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Minutes June 25, 2003

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**MINUTES OF THE MEETING
OF THE BOARD OF TRUSTEES**

UNIVERSITY OF CONNECTICUT

AGENDA

University of Connecticut
Merlin D. Bishop Center
Storrs, Connecticut

June 25, 2003

OPEN SESSION

The meeting was called to order at 11:18 a.m. by Chairman Roger Gelfenbien. Trustees present were: James Abromaitis, Louise Bailey, Philip Barry, Linda Gatling, Christopher Hattayer, Lenworth Jacobs, Claire Leonardi, Michael Martinez, Frank Napolitano, Denis Nayden, Richard Twilley, and Brenda Sisco, who represents the Governor's Office.

Trustees William Berkley, Michael Cicchetti, Bruce Gresczyk, David O'Leary, Theodore Sergi, and Richard Treibick were absent from the meeting.

University staff present were: President Austin, Chancellor and Provost for University Affairs Petersen, Vice President for Financial Planning and Management Aronson, Vice Chancellor for Business and Administration Dreyfuss, Dr. Schurin, Special Assistant to the President Callahan, Assistant Attorney General McCarthy, Mr. John Saddlemire, Dean of Students, Mr. Jeff Hathaway, Ms. Rachel Rubin, Trustee-elect Michael Nichols, and Ms. Locke were also present.

EXECUTIVE SESSION

On a motion by Ms. Leonardi, seconded by Ms. Bailey, **THE BOARD VOTED** to go into Executive Session at 11:19 a.m. to discuss matters pertaining to the Big East Conference, and personnel issues. The Chairman noted that on the advice of counsel only staff members whose presence was necessary to provide their opinion would be permitted to attend Executive Session.

Trustees present were: Abromaitis, Bailey, Barry, Gatling, Gelfenbien, Hattayer, Jacobs, Leonardi, Martinez, Napolitano, Nayden, Twilley, and Sisco, who represents the Governor's Office.

President Austin, Chancellor and Provost for University Affairs Petersen, Vice President for Financial Planning and Management Aronson, Vice Chancellor for Business and Administration Dreyfuss, Dr. Schurin, Special Assistant to the President Callahan, Assistant Attorney General McCarthy, Mr. Jeff Hathaway, Ms. Rachel Rubin, and Trustee-elect Michael Nichols were also present.

Executive Session ended at 12:13 p.m. and the Board returned to Open Session at 1:05 p.m. Trustee Treibick participated by telephone. Trustee Gresczyk, Trustee O'Leary, Executive Vice President for Health Affairs Deckers, Vice Provost for Multicultural Affairs Taylor, Associate Vice Provost for Enrollment Management Evanovich, Mr. John Saddlemire, Dean of Students, and Faculty Senate Representatives Gregory Anderson, Cameron Faustman, and Robert Tilton joined the meeting at this time.

All actions taken were by unanimous vote of the Trustees present.

OPEN SESSION

1. Public Participation

There were no members of the public who wished to address the Board.

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2. Chairman's Report

Chairman Gelfenbien introduced to the Board Student Trustee-elect Michael J. Nichols, who will replace Christopher S. Hattayer.

(a) Board recognitions

Vice-Chair Nayden read the following resolution in honor of Claire R. Leonardi.

**CLAIRE R. LEONARDI
1993-2003**

WHEREAS, Claire R. Leonardi has served the people of the State of Connecticut and the University of Connecticut as a member of the University Board of Trustees for the past ten years; and

WHEREAS, Over the course of her service she has served with great distinction as, among other responsibilities, Chair of the Capital Budget and Facilities Committee, Chair of the Committee on Financial Affairs, Chair of the Committee on Health Affairs, member of the University's Master Plan Committee, and, since 2001 Chair of the University of Connecticut Health Center Board of Directors; and

WHEREAS, In each of her leadership positions and in the course of her membership of the full Board, Ms. Leonardi has displayed vision, dedication, commitment to the mission of the University and a deep belief in its capacity to be one of the nation's great institutions of higher education; and

WHEREAS, Ms. Leonardi has played an instrumental role in virtually all aspects of the University's transformation over the past decade, and in recent years provided especially outstanding service in assuring the progress of the Health Center at a critical moment in its history; and

WHEREAS, Ms. Leonardi has brought to her responsibilities as a member of the Board a unique combination of financial and organizational expertise, ability to define problems and develop solutions, and capacity to work effectively with Board colleagues and University administrators toward common goals; and

WHEREAS, Ms. Leonardi leaves the Board of Trustees with the gratitude, respect and affection of her colleagues, and their best wishes for the future;

THEREFORE BE IT RESOLVED That the Board of Trustees records its deep appreciation to Claire R. Leonardi for exemplary service to the Board and to the University of Connecticut.

On a motion by Mrs. Gatling, seconded by Mr. Treibick, **THE BOARD VOTED** to approve the resolution for Claire R. Leonardi.

Chairman Gelfenbien thanked Dr. Schurin for drafting a resolution that succinctly expressed the views of the Board.

Several Trustees acknowledged her hard work and efforts and wished her well.

President Austin expressed his disappointment in Vice-Chair Leonardi's departure, but noted his gratitude for the ten years she served on the Board. He noted that he has worked with a number of Trustees from three different institutions over the past twenty years, and Ms. Leonardi has exemplified the role of a Trustee with her knowledge of the complexity of large institutions and her tireless dedication to making an institution work. He noted that she would be sorely missed.

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Ms. Brenda Sisco spoke on behalf of Governor Rowland, who also expressed his disappointment with her departure, but was pleased that she has decided to remain on the Health Center Board of Directors. Chairman Gelfenbien acknowledged Vice-Chair Leonardi's involvement in UCONN 2000, especially during the negotiations in 1995, where she was instrumental in supporting the development of a matching gift program, which has allowed the University to raise funds to further its goals. Chairman Gelfenbien also emphasized her willingness to accept many roles and responsibilities that led to growth and success of this institution.

THE BOARD VOTED to approve the motion.

Vice-Chair Leonardi thanked her colleagues on the Board for an incredible experience. She also thanked the administration and staff members for their guidance and support. She has witnessed an incredible transformation over the past ten years and noted that the next ten years will be remembered for the quality of the educational experience. She wished the Board well.

Vice-Chair Bailey read the following resolution in honor of Christopher S. Hattayer.

CHRISTOPHER S. HATTAYER
2001-2003

WHEREAS, Christopher S. Hattayer will complete his term as student-elected trustee on June 30, 2003; and

WHEREAS, He has served with a high degree of distinction as a member of the Board of Trustees and the Committees on Academic Affairs, Financial Affairs, Student Life, and Honors and Awards; and

WHEREAS, Mr. Hattayer has been an extraordinary student leader during his time at the University of Connecticut, serving at various times as President of the International Relations Association, Secretary-General of the UConn Model United Nations Conference, Comptroller of the Undergraduate Student Government, and President of the Undergraduate Student Government; and

WHEREAS, Mr. Hattayer has excelled as a student, winning richly-deserved honors for academic excellence; and

WHEREAS, Despite the many demands on his time Mr. Hattayer has been a diligent, creative, and constructive member of the Board of Trustees, advocating forcefully for student interests while maintaining a strong commitment to the University's long-term progress; and

WHEREAS, In recognition of his numerous leadership roles, Mr. Hattayer was awarded the prestigious Donald L. McCullough Leadership Award in 2002;

THEREFORE BE IT HEREBY RESOLVED, That the Board of Trustees of the University of Connecticut records its gratitude to Christopher S. Hattayer for his outstanding commitment and dedicated service and extends to him its best wishes for the future.

On a motion by Ms. Bailey, seconded by Mr. Twilley, **THE BOARD VOTED** to approve the resolution for Christopher S. Hattayer.

Trustee Twilley stated that he knew of no other person who cared more about the undergraduate students at UConn than Trustee Hattayer. He noted that he has served as an excellent model for students. Trustee Twilley expressed his gratitude for his guidance.

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Vice-Chair Bailey thanked Trustee Hattayer for his hard work and efforts on various issues and for serving as an excellent model for student leaders. She wished him well.

Trustee Barry recounted his first meeting with Trustee Hattayer at a Board meeting in which he was the first Board member to greet him. Trustee Barry noted that he then served on two or three committees with Trustee Hattayer and found him to be a very thoughtful and hard working individual.

Trustee Napolitano echoed many of Trustee Barry's comments. He added that Trustee Hattayer always represented himself in a mature manner and provided the Board with a unique perspective about student life.

Trustee Gatling expressed her pleasure in working with Trustee Hattayer and wished him well in his future endeavors.

Trustee Nichols said that one of the highest compliments that he has been given is that he has been compared to Trustee Hattayer. He hoped to live up to the standards that Trustee Hattayer has set as a successful member of the Board. He thanked him for his guidance.

Chairman Gelfenbien stated that Trustee Hattayer has represented himself as one of the most thoughtful Student Trustee members that has served during his appointment. He commended Trustee Hattayer for his dedication and contributions to the quality of student life. Chairman Gelfenbien thanked him for his good work and wished him the best.

Trustee Hattayer thanked the Board members for their kind words. He noted that he has gained a new respect for those members who have served for many years. He said that he was honored to have been a member of this Board and to also be an alumnus of UConn. He thanked Vice-Chair Bailey for her mentorship and guidance and he wished Trustees Twilley and Nichols the best of luck on the Board. Trustee Hattayer also noted that he has learned that UConn is a very fortunate institution that offers students an opportunity to be full members of the Board. He thanked the State Legislature in its wisdom for allowing this to happen. He also commended the University's leadership for its dedication to the quality of student life. He has no doubt that UConn will rise to become a premier institution of higher education in the next decade. He wished the Board all the best.

(b) Minutes of the meetings of April 15 and May 7, 2003

On a motion by Ms. Bailey, seconded by Mr. Twilley, **THE BOARD VOTED** to approve the minutes of the meetings April 15 and May 7, 2003.

(c) Consent Agenda Items:

On a motion by Mr. Treibick, seconded by Mrs. Gatling, **THE BOARD VOTED** to approve the following items listed on the Consent Agenda.

- (1) Contracts and Agreements for the Storrs-based programs (Attachment 1)
- (2) Renaming of the Biotechnology Center to the Biotechnology/
Bioservices Center (Attachment 2)
- (3) Appointment of Professor Jeremy Paul to the Thomas F.
Gallivan, Jr. Chair in Real Property Law (Attachment 3)
- (4) Appointment to Canvassing Board – Election of Alumni Trustee (Attachment 4)

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- (d) Personnel matters (Storrs-based programs) (Attachment 5)

On a motion by Mr. Martinez, seconded by Ms. Leonardi, **THE BOARD VOTED** to approve the personnel action recommendations.

- (1) Promotion, tenure, and reappointment list
- (2) Designation of Emeritus Faculty
- (3) Sabbatics
- (4) Informational matters

3. **President's Report**

President Austin announced the appointment of three key individuals to significant University positions, first of which is the return of Mr. Jeffrey Hathaway as head the Division of Athletics. He noted that Mr. Hathaway's credentials, personality, and leadership style are appropriate to the University's Athletics program.

President Austin reported that a year-long search has culminated in the appointment of Curt Hunter as the new Dean of the School of Business. Most recently, he served as Senior Vice President and Director of Research of the Federal Reserve Bank of Chicago. President Austin commended Chancellor Petersen, the search committee, and several Board of Trustees and Foundation members for their input that led to the final selection of Mr. Hunter.

President Austin also announced the appointment of Mr. John K. Martin as the new President of the UConn Foundation. Mr. Martin replaced former Vice President for Institutional Advancement Edward Allenby in this role. He currently holds the position of Vice Chancellor for Advancement at the University System of Maryland and President and Chief Executive Officer of the University of Maryland Foundation, Inc. President Austin noted that Mr. Martin has overseen many capital campaigns and has demonstrated success in fundraising.

President Austin reported that the National Endowment for the Arts Architectural Competition in the School of Fine Arts has concluded. He noted that Dean David Woods was instrumental in implementing this competition for the design of the new School of Fine Arts' facilities. After several days of deliberations, the Planning and Design Committee selected three internationally recognized architectural firms, which included Mr. Frank Gehry, Gehry Partners, California and Herbert S. Newman and Partners, New Haven; Zaha Hadid, Zaha Hadid Architects, London; and Mack Scogin, Mack Scogin/Merrill Elam Architects, Atlanta. President Austin expressed his pleasure in the Committee's selection of the Gehry design. He noted that the project will be funded in part with 21st Century UConn funds, which will be augmented by substantial private sector funding. The University will move ahead only with expressed cooperation and support of Mr. Gehry, who has pledged to assist in the fundraising effort. President Austin asked Dean Woods to set-up the model in the back of the room for Board members to view.

Additionally, much press was given this week to the Supreme Court's decision in the Michigan case regarding affirmative action. He noted that the one of the Board's priorities has always been the goal of diversifying the student body, the faculty and the staff. President Austin was pleased to report on the University's continued success with undergraduate student recruitment. As he reported before, the proportion of minority undergraduates at Storrs has increased from 6.9% in 1984 to 11.5% in 1992 to 15.5% last fall and the proportion of

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students of color in the freshmen class has increased 61% since 1995. President Austin stated that the rates of improvement for the faculty and staff have been much slower for a variety of reasons.

President Austin concluded that there is nothing that will adversely affect the University's current admissions practices in large part because the University does have a point system in the admission and selection process. President Austin asked Associate Vice Provost Evanovich to provide the Board with a brief summary of the details and how they apply to UConn.

Associate Vice Provost Evanovich reiterated that there is nothing in the initial reading of the Michigan case that would suggest that the University would need to change any admissions practices at the undergraduate or at the graduate level. The University has adopted a very holistic approach to the evaluation of student applications for admission. All applications are evaluated individually and reviewers consider grades, SAT scores, race, letters of recommendation, extracurricular activities, and leadership, among other criteria. In addition, all students have to meet certain guidelines. Associate Vice Provost Evanovich confirmed that the University has never had a point system, and that is what was ruled unconstitutional at the undergraduate level in the Michigan case. As President Austin noted earlier, the University is very proud of the upward trajectory in enrollment that has continued since 1995. Associate Vice Provost Evanovich felt confident that the University will be in compliance with the law and stressed that he and his staff will continue to work hard to attract the best and most diverse students.

Trustee Napolitano noted that he recently read the comments of one of the judges in the majority opinion. He understood there to be a shift to place the burden back to undergraduate institutions to consider student potential rather than a point system. He asked Associate Vice Provost Evanovich if there was something new or different that the University should consider in assessing student potential.

Associate Vice Provost Evanovich responded that his staff evaluates the total student and that this holistic approach serves the University well because it allows the reviewer to look at an individual student's strengths. With this approach, reviewers learn that some students will test higher, others will perform better in the classroom, and others will bring tremendous leadership ability to the table. The holistic approach has served UConn well and provides us the opportunity to continue the upward trajectory.

President Austin noted that at the time he arrived, one of the tasks the Board asked him to undertake was the creation of the concept of "one University." The realities of the budget over the past several years have caused the administration to seek more efficient ways to operate. With that in mind, a year and half ago or so, the University contracted with the consulting firm of Pappas Consulting Group, Inc., who recently recommended several pragmatic solutions, one of which was the creation of the position of vice president and chief operating officer. President Austin clarified that the creation of this position would not increase UConn's bureaucracy, because the position of Vice President for Institutional Advancement, formerly held by Ed Allenby, has been eliminated. Mr. Martin's appointment as the President of the Foundation would be funded entirely by the Foundation.

President Austin stressed that this new position will allow the administration to pull together the oversight and management of several of academic support functions that are common to

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the Storrs-based programs, the regional campuses, and the Health Center. President Austin stated that he discussed this model with the Board, the leadership of AAUP and UCPEA, the Senate Executive Committee, deans, department heads, and the academic leadership at the Health Center.

President Austin asked the Board for approval of the notification of the proposed changes to the *Laws and By-Laws*.

- (a) Notice of Proposed Changes to the *University of Connecticut Laws and By-Laws* (To be distributed)

On a motion by Mr. Treibick, seconded by Ms. Bailey, **THE BOARD VOTED** to approve the substantive changes applied to Article VIII of the By-Laws with the title changes appearing throughout the By-Laws.

Vice-Chair Leonardi noted that originally she was reluctant to support this concept, but has become a firm supporter of the rationale for the new administrative structure. She asked that the administration encourage and promote excellence and quality service to the University's different constituencies.

- (b) Update on Academic Plan

President Austin introduced Chancellor Petersen to provide a brief update on the Academic Plan Task Force.

Chancellor Petersen directed Trustee attention to the Academic Plan Outline at their places. He noted that the information is the same as presented at previous meetings, but it has been formatted into a more action-oriented outline that illustrates the implementation process. He emphasized that the proposed Outline will fit well with the administrative reorganization, because many of the academic initiatives of the Plan cut across the Storrs-based programs and those, including the Signature Programs, at the Health Center. Chancellor Petersen believed that this alignment would set the stage for the University to become a top public research institution.

Chancellor Petersen thanked Vice-Chair Nayden for his suggestions regarding format and method of implementation. He also thanked Chairman Gelfenbien and Vice-Chair Jacobs for their contributions. He asked Trustees if they had any questions.

President Austin announced that there will be a reception for Athletic Director Lew Perkins at 4:00 p.m. today in the Rome Commons Ballroom. For those members who wished to stay after the Board meeting, there will be an air-conditioned bus available to tour some of the most recently completed projects on campus.

President Austin deferred a report on the Big East until more substantive report could be made. He noted that he would keep the Board informed.

4. Financial Affairs Committee Report

- (a) Committee Chairman's report on Committee activities
 (1) Audit Subcommittee Meeting

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Vice-Chair Nayden reported that the Audit Subcommittee met this morning and heard a presentation from PricewaterhouseCoopers regarding the examination of the Internal Audit staff at Storrs and the Health Center. The presentation focused upon a proposal to consolidate the staff into one unit that would service the entire University. The Committee discussed that approach and concluded the following: 1) the consolidation of staff was a worthwhile course of action to pursue, 2) the Internal Audit staff would report directly to the President and be responsible to the Board of Trustees and the Health Center Board of Directors, and 3) a director needs to be identified. Vice-Chair Nayden stated that these recommendations would result in a more contemporary service organization that will provide a useful service to the University.

5. Health Center Board of Directors Committee Report

(a) Committee Chairwoman's report on Committee activities

Vice-Chair Leonardi reported that the Health Center Board of Directors met on June 9 for its annual budget meeting. At that time, the Committee heard a strategic overview from Executive Vice President Deckers. The Board discussed the budget and the expenditures were shown to be tied to the Strategic Plan. The Board of Directors unanimously approved the budget recommendations, which will be brought to the Board of Trustees at its budget meeting. In addition, the Health Center Board of Directors approved the capital budget and the 21st Century UConn Phasing of Projects.

From an operational standpoint, Vice-Chair Leonardi reported that the Health Center continues to make progress in its Signature Programs. The financial results of the Health Center also continue to remain stable.

Vice-Chair Leonardi stated that the last committee of the Board of Directors, which will be called the Governance Committee, is in the process of being formed. This Committee will be charged with nominating new members for the at-large positions and performing self-evaluations of the Board of Directors, including its function, committees, and membership.

Vice-Chair Leonardi offered to submit written reports to the Board of Trustees. She also noted that she is available if anyone has any questions or concerns.

6. Other

7. Adjournment

Chairman Gelfenbien noted that the Board will hold a Budget Workshop sometime in late July at a date to be determined. There will also be a Capital Budget Workshop followed by a Board of Trustees' meeting on Wednesday, August 13, 2003 at the Rome Commons Ballroom.

There being no further business, the Board meeting adjourned at 1:50 p.m.

Respectfully submitted,

Louise M. Bailey
Secretary