

12-12-1997

## Minutes, December 12, 1997

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MINUTES OF THE SPECIAL MEETING  
OF THE BOARD OF TRUSTEES

## THE UNIVERSITY OF CONNECTICUT

Held at the University of Connecticut at Storrs  
Bishop Center, Storrs, Connecticut

December 12, 1997

The meeting was called to order at 1:15 p.m. by Chairman Gelfenbien. Those in attendance in person were Trustees Abromaitis, Bailey, Bellafore, Berry, Collins, Downey, Heist, Leonardi, Napolitano, Saslow, Sergi, and Mr. Ellef who represented the Governor's Office.

Trustees Cicchetti, Ferris, and Jacobs participated by telephone. Trustees Berkley, Smith, and Treibick were absent from the meeting.

University staff present were: President Austin, Chancellor and Provost for University Affairs Emmert, Chancellor and Provost for Health Affairs Cutler, Vice Presidents Allenby and Jones, Interim Vice Chancellor for Student Affairs and Services Vance, Vice Chancellor for Business and Administration Dreyfuss, Attorney Shapiro, and Drs. McFadden and Schurin.

All actions taken were by unanimous vote of the Trustees present, except as otherwise noted. All members of the Board noted above were present at this time.

The following members of the public addressed the Board at this time regarding fees:

Caroline Miner	Sarah Monette	Megan Shortall
Amy Woodward	Tiffany Burkitt	Gregory Joseph
Keith Kenyon	Elizabeth Earhardt	

When provided, copies of individual public statements are attached to the file copy of the Board minutes.

Chairman Gelfenbien noted that the students did not seem to understand the infrastructure fee, and he suggested that an article in the Daily Campus might address the questions and issues raised. He requested that information be provided to the students and others to help them to understand. Chairman Gelfenbien commended the students for their thoughtful comments. Trustee Bellafore thanked the Board for listening to the students and their concerns, and for their willingness to address those concerns.

A. **The Report of the Chairman** included the following items:

- (a) The Chairman reminded Trustees and the public that this meeting was a special meeting of the Board and as such, according to State statutes, discussion and action may be taken only on those topics advertised on the agenda.
- (b) A correction to the minutes of October 17 as circulated was noted. Trustee Treibick requested that the minutes of October 17 reflect his negative vote for the entire Division 1A Football resolution rather than only item 6 of the resolution. Trustee Ferris also requested a correction of an omission. She indicated that the phrase "and for his support of the agricultural facilities at the University" should be added to the end of the first paragraph on page 9030. On a motion by Ms. Bailey, seconded by Mr. Heist, **THE BOARD VOTED** to approve the revised minutes of the meeting of October 17, 1997, and the minutes of the meetings of November 14 and November 21.
- (c) Chairman Gelfenbien called upon Chancellor Emmert who introduced Professor Marilyn Nelson and offered the following resolution:

WHEREAS, Poet Marilyn R. Nelson of the Department of English at the University of Connecticut was a finalist for the 1997 National Book Award in Poetry for *The Field of Praise: New and Selected Poems*, and

WHEREAS, it is the second time Professor Nelson has been a finalist for the prestigious National Book Award in Poetry, the first being in 1991 for *The Homeplace*, and

WHEREAS, these honors, along with other major awards Professor Nelson has won for her eight books and monographs, bring acclaim, distinction, and national prestige to her and to her University, and

WHEREAS, Professor Nelson, in the body of her work as a poet and in her teaching, lives, and inspires her students to live, the "life of the mind"—not only the intellectual life but also "the life of imagination...the direction of our research, the path of our search",

THEREFORE, BE IT RESOLVED, that the University of Connecticut Board of Trustees, in recognizing her poetic achievement and her commitment to scholarship and teaching, hereby congratulates and thanks her.

BE IT FURTHER RESOLVED, that a copy of this resolution be spread upon the minutes of this meeting and a copy be sent to Professor Nelson.

On a motion by Mrs. Berry, seconded by Mr. Saslow, **THE BOARD VOTED** to extend its congratulations to Professor Nelson for her outstanding achievements.

Professor Nelson thanked the Board for its recognition and appreciation.

- (d) Trustee Saslow also noted that congratulations were in order for the Women's Soccer Team for their extraordinary performance, and suggested that they be invited to a future Board meeting.

B. The **Report of the President** included the following items:

- (a) President Austin called upon Vice President for Institutional Advancement Allenby to present the resolution to name the Research Wing of the Chemistry Building. Mr. Allenby explained that as the Chemistry department moves to the new building, it is the intent of this recommendation to carry Dr. Charles E. Waring's name to the new facility through the naming of the Research wing. Dr. Waring's widow, Geraldine, remains an active and important member of the Storrs community. On a motion by Mrs. Berry, seconded by Mr. Downey, **THE BOARD VOTED** approval of the authorization to **name the Research Wing of the new Chemistry Building** on the Storrs Campus the **Charles E. Waring Research Wing**. Background information listed as agenda **Attachment 1** is attached to the file copy of the Board minutes.
- (b) President Austin reported that there had been extensive discussion regarding procedures for bringing budgetary proposals to the Board (see **Operating Budget Model-Initial Draft**, item 3(b) of the revised Board agenda.). He called upon Vice President for Business Affairs and Finance Jones to present a brief summary of those proposed procedures.

Vice President Jones reported that there is a need to revise the budget process to improve its usefulness to the Board and to the administration. The revision of the process is designed to make the information more predictable, more inclusive, and more understandable.

The essential features of this revision are to identify key decision points and their timeframe for the Board, and to identify key information needs for the Board. It is proposed that the administration look very seriously at a biennial budget process as opposed to an annual budget process. We need to revisit some of the by-law provisions of the fee-setting process, to find a better way to have students participate in the process, and ultimately to arrive at one comprehensive process that is understandable, and that serves both our internal and external constituencies in a timely fashion

Vice President Jones further reported that one of the proposals considered was to partition the budget for more detailed examination by panels of the Board. Panels could provide advocacy and could insure a better understanding of information by key participants. He proposed that we try to implement some of these procedures next month, and to have full implementation by the time the

next biennial budget is due. The process will take a year or two to be fully implemented.

Trustee Leonardi asked whether the revised schedule would allow earlier consideration of the budget. Vice President Jones replied that the administration would try to get the students involved in the budget process earlier than they are at present. Currently the students are involved with fee proposals from September to November. He noted that budget presentations would be made to the Board and that the Board's guidance would also be sought earlier in the process. Chairman Gelfenbien noted that substantial improvement would be made between now and the next budget cycle. Background information distributed at the meeting is attached to the file copy of the Board minutes.

- (c) President Austin briefed the Board on a study of University business practices that was initiated on December 1. Several of Connecticut's largest business firms (Aetna, Fleet Bank, GTE, GE, Travelers and Xerox) are underwriting a contract with Coopers & Lybrand for a comprehensive review of our administrative practices. The study is being undertaken with the full support of the Governor and legislative leaders. The President has given a report on the study to the University Senate, the leadership of the five unions representing most University employees, and administrative leaders. There is an understanding and acceptance of the need to conduct the review.

The President reported that academic areas will not be evaluated since the Chancellor has conducted an ongoing assessment of academic areas, and through normal decision making structures, has reallocated resources in accordance with our priorities. The Health Center will also not be included, since it operates in a different environment and has undertaken a separate set of assessments.

President Austin indicated his belief that the results of the study, when made public, will correct misperceptions that the University is inefficient and will foster an accurate perception that this is an institution willing to subject itself to independent scrutiny and eager to make appropriate changes if inefficiencies are found.

Trustee Downey praised President Austin for taking an initiative that is forward-looking, courageous, and necessary to accurately reflect our administrative practices.

- C. Chairwoman Leonardi's Report for the Financial Affairs Committee included the following items:
  - (a) It was noted that the Audit Subcommittee of the Board was not able to meet today due to time constraints. The meeting will be rescheduled at a later date.

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- (b) The Board then discussed the **Recommended Fee Changes for 1998-99**. The original motion tabled at the November 14, 1997 meeting was as follows: "That the Board of Trustees approve adjustments to twelve fees effective for the 1998-99 fiscal year and one fee for the 1997-98 fiscal year, subject to the provisions of the University's *Laws and By-Laws*, Article III, Section 3."

On a motion by Mr. Downcy, seconded by Mrs. Bailey, **THE BOARD VOTED to remove from the table the Recommended Fee Changes for 1998-99 as presented on November 14, 1997.**

Trustee Abromaitis offered an amendment to the motion removed from the table. On a motion by Mr. Abromaitis, seconded by Mr. Bellafiore, **THE BOARD VOTED** that the fee recommendations be brought forward as originally proposed, except that the room and board proposed increases be limited to 1.5% (instead of 3%); and that the budget process discussed earlier be put in place; and that the administration's objective for the subsequent budget be a 0% fee increase. Chairman Gelfenbien then entertained questions from the Trustees.

Trustee Leonardi responded to comments made earlier today at the Finance Committee meeting. She indicated that the Committee's discussion reflected the Board's concurrence with some of the students that the recommended changes in some of the rooms, the reduction to 50% time in the computer rooms, soap dispensers, etc. is not the level of detail that the Board needs to deal with, but is looking to the administration to be creative.

Trustee Collins commented that he had not heard an administrative proposal regarding a 1.5% increase. He noted that the Board defended a 3% increase and refused a 0% increase and that he wished to hear comments on a 1.5% increase.

Chairman Gelfenbien called upon Chancellor Emmert, who reported on his assumptions of the impact resulting from a 1.5% increase. Chancellor Emmert stated that the administration would work hard and long to be as creative as possible within those budget parameters. All options available to reduce expenditures will be pursued in all the areas possible while striving to maintain services at current levels. He reiterated that it would be difficult to maintain current services with that revenue base. The proposal for a 3% fee increase was based upon an assumption of maintaining current services.

Trustee Bellafiore proposed a friendly amendment "to exclude three fees in the proposal that were separate from the student concerns and that the Board might want to separate from the fee proposal. They are the School of Business fees for the off-campus MBA program and the executive MBA program, the School of Education fee proposals, and finally the two Law School fees." Chairman Gelfenbien indicated that there would be an opportunity to deal with those fees next spring, but that the Board was not voting today to hold costs to zero. He explained that the Board was expressing an interest in what the effect of that

decision might be. If those fees are to be excluded at that time, there will be an opportunity to do so then. Trustee Bellafiore withdrew the amendment. Trustee Jacobs indicated that he assumed that the new proposal on the table would be respectful of the students concerns and would not be overly damaging.

Chairman Gelfenbien called for a vote on the amendment proposed by Trustee Abromaitis. All Trustees present and on the telephone, with the exception of Trustee Heist, voted in favor of the amendment. Trustee Downey called for a point of information. Mr. Downey indicated that the friendly amendment made by Trustee Bellafiore was withdrawn and that the Board was now voting on the amended motion, which was to hold increases to 1.5%.

Chairman Gelfenbien then called for comments on the amended motion made by Trustee Abromaitis to approve the fee schedule as amended. Trustee Heist explained his negative vote by indicating that with as much detail as presented, he did not feel competent to be able to give the very specific direction that is called for in the proposal. He explained that he did not feel that the Board was in a position to direct the reductions with specific percentages by areas. He noted that the Board needed to indicate the final result that the Board desired and let the administration decide how to achieve the results.

Mr. Ellef complimented the Chair of the Financial Affairs Committee for recognizing the need to put the revenue component of the budgeting process together with the expense part of the of budgeting process so that when there is discussion about one, an immediate discussion of the impact of that decision on the other one can take place.

Chairwoman Leonardi reported that the Chancellor had discussed the possibility of a concept that would keep some of the residence halls at a lower price than others and had received mixed reactions. Therefore, this issue will be widely studied before any decisions are made.

Trustee Collins explained his rationale for striving for a 0% increase. Mr. Collins agreed that the Board must define parameters under which to operate as Trustees. He defined his parameter as a 0% increase year after year. He noted that there really is no incentive to do creative budgeting if there is always the room for increase every single year. Trustee Collins indicated that since 0% increase is probably not realistic, he hoped that a 1.5% increase would be the median that the University could live with. If it is not a median that works and services are severely damaged, at least the attempt to hold the increase to 1.5% will have been made and the results will provide data and history for future increases. If the 1.5% increase works and students can live with the reduction in services, then perhaps the next year it could be decreased to 0%. Trustee Bellafiore then highlighted the improvements that have already been made in the budget process over the past few years.

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Trustee Ferris requested that the motion be restated. Chairman Gelfenbien indicated that the fee schedule as presented in the document that was received for today's meeting, and amended by Mr. Abromaitis, was the item being voted on and is listed as agenda **Attachment 2, Recommended Fee Changes 1998-99**, with two changes: (1) to increase the room and board fee by 1.5% instead of 3%, and (2) to express the Board's interest in seeing the effects of a 0% increase next year. All **Trustees** present and on the phone, with the exception of Mr. Heist, **voted in favor** of the amended motion.

- (c) On a motion by Ms. Leonardi, seconded by Mrs. Berry, **THE BOARD VOTED** to approve a resolution in which it determines, in accordance with Section 7(i) of the UConn 2000 Act, that Pledged Revenues provided for under the Indenture to secure the **Special Obligation Bond Issue** for the South Campus Dormitory and Dining Facility are self-sufficient enough to:

- A. Pay special obligation debt service requirements;
- B. To establish, increase, and maintain any reserves or renewal and replacement fund;
- C. To operate and maintain in a prudent and economical manner the physical infrastructure of the University; and
- D. Comply with the Special Obligation Indenture Coverage Covenant of 1.25 times the debt service requirements, as provided for in Section 5 of the Act.

Background information listed as **Attachment 3** is attached to the file copy of the Board minutes.

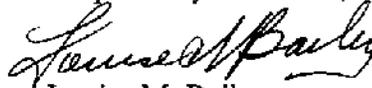
- E. Chairman Treibick's Report for the Institutional Advancement Committee was presented by Trustee Abromaitis and included the following items:
- (a) The committee met in Stamford at Champion International on Monday, December 8. At that time, representatives from M. Booth and Associates and Peter and Janet Good presented a summary of the University's new strategic communications plan. It integrates marketing and consistent institutional identity to influence positively the University's visibility, image and reputation with key stakeholder groups. Implementation of the new plan will begin shortly after January 1.
  - (b) Six million dollars has been raised through the first five months of the fiscal year, which is a 1% increase over last year. The number of donors making gifts of more than \$25,000 is comparable to last year. It is expected that the FY98 goal of \$25 million will be reached successfully.

It was noted that the next regular meeting of the University of Connecticut Board of Trustees is scheduled for **Friday, February 13, 1998, at 11:00 a.m. Location to be announced.**

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No further business appearing, the Board meeting was adjourned at 2:25 p.m.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Louise M. Bailey".

Louise M. Bailey  
Secretary

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