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## MINUTES OF THE UNIVERSITY SENATE MEETING

September 12, 2011

1. The regular meeting of the University Senate for September 12, 2011 was called to order by President Susan Herbst at 4:06 PM.
2. President Herbst opened the floor for nominations for Moderator of the University Senate for the 2011-2012 academic year. Senator Holsinger nominated Senator Spiggle. The nomination was seconded by Senator Hussein. Senator Spiggle was elected as Moderator of the University Senate for 2011-2012 academic year.
3. Moderator Spiggle opened the floor for nominations for Secretary of the University Senate for the 2011-2012 academic year. Senator Freake nominated Robert Miller, Elizabeth Jockusch, and Rachel O'Neill. The nominations were seconded by Senator Fox. Robert Miller, Elizabeth Jockusch, and Rachel O'Neill were elected as Secretaries of the University Senate for 2011-2012 academic year.
4. Following custom for the first meeting of an academic term, Moderator Spiggle requested each Senator to rise to introduce themselves and state their department affiliation.
5. Approval of Minutes

Senator Spiggle presented the minutes of the regular meeting of April 25, 2011 for review.

**The minutes were approved as written.**

6. Report of the President.

President Herbst thanked the Senate for the warm welcome given her by all members of the University community. She stated that UConn is warm and welcoming and that she has been impressed by the obvious pride in the institution that seems to be ubiquitous among every stakeholder. The President and her family live in the President's House on Oak Hill.

President Herbst discussed her vision for the University, affirming that she would like to work in four areas in order to move on to being even a better flagship university, becoming comparable to universities such as the University of Maryland and the University of North Carolina at Chapel Hill. Her four general areas of emphasis will be: student success; research and economic development; philanthropy and fund raising; and the branding of the University of Connecticut.

*Priorities for Student Success:* In terms of student success she pointed out that the University was good, the University is good, and the University is getting better. The 6-year graduation rate at the University has increased. She noted that there has been an increase in applications and that the student body exhibits excellent diversity. All the indicators of quality are going in the right direction.

She complimented faculty members on their empathy with students and on their collective emphasis on undergraduate teaching, which she considers to be the center of what we do—the University’s life’s blood. Nonetheless, she believes the University can improve to even higher levels of student success by demonstrating even greater faculty/student engagement with undergraduates. We can also improve in the area of intellectual life outside the classroom. It is not only how students perform in class but also how they perform outside the classroom that we seek to improve. We should continue efforts at creating an atmosphere of engagement and social responsibility. President Herbst mentioned that the University needs to improve our career centers and their performance, the difficulties of the present economy notwithstanding. We owe it to our students to provide guidance for their career paths.

*Priorities for Economic Development and Research:* These two areas now belong together. As a state university it is not a question as to whether we should be an economic engine. It is now an imperative. We need to bring our ideas to the world. President Herbst noted that economic development is a difficult priority, especially for those who believe in basic research, the arts and humanities, and other areas. President Herbst went on to discuss *BioScience Connecticut* in Farmington. She recounted that she went to the Governor in January with hat in hand to try to secure help for our hospital—to “rescue” it once again. During discussions over the next months, though, Governor Malloy asked for a bolder plan, one that would transform both the University and the regional economy. He wanted something that would improve the University and improve health care in the state. President Herbst went back with the \$850M project proposal and it was supported and passed by the governor and legislature.

President Herbst pointed out that the recently announced research park as been in the works for a long time, and it will be primarily an engineering park with incubator spaces.

Lastly, she discussed the Storrs Center project. This is a different kind of economic development project but it is much needed and it will provide many services and the excitement our University community has been missing.

President Herbst went on to state emphatically her belief that the arts are at UConn’s heart. She believes she sent a signal with her \$100,000 gift to establish scholarships in the arts and humanities as a signal of their importance.

*Philanthropy and fund raising:* President Herbst stated that is not a secret that our state funding is shrinking and the days of increasing support from the State of Connecticut are long gone. Despite what some say, the University does not need a new business model in response. It does, however, need to build its endowment. President Herbst stated that universities, unlike businesses, are forever. The University is not a business that is set up just to make money for a finite amount of time. Rather, the University must ensure its longevity. The University’s endowment currently stands at approximately \$300M and it should be raised to a minimum of a billion dollars.

President Herbst stated that within eight to nine months she expects fundraising will take up approximately 60 to 90% of her time. Building the endowment is desperately needed and to do anything else would be irresponsible. The University has to try harder than the privates who

already have the machinery in place. She went on to describe some strategies to engage new donors.

*Priorities for branding and marketing:* President Herbst stated that much work in this area is needed. When people beyond Connecticut think of UConn, they primarily think about athletics. She acknowledged that athletics are important but shared that when she inquires what else they know about UConn, they often reply “Nothing.”

The University needs to get to a place where academic excellence is as present in people’s articulation as athletics are. Athletics is the “front porch” of the University. It is visible and the first place people come. The problem is that we have so many people on our front porch that it is sagging. We need to get them to come into the house. President Herbst announced that she has appointed a marketing and branding committee that includes some alumni branding professionals who are donating their time to this effort. She pointed to the new thirty second television spot that will run during televised athletic events as an example. President Herbst used Duke University as an example of a school that successfully made the shift from being known for athletics only, even though it was a fine academic institution, to a university that is now known for both.

President Herbst pointed out that the University of Connecticut is not in any particularly unique situation when viewed against any of these priority areas when judged with other state universities. These are common problems for state universities to have.

## 7. Report of the Provost

Provost Nicholls summarized changes in academic leadership and described some of the searches now on-going. He announced that the University is currently searching for new Dean of Medicine and Vice President for the Health Center. That search should be completed by next semester. There is also a search in progress for a new Dean of the School of Business, as Dean Early has announced that he will take a new position elsewhere. Richard Schwab, former Dean of the Neag School of Education, is chairing that effort. Karla Fox will step in as Interim Dean of the School of Business. A search for a new School of Fine Arts Dean has recently begun, chaired by Jeremy Teitelbaum, Dean of the College of Liberal Arts and Sciences. The School of Nursing leadership is also changing. Professor Regina Cusson will serve as the Interim Dean of Nursing until a new dean is found. With Professor Fox leaving the Office of Institutional Effectiveness, to serve as Interim Dean of Business, Suresh Nair will serve as Interim Director of O.I.E.

In addition to changes within the academic units, the Information Technology (IT) unit is one of the areas that the McKinsey consultants focused on. Provost Nichols reported that there is presently massive decentralization of our IT effort and duplication of service. Present issues include security, the implementation of new initiatives and programs, and access to data bases. There are opportunities for great efficiencies, according to McKinsey, that will eventually yield very large savings. IT will be reorganized under the Provost’s Office to help fill the need for support of the academic programs of the University. Provost Nicholls cited examples of work that could be done more efficiently. For example, the University has many help desks that

employ 387 full-time IT employees, more than half of whom work outside of the UITS unit. The McKenzie consultants believe this can be done better. Provost Nicholls announced that Nancy Bull will take over as IT Leader of the University. As IT Leader, N. Bull will be developing and coordinating plans with the academic units and IT units on campus. Due to N. Bull's new role in IT, her position as Vice Provost for Academic Administration will be filled by Sally Reis on an interim basis.

Provost Nicholls spoke about globalization and international issues at the University. In an effort to make the organization more optimal, the Provost has centralized globalization and international activities under an office headed by Ross Lewin which will be guided by an advisory board of faculty. Senator von Hammerstein thanked Provost Nicholls for what he has done to encourage internationalization and for his recognition of those who have contributed to the effort during his time in office. She said that the move toward centralization was good but also pointed out that so are faculty initiatives and faculty leadership. The new structure that calls for an Executive Director of Global Programs changes this effort. It is the first time that faculty are not in a leadership position over academics. The University previously had a Dean for Internationalization and now there is a director position with a faculty committee. Senator von Hammerstein stated that the faculties are being given the role of a mere advisory council, which is not a leadership role. The committee merely advises Ross Lewin. Senator von Hammerstein called for greater involvement of the faculty in providing expertise, if not control. She inquired about the "charge" for the faculty, asking if it be advisory only or if it will have a leadership role. Senator von Hammerstein asked what exactly what will the "Faculty Advisory Committee for International Education" do. Senator von Hammerstein also asked if the composition of that committee could be put in the hands of the Senate Executive Committee or Senate's Nominating Committee. Provost Nicholls said he would welcome input from the SEC and others and reported that thus far, an appeal has been made to the deans for recommendations for membership. Provost Nicholls stated that the points raised concerning faculty leadership and the committee's charge was well taken. His intent is to make the composition of the committee broader. Provost Nicholls stated that the committee has not yet been officially formed and that the charge has also not been finalized.

The Provost opened the floor to further questions. Senator Tuchman mentioned that there was a time a few years ago when there were a number of women serving as deans. She is now impressed by the lack of women in these positions. Provost Nichols stated he has met with the search committees and is encouraging broad diversity in the applicant pools.

Senator Anderson asked for comments concerning the budget situation. The Provost replied that while our present operating budget is a scenario of budget reductions, our situation is not as bad as some states. We have dealt with \$50M in reductions for FY 12 and need to find an additional \$20M to balance the books for this year. He mentioned the 1.5% rescission and the necessity for a further reduction next year.

8. Senator Holsinger presented the Report of the Senate Executive Committee.

(Attachment #1)

9. Moderator Spiggle presented the Consent Agenda.

**The Senate voted to approve the Consent Agenda as posted.**

a. Report of the Nominating Committee

(Attachment #2)

10. New Business

Senator Hiskes presented a resolution concerning the University's responsiveness to Hurricane Irene. The resolution passed without dissent.

(Attachment #3)

11. There was a motion to adjourn.

The motion was approved by a standing vote of the Senate.

The meeting adjourned at 5:09 PM

Respectfully submitted,

Robert Miller  
Professor of Music  
Secretary of the University Senate

The following members and alternates were absent from the September 12, 2011 meeting:

Accorsi, Michael  
Austin, Philip  
Bradford, Michael  
Dominguez, Teresa  
Dunne, Gerald  
English, Gary  
Faustman, L. Cameron

Forbes, Robert  
Kazerounian, Kazem  
Kerstetter, Jane  
LoTurco, Joseph  
Madaus, Joseph  
Majumdar, Suman  
Munroe, Donna

Roe, Shirley  
Salamone, John  
Saddlemire, John  
Segerson, Kathleen  
Skoog, Annelie  
Visscher, Pieter  
Williams, Michelle

**Report of the Senate Executive Committee**  
to the University Senate  
September 12, 2011

The Senate Executive Committee welcomes Senators to the beginning of another academic year. We look forward to a year in which we discuss and debate issues that are before the Senate and continue to make the University of Connecticut even better.

The Senate Executive Committee has met five times since the last meeting of the University Senate on April 25<sup>th</sup>. The SEC met three times over the summer. On May 5<sup>th</sup> the SEC met with representatives of McKinsey Consultants to discuss University operations and the potential for cost savings and new revenues. On June 28<sup>th</sup> the SEC met with representatives of UITS to discuss rollout of the SafeConnect system. On August 19<sup>th</sup> the SEC met with Provost Nicholls, Chief Operating Officer Barry Feldman, and Chief Financial Officer Richard Gray. We were informed of changes to the administrative structure of UITS, and we had the opportunity to discuss some additional recommendations from McKinsey concerning IT and to receive a preliminary report on the University's budget for FY 2012.

On September 2<sup>nd</sup> the Senate Executive Committee met with the Chairs of the Standing Committees to plan for the agenda of this meeting and to coordinate the activities between the committees. There are a variety of issues that are now pending in committee. These include continuing discussion of the status of INTD and UNIV courses, the use of standardized forms for evaluation of teaching assistants, and support for international students.

On September 9<sup>th</sup>, the Senate Executive Committee met in closed session with President Herbst. Afterwards we met with President Herbst, Provost Nicholls, Senior Vice Provost Singha, Chief Financial Officer Gray, Chief Operating Officer Feldman, and Interim Vice President von Munkwitz-Smith. The Senate Executive Committee heard brief updates on the status of University finances, the reorganization of UITS, and learned that research awards in FY 2011 totaled approximately \$136 million dollars, up 3.5% over last fiscal year. We also learned about a variety of high-level administrative changes involving deans and the Provost's Office. The SEC appreciates the continued open dialog between the Senate and the Administrators.

Please be advised that there is currently a special election underway to fill a vacant seat on the Senate Executive Committee. Once the election is complete, the term will begin immediately and will end June 30, 2012. If you have not already done so, please vote.

The Senate Executive Committee is grateful to Senator Susan Spiggle for serving as Moderator of the Senate this academic year, to Robert Miller for serving as Secretary, and to Elizabeth Jockusch and Rachel O'Neill for serving as alternates for the Secretary.

Respectfully submitted,  
Kent E. Holsinger  
Chair, Senate Executive Committee  
September 12, 2011

**Nominating Committee Report  
to the University Senate**

September 12, 2011

1. We move the following faculty and staff deletions from the named standing committees:

Thomas Bontly from the University Budget Committee  
Norma Bouchard from the Curricula & Courses Committee  
Scott Brown from the Scholastic Standards Committee  
Debra Kendall from the Growth & Development Committee  
Carol Lewis from the University Budget Committee  
Charles Lowe from the Faculty Standards Committee  
Patricia McCoy from the Diversity Committee  
Sally Neal from the Diversity Committee

2. We move to appoint the following faculty and staff members to the named committee effective immediately with the term ending June 30, 2012.

Keith Barker to the Curricula & Courses Committee as an ex-officio, non-voting representative of the Provost's Office  
Thomas Bontly to the Faculty Standards Committee  
Tracie Borden to the Diversity Committee as representative of the Growth & Development Committee  
Andrew DePalma to the Growth & Development Committee as representative of the Curricula & Courses Committee  
Lynne Goodstein to the Scholastic Standards Committee as an ex-officio, non-voting representative of the Provost's Office  
Katrina Higgins to Chair the Growth & Development Committee  
James Hintz to the Student Welfare Committee as an ex-officio, non-voting representative of the Provost's Office  
Mohamed Hussein to Chair the Faculty Standards Committee  
Peter Kaminsky to Chair the Curricula & Courses Committee for the Spring 2012 semester  
Kathleen Labadorf to the Diversity Committee as representative of the Curricula & Courses Committee  
Min Lin to the Growth & Development Committee as representative of the University Budget Committee  
Joseph Madaus to the Curricula & Courses Committee  
Morty Ortega to the Diversity Committee  
Sally Reis to the Faculty Standards Committee as an ex-officio, non-voting representative of the Provost's Office  
Joseph Sassi to the Diversity Committee as an ex-officio, non-voting representative of the President's Office  
Jeffrey von Munkwitz-Smith to the Enrollment Committee as an ex-officio, non-voting representative of the Provost's Office  
Dana Wilder to the Growth & Development Committee as an ex-officio, non-voting representative of the Provost's Office



3. We move the following graduate student additions to the named committees effective immediately with a term ending June 30, 2012:

Jason Charette to the Student Welfare Committee  
Lucas David-Roesler to the Scholastic Standards Committee  
Erin Eighan to the General Education Oversight Committee  
William Waite to the University Budget Committee

4. For the information of the Senate, the Undergraduate Student Government has named Rebecca D'Angelo, Melanie Deziel, Daniel Hanley, Nina Hunter, and Sam Tracy to membership on the University Senate effective immediately with a term ending June 30, 2012.
5. For the information of the Senate, the Graduate Student Government has nominated Richard Colon, Jr. and Chantelle Messier to membership on the University Senate effective immediately with a term ending June 30, 2012.

Respectfully submitted,

Marie Cantino, Chair  
Thomas Bontly  
Cameron Faustman

Andrea Hubbard  
Andrew Moiseff  
Susan Spiggle

***Resolution from the University Senate  
on University Responses to Hurricane Irene  
September 12, 2011***

Whereas, on August 20, 2011 the National Hurricane Center began issuing public advisories concerning the trajectory and potential dangers of the tropical cyclone named “Irene” and predicted her arrival in Connecticut six to seven days later during the weekend of student move-ins. In response, the University of Connecticut administration and staff began their own hurricane watch and developed plans and procedures to protect the safety and well-being of University students, their families, faculty, and staff, and to keep the University community informed as conditions evolved.

Whereas, Irene was forecast to arrive in Southern New England the evening of Saturday September 27 with torrential downpours and strong winds, with foresight the University altered the student move-in schedule, cancelled Sunday’s Week of Welcome events, and, created an unforgettable convocation with the President’s announcement that the first day of classes on Monday was cancelled.

Whereas, there were extensive power outages throughout the State and particularly across the town of Mansfield, as well as hazardous conditions created by falling trees, downed power lines, and floods. In response to these challenging conditions, administrators and staff under the Vice President for Student Affairs and the Chief Operating Officer worked tirelessly over the weekend and the beginning of the week to address the feeding, safety, and other needs of the many students residing on campus and to keep the community informed of emergency procedures. Faculty, staff, off-campus students, and members of the broader Mansfield community also found refuge in the University’s on-going services and electrified facilities.

Therefore let it be resolved that the Senate acknowledge and thank President Herbst, Vice President Saddlemire, Vice President Feldman, the staff and administrators in Residential Life, Dining Services, Facilities, Public Safety, the Center for Students with Disabilities, and other units for their planning and efforts which resulted in safe and relatively smooth beginning for Academic Year 2011-12 in the face and aftermath of Hurricane Irene.