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Minutes, October 13, 1978

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Dr. DiBiaggio

MINUTES OF THE MEETING
OF THE
BOARD OF TRUSTEES
THE UNIVERSITY OF CONNECTICUT

Held at the Torrington Branch

October 13, 1978

The meeting was called to order at 11:25 a.m. by Chairman Gordon W. Tasker. Trustees present were Mesdames Briscoe, Jorgensen and Kronholm, Messrs. Brown, Collins, Cunningham, D'Oliveira, Jacobs, Kleban, Krogh, Rich, Stroh, and Tasker.

Trustees absent were: Governor Grasso, Messrs. Canzonetti, Finch, Lowney, and Shedd. Trustee Shedd joined the meeting for the open session in the afternoon. Mr. Blair, representing Governor Grasso, was also present for the open session part of the meeting.

University staff present were: Acting President Gant, Vice Presidents DiBiaggio and Wilson, Acting Vice President Hanna, and University Counsel, Attorney McKenna.

All actions were by unanimous vote of the Trustees present.

1. On a motion by Mrs. Jorgensen, seconded by Mrs. Kronholm, THE BOARD VOTED to go into executive session for the purpose of considering matters concerning personnel and collective bargaining. The Chairman stated that since the matters to be considered will require staff information, the minutes should reflect that Acting President Gant, Vice Presidents DiBiaggio and Wilson, Attorney McKenna, Messrs. Bailey, Buck, Kimball, and McGowan were in attendance. Members of the Board present at this time were: Mesdames Briscoe, Jorgensen and Kronholm, Messrs. Brown, Collins, Cunningham, D'Oliveira, Jacobs, Kleban, Krogh, Rich, Stroh, and Tasker. While in executive session, the Board took the following actions:
 - (A) President Gant called upon Attorney McKenna for a report on various litigation matters of concern to the Board.
 - (B) President Gant alerted the Trustees to the possibility of having to go back to the legislature for a deficiency appropriation.

- (C) Mr. Kimball reported briefly on the status of the search for a Vice President for Finance and Administration. At this time, President Gant spoke of his intention to fill the position as soon as possible.
- (D) Mr. Tasker, reporting as Chairman of the Board's Collective Bargaining Committee, reported that the Committee, acting upon the appeal of the grievant, Joseph Glasser, under Section 10.117 of the Collective Bargaining Agreement between the University of Connecticut Chapter of the American Association of University Professors and the Board of Trustees of the University of Connecticut, after a complete review of the record as submitted to it and finding no material procedural inconsistencies, the Collective Bargaining Committee unanimously recommended that the findings of the Administration acting through and with the approval of the President be affirmed and that the grievant's request as stated in paragraph III, Remedy Sought by Grievant of his memorandum dated August 30, 1978 to the Board of Trustees be denied. Acting on Mr. Cunningham's motion, seconded by Mrs. Jorgensen, THE BOARD VOTED unanimously to approve the above recommendation. A copy of the memorandum of August 30, 1978 from Joseph Glasser is attached to the file copy of the Board minutes.
- (E) Chairman Tasker, reminding the Trustees of the discussion at the last Board meeting as to whether or not the Board wished to take a slightly different approach to voting on personnel matters, suggested that the Board discuss personnel related items in executive session and that any vote on personnel matters be taken in the open session of the Board meeting. Following some discussion of Mr. Tasker's proposal, the Board proceeded to discuss the latest recommendations on personnel matters pertaining to appointments, leaves of absence, promotions, reassignments, resignations, and retirements with the understanding that the vote on personnel matters would be taken in the open session part of the Board meeting.
- Mr. Kleban left the meeting at this time.
- (F) Vice President Wilson reported briefly on the latest developments in the area of collective bargaining.

- (G) While in a limited executive session, Mr. Tasker reported on the status of the search for a new president.
2. Chairman Tasker, declaring a recess for lunch at 12:30 p.m., reminded the Trustees that the meeting would be reconvened in open session.

Mr. Stroh left the meeting at this time.
 3. After amending the fifth line on page 6579 to read "We are aware of resource limitations with," and substituting "affectional" for affectual in the first sentence of the fifth paragraph on page 6579, on a motion by Mrs. Kronholm, seconded by Mr. Jacobs, THE BOARD VOTED to approve the minutes of the meeting of July 14, 1978 and the minutes of the meeting of September 8, 1978 as corrected.
 4. President Gant introduced Mr. Glen Kilner, Director of the Torrington Branch of the University. Mr. Kilner, after welcoming the members of the Board to the Torrington Campus, commented briefly on increased enrollment at the Branch and the establishment of the Bachelor of General Studies Program.
 5. President Gant, after commenting in detail on Dr. Volle's qualifications, recommended the appointment of Dr. Robert L. Volle to the position of Vice President for Graduate Education and Research and Dean of the Graduate School, effective January 1, 1979. On a motion by Mr. D'Oliveira, seconded by Mrs. Briscoe, THE BOARD VOTED to appoint Dr. Volle to the position of Vice President for Graduate Education and Research and Dean of the Graduate School, effective January 1, 1979.
 6. President Gant reminded the Trustees that the administration would be presenting fee recommendations at the Board meeting in November. He noted that within recent weeks there have been a number of discussions held with student leaders and the students on this matter.
 7. In the update report on academic programs, Dr. Mark R. Shibles, Dean of the School of Education, reported that, nationally, Schools of Education are in some state of decline due to decreasing enrollment, decreasing amount of service activities, and decreases in the amount of external funding. However, in Dean Shibles' opinion, the University's School of Education has achieved a substantial reputation and an improved reputation for leadership in education in Connecticut, regionally, and also nationally. Dean Shibles, after distributing the attached copy of some profile data on the School of

Education, commented on enrollment trends, the variety and amount of external funding, the service activities in Connecticut, research activities and the directions and opportunities in the future.

Chairman Tasker thanked Dean Shibles for his most informative presentation.

8. Chairman Tasker asked John Cardona, a representative of the Associated Student Government at the Torrington Branch to address the Board. Mr. Cardona's remarks on behalf of the President of the A.S.G. embraced the following:
 - (1) The students favorable reaction to the present snack bar operation.
 - (2) Despite the lack of a student activities coordinator, the A.S.G. has actively maintained a calendar of events.
 - (3) An increased involvement in A.S.G. in dealing with the needs of the student body.
 - (4) A.S.G. in its appeal for continued support extends its appreciation to the Board of Trustees.

Chairman Tasker thanked Mr. Cardona and his fellow students for the morning welcome and their participation in the Board's activities on this day.

9. Chairman Tasker, noting that Mark Collins was completing his term of service as a student-elected Trustee, expressed the appreciation of the Board and the administration for Trustee Collins' service to the University. Mr. Tasker remarked that Mark Collins has provided a sense of balance between being both a student and a non-student. He added that he had asked Mr. Collins to continue to serve as a member of the Presidential Search Advisory Committee. Mr. Tasker's concluding remarks and best wishes on behalf of the Trustees were followed by a round of applause.
10. Mr. Jacobs, reporting as Chairman of the Budget and Finance Committee, said that the Committee had discussed the following items:
 - (1) Starting the Committee meetings at 9:00 a.m.
 - (2) A report on Internal Audit activities by Hugh Stack, Chief Internal Auditor.

- (3) A further review of the 1978-79 budget for the Division of Athletics.
 - (4) An analysis of the B.H.E. budget recommendations as compared to the University's 1979-80 budget request. President Gant and Vice President DiBiaggio highlighted some of BHE's recommendations.
 - (5) The development of an Asset Management Information System in order to meet the standards set by the Federal Government with regard to grants and agreements.
 - (6) A status report on the food service study.
 - (7) The UConn Co-op subleasing to a commercial bank.
 - (8) Receipt of the C.D.C. Finance Board Annual Report.
11. Mr. Jacobs reported that the Budget and Finance Committee had reviewed all of the proposed contracts and agreement and recommended unanimous approval by the Board. On Mr. Jacobs' motion, seconded by Mrs. Kronholm, THE BOARD VOTED to approve the list of contracts and agreements and authorized the President, Vice Presidents, Associate Executive Director, and Assistant Vice Presidents to sign the necessary documents on behalf of the University. A copy of the approved list is attached to the file copy of the Board minutes.
 12. Acting on Mr. Jacobs' motion, seconded by Mrs. Briscoe, THE BOARD VOTED to ratify the list of contracts for less than \$5,000 that were executed by the University Controller during the period June 1, 1978 September 30, 1978. A copy of the approved list is attached to the file copy of the Board minutes.
 13. Noting that the proposed continuous registration fee for undergraduate students participating in Junior Year Abroad Programs had been tabled at the Board meeting in July, Mr. Jacobs moved that this item be taken off the table and approved by the Board. The motion was seconded by Mr. Collins and THE BOARD VOTED to establish a Junior Year Abroad Fee of \$40.00 per semester, effective with the 1978-79 academic year, for undergraduate students participating in any such program operated by The University of Connecticut.
 14. Mrs. Briscoe, reporting as Chairman of the Institutional Policy Committee, reported that the Committee had voted without dissent to recommend approval of the proposed Student Trustee Election Committee Bylaws dated September 20, 1978. Acting on Mrs. Briscoe's motion, seconded by Mrs. Jorgensen, THE BOARD VOTED to approve the Bylaws of the Student Trustee Election Committee dated September 20, 1978. A copy of the approved Bylaws is attached to the file copy of the Board minutes.

16. As matters of information for the Board, Mrs. Briscoe also reported that:

- (1) The Institutional Policy Committee had received a response to its request that the UConn Co-op Board comment on the memorandum presented to the Board of Trustees at its July meeting by two graduate students. (The memo related to the site of the new Bookstore.) The Committee reviewed the response and had no action to recommend.
- (2) The Institutional Policy Committee voted to ask the University's Commencement Committee to consider the details of the proposal for separate Commencements for the Schools of Medicine, Dental Medicine and Law. In view of the time constraints, should a change be recommended, the Institutional Policy Committee will ask the Commencement Committee to report back prior to the date of the Board meeting in November. The Board will be further advised on this matter.
- (3) The President has reported through the Institutional Policy Committee that he has established an Office of International Education and Development to report to the Vice President for Graduate Education and Research and to serve as an umbrella advisory agency for all of the University's international programs.
- (4) The President also reported to the Institutional Policy Committee the University's membership in American Universities Field Staff.
- (5) Vice President Wilson reported on the 3 R's and where we are thus far. Mrs. Briscoe suggested that Mr. Wilson present his progress report on the 3 R's to the full Board. Mr. Wilson reminded the Trustees that "During the last academic year, Chairman Tasker asked the President how, in the University's experience, the preparation of today's freshman class compared with that of a decade or more ago, in reading, writing, mathematics, and other necessary skills. Further, he asked how our current graduating seniors measured up on these same items when compared with their predecessors of a decade or more ago. The questions were prompted in part by the national concern over students' slumping SAT Scores and in part by the rising chorus of complaints of employers across the country about technically competent

college graduates who can't write an English sentence or do simple mathematics. Mr. Tasker's questions were not so much as to how the University's entering freshmen and graduating seniors compared with their peers nationwide, but rather how they measured up against their own predecessors at the University, and how the University might evaluate their preparation against its own views of appropriate standards.

"These are not simple questions, nor are the answers simple or easily found. President Ferguson set a number of studies going, and President Gant has urged them on. What I propose to do this morning is give a series of short reports on aspects of our examination of these questions. We will continue through this academic year to report on these matters, and toward the end of the year hope to provide a summary of the whole range.

"The most difficult group to evaluate are the graduating seniors, both for the current group and for their predecessors of ten years ago. The University no longer gives comprehensive examinations to seniors, and does not administer standardized tests to all. The Graduate Record Examinations are taken by some, but not a representative sample of the whole. What we do expect for this group is to be able to work within representative disciplines for some kinds of measure.

"There are three kinds of evidence we can use to approach these questions about our entering freshmen and our graduates:

Statistical studies

Case studies

Anecdotal collections

"All three kinds of evidence have their limitations, but each, properly interpreted, can give us some of what we want to know. We have all three kinds of study underway.

"For today, I want to present some statistical information about our entering freshman class. Each of the high school students who enter here has told us what his English average was in high school, what his mathematics

average was, what his foreign language average was, what his biological science average was, what his physical science average was and what his social studies average was. Second, each took the SAT verbal and mathematical tests. Many of them, not all, have taken achievement tests and some have taken the test on standard written English. Without going into detail, I would say that in looking at our enrolling freshmen the thing that concerns us is that their high school grades, statistically speaking, in all subjects are relatively unchanged over this last five years, and yet their board scores have dropped perceptibly. This suggests that secondary school curricular changes may have been made. Those things clearly are of interest to us. The educational jargon word is articulation: how are you moving from one level of education into another and what are you bringing with you. That becomes important.

"The University has offered for the past decade or so a curriculum which assumed rather good polish in these skills. Let's take just math and English. Our curriculum at the University has reflected our assumption that the freshmen had what their transcripts said they had mastered when they arrived here. There is now some question, and we are going to have to check more carefully. We think some of the evidence received suggests a good deal of variation in experience. Here's where the School of Education people are going to help us a good bit in looking at what has happened.

"Second, the very state of affairs that we are surveying now is changing, even as we study it. We have made some curricular changes at the University level. Last year we instituted the English 104 course which was described by some faculty members as being of subcollegiate character but necessary for some of our students. The English department also added, on an elective basis, a sizeable number of writing courses beyond the required freshman course; their enrollments are very substantial. I hope to have a report for the December meeting on some of the statistical and anecdotal studies and one major study as answers to specific question."

In the discussion that followed Vice President Wilson's presentation, Mr. Tasker expressed his concerns with regard to:

- (a) The elimination of comprehensives, as a cost saving device, may have done a disservice to the students since it removed a method of evaluating their progress.

- (b) An A today may be better than an A yesterday; but it may not be good as an A tomorrow.
- (c) The heavy enrollment in English courses makes one wonder whether a call for help had been overlooked by the educators.

Mr. Shedd suggested that as these data come together in a more complete and understandable way so that conclusions can be drawn, it would be timely for the University and the State Department of Education to consider a joint undertaking to develop some means of determining what the results mean both to the University and to the elementary and secondary school systems.

Mrs. Jorgensen suggested that the study would warrant the possibility of applying for federal funding. The administration agreed to explore this possibility.

- (6) Continuing her Committee report, Mrs. Briscoe reported that the Institutional Policy Committee had been informed that the administration would experiment with the advertisement of Branch programs using 6.4 funding.
- (7) The Institutional Policy Committee was informed that there will be no TAFS meeting on October 16 since no agenda items had been proposed. The next TAFS meeting is scheduled for December 4, 1978.

Mr. Blair and Mr. Jacobs left the meeting at this time.

- 16. Mr. Rich, reporting as Chairman of the Health Affairs Committee, said that the Committee had continued its discussion of the issue of tuition and fees to be set for the coming year. The Committee will make a final review of this issue and report to the Board at the November meeting.

The Committee also reviewed the research funding at the Health Center. The funding of sponsored programs has increased 30% from 1976-77 to 1977-78. The growth of the research program is an index that reflects the strength of the faculty and the quality of the program being proposed in such extremely competitive areas. The Health Center is a very well-regarded institution throughout the country and the administration and faculty are to be congratulated for their activities in the fields of research. The research awards obviously impact on the budget of the Health Center and, in essence, only 35% of the total budget is provided from General Fund money. A copy of the report entitled "Sponsored Programs at the Health Center" is attached to the file copy of the Board minutes.

17. Mrs. Jorgensen, reporting on the last meeting of the Board of Higher Education, remarked that as a member of BHE's Budget and Fiscal Management Committee she felt that the coordinated budget planning and the implementation of that planning this year was a very satisfactory experience for all concerned. There were time constraints, but Mrs. Jorgensen felt that there was good will on all sides. She added, the cooperation among the constituent units and between the units and the BHE was outstanding.

Mrs. Jorgensen briefly reviewed the proposed financial assistance budget for 1979-80 which is actually a part of the budget of the Board of Higher Education. There has been a substantial increase in BHE's request for support of the State Scholarship Program for undergraduates. The request for 1979-80 calls for \$3.7 million to serve 4,842 students. The graduate program is 10% of the undergraduate program so that the number of graduate students to be served will be increased to 458 students. This means that the total dollar figure from State appropriations will be raised to a total of \$6.2 million. This award money is portable and the student recipient may take the award to any school in the country. Mrs. Jorgensen added that the amount requested by BHE for financial aid for students attending private institutions had been raised to \$5.1 million, as compared with \$4 million.

Referring to the copy of BHE's recommendations on organization and structure of higher education that had been distributed, Mrs. Jorgensen made clear that it was a draft copy and subject to possible changes. Mrs. Jorgensen, commenting on the time schedule and the details involved in the data gathering and evaluation process, reminded the Chairman that she had requested the appointment of a University Committee, which would include Board members, administrative staff, faculty and students, to coordinate the University's participation in the project. Mrs. Jorgensen added that she hoped the appointments to this Committee could be completed prior to December 1st.

18. Mr. Rich, reporting as Chairman of the Health Affairs-Hospital Committee, said that the last Committee meeting had been held at the Burgdorf Health Center. The Committee had reviewed the Hospital's financial statement for August. During that period the Hospital experienced a loss of \$82,853 from operations as opposed to a budgeted loss of \$171,000 for a favorable variance of \$88,000. This is a seasonal fluctuation period and it is anticipated that the operating budget for the year will come out ahead. The fact that the Hospital is funding depreciation at a rate of \$108,000 per month beginning this new State fiscal year was also noted.

The Dental Clinic also experienced a seasonal loss of \$73,000 and the Medical Group Practice had a \$4,000 loss.

The cash management program at the Hospital keeps improving, and the reliance on hypothecation of accounts receivable will be decreasing each month. The Hospital census for the month was down to 76% for August.

The Hospital has received a full two-year accreditation from the Joint Commission on Accreditation of Hospitals. The status of complying with the Joint Commission recommendations on incomplete medical records is being worked on.

As a part of the Revenue Maximization Program, Mr. Rich reported that the Hospital collected \$2.3 million of patient cash in September. It is hoped that potential additional revenue from past years will be actively negotiated. The Hospital expects to expand the number of beds from 196 to 217 by late October to early November.

The Committee heard reports on Burgdorf Health Center by Dr. Erickson, Medical Director of Burgdorf and Dr. Warren, Dental Director. The Committee toured the facilities and received a rundown as to what was happening there, how the Center has become a major community resource for comprehensive primary care, and the potentials of Burgdorf as an educational site for training in urban health care. The Committee continues to be concerned as to whether or not the costs involved in running Burgdorf are commensurate with the benefits received. It was the consensus of the Committee this year that the University should continue running Burgdorf on its present basis. However the Committee is hopeful that Dempsey Hospital will not, in the future, need to support the Burgdorf operation.

19. Mr. Rich reported that the Health Affairs-Hospital Committee had reviewed the proposed contracts and agreements and recommended Board approval. On Mr. Rich's motion, seconded by Mr. Krogh, THE BOARD VOTED to approve the list of contracts and agreements and authorized the President, Vice Presidents, Associate Executive Director, and Assistant Vice Presidents to sign the necessary documents on behalf of the University. A copy of the approved list is attached to the file copy of the Board minutes.

20. Acting on Mr. Rich's motion, seconded by Mr. Krogh, THE BOARD VOTED to ratify the list of contracts for less than \$5,000 that were executed by the Vice President, Associate Executive Director and Assistant Vice President during the period June 1, 1978- September 30, 1978. A copy of the approved list is attached to the file copy of the Board minutes.
21. Mr. Rich reported that the Health Affairs-Hospital Committee had reviewed and recommended approval of the Medical and Dental Staff List, October 1, 1978 - September 30, 1979 and the latest additional list of recommendations pertaining to the Medical/Dental Staff appointments. On Mr. Rich's motion seconded by Mr. Krogh, THE BOARD VOTED to approve the annual list and the latest additional list of recommendations. A copy of the approved lists of the Medical/Dental Staff appointments is attached to the file copy of the Board minutes.
22. On a motion by Mrs. Jorgensen, seconded by Mrs. Kronholm, THE BOARD VOTED to approve a formal list of the actions recommended by the President and the actions already taken by the administration on personnel matters pertaining to appointments, leaves of absence, promotions, reassignments, resignations, and retirements and authorized the Secretary of the Board to sign the necessary documents on behalf of the Board of Trustees. A copy of the approved lists is attached to the file copy of the Board minutes.
23. On a motion by Mrs. Kronholm, seconded by Mr. D'Oliveira, THE BOARD VOTED to accept and/or approve the list of awards and donations. A copy of the approved list is attached to the file copy of the Board minutes.
24. Mr. Rich reminded the Trustees of the legislative mandate in 1972 to expand the Stamford Branch into a four-year degree granting institution; and that in accordance with the legislative mandate the University subsequently prepared a plan and requested appropriate funding so that the University could fulfill the legislative mandate. Noting that this is a matter that comes up from time to time, Mr. Rich explained that recently a number of legislators in the Stamford area had voiced their interest and concern as to the funding of activities at Stamford. The legislators had asked Trustees Brown, Cunningham, and Rich to meet with them for a discussion of this matter. As a result of this discussion, the Trustees had agreed to introduce a resolution at this Board meeting so that the legislators could have the necessary information as background for action at the appropriate time. Accordingly, on behalf of Trustees Brown, Cunningham, and himself, Mr. Rich moved the Board's approval of the following:

The Board of Trustees requests the Administration to update its five-year plan for expanding the Stamford Branch into a four-year degree-granting institution, and, that the Administration's update include revised capital and operating budgets for each of the five years in the plan, reflecting changes in enrollment, proposed program, market needs, and inflation; and further, that the report also include a summary of what the University has been able to do in program development at Stamford since 1973; and lastly, that prior to January 1, 1979, an updated request be forwarded to the Board of Higher Education.

The motion was seconded by Mrs. Kronholm. Acting on Mr. Rich's motion, THE BOARD VOTED to approve the above resolution.

25. Mrs. Jorgensen, observing that the BHE's budget for 1979-80 contains a funding request for the Central Naugatuck Valley Higher Education Center, suggested that in the near future the University should be prepared to be involved in whatever manner or degree that may be appropriate. It was agreed that it was timely to review past Board actions and to relook at the matter of the University's involvement in the Center.
26. No further business appearing, the meeting was adjourned at 4:30 p.m.

Respectfully submitted,

Otha N. Brown, Jr.
Secretary