

September 2004

Minutes September 8, 2004

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

AGENDA

University of Connecticut
Rome Commons Ballroom
South Campus Complex
Storrs, Connecticut

September 8, 2004

OPEN SESSION

The meeting was called to order at 11:14 a.m. by Chairman John Rowe. Trustees present were: James Abromaitis, Louise Bailey, Philip Barry, Andrea Dennis-LaVigne, Stephen Kuchta, Lenworth Jacobs, Michael Martinez, Denis Nayden, Michael Nichols, and Thomas Ritter.

Trustees William Berkley, Michael Cicchetti, Linda Gatling, Bruce Gresczyk, David O'Leary, Betty Sternberg, Richard Treibick, and Brenda Sisco, who represents the Governor's Office were absent from the meeting.

University staff present were: President Austin, Interim Provost and Executive Vice President for Academic Affairs Maryanski, Vice President and Chief Financial Officer Aronson, Vice President and Chief Operating Officer Flaherty-Goldsmith, Vice President for Operations Dreyfuss, Vice President for Student Affairs Saddlemire, Vice Provost for Enrollment Management Evanovich, Vice Provost for Research and Graduate Education Greger, Interim Vice Provost for Academic Affairs Makowsky, Vice Provost for Academic Programs Singha, Vice Provost for Multicultural Affairs Taylor, Athletic Director Hathaway, Dr. Schurin, Special Assistant to the President Callahan, and Ms. Locke. Assistant Attorney General McCarthy was present. Faculty Senate Representatives Gerald Gianutsos, Kent Holsinger, and Gary English were also present.

EXECUTIVE SESSION

On a motion by Ms. Bailey, seconded by Mr. Barry, **THE BOARD VOTED** to go into Executive Session at 11:15 a.m. to discuss matters pertaining to personnel, and potential litigation relating to the Big East Conference. 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, Dennis-LaVigne, Jacobs, Kuchta, Martinez, Nayden, Nichols, Ritter, Rowe, and Brenda Sisco, who represents the Governor's Office.

University staff present were: President Austin, Interim Provost and Executive Vice President for Academic Affairs Maryanski, Vice President and Chief Operating Officer Flaherty-Goldsmith, Vice President for Operations Dreyfuss, Athletic Director Hathaway, Ms. Dana McGee, Director of Diversity and Equity, and Dr. Schurin. Assistant Attorney General McCarthy was also present.

Executive Session ended at 12:00 noon and the Board returned to Open Session at 1:05 p.m. Trustee O'Leary and Executive Vice President for Health Affairs Deckers joined the meeting at this time. Trustees Cicchetti and Treibick participated by telephone.

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 speak.

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2. Chairman's Report

- (a) Minutes of the meeting of August 3, 2004

On a motion by Ms. Bailey, seconded by Mr. Barry, **THE BOARD VOTED** to approve the minutes of the meeting of August 3, 2004.

- (b) Matters outstanding

Chairman Rowe welcomed Ms. Claire Leonardi, Chair of the Health Center Board of Directors.

Chairman Rowe acknowledged Ms. Brenda Sisco for her assistance in facilitating a meeting with Governor Rell. Chairman Rowe, President Austin, and Ms. Leonardi met with Governor Rell in early August. Governor Rell expressed her full support of UCONN 2000 and 21st Century UConn and has asked to meet with Chairman Rowe on a regular basis about activities at the University. The Chairman indicated that Ms. Sisco will continue to represent the Governor on the Board. Although the Governor was unable to attend this Board meeting, she will be on campus to speak at an event in October.

On August 11, the University and the UConn Foundation, Inc. celebrated their successful completion of *Campaign UConn*. The Chairman congratulated Foundation President John Martin, President Austin, and Vice-Chairs Nayden and Treibick for their leadership. He acknowledged many others who also serve on the Foundation Board as well as this Board.

Chairman Rowe informed Board members that after the Board meeting Vice Provost Taylor will hold a reception for the Board to meet his staff in the Division of Multicultural and International Affairs. He thanked Vice Provost Taylor for arranging this reception in the Board's honor.

- (c) 2004-05 Board meeting schedule (Attachment 1)

On a motion by Mr. Martinez, seconded by Mr. Nichols, **THE BOARD VOTED** to approve the 2004-2005 Board meeting schedule. He pointed out that we are continuing our efforts to get around the University and State and there is a meeting at the Stamford Campus on April 12, 2005 and a meeting at Avery Point Campus on August 2, 2004.

- (d) Consent Agenda Items:

Chairman Rowe directed Trustee attention to a lease for Webster Bank that needed to be added to the Consent Agenda in Attachment 2.

On a motion by Mr. Martinez, seconded by Mr. Nayden, **THE BOARD VOTED** to add to the agenda a lease for Webster Bank in the amount of \$1.00 for the period September 30, 2004 through September 29, 2005.

On a motion by Dr. Jacobs, seconded by Mr. Barry, **THE BOARD VOTED** to approve a lease for Webster Bank in the amount of \$1.00 for the period September 30, 2004 through September 29, 2005. (The revised Contracts and Agreements list approved by the Board appears in Attachment 2).

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Chairman Rowe removed the following item to discuss separately:

- (2) Easement By and Between the State of Connecticut and Connecticut Natural Gas Corporation for Gate Station at 950 Storrs Road, Storrs, Connecticut (Attachment 3)

On a motion by Ms. Bailey, seconded by Mr. Martinez, **THE BOARD VOTED** to approve the easement by and between the State of Connecticut and Connecticut Natural Gas Corporation for Gate Station at 950 Storrs Road, Storrs, Connecticut.

On a motion by Dr. Jacobs, seconded by Mr. Barry, **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) Annual Report of the Endowed Chair Program Entitled "Aetna English Chair in Writing" (Attachment 4)
- (3) Appointment of Dr. Amir Faghri to the UTC Chair in Thermal-Fluids Engineering (Attachment 5)
- (4) Approval of Graduate Certificate in Nonprofit Management within the Graduate School (Attachment 6)
- (5) Approval of Graduate Certificate in Public Financial Management within the Graduate School (Attachment 7)
- (6) Approval of Allied Health Sciences Major within the School of Allied Health (Attachment 8)
- (7) Approval of the Rehabilitation Sciences, Diagnostic Sciences, and Health Promotion Science Majors within the School of Allied Health (Attachment 9)
- (8) Approval of the Occupational Safety and Health Management (Offered On-Line) as a Field of Study to the Master of Professional Studies within the College of Continuing Studies (Attachment 10)
- (9) Easement By and Between the State of Connecticut and Farm Associates for a Fence (Attachment 11)
- (e) Personnel matters (Storrs-based programs) (Attachment 12)

On a motion by Ms. Bailey, seconded by Mr. Kuchta, **THE BOARD VOTED** to approve the designation of emeritus faculty and sabbatic leave lists.

- (1) Designation of Emeritus Faculty
- (2) Sabbatics
- (3) Informational matters

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(f) Election of Board Secretary

Chairman Rowe called for nominations for the Office of Secretary of the Board of Trustees. Trustee Nichols offered a motion, seconded by Dr. Jacobs, to nominate Ms. Bailey as Secretary. The motion was approved unanimously.

3. President's Report

President Austin directed Trustee attention to the Humanities Institute Annual report 2003/2004, which was provided as a handout. He explained that this is a new endeavor emphasizing the expansion of sponsored research primarily in the areas of the social sciences, the arts, and the humanities. Dr. Richard Brown, Director of the Humanities Institute, has established an important focus. This afternoon there will be a reception honoring continuing and new humanities fellows. President Austin encouraged trustees to attend.

Secondly, he directed Trustee attention to a pamphlet produced by Connecticut United for Research Excellence (CURE), which calls attention to the Connecticut Bioscience Initiative. With respect to the pursuit of excellence for our faculty and research activities, and the emphasis of the connection between high-quality research in bioscience and economic expansion of the economy, this Initiative will lead to other opportunities to gain support at more competitive levels.

President Austin stated that Vice Provost for Multicultural and International Affairs Taylor will provide an update of our diversity efforts. In a subsequent meeting, Mr. Bruce Carlson, Health Center Chief-of-Staff, will provide an analogous report on our effort in the commercialization and exploitation of research activities, which are fundamental to the future of the State and the University.

President Austin announced that Governor Rell has accepted our invitation to deliver the Myles Martel Lecture in Leadership and Public Opinion scheduled for October 14, 2004 at 10:00 a.m. Dr. Martel was a political science graduate of UConn and established a very successful practice in public relations and speech writing. He, at one point, along with Dr. Richard Wirthlin, who was the Lecturer last year, were principal advisees to President Reagan for a majority of his time in office.

- (a) Presenter: Interim Provost and Vice President for Academic Affairs Fred Maryanski
Presentation: Start of the year update

Interim Provost Maryanski introduced Vice Provost for Enrollment Management Evanovich and Vice President for Student Affairs Saddlemire for start of the year updates. Vice Provost Evanovich gave a brief powerpoint presentation on enrollment for the fall 2004 class incorporating statistics of how these year's figures compare to last year and the last decade.

He reported that they received at the Storrs campus approximately 18,500 applications, which represents an increase of 4.5% over last year. At the regional campuses, they report an increase of approximately 2.7%. Overall they received an increase in applications of about 4.4%. The actual enrolled numbers for this fall will not be official for about another week. The numbers provided today represent students that are actually here, which is slightly high and will reduce over the next week or so. Therefore, freshmen enrollment at Storrs is high by about 55 students or 1.7% over last year. Transfer student data is down at Storrs, so the net affect at Storrs is that there are approximately 15 more students enrolling than was expected.

The regional campuses have been successful in enrollment primarily because of the limited enrollment growth at Storrs. Many more freshmen and transfer students have been encouraged to attend the regional campuses; therefore, freshmen growth was up about 130

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students or 14.4%. The transfer student population represents those that have attended community colleges or other four-year schools and are transferring to the regional campuses. The result is that enrollment has increased by 27%.

Chairman Rowe asked if the transfer students are coming from schools within Connecticut. Vice Provost Evanovich responded that that was not necessarily the case. They also received applications from students that want to transfer from four-year colleges and two-year colleges across the country. He noted that many of the community college transfers are from Connecticut, but the four-year transfers are from students attending at colleges and universities from around the country, including Connecticut students who want to transfer to UConn after their first year away.

Vice Provost Evanovich said that he is often asked if UConn's enrollment success is driven by the number of high school graduates in the Connecticut. There were approximately 31,000 high school graduates, both public and private, in the State of Connecticut. In 2004, there were about 39,800 graduates, which is an increase of about 27.2%.

He directed Trustee attention to applications for admission and indicated that UConn has seen an increase of 87% in the number of applications for admission since 1995, which far exceeds what the demand would be if the number was based solely on the number of high school graduates. Vice Provost Evanovich emphasized that UConn's position in the marketplace has dramatically changed. We admitted 9,300 students this year compared to last year's to 9,200 students, but compared to 1995, we admitted a far greater number of students this year - 1,200 more students or a 61.5% increase. In 1995 approximately 6,800 students or 70% were admitted out of 9,874 applications. This year UConn received 18,460 applications and about half were admitted. Admission to UConn is now more competitive.

Vice Provost Evanovich referred to page 4 of the Handout, which illustrated a number of important "quality" indicators, such as valedictorians and salutatorians, students who rank in the top 10% of their graduating class, and mean SAT scores. We follow these indicators very closely from year to year. In the fall of 1995, UConn enrolled 40 valedictorians and salutatorians. This year we have enrolled 100, which meets our goal.

President Austin asked what next year's goal would be. Vice Provost Evanovich stated that it was 125.

Vice Provost Evanovich also reported that the number of students who rank in the top 10% of the graduating class has more than doubled since 1995. The mean SAT scores have also gone up and will be around 1175 or 1176 or a 62 or 63 point increase over the last decade.

Vice Provost Evanovich reported that at the Storrs Campus, the number of students of color has increased from 308 in 1995 to 531 this year, which is comparable to last year. At the regional campuses, the number has increased from 172 in 1995 to 266 this year, which represents a 54% increase over the last decade. The total enrollment is up about 66% for underrepresented minority students.

Vice Provost Evanovich summarized that all of the unit metrics tie into the discussion that took place in the Academic Affairs Committee this morning related to improving the quality of the student body, SAT scores, students in the top 10%, graduation rates, and retention rates, which all tie into University metrics and also tie into the *US News and World Report* data.

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He introduced several of his staff members who have been instrumental in their success; they include Ms. Maria Sedotti, Coordinator of Orientation and the Parents Association; Ms. Jean Main, Director, Financial Aid Office; Mr. Jeffrey von Munkwitz-Smith, Registrar; and Mr. Gary Lewicki, Director of Research and Assessment. Their newest member, Mr. Lee Melvin, has been appointed as Director of Undergraduate Admissions. He recently joined the University on September 1. He comes to UConn most recently from Wayne State University, but has also held positions at the University of Wisconsin-Madison, the University of Georgia, and the University of Michigan-Ann Arbor.

Trustee Kuchta referenced the data on page 3 of the Handout dealing with “Quantity” Storrs Freshman Trends. Specifically, he addressed the difference between the admitted and enrolled columns and noted that it was important to realize the actual percentage of students who are choosing to enroll at UConn. From 1995 to 2004, there was an increase from 29% to about 35%, respectively.

He asked Vice Provost Evanovich if his office tracked those who are accepted, but have declined admission to attend other institutions and where they are going. He also asked if there were statistics to illustrate these students and how were they presented in the metric – for example, how do the non-acceptances affect the metrics and what are their averages.

Vice Provost Evanovich responded that they have worked extremely hard to improve the “yield,” which refers to difference between the number of students accepted and the number of students enrolled. He confirmed that the University’s yield has increased from approximately 29% to 35%, which represent the percentages Trustee Kuchta referred to. Vice Provost Evanovich acknowledged his staff for their hard work in improving the numbers for both in-State and out-of-State. Every two years they send out the Admitted Student Questionnaire, in which they survey students that are admitted to UConn and enroll. They also survey the students who are admitted and decide to go elsewhere. This survey captures good data on who are competitors are. Next year they will conduct this survey again through the College Board. The biggest concern that many students have noted is the lack of a town. Many students want to be in a more urban or suburban environment. Vice Provost Evanovich expressed his full support about the downtown project.

President Austin thanked Vice Provost Evanovich for his leadership in achieving important enrollment goals.

Vice President Saddleire presented a brief powerpoint presentation on Fall Move-In 2004. He presented many photo illustrations of the kinds of services staff and students provided to incoming students and their families, which included being met by students and staff at curbside to help them with directions and checking in. The University Police were also on hand helping out students and their families.

He noted that this year several changes were made to alleviate some of the congestion on campus during the first move in day. Students were given a lot of information as they checked into the residence halls. Staff members were equipped with I.D. card readers so students were able to check in and chart their progress. They also encouraged as many early arrivals as possible to avoid a lot of congestion. Approximately 1,700 students moved in on the first day between 7:00 a.m. to 5:00 p.m. In addition, they opened the residence halls an hour early (7:00 a.m.) this year, which allowed approximately 300 students to move in. Although there

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were some traffic issues during the day, they were considerably lessened because of the extended move in time. This year Convocation was scheduled an hour later than usual, which allowed more time for students to move in and then attend the ceremony with their families.

Although Saturday was more congested, it was mainly the upper classmen who knew where they were going. The emphasis has been on helping the first year students get situated and comfortable with the campus during their first weekend.

In sum:

- Over 1,700 students arrived early
- During opening weekend, approximately 8,500 students checked in
- Approximately 6,500 meals were served after Convocation
- Residence halls opened at 105% of our design capacity, which is consistent with Vice Provost Evanovich's earlier comments that a "melt" is expected to bring the total down to about 100% capacity after the first few weeks
- Several hundred Husky Helpers volunteered to assist freshmen with move-in
- Husky WOW events were successful
- Change in the academic calendar, in which classes begin on the following Monday, has promoted an immediate focus on academics

Chairman Rowe asked for clarification concerning the "melt" that occurs during the first few weeks of the semester. He noted that it could be assumed that over a period of four years, the second, third, and fourth year students would be less likely to "melt" than the first year students. He assumed that it represented students who have decided not to matriculate. He noted that if 5% of the student population was lost overall, and that did not include many upper classmen, then 5% would represent a tremendous number of freshmen.

Vice Provost Evanovich explained that the enrollment term is called "summer melt," which represents those students who pay a deposit of \$150.00 in May. Often times during the course of the summer, many students are admitted to other institutions and go elsewhere. Throughout the summer these students are removed from the total. Today's total represents part of the summer melt and they expect to lose another 12 or 15 freshmen out of a total of 3,260.

Chairman Rowe raised additional questions about the number of students the University has the potential to lose. He offered to discuss this matter at another time.

Vice President Saddlemire stated that he may have overstated the change from 105% to 100% and would confirm those numbers.

- (b) Presenter: Vice Provost for Multicultural and International Affairs Ronald Taylor
 Presentation: Diversity update

President Austin acknowledged the importance of diversity at the University and was pleased with the progress made at the undergraduate level. He acknowledged the challenges remaining at the faculty and staff levels. He thanked Vice Provost Taylor for his leadership in this effort.

Vice Provost Taylor gave a powerpoint presentation on diversity. He began by offering some comments on the University's Affirmative Action Plan, which is submitted annually to the State's Commission on Human Rights and Opportunities by each State agency or higher education unit as required by law. The annual report provides statistical and narrative

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information about our efforts to comply with state and federal regulations in the enhancement of diversity. We have been required to submit this report annually for nearly 20 years. The current State regulation requires the University to submit two separate annual reports – one for the Storrs-based programs, including the regional campuses as well as the Schools of Law and Social Work, and the other for the University of Connecticut Health Center. The latter report is prepared by the staff at the Health Center.

Preparation of this report is a major undertaking for the Office of Diversity and Equity. Last year's report, for example, which included supporting documentation, was approximately 1,500 pages. The document is subject to rigorous scrutiny by the Commission and agencies that fail to meet the legal standards are subject to penalties, including the imposition of an agency-wide hiring freeze. The University has received favorable reaction over the last two years not only for our efforts but for the quality of our report.

Vice Provost Taylor discussed the Diversity Action Plan, which was accepted by the Board in April, 2002. He noted that the Committee spent approximately 14 months developing a diversity strategic plan with more than 125 recommendations addressing issues of diversity as they related to the following major areas: 1) campus climate and environment, 2) undergraduate student recruitment and retention, 3) diversity in the curriculum, and 4) recruitment and retention of faculty, staff, and administrators.

Over the past two years, more than 40% of the recommendations presented in the Diversity Action Plan have been initiated or implemented. This fall a 6-credit Diversity General Education Distribution Requirement was also implemented. Vice Provost Taylor was pleased to report that UConn's minority retention rate is among the best in the country and they have launched new programs and initiatives, including a new Faculty and Staff Mentoring Program designed to ensure greater retention of all junior faculty and staff, particularly women and people of color. Since diversity training has been mandated by the State, nearly all the members of the central administration have completed training. Approximately 25 or more faculty members have just completed the training workshops and additional training for faculty will continue this fall. The deans have expressed their support and have identified faculty that will be effective in training colleagues.

The Multicultural Initiative for Leadership Education (MILE) program will be launched this fall for a broad group of student leaders, including those from student government and The Daily Campus. This will involve a series of workshops and seminars designed to expose students not only to traditional leadership topics, such as effective communication and strategic planning, but also to engage in learning experiences on issues of conflict, community, and inter-group relations with a specific focus on inter-group dynamics. This is one of the goals outlined in the Diversity Plan.

Another initiative featured this fall is a new series entitled, "Conversations & Lectures on Diversity." These include a series of working breakfasts and luncheon meetings involving key members of the professional staff, academic leaders, and members of the administration who will have an opportunity to discuss issues with prominent researchers and thinkers in the country on issues of national importance as they relate to diversity. The first of these is a breakfast and luncheon meeting tomorrow.

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In the last two years, the Office of Multicultural & International Affairs has been involved in capacity building projects that are designed to address the recruitment and retention of students of color in fields of Science, Technology, Engineering, and Mathematics (STEM). The National Science Foundation has provided \$300,000 for a project that supports an on-campus mentoring program for students in these fields. We have also acquired \$150,000 for a Connecticut Health Foundation Grant is funding research on pipeline issues for students of color in the health professions before college. This program involves the College of Liberal Arts and Sciences, the School of Nursing, the School of Allied Health, and the School of Pharmacy.

These programs and initiatives are the foundation for making a positive and systemic impact on improving the recruitment, retention, graduation, and placement of historically under-represented students into the STEM fields and health professions.

Also, next month the Office of Multicultural and International Affairs, the National Science Foundation, and the Northeastern Louis Stokes Alliance for Minority Participation are co-sponsoring a Diversity Conference on diversity and academic success. It will feature a number of prominent researchers and scholars who will participate in a series of events or workshops. Participating institutions include the University of Massachusetts at Amherst, Northeastern University, and the University of Rhode Island, among others.

The final section of his report includes a review of trend data on student, faculty, and staff diversity at UConn followed by comparisons of faculty diversity with peer institutions.

Since 1986, the percentage of minority students increased from 8% to more than 17% in 2003. The percentage of under-represented minority students also doubled during this period. Vice Provost Taylor explained that the term “under-represented” refers to African-American, Latino, and Native American students. Similar trends are apparent among graduate students. Vice Provost Taylor stated the new federal regulations imposed in 2002 have impacted the admission of international students following September 11.

With respect to faculty, the number of female faculty members has increased from 18% in 1975 to 32.4% in 2003, with steady improvement over the last three years from 29.7% to 32.4%. Minority faculty have increased from about 5% to 17%. Historically, numbers for under-represented faculty (African-Americans, Native Americans, and Hispanics) have improved very slowly - 2.9% in 1975 to 6.8% in 2003.

With respect to staff, females now compose nearly 50% of the staff on campus. The total percentage of minority staff has tripled since 1975 from 5% to 15.4% in 2002. The percentage of under-represented minority staff has grown from about 4% to 10% since 1975.

Vice Provost Taylor reported that UConn has above average representation for female faculty compared to our peers. Only one peer institution is higher. We are also slightly better than most for the total number of minority faculty, although the difference is not dramatic. Finally, for under-represented minority faculty, the University is about in the middle. He clarified that when we compare ourselves with schools that have higher percentages of under-represented minority faculty, such as Rutgers, Georgia, and Ohio State, the difference is driven primarily by African-American faculty representation. Each of these schools has nearly 100 African-American faculty members compared to 35 at UConn. In sum, the University is making continued progress toward fulfilling our objective to create more diversity on campus among

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our students, faculty, and staff. He added that recruitment, appointment, and retention of under-represented faculty remains a major challenge.

Chairman Rowe asked Vice Provost Taylor to define “minority” and “under-represented minority” in terms of the data provided.

Vice Provost Taylor responded that the federal government has an official definition that discusses “protected classes” and they are elaborated in federal regulations as minority groups that African-Americans, Asian-Americans, Hispanics, and a few other groups. Under-represented groups for the University would be African-Americans, Hispanics, and Native Americans. Asian-Americans are not under-represented at the University.

Chairman Rowe asked about the effects of 9/11 with respect to graduate students coming from abroad. He noted that there is probably a delay, because many are here for several years. In addition, he suspected that the number of students takes a while to reduce, because the data includes all graduate students not just those in the entering class. Vice Provost Taylor agreed.

Chairman Rowe asked if the Asian population was largely Chinese. Vice Provost Taylor responded that this population also included Korean and Middle Eastern individuals. Chairman Rowe also asked if Arab students were considered to be under-represented in the data provided. Vice Provost Taylor responded that they would not be considered under-represented.

Dr. Jacobs summarized that the trend seemed to be moving upward in 2000 and 2001, and then it becomes flat. He asked Vice Provost Taylor to comment on what measures will be taken to increase the trend.

Vice Provost Taylor responded that their goal was to continue the momentum upward for students, faculty, and staff. Each of these groups requires different strategies. He suggested that Vice Provost Evanovich discuss the trends for students. Vice Provost Evanovich discussed strategies at the undergraduate level. He emphasized that for the next several years his staff would be focusing on building a pipeline of qualified, eligible, under-represented minority students. They would also utilize several State-wide initiatives to reach out to the middle-school age students to make sure that they are taking appropriate coursework that will adequately prepare them admission to the University. They will be spending more time of building the “pipeline” with eligible, qualified students of color and will continue to reach out at the junior and senior level of high school in the State and across the country in an effort to attract the best and most diverse students.

Vice Provost Taylor indicated that he has discussed with Interim Provost Maryanski the issue of increasing the diversity of the faculty. He received some very good advice from a dean who has been very successful in recruiting women and people of color. She suggested that before she would approve a new search, she would ask the department head and the faculty to secure the data on the profile of the profession with respect to women and people of color. In doing so, this information gives the department a much better sense of the pool of candidates available to be recruited. He cautioned that oftentimes data is not readily available. While the standard recruiting practices are usually followed, it might be more helpful to have better data and the kind of potential candidates out there. It would then encourage us to do more if it looks like the candidate pool is not shaping up the way the field seems to require. We could

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also use that information to contact more colleagues and other things they would need to do to expand the number of people that would apply.

Health Center Board of Directors Chair Leonardi asked if Vice Provost Taylor had a sense of whether we have made strides in leadership positions for minorities. Vice Provost Taylor responded that he does believe that the University is making progress as we increase the number of people of color and more women in positions of authority. It is important to continue this progress at the deans level and beyond. He says that because there are a number of reasons why faculty move on. Some of which may have something to do with their social circumstances – if they are single, this institution is not the best social environment for a young faculty member of color, which may be a problem not only with recruitment but for retention as well. Another factor involves the quality of experiences that faculty have once they are here. They hope to address that issue through the mentoring program mentioned earlier. Vice Provost Taylor stressed that we should not spend a lot of time recruiting faculty and allow them to fall through the cracks. A committee was developed to work on this for most of last year and they have provided feedback on the best kind of structure that would work and allow us to retain more.

Vice-Chair Nayden asked Vice Provost Evanovich what proportion of under-represented minority students have received scholarships or loans and what is the average amount.

Vice Provost Evanovich could not confirm the average award, but informed the Board that they strictly adhere to national rules and regulations; therefore, awards are not based upon race and data is not tracked by that category. They have been able to attract many students of color from in-State. Many families may also qualify for Pell Grants or a State grant, and some may be awarded merit aid. Vice Provost Evanovich stated that their strategy has been to aggressively increase the in-State undergraduate minority population. When we branch out to out-of-State students, it becomes more competitive because the cost of attendance is higher, which makes it hard for the University to meet their full need. If the goal becomes one in they need to pursue more aggressively students from across the country, it is estimated that a greater strain will be placed on their financial aid budget. The cost of attendance for an out-of-State student is about \$30,000 versus an in-State student at \$15,000. Vice Provost Evanovich emphasized that they are very mindful of the Michigan case and the laws related to race-based scholarship and admission.

Chairman Rowe suggested tracking the debt level that students incur at graduation, which does not include other potential sources of support. He asked what the debt levels are for graduating students.

Vice Provost Evanovich responded that debt is one of the unit metrics that the Financial Aid Office tracks throughout the years. The average debt upon graduation for an undergraduate is approximately \$17,000; nationally it is approximately \$19,300. Over the last few years there has been a substantial increase in the debt rate. Five years ago our average debt rate was about \$14,500.

Chairman Rowe asked if he knew what the average was for under-represented minority students. Vice Provost Evanovich could not confirm the amount. Chairman Rowe suggested that it might be the way to answer Vice-Chair Nayden's question.

(c) Other matters

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4. 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 recommended the appointment of Dr. Amir Faghri to the UTC Chair in Thermal-Fluids Engineering to the full Board. This item was approved under the Consent Agenda.

The second component of the meeting was a powerpoint presentation on implementing the Academic Plan. The Academic Plan has been designed as a metric-based strategy to define excellence. The metrics will also be used to compare ourselves with our peers and our aspirant schools. Dr. Jacobs directed Trustee attention to the powerpoint presentation on Metrics and the Academic Plan, which was presented as a handout.

- (b) Presenter: Interim Provost and Vice President for Academic Affairs Fred Maryanski
Presentation: Resource allocation, metrics and the Academic Plan

Interim Provost Maryanski summarized some of the key points discussed this morning's Academic Affairs meeting. He stated that the objective was to meet the expectations of the State and reaffirm our efforts to be a world-class university. As we look to the future, we want to deliver a quality education and provide scientific and intellectual resources to fuel the State's economy. The metrics are intended for us to measure how we stand both against other institutions nationally, because our goal is to continue to aspire upward in the rankings. Looking at our new set of peers, our goal is to move into the top 20 public universities. As suggested by Dr. Jacobs, the next presentation will review the University's former set of peers and compare the average to the new set of metrics to track our progress.

Interim Provost Maryanski briefly summarized the eleven data elements discussed at length this morning. He stated that we are in good shape in terms of our undergraduate programs and diversity, but our scholarship numbers are not as strong – we are often below the peer average. As we move forward, we need to make investments in areas that will help our scholarly productivity. An important metric in this regard is the student to faculty ratio, which is currently at 18:1, respectively. The peer average is 15:1. We are looking to reduce our current number, which means an increase of 150 faculty. This morning the Committee discussed the new faculty lines in which 75 have been targeted for the areas of science, technology, and the environment as defined by the Academic Plan. The intent is to enhance our research productivity and also respond to the greatest enrollment pressures. We have an initial allocation of 30 positions that we are moving forward on. They will report on the financial plan by the end of this fiscal year.

The metrics encompass the school and college priorities and directions for the future. For the service units, such as Enrollment Management, Student Affairs, and Multicultural & International Affairs, they are working closely with their staff to ensure that the allocations are in the areas of our highest priority and greatest performance.

Chairman Rowe thanked Interim Provost Maryanski, Vice-Chair Jacobs, and the members of the Academic Affairs Committee. He conveyed to the Board that this was the most important item on its agenda for the year and they have made a significant step forward toward achieving this goal.

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5. Financial Affairs Committee Report

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

Vice-Chair Nayden reported that the Financial Affairs Committee met this morning and recommended for approval to the Board three agenda items listed under the Consent Agenda. In addition, all Board members were provided information regarding the on-going progress on the end of UCONN 2000 and the advent of 21st Century UCONN 2000 Report 18.

6. Audit and Compliance Committee Report

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

Vice-Chair Nayden reported that the Joint Audit and Compliance Committee held a meeting by teleconference on September 2. He noted that substantial progress is being made to integrate audit and compliance practices between the Storrs-based programs, including the regional campuses, and the Health Center. He commended Ms. Leonardi and the Health Center staff for their efforts.

The Committee was updated on the status of the search for the position of head of Audit and Compliance. The Boston-based search firm Zurick Davis has provided a short list of candidates and they hope to complete the interview process by November 1.

Vice-Chair Nayden reported that PricewaterhouseCoopers was retained to conduct an institutional-wide assessment of significant business risks that the University and the Health Center face. The highlights of the draft were presented to the Committee and identified in-depth a broad set of issues, including financial, operational, regulatory, and various compliance and strategic risks. These will be used as a platform for establishing the basis of on-going annual audit plans, which will serve the University.

The Committee endorsed the new plan for Fiscal Year 2005-2006 and will incorporate it as a first step in developing an overall risk assessment plan for the University as a whole. The Committee reviewed and discussed some significant audit and compliance recommendations completed by University staff in conjunction with the auditors of public accounts and various outside auditors in an effort to identify issues, responses, and monitoring the status of those issues. The Committee members felt confident that progress is being made in the discussions between the University staff and the State auditors.

Chairman Rowe thanked Vice-Chair Nayden and Ms. Leonardi for their leadership in this effort. This is a joint effort between the Health Center and the remainder of the University with respect to the governance and brings to bear substantial additional Board resources, skills, and experiences. This has been one of the most significant governance changes made. He underlined Vice-Chair Nayden's comments on the improvement in the relations between the University and the State auditors. He thanked Trustee Ritter for his guidance.

7. Student Life Committee Report

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

Vice-Chair Bailey reported that the last Student Life meeting was held on August 16, 2004. Vice President Saddleire outlined the chronological events of the Daily Campus issue from the creation of a Study Group in February 2003 to the newly revised Daily Campus Constitution now before the Board. The goal remains to provide the Daily Campus with the

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appropriate support and oversight while not affecting their independence; and to maintain that students will receive a quality experience as members of the Daily Campus. Steps have been taken to rectify some of the policies and procedures that led to fiscal problems over the years. The revised Constitution serves to reflect a fiscal tie to the University while maintaining journalistic independence. Vice-Chair Bailey thanked Vice President Saddlemire and his staff and many others for their work over the last year.

Vice-Chair Bailey introduced Ms. Diana Flynn, the new Editor-in-Chief.

Trustee Barry acknowledged the efforts of the Study Group and others involved in resolving the financial issues and the relationship between the organization and the institution. This is a great exercise in cooperation between the students and the administration.

(b) Item requiring Board discussion and approval:

(1) Daily Campus Constitution (Attachment 13)

On a motion by Ms. Bailey, seconded by Mr. Martinez, **THE BOARD VOTED** to approve the newly revised constitution of the Daily Campus.

8. Institutional Advancement Committee Report

(a) Committee Chairman's report on Committee activities

Vice-Chair Treibick asked Mr. John Martin, President of The UConn Foundation, Inc. to convey the substance of the Institutional Advancement Committee's report, which is the Development Progress Executive Summary on the recently completed *Campaign*. Chairman Rowe acknowledged the successful completion of *Campaign UConn*.

Mr. Martin reported that the results of the *Campaign* have been well publicized with the final total upwards of \$470 million, which includes the \$325 million in cash and pledges and an additional \$146.1 million in software. Essentially the highlights over the past year were 50% by raising \$75 million in cash and pledges, which was a 50% increase in one year in gift support of the University. Through the *Campaign*, the University attracted 323,000 gifts from 115,000 individuals. That includes 61,000 individuals who were first time givers, so better than 50% of the gifts that were received from individuals were new support to the University. This creates a tremendous base of support for building campaign efforts in the future. The new campaign began on July 1 with the receipt of a \$10 million gift from alumnus Mr. Ray Neag in support of the Neag Cancer Research Center at the Health Center. The Foundation anticipates that they will probably be in the quiet phase of the next campaign as they integrate the results of the academic strategic plan and the long-term direction of the institution to understand what the funding priorities will be for the next several years, and how much of a load of that will need to be absorbed as a result of private giving. We anticipate that an announcement will be made in one to two years as to what the extent of that new campaign will be. Mr. Martin expected the anticipated goal to be double what has been done in the past.

Chairman Rowe thanked Vice-Chair Treibick, Vice-Chair Nayden, and Mr. Martin for their leadership. He acknowledged the increased support from our alumni. Chairman Rowe encouraged the Board to support the University.

(b) Development Progress Executive Summary (Attachment 14)

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9. Health Center Report

(a) Report on Health Center activities

Health Center Board of Director Chair Claire Leonardi gave the report of the Health Center Board of Directors. She reported that the Board of Directors will hold their next meeting on September 20. There have been a number of subcommittee meetings that were held over the summer.

The Health Center's unaudited financial statements show that the Health Center is on budget. On the clinical side, there is continued clinical volume increase and market share increase. Ms. Leonardi noted that the Clinical Affairs Committee met yesterday and they are required to report to the State on quality measures, which is a new reporting process. We have performed exceptionally well at the John Dempsey Hospital in comparison with our peer institutions in the State.

For this coming year's budget, subsequent to budget approval, we received an announcement of a higher fringe benefit rate, which impacted the Health Center greatly, especially the clinical operations. Since that time, the clinical operations have revised their budget to be in balance through a combination of revenue enhancements and cost-cutting measures. \

Over the summer, the Academic Affairs subcommittee met to discuss a plan for reorganization of the School of Dental Medicine. Currently, there are nine departments in the School. Discussions have been ongoing to reduce the number of departments to three following a consolidation trend that is occurring nationally that encourages more cooperative interactions among the faculty and should result in additional efficiencies and productivity. This plan is undergoing further review by the Dental School faculty. It is anticipated that it will be presented to the Board of Trustees at their November meeting.

Further work is underway on the Health Center Vision Statement. As Trustee Abromaitis previously reported, the Board of Directors approved the 2020 Vision Statement and goals for the Health Center. Since that time, they have created the Vision Implementation Oversight Committee. This Committee is composed of faculty, staff, and some Trustees. They have refined the Board of Directors' goals and identified five strategic themes, including: 1) optimize limited public resources to maximize the health of Connecticut and the region; 2) enhance the quality of care at the Health Center and the region through the development and integration of evidence-based practices and safety measures; 3) develop broad-based, transforming research that drives clinical care in our Signature Programs that emphasizes disease prevention and multidisciplinary therapeutics; 4) be recognized for innovative and effective interdisciplinary education of health professionals; and 5) maintain organizational effectiveness and sustainability while supporting the strategic themes in the 2020 Vision Statement.

Over the next six months, implementation plans will be developed including detailed roadmaps, priority setting, performance metrics and cost/benefit analysis. These plans will be incorporated into the FY 2006 budget.

In the fall, the Board of Directors will consider the following items: 1) the Musculo-skeletal Institute Business Plan, which is the third Signature program plan to be considered in six months; 2) the Clinical capital plan involves renewing the clinical infrastructure, most of which is over 30 years old. This plan will include enhancement of the facilities to fit signature program opportunities and to build state-of-the-art facilities for the purpose of patient safety, quality and patient satisfaction; 3) the new Medical Arts and Research Building, which will house the

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Musculo-skeletal Institute and the Farmington Surgery Center is on schedule to open next February; and 4) anticipated closing on the Konover building next month, which will be the new home of the administrative units. The Administrative Services Building will be renovated into much needed clinical space.

10. Faculty member appeal (Executive Session)

Chairman Rowe stated the faculty member appeal was deferred until November.

11. Other

12. Adjournment

Chairman Rowe noted that the next meeting is scheduled for Wednesday, November 17, 2004.

Vice Provost Taylor has arranged a reception for the Board to meet some of his staff and discuss many of the issues discussed at today's meeting. This event follows the Board meeting in the Portico.

There being no further business, the Board meeting adjourned at 2:35 p.m.

Respectfully submitted,

Louise M. Bailey
Secretary