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Trade-offs characterize Boyd's leadership scheme

By MELODY WARD
Of the Emerald

A university president is required to maintain one of the most intricate balancing acts imaginable.

Whether dealing with the budget, faculty, displeased students, community relations, or the general quality of education, William Boyd is expected to consider all sides of an issue and to take action that will be most beneficial to the University as a whole.

This will be Boyd's third year at Oregon. He says his goal is to improve the administrative tone of the campus, and describes his vision of a good university environment as one where there is "more freedom to teach and to learn." And he believes administrators have it within their power to enhance that kind of freedom.

"I am, if not directly accountable, at least ultimately responsible," Boyd says of his position in the administrative hierarchy. "One of the things that exposes inefficiencies in different areas is unhappy student experience."

Boyd admits the University is understaffed in many areas. He thinks that is why students often feel the service isn't what it might be. "We could eliminate all the lines and reduce frustrations students experience by adding more people — and it's tempting to do it — but that kind of use of funds would also mean the reduction of faculty, which in turn would result in an academically impoverished environment."

Situations like this one are where the balancing act becomes evident. Boyd says he attempts to make "trade-offs" in such a way so that every year the academic environment becomes richer.

"Some problems arise because of administrative failure or ineptness or weakness," Boyd adds. "We try to correct this either by changes in personnel or in some cases with sensitivity training."

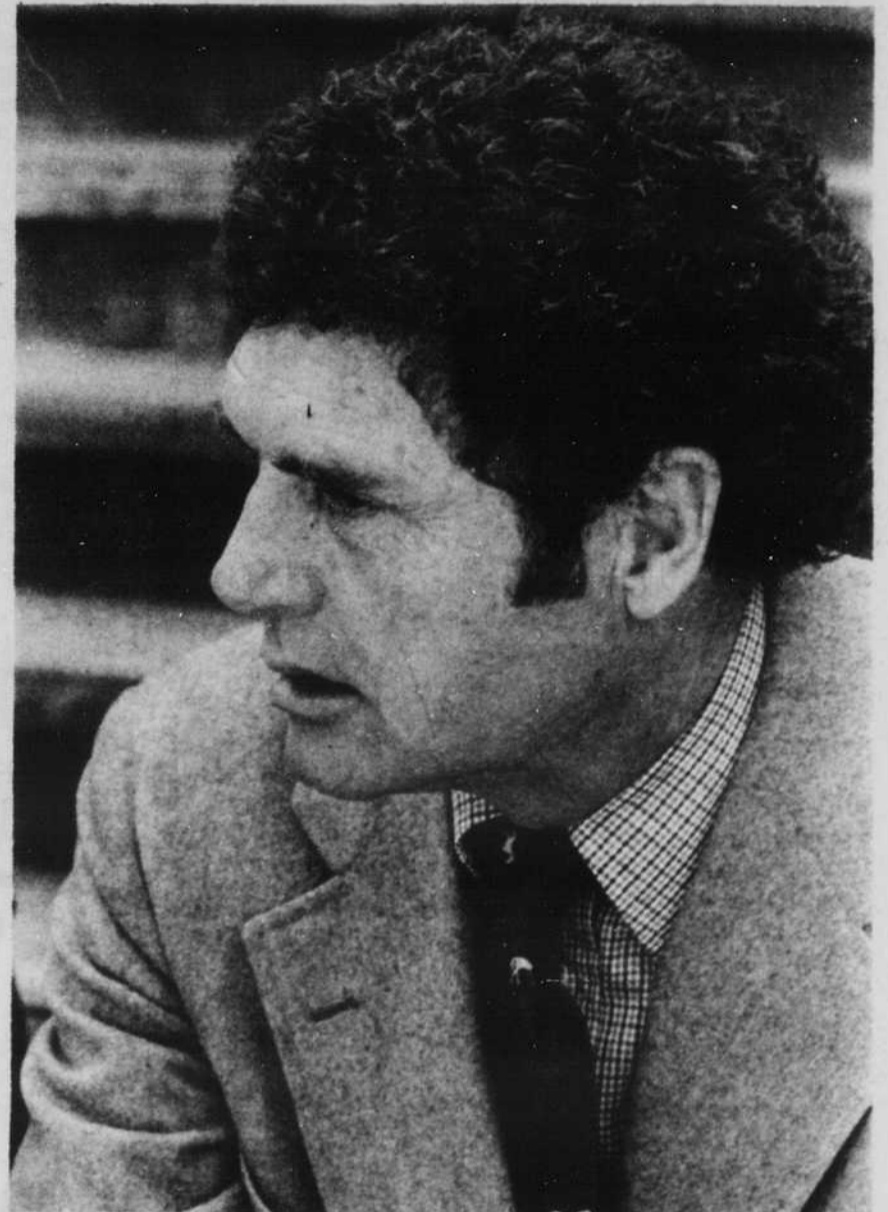
Boyd says the administration is going to be increasingly characterized by people who have a "caring" attitude toward students. He tends to be philosophical about

his own image, saying, "A university president nowadays tends to be a stand-in target — a kind of enemy in residence — and that probably fills a very real need."

But Boyd says he hasn't seen evidence of student hostility. "In general," he says, "I've felt that students have been kind and considerate."

teaching, but didn't feel it was contributing to my professional development. That created frustration that made administrative work appeal to me."

Boyd moved to Ohio State in 1964 to take on the position of director of the honors program, a post he recalls fondly because of



William Boyd

Emerald Photo

Georgia-educated, Boyd started his career as a history professor specializing in modern European history. "I had every expectation of being a professor and a scholar," Boyd reflects. "I simply got diverted, mainly because I wasn't teaching many major courses in my field. I enjoyed

the highly motivated students. From Ohio he went on to become vice-chancellor for student affairs at the University of California at Berkeley in 1966, and then served as president of Central Michigan University for seven years before coming to Oregon two years ago.

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