

The Board of Trustees of the University of Central Arkansas convened in regular meeting Friday, December 8, 1995, at 2:00 p.m. in Gallery I of the Charles and Nadine Baum Gallery of Fine Art with the following officers and members present, to-wit:

Chair:	Mr. Madison P. Aydelott III
Vice Chair:	Mr. Rush F. Harding III
Secretary:	Dr. Harold H. Chakales
	Mrs. Elaine W. Goode
	Mr. Jerry L. Malone
	Mr. Joe M. White

and with the following absent, to-wit: Mr. Dalda Womack

constituting a quorum of said Board, at which meeting the following business was transacted, to-wit:

**Minutes of the October 13, 1995 meeting** were approved as circulated upon motion by Mr. Harding with a second by Mr. White.

### **ACTION AGENDA**

#### **Capital Needs/Bond Issues & Educational and General Improvement Projects:**

##### **Capital Needs/Bond Issues**

###### **Background Information**

At the October 13, 1995 meeting, the Board reviewed preliminary plans for the Football Stadium. Funding sources for the facility were also discussed.

As was indicated then, UCA is permitted to transfer \$450,000 from educational and general funds to assist in financing the intercollegiate athletic program. Since the intercollegiate athletic budget for 1995-96 does not include funds from this source, the entire \$450,000 could be allocated to finance this facility. This \$450,000 allocation should support the of sale approximately \$5 million at 6.25 percent for 30 years with the required 20 percent over-coverage.

Since the October meeting, the project plans have been refined, and the results suggest that the described facility could cost as much as \$6 million. This proposal would include 5,000 seats with toilets and concessions, press box, facilities for football, including offices, weight rooms,

dressling rooms for the UCA team and an elevator. It appears likely, therefore, that deductive alternates must be included in the request for bids which would reduce the cost of the facility to approximately \$5 million, which is the maximum the administration is prepared to endorse.

An advantage of the immediate construction of this facility is that it will permit us to move several of the athletic functions out of the Farris Center and enable us to move the weight room and athletic staff members out of the Old Gym. The vacated space in the Old Gym will be converted to offices, seminar rooms and other instructional areas for the Physical Therapy program.

## **Educational & General Improvement Projects**

### Background Information

Like all universities, the University of Central Arkansas has numerous capital needs. Traditionally, major capital needs have been met by state appropriations for specific new construction, by state allocations for both specific and general renovation and maintenance projects, by university bond issues for specific projects, and by the use of various unrestricted university funds that become available from time to time.

In the past few years, the Arkansas College Savings Bond program has allocated a significant amount for specified capital needs. It is under this program that Irby and Laney Halls were constructed, and funds for the new communications center have been approved, though not yet released.

Additionally, the most recent session of the General Assembly earmarked some state funds for "funded depreciation." The intention is for colleges and universities to reserve funds to take depreciation into account as it occurs. However, the amount of money so allotted is quite small compared to the annual depreciation rate on a campus such as ours and does not take into account at all any additional capital needs. Therefore, it is likely that the university will continue to fund capital improvement projects to a large degree just as it has done in the past--through bond issues and through the use of various unrestricted funds which accrue from time to time.

At this point the university has several options with respect to its educational and general facilities.

- (1) It can undertake no substantial capital improvements except for utilization of whatever funds become available from the state or other sources to carry out the most crucial renovation projects.
- (2) It can develop a comprehensive plan to meet all major capital improvement needs and plan for a large bond issue to finance that effort.
- (3) The university can continue and refine its current planning processes and attempt to meet its foreseeable capital needs over the next decade or so, utilizing state and university funds as they become available and issuing bonds as economic and financial circumstances make it prudent to do so.

There are advantages and disadvantages to each approach. On balance, however, the administration suggests that the first alternative is not acceptable. UCA is a thriving institutions whose most important capital needs we have an obligation to meet in order to serve student needs.

Following are unfunded educational and general capital needs that the staff has identified.

#### Major Renovation of Campus Landmarks

- Harrin Hall
- Main Hall
- Old Gymnasium
- Wingo Hall

#### New Construction

- Child Study Center
- Health, Physical Education, and Recreation facilities

#### Limited Renovations and Additions

- Lewis Science Center
- Mashburn Hall (THD)
- McCastlain Hall (East Commons)
- Speech-Language Pathology Building

## Other Capital Needs

### Property Acquisition Capital Equipment

In general, the university has placed a high priority upon the maintenance and renovation of existing facilities with the perspective that it may make poor sense to construct new facilities if we do not maintain the facilities we already have. Moreover, renovation of current facilities does not increase operational costs as much as does construction of additional new facilities. As a result, our campus is acknowledged to be probably the best maintained in the state.

Under the appropriate state procedures, the Board of Higher Education has found it economically feasible for the University of Central Arkansas to issue up to \$6.2 million for education and general renovations, additions, and new construction. It has, in addition, specifically approved \$15 million for the purpose of constructing a health, physical education, and recreation building. (These amounts are in addition to the amounts the Board of Higher Education approved for the football stadium.)

Federal regulations make it generally inadvisable to issue more than \$10 million in any one year. Therefore, even if the university were to decide to issue the total amount authorized by the Board of Higher Education, we would probably wish to do so over a three-year period.

The University must be cautious that the Board of Higher Education determination is only that the bond issue is feasible, not that it is advisable or desirable. The responsibility of issuing the bonds and providing for their repayment falls to the university administration and the Board of Trustees.

If the Board of Trustees chooses to issue bonds to the full amount authorized by the Board of Higher Education, the administration would recommend the following projects (not listed in priority order or by sequence of construction).

1. The Health, Physical Education, and Recreation Facility. Bonds to be issued in an amount not to exceed \$15 million amortized with a specific student fee imposed for that purpose plus revenues from other user fees.
2. Renovation of Wingo Hall as a classroom and office building. Assuming that renovation costs might run as high as \$100 per square foot, the cost of renovation

of this facility could be as much as \$3,000,000. Amortization of the bonds would be from the university's general fund or a specific facilities fee.

3. Renovation of Lewis Science Center laboratory space, an addition to the Speech-Language Pathology Building, and the renovation of the north and east sides of the Old Gymnasium. A VERY TENTATIVE cost estimate for these projects would be \$1 million. Repayment would be from the general fund or a specific facility fee.
4. A reserve of \$2.2 million to complete other projects listed above from the bond issue in the third year as university needs and priorities develop. Repayment would be from the general fund or a specific facility fee.

The advantage to proceeding with all these projects as part of pre-planned series of bond issues over three years would be that the university would receive the benefit of the facilities at the earliest possible time. Furthermore, the transaction costs for the bond issues would be somewhat reduced. Disadvantages, on the other hand, include the uncertainties of the bond market over a three-year period and the necessity for a large increase in student tuition and fees.

If the Board prefers to proceed more cautiously and at a slower pace, it is possible and perhaps preferable to do so.

As desirable as it would be for the university to have a health, physical education, and recreation facility comparable to most of our peer institutions, the Board may wish to defer that project until the academic facility needs have been more adequately met or build a more limited facility (i.e. swimming pool or playing courts) at an earlier date.

If the Board wishes to proceed only with selected educational and general projects, it would be possible to proceed with only one or two of the projects listed above. Alternatively, the Board could choose to issue the amount which would bring the total bond issue in 1996 to \$10 million but make no decisions with respect to bond issues in subsequent years.

If the Board prefers one of these more cautious approaches the Administration recommends the following considerations.

1. \$3,000,000 for the renovation of Wingo Hall as a classroom and office building. If, as now seems possible, the Board of Higher Education approves the allocation of \$1,344,515 (previously designated for Main Hall) to the project and UCA is able to commit other critical

maintenance funds to the Wingo renovation, then up to \$3,000,000 in bond proceeds may be allocated to other projects listed below.

2. If the \$3,000,000 bond proceeds is not utilized for the Wingo renovation, then the administration recommends that the following miscellaneous projects be funded up to a maximum of \$3,000,000.

- a. Main Hall
- b. Speech-language Pathology Building
- c. Old Gymnasium
- d. Lewis Science Center

The administration recommends that any decision about the relative priority of these miscellaneous projects should be deferred until plans and needs have been further developed and evaluated.

3. In the unlikely event that any of the proceeds of the \$3,000,000 in bond proceeds should be remaining after the completion of the above listed projects, OR IN THE EVENT THAT THE BOARD SHOULD RECOMMEND UP TO THE MAXIMUM OF \$10 million in one year, then the administration would recommend that consideration be given to the funding of the following projects.

- a. the Child Study Center
- b. Mashburn Hall (THD)
- c. McCastlain Hall (East Commons)

THIS CONSTITUTES THE MAXIMUM THE ADMINISTRATION WOULD BE PREPARED TO RECOMMEND TO THE BOARD OF TRUSTEES AT THIS TIME. HOWEVER, THE BOARD OF TRUSTEES MAY WISH TO CONSIDER AN ADDITIONAL \$15 MILLION FOR THE HEALTH, RECREATION, AND PHYSICAL EDUCATION BUILDING.

Various charts concerning the budget were distributed and discussed. Copies of a letter from Roy Whitehead, Chair of the Athletic Committee, stating the committee's recommendation that the administration proceed with modernization of football facilities was also distributed.

At President's Thompson's request, Mr. Harding discussed the present bond market and the feasibility of refinancing existing bonded indebtedness.

President Thompson stated that projects to be funded with the bonds if approved by the Board would need to be prioritized. He recommended that construction of the football stadium receive top priority with a maximum expenditure of \$5 million in bonded indebtedness. Dr. Thompson also discussed possible ways in which to reduce the cost of the stadium, and the possibility of the athletic department and the development office raising a portion of the construction money so that it could be funded in part by something other than proceeds from the bond issue.

Mr. Harding requested that the administration furnish information identifying projects to be funded over a three-year period, possible variations in student enrollment, and expected increases in UCA's budget, and what effect these may have on tuition if enrollment continues to decline.

Mr. Malone: "Mr. Chair, in addition to that, as we look at the enrollment declines that we've experienced and that we anticipate and look at the percent of our funding that comes from students who are dependent on financial aid, it seems like we're also required to consider the impact potential congressional changes in financial aid will have on our students and their ability to pay tuition and fees that we come up with anyway. As I understand it, there are several things being looked at by the current congress that could significantly impact financial aid and as we make these decisions, in addition to the things Rush was sharing, all of that needs to be taken into the equation before we can be informed about where we are now, where we will be projected to be when these decisions are made."

Mr. Harding moved that the following resolution be adopted with the understanding that the additional information requested will be provided to the Board before the ultimate vote is taken. The motion was seconded by Mr. White and passed. Mr. Malone voted no "for the reasons stated in this meeting as Rush pointed out as well as the reasons as stated on page 46 of the minutes from the last meeting as reflected in the current agenda book."

**“BE IT RESOLVED: THAT THE ADMINISTRATION IS AUTHORIZED TO ISSUE NOT TO EXCEED \$10 MILLION IN CONSTRUCTION BONDS WITH REPAYMENT OF THE BONDS OVER A PERIOD NOT TO EXCEED THIRTY (30) YEARS.**

**BE IT FURTHER RESOLVED: THAT THE PROCEEDS OF THE BOND ISSUE SHALL BE UTILIZED TO CONSTRUCT AND RENOVATE ACADEMIC, ATHLETIC, AND ADMINISTRATIVE AND RECREATIONAL SPACES;**

**PROVIDED HOWEVER: THAT THE AMOUNT OF THE PROCEEDS TO BE ALLOCATED TO THE CONSTRUCTION OR RENOVATION OF ATHLETIC FACILITIES SHALL NOT EXCEED AMOUNTS DETERMINED TO BE ECONOMICALLY FEASIBLE BY THE STATE BOARD OF HIGHER EDUCATION;**

**PROVIDED FURTHER: THAT THE ADMINISTRATION SHALL OBTAIN BOARD APPROVAL FOR SPECIFIC ALLOCATION OF BOND PROCEEDS TO ALL PROJECTS.**

**PROVIDED FURTHER, THAT THE ADMINISTRATION IS AUTHORIZED AND DIRECTED TO EXPLORE THE ADVISABILITY OF REFINANCING EXISTING BONDED INDEBTEDNESS IN CONJUNCTION WITH THE ISSUANCE OF NEW BONDS.**

**PROVIDED HOWEVER: THAT THE ADMINISTRATION WILL PROVIDE INFORMATION REQUESTED BY THE BOARD BEFORE THE ULTIMATE VOTE ON THE ISSUANCE OF BONDS IS TAKEN.”**

**Architect for Old Gymnasium** - UCA’s physical therapy program has grown rapidly in recent years in response to the statewide and regional need for trained physical therapists in hospitals, in other health care delivery institutions, and in private practice.

Just recently, the Physical Therapy Department announced its intention to add 16 additional entry slots to its master's degree program. With this expansion, UCA's physical therapy program will become the largest in the nation, admitting 96 new master's degree students each year.

While recruiting qualified faculty members remains the most difficult challenge in increasing the size (and maintaining the quality) of UCA's program, space needs are also crucial.

Existing space adequately serves the program at its current size but cannot accommodate the proposed increase in the number of students admitted to the program.

With the impending move of Athletic Department offices from the Old Gymnasium, additional space in that building will become available. However, substantial modification of that space may be necessary. To plan that modification, the services of an architect will be necessary.

In response to a question from Mr. Aydelott concerning the placement of graduates, Dr. Bill Berry, Vice President for Academic Affairs, stated that there are 3 to 5 job offers for each graduate with a typical salary range of \$35,000 to \$40,000.

President Thompson stated that, in his judgment, the university has a great obligation to do what it can to increase the size of the program because of the enormous public demand. He explained that UCA is the only institution in the state which is capable of meeting the needs.

In response to a question from Mr. White, Dr. Berry stated that there are at least three qualified applicants for each position filled.

President Thompson explained that those who are not admitted to the program must go out of state; however, the chance of being accepted in an out-of-state program is very slim. Many applicants must choose another field.

The following resolution was adopted upon motion by Mr. White with a second by Mrs. Goode:

**“BE IT RESOLVED: THAT THE ADMINISTRATION IS AUTHORIZED TO SELECT AND EMPLOY AN ARCHITECT TO PLAN MODIFICATIONS AND/OR ADDITIONS TO THE OLD GYMNASIUM TO ACCOMMODATE THE DEPARTMENT OF PHYSICAL THERAPY.”**

**Study Abroad Administration Fee** - The University of Central Arkansas has a growing list of opportunities for its students to enhance their education through study abroad. Current UCA sponsored experiences include Spanish language studies in Mexico, English theater and literature studies in Great Britain, and Russian cultural experiences in Russia. To complement these sponsored programs, the office of International Programs is developing a library of study abroad opportunities around the world and is joining consortia of US universities in order to offer quality programs at an affordable price. A study abroad administration fee will fund memberships in consortia and allow for annual renewal of library materials. The fund will be administered by UCA's International Programs office and charged on a per-student basis for each program in which a student participates.

The following resolution was adopted as Board Policy No. 646 upon motion by Mr. White with a second by Mrs. Goode:

**"BE IT RESOLVED: ALL STUDENTS PARTICIPATING IN STUDY ABROAD PROGRAMS SPONSORED BY UCA WILL BE CHARGED A STUDY ABROAD ADMINISTRATION FEE OF \$40.00 PER PROGRAM."**

**Faculty Handbook - Causes for Dismissal or Non-Reappointment of a Tenured Faculty Member** - President Thompson asked the Board to defer this item to the next meeting. He explained that after mailing the agenda book, he and Mr. Don Adlong, chairman of the Faculty Handbook committee, reached agreement on a provision. He stated that it is his understanding that the committee agrees with the provision but it has not yet been considered by the Faculty Senate. Hopefully, the item will appear on the next Board agenda.

Mr. Aydelott asked if there were any objections.

Mr. Malone: "No objection to it but if the Board is going to defer the item I have some questions regarding, I guess, the process and procedure we use, or would use if you're going to have a 'for cause' termination. I guess my question is on the lines of how and when you place a person on notice that their performance, let's assume it's a performance issue, is decreasing to the extent that it could be dangerous. You put them on some notice of that; give them some opportunity to cure it; if it's not cured you've alerted them of what other action could be taken and maybe you could provide some assistance in curing. If there is a process or procedure, as this comes back to us, I'd like to know what that process is. In terms of what I'm accustomed to in the public school situation, you've got the Teachers' Fair Dismissal Act and it requires some procedure and one way they go about it is to have an annual performance assessment and that points out those things you're doing well; those things you're having problems with; and suggestions...; not to serve as a 'gotcha' but to

serve as placing persons on notice, giving them an opportunity, and if they can meet the standards they move forward and if they can't meet them then you take whatever action...."

Mr. Aydelott asked Mr. Adlong if it was also his desire to defer this item.

Mr. Adlong stated that it is his desire to defer the item since it needs to be presented to the Faculty Senate. Further, he addressed Mr. Malone's concerns by stating that this item concerns the defining of the definition of 'with cause.' He stated that the procedures will be reviewed; that UCA does have an annual review of every faculty member; and that the Faculty Senate has approved the appointment of a task force that will be developing a policy of post-tenure review.

There being no objections, this item was deferred.

**Additional Meal Plan Option** - Residence hall students have requested an additional meal plan option to provide more flexibility for their dining needs. The university has negotiated with ARAMARK the addition for the Spring semester of an any-7-meal plan with a minimum declining balance of \$125.00. Only upperclass students would be provided this option. On this plan, the students would be able to eat in the cafeteria any 7 meals during the week and utilize the declining balance in all campus ARAMARK food operations. The student food committee has unanimously endorsed the addition of this meal plan option.

The following resolution was adopted as an amendment to Board Policy Nos. 632 and 633 upon motion by Mr. Harding with a second by Mr. White:

**"BE IT RESOLVED: THE ADMINISTRATION IS AUTHORIZED TO AMEND ITS CONTRACT WITH ARAMARK, INC. TO PROVIDE AN ANY-7-MEAL PLAN AND A MINIMUM DECLINING BALANCE OF \$125.00 AT A COST OF \$4.28 PER DAY FOR THE MEAL PLAN AND A PAYMENT TO THE UNIVERSITY OF A COMMISSION OF 10% ON THE DECLINING BALANCE PURCHASES.**

**BE IT FURTHER RESOLVED: THE ADMINISTRATION IS AUTHORIZED TO OFFER AN ANY-7-MEAL PLAN WITH A \$125.00 DECLINING BALANCE AT A TOTAL COST OF \$615.00. STUDENTS MAY ADD TO THE DECLINING BALANCE IN \$25.00 INCREMENTS."**

**Budget Advisory Committee Membership** - In order to ensure representation of the student body in budgetary matters of the University of Central Arkansas, the President of the Student Government Association has requested a position on the Budget Advisory Committee. The appropriate administrators have reviewed the request and recommend the following revision to the Faculty Handbook:

### **Budget Advisory Committee**

1. Charge:
  - a. The budget of the university has all expenses divided into some ten (10) to fifteen (15) categories. It is the job of the BAC to recommend to the president a distribution for each of these categories with the exception of self-funded categories. The recommendation will represent what the BAC feels the distribution should be, reflecting current conditions and new dollars available.
  - b. How the resources assigned to each budget category can best be utilized must be the responsibility of the administrator(s) responsible for that area. The BAC may, however, make to the president a second and completely separate list of recommendations regarding concerns within one or more categories.
  - c. The Budget Advisory Committee may undertake studies and gather information necessary to the accomplishment of the above charge.
2. Membership: The Budget Advisory Committee will have the following voting members:
  - a. The Presidents of the Faculty Senate ~~and~~, Staff Senate, and Student Government Association
  - b. One (1) faculty representative from each college selected by the Faculty Senate
  - c. Two (2) representatives from the Division of Student Affairs, each selected by the president from at least three (3) nominees from the Vice President for Student Affairs.

- d. One (1) member of the Council of Deans selected by the Vice President for Academic Affairs
- e. The Director of the Physical Plant
- f. The Director of Athletic Administration

Members shall serve two-year terms except in categories a., e., and f. The term of two (2) college representatives will expire each year, and one (1) of the student affairs representatives will be replaced each year. Members may not succeed themselves, unless they move from one category to another, e.g., from faculty to the President of the Faculty Senate.

The Vice President for Financial Affairs serves as chair and will vote only in case of a tie. Observer, non-voting members will include the Presidents-elect of the Faculty Senate and Staff Senate. The Controller, the Director of Institutional Research, the Budget Specialist and a secretary from the Division of Financial Affairs serve as committee staff.

- 3. Meetings: On call mainly from November through February
- 4. Reports to: President

The following resolution was adopted upon motion by Mr. Malone with a second by Mr. Harding:

**“BE IT RESOLVED: THAT THE PRESIDENT OF THE STUDENT GOVERNMENT ASSOCIATION SHALL HOLD A POSITION ON THE BUDGET ADVISORY COMMITTEE AS A VOTING MEMBER BEGINNING WITH THE FALL 1995 MEETING AND THAT THE LANGUAGE OF THE *FACULTY HANDBOOK* BE AMENDED AS INDICATED ABOVE TO REFLECT THE CHANGE.”**

**Purchase and Exchange of Property** - At its February 21, 1992 meeting the Board of Trustees adopted a resolution authorizing the purchase of property by the university which could be exchanged for other pieces of property located in strategic proximity to the university campus. The resolution adopted states:

"Be it resolved: that the president is authorized to make appropriate plans to acquire property which may subsequently be traded for land adjacent to the campus needed by the university for future development.

Be it further resolved: That progress on the plans be reviewed with the Board of Trustees at subsequent meetings and that any contracts be made subject to the approval of the Board of Trustees."

Margaret and Tom Beasley of Conway have offered to exchange 1.83 acres of property they own, and which is located on the northwest edge of the campus, for property located elsewhere in Faulkner County they wish to acquire. The legal descriptions of the real properties which are the subject of this proposed exchange are as follows:

**Property Owned by the Beasleys**

Part of the NW 1/4, NW 1/4, SE 1/4, Section 11, Township 5 North, Range 14 West of Faulkner County, Arkansas, more particularly described as beginning at a point 230 South of the Northeast Corner of the said NW 1/4, NW 1/4, SE 1/4; thence South 265 feet; thence West 300 feet; thence North 265 feet; thence East 300 feet to the point of beginning, and containing 1.83 acres, more or less.

**Property the Beasleys Wish to Acquire**

- (I) The E 1/2, SW 1/4 of Section 13, Township 7 North, Range 12 West, Faulkner County, Arkansas, containing 80.75 acres, more or less; and
- (ii) The NW 1/4, NW 1/4, Section 24, Township 7 North, Range 12 West of Faulkner County, Arkansas, containing 40.36 acres, more or less; and
- (iii) The E 1/2, NW 1/4 of Section 24, Township 7 North, Range 12 West of Faulkner County, Arkansas, containing 81.46 acres, more or less; and (I) through (iii) containing in the aggregate 202.57 acres.

The property owned by the Beasleys has been appraised as follows:

Paul Rogers Appraisals	\$151,500
Coats Appraisal Service	\$157,000

The property the Beasleys wish to acquire has been appraised as follows:

Coats Appraisal Service	\$162,500
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If obtained by the university, the property owned by the Beasleys would provide part of the right-of-way needed for the purpose of constructing a street between Bruce Street and College Avenue. The remaining portion of the property could provide additional parking for the northern end of the campus or serve other university needs.

In response to questions from Mr. Aydelott and Mr. Harding, President Thompson explained that the Beasleys also own the corner property on the northwest edge of the campus but are unwilling to sell that portion of land at this time.

Mr. Malone: "I was thinking that's what we were purchasing, residential property, but it sounds like then if that's the case we'd be giving up our leverage to negotiate by purchasing piecemeal in this fashion."

President Thompson explained that the Beasleys would more than likely give UCA first choice in purchasing the remaining land when they decide to do so.

Mr. Aydelott stated that he has known Dr. & Mrs. Beasley approximately 27 years and he would be surprised if they did not deal with UCA in good faith for the remainder of the property.

The following resolution was adopted upon motion by Mrs. Goode with a second by Mr. White. Mr. Malone voted no "for the reason that my position is that these types of decisions are to be made after we've gone through a long-range planning session or some type of strategic planning session."

**"BE IT RESOLVED: THE ADMINISTRATION IS AUTHORIZED TO ENTER INTO A CONTRACT FOR THE PURPOSE OF PURCHASING THE FOLLOWING PROPERTY AT A COST NOT TO EXCEED \$150,000, PLUS CLOSING COSTS NOT TO EXCEED \$1,000, WITH FUNDS TO BE PROVIDED FROM 1994-95 YEAR END FUNDS: (I) THE E ½, SW ¼ OF SECTION 13, TOWNSHIP 7 NORTH, RANGE 12 WEST, FAULKNER COUNTY, ARKANSAS, CONTAINING 80.75 ACRES, MORE OR LESS; AND (ii) THE NW ¼, NW ¼, SECTION 24, TOWNSHIP 7 NORTH, RANGE 12 WEST OF FAULKNER COUNTY, ARKANSAS, CONTAINING 40.36 ACRES, MORE OR LESS; AND (iii) THE E ½, NW ¼ OF SECTION 24, TOWNSHIP 7 NORTH, RANGE 12 WEST OF FAULKNER COUNTY, ARKANSAS, CONTAINING 81.46 ACRES, MORE OR LESS; AND (I) THROUGH (iii) CONTAINING IN THE AGGREGATE 202.57 ACRES.**

**BE IT FURTHER RESOLVED: THE PURCHASE OF THE ABOVE DESCRIBED PROPERTY IS CONTINGENT UPON AN AGREEMENT TO EXCHANGE THAT PROPERTY FOR THE FOLLOWING PROPERTY OWNED BY MARGARET AND TOM BEASLEY: PART OF THE NW ¼, NW ¼, SE ¼, SECTION 11, TOWNSHIP 5 NORTH, RANGE 14 WEST OF FAULKNER COUNTY, ARKANSAS, MORE PARTICULARLY DESCRIBED AS BEGINNING AT A POINT 230 SOUTH OF THE NORTHEAST CORNER OF THE SAID NW ¼, NW ¼, SE ¼; THENCE SOUTH 265 FEET; THENCE WEST 300 FEET; THENCE NORTH 265 FEET; THENCE EAST 300 FEET TO THE POINT OF BEGINNING, AND CONTAINING 1.83 ACRES, MORE OR LESS."**

Dr. Chakales stated that before any additional real estate is purchased, the Board needs to assess the plan for the entire campus and do some long-range planning.

Mrs. Goode pointed out that a study made earlier indicates that UCA has one of the smallest land masses of other state colleges of comparable size.

**Completion of Stone Dam Creek Project** - Seven major projects have been completed and are now in use (some landscaping remains to be done and will be completed during the winter months). Bond issue funds of approximately \$330,000 will remain available after current outstanding obligations are met. One major project remains unfinished: Enclosure of 1,000 feet of Stone Dam Creek from Donaghey Avenue to Powell Street, development of parking and landscaping over the enclosure and improvement of the parking area immediately west of the Army Reserve Center. Estimated cost to complete this project is \$440,000. The completion of this project is the most feasible approach to increase the number of improved, well lighted, strategically located parking spaces on campus.

The following resolution was adopted upon motion by Mr. Harding with a second by Dr. Chakales:

**"BE IT RESOLVED: THE ADMINISTRATION IS AUTHORIZED TO EXPEND FUNDS IN THE AMOUNT OF \$85,000 FROM 1994-95 YEAR END FUNDS AND \$25,000 FROM THE 1995 BUDGET E & G RESERVE TO COMPLETE THE STONE DAM CREEK/WEST ARMY RESERVE PARKING FACILITIES PROJECT."**

**Change in Staff Senate Constitution** - As the Staff Senate President, Mr. Bill Yates noted in his address to the Board at the October 13, 1995 meeting that the Staff Senate would like to add a non-voting, ex-officio position to its membership. The purpose of the position would be to serve as a communications link between the Staff Senate and the administration. The staff vote was 89% in favor of changing the Staff Senate Constitution to add the ex-officio member.

The following resolution was adopted as an amendment to the Staff Senate Constitution, as set out in the Staff Handbook upon motion by Mr. White with a second by Dr. Chakales:

**"BE IT RESOLVED: THAT THE UNIVERSITY OF CENTRAL ARKANSAS BOARD OF TRUSTEES HEREBY APPROVES THE FOLLOWING ADDITION TO ARTICLE III, SECTION 3 OF THE STAFF SENATE CONSTITUTION:**

**NON-VOTING EX-OFFICIO MEMBER TO BE APPOINTED BY THE SENATE FOR A ONE-YEAR TERM."**

**Resolution Honoring Dr. Robert McLauchlin** - In recognition of Dr. Robert M. McLauchlin's dedicated and exemplary service to the University, the following resolution was adopted upon motion by Mr. White with a second by Dr. Chakales:

**WHEREAS, Dr. Robert M. McLauchlin served as Dean of the Graduate School and Director of Sponsored Programs at the University of Central Arkansas from 1990 to 1995, and;**

**WHEREAS, during his tenure enrollment in the Graduate School exceeded one thousand students for the first time and grants income to the university increased fivefold to three million dollars; and**

**WHEREAS, these important advancements benefited the university enormously and came about as the result of his dedicated and visionary leadership; and**

**WHEREAS, Dr. McLauchlin gained the respect and admiration of the campus and community through his professional competency and his caring personal attitude; and**

**WHEREAS, his untimely death on Oct. 14, 1995, is a heartfelt loss to the entire university; now therefore be it**

**RESOLVED, that we, the members of the Board of Trustees of the University of Central Arkansas, on behalf of the administrators, faculty, staff and students of the university, gratefully acknowledge the dedicated service of Dr. McLauchlin and express our sorrow and sympathy to all; and be it further**

**RESOLVED, that a copy of these resolutions be made a part of the minutes of the University of Central Arkansas Board of Trustees meeting.**

**Adopted this 8th  
day of December, 1995  
in Conway, Arkansas**

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**Chairman of the Board**

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**Vice Chairman of the Board**

\_\_\_\_\_  
**Secretary of the Board**

**Update on the President's House Renovation/Addition** - At Mr. Aydelott's request Mr. Tommy Jameson, architect, gave a progress report on the President's House renovation/addition project. Mr. Jameson reported that the project is proceeding on schedule and on budget. The completion date, as stated in the contract, is March 21.

Dr. Chakales suggested that members of the Board be given a tour of the house prior to completion.

In response to a question from Mr. Harding, Mr. Jameson stated that the budget for the project does not include an allowance for furnishings and window treatments.

Dr. James Dombek, Vice President for Administration, informed the Board that the UCA Foundation has raised between \$60,000 & \$70,000 which is dedicated to the project.

Dr. Chakales requested Dr. Dombek to bring information to the Board concerning what additional funds, if any, are needed to complete the project.

**Statement by Chairman Aydelott** - Mr. Aydelott made the following general comments:

The Board of Trustees takes seriously its obligation not only to make specific policy decisions for the university, as required by statute and fiduciary obligation, but to monitor, with great care, the progress of the institution in meeting its goals and objectives.

The Board considers it appropriate to note with pride and satisfaction the university's success during the first seven years of President Thompson's tenure especially as exemplified by the following achievements:

- a sizable increase in student enrollment (from 6614 in fall 1987 to 8882 in fall, 1995);
- a significant increase in the average ACT scores of entering freshmen (20.5 in 1987 to 22 in 1995, one of the few such increases in the nation);
- student retention rates among the highest for public institutions in Arkansas as reported by the Department of Higher Education;
- expansion and improvement of programs with high student demand and public need, such as those in the sciences and allied health fields;
- recruitment of outstanding new faculty members committed both to teaching and to scholarly, scientific, and artistic endeavor;
- increases in faculty salaries exceeding 38% since 1987;
- reduction of faculty student ratios to 18.7/1 for fall 1995;
- increases in externally funded programs from \$324,813 in 1987 to \$2,887,936 in 1995;
- increases in UCA Foundation assets from less than \$1 million in 1987 to approximately \$6 million in 1995.
- expansion and modernization of the facilities and beautification of the campus while maintaining a comparative level of expenditures on the physical plant that is among the lowest in the state;
- recruitment and retention of an outstanding administrative staff (both classified and non-classified) while maintaining administrative costs among the lowest of Arkansas public institutions;
- concentration upon the needs of students not only in their academic pursuits but also with respect to advising, extracurricular programs, and employment prospects.

The Board of Trustees expresses its appreciation to President Thompson and the faculty who have provided impressive collaborative effort along with their highly effective teaching.

The Board encourages faculty, staff, and student representatives to work with the administration to make UCA an even better university in the future. It asks all members of the university community to join in expanding the university's successes.

Mr. White, Mrs. Goode, and Dr. Chakales expressed their agreement with Mr. Aydelott's comments and their appreciation to President Thompson.

### EXECUTIVE SESSION

Executive session was declared upon motion by Mr. Harding with a second by Dr. Chakales.

### OPEN SESSION

The following resolution was adopted upon motion by Mr. White with a second by Mrs. Goode:

**"BE IT RESOLVED: THAT THE UCA BOARD OF TRUSTEES APPROVES THE FOLLOWING: ADJUSTMENTS, ADDITIONAL ASSIGNMENTS/-COMPENSATION (FULL-TIME & PART-TIME), APPOINTMENTS FROM RESTRICTED/GRANT FUNDS, RESIGNATIONS, AND RETIREMENTS, PROVIDED, HOWEVER, THAT THE ADMINISTRATION IS AUTHORIZED TO MAKE CORRECTIONS AND CHANGES OF A CLERICAL NATURE."**

### ADJUSTMENTS:

1. Mary B. Stallcup, General Counsel, President's Office, Non-Faculty Appointment, effective July 1, 1995 to July 1, 1996 change salary from \$65,593.00 to \$70,264.32 (based on \$72,600.00 per annum). (Increase effective November 1, 1995.)
2. James E. Thurman, change from Associate Professor, Speech-Language Pathology, Appointment with Tenure, effective August 16, 1995 through May 15, 1996 @ a salary of \$49,936.00 to Interim Chairperson/Associate Professor, Speech-Language Pathology, Appointment with Tenure, effective August 15, 1995 to July 1, 1996 @ a salary of \$58,258.00.

**ADDITIONAL ASSIGNMENTS/COMPENSATION:****Full-Time:**

1. Gerald Plumlee, Instructor, Instructional Development Center, effective October 2 & 4, 1995, @ a salary of \$200.00.

**Part-Time:**

1. Jennifer Deering, Instructor, Intensive English Program/International Programs, effective November 11, 1995 @ a salary of \$45.00.

**APPOINTMENTS FROM RESTRICTED/GRANT FUNDS:****Full-Time:**

1. Robin Hayes, Instructor/Consultant, Health Sciences, effective November 1, 1995 through December 30, 1995 @ a salary of \$1,900.00.

**RESIGNATIONS:**

- |    |                    |                    |                  |
|----|--------------------|--------------------|------------------|
| 1. | Annemarie A. Black | English            | May 17, 1995     |
| 2. | Julie M. Cabe      | President's Office | October 31, 1995 |

**RETIREMENTS:**

- |    |                     |   |                   |
|----|---------------------|---|-------------------|
| 1. | Conrad Carroll      | Marketing & Management                    | December 31, 1995 |
| 2. | Morris A. Lamberson | Economics & Finance                       | December 31, 1995 |
| 3. | Carl R. Redden      | Geography/Political Science/<br>Sociology | December 31, 1995 |

## INFORMATION AGENDA

**Ad Hoc Committees** - It is common practice for university administrators to appoint ad hoc committees to provide advice on issues that face their institutions. The practice is an accepted one at Arkansas public universities. The Henderson State University faculty handbook states, "Ad hoc committees are called whenever necessary." (p.6.) Likewise, the faculty handbook at Arkansas State University notes, "Special committees and task forces may be authorized as the need arises." (p. 12) On October 25, 1995, an article in the *Arkansas Democrat-Gazette* reported that UALR Chancellor Charles Hathaway had announced sweeping new goals -- with profound implications for UALR's students, faculty, and academic programs -- that resulted from a set of task forces he had appointed:

"The changes stem from a two-year planning process called UALR 2000 that involved 286 people, most of them not from the campus, serving on task forces that made recommendations to an oversight committee [named by the chancellor] in areas of economic development, education, public policy, health and human services and quality of life."

The University of Arkansas, Fayetteville, also specifically authorizes and identifies ad hoc committees (Faculty Handbook pp. 49-50).

The UCA Faculty Handbook explicitly recognizes the right of administrators to appoint ad hoc advisory groups:

From time to time, the President of the University or other administrative officers may appoint ad hoc committees to study special problems. These ad hoc committees will address special topics which ordinarily can be accomplished over a limited period of time. The appointing officer should inform the President of the Faculty Senate of the committee's formation, nature and expected tenure. (p.16)

Previous UCA presidents and vice presidents for academic affairs have exercised their right to seek advice from those upon whose judgment and experience they may rely to give informed, wise counsel. To cite but a few examples, previous administrations have utilized ad hoc committees to study university status for UCA, creation of a five-year plan for the university, revision of the general education program, and administrative reorganization of the university.

The practice at universities outside the state reflects that Arkansas universities are not unique in their use of ad hoc committees. For example, the faculty handbook at Northeast Missouri State University (which in recent years has gained a national reputation for quality) reads as follows (page 8):

Much of the university's activities and business is carried out by and through councils and committees, some of which are advisory in nature and others of which are semi-administrative. Many committees are short-term while others are permanent. Composition of committees is drawn from faculty, students, and administration and is dependent largely upon the nature and function of the committee's responsibility.

James Madison University, a Virginia institution whose standing has improved enormously over the past two decades, makes the following provision for special committees (page 40):

The University Council and university commissions may request, and the chair may appoint, special committees, boards and ad hoc committees, as needed. [The University Council itself consists of the President and other administrators, the Speaker of the Faculty Senate and other faculty members, the SGA President and other officers and students. It is chaired by the President of the University].

In short, the appointment of ad hoc committees by the present administration complies with the UCA Faculty Handbook, long-established precedent, and the practice of other universities in-state and elsewhere.

**Academic Program Priorities** - Under the provisions of Act 537 of 1993, Arkansas public universities are required to submit annually a list of their "ten highest academic program priorities." The programs selected will be augmented this year, although what happens in communications depends in part on when funding becomes available for the telecommunications building that is a joint priority with AETN. Other programs may be as strong and important as any listed here. It should be noted that the listings represent current priorities and may change in following years. The priorities submitted to the Arkansas Department of Higher Education for the fiscal year ending June 1996, with rationales, are listed below.

**Health Sciences:** In Arkansas, there exists a disparity between the health care needs of the population and the number of health care providers. While the state ranks sixth nationally in the number of residents 65 years or older, it ranks 43rd in the number of physical therapists and 39th in occupational therapists. Similar disparities exist in other branches of the health care profession. Inadequate numbers of advanced practice nurses, speech therapists, and dietitians are being trained to address the needs of Arkansas' infants, children, and underserved sectors of our population. Given its long history in the preparation of health care professionals and the economic efficiencies that can be achieved through expansion of existing programs, rather than development of new ones, UCA has an obligation to make expansion of health sciences programs its top priority. A five-year initiative has been developed to expand enrollments in these programs. This initiative includes distance learning as well as a major expansion of the on-campus program. UCA has also developed plans for a doctoral program in physical therapy.

**Biological and Physical Sciences:** The biological and physical sciences are at the root of the agricultural, communication, high-technology, information, manufacturing, and tourism industries in the state, furnish the foundation for the provision of health care, and offer important components of general education for all college students. University programs that produce scientists, provide the state with scientifically literate citizens, and reach out to school systems are critical to the development of Arkansas' potential. Further, the maintenance of current industries and expansion into new ones carry environmental risks that we only are beginning to recognize and understand. Arkansas must focus attention on environmental issues, train scientists, and educate the populace before disastrous impacts on the agricultural and tourism industries result. Therefore, UCA plans new initiatives utilizing appropriate combinations of the biological and physical sciences to serve Arkansas industries; to study the environment; to investigate biotechnology; to strengthen the basis of Arkansas' emerging medical and health care industries; to improve science education in public schools; and to increase the scientific reasoning skills of graduates.

**Communications.** UCA is committed to improving students' communication skills on both an individual, interpersonal level (oral and written communication) and using the mass media (print media and the electronic media of radio, television, and other telecommunications.) In order to help students learn to use language more effectively, both orally and in writing, the university is revising its general education curriculum, and plans to include a basic speech (Oral Communications) requirement among the common core courses. To staff these required oral communications courses and to assist faculty in other disciplines in integrating oral communications skills across the curriculum, additional faculty in speech will be needed. Similarly, the university is re-examining the way writing is taught,

and it intends to develop a more focussed writing program that encompasses basic Composition, new courses in technical and professional writing, and possibly creative writing. Some additional faculty may be needed, as well as additional resources for faculty development workshops, writing software, and expanded Writing Lab services.

To enhance students' abilities to communicate effectively with large numbers of people across great distances, the mass communication program has been expanded to incorporate the electronic media of radio, television, and satellite telecommunications. Currently, the experiential opportunities in these areas for UCA students are limited to the campus radio station and to the community-access television channel of the local municipal cable system. However, UCA and AETN are completing the planning phase of a joint facility. This building, to be located on the UCA campus, will combine the expertise of UCA and AETN and will strengthen their abilities to meet educational and other needs of the state. This facility will require a new commitment of the University's resources to provide the requisite communications equipment, faculty, and staff to deliver a state-of-the-art mass communications program.

**Critical Thinking.** To help prepare citizens of Arkansas to live and work in an increasingly complex and interdependent world, UCA desires to improve all students' cognitive and analytic reasoning abilities, especially their ability to read and to think critically. All students, whatever their intended major or profession, must be able to identify the central issues and assumptions in an argument, to draw inferences, to make deductive conclusions, to interpret data or information, and to evaluate an argument's validity.

At UCA, critical thinking is receiving increased attention, both through formal coursework in the general education curriculum and by incorporating critical thinking skills in courses across the curriculum, including basic writing/composition courses. New faculty with expertise in this area have recently been added, and faculty workshops are regularly being offered to train faculty in several disciplines to incorporate more critical thinking in their coursework. Plans are being developed to create a center for critical thinking that will establish cooperative ties with public elementary and secondary school teachers in the area and assist them in integrating more critical thinking skills in the public school curriculum.

**Fine Arts:** The University of Central Arkansas' music program, which is nationally accredited, has gained a nation-wide reputation for excellence. To achieve parity among the fine arts, UCA has gained national accreditation for its art program and is seeking accreditation of its theatre degree program. To meet accreditation standards, the university will need to recruit additional faculty and staff, upgrade equipment, and modify some

facilities. At the same time, the university desires to enhance the quality of its excellent music program by recruiting additional faculty and upgrading musical equipment.

**Honors College:** The UCA honors program has been described as “one of the most exciting experiments in American education today.” Dr. Terrel Bell, former Secretary of Education and U.S. Commissioner on Education, concluded that the honors college offered “an ivy league education at a bargain basement price.” UCA, while carefully maintaining the quality of the program, will expand the scope of the honors college to incorporate a larger variety of disciplines into its unique learning experience.

**Management/Accounting/Information Systems:** For the last eight years, the accounting department has produced an average of 52 baccalaureates each year. The department is prepared to serve the new, 150-hour state requirement for graduates to qualify to sit for the Certified Public Accountant (CPA) exam. The information systems (IS) area ties closely to the data-driven accounting degree, and IS has expanded personal computing, networking and additional educational services across the campus. The revised accounting degree has added two required personal computing courses. The information systems faculty will have expanded with two new, doctorally qualified hires, external funding, and a revised associate degree that should produce a significant increase in degree productivity.

**Mathematics and Computer Science:** A workforce with quantitative reasoning skills is essential for industrial growth. These skills, an inseparable aspect of technological literacy, are both an important component of the general education for all college students and the base upon which the biological and physical sciences are built. Coupled with communication and information networks, quantitative and reasoning skills are foundational to the rapidly developing service industries. Well-educated mathematicians and computer scientists are essential if Arkansas is to compete in developing these industries, and a literate workforce will be critical to maintaining them. University programs cannot succeed in this effort if not accompanied by equally strong and sophisticated mathematics programs in the public schools. In cooperation with the College of Education, the mathematics education program, housed in the Department of Mathematics & Computer Science, has long led the state in the number and quality of teachers of mathematics produced. Acquiring and maintaining the diverse technology requisite for educating students specializing in mathematics, the biological, computer, and physical sciences, and mathematics and science education will necessitate an increasing allocation of the university’s resources. Providing all students with the quantitative skills needed both to function in today’s technologically driven society and to meet state mandates will require new fiscal commitments by the university.

**Psychology and Counseling:** UCA provides the largest graduate programs in the state in the areas of psychology and counseling. The university has maintained a leadership role in the production of qualified school psychologists and plans to develop a doctoral program. Student interest and employer demand for graduates remain strong. The university is committed to providing practitioners who can execute diagnostic practices as well as therapeutic remedies for enhancing the quality of life in Arkansas.

**Teacher Education:** Since its inception in 1907 as the Arkansas State Normal School, teacher preparation has been a major mission of the university. While the institution has become a strong comprehensive university, UCA remains committed to the goal of providing Arkansas with the best possible educators. The College of Education recently received an outstanding report from NCATE, the accrediting organization for teacher education. The College of Education, in cooperation with the College of Arts & Letters, College of Natural Sciences & Mathematics, and the local school districts recently had funded a grant to promote new and better teacher education programs. The university will continue to support the development of innovative programs designed to produce the best possible training for preservice teachers.

Of special concern to the state is the fact that the number of high school graduates pursuing careers in mathematics and science education is too small to meet demand. Arkansas, whose record is worse than national averages, is hit twice: far fewer numbers of students pursue degrees in these areas than the state needs, and the gap in technological literacy between national and Arkansas workforces is widening. The rapidly approaching crisis dictates strengthening of mathematics and science teacher education efforts in the state. The science education program at UCA, a cooperative program between the College of Education and the College of Natural Sciences & Mathematics, will be expanded to include an educator in both the physical sciences and the life sciences. A director has been named to coordinate the emerging science education program with the mathematics education program.

**Physical Therapy Program Expansion** - In August 1995, the University of Central Arkansas' Department of Physical Therapy expanded enrollment from 64 to 80 students. It also increased enrollment in the physical therapist assisting program from 16 to 32. Despite the expansion, the state's need for additional physical therapists remains critical.

The most significant shortages are in pediatric and geriatric physical therapy. Arkansas ranks seventh nationally in the percentage of low birth weight babies. With appropriate early intervention, well-qualified physical therapists can help many of these at-risk infants to lead healthy, productive

lives. Physical therapists also play a key role in maintenance of the independence of our senior citizens. Arkansas ranks sixth in the percentage of total population age 65 and older, while the ratio of physical therapists per patient (3.3 per 10,000) is one of the lowest in the nation .

The available pool of well-qualified students remains high. The average grade point average of the last two classes of students admitted was over 3.7. Program graduates have their choice of several jobs, with entry-level salary offers typically in the \$35,000 to \$40,000 range. The market for graduates of our programs remains very strong. In tracking placement patterns of the two most recent graduating classes, UCA graduates (N=122) collectively received more than 700 job offers. Of the 20 fastest growing occupations through the year 2005, physical therapy ranks third, according to Occupational Outlook Quarterly.

To respond to the growing demand in Arkansas, the Department of Physical Therapy proposes to increase the size of the entering class in August (1996) from 80 to 96 students. UCA's physical therapy enrollment, counting the various degree options, is already the largest in the country. This action will make the masters degree program the largest in America.

**UCA at Night Survey** - A report prepared by Mr. Bob McCormack, Vice President for Financial Affairs and Chairman of the UCA at Night Committee, was included in the agenda book. President Thompson reported that the program seems to be meeting a real need in that it offers courses to individuals who can attend classes only during evening hours.

**Weekend Programming** - A copy of a report from the Division of Student Affairs concerning efforts to improve weekend programming on campus was included in the agenda book.

**Torreyson Library** has been designated an official depository for government documents. President Thompson commended Dr. Willie Hardin, Dean of the Library, for his efforts and Congressman Ray Thornton for his assistance.

**Status Report on \$2 Million Bond Issue/Parking Facility** - At President Thompson's request Dr. Jim Dombek gave a status report on the expenditure of funds from the \$2 million parking facilities bond issue. A summary was also included in the agenda book.

**Letter from the Student Government Association** - Copies of a letter from Bethany Briscoe, President of the Student Government Association, were distributed. President Thompson stated that the SGA has requested that a University Council be established to make recommendations to him concerning important matters of the university, (i.e., tuition increases, department

consolidations, university priorities, etc.). The council would consist of equal representation of faculty, students, staff and administration. Dr. Thompson further stated that he has not yet had an opportunity to discuss the issue in detail with Ms. Briscoe but will do so and report back to the Board at a later meeting.

**NCAA Scholarship Award** - President Thompson announced that Brian Barnett, UCA football player, has been awarded a \$5,000 NCAA scholarship for postgraduate study at the institution of his choice. Only ten such scholarships are awarded in Divisions II & III. Brian is a physical therapy major with a 3.97 GPA.

There being no further business to come before the Board, the meeting was adjourned upon motion by Dr. Chakales with a second by Mrs. Goode.

  
Mr. Madison P. Aydelott III, Chairman

  
Dr. Harold H. Chakales, Secretary