

**THE UNIVERSITY OF WYOMING  
MINUTES OF THE TRUSTEES**

**December 7, 1981**

**For the confidential information  
of the Board of Trustee**

THE UNIVERSITY OF WYOMING

Minutes of the Trustees  
December 7, 1981

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THE UNIVERSITY OF WYOMING

Minutes of the Trustees  
December 7, 1981

A regular meeting of the Trustees of The University of Wyoming was called to order by President McCue at 2:30 p.m. on December 7, 1981, in the Board Room of Old Main.

ROLL CALL

The following Trustees were in attendance: Brodrick, Chapin, Coulter, Gillaspie, McCue, Mickelson, Miracle, Nolan, Quealy, Sawyer, Smith, Thorpe, and ex officio members Veal, Simons, and Nannemann. Governor Herschler was absent. The following individuals were also present: Elliott G. Hays, Vice President for Finance; Allan Spitz, Vice President for Academic Affairs; Robert A. Jenkins, Acting Vice President for Research and Graduate Studies; William G. Solomon, Special Assistant to the President, Vern Shelton, Assistant to the President for Information; James Hurst, Associate Vice President for Academic Affairs; Joyce A. Scott, Associate Vice President for Academic Affairs; Durward Long, Senior Associate to the President for Planning and Finance; Douglass K. Hawes, Chairperson of the Faculty Senate; and Larry Jansen, Chairperson of the Staff Council.

APPROVAL OF MINUTES

President McCue asked if there were any corrections or additions to the minutes of November 6, 1981. There were no corrections or additions, and Mr. Gillaspie moved approval of the minutes as circulated. The motion was seconded by Mr. Nolan, and it carried.

ANNOUNCEMENTS

Dr. Hurst explained the procedures used in selecting Superior Student Scholarship recipients. He said school principals and superintendents are invited to nominate their students and that there is no limit to the number of students who may be nominated from one school. The rank in high school class, the high school grade average, and the ACT test composite score are all used in selecting the recipients of these scholarships. Students are ranked according to these scores, and the scholarships are made according to the student's ranking. Geographical location is not considered in the awarding of these scholarships.

REPORT OF PERSONNEL  
COMMITTEE

Mr. Gillaspie reported that the Personnel Committee had reviewed the recommendations contained in the Trustees' Report and the Addendum as follows: Appointments, Honorific Appointments, Continuation on Probationary Appointments, Clinical Faculty Appointments, Appointment of Dean of the College of

Human Medicine, Appointment of Chairperson in the Department of Communication, Appointment of Acting Department Head in the Department of Physics and Astronomy, Reappointment of Football Coaching Staff, Extension of Contract for Head Football Coach, and Authorization for Interim Appointments. The Personnel Committee found the recommendations in order and recommended them for approval without any change. Questions on any item were invited. Mr. Gillaspie moved approval of the foregoing described matters as contained in the Trustees' Report and the Addendum, and that they be incorporated into the minutes of the meeting. Mr. Nolan seconded the motion, and it carried.

#### APPOINTMENTS

In accordance with the recommendations, the following appointments were approved effective on the dates indicated and under the conditions cited.

1. Allan C. Pier as Professor of Microbiology and Veterinary Medicine, with tenure, Head of the Division of Microbiology and Veterinary Medicine, and Director of the Wyoming State Veterinary Laboratory in the College of Agriculture for the 1981-82 fiscal year, effective December 1, 1981, at an annual (11-month) salary rate.

2. Peter Gwynne as Visiting Professor of Journalism and Telecommunication in the College of Arts and Sciences for the 1982 Spring semester, effective January 12, 1982, at

a salary rate for the semester.

3. Donald M. Murray as Visiting Professor of English and Journalism in the College of Arts and Sciences for the 1982 Fall semester, effective August 26, 1982, at a salary rate for the semester.

4. Ronald L. Miller as Lecturer in Chemical Engineering in the College of Engineering for the 1982 Spring semester, effective January 11, 1982, at an annual (9-month) salary rate. This appointment is made with the contingency that if the requirements for the Ph.D. are met by May 1982, the rank will be that of Assistant Professor.

HONORIFIC APPOINTMENTS            The following honorific appointments were approved. These honorific appointments carry no tenure rights and no salaries are provided.

1. Richard Allen Nunamaker as Adjunct Assistant Professor of Plant Science for the period July 1, 1982 through June 30, 1985.

2. David A. Tebaldi as Adjunct Associate Professor of Philosophy for the period from January 11, 1982 through July 30, 1984.

3. Dale C. Brentlinger as Adjunct Associate Professor in the College of Health Sciences for the period from December 15, 1981 through June 30, 1984.

4. Bruce M. Smith as Adjunct Professor of Speech Pathology and Audiology for the period from August 28, 1981 through May 31, 1984.

PART-TIME APPOINTMENTS           As a matter of information only, the part-time appointments were reported to the Trustees.

CONTINUATION ON PROBATIONARY APPOINTMENTS           The following faculty members were approved for continuation on probationary appointments for the 1982-83 year.

<u>Name</u>	<u>Department</u>	<u>Academic Rank</u>
<u>COLLEGE OF AGRICULTURE</u>		
Boyd, Margaret	Home Economics	Professor
DePuit, Edward J.	Range Management	Assistant Professor
Gray, Fred A.	Plant Science	Associate Professor
Hinds, Frank C.	Animal Science	Professor
Lewis, Randolph V.	Biochemistry	Assistant Professor
Murdoch, William J.	Animal Science	Assistant Professor
Richardson, Charles	Biochemistry	Assistant Professor
Rodgers, J. D.	Range Management	Associate Professor
Skelton, Irvin W.	Agricultural Extension Service	Professor
Skinner, Quentin D.	Range Management	Associate Professor
Taylor, David T.	Agricultural Extension Service	Instructor
<u>COLLEGE OF ARTS AND SCIENCES</u>		
Allen, Lawrence R.	Recreation and Park Administration	Assistant Professor
Bailey, Thomas A.	Computer Science	Assistant Professor
Barge, Marcy M.	Mathematics	Assistant Professor
Boyer, Eric R.	English	Instructor

<u>Name</u>	<u>Department</u>	<u>Academic Rank</u>
Constantinides, Janet	English	Assistant Professor
Cowles, John R.	Computer Science	Assistant Professor
Duvall, David	Zoology/Physiology	Assistant Professor
Gienapp, William E.	History	Assistant Professor
Hall, Christian T.	English	Instructor
Juell, Paul	Computer Science	Assistant Professor
Leonard, Thomas M.	English	Instructor
Mayes, Robert B.	Music	Associate Professor
Roberts, David D.	English	Assistant Professor
Shalinsky, Audrey C.	Anthropology	Assistant Professor
Siemers, Charles T.	Geology	Professor
Sullivan, Patricia A.	English	Instructor
Swearengin, Robert D.	Journalism/Tele- communication	Assistant Professor
Watt, David S.	Chemistry	Associate Professor
White, Stephen M.	Modern & Classical Languages	Assistant Professor

COLLEGE OF COMMERCE AND INDUSTRY

Biggs, Joseph R.	Business Administra- tion	Associate Professor
Corless, John C.	Accounting	Associate Professor
Lilly, Martha S.	Accounting	Assistant Professor
Murdock, Gene W.	Business Administra- tion	Assistant Professor
Parker, Larry	Accounting	Assistant Professor

COLLEGE OF EDUCATION

Kern, Denise B.	University School	Instructor
MacNeel, E. A.	University School	Instructor
Nicholson, Nancy J.	Physical Education	Instructor
Regimbal, Celia L.	University School	Instructor
Simmons, Bonnie S.	University School	Instructor
Yeskin, Karen H.	University School	Instructor

<u>Name</u>	<u>Department</u>	<u>Academic Rank</u>
<u>COLLEGE OF ENGINEERING</u>		
Parish, Thomas R.	Atmospheric Science	Assistant Professor
White, Jon M.	Civil Engineering	Assistant Professor
<u>COLLEGE OF HEALTH SCIENCES</u>		
Bagdon, Leroy C.	Pharmacy	Assistant Professor
Bigbee, Jeri L.	Nursing	Instructor
Lundin, Sharon R.	Pharmacy	Assistant Professor
Wiest, Elizabeth H.	Nursing	Associate Professor
<u>COLLEGE OF HUMAN MEDICINE</u>		
Carmen, John C.	Family Practice	Assistant Professor
<u>COLLEGE OF LAW</u>		
Lauer, Theodore F.	Law	Professor
<u>UNIVERSITY LIBRARY</u>		
Stewart, William L.	Library	Associate Professor

CLINICAL FACULTY APPOINTMENTS -- In the College of Human Medicine The following appointments in support of student programs were approved for the fiscal year 1981-82 in the College of Human Medicine.

1. Rodney Anderson, M.D., Associate Clinical Professor of Family Practice (Ophthalmology).
2. Larry Banyash, M.D., Assistant Clinical Professor of Family Practice (Family Practice).

3. Francis A. Barrett, M.D., Clinical Professor of Family Practice (Surgery).
4. Harold R. Bass, M.D., Assistant Clinical Professor of Family Practice (Obstetrics and Gynecology).
5. Darryl Bindschadler, M.D., Clinical Professor of Family Practice (Internal Medicine).
6. Edward S. Bocian, M.D., Assistant Clinical Professor of Family Practice (Family Practice).
7. Harmon H. Davis, M.D., Assistant Clinical Professor of Family Practice (Internal Medicine).
8. Meade O. Davis, M.D., Assistant Clinical Professor of Family Practice (Orthopedic Surgery).
9. Robert J. Davis, M.D., Associate Clinical Professor of Family Practice (Internal Medicine).
10. William F. Flick, M.D., Assistant Clinical Professor of Family Practice (Surgery).
11. Thomas Gasser, M.D., Assistant Clinical Professor of Family Practice (Orthopedic Surgery).
12. William M. Gerling, M.D., Assistant Clinical Professor of Family Practice (Family Practice).
13. William P. Gibbins, M.D., Assistant Clinical Professor of Family Practice (Otorhinolaryngology).
14. John B. Gramlich, M.D., Clinical Professor of Family Practice (Surgery).

15. Dan B. Greer, M.D., Associate Clinical Professor of Family Practice (Surgery).
16. James Hecker, M.D., Assistant Clinical Professor of Family Practice (Pediatrics).
17. J. Richard Hillman, M.D., Assistant Clinical Professor of Family Practice (Pediatrics).
18. Dan C. Hinkle, M.D., Assistant Clinical Professor of Family Practice (Obstetrics and Gynecology).
19. William Horam, C.H.A., Adjunct Instructor of Family Practice (Pediatrics).
20. Donald B. Hunton, M.D., Associate Clinical Professor of Family Practice (Internal Medicine).
21. Alireza Izadara, M.D., Assistant Clinical Professor of Family Practice (Internal Medicine).
22. Warren P. Jaeger, M.D., Assistant Clinical Professor of Family Practice (Family Practice).
23. Robert R. Kanard, M.D., Assistant Clinical Professor of Family Practice (Family Practice).
24. Theodore L. Johnston, M.D., Associate Clinical Professor of Family Practice (Ophthalmology).
25. Duane Kline, M.D., Associate Clinical Professor of Family Practice (Orthopedic Surgery).
26. Robert Lanier, M.D., Assistant Clinical Professor of Family Practice (Internal Medicine).
27. Robert W. Leland, M.D., Assistant Clinical Professor of Family Practice (Pediatrics).

28. Richard W. Loughry, M.D., Associate Clinical Professor of Family Practice (Surgery).

29. Mohammed Mazhar, M.D., Assistant Clinical Professor of Family Practice (Internal Medicine).

30. Richard McCleery, M.D., Assistant Clinical Professor of Family Practice (Pathology).

31. Arthur Merrell, M.D., Assistant Clinical Professor of Family Practice (Psychiatry).

32. Robert R. Prentice, M.D., Assistant Clinical Professor of Family Practice (Pediatrics).

33. Earl Robison, M.D., Assistant Clinical Professor of Family Practice (Internal Medicine).

34. Walter C. Schmid, M.D., Associate Clinical Professor of Family Practice (Internal Medicine).

35. Larry Seitz, M.D., Assistant Clinical Professor of Family Practice (Dermatology).

36. Reed Shafer, M.D., Assistant Clinical Professor of Family Practice (Neurology).

37. Philip Sharp, M.D., Associate Clinical Professor of Family Practice (Internal Medicine).

38. Gerald L. Smith, M.D., Associate Clinical Professor of Family Practice (Otorhinolaryngology).

39. James Stoetzel, M.D., Assistant Clinical Professor of Family Practice (Family Practice).

40. Thomas Toft, M.D., Associate Clinical Professor of

Family Practice (Pathology).

41. Edward Warsaw, Adjunct Lecturer of Family Practice (Human Services).

42. Eric Wedell, M.D., Assistant Clinical Professor of Family Practice (Internal Medicine).

43. S. Bruce Whittenberger, M.D., Associate Clinical Professor of Family Practice (Radiology).

44. Russell Williams, M.D., Assistant Clinical Professor of Family Practice (Pediatrics).

45. John Winter, M.D., Assistant Clinical Professor of Family Practice (Orthopedic Surgery).

46. Gary L. Yordy, M.D., Assistant Clinical Professor of Family Practice (Pathology).

DEAN OF THE COLLEGE OF  
HUMAN MEDICINE --  
John J. Corbett

John J. Corbett, currently  
Associate Professor of Family

Practice and Acting Dean of the College of Human Medicine, was appointed Dean of the College of Human Medicine, effective December 7, 1981, with no change to his salary rate. Further, Dr. Corbett was granted tenure in the College of Human Medicine, effective December 7, 1981.

CHAIRPERSON -- In the  
Department of Communication

William C. Donaghy, Professor  
of Communication, was appointed

as Chairperson of the Department of Communication in the College of Arts and Sciences for a term of three years, effective August 26, 1982.

ACTING DEPARTMENT HEAD -- Lee H. Schick, Professor of  
In the Department of Physics, was appointed as Acting  
Physics and Astronomy  
Head of the Department of Physics and Astronomy for the  
period January 1, 1982 to June 30, 1982.

REAPPOINTMENT OF FOOTBALL COACHING STAFF The policy established by the  
Trustees on January 15, 1971,  
and amended on May 15, 1981, states that all appointments  
and reappointments to the football coaching staff be for  
annual periods commencing on February 1 of each year, with  
notice of termination, reappointment, and salary adjustments  
to be given on or before January 1. The following reappoint-  
ments and salaries for the annual period beginning February  
1, 1982, were approved.

1. Roderick J. Long as Assistant Football Coach and  
Lecturer in Intercollegiate Athletics at an annual salary  
rate of \$36,084.

2. James H. King as Assistant Football Coach and  
Lecturer in Intercollegiate Athletics at an annual salary  
rate of \$32,508.

3. Cary Godette as Assistant Football Coach and  
Lecturer in Intercollegiate Athletics at an annual salary  
rate of \$30,252.

4. James L. House as Assistant Football Coach and  
Lecturer in Intercollegiate Athletics at an annual salary  
rate of \$28,608.

5. Jack W. Crowe as Assistant Football Coach and Lecturer in Intercollegiate Athletics at an annual salary rate of \$33,084.

6. George H. Walstad as Assistant Football Coach and Lecturer in Intercollegiate Athletics at an annual salary rate of \$33,084.

7. Warren D. Koegel as Assistant Football Coach and Lecturer in Intercollegiate Athletics at an annual salary rate of \$25,152.

8. Charlie A. Weatherbie as Assistant Football Coach and Lecturer in Intercollegiate Athletics at an annual salary rate of \$24,504.

EXTENSION OF CONTRACT FOR HEAD FOOTBALL COACH

The current employment contract for Alan P. Kincaid, Head

Football Coach and Lecturer in Intercollegiate Athletics, expires on January 31, 1984, but provides further that the terms of his appointment will be reviewed annually at the close of each regular football season. Recognizing notable success in his first year as Head Football Coach, the Trustees extended Mr. Kincaid's contract through January 31, 1985 and authorized an annual salary rate of \$53,100. Further, the provision retaining a portion of Mr. Kincaid's salary in escrow will apply only to the next two years of his original three-year contract.

AUTHORIZATION FOR INTERIM  
APPOINTMENTS

In order to permit the appointment of personnel to remaining vacancies which should be filled by the beginning of the spring semester, the Trustees authorized Acting President Veal to make such appointments, subject to confirmation by the Trustees at the January meeting.

PHYSICAL PLANT AND  
EQUIPMENT COMMITTEE

Mr. Nolan reported on the Physical Plant and Equipment Committee meeting which was held on December 7, 1981. Those present at the committee meeting were Trustees Brodrick, Coulter, Gillaspie, Sawyer, Thorpe, McCue, Mickelson, Quealy, Nolan, Veal, and Messrs. Arnold, Hays, Hurst, Jenkins, Jones, Long, Shelton, Solomon, and Wilmot of the University staff. Faculty Senate Chairman Hawes was also present.

1. Coal Bids. Mr. Hays reported to the committee that only one bid was received on the November 10 call for bids to furnish coal for the Central Energy Plant and that the project is being rebid with (a) Stage One, coal at the mine site, called for December 9; and (b) Stage Two, transportation and ash haulage or a combination of coal plus transportation and ash haulage, called for December 21. Mr. Nolan moved that the Executive Committee be authorized to act on the coal bids, since time is of the essence in providing the coal for an early January start-up. The

motion was seconded by Mr. Gillaspie, and it carried.

2. Red Buttes Biological Research Facility Bids.

Mr. Hays reported to the committee that nine competitive bids were received on December 3, 1981, for the Red Buttes Facility, but all bids exceeded the funds available.

Mr. Nolan moved that the Executive Committee be authorized to act on the bids prior to the 30-day termination after giving Acting President Veal and his staff time to explore the options. The motion was seconded by Mr. Sawyer, and it carried.

3. Sheridan Extension and Research Center Bids. Bids

were received for an office and seed building at the Sheridan Extension and Research Center which were in excess of available funds. Mr. Nolan moved that the Trustees (a) award the following negotiated contracts which will permit construction of the project within available funds; (b) authorize the President and Secretary of the Trustees to execute the contracts; and (c) authorize the Executive Committee to award a contract for carpenter labor for the office facility at such time as negotiations are completed.

OFFICE AND SEED BUILDING PROJECT

- |                                                                                |          |
|--------------------------------------------------------------------------------|----------|
| 1. Steel building<br>Northwest Distributing Company, Inc.<br>Sheridan, Wyoming | \$60,540 |
| 2. Plumbing and septic work<br>Gilbert Plumbing Company<br>Sheridan, Wyoming   | \$10,650 |



1. Report on University Placement Service. Susan Terrill, Director of the Placement Services, reported that University graduates were doing well in all fields, with especially high demand for graduates in those areas such as Petroleum Engineering where there is a nationwide shortage. Further, she noted that as a consequence of economic circumstances, as well as a strong effort by Placement Service, University students are making special use of the services offered.

2. Wyoming Water Resource Center. Dr. Jenkins reported to the committee on the effort currently underway by the University to prepare a proposal for consideration by the State government for the establishment of a Wyoming Water Resource Center. Dr. Jenkins provided a detailed explanation of the process that has been used within the University and the major concerns of the University to assist the State in this crucial area and at the same time providing greater instructional research services for students and faculty. Mr. Quealy moved that the Trustees be recorded as supporting the efforts by Dr. Jenkins and others to develop a suitable proposal for consideration by the State government for the establishment of a Wyoming Water Resource Center. The motion was seconded by Mr. Nolan, and it carried.

3. Clinical Faculty Appointments. Dr. Spitz gave a report to the committee on the appointment of clinical

faculty in the College of Human Medicine. The Personnel Committee also considered these appointments and recommended to the Trustees that these appointments be approved. Further, Dr. Miracle noted the importance of developing clear criteria within the College of Human Medicine for the designation of clinical faculty titles. The discussion that followed indicated that the Trustees and Administration were in agreement about the importance of such distinctions.

4. Search for a Dean of the College of Human Medicine.

As a matter of information, Dr. Spitz spoke on the activities that took place while searching for a Dean of the College of Human Medicine. He noted that the administration was recommending to the Academic Issues Committee and the Personnel Committee that Dr. John Corbett be named as Dean.

5. Sabbatical Leaves for the 1982-83 Academic Year.

Dr. Spitz reported to the committee that sabbatical leaves may be granted to any tenured member of the University faculty for the purpose of increasing the recipient's professional competence and usefulness to the University. Sabbatical leave time may be used for research, writing and/or study at a place of the recipient's choosing. University personnel holding academic rank whose duties are primarily administrative in nature are also eligible for sabbatical leaves. A minimum of six years academic service at the University must precede each period of sabbatical

leave, although no right accrues automatically through lapse of time. The granting of such leave is, in each case, within the discretion of the Trustees upon the recommendation of the President. Sabbatical leaves shall not be ordinarily available for the purpose of obtaining an advanced degree. A faculty member who fails to return to the University for at least one academic year immediately following a sabbatical leave shall be obligated to repay the amount of compensation received from the University during the period of his leave. Leaves for a full contract year are compensated at a rate equal to fifty percent of the faculty member's annual salary; leaves for a half-contract year are compensated at the annual salary rate.

Some 38 requests for sabbatical leave during 1982-83 were reviewed by the appropriate department head, dean, and the Development Committee of the Faculty Senate. Mr. Quealy moved that the following faculty members who were recommended for sabbatical leaves, be granted sabbatical leaves during 1982-83, as indicated subject to available funds. The motion was seconded by Dr. Thorpe, and it carried.

James J. Jacobs, Associate Professor of Agricultural Economics in the College of Agriculture, for the period from August 1, 1982 through July 31, 1983, to conduct research.

Malcolm S. Trueblood, Professor of Microbiology in the College of Agriculture, for the period from July 1, 1982 through January 1, 1983, to conduct research.

Andrew Vanvig, Professor of Agricultural Economics and Head of the Division of Agricultural Economics in the College of Agriculture, for the 1982-83 fiscal year, to conduct research and write.

Mark S. Boyce, Associate Professor of Zoology and Physiology in the College of Arts and Sciences, for the 1982-83 academic year, to conduct research.

Joseph G. Deaderick, Professor of Art in the College of Arts and Sciences, for the 1982 fall semester, to conduct research.

Walter F. Eggers, Jr., Professor of English in the College of Arts and Sciences, for the 1982 fall semester, to conduct research and write.

John G. George, Professor of Mathematics in the College of Arts and Sciences, for the 1983 spring semester, to conduct research.

Frederick C. Gersten, Professor of Music in the College of Arts and Sciences, for the 1983 spring semester, to study.

Peter J. Iverson, Associate Professor of History in the College of Arts and Sciences, for the 1982-83 academic year, to write a book.

Raymond Kunselman, Professor of Physics in the College of Arts and Sciences, for the 1982-83 academic year, to conduct research.

Henry J. Laskowsky, Professor of English and Head of the Department of English in the College of Arts and Sciences, for the 1983 spring semester, to conduct research and write a book.

Michael J. Magee, Associate Professor of Computer Science in the College of Arts and Sciences, for the 1982-83 academic year, to conduct research.

David A. Nelson, Professor of Chemistry in the College of Arts and Sciences, for the 1983 spring semester, to conduct research.

Jean-Louis G. Picherit, Associate Professor of French in the College of Arts and Sciences, for the 1982 fall semester, to write.

Robert A. Roripaugh, Professor of English in the College of Arts and Sciences, for the 1982 fall semester, to write.

James D. Rose, Professor of Psychology in the College of Arts and Sciences, for the 1982-83 academic year, to conduct research.

James M. Rosen, Professor of Physics in the College of Arts and Sciences, for the 1982-83 academic year, to conduct research.

Ira N. Rosenholtz, Associate Professor of Mathematics in the College of Arts and Sciences, for the 1983 spring

semester, to conduct research.

Vincent G. Sindt, Associate Professor in the Science-Mathematics Teaching Center in the College of Arts and Sciences and the College of Education, for the 1983 spring semester, to conduct research.

Raymond E. Smithson, Professor of Mathematics in the College of Arts and Sciences, for the 1982-83 academic year, to conduct research.

Ralph E. Strouf, Professor of Music in the College of Arts and Sciences, for the 1983 spring semester, to conduct research.

Ronald C. Surdam, Professor of Geology in the College of Arts and Sciences, for the 1982-83 academic year, to conduct research.

Robert Allen, Associate Professor of Business Administration in the College of Commerce and Industry, for the 1982-83 academic year, to conduct research.

David S. Brookshire, Associate Professor of Economics in the College of Commerce and Industry, for the 1982-83 academic year, to conduct research.

Keith H. Burdick, Professor of Accounting and Acting Co-Chairman of the Department of Accounting in the College of Commerce and Industry, for the 1983 spring semester, to conduct research.

Robert S. Cochran, Professor of Statistics in the College of Commerce and Industry, for the 1982-83 academic

year, to conduct research.

John H. Mutti, Associate Professor of Economics in the College of Commerce and Industry, for the 1983 spring semester, to conduct research.

Bruce J. Noble, Professor of Physical Education in the College of Education, for the 1983 spring semester, to conduct research and write a book.

Donald V. Forrest, Professor of Counselor Education in the College of Education, for the 1983 spring semester, to study.

Don L. Boyer, Professor of Mechanical Engineering in the College of Engineering, for the 1982 fall semester, to work at the University of Dundee, Scotland.

Robert D. Gunn, Professor of Chemical Engineering in the College of Engineering, for the 1982-83 academic year, to work at the Technical University of Aachen, Germany.

Dorothy E. Tupper, Professor of Nursing in the College of Health Sciences, for the 1982 fall semester, to study.

Jean S. Johnson, Assistant Professor in the University Library for the period from January 1, 1983 to June 30, 1983, to study.

Carol J. White, Associate Professor in the University Library, for the period from January 1, 1983 to June 30, 1983, to conduct research.

6. Approval of Degrees. The committee considered the award of degrees for those individuals recommended by the faculty and deans for the 1981 Fall semester. It was moved by Mr. Nolan, seconded by Mr. Coulter, and carried that the award of degrees be approved to those individuals recommended by the faculty and deans, with a record of such degree awards to be maintained by the Registrar's Office after authentication by the President of the University pursuant to this action.

7. Honorary Degrees. Dr. Veal reported to the committee that recommendations for honorary degrees should be submitted in writing to the President's Office no later than January 31, 1982. Supporting data should accompany the recommendations. As set forth in the Regulations of the Trustees, criteria governing award of honorary degrees are: 1) notable contribution to the health, education, or general welfare of the people of the State; 2) outstanding accomplishment on either a state or national level by alumni of the University; and 3) accomplishment so outstanding as to have won recognition on a national or international level.

8. Experimental Off-Campus Program in Elementary Education. Dean Dolly and Dr. Scott reported briefly to the committee concerning the efforts by the University to provide a quality off-campus degree program in Elementary

Education. Dr. Scott was asked to explain the program to the entire Board.

Dr. Scott said that the history of the University's off-campus programs is linked closely with the State's consideration of expansion of its system of higher education.

She advised that for the past two years, administrators and faculty advisors in the College of Education and the School of Extended Studies and Public Service have been investigating off-campus needs for degree programs in education. After advisement workshops, transcript evaluations, and a 1981 Fall offering of selected extension courses in Casper, Cheyenne, Gillette, Rock Springs, Sheridan, and Torrington, the College of Education has identified 337 students who are interested in elementary education. Therefore, the College of Education has requested authorization to offer the Bachelor of Arts degree in Elementary Education off campus in order to meet the critical needs in the state as identified by student demand and external agencies. The Academic Planning Committee has reviewed the plan and endorses the College of Education's proposal for the experimental off-campus degree program in Elementary Education to begin Spring 1982. It is expected that the program may be delivered from within existing resources if the biennial budget request in support of extension classes is funded by the 1982 Wyoming Legislature.

Mr. Quealy moved approval of the experimental off-campus degree program in Elementary Education, effective 1982 Spring semester. The motion was seconded by Mr. Chapin, and it carried.

9. Bachelor's Degree in Statistics and Bachelor's Degrees in a Combined Major in Computer Science and Statistics. Mr. Quealy reported that the committee had reviewed the request by the Department of Statistics to offer bachelor's degrees in Statistics through the College of Arts and Sciences. This request has the approval of Dean Joan K. Wadlow, Dean Edward A. Dyl, the faculties of the Colleges of Arts and Sciences and Commerce and Industry.

Further, the committee reviewed the request by the Departments of Computer Science and Statistics to offer a new combined major in Computer Science and Statistics through the Colleges of Arts and Sciences and Commerce and Industry.

No additional resources will be required to offer either of these degrees. Also, the Academic Planning Committee has reviewed both requests and recommends their approval.

Mr. Quealy moved that the College of Arts and Sciences be authorized to offer the Bachelor of Arts and the Bachelor of Sciences in Statistics, effective Fall 1982; and that the Colleges of Arts and Sciences and Commerce

and Industry be authorized to offer the combined major leading to the Bachelor of Arts or a Bachelor of Sciences in Computer Science and Statistics, effective Fall 1982. The motion was seconded by Dr. Thorpe, and it carried.

RESOLUTION RE 1981 SUPERIOR STUDENT SCHOLARSHIP RECIPIENTS It was moved by Mr. Quealy, seconded by Mr. Brodrick, and carried to adopt the following resolution congratulating the 1981 Superior Student Scholarship recipients.

WHEREAS, faculty, administrators, and Trustees of The University of Wyoming believe that the talent of Wyoming youth is our most precious resource; and

WHEREAS, our renewing society must be continuously refreshed by a stream of new talent from all segments or strata of society; and

WHEREAS, The University of Wyoming seeks to attract gifted students and offers to them a dedicated faculty and challenging academic opportunities to hone their potential;

NOW, THEREFORE, BE IT RESOLVED:

That the Trustees of The University of Wyoming extend congratulations and best wishes for continuing success to the 1981 Superior Student Scholarship recipients -- Marcy Albin, Powell; Ramsey E. Avery, Cheyenne; Ken W. Boedeker, Lander; Jamie Y. Castello, Moorcroft; Brad V. Christensen, Casper; Catherine Cooke, Laramie; Lucy Marie Dixon, Cheyenne; Mark L. Edwards, Riverton; Lisa R. Fech, Rock Springs; Lynn R. Fruchey, Riverton; Pamela J. Fulkerson, Gillette; Scott M. Gebhart, Gillette; Hermilo Gonzalez, Casper; Janice Hale, Afton; Kip Lane Henderson, Greybull; Wayne S. Jeffers, Douglas; Katherine E. Kammerer, Casper; Janet E. Kisicki, Cheyenne; Karen L. Parrish, Newcastle; Sheila M. Sleep, Powell; Robin Smith, Laramie; Ruth E. Urbigkeit, Riverton; Sara Waterman, Casper; David L. Wiseman, Rawlins; and Tom J. Wyatt, Sundance.

DEVELOPMENT COMMITTEE

Mr. Brodrick reported on the  
Development Committee meeting

held on December 7. In attendance were committee members Brodrick, Mickelson, Quealy, Gillaspie, and Sawyer, Other Trustees in attendance were McCue, Nolan, Smith, Chapin, Miracle, Coulter, Thorpe, Veal, and Nannemann. Also various members of the University administration were present.

1. Sierra Madre Ranch. Dr. Jenkins reported on the status of the proposed gift of the Sierra Madre Ranch and on the results of an ad hoc committee's study of a proposed gift of a one-third interest in this ranch near Saratoga.

Given the fact that the University of Wyoming would only be able to utilize the ranch property for one month each summer, the Development Committee felt that acceptance of the gift would not be warranted from an academic standpoint. Accordingly, the following resolution was moved by Mr. Brodrick, seconded by Mr. Nolan, and carried unanimously.

WHEREAS, an ad hoc study committee has carefully considered possible academic uses that could be made of the Sierra Madre Ranch properties and has consulted widely with academic personnel in that regard; and

WHEREAS, it is the finding of the ad hoc committee that it is not feasible, at this time, to utilize the Sierra Madre Ranch for a science field camp, for recreational programs, or for other academic endeavors;

NOW, THEREFORE, BE IT RESOLVED:

That the Trustees of the University of Wyoming hereby recommend that the Directors of the University

of Wyoming Foundation consider the potential of the Sierra Madre Ranch proposal only from a broader investment perspective.

A copy of the ad hoc committee's report is attached as Enclosure 1.

2. Employment of Consultant. Mr. Brodrick reported that, pursuant to the Trustee resolution adopted at the November 6 meeting regarding the hiring of a fund-raising consultant to study the University's development program, the firm of Brakely, John Price Jones, Inc. had been contacted by the administration and had been asked to submit a proposal for such a study for Trustee consideration.

In response, Brakeley, John Price Jones, Inc. had proposed a study which could be completed in 5-6 weeks, for a professional fee of \$7,500, plus travel, living, and other study-related expenses. The fund-raising consultant had estimated that these latter expenses would not exceed \$2,500. The Development Committee recommended approval of the employment of this firm.

Accordingly, Mr. Brodrick moved approval of the employment of the fund-raising consulting firm of Brakely, John Price Jones, Inc. to conduct a study as outlined in their letter of December 1, 1981, (attached hereto as Enclosure 2), for a professional fee of \$7,500, plus costs of travel,

living expenses and other study related expenses not to exceed \$2,500, for a total budget of \$10,000 to be paid from the Trustees' contingency fund. The motion was seconded by Mr. Mickelson. Discussion followed as to whether the University of Wyoming Foundation was in favor of this proposal. Mr. Brodrick informed the Trustees that this proposal originated with the University of Wyoming Foundation and also that the proposal had the support of Foundation Director Robert Miracle. President McCue called for a vote on the motion. All Trustees voted in favor of the motion, except for Mr. Sawyer who voted in opposition.

BUDGET COMMITTEE

Mr. Chapin reported on the Budget Committee meeting held December 7. In attendance were committee members Chapin, Gillaspie, Mickelson, Miracle, Nolan, and Quealy. Also present were Trustees Brodrick, Coulter, McCue, Sawyer, Smith, Thorpe, Veal, and Nannemann. Various members of the University staff were also in attendance.

1. Amendment to 1983-84 Budget Request. Mr. Hays gave a report to the committee concerning the need for an amendment to the 1983-84 biennium legislative budget request. Mr. Chapin said that the following correction was necessary in the expenditure total to offset an error in reflecting

personnel costs for the College of Human Medicine.

Total per October 1981 Trustee approval	\$196,548,553	
Add Family Practice Plan per November 6, 1981 Trustee approval	<u>305,675</u>	
Approved Budget total		\$196,854,228
Error correction - College of Human Medicine personnel costs		<u>482,810</u>
Adjusted expenditure total		<u>\$197,337,038</u>

In addition, the funding changes reflect a decrease in mineral royalties to adjust to new estimates from the Legislative Service Office; the inclusion of Family Practice Plan income; and the net increase in request for State General Fund support resulting from the error correction and the income changes.

Mr. Chapin moved approval of the adjusted expenditure total of \$197,337,038 and the following revised changes in funding.

Mineral royalties	\$ (2,995,647)	
Family Practice Plan Income	1,677,416	
State General Fund	<u>2,106,716</u>	
Total		<u>\$788,485</u>

The motion was seconded by Mr. Nolan, and it carried. The revised source of funds statement will be:

	<u>1983-84</u>
State Appropriations	\$143,260,281
Federal	5,479,631
Land Income	2,879,593
Sales and Services	4,096,409
University Income Fund	20,791,420
Mineral Royalties	19,152,288
Family Practice Clinical Income	<u>1,677,416</u>
Total	<u>\$197,337,038</u>

2. Budget Change. Mr. Chapin moved that \$7,500 for a professional fee plus not more than \$2,500 for costs of travel, living expenses, and other study related expenses be appropriated from the Trustees' Reserve to employ the fund-raising consulting firm of Brakely, John Price Jones, Inc. The motion was seconded by Mr. Quealy, and it carried. Further, the University of Wyoming Foundation Directors will be asked if the Foundation would like to participate in the cost of this study.

3. Authorization for Stock Transfers. Mr. Chapin reported that brokerage firms are requesting certification of resolutions carrying a date within six months of the transaction. Mr. Chapin moved adoption of the following resolution:

RESOLVED that the Treasurer of the Board of Trustees and the President of The University of Wyoming, a body corporate, are hereby authorized to sell, assign, and transfer stocks, bonds, evidences of interest, evidences of indebtedness and/or other obligation, and all other securities, corporate or otherwise, now or hereafter held by this corporation in its own right or in any fiduciary capacity, and to execute any and all instruments necessary, proper or desirable for the purpose; further that any past action in

accordance herewith is hereby ratified and confirmed; and further, that any officer of this corporation is hereby authorized to certify this Resolution to whom it may concern.

The motion was seconded by Mr. Mickelson, and it carried.

4. Contracts, Grants, Gifts, and Scholarships. Mr. Chapin reported that the Budget Committee considered contracts, grants, gifts, and scholarships. It was moved by Mr. Chapin, seconded by Mr. Gillaspie, and carried to accept contracts, grants, gifts, and scholarships in the total amount \$614,713.23 in the following individual amounts: (1) Contracts and Grants for the period October 17, 1981 through November 16, 1981, \$486,969.00; and (2) Scholarships and Gifts for the period October 20, 1981 through November 11, 1981, \$127,744.23.

ATHLETIC COMMITTEE

Mr. Smith reported on the Athletic Committee meeting held on December 7. In attendance were committee members Smith, Brodrick, Coulter, Mickelson, and Thorpe. Also present were Trustees Chapin, Gillaspie, McCue, Miracle, Nolan, Quealy, Sawyer, Thorpe, Veal, and Nannemann. Various members of the administration were also present.

1. Seating Plan for Athletic Events, Arena-Auditorium. Dr. Gary A. Cunningham, Director of Athletics, presented a revised seating plan to the committee. He said long-term season ticket holders will be given priority, based on longevity, for seating in the area immediately north of

the playing court. General admission, faculty and staff seating contains a total of 7,414 seats, and extends around the priority area which contains 1,933 seats. The student seating will be south of the playing court and provides for 5,021 seats. A separate knothole section will seat an additional 636. Mr. Smith moved adoption of the above revised seating plan for athletic events held in the Arena-Auditorium. The motion was seconded by Mr. Brodrick, and it carried. /

2. Reappointment of Football Coaching Staff and Extension of Contract for Football Coach. These items were discussed jointly with the Personnel Committee and the Personnel Committee made the recommendations to the full Board.

3. Support for NCAA. A report on the December 3-4 NCAA Convention was presented to the committee by Mr. Solomon. Mr. Smith moved that the University reaffirm its support for the NCAA and decline to participate in a separate television package proposed by the College Football Association. Mr. Coulter seconded the motion, and it carried.

4. Facilities for Basketball Practice. Discussion was held on the facilities that could be used for basketball practice. The committee was assured that proper facilities would be made available for this purpose.

UNFINISHED BUSINESS

Dr. Hurst said the 1982

Student Financial Aids and Scholarships at Wyoming Colleges Bulletin had been widely distributed. He feels that the high schools and community colleges are doing a good job of letting the students know what is available in financial aid.

REPORT ON PRESIDENTIAL SELECTION PROCESS

President McCue reported on the/status of the presidential

search. He said, "Members of a preliminary screen sub-committee have been successful in reducing the number of candidates for appointment as president of the Univeristy of Wyoming from more than 300 to 33. The full Presidential Search and Screening Advisory Committee is now scheduling a meeting to consider those 33 candidates in greater detail."

Further, he noted "During the remainder of December and into January, the full committee will be researching each of the candidates in depth and will be seeking additional letters of recommendation to further reduce the field of candidates before making recommendations to the Evaluation and Selection Committee. That committee, composed of three voting members of the Trustees, will make further contacts with the finalists, will arrange interviews, and will schedule appropriate visits. Following that process, a recommendation for appointment will be made to the full Board of Trustees. Names of candidates cannot be discussed

until the slate of finalists is determined and we are ready to proceed with the interview phase."

President McCue said, "The search process is progressing smoothly. We are indebted to all the faculty, staff, and students serving on the Search and Screening Advisory Committee for the extraordinary commitment of time they have made in reviewing the 322 applications and nominations received. We look forward to receiving the recommendations of the committee and to completing the appointment procedures as openly and as expeditiously as circumstances permit."

NEW BUSINESS

Ms. Simons asked about the increased number of sexual assaults on young women in the Laramie area. Dr. Hurst advised that during the past two years, 15 assaults have been reported in the Laramie area. Only four of these assaults occurred on campus. In connection with these assaults, three people have been charged, only one of which was a student. President Nannemann reported that last summer ASUW began identifying areas on campus that were not well lighted. Subsequently, a report was prepared listing in priority order where additional lighting was needed. Bids are now being taken on adding more lighting to these areas.

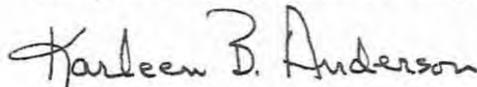
Further, Dr. Hurst advised that various educational and self-help programs have been held on campus concerning

sexual assault. Certain University departments and local agencies have indicated their willingness to assist any victims who ask for help. Also the campus police and fraternities provide escort service on campus.

ADJOURNMENT AND DATE  
OF NEXT MEETING

There being no further business to come before the Trustees, Mr. Gillaspie moved, Mr. Coulter seconded, and it carried that the meeting be adjourned at 3:51 p.m. The next meeting of the Trustees will be January 15, 1982.

Respectfully submitted,



Karleen B. Anderson  
Deputy Secretary

**THE UNIVERSITY OF WYOMING**VICE PRESIDENT FOR RESEARCH  
AND GRADUATE STUDIES

LARAMIE, WYOMING 82071

TO: Donald L. Veal, Acting President

FROM: Robert A. Jenkins, Acting Vice President *RAJ*  
for Research and Graduate Studies

RE: Potential Use of the Sierra Madre Ranch Property  
Ad Hoc Committee Report

The Committee met on November 4, 1981, and several objectives were achieved:

1. All members of the Committee were introduced to the facility through descriptions given by Baxter, Jenkins and Smith, and by a slide presentation which included aerial and close-up photographs. Discussion followed.
2. The information in your Memo of November 2 was reviewed for the purpose of further explaining the nature of the financial and legal aspects of the gift.
3. The Committee members were charged with the task of exploring with their constituencies all bona fide potential uses for this property should it be gifted to the University of Wyoming. Members understood that U.W. use must be restricted to periods other than June 1 through July 31; also that potential uses could include science camps, short courses, symposia, departmental retreats, and other academic uses.

Reports were to be submitted in writing for review at the next meeting on November 24, 1981.

## AD HOC COMMITTEE REPORT

A. Facilities and Setting

The ranch facilities are located about 21 miles southwest of Saratoga in a lodgepole pine, spruce, and fir forest in Spring Creek Canyon. The facilities are well-buffered from private land and are proximate to sub-alpine, montane, prairie, riparian, and high desert. Buildings are adequate to provide

living quarters for faculty and staff required to operate a camp for the approximately 35 students who could be housed. Teaching, dining, and bathing-toilet facilities may not be adequate for a group of 45 men and women. There is some question about the adequacy of both the available water supply and sewage disposal during intensive use.

Although the Sierra Madre Ranch has a number of attractive features in both setting and facilities, it appears that U.W. utilization would be hindered by the distance from Laramie (2.75 hours), from transportation (short courses, conferences, symposia), and from paved roads (17 miles improved gravel, 4 miles dirt), and by certain inadequacies of the facilities which are now in place. The smaller size limits its utility in the area of agriculture and range management. Finally, the complications of the partnership arrangement would seem to greatly encumber maintenance, flexibility in planning and executing desired renovations and facility expansion.

#### B. Restricted Period of Use Available to the University of Wyoming

Since the ranch will be utilized exclusively by Yale University during the period, June 1 through July 31 of each year, it is not possible for the University of Wyoming to operate either the Science Camp or the geologic field trip course at the site. Furthermore, the facilities are marginal in size for Science Camp and inadequate for the geology program which involves 60 students. June and July are the most attractive and utilitarian times for use of the ranch for instructional and conference purposes. The early fall semester starting date for U.W. precludes more than 2-3 weeks' camp use in August. Late fall, winter, and early spring use are complicated by intermittent accessibility.

#### C. Potential Use

Given the limitations previously expressed concerning the location and facilities and the time period of availability for U.W. programs, potential academic utilization is severely limited. The Committee did not identify any ready-made programs that would be advantageously moved to the ranch. However, it is likely that if the ranch facilities were available for academic use there would be programs, courses, class activities that could be organized or reorganized in order to make appropriate use of the facilities.

The following are suggested limited potential uses:

1. The ranch could serve as a home base for a few graduate students conducting geological and biological research in the area.
2. The ranch could provide facilities for overnight field trips for students in courses in game biology, ecology, taxonomy, and in graduate field courses.

3. The ranch would be a good setting for some types of small conferences and symposia, but none are identified.

#### SUMMARY AND CONCLUSION

The potential gifting of the Sierra Madre Ranch to the University of Wyoming by Paul Lowham and Bill and Bob Barnard provoked a thoughtful and thorough review of use by the Committee. Although the Ranch could serve as a good outdoor educational laboratory for practical student experience in recreation, habitat analyses, geological field work, watershed analyses and management, wildlife biology and general ecology, the distance from campus, limited student capacity, lack of laboratory and classroom facilities, and the severely restricted period available for U.W. use all act to reduce an academic interest. Most of the potential uses mentioned above are now being met by various facilities to which the University has on-going commitments. If the University of Wyoming were to be given full ownership of the Ranch, certain limiting restrictions would be eliminated and uses for academic programs would require a careful re-evaluation. Under the current arrangements, as understood by the Committee, it is recommended that the Foundation consider the Sierra Madre Ranch property in the context of investment potential.

Membership and University affiliation of the Committee are listed below, and reports of individual Committee members are attached.

Robert A. Jenkins, Acting Vice President for Research  
and Graduate Studies - CHAIRMAN

George Baxter, Professor of Zoology & Physiology

Frank Busby, Head of the Division of Range Management

Charles Cooper, Coordinator, Conferences and Institutes

Donald Brosz, Professor of Agricultural Engineering

William Smith, Assistant Professor of Botany

Donald Warder, Head of the Department of Recreation and  
Park Administration

James McClurg, Professor, Curriculum and Instruction  
and Geology

Attachments

11 05-11-1981

BRAKELEY, JOHN PRICE JONES INC.

366 San Miguel Drive, Newport Beach, CA 92660 714/759-1356

Jack H. Brown  
Senior Vice President

December 1, 1981

Mr. William G. Solomon  
Special Assistant to the President  
The University of Wyoming  
Laramie, Wyoming 82071

Dear Mr. Solomon:

Thank you for providing the opportunity for Mr. George A. Brakeley, Jr. and me to learn more about the fund development program at The University of Wyoming. We are pleased that you were able to review the situation with our Chairman in New York. As requested during our recent discussions, I would like to outline how we see Brakeley, John Price Jones being of service to the University.

We believe, and I know you agree, that professional fund counsel can provide valuable third-party objectivity and assist you in developing institutional strategy toward the achievement of your stated objectives.

What we propose as timely is a period of analysis and planning to properly structure an expanded and effective fund-raising program for the University into the 80's. The Resources and Planning Study envisioned would include evaluation of the strengths and weaknesses of the current situation, and would take a careful look at the overall outreach program as it is presently organized, suggesting practical short and long term recommendations. As we understand your needs, this type of study would be more helpful now than a more exhaustive in-depth study, which while important, would be more useful at a later time.

To properly structure the Resources and Planning Study we suggest several stages corresponding to the activities involved. Briefly, they are:

Mr. William G. Solomon  
December 1, 1981  
Page Two

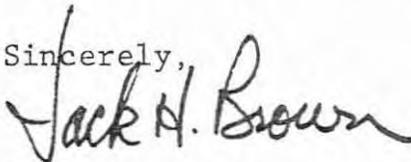
1. With your input, develop basic criteria and terms for the planning period and the key activities to be accomplished. This would include detailed data gathering and careful review.
2. The second stage would include several internal in-depth sessions with key administrators, Deans, and development staff to evaluate program plans and to gain opinions and suggestions.
3. In the third stage following a review of program plans in place, individual meetings would be scheduled with selected "family" volunteer leadership i.e. University and Foundation Trustees and several other influential people in the community whose support could be pivotal in the future, and in addition, would be able to lead us to other influential leaders.
4. The final stage would be the preparation and submission of a clearly developed study report to include an analysis of findings, and outline of strategic approaches, and a plan of action which would set forth key steps and priorities to get an expanded fund program underway.

We estimate a period of approximately five to six weeks would be required to complete this period of analysis and planning. Professional fees would be \$7,500, one third payable on retention, the second third at the mid-point and the final upon presentation of the written report. In addition, there will be travel, living and study related expenses.

We are prepared to commence the study immediately and will appoint one of our Senior Consultants as Study Director. I will serve as Special Consultant and be involved in every step of the procedure. Mr. George A. Brakeley, Jr. will also be involved as we develop our final report. To provide you with some of our background and experience, I have enclosed a listing of other Colleges and Universities, many of them state supported, with which we have worked. To confirm our agreement please sign the enclosed copy of this letter and return it to me.

Mr. William G. Solomon  
December 1, 1981  
Page Three

We would consider it a professional privilege to be associated with The University of Wyoming by undertaking this important assignment. Please contact me and I will be pleased to discuss this proposal in more detail and answer any questions you may have.

Sincerely,  
  
Jack H. Brown  
Senior Vice President

JB/lk

Agreed to for the University of Wyoming

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Signature

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Title

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Date

**Brakeley, John Price Jones Inc.**  
6 East 43rd Street, New York, NY 10017  
(212) 697-7120  
In Washington: (202) 785-4810  
In Los Angeles: (213) 385-4834

## A BRAKELEY/JPJ Study

All services in institutional  
fund raising and peripheral areas  
are available, including:

The First Step  
in Fund Raising

Studies

Program Management

Counseling

"Big Gift" Solicitation

Approach to Foundations

Executive Search

Government Funding

Donor Financial Planning  
(including bequests and deferred gifts)

Computer Applications

Public Relations  
(Communications, publications, publicity)

Member, American Association of  
Fund-Raising Counsel

**B**RAKELEY, JOHN PRICE JONES Inc.

**The first step**, when an institution contemplates fund raising, should be a study to determine the feasibility of its goals.

This initial move is important, because it can save money and time as well as the energy and enthusiasm of those involved.

Brakeley, John Price Jones provides a variety of studies,\* so that an institution can select the one directed to its specific situation and need not become entangled in unnecessary procedures. Generally, a "Feasibility Study" is advised.

Such a study, in the Brakeley, John Price Jones tradition, is to fund raising what a market analysis is to business, but it is a great deal more sensitive because fund raising depends not only upon an accurate assessment of the "market" but also upon a precise evaluation of the volunteers—leaders, workers and donors—who will participate in the program.

The broad objectives of the Study are:

1. To determine an institution's potential for raising funds.
2. If a good potential exists, to specify the approximate amount that can be raised.
3. To identify, analyze, and arrange in priority the needs of the institution in a way that will be convincing to prospects.
4. To establish (or reassess) long-term, ongoing development programs such as annual giving, deferred giving, and public relations.
5. To evaluate the findings of the study, draw conclusions, and make recommendations as to strategy, leadership and timing.

The Study is conducted, in part, by means of confidential, in-depth interviews with people who are close to the organization—members of the board, alumni, medical staff, and others. Because they are conducted by "outside," impartial analysts, they usually uncover facts, attitudes and concepts that would not be available to someone within the institution. This is valuable because miscon-

\*Brakeley/JPJ studies range from Master Plans and comprehensive development studies to short studies of specific areas such as public relations, annual giving, deferred giving. A list and explanation appear at the end of this pamphlet.

ceptions can be straightened out and any weaknesses corrected before the institution begins its fund-raising program.

The conclusions and recommendations are presented to the client in a comprehensive written report. If the report recommends immediate action, the client can decide, at this point, to continue with Brakeley, John Price Jones Inc. or, if he prefers to do so, he can seek help elsewhere.

Sometimes we are asked, "Do you ever *not* recommend proceeding with a fund-raising program?"

The answer is "Yes, sometimes this occurs." We do our best to provide honest, accurate, reliable advice to our clients. We can maintain our reputation only so long as our counsel proves effective.

If we find that an institution is not ready for full-scale fund raising, for instance, we explain what is lacking, suggest means to correct it (possibly a public relations program or other interim measures) and recommend that the institution wait until the time is more propitious.

But the process of the Study gives the institution an objective viewpoint, generates new insights, sharpens the focus on the case for support, leadership potential and public image. And it solidifies intentions. It is justified in its own right and is recommended as a special service whether fund raising is contemplated immediately or at some future time.

## Contents of the Study Report

The study focuses on three major areas that are essential for successful fund raising:

### The Case

Does the institution have valid reasons for asking for support? What are its needs and is the financial objective commensurate with them? Will the proposed program enable the institution to serve its constituencies better? Are those close to the institution receptive to the program?

### Leadership

Is qualified top leadership—board members and others—available within the institution?

Are these people sufficiently committed to lead the way in attracting funds—both by providing a good example and also by enlisting the help of other volunteers? Is supporting leadership available? Which individuals are qualified to undertake which specific responsibilities?

### Financial Support

What are the major sources of philanthropic funds—individuals, foundations, corporations or other private groups—from which this institution can expect to receive support? What amount can each category be expected to give? Are there sources not previously identified that might be cultivated as prospects? What government funds—federal, state or local—might be obtainable? Are a sufficient number of "big" or pace-setting gifts available to be able to conclude that the institution can achieve its goal? Can other sources of funding be found? Are there techniques of fund raising, not previously used here, that can be expected to raise the level of giving in any area?

The positive and negative aspects of all three areas are delineated in a written Study Report. Conclusions are drawn, recommendations presented, and the realizable dollar goal is stated.

The Report also gives, in detail, a Plan of Action to implement the recommendations:

### Timing

When should the program begin? How long a period will it take to raise the funds? Is this timing geared to the institution's own pace and the activity patterns of its volunteers? What are the principal activities in each stage of progressive development throughout the program?

### Organizational Requirements

What are the organizational requirements for the proposed program? What volunteer help is required and in what capacity? What are the inter-relationships and how will they work together to achieve the goal? What professional help is needed? What are the professional's responsibilities? What are those of the client? How does the client's staff fit into the picture?

## Strategy

What is the basic rationale behind the proposed pattern of organization? How do volunteers and professionals work together to enlist support for the institution? What is the logical progression from one step to another in moving toward the ultimate goal?

## Tools and Techniques

What specific skills and techniques are needed for the contemplated program? What will be required in printed materials, special presentations, public relations? What skills in other areas does the professional have to offer that the institution may want, such as computer programs, deferred giving, office management, prospect research, list development and records system?

## Cost of the Program

What are the costs involved in the program that has been recommended? Are they consistent with the goals and with the size and capability of the institution?

How much will the fees for counsel amount to? Of the other expenses involved, what assets in space and personnel (for instance, office space, computer time, secretarial help, file clerk) can the institution provide?

By developing specific answers to these questions and carefully evaluating them, the institution's trustees and management staff know in advance what the program will cost and how good its chances are for success.

If the study is an extensive one, an interim report is usually made at about the midway point, to discuss with key members of the board and other designated individuals major findings, trends and problem areas. The final report becomes part of the institution's permanent records and is a valuable reference document. It is also effective in the orientation of trustees and administrators and the enlistment of key leadership.

## Arranging for a Study

All Brakeley/JPJ Studies are performed for a set fee, plus expenses, in accordance with the code of the American Association of

Fund-Raising Counsel. Fees are equated with the man-hours of professional service required and the seniority of the staff assigned.

If you are interested in discussing the possibility of having a study made, call us or write, and we will be glad to arrange a conference, without cost or obligation, of course.

## Types of Brakeley/JPJ Studies

### Master Plan

This, the most comprehensive of all B/JPJ studies, deals with long-range institutional development, including management and governance, fiscal analysis, program assessment, current and future financial support.

### Feasibility Study

A feasibility study in depth (as described in this pamphlet) focuses on specific capital program objectives.

### Short Studies

Analysis of special situations or specific areas, such as annual support, establishment of a new development office, updating of earlier plans, approach to government grants or foundations.

### Public Relations

Study of institution's relationship to its various constituencies; its reputation; communications internally and with various "publics," use of media, publications, special events; climate testing and evaluation.

### Deferred Giving Program

Adaptation of the Brakeley/JPJ Donor Financial Planning approach to your institution's situation. This includes bequests, trusts, legacies and other forms of deferred giving as related to current development plans.

### Computer Applications Study

A study to show how the computer can increase the scope and efficiency of a development program through application to gift records, annual giving and membership programs, and capital campaigns.

## COLLEGES AND UNIVERSITIES

Albion College (MI)  
Bank Street College of Education (NY)\*  
Belleville Area College (IL)  
Boston College (MA)  
Bradford College (MA)  
California, Berkeley, University of (CA)\*  
California, Hastings College of the Law, U. of (CA)\*  
California, Los Angeles, U. of (CA)\*  
California, L. A. John Wooden Center, U. of (CA)\*  
California, Regents of the, U. of (CA)  
California, San Francisco, University of (CA)  
California Institute of the Arts (CA)  
California Lutheran College (CA)  
Canisius College (NY)\*  
Canton Agricultural & Technical College (NY)  
Cardinal Newman College (MO)  
Case Western Reserve University (OH)\*  
Chaminade College of Honolulu (HI)  
Champlain College (VT)  
Claremont Graduate School (CA)  
Coastal Carolina College (SC)\*  
Colgate University (NY)\*  
Colorado School of Mines (CO)  
Compton Community College (CA)\*  
Connecticut, University of (CT)  
Culinary Institute of America (CO)\*  
Dartmouth College (NH)\*  
DePauw University (IN)\*  
Duquesne University (PA)\*  
Edgecliff College (OH)  
Emerson College (MA)  
Emory University (GA)\*  
General Theological Seminary (NY)  
Gonzaga University (WA)\*  
Great Falls, College of (MT)  
Gregorian University Consortium (Rome, Italy)\*  
Harvard University (MA)\*  
Harvey Mudd College (CA)  
Hawaii, University of (HI)  
Hope College (MI)  
Houston, University of (TX)\*

\*current or recent

Idaho, The College of (ID) \*  
Iona College (NY)  
John Jay College (CUNY) (NY) \*  
Judaism, University of (CA)  
Juilliard School, The (NY)  
Lawrence University (WI)  
LeMoyne College (NY) \*  
Linfield College (OR)  
Los Angeles City College (CA)  
Los Angeles College of Optometry (CA)  
Louisville, University of (KY)  
Loyola College (MD) \*  
Loyola Marymount University (CA)  
Loyola University of Chicago (IL)  
Lycoming College (PA)  
MacMurray College (IL)  
Manhattan School of Music (NY)  
Mercer County Community College (NJ)  
Michigan State University (MI) \*  
Michigan, University of — Medical Center  
Furstenberg Student Study Center (MI)  
Mills College (CA)  
Minnesota, University of (MN) \*  
Missouri, School of Dentistry, U. of (MO) \*  
Montana College of Mineral Science and Technology (MT) \*  
Morehouse College (GA)  
Nanzan University (Japan)  
Nebraska, University of (NB)  
New York, State University of (NY) \*  
North Carolina School of the Arts (NC)  
North County Community College (NY)  
Northwest Christian College (OR)  
Occidental College (CA) \*  
Oregon at Eugene, University of (OR)  
Oregon Medical School, University of (OR)  
Osteopathic Medicine of the Pacific, College of (CA) \*  
Pace University (NY) \*  
Pacific Christian College (CA)  
Pacific School of Religion, Berkeley (CA)  
Philadelphia College of Pharmacy and Science (PA) \*  
Pitzer College (CA)  
Polytechnic Institute of New York (NY)

\*current or recent

Purdue University (IN)\*  
Quebec, University of (Canada)\*  
Reed College (OR)  
Regis College (CO)  
Rocky Mountain College (MT)\*  
Roosevelt University (IL)  
Rutgers — The State University (NJ)  
Sacred Heart University (CT)\*  
Saint Catherine, College of (MN)\*  
Saint Cross College (Oxford, England)  
Saint Francis College (PA)\*  
St. Mary's College (Moraga, CA)  
Saint Norbert College (WI)\*  
San Diego, University of (CA)\*  
San Diego State University (CA)  
San Francisco, University of (CA)  
San Francisco Conservatory of Music (CA)  
Santa Clara, University of (CA)  
Seattle Central Community College (WA)\*  
Seattle University (WA)  
Siena College (NY)\*  
Southern California, University of (CA)\*  
Stanford University (CA)\*  
Theology at Claremont, School of (CA)  
Trinity College (Dublin, Ireland)\*  
Tulane University School of Medicine (LA)  
Union College (NY)  
United States Coast Guard Academy (CT)  
Vanderbilt University (TN)\*  
Vermont State Colleges (VT)  
Virginia Commonwealth University (VA)\*  
Wabash College (IN)\*  
Warren Wilson College (NC)  
Washington, University of (WA)\*  
Washington State University (WA)\*  
Wayne State University (MI)  
West Chester State College (PA)\*  
Western Michigan University (MI)  
William and Mary, College of (VA)\*  
Wittenberg University (OK)  
Woodbury University (CA)\*  
Woods Hole Oceanographic Institution (MA)

\*current or recent

Wooster, The College of (OH) \*  
Xavier University (OH) \*  
Yale University (CT) \*

\*current or recent