

December 2003

Minutes December 2, 2003

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**MEETING OF THE BOARD OF TRUSTEES
UNIVERSITY OF CONNECTICUT**

AGENDA

University of Connecticut at Waterbury
Multi-Purpose Room
Waterbury, Connecticut

December 2, 2003

OPEN SESSION

The meeting was called to order at 11:50 a.m. by Chairman John Rowe. Trustees present were: James Abromaitis, Louise Bailey, Philip Barry, Michael Cicchetti, Andrea Dennis-LaVigne, Linda Gatling, Lenworth Jacobs, Thomas Ritter, and Richard Twilley.

Trustees who participated by telephone were: Michael Martinez and David O'Leary

Trustees William Berkley, Bruce Gresczyk, Denis Nayden, Michael Nichols, Betty Sternberg, Richard Treibick, and Brenda Sisco, who represents the Governor's Office, were absent from the meeting.

University staff present were: President Austin, Provost and Executive Vice President for Academic Affairs Petersen, Vice President and Chief Financial Officer Aronson, Vice President and Chief Operating Officer Flaherty-Goldsmith, Vice Chancellor for Business and Administration Dreyfuss, Vice Chancellor for Academic Administration Maryanski, Associate Provost for Enrollment Management Evanovich, Vice Provost for Multicultural Affairs Taylor, Athletic Director Hathaway, Dr. Schurin, Special Assistant to the President Callahan, Interim Vice President for Student Affairs John Saddlemire, and Ms. Locke. Assistant Attorney General McCarthy was also present.

EXECUTIVE SESSION

On a motion by Dr. Jacobs, seconded by Mrs. Gatling, **THE BOARD VOTED** to go into Executive Session at 11:55 a.m. to discuss matters pertaining to pending litigation, collective bargaining with University unions, and contractual matters pertaining to real estate. 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, Cicchetti, Dennis-LaVigne, Gatling, Jacobs, Ritter, Rowe, and Twilley.

Trustees who participated by telephone were: Michael Martinez and David O'Leary.

University staff present were: President Austin, Provost and Executive Vice President for Academic Affairs Petersen, Vice President and Chief Financial Officer Aronson, Vice President and Chief Operating Officer Flaherty-Goldsmith, Vice Chancellor for Business and Administration Dreyfuss and Dr. Schurin. Assistant Attorney General McCarthy was also present.

Executive Session ended at 12:45 p.m. and the Board returned to Open Session at 1:10 p.m. Governor Rowland, Governor Rowland's Legislative Director Brenda Sisco, Executive Vice President for Health Affairs Deckers, and Faculty Senate Representative Robert Tilton joined the meeting at this time. Trustees Martinez, Nichols, O'Leary, and Treibick participated by telephone.

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

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OPEN SESSION

1. Introduction of Governor Rowland

(a) Governor Rowland's remarks

Chairman Rowe introduced Governor Rowland and recognized his long-standing record of support for the University and his commitment to higher education throughout the State, especially during the most difficult budgetary years. Chairman Rowe acknowledged the University's importance as a vital influence on the economic strength of the State. He recognized Trustee Ritter and those in the Legislature who have been strong supporters of the institution.

Governor Rowland thanked Chairman Rowe for the introduction.

Governor Rowland expressed his gratitude to the Trustees not only for their time and commitment, but for sharing the vision. Governor Rowland thanked Chairman Rowe for his leadership and commitment to the Board. Governor Rowland also expressed his appreciation to President Austin for his leadership and commitment to the University.

Governor Rowland discussed the importance of both the UCONN 2000 and 21st Century UConn legislation to the State's flagship university. He indicated that much of the enrollment growth since the inception of the UCONN 2000 program can be attributed to the State's commitment to build new facilities. He reported that since 1993, the number of incoming freshman applications has grown from 10,000 to 18,000 and first-time student enrollment has grown from 2,700 to 4,000. With respect to the infrastructure, Governor Rowland stated that the gross square footage increased from 8 million in 1993 to 11.3 million. He was encouraged by the substantial increase in research funding and in the endowment, which has increased from \$40 million to over \$200 million. Governor Rowland was also encouraged with the University's standing in the Northeast and has great expectations for the future of the institution.

In the last six months, he visited several of the branch campuses and spoke to many of the faculty and students.

Trustee Treibick joined the meeting at this time.

Governor Rowland stressed that during times of deep fiscal crisis, the State planned for and continued the momentum in investments. Similar investments are being made to the Connecticut State University System and the community colleges as well.

Governor Rowland congratulated President Austin and the senior administration for their leadership and hard work.

Chairman Rowe noted that since he has been Chairman, the Governor has visited Avery Point, Stamford, and Storrs on several occasions, and this marks his third trip to the Waterbury Campus.

Chairman Rowe noted that Governor Rowland made several references about the University's economic impact on the State of Connecticut. Chairman Rowe introduced Dr. Fred Carstensen, Director of the Connecticut Center for Economic Analysis, and his colleague,

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Mr. Stanley McMillen, who co-authored a recent report that draws a direct line between the University and the significant positive economic impact it has not only on the local Storrs community, but on the State. He thanked them for joining the Board meeting today. Summer and Fall 2003 issues of *The Connecticut Economy* were distributed to the Board.

Chairman Rowe announced that Dr. Betty J. Sternberg recently joined the Board by virtue of her appointment as Commissioner of Education. She replaced Theodore Sergi, who recently retired.

2. Public Participation

The following members of the public addressed the Board on the topic noted:

- Dr. Christian van der Velde, former Chief of Clinical Research in the Abraham Ribicoff Research Center and Director of the Residency Training Program at Norwich State Hospital

Dr. van der Velde raised concerns that the *University of Connecticut Laws and By-Laws* do not allow the designation of “emeritus” to non-University employees. He discussed his long-term affiliation with the University’s Health Center since it opened in 1971. After he retired last year from Norwich Hospital, he was encouraged by his colleagues to apply for the title of emeritus clinical professor.

Chairman Rowe clarified that Dr. van der Velde’s concern was that he was not eligible to receive emeritus status according to the current By-Laws because of the voluntary nature of his appointment. He also asked Dr. van der Velde if he sent a written request to the Health Center.

Dr. van der Velde responded that he did not file a written request, because he was informed that the University’s By-Laws stipulated that emeritus status was only granted to University employees.

Chairman Rowe recommended that he send a formal request to waive the By-Laws provision to Dr. Deckers and to also send a copy to the head of the psychiatry department. He assured him that the matter would be handled by the appropriate staff members.

Dr. van der Velde noted that he found the University’s policy on this matter to be unique. Chairman Rowe responded that the administration will research comparable institutions.

- Dr. Robert Tilton, Chair, Department of English, and Board Senate Representative

Dr. Tilton asked that the Board consider removing Item 4 of the Consent Agenda – Removal of Deed Restrictions from 11 Westwood Road in Storrs. The removal of such deed restrictions would enable a private home to be turned into a rental property. He noted that he was a homeowner in that neighborhood and that Hillside Circle and Eastwood and Westwood Roads are very close to campus. He raised concerns about the increasing number of homes that have become rental properties for students and have contributed to the decay of the neighboring area. He asked that the Board either remove the agenda item or amend it to remove all deed restrictions other than the University’s right of first refusal to sell the home and the provision that the home be owner-occupied.

Chairman Rowe asked if Dr. Tilton owned property in that neighborhood. Dr. Tilton responded that his property was located at 3 Hillside Circle.

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Chairman Rowe asked if any of his property was adjacent to the property on Westwood Road. Dr. Tilton replied that his property was not adjacent to that property. Westwood Road is the next street over.

3. Chairman's Report

- (a) Minutes of the meeting of September 23, 2003

On a motion by Mr. Martinez, seconded by Ms. Bailey, **THE BOARD VOTED** to approve the minutes of the meeting of September 23, 2003.

- (b) Matters outstanding
(c) Committee appointments

Chairman Rowe discussed recommended changes to the Board committee membership and committee structure. Based on information gathered from the Board survey, several recommended changes were made to the current committees. Chairman Rowe proposed the establishment of a joint Executive/Strategic Planning Committee to replace the Executive Committee. He noted that it has been a long time since the Strategic Plan was completed under the leadership of Chairman Rome and Vice-Chair Berkley. He proposed reviving that Committee with the advent of 21st Century UConn. This Committee will also have responsibility for executive compensation, which was previously handled by a separate committee of the Board.

Chairman Rowe also recommended that the Audit Subcommittee become a standing committee of the Board. In an effort to streamline audit procedures, he proposed the establishment of a joint Audit and Compliance Committee chaired by Vice-Chair Nayden with members from the Board of Trustees and members from the Health Center Board of Directors. This Committee will deal with audit issues as they relate to both the University and the Health Center and each entity will gain exposure to different aspects of the institution. Chairman Rowe stated that the University has an excellent record of compliance, but most institutions benefit from an outside consulting firm. The University is contracting out for a large accounting firm to conduct annual University-wide audits. The administration is also in the process of conducting a national search to fill the position of director of internal auditing.

Dr. Rowe directed Trustee attention to a revised 2003-2004 Board Committee list, which was presented as a handout. He noted that members were polled and the attached represents recommendations for Board membership to the various committees.

On a motion by Mr. Twilley, seconded by Mr. Nichols, **THE BOARD VOTED** to approve the revised 2003-2004 Board Committee List.

Trustee Bailey invited all Board members to attend Student Life Committee meetings, which meet approximately one week before the Board of Trustees meetings.

- (d) 2003-04 Board meeting schedule (Attachment 1)

Chairman Rowe directed Trustee attention to the 2003-04 Board meeting schedule. He noted that in the recent survey distributed to the Board, one of the most frequent comments made was that Board committees should meet more often. Chairman Rowe suggested that at the next meeting of each committee there should be a discussion of how often that committee should meet. He noted that some of the responsibilities may be modified slightly with the

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establishment of the new committees. Chairman Rowe also suggested that the Board should establish a minimum number of meetings, but encouraged Board committees to meet as frequently as needed.

On a motion by Mr. Treibick, seconded by Mr. Nichols, **THE BOARD VOTED** to approve the 2003-2004 Board meeting schedule.

(d) Consent Agenda Items:

Chairman Rowe removed the following item to discuss separately:

- (4) Release of Certain Conditions, Restrictions and Reservations Contained in a Quitclaim Deed from the State of Connecticut to Charles E. Lee on November 25, 1949 and Recorded in Volume 70 at Page 452 of the Mansfield Land Records. 11 Westwood Road, Storrs, Connecticut (Attachment 5)

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

- (1) Contracts and Agreements for the Storrs-based programs (Attachment 2)
- (2) Contract Signing Authority – Revised (Attachment 3)
- (3) Release of Conditions 1 and 2 from a Deed Dated August 8, 1939 and Recorded on August 9, 1939, for Property of Helen A. Rollins, Her Heirs and Assigns, 82 Willowbrook Road, Mansfield, Connecticut (Attachment 4)
- (5) Approval of a Materials Fee for Anthropology 295 “Cultures of the American Southwest” (Attachment 6)
- (6) Awards and Donations (Attachment 7)

Chairman Rowe asked the Board if there were any comments or questions about item 4.

Mr. Twilley expressed confusion about whether it was inappropriate to have rental property close to the University. He noted that the University probably employed many visiting faculty members and staff who need to rent quality homes within walking distance. However, Mr. Twilley understood Dr. Tilton’s concerns regarding the potential for a “Carriage House” environment. He asked that this item be tabled until the Financial Affairs Committee has an opportunity to discuss the matter further.

Chairman Rowe asked for input from the administration. Vice President and Chief Operating Officer Flaherty-Goldsmith asked Vice Chancellor for Business and Administration Dreyfuss to comment.

Vice Chancellor Dreyfuss responded that he discussed the matter briefly during the Financial Affairs Committee meeting this morning. He noted that the properties along Westwood Road, Hillside Circle, and Eastwood Road originally belonged to the University, and were subdivided in 1929. At that time, there was a series of twelve restrictions that were placed on the deeds to almost all of the properties. Vice-Chancellor Dreyfuss stated that most of the restrictions are obsolete and pertain to maintenance of rights of way, utility lines, etc. Those restrictions that are in question today are Restrictions 1 and 2, which deal with 1) obtaining

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Board approval for the construction of any structure on the land, and 2) obtaining Board approval of any type of financing or mortgage on the land, respectively. Also, Restriction 12, which is the University's right of first refusal for the subsequent sale of the property, is a restriction that the University always maintains, but may waive it for a specific individual sale. The restriction always remains with the property. Vice Chancellor Dreyfuss stated that Restriction 3 is really the issue in this case. In 1929, that restriction stipulated that the property may only be occupied by University staff and their families. He noted that in 1929 there was no zoning in the Town of Mansfield.

Chairman Rowe noted that it was common for many institutions to keep property together with that type of restriction.

Vice Chancellor Dreyfuss said that the University is not in a position to enforce any such restriction, because the Town of Mansfield's zoning laws are in effect. He speculated that the University has never tried to enforce this restriction, nor would the University be in a position to do so. He clarified that the issue of potential "party" houses is directly related to multi-family zoning. In this area of Storrs there is no such zoning. The multi-family zoning in the area of Carriage House has contributed to the "party" house atmosphere in that part of town. Vice Chancellor Dreyfuss reiterated that the zoning regulations in effect are within the Town's jurisdiction to limit the number of people who are not related living in the same residence. That is why the administration recommends that there be no objection to lifting this restriction, because it is obsolete.

Chairman Rowe thanked Vice Chancellor Dreyfuss for clarifying the issue. Chairman Rowe restated Professor Tilton's concerns regarding the restriction. He also said that zoning for the Town requires that this residence be single-family occupied, not a multi-family residence without some sort of variance.

Trustee Barry added that the Town of Mansfield has an ordinance that stipulated that no more than four unrelated people can live on a property. He stressed that this ordinance is not always enforced; therefore, it provides an opportunity for a property owner to sublet to six, eight, or ten students for \$2,000 a month, which can present problems. He also raised concerns about a fire that recently broke out at the Rugby House, which is off-campus. He suggested that the University and the Town of Mansfield mutually agree to prohibit this type of housing arrangement as it is not suitable or healthy for students.

Chairman Rowe clarified that the staff's position is that any restriction that the University puts on that property would not be enforceable and would be subordinate to the Town's zoning laws. Vice Chancellor Dreyfuss confirmed.

Trustee Gatling asked why the Town has not enforced its zoning laws.

Chairman Rowe responded that the issue was not under the University's control. Because of the complexity of the issue, Chairman Rowe suggested that this matter be discussed further in the event that there may a policy that applies to this situation or that should be developed, etc. Chairman Rowe was concerned with the varying points of view about what should be done with this item. He asked Vice Chancellor Dreyfuss if this item could be removed for further consideration.

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Vice Chancellor Dreyfuss responded that the item could be removed.

President Austin concurred and agreed to remove Consent Agenda Item 4 for further consideration. He confirmed that the Town needs to exert tighter enforcement of its zoning laws.

Chairman Rowe asked the Board to recommend a Board committee that should consider this matter further. Trustee Barry recommended the Student Life Committee. Chairman Rowe asked if the Student Life Committee routinely discusses matters between the University and the Town.

Trustee Barry responded that the Student Life Committee would be appropriate because in the past the Committee has dealt with concerns raised about student welfare. Vice-Chair Bailey agreed and asked that the discussion begin with the Student Life Committee and then referred to the Financial Affairs Committee for final consideration.

Chairman Rowe confirmed that the item will be removed from the Agenda and referred the item to the Student Life Committee. He encouraged Committee members to rely on the University staff's expertise in these matters.

Chairman Rowe thanked Vice President Flaherty-Goldsmith and Vice Chancellor Dreyfuss for their input.

- (f) Personnel matters (Storrs-based programs) (Attachment 8)

- (1) Sabbatics

On a motion by Mr. Martinez, seconded by Mr. Abromaitis, **THE BOARD VOTED** to approve the sabbatic list.

- (2) Informational matters

4. **President's Report**

President Austin joined Chairman Rowe in welcoming Governor Rowland to the Board meeting. He acknowledged the support of Governor Rowland and the Legislature for their sustained support, which has given rise to our ability to solicit private donations and to facilitate partnerships with the business community.

President Austin deferred a full report until the next meeting as he would be issuing a periodic community letter that provides a status report on important University issues.

He reminded the Board that on December 14, the University will hold its first December Commencement exercise for undergraduate students. Dr. Franklin Chang-Diaz, Space Shuttle astronaut and alumnus, will be the Commencement speaker. Dr. Chang-Diaz received an honorary degree from UConn in 1990.

- (a) Nomination for University Medal

On behalf of the Honors and Awards Committee, President Austin nominated Mr. Thomas J. Wolff, Founder and Chairman Emeritus, Wolff-Zackin & Associates, Inc. for a University

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Medal. Mr. Wolff has been in the insurance business in Vernon for many years and has a national reputation for having developed a number of insurance products over the past 30 years for both investment and considering risk. He and his family have supported the University over the years, particularly in the School of Business and the Division of Athletics.

President Austin directed Trustee attention to the handout "Current and Proposed Collaborations between UConn Storrs and Regional Campuses and the UConn Health Center." He noted that the Board has remained committed to supporting areas of collaboration among all the University campuses. This document serves to illustrate those collaborations currently underway. This endeavor will now be overseen by Chief Operating Officer Flaherty-Goldsmith, which will represent an organizational change that will institutionalize and solidify a commitment for continued collaborative activity.

(b) Presentation: Dean Amir Faghri, School of Engineering

President Austin announced that the University held a press conference several weeks ago to announce that Electronic Data Systems (EDS) had selected the School of Engineering for the largest in-kind gift in EDS' history and in the University's history totaling \$146 million to the School of Engineering. This gift will enhance the educational opportunities for students enrolled in the engineering program. Previous recipients of this award include Duke, Michigan, MIT, Virginia Tech., and Texas A&M.

President Austin introduced Dean Amir Faghri, who oversaw the preparation of the proposal and who successfully pursued the grant. Several years ago Dean Faghri also lead the effort to rejuvenate and transform the Department of Mechanical Engineering. President Austin congratulated Dean Faghri for his leadership, which has produced significant results for the School.

Dean Faghri thanked President Austin and the Board for the opportunity to present a powerpoint presentation. Dean Faghri reported that the University has the largest and most comprehensive engineering program; the School is the only public accredited engineering program in Connecticut; there are approximately 1,450 undergraduate students; 400 graduate students; and 120 faculty members. He noted that the School has twelve undergraduate programs, ten Ph.D. programs, and six of these programs were established in the last five years.

There are a number of multi-disciplinary research centers within the School, they include: Bioinformatics & Biocomputing Institute, Center for Optics, Sensing & Tracking in Homeland Security, Connecticut Global Fuel Cell Center, Connecticut Transportation Institute, Institute for Interdisciplinary Engineering Education, Design and Computing, and T.L. Booth Engineering Center for Advanced Technology.

He reported that among the engineering faculty:

- 13 members hold chief and 23 associate editorial positions in major journals
- 42 Fellows of major professional societies
- 9 past or present leaders of major professional organizations
- Have authored, co-authored or edited 66 books
- Hold more than 170 U.S. patents

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- 2 members of the National Academy of Engineering (A. DeMaria and D. Crow) and 1 member of the National Academy of Sciences (A. DeMaria)

In terms of research, annual external research funding exceeds \$15 million, which ranks UConn 24th in R & D expenditures by the National Science Foundation (NSF), among all U.S. public engineering schools. On average, the faculty publish two journals papers and four conference papers annually and these numbers continue to increase.

Dean Faghri highlighted three new centers in the School. One of the most important centers is the Connecticut Global Fuel Cell Center, which was established two years ago with \$18 million in external funding. To date, six endowed chair faculty positions and two chair positions have been filled. In 2002 and 2003, the Center received \$7.4 million from U.S. Army to conduct specialized research into micro/miniature/portable fuel cells. In 2003, the Center also received \$1 million from the Connecticut Clean Energy Fund to develop state-of-the-art fuel cell stack testing lab. In addition, they have developed the *Journal in Fuel Cell Science and Technology*, which is the only technical journal in the world dedicated to fuel cell science and engineering research.

The School has also established the Bioinformatics & Biocomputing Institute with seed funding from the National Institutes of Health (NIH). Faculty in the School of Engineering, the biology departments, and the Health Center will conduct collaborative research. The Institute's objective is to create a core computing facility dedicated to bioinformatics computing and communication.

The third center newly established research unit is the Center for Optics, Sensing and Tracking in Homeland Security. The School received start-up funds from DARPA and NSF. There are a number of faculty from the School and the Center for Survey Research & Analysis who are specialized in a number of relevant areas, which include: 1) recognition and identification; 2) secure information systems; 3) bio and chemical technologies for weapons detection; 4) secure environment, structures and transportation issues; 5) secure energy infrastructure; and 6) policy, politics and media. In September, the International Conference on Advanced Technologies for Homeland Security was held on campus with over 450 in attendance. NASA Administrator Sean O'Keefe was the keynote speaker.

Dean Faghri stated that the School's objective is to be recognized as the best public engineering program in the Northeast to ensure Connecticut's technological future. As part of the School's major initiatives and plans of Action, they have strived to do the following: 1) increase endowments; 2) provide state-of-the-art facilities and equipment; 3) actively recruit undergraduate students; 4) establish rewards and incentives; and 5) improve national ranking.

Since 1998, the School has received the following endowments: 1) eleven newly endowed \$1 million chairs; 2) six newly endowed professorships for junior and senior faculty; 3) five endowed faculty members recruited and hired to date; 4) \$3 million endowment for undergraduate scholarships; 5) \$670,000 in academic merit scholarships awarded to entering students in Fall 2003; 6) \$510,000 in academic merit scholarships awarded to continuing students in Fall 2003.

Dean Faghri stressed that undergraduate recruitment is the key focus in the School. The School annually awards more than 300 undergraduate scholarships, which means that approximately one-fourth of the students enrolled receives a scholarship. UConn faces strict

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competition by private schools. In terms of diversity, the School has been very successful with enhanced awareness of engineering disciplines among high school and two-year college students. Since 1997, the number of female faculty rose from two faculty members to eleven.

Part of the School's success in undergraduate recruiting is attributed to working with industry. The School has developed special programs that provide incentives for undergraduate recruitment. A strong example is Engineering 2000, which is an annual event held in the summer. Approximately 80 high school students from various school systems attend a one-week summer camp that educates and exposes students to engineering. Another program that has been established is the da Vinci Workshop, which is designed for math and science teachers primarily in Connecticut and Massachusetts. This workshop introduces core engineering concepts.

Other undergraduate recruiting activities include the School's Diversity Program and the Connecticut Invention Convention. Activities established in the Program include, BRIDGE, Pre-Engineering, and Multiply Your Options Programs. The purpose of these programs is to increase the number of underrepresented and female students. The Connecticut Invention Convention has been held at UConn for the last four years. Approximately 2,000 individuals attend each year, including about 650 students from various Connecticut schools.

Dean Fahgri reported the results of the School's initiatives. From 1987-1998, there was a sharp decline in engineering graduates, which resulted in a 20% decrease nationwide and a 50% decrease in Connecticut. Since 1997, the School was able to increase its freshman enrollment by 116% and overall enrollment by 54%. This has been a very significant achievement considering that there was a 50% drop in Connecticut from 1987-98.

Governor Rowland left the meeting at this time.

Dean Faghri discussed the EDS Grant, which is valued at \$146 million in-kind. He noted that President Austin reported earlier that other EDS academic partners include, Purdue, MIT, Stanford, and CalTech to name a few. This grant will be integrated into curricula, research and outreach at all levels, as well as research centers of excellence. The objective is to develop the commercial software to design product models, simulate operation, and manufacturing and marketing.

UGS PLM Solutions, a subsidiary of EDS of Plano, Texas has 41,000 customers worldwide who are using this commercial software. This software is used by many top global companies, such as Boeing, Toyota, AT&T, IBM, Lockheed Martin, Pratt & Whitney, and General Dynamics. The software consists of Product Lifecycle Management (PLM) tools, including computer-aided design, computer-aided manufacturing, computer-aided engineering, finite element analysis and optimization, and advanced solid modeling, which are basic for any type of design product development in the 21st Century.

The School is researching the concept of involvement in e-engineering fields, which encompasses all the engineering activities: concept, design, manufacturing, and lifecycle.

Dean Faghri referred to Slide 21, which represents the value of the software from the various stages of product development by different location by different groups at different times. In Slide 22, he referred to software called Unigraphics NX, which has components in Solid Edge or modeling tools, I-deas or design, simulation and knowledge management, E-factory or manufacturing engineering management, and Parasolid or 3D modeling toolset.

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The Institute for Interdisciplinary Engineering Education, Design and Computing was founded in conjunction with the EDS investment in an effort to help small businesses. This Institute will serve to expand and integrate multidisciplinary activities in engineering synthesis and analysis across all disciplines via: 1) senior-year capstone design experiences: a) extensive group interdisciplinary design experience; b) significant industrial interaction with small companies in Connecticut and the Northeast; c) and capitalizes on the roles of EDS PLM software in promoting and enabling technological collaboration; 2) on-site Master of Engineering program for practicing engineers, which has already been developed as part of these activities on site for large companies, such as United Technologies; 3) K-12 outreach activities; and 4) e-Engineering and e-Educational programs. Dean Faghri noted that the School is helping the CAD/CAM computer-aided design and computer-aided manufacturing to simulate various components at various stages that need to be optimized and simulated; otherwise, the cost of experimental design would be significant. Similarly, other components include Visualization and High Performance Computing and Rapid Prototyping. With respect to Visualization, the School is working to develop high performance computing facilities with the internet. Rapid Prototyping is the development of real 3-D objects from computer-aided design systems, which will allow students to observe not only the development of the concept, but the design, manufacturing, and the final product.

Dean Faghri provided a summary of the following key achievements since 1997: 1) increased undergraduate degree programs from 6 to 12; 2) increased freshman enrollment 116% and overall undergraduate enrollments by 54%; 3) establishment of 16 endowed chair professorships; 4) increased diversity and female undergraduate student population; 5) development of a strong university-industry relationship.

He noted that the School faces challenges with annual cuts to the School's operating budget. Capital investment is crucial to continued success and the EDS grant was due to UCONN 2000. Dean Faghri asked that the administration consider construction of a new engineering building as one of the first projects under 21st Century UConn, because of the increase in the number of undergraduate programs that the School has developed in the last few years.

Chairman Rowe congratulated Dean Faghri on the significant grant and thanked him for the presentation.

(c) Other matters

5. Academic Affairs Committee Report

(a) Committee Chairman's report on Committee activities

Vice-Chair Jacobs reported that the Academic Affairs Committee met this morning and reviewed two action items, one of which was approved on the Consent Agenda. He noted that the Committee heard a presentation from Dr. Curt Hunter, newly appointed Dean of the School of Business, who discussed his philosophy and vision for the School.

(b) Item requiring Board discussion and approval:

(1) Approval of a Change of the Site of Instruction for the
University of Connecticut Masters of Business Administration
From West Hartford to Hartford, Connecticut

(Attachment 9)

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On a motion by Mr. Twilley, seconded by Mrs. Gatling, **THE BOARD VOTED** to approve the movement of the site of instructional delivery of the University of Connecticut Masters of Business Administration from West Hartford to Hartford, Connecticut.

6. Financial Affairs Committee Report

(a) Committee Chairman's report on Committee activities

Vice President and Chief Financial Officer Aronson gave the report of the Financial Affairs Committee on behalf of Vice-Chair Nayden. Vice President Aronson reported that the Committee met this morning and acted on three items that were approved under the Consent Agenda. She clarified that the Contract Signing Authority – Revised (Consent Agenda item 2, Attachment 3) now covers all contracts having to do with audit activities and will require approval of the Audit and Compliance Committee of the Board. Consent Agenda Item 4, Attachment 5, which deals with deed restrictions for property on 11 Westwood Road, Storrs, was removed from the agenda for further consideration.

7. Health Center Report

(a) Report on Health Center activities

Chairman Rowe noted Dr. Deckers' has been designated by the Health Center Board of Directors to provide regular reports on the Health Center activities that require Board of Trustees approval. This is a result of the resignation of Ms. Leonardi as a member of the Board of Trustees. She has remained Chair of the Health Center Board of Directors.

(b) Item requiring Board discussion and approval:

- (1) Approval of Proposed Changes to the *University of Connecticut Laws and By-Laws* (Health Center Faculty Grievance Process) (Attachment 10)

Dr. Deckers stated that there has been no further discussion since the By-Law notification at the September meeting. The purpose of this modification is to reduce redundancy in the Health Center Faculty Grievance process and to enable the Health Center Appeals Committee to have an opportunity to mediate grievances before they become too formalized. This change also provides the grievant an opportunity to present their concerns in person and to give the Board of Directors an opportunity to review the grievance to determine if it warrants further investigation.

On a motion by Mr. Abromaitis, seconded by Mr. Barry, **THE BOARD VOTED** to approve proposed changes to the *University of Connecticut Laws and By-Laws* to change the Health Center Faculty Grievance Process (Article XV.T).

Dr. Deckers noted that Governor Rowland is scheduled to visit the Health Center next week and will have the opportunity to tour the Academic Research Building.

Dr. Deckers reported that extramural research funds have grown from \$42 million to over \$105 million in five years and that the that the number of research scientists have increased.

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He discussed implementation of the Affirmative Action Diversity Plan. The School of Medicine has been successful in recruiting minority student through considerable effort of the admissions committee, but there continue to be challenges at the faculty level. The School of Dental Medicine has experienced great difficulty in the recruitment of minority faculty given the small pool of candidates in the dental field. He believes that there are probably other issues that relate to their inability to attract a fully diverse faculty and student population. After much discussion, the Schools of Medicine and Dental Medicine and the Development Office appealed to the Connecticut Health Foundation for assistance to conduct a cultural/diversity audit of all units to determine the major obstacles in the recruitment process. The Foundation found this request for funding appropriate and are looking into the request in greater detail. They have offered \$360,000 over the next three years to conduct an audit. The goal is to recruit a diverse student body, and to recruit, retain, and create upward mobility for the faculty.

Dr. Deckers announced that the School of Dental Medicine was ranked second this year on national examinations.

Dr. Deckers reported that the Health Center budget remains on target despite the fact that the cost for delivering health care continues to increase out of proportion to the revenue. The Health Center will continue to work to enhance current programs or to grow areas that are relevant to the Health Center's strategic goals.

As was referenced earlier, the Health Center Board of Directors held a retreat a few weeks ago. Dr. Deckers noted that several important issues came to the forefront. The Board of Directors stated clearly that the core competency of the Health Center should be education at the graduate and undergraduate levels, and an emphasis should be made on public education as it relates to healthy choices, prevention, public health, and health care. Those core competencies that should be stressed are: knowledge, skills, communication, intra- and inter-systems work among physicians, scientists, and dentists for continuing quality improvement via data analysis, and professionalism. The Board of Directors also felt that population health and safety should be of paramount importance in health care education and delivery at all levels. The goal will be to change the culture and to revise the curricula in order to eliminate errors in the health care system. Secondly, the Board of Directors reaffirmed the value of research and argued that it would be necessary to attract funding to preserve the research enterprise and possibly augment it. The Board of Directors also affirmed the importance of the Signature Programs.

Dr. Deckers noted that there was a challenge to grow, develop, and transfer their technology in an effort to facilitate relationships with the biotech and pharmaceutical industries. He reported that the Board of Director reach a consensus to establish a collaborative, university-wide institute or center for public health. The recent inventory of collaboration reveals far more collaborative activity between the campuses than many thought existed. Provost Petersen, Vice Provost Janet Greger, and Dr. Bruce Koeppen, Health Center Dean for Academic Affairs and Education worked hard to compile the data, which reveal numerous public health issues that should be addressed. The senior administrative staff will discuss the possibility of appointing a senior administrator to augment the academic relationship between the Storrs-based programs and the Health

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Center. Dr. Deckers stated the Board of Directors would hold a discussion about a center or institute for public health at their December meeting. There are expectations that a new center would also encompass the emerging fields of bioterrorism and emergency preparedness and would generate opportunities for grant funding for these initiatives. Dr. Deckers said that the Board of Directors also discussed clinical affairs and confirmed its support of the School of Medicine's charge to reduce the number of clinical errors and to enhance safety. The Board of Directors charged the Health Center to become a model of high quality and evidence-based, clinical medicine for all hospitals in the region and to improve their outcomes for biomedical events, health care delivery, patient satisfaction, and patient safety. These issues were unanimously supported as was the charge the Health Center should establish a collaborative center for continuous clinical improvement, which has already been done.

Chairman Rowe stated that he read some of the material from the retreat, which is replete with references to a public health institute. There have been thoughts about the value of developing a public health school at UConn, but generally medical schools are more concerned with training individuals and doing research on health status or diseases related to individuals. On the other hand, schools of public health conduct research as it relates to populations. Dr. Rowe cautioned about a public health focus, because history has shown that public health schools have difficulty raising adequate operating funds. For UConn, it would require new operating funds at a time when it is not clear what their source would be. He suggested that it might be worthwhile to conduct some sort of analysis with the deans of state-supported schools of public health, such as Michigan or California, to determine what the landscape really looks like.

Dr. Deckers acknowledged Chairman Rowe's concerns and noted that his concerns have been expressed to the working group that developed the position paper which was referenced. Dr. Deckers suggested that maybe it was more appropriate to create a masters of public health or possibly a doctorate in order to prepare practitioners.

Chairman Rowe noted that it was important to consider the relationship to the Connecticut State Department of Health given that this is a State-supported university. This would represent an opportunity for a collaboration.

Dr. Deckers responded that he and some of the faculty are going to be meeting with the new Commissioner of Public Health next week.

Chairman Rowe reiterated that the University cannot be excellent in everything given the limitation of resources. He strongly urged the administration to focus on strategic initiatives. At the same time, issues related to public health have never been more important to our country than they are now.

8. Student Life Committee Report

(a) Committee Chairwoman's report on Committee activities

Vice-Chair Bailey reported that the Student Life Committee last met on November 3, 2003. At that meeting, Trustee Nichols reported on two conferences he had attended as part of a UConn delegation made up of students, faculty, and staff. The first was the University of New Hampshire Student Summit on Responsible Celebrations and the most recent was the

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American Campus and Alcohol Conference in Mystic, Connecticut, entitled, *How to Eliminate "Intoxication: 101" From Your Curriculum*. This discussion led into a report from the Substance Abuse Task Force, which has made recommendations on late night events and hiring a director of alcohol.

Assistant Vice President for Student Affairs Miller gave a report on the fall opening of school. He noted that the Towers Dining Hall is up and running. Greek Housing and the Charter Oak Suites are open and the Division has received positive feedback from students living in those facilities.

Vice-Chair Bailey also noted that the Committee heard an update from the editor of the Daily Campus, Ms. Courtney Hickson. She reported that the Work Group has met several time and is currently reviewing a draft of the audit. They await approval of their new constitution. The Student Life Committee affirmed that they would help them with their efforts to search for a financial manager.

A very lengthy discussion took place regarding the Student Union renovations and the cultural centers' concerns about the move. Student have expressed frustration with the low ceilings and exposed pipes in the cultural center spaces. Provost Petersen has met with a number of students and has received feedback on this issue. The Student Life Committee will receive a report at their next meeting.

9. Institutional Advancement Committee Report

- (a) Committee Chairman's report on Committee activities

Trustee Barry gave the report of the Institutional Advancement Committee on behalf of Vice-Chair Treibick. Mr. Barry directed Trustee attention to Attachment 11 – the Development Progress Executive Summary.

- (b) Development Progress Executive Summary (Attachment 11)

As of October 31, 2003, *Campaign UConn* received \$259.4 million in total support against a goal of \$300 million. A recent gift of software from UGS PLM Solutions, a subsidiary of EDS, has been valued at \$146 million. While the fundraising results have ballooned to \$405.4 million, the UConn Foundation is focused on raising the additional \$40 million in cash support to provide much needed assistance to faculty and students.

Cash gifts, committed to the University but not yet booked, amount to an additional \$7 million, which elevates the *Campaign* total to \$266 million. The figure needed to successfully meet the *Campaign* goal exclusive of in-kind gifts now stands at approximately \$34 million.

UConn Foundation President John Martin informed the Board that letters requesting end of the year contributions have been sent in the mail.

Chairman Rowe encouraged everyone to support the University consistent within their means as the Foundation works to close the gap on the *Campaign*.

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10. Other

11. Adjournment

Chairman Rowe announced that the next meeting of the Board would be held on Tuesday, March 23, 2004 in the Rome Commons Ballroom (South Campus), Storrs, Connecticut.

There being no further business, the Board meeting adjourned at 2:55 p.m.

Respectfully submitted,

Louise M. Bailey
Secretary