

MINUTES

BOARD OF TRUSTEES

THOMAS A. EDISON COLLEGE OF NEW JERSEY

August 11, 1978

The Board of Trustees of Thomas A. Edison College of New Jersey held a special meeting on August 11, 1978 at the College's Forrestal Center campus, Princeton, New Jersey.

MEMBERS PRESENT: Richard Pearson, Chairman; Eleanor Spiegel, Vice-Chairman; Alan Ferguson; Allison Jackson; John Kuemmerle; Robert Taylor; Arnold Fletcher, Acting President

MEMBERS ABSENT: George Hanford; Anita Heard; Blanche Ried

ALSO PRESENT: T. Edward Hollander, Chancellor of Higher Education; Richard Breslin, Assistant Chancellor for Academic Affairs; Matthew Quinn, Director, State College Office, Department of Higher Education; Laura Adams, Director of Academic Programs; Thomas McCarthy, Registrar; Mary Skelton, Director of Public Relations; Dennis Smith, Director of Institutional Research; Jean Titterington, Director of Academic Counseling

Mr. Pearson formally opened the meeting at 10:15 a.m. The minutes of the special meeting of July 21, 1978 were presented for approval. Mr. Ferguson moved that the minutes be approved as written. Seconded by Mrs. Spiegel, the motion was approved unanimously. (5-0-0) [Mr. Taylor had not yet arrived.]

MEETING WITH
CHANCELLOR
HOLLANDER:

Mr. Pearson introduced Chancellor Hollander and Assistant Chancellor Breslin to the Trustees and thanked them for taking the time to meet with the Trustees to discuss the Goals and Plans. Chancellor Hollander spoke for several minutes about the changing picture of higher education in New Jersey and the shift in the composition of the various segments of higher education: Rutgers, the state colleges, the county colleges, and the private colleges.

Budgets for Rutgers and the state colleges will be stable for next year. Thomas A. Edison College is expected to continue to grow sometime into the future at its present rate. Coupled with this should be a budget growth at a greater rate than other state agencies, particularly since the College budget is small compared to other segments. In the past, there has been a negative reaction to the College within state government; in fact, a certain amount still remains. The Chancellor stated that he would be supportive of the expansion of the College in the area of enrollments, the evaluation of non-collegiate sponsored instruction and the information network.

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Improving Image: Acting President Fletcher recommended that the College make an organized attempt to educate those who view the College negatively. Chancellor Hollander suggested several key people in the administration as well as elected officials. Mr. Pearson observed that a good presentation of the College's budget request for FY 80 would help. Mr. Ferguson recommended that any discussion with representatives of state government needs to be low key.

Mrs. Spiegel noted that the College has always attempted to keep the lines of communication open to the various components of the higher education community. She asked Chancellor Hollander if he had observed any negative reaction to the College in the academic community. Chancellor Hollander stated that he has not observed any to date but that various segments of the academic community may want to begin working with our clientele as the need to broaden the educational mix expands.

Mrs. Jackson raised the question about Governor Byrne's desire to have interinstitutional cooperation. Dr. Fletcher stated that the College has from the beginning been open to working with all departments of State Government. At present, the College has special programs in effect with the Departments of Civil Service, Labor and Industry, and Transportation and has had programs with the Departments of Community Affairs, Education, Corrections, Human Services, and the Treasury. Dr. Breslin pointed out that there is a large role for the College to play in the new master plan for higher education.

Chancellor Hollander stated that Thomas A. Edison College's role in higher education should be one of credentialing students. Growth in the area of counseling would be separate from that of the College in general. Mr. Pearson asked Chancellor Hollander about the possibility of financial aid for the College's students. Chancellor Hollander stated that he felt that BEOG could be used for Thomas A. Edison College students.

Budget: On the question of the budget, Chancellor Hollander stated that the College should grow at the rate of increase in fees paid by the student. Approval of an approximate \$200,000 increase over and above special projects such as the counseling and information network appears to be reasonable for FY 80. For lower-income students, financial aid may be available. In the next five to ten years, all institutions in the state may be looking at Thomas A. Edison College's constituency. Much will depend on the direction the other institutions will take in meeting the decrease in the traditional college-age population. The Chancellor also stated that he felt that with the large number of adults in career transition, the demand for the services provided by the College will increase rather than decrease. Mr. Taylor asked if it is possible for the College to eventually phase itself out as other institutions begin to take on more of the College's functions. Chancellor Hollander stated that he did not feel that this would happen since it does not appear that any of the other institutions could fulfill the College's mission more effectively.

Remedial Education: Mrs. Spiegel raised the question of the lack of basic skills among high school graduates. She asked if there were any remedial programs which the College's students might be able to use if necessary. Chancellor Hollander stated that the State will fund remedial programs even though they may be non-credit. He stated that he could see no reason why the College's students could not participate in these programs. He did not feel that the College could do remedial work itself.

Graduate Degrees: Mrs. Spiegel asked the Chancellor if he would approve of the College offering graduate degrees. Chancellor Hollander stated that he was opposed to external graduate degrees. He stated that there is still a vast need for improvement in undergraduate education. External graduate programs demand more intensive student contact and interaction with a graduate faculty.

FY 79 Supplement: Chancellor Hollander stated that the problem involving the shortfall in CETA funds for the corrections project has been resolved. The additional funds necessary for the Kelsey Building have exhausted the Department of Higher Education's FY 79 budget. The question of providing funds for furnishings and moving expenses is unresolved but efforts will be undertaken to obtain the necessary funds. He also stated that the Department of Higher Education will attempt to restore the \$71,000.00 cut from the budget. Acting President Fletcher referred to his memorandum to Ronald Marlowe, Director of Budget and Fiscal Planning, at the Department of Higher Education concerning the allocation of the \$71,000.

EDUCATION
INFORMATION
CENTERS:

Mr. Pearson asked Jean Titterington, the Director of Academic Counseling, for a report on the Education Information Center. Ms. Titterington stated that October 1, 1978 is the implementation date for the Center. The Director has been hired and is reviewing applications for the Information Specialists. These should be hired by the end of August. The publication of the Guide to Undergraduate Education is on schedule. It will be a 100 page publication listing the institutions and programs available throughout New Jersey. The contracts for the Education Information Center should be approved by the Board of Trustees.

Mr. Pearson recommended that the Board of Trustees set criteria for the approval of contracts between the College and outside agencies that would amount to major commitments of the College's resources. Mr. Taylor moved that formal approval by the Board of Trustees be required for contracts which would require the College to provide \$25,000 or more in services, leaving a margin of 10 percent for overruns. Seconded by Mr. Kuemmerle, the motion was approved unanimously. (6-0-0)

Mrs. Jackson stated that she will forward a copy of the new Department of Health, Education, and Welfare guidelines for contracts to the President's Office.

Mrs. Spiegel asked who would be directing the program. Ms. Titterington stated that she has been working with Haskell Rhett, the Assistant Chancellor for Financial Aid. Heather Kostka, the new Director of the EIC will now direct it. Chancellor Hollander stated that once the operation of the EIC is delegated to the College a direct Department of Higher Education role would no longer be needed. Chancellor Hollander also stated that he would support the College in the need to increase its budget for the Education Information Center.

WORK, EDUCATION
AND LEISURE
INITIATIVE:

Mr. Ferguson asked what the College's role is in relation to the Work, Education and Leisure Initiative. Acting President Fletcher pointed out that the College's role is that of fiscal agent. Chancellor Hollander stated that he has requested a report on the output of the Work, Education and Leisure Initiative from the Department of Labor and Industry. He has also asked that the report state what role Thomas A. Edison College should have, if any.

The meeting was recessed for lunch at 12:25 p.m. and resumed at 1:15 p.m. All participants from the morning session were present except Dr. Breslin and Dr. Quinn.

PRESIDENTIAL SEARCH
COMMITTEE:

Mr. Pearson asked Mrs. Spiegel for a report on the Presidential Search Committee. Mrs. Spiegel stated that Jean Titterington has been selected to represent the Senior Staff of the College and Mr. Robert Goldberg, Director of William Paterson College Library, to represent the Academic Council. The appointment of a student has been problematic. The Committee members have expressed the desire to appoint a junior staff member as an alternative. The consensus of the meeting was that the Trustees did not want a junior staff member on the Committee but would prefer to have a student selected to serve on it. Mrs. Spiegel stated that the first meeting of the full committee would be in late August or early September.

The selection process was reviewed. After the Committee recommends the finalists, the Board of Trustees will select the new President and submit the candidate's name to the Chancellor who will present it to the Board of Higher Education for approval.

CHARACTERISTICS OF
THE TYPE OF
INDIVIDUAL
WANTED:

Mr. Pearson then opened the meeting to a discussion of the characteristics looked for in the selection of a new President. He recommended that the person be an educational leader, a fiscal manager, someone attuned to Public Relations, and skilled in program development. Mr. Kuemmerle added that the person be sensitive to the

interrelationships between governmental agencies, and aware of the changes in student population. Mrs. Spiegel recommended that the person be a true advocate of nontraditional education, someone who is able to excite others, someone with experience in nontraditional education.

Mr. Kuemmerle stated that this type of individual need not necessarily be from the traditional academic world but could be from industry or the publishing field. Mr. Taylor stated that as a non-traditional college, it should have a nontraditional president.

Mr. Pearson asked Chancellor Hollander if the salaries paid to College Presidents in the State were high enough to attract good candidates. Chancellor Hollander stated that, with housing, they were, but without it, they might not be.

Mrs. Spiegel asked about a contract for the President. Chancellor Hollander stated that there could be one but only up to one year. On the question of salary, the College would be authorized to appoint someone up to step four on the salary scale. This salary would be competitive. Housing allowances have not been made in the past, but the other state college Presidents do have houses on campus.

Mrs. Jackson stated that the person appointed to the presidency should have demonstrated ability in human resource management, have budgetary skills as well as policy-making skills, have an ability to oversee the educational planning process, know how to interact with other governmental agencies, have direct contact with New Jersey or knowledge of its problems and its resources, be able to work with nontraditional students and have a commitment to seek to convert vocational competencies into academic credit.

Mr. Pearson questioned whether requiring the candidate to be familiar with nontraditional education might narrow the field. It was the consensus that it would not have a great affect. Mr. Kuemmerle questioned whether the new President would be required to spend a great amount of time as a fence mender. Chancellor Hollander stated that this would be a group effort. He also stated that a personal knowledge of New Jersey would not be necessary.

Mrs. Spiegel asked if the candidate should be required to have the doctorate. It was the consensus that the candidate should have an advanced degree.

SUMMARY OF
CHARACTERISTICS:

Mr. Pearson then summarized the discussion by outlining the characteristics which a new President should have:
1) Commitment to educational innovation with a proven track record; 2) A modern manager, one attuned to interpersonal relationships, sensitive to all groups, with a command of budgetary skills; 3) Good political savvy and judgment, ability to relate to the political structure; 4) An advanced degree.

BUDGET FOR
FY 80:

Acting President Fletcher reviewed the proposed budget for FY 80 which had been developed using the guidelines submitted to the Department of Higher Education and the Bureau of the Budget. He also reviewed the memorandum from Robert Cubberley, Supervisor of the Bureau of the Budget to Ronald Marlowe, Director of Budget and Fiscal Planning for the Department of Higher Education, approving the new guidelines with certain modifications.

After a discussion of the modifications, Mr. Ferguson moved that the recommendations suggested by Mr. Cubberley to Mr. Marlowe in his July 21, 1978 memorandum be adopted by the College as part of the budgetary formulation. Seconded by Mr. Taylor, the motion was approved unanimously. (6-0-0)

Acting President Fletcher pointed out that the next budget document would include a complete list of all positions, current as well as proposed. Mr. Pearson stated that the Board of Trustees must take the position that the statewide information network will be supported by the Department of Higher Education and that its funding will be the responsibility of the Department and the staff of the College.

There was discussion on the increases being requested for several offices, notably the Office of the Registrar. It was pointed out that the growth in this area has not kept pace with the growth in the number of students and that the increase requested is needed to serve not just the increase in new students being projected but also to serve the unanticipated increase in students of the last year. There were also questions raised about the role and scope of public relations.


FY 80 BUDGET
AND NEW FEES
APPROVED:

Mrs. Spiegel moved that the Budget for FY 80 and the new fee schedule for 1979-80 be approved. Seconded by Mr. Ferguson, the motion was approved unanimously. (6-0-0)

Acting President Fletcher reviewed the next steps in the budget process: 1) The final budget must be submitted to the Department of Higher Education by September 1, 1978; 2) There will be a budget review with the Department on September 13, 1978; 3) There will be a review by the budget committee of the State Board of Higher Education on September 22, 1978 and approval by the State Board; 4) Budget approved by the State Board will be submitted to the Governor for approval; 5) the Governor will submit his entire budget to the Legislature in early 1979.

There being no further business, the meeting was adjourned at 4:00 p.m. The next meeting is scheduled for September 22, 1978.

Submitted by:




ARNOLD FLETCHER
Acting Secretary

September 22, 1978

DATE

Approved by:



RICHARD PEARSON
Chairman of the Board

September 22, 1978

DATE