executive Committee reviewed a "Pre-Finals Week Policy" submitted by Student Congress. The basic objection was that the policy was too limiting, would cause faculty to have to cram more into preceding weeks, and was particularly difficult for those with lab classes. The existing Faculty Handbook statement was considered adequate but that faculty needed to be reminded of the policy.

"Topics discussed with the Provost included several items from the list of concerns submitted by the senators. Plans for updating the Faculty Handbook have been put on hold until next year. Any proposed changes need to be submitted to the Faculty Senate.

"Problems with the Affirmative Action Office were discussed with the Provost. The AAO is hiring a half-time person who used to be with the EEOC. The AAO's work load has increased four fold, and the University is looking into why. Other actions are being considered with the intent being not to increase administrative costs. All of this will hopefully increase AAO's processing of grievances.

"On the topic of endowed chairs and professorships it was noted that no endowed chairs will be appointed in the future that do not follow procedures, unless exceptions are agreed upon. There is a process that is specific to endowed chairs already in the Faculty Handbook (section 3.17). The Provost has proposed a somewhat different policy that has greater faculty participation, but it needs to come before the Faculty Senate. The

Provost also proposes that endowed professorships, because they are usually internal appointments, should follow internal search procedures. It was also stressed that E&G money will not go to recently created Centers.

"Along this same line, the November OU Regents' agenda discusses a biomedical engineering program. It contains sunset provisions. There is also a proposal to hire a Vice President for Research at the Health Sciences Center.

"The Executive Committee also met with the President. A number of issues were discussed. Sunset provisions will be common elements of programs etc. that are established in the future.

"The renovations for Whitehand Hall are on hold because of high costs. There is some discussion of possibly reallocating some of the bond funds for that project to fund part of the costs for a building that would house both Meteorology and the National Weather Service.

"We discussed the University's position when donors cannot fund their obligations. Basically it varies. The University tries to ensure in the contracts with agencies that the University assumes no liability. With private donors that is not done; the University assumes they will deliver on their obligations. If they do not, then the University and the Regents decide whether to abandon, scale down, or proceed with a project. For example, the OMNH will be built based on the amount of money that is raised.

"We also stressed the problems being encountered by those doing interdisciplinary/multidisciplinary research. The University has a commitment to encouraging such research and is working on finding solutions to problems of evaluation and credit.

"The process of accounting for externally funded research centers, institutes, etc. was addressed. Where external funding is involved, the projects must adhere to University guidelines on externally funded research. However, it has not been typical for most centers or institutes to be funded with much external funding; most have E&G support (for instance Carl Albert Center, the various museums etc.).

"Fee waiver policies for spouses and dependents also were considered. These will most likely have to come from the 3% limit. There are pros and cons to doing this. Many universities have them. They are a benefit to only a few within the University community (not unlike the proposed child care facility). They reduce the aid going to other students. We have complained extensively on the already high levels of fee waivers and their impact on the budget. We were asked to discuss this topic so that the University would have an idea of how important the issue was to faculty. We will probably do that in December, so please be thinking about it.

"Finally, Jay Smith, who was co-chair of the United Way campaign asked that I pass on the information that the University campaign met its goal of \$76,000 by more than \$3000. He expressed his appreciation to all those who contributed."

#### **FOCUS ON EXCELLENCE: SPEAKERS SERVICE, by Prof. Bruce Hinson, Chair-Elect**

"It is easy...and tempting...to attribute the success of the capital bond issue to a slick, high-dollar advertising campaign that convinced voters higher education...and OU...deserved money. It helped. It may have been decisive. But it may not be the whole story.

"Parts of the story are told at civic club luncheons, church group meetings, high schools, even retirement centers by a group of volunteers who certainly know what they are talking about. They are the over 60 faculty and staff members who make up the OU Speakers Service, a program sponsored by this body, the Senate, and coordinated by the Development Office. The service is far better known off campus than on. These speakers

appeared 93 times in the past year, at the request of organizations from Guymon to Idabel, basically answering the question of every taxpayer and legislator..."What do you do at OU?"

"The 131 topics available in seven categories from "Business and Government" to "Family Life" to "Science and Technology" provide the closest look and the closest personal contact many people will ever have with this institution. There are topics for every interest and taste: "Chaos and Fractals" is obviously not for those suffering from math anxiety; "The Heritage of Woody Allen" is probably being extensively revised; and Tony Lis can wax poetic on "What You Always Wanted to Know About Poland but Didn't Know Whom to Ask."

"This service is provided not only without pay, but with a certain amount of risk...if you are familiar with typical luncheon or banquet food. These are obviously brave people, and they are the University's "most productive researchers and most gifted teachers," to use Susan's words in the brochure promoting the service.

"Who knows how many votes were influenced by an enlightening, inspiring, even entertaining half-hour at a Rotary Club meeting in Anadarko, because someone from OU cared enough to share his or her work? That is commitment. And you never achieve excellence without commitment.

"The Senate owes these people our recognition and appreciation and gratitude."

#### **ELECTION, COUNCILS, COMMITTEES, AND BOARDS**

The Senate approved the Senate Committee on Committees' nomination of Prof. James Rosenthal (Social Work) to complete the 1990-93 term of Prof. Walter Wei (Mathematics) on the Committee on Discrimination.

#### **UNIVERSITY SCHOLARSHIPS COMMITTEE PROPOSAL**

At last month's meeting, the Senate discussed the proposal to consolidate the University Scholarships Committee into the OU Scholars Selection Committee, except that the Division of Student Affairs would be responsible for producing the Guide to Scholarships (see 10/92 Journal, page 7). The Provost sent a memo responding to questions raised at the October 12 meeting (see Appendix I; the rules/criteria for selection are available from the Senate office).

Prof. Vehik reminded the senators about the distinction between the University Scholarships Committee--which did not meet the previous year and had 20 administrators and students, OU Regents, and 3 faculty--and the OU Scholars Selection Committee which has been in existence and has had faculty on it since 1989. The latter would absorb most of the former's duties, and its composition would consist of three people each representing the various areas having an interest in or responsibility for scholarships. Dean Kumin was the Faculty Senate's faculty nomination to the committee, but since he would also be on the committee as a dean, the Senate would replace him. The Executive Committee discussed adding additional faculty but were concerned about the increased demands on faculty time, the problems with large committees not functioning well, and the fact that much of the decision-making was assessing whether criteria were met or not. The Executive Committee motion then was to replace Dean Kumin, leave the composition as is otherwise, and recommend, if future restructuring occurs, that the Faculty Senate be consulted early in the process. The Senate approved the motion on a voice vote.

**ELECTION, FACULTY WELFARE COMMITTEE**

The Senate approved the Senate Executive Committee's nomination of Prof. Kathryn Haring (Educational Psychology) to complete the 1990-93 term of Prof. Regina Sullivan (Psychology) on the Faculty Welfare Committee.

**DISCUSSION OF STRATEGIC PLANNING—PROCESS, GOALS, IMPROVEMENTS**

Prof. Vehik explained that the President and Provost had asked the Faculty Senate to discuss the next step in strategic planning. Prof. Vehik asked the senators to focus on problems, preferred or expected goals, and improvements in the process. The senators were given a memo from the provost to the deans about the planning exercise (see Appendix II). She commented that if departments and faculty do not participate in the planning and someone makes decisions based on the plan, the results cannot be beneficial. If resources are limited, is it more desirable to let the administration implement a plan or to have a say? One option is to cut everything across the board. An iterative review process is built in whereby the plans are reviewed by a series of committees, and then they go back down the line for suggestions.

Prof. Mock called this effort a "cry wolf" approach since previous plans have not been implemented. He said morale would be higher if faculty believed there would be some action. Prof. Livesey agreed that these plans involve a great deal of effort for no purpose. Prof. Sutton suggested that the President devote a section of his State of the University address each year to providing some feedback on what was implemented in the previous plan. Prof. Vehik said the Provost had volunteered to do that. Some aspects of the strategic plan have been implemented. All of the administrators have indicated that they intend to act on this current plan. Of course, that has been said about every previous plan. Prof. Mock noted that every time an administrator leaves, a new plan is begun. Prof. Vehik observed that the new Provost ought to be here a little longer, but there is no way to guarantee that.

Prof. Gordon pointed out that a lot of faculty effort goes into developing information, but there is no significant faculty involvement in the decision-making aspect, the implementation of the plan. Of course, that is a double-edged sword because faculty involvement would require a lot of time.

Prof. Vehik explained that several committees are involved in looking at the various documents: University Planning Review Committee, Norman and HSC task forces, and five inter-campus committees on education; fund raising/endowment; library, computing and telecommunication; research policies and technology transfer; and administrative and student services. The plans go from colleges to task forces, then to governance groups, Research Council, Graduate Council, and Budget Council, and then to the University Planning Review Committee for assessment and recommendation. They then return to departments/colleges/divisions for comment and revision, back to the University Planning Review Committee where the plan is updated, and then to the President and Regents. She said she would find out the composition of these committees. One possibility is to make the Planning Review Committee permanent in order to provide continuity when administrators come and go.

Prof. Hill remarked that this kind of effort gives the impression that this is a rational decision-making process and that the result will be unbiased, when decisions will actually be made for political reasons. Prof. Boyd commented that decisions are not based on what is in the report. Prof. Nelson claimed that, in effect, pay raises are paying for these kinds of things, and consequently administrators should be held accountable. Prof. Vehik said it is very difficult to make sure that any set of rules is being followed. Prof. Hill remarked, "We may not want to follow the plan." Prof. Kutner said he is worried that these plans will be implemented. They could override decisions that college or departmental faculty would want to make on the direction they want their unit to go. Prof. Vehik pointed out that it is not likely that every unit will come out ahead. Prof. Mock claimed that administrators want a plan to justify their actions in the future. If every department refused to play ball, faculty non-cooperation could make a difference. But if just one department decided to cooperate, the administration would view that as a mandate from the faculty, and the whole thing would collapse. He said the realistic thing to do is the minimal amount of work possible, because the administration is going to do what it wants anyway. Prof. Vehik explained that the 1987 plan is supposed to be used as a base, and a limit has been placed on the length of each update.

Prof. Breipohl asked whether the faculty or Faculty Senate would have a chance to provide some input at the end. Prof. Vehik said she could recommend that the Faculty Senate look at the plan before it goes to the President and Regents. Prof. Sutton asked what would happen if the Senate voted it down.

Prof. Mock said the process should include a sunset provision. Prof. Breipohl said he would like to see it delayed as late as possible. Prof. Havener suggested that faculty ask for feedback if the administration modifies what was recommended; in other words, the administration should respond to what the faculty have said. Prof. Vehik said she will send the Senate a copy of what she submits to the administration and information on the composition of the committees.

#### **FACULTY WELFARE COMMITTEE SURVEY**

Prof. Trent Gabert, Chair of the Faculty Welfare Committee, said the charge to the committee this year was to look at health and dental benefits and some of the retirement issues. The President has formed a retirement task force to look at state teachers' retirement system issues and would like feedback by January. This task force will include the Faculty Welfare Committee Chair. Prof. Gabert distributed a survey (Appendix III) asking for faculty opinion on benefits. He said the University is faced with increased costs for these benefits and will need to make some changes. For instance, it might be possible to exclude new employees from OTRS; before that is tested, though, Prof. Gabert would like to know if the faculty are interested in that.

Prof. Carr asked whether all the faculty would receive surveys. Prof. Gabert said his intention was to poll only senators at this point, although they could ask their constituents for ideas. The retirement task force may decide to survey all faculty. Prof. Vestal asked, "Why are we discussing OTRS?" Prof. Gabert said some people have asked about getting out of OTRS, and he wanted to know if there is strong consensus on that. Moreover, the President has indicated that he would like to see new people out of OTRS. Prof. Vehik added that OTRS is said to be financially unstable, and



the amount the University and employee contribute is increasing. After describing the increased amounts that the employee and University will have to contribute over the next few years, Prof. Gabert said the contributions will outweigh the returns. [See 6-16-92 memo from President to faculty/staff.]

Prof. Cornelius asked whether it is possible to get some information about how that money is being invested. Prof. Gabert suggested that she check with the retirement counselor in the Personnel office. Prof. Mouser noted that OTRS sends out a report on where they invest their money. Prof. Gabert pointed out that senior people will probably not want to get out of OTRS, but new people may. Prof. Livesey asked about the effect on people who are already in OTRS and cannot get out if new people have the option of not being in OTRS. Prof. Gabert said perhaps that could be handled by a one-time supplement. Prof. Livesey commented, "What we are being asked to do is to make a moral decision and a very personal one."

Prof. Gabert noted that computations are available for what the plans will look like when the salary cap is removed in 1995-96, but the University's contribution will depend on the natural gas situation. [The wellhead gas tax provides an offset for the employer portion of the OTRS contribution.] Prof. Carr said it would be useful to know the annual return of OTRS compared to TIAA-CREF. Prof. Gabert commented that the costs for OTRS are going up in order to make it solvent. Prof. Mouser said the University will have to make a decision about the total retirement contribution before faculty can answer the questions of how their retirement will be allocated and what their benefit will be. Prof. Gabert said the task force will address that issue but will want to know what the faculty want the task force to work on. For example, should the task force try to keep everybody in OTRS or have some version of that? Prof. Mouser contended that if some employees are let out of the system, there will be two classes of people with different interests. Prof. Vehik said the President has indicated that he sees no change in the University's contribution; however, if that is a set sum, more will go into OTRS and less into TIAA-CREF.

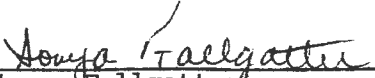
Prof. Kutner said he was concerned that the survey adopts certain assumptions. Furthermore, the first question has two components, one of which he agrees with--that existing benefits should not decrease--but the second of which he disagrees with--that the cost to the individual should increase in proportion to the health care cost. He said existing health and defined contribution benefits should be maintained. The cost increases should not come from reducing TIAA-CREF, for example, but rather from other savings in the University budget. The types of questions asked do not make it possible to express certain ideas. Prof. Gabert encouraged the senators to write in comments. Prof. Breipohl said if the University keeps its total contribution the same and the amount the University has to contribute toward OTRS increases, that means benefits will decrease. It is a very difficult tradeoff. Prof. Gabert said he would like feedback in particular on the question that asks whether new employees should be part of OTRS.

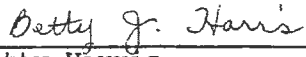
Prof. Vehik commented that last year the faculty insisted that nothing change. The costs increased only slightly, so the University absorbed those costs. The Senate could continue to delay, but there could be some additional costs associated with that. She said, "I would like to discuss possibilities even if we end up doing nothing."

Prof. Havener suggested that a cafeteria plan could be used for retirement, depending on the benefits derived. Prof. Vehik noted that the fewer OU people in OTRS, the less political clout OU employees will have. However, the state teachers have much greater influence anyway.

**ADJOURNMENT**

The meeting adjourned at 5:03 p.m. The next regular session of the Senate will be held at 3:30 p.m. on Monday, December 14, 1992, in Jacobson Faculty Hall 102.

  
\_\_\_\_\_  
Sonya Fallgatter  
Administrative Coordinator

  
\_\_\_\_\_  
Betty Harris  
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11/92 (Appendix I)

OFFICE OF THE SENIOR VICE PRESIDENT AND PROVOST  
The University Of Oklahoma  
Norman Campus

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MEMORANDUM

TO: Professor Susan Vehik, Chair  
Norman Campus Faculty Senate

FROM: James F. Kimpel, Senior Vice President and Provost

DATE: October 26, 1992

SUBJECT: OU Scholars Selection Committee

In response to your October 14, 1992 memo requesting additional information regarding the OU Scholars Selection Committee, I am pleased to provide information to help clarify the issues raised by the Faculty Senate.

• In deciding which colleges would be represented, the membership was divided into four segments and includes:

- (1) the appropriate dean or staff member from the three largest degree-granting undergraduate colleges (Arts and Sciences, Business Administration, and Engineering), to ensure their input into policies affecting the OU Scholars Program;
- (2) other Provost areas involved with recruiting new freshmen (Admissions, Associate Provost for Undergraduate Education and Programs);
- (3) the appropriate director/dean/staff person from each of the Student Affairs areas involved in recruiting new freshmen (Assistant Vice President of Student Affairs for Recruitment, Director of Financial Aid, Director of Prospective Student Services); and
- (4) both the Executive Director of the OU Foundation, Inc. and the Assistant Vice President of Student Affairs for Student Services, because of the cash retention scholarships that the committee is mandated to handle.

Prior to 1989, the OU Scholars Selection committee had no Faculty Senate representation. As director of the Scholars Program, Dr. Steve Sutherland invited

faculty/staff to serve on the selection committee. However, there were no written criteria for selection, no written mission or charge, and no annual report. When Professor Mergler assumed administration of the OU Scholars Program in 1989, she initiated Faculty Senate representation on the committee.

It is my understanding that Associate Dean Hillel Kumin has had a long-standing membership on the committee because of the College of Engineering's involvement in direct-from-high school recruitment and the awarding of cash recruitment scholarships. When the Faculty Senate selected Associate Dean Kumin as one of its representatives, Professor Mergler did not believe it was appropriate to second-guess its choice. He, therefore, currently serves in a dual membership capacity on the committee. The Faculty Senate may wish to select another representative or continue to be represented by Associate Dean Kumin. When Associate Dean Kumin completes his Faculty Senate term, he will continue to represent the College of Engineering on the OU Scholars Selection Committee.

• In response to the Faculty Senate's question about the rationale for recipients of merit-based scholarships being selected predominantly by administrators with little faculty involvement, Professor Mergler implemented Faculty Senate representation on the OU Scholars Selection Committee in 1989 to respond to this concern. Historically, there was no official input from faculty regarding the selection of OU Scholars, President's Leadership Class, or OU Achievement Class -- all freshman recruitment scholarship programs. Professor Mergler also tried to ensure administrator/staff membership balance across both the Provost and Vice President for Student Affairs areas.

• As requested, copies of rules/criteria for selection are attached, including the Selection and Award Criteria for OU Scholars '93, the OU Scholars Program Annual Report, and the 1992-93 Retention Scholarships criteria and application form. Specifically, the Award Criteria for OU Scholars '93 will be reviewed in early spring 1993 to consider what, if any, changes should be made for OU Scholars entering in the Fall 1994 semester. The Annual Report reviews the entire structure of the application process and academic progress of OU Scholars each summer. Spring 1993 will mark the third year for the R. Boyd Gunning Scholarships and the first year for Alumni Scholarships to be given for retention, rather than recruitment. Both cash scholarship programs were refocused on retention with the support of the OU Foundation, Inc. and University Affairs and approval of the Enrollment Management Board.

I hope this information helps clarify the questions raised by the OU Faculty Senate. Because the selection of scholars is essential to the University, it is important to fully understand the rationale behind the request to consolidate the functions and responsibilities of the University Scholarship Committee and OU Scholars Selection Committee. Whereas the University Scholarship Committee did not meet during the previous year, the OU Scholars Selection Committee meets regularly to discuss all policy and procedures of all scholarships within its domain. Therefore, to better utilize the University's resources for recruiting and retaining excellent undergraduate students, it is logical to include the few mandated activities of the former University Scholarship Committee under the purview of the functional OU Scholars Selection Committee.

JFK/ja

Attachments

cc: Associate Provost Paul Bell  
Assistant Provost Dianne Bystrom  
Professor Nancy Mergler

OFFICE OF THE SENIOR VICE PRESIDENT AND PROVOST  
The University Of Oklahoma  
Norman Campus

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MEMORANDUM

To: Norman Campus Deans  
From: James F. Kimpel, Senior Vice President and Provost  
Date: October 20, 1992  
Subject: Next Steps in Strategic Planning      DEADLINE: December 21, 1992

As you know, President Van Horn, with the approval of the OU Regents, has authorized an updating/next step in the University's strategic planning exercise. The following documents are attached as guidance:

1. Tentative schedule for "Next Steps in Strategic Planning";
2. Draft format: Unit Strategic Plan, 1993-2000;
3. Draft OU Mission Statement and Priorities, 1993-2000;
4. Benefits/Pitfalls of Strategic Planning.

I am asking you to work with your departments, schools, divisions, and relevant units to provide brief updates to their 1987 plans (no more than 15 double spaced pages, including figures, tables, and appendices). Also, I am asking you to do the same for your college. The purpose of this exercise is to:

1. incorporate changes in the external and internal environments;
2. achieve focus;
3. encourage diversity of mission and effort among units and individuals;
4. formally link planning and progress toward goals, along with productivity and quality, to resource allocation.

A required format for departmental updates follows (see attached documents 2 and 3):

- I. EXECUTIVE SUMMARY (1-2 pages) - self explanatory
- II. SITUATIONAL ANALYSIS -- Where are you now? (3-4 pages)

- What are the current areas of focus and attention?

- What are the unit's strengths and weaknesses as determined by Program Review, accreditation reports, etc.?
- What external and internal factors have changed since your last plan?
- What new opportunities do you foresee for your unit?

III. MISSION, EFFORT, GOALS, AND OBJECTIVES -- Where do you want to be in year 2000? (3-4 pages)

- What is your revised/updated mission statement?
- What will your thematic foci be in teaching, research, and service over the next eight years?
- What is the partitioning of your unit's effort into the three traditional areas of teaching, research, and service (e.g., 40/40/20)?
- What are the principal goals and objectives your unit will strive to achieve during the next eight years (e.g., enrollment, credit hours, graduation rate, publication rate, annual external research expenditures, instructional innovation, continuing education, international programs, fund raising, computing, etc. as appropriate)?

IV. ACTION PLAN -- How do you plan to get there? (2-3 pages)

- What specific actions are planned to achieve your goals and objectives?
- How will you reallocate resources to achieve your plan?
- How will you support your plan from sources other than state educational and general revenues?

V. EVALUATION PLAN (1-2 pages)

- What quantitative measures of performance will be used to assess progress and attainment of your unit's goals and objectives over the next eight years?
- What qualitative measures of performance will be used to assess progress and attainment of your unit's goals and objectives over the next eight years?

I imagine you will want to begin this effort with some guidance for your departments/schools/divisions. This may include setting preliminary goals for the college and updating the college mission statement. However, you are free to establish procedures within your college for responding to this request as you see fit. You may include centers, institutes, etc. as you wish. However, I would like to have a plan from each unit which is E&G budgeted.

Unit and college plans are due in the Provost's Office no later than December 21, 1992.

JFK/cvs

Attachments

cc: President Richard L. Van Horn

## FACULTY WELFARE SURVEY

This survey is only for informational purposes. Hopefully it will give us some direction for future discussion. Although there are many unknown concerns in the following questions, please respond the best that you can at this time. We should not overlook the fact that many indicators point to the possibility of no increase in State Funding to Higher Education in the next several years. What we are trying to obtain is a strength of feeling toward the topic.

Strongly agree - 10      Neutral - 5      Strongly disagree - 0  
(you may choose any number between 10 - 0)

1. Given the fact that health care costs increase each year, I believe that the university health care benefits should not decrease, and the cost to \_\_\_\_\_ the individual should increase in proportion to the health care cost.

Comment: \_\_\_\_\_

2. I feel that health benefits should stay as close to what they are now, and that the cost factor should be passed on to the participant in terms of higher deductibles and/or cost to participant per visit. (this will mean that total health care cost to the university will remain the same as \_\_\_\_\_ current)

Comment: \_\_\_\_\_

3. I feel the health care benefit should include more preventative items, \_\_\_\_\_ with the intent that it may in the long run lower health insurance costs.

Comment: \_\_\_\_\_

4. I feel the University should try to develop a plan so that new \_\_\_\_\_ employees of the university should not be required to be part of OTRS.

Comment: \_\_\_\_\_

5. I feel that the University should support the plan in item #4, even if it \_\_\_\_\_ will cost the University to achieve the plan.

Comment: \_\_\_\_\_

6. I feel the University should try to develop a plan so that all OTRS non-vested employees can get out of OTRS (an assumption may be that (a) the member would get their self contribution back, but not the state share that went in; (b) the interest on the amount paid-in will serve as a \_\_\_\_\_ partial buy-out; and (c) the university may need to add \$x to the buy-out.)

Comment: \_\_\_\_\_

7. I feel so strongly about the current university contribution to the Defined Benefit Group (i.e. TIAA-CREF, Vanguard), that the University should develop a plan to protect this benefit, at the expense of just \_\_\_\_\_ about any other part of our benefit plan.

Comment: \_\_\_\_\_