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Minutes, October 13, 1995

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

1. Chairman Rome thanked Ed Marth of the American Association of University Professors, for its generous support of the reception surrounding the dedication of the Thomas J. Dodd Archive Research Center.
2. On a motion by Mrs. Carrozzella, seconded by Ms. Leonardi, **THE BOARD VOTED** to approve the minutes of the meeting of September 8, 1995.
3. On a motion by Ms. Smith, seconded by Dr. Jacobs, **THE BOARD VOTED** to **add to the agenda** for action approval of the policies for the selection and acquisition of professional services and contractors in connection with implementing the provisions of Public Act 95-230, An Act to Enhance the Infrastructure of the University of Connecticut, at the University of Connecticut Health Center (**Policies Regarding UConn 2000 and other Capital Projects**). Background information on this agenda topic is attached to the file copy of the Board minutes.
4. On a motion by Ms. Smith, seconded by Mrs. Berry, **THE BOARD VOTED** to approve the following items (**Attachments B through K**) listed on the amended Consent Agenda (**Attachment A**) as follows including the **Policies Regarding UConn 2000 and other Capital Projects** which was added to agenda:
 - (a) Contracts and Agreements (Attachment B)
 - (b) Medical Staff Appointments for June 7 and July 5, 1995 (Attachment C)
 - (c) Resident Fellow Rotations (Attachment D)
 - (d) John Dempsey Hospital Medical Staff Bylaws Revisions (Attachment E)
 - (e) Revisions to the John Dempsey Hospital Mission Statement (Attachment F)
 - (f) Renewal of Appointment to the Physicians Health Services Chair in Human Genetics (Attachment G)
 - (g) Appointment to Fill the Vacancy in the Physicians Health Services Chair in Maternal-Fetal Medicine (Attachment H)
 - (h) Endowed Chair Report for the Period July 1, 1994 to June 30, 1995 (Attachment I)

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- (i) Transfer of Funds to the UCHC Finance Corporation
to Acquire Physicians Practices for the University
Physicians, School of Medicine (Attachment J)
- (j) Name Change for Art Department,
School of Fine Arts (Attachment K)

Background information on these agenda items including the **Policies Regarding UConn 2000 and other Capital Projects** is attached to the file copy of the Board minutes.

- 5. On a motion by Ms. Smith, seconded by Mrs. Carrozzella, **THE BOARD VOTED** to approve the formal lists of the awards of tenure, promotions, sabbatic leaves, changes in salary and moving expenses as recommended by the President and as listed on the personnel list. Background information listed as agenda **Attachment L** is attached to the file copy of the Board minutes.
- 6. Chairman Rome requested that the Academic and Financial Affairs Committee review the present and future proposed budgets to determine if the budget decisions regarding the dissertation graduate fellowships might be adjusted.
- 7. Chairman Rome reported that there was confusion recently around the recommendation to hire a consultant. The University's procedures had not been followed, and as a result the consultant was not hired.

A general discussion followed. The discussion revolved around how the Board conducts its business, the importance of process in coming to decisions, the strength and wisdom brought to the Board's deliberations from the diverse backgrounds of individual Trustees, and the benefits of open discussion of issues. It was agreed that getting UConn 2000 off to a good start was of paramount importance and appropriate processes and procedures will be followed. The Board acts as a committee of the whole on all matters requiring action, and a retreat will be arranged at which the Board will come to a resolution of how it will function.

- 8. Chairman Rome reminded Trustees that the meeting of the (TAFS) Trustee-Administration-Faculty-Student Committee was scheduled for noon today in Room #375 of the Student Union Building.

B. The Report of the President (Attachment M) included the following:

1. President Hartley reviewed Attachment M, the President's Report, and discussed and highlighted several of the items. Among them were the recent Admissions Open Houses, the dedication of the Castleman Engineering Building on September 15, the 14th Annual Career Fair for students and recent alumni, the Open Houses for the three Cultural Centers, and the Health Center Invitational Sculpture Show and Sale held on October 7-9 whose proceeds benefit the Health Center Sculpture Garden. This very successful event was chaired by Kristine Rome.

The President reviewed the plans for the upcoming Presidential visit by President Clinton to dedicate the Thomas J. Dodd Research Center on Sunday, October 15, 1995 beginning at 1 p.m. at the Dodd Center. President Clinton will also deliver a major address at 3 p.m. at the Gampel Pavilion. This is the first time in the history of the University that a sitting President has ever visited the campus.

2. President Hartley reviewed his proposal and recommendations for a revised central management structure. He discussed the rationale for revising the central management structure, the premises supporting the change, the criteria considered, and the major components of the proposed structure.

President Hartley pointed out that his proposed model provides clear lines of responsibility and authority within the University, by establishing the President as the University-wide leader, and by creating chief operating officers for the University and the Health Center. The most significant changes noted will be for the administrative team in Storrs. This model minimizes administrative complexity and cost by having the chief operating officer (chancellor) also serve as the chief academic officer (provost). This arrangement has the additional benefit of aligning administrative responsibility with the primary function of the university, namely academic affairs.

President Hartley reminded the Board that on February 10, 1995, the Board of Trustees approved the Strategic Plan, Beyond 2000: Change. The plan included the vision, mission, values, eight strategic goals, 44 objectives, and 205 action items for the University of Connecticut. In particular, Strategic Goal Number Six, "Streamline administrative function," included Objective 6.1: "Reorganize administrative structure"; and three action items. The intent of these items is to examine the existing administrative structure of the University and make changes to improve the quality and delivery of services. The President's report followed the recommendations of the Strategic Plan.

President Hartley indicated that he was confident that this new organizational structure will prepare the University for the next century. It is the first step in realigning our administration at all levels to serve our students better. It defines roles and functions clearly, and places responsibility for executive and operating functions where they belong. It is important to note also that this new organizational model will utilize existing administrative positions and add no new positions in central management. It utilizes the resources of the University effectively and efficiently.

Above all, it has the broad-based support of the President's management team. Establishing a chief executive officer separate and distinct from a chief operating officer subsequently has been endorsed by the President's Advisory Committee on Strategic Planning, by the University Senate Executive Committee, and by the Council of Deans.

The model that the President presented noted that the senior administrative structure must recognize the expanded role of the Presidency. It must distinguish between the role of the chief executive officer of the entire University and the role of chief operating officer of a campus. The President's model distinguishes between those responsibilities that are strategic/policy oriented, and those that are administrative/managerial.

At the Health Center, the model will change only the title of the Provost to Chancellor and Provost for Health Affairs, which will reflect more accurately the role of chief operating officer.

Trustee discussion of the President's recommendations followed, the President responded to their questions with enthusiasm and appreciation for their support, and requested Board approval of his proposal and recommendations.

On a motion by Mr. Berkley, seconded by Ms. Smith, **THE BOARD VOTED** to approve the recommendation for a **revised central management structure**. Background information on this item and the President's general report (**Attachment M**) are attached to the file copy of the Board minutes.

- C. Mrs. Carrozzella's report for the **Student Life Committee** included the following:
1. The Committee met on September 27, and the Committee toured newly renovated space in three of the residential facilities. The facilities have been renovated with a focus on student needs within their residential environment. They included two new recreation rooms, a fitness center, a new computer lab in the science house, and the new DELI in the northwest campus. The remainder of the meeting

was devoted to discussion of agenda topics for the rest of the academic year. Chairwoman Carrozzella reported that the Committee would be meeting on November 7, and will hear about the Center for Community Outreach. In December the Committee will meet with student leaders from the regional campuses at the Hartford campus. Mrs. Carrozzella encouraged Trustees to attend these informative meetings on relevant student issues and residential life.

Student Trustee Barnaby Horton added that the Committee had also discussed ways in which they could be more proactive in bringing student issues on campus to the Board and to educate the students about services and events available to them.

- D. Mrs. Berry's report for the **Academic and Financial Affairs Committee** was presented by Trustee Horton and included the following:
1. Mr. Horton reported that the Committee had met to discuss organizational and committee functions. The Committee will focus its future discussion on broader policy issues with less attention to detailed administrative issues. The interaction of this committee with others was discussed as well as the identification of forces which will drive the future development of the University. The Committee is working to identify reports which they believe the Board should receive on a timely basis. Greater accountability for both academic and financial affairs was also.

On a motion by Mr. Horton, seconded by Mrs. Carrozzella, **THE BOARD VOTED** to approve without change the **Extension to the Memorandum of Agreement with the American Association of University Professors (AAUP)** regarding faculty compensation for teaching summer credit bearing courses for 1996. Background information listed as agenda Attachment N is attached to the file copy of the Board minutes.

Trustee Leonardi added that the Committee felt that it needed to be better informed about issues and must begin to deal more with substance than form. She noted that the Committee would be focusing on policies related to the accountability that has been delegated to UConn by the Governor and by the UConn 2000 initiative.

- E. Chairman Saslow's report for the **Athletic Policy Committee** included the following:
1. The Committee met on October 5 to establish a focus and to share ideas about what the committee might accomplish during the next academic year. Director of Athletics Lew Perkins indicated that there are three major issues which are important to the Division of Athletics as well as to the entire University. These issues are gender equity, Division 1A football, finances, and the fit of the

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Division of Athletics into the University's strategic plan. The Committee agreed that its role would be advisory, and any issue which requires a decision would be discussed by the entire Board of Trustees. All major issues that may be of interest will be shared with the Board.

2. The role of the President's Athletic Advisory Committee also was discussed. The Athletic Advisory Committee requested that it be informed of issues such as media contracts before they are released to the public. There is no wish to be involved in the process or negotiation of these issues, but members would like to be kept informed about the topics when they are completed.
3. The Gender Equity Report will be presented to the entire Board at its November meeting. Gender equity is an extremely important issue for the entire University since any complaints delivered against the Division of Athletics could result in action against the University. Although no complaints have been received to date, it is important that an implementation plan be established.

Further, the importance of the gender equity plan is critical to the NCAA certification process which will take place in 1998-99.

4. The Division of Athletics has been working closely with Vice President Allenby and Provost Emmert to create an out of State tuition waiver policy for talented students.
 5. The Division 1A football plan will be presented to the next Board of Trustee meeting following the November Board meeting. The Athletic Policy Committee will meet again before the Division 1A football plan is presented to the full Board.
- E. Chairwoman Smith's report for the **Health Affairs Committee** included the following:
1. Chairwoman Smith reported that Dr. Peter Deckers had been appointed Dean of the School of Medicine.
 2. Dr. Cutler distributed the Environmental Assessment and Clinical Strategic Plan, 1995-1997, the University of Connecticut Health System's commitment to patient care and wellness which was written by Dr. Peter Deckers and his staff. Dr. Deckers previously served as Executive Vice President for Clinical Affairs for the UConn Health System. "UConn Cares" buttons were also distributed. On November 18, the Health Center will be involved in a Student Health Fair at the Gampel Pavilion.

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F. Chairman Berkley's report for the Strategic Planning Committee included the following:


1. No further meetings have been held. The Strategic Planning Committee will begin to schedule meetings to deal with other strategic plan issues in November.

Trustee Saslow expressed his appreciation to the Director of Admissions and her staff for the excellent report he received concerning the recent Open House. Mr. Saslow also commended the UConn Police Department for the speed with which they apprehended the person responsible for the recent vandalism in a residence hall.

It was noted that the next meeting of the Board of Trustees is scheduled for Friday, November 10, 1995 at 10:30 a.m. at the University of Connecticut, Bishop Center, Room 7, Storrs, Connecticut.

No further business appearing, the meeting was adjourned at 12:00 p.m.

Respectfully submitted,


Louise B. Carrozzella
Secretary

oct/mins/sjr/bot