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Minutes, 2001 July 24

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MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES

THE UNIVERSITY OF CONNECTICUT

University of Connecticut
at Avery Point
1084 Shennecossett Road
Groton, Connecticut

July 24, 2001

The meeting was called to order at 1:12 p.m. by Chairman Roger Gelfenbien. Trustees present were: James Abromaitis, Louise Bailey, Louise Berry, Christopher Hattayer, Lenworth Jacobs, Michael Martinez, Frank Napolitano, David O'Leary, and Richard Treibick.

Trustees Christopher Albanese, William Berkley, Michael Cicchetti, Shirley Ferris, Linda Gatling, Claire Leonardi, Irving Saslow, and Theodore Sergi, and Anne George, who represents the Governor's Office, were absent.

University Staff present were: President Austin, Executive Vice President for Health Affairs Deckers, Vice President for Institutional Advancement Allenby, Vice President for Financial Planning and Management Aronson, Vice Chancellor for Business and Administration Dreyfuss, Vice Chancellor for Academic Administration Maryanski, Vice Chancellor for Student Affairs Triponey, Assistant Attorney General Shapiro, Assistant Attorney General McCarthy, Dr. Schurin, and Ms. Locke.

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

1. Public Participation

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

Professor Kent Holsinger, Senate Representative

BioBlitz

Professor Holsinger directed Trustee attention to a card regarding the BioBlitz. Professor Holsinger indicated that he is also Chair of the Board of Directors for the Connecticut State Museum of Natural History. He noted that BioBlitz will be featured on National Geographic Explorer on Sunday, August 5 at 8:00 p.m. and at 11:00 p.m. on CNBC.

Professor Holsinger explained that the BioBlitz is an event that has been ongoing for about three years in which a group of scientists visit an urban part of the State and search for as many species of plants and animals as they can in 24 hours. This year's hunt yielded 160 scientists, primarily from UConn, who sought species in Terrywall Park in Danbury. This event lasted from 3:00 p.m. on June 8 to 3:00 p.m. on June 9. The scientists found over 2,500 distinct species of plants and animals while National Geographic explorer recorded the entire event. Professor Holsinger encouraged the Board and others to watch this program.

2. Chairman's Report

The Chairman's Report included the following items:

Chairman Gelfenbien welcomed new Board member, David W. O'Leary to the Board, who has replaced John Downey. Chairman Gelfenbien also welcomed Denis J. Nayden, who has replaced Irv Saslow. Mr. Nayden was not able to attend the meeting. Chairman Gelfenbien noted that Mr. Nayden is the Chairman & CEO of GE Capital Corporation and has been instrumental in the University's Capital Campaign. Mr. Nayden is also a member of the UConn Foundation Board.

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Chairman Gelfenbien also welcomed Professor Pamela Bramble from the Torrington Campus as the newest Senate representative to the Board. Professor Bramble left the meeting earlier in the day.

(a) Greetings from the Avery Point Campus

Chairman Gelfenbien introduced Associate Vice Chancellor Joseph Comprone, who welcomed the Board to the Avery Point Campus. Dr. Comprone noted that the focus of the presentations today will be about the marine sciences programs and the new marine sciences facility, which epitomizes the Campus' progress toward its mission and its future in combined teaching, research and community outreach.

Dr. Comprone reported that the academic programs are moving forward with about 40 students in the Coastal Studies Program after only two years of full-time operation. In addition to that Program there will be a liberal arts-oriented Maritime Studies Program proposed for this fall. There has also been a critical effort to explore services for the adult and non-traditional students in the area as well.

Dr. Comprone indicated that the faculty and staff populations are growing. With this growth, there is a new challenge to place a greater focus on faculty and staff realignments that will better serve the marine sciences and maritime studies mission. He noted that plans are underway and there are plans to encourage continued growth in the future.

Dr. Comprone noted that the subject of student housing is complex, but noted that the survey that was just completed and the exchanges with the University and the community have put the Campus administration in a situation where strategic planning can begin over the next several years. Once the commitment is made, then they will be able to answer some of those questions and to perhaps come up with some interim steps to keep students housed especially when they are attracted from out of State or from the New England area.

The Campus' physical status, aside from the new Marine Sciences building, is moving forward. The Branford House work is completed, but it is not yet occupied. In late September, the administration will move to the second floor and the first floor will be used for University, professional, and educational meetings and conferences during the week and for private parties on the weekend.

Dr. Comprone expressed some concern about the location of the Avery Point Campus. The Campus is not directly located off a major highway and it is not located in a downtown area. He stated that in some ways this is good and bad, because it is not readily visible. The challenge will be to get more activities on the Campus, such as receptions, community gatherings, dedications, and the promotion of the campus itself. Dr. Comprone asked for help by the entire University community.

(b) Board recognitions

Chairman Gelfenbien noted that the Board's colleague and friend Mrs. Louise Berry will be completing her second term as Alumni Trustee. Ms. Bailey read the following resolution in honor Mrs. Berry.

LOUISE S. BERRY
1993-2001

WHEREAS, Louise S. Berry is leaving the Board of Trustees, following eight years of invaluable service as an alumni-elected member of the Board; and

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WHEREAS, Through a period in which the University has made extraordinary strides in all aspects of its operation, Mrs. Berry has played a key leadership and advocacy role in an extraordinary range of policy and program areas; and

WHEREAS, In her capacity as Chair of the Committee on Academic Affairs, Mrs. Berry has made a vital contribution to the strength, rigor, focus and effectiveness of the academic program, which is at the heart of this or any great institution of higher learning; and

WHEREAS, Mrs. Berry is a devoted alumna of the University, with a baccalaureate degree, a master's degree in education, and a Juris Doctor degree from the School of Law; and

WHEREAS, Her work as a member of the Board represents only one chapter in a lifelong record of public service that has included (or currently includes) service in the Connecticut Senate, the superintendency of schools in Brooklyn, Connecticut, and membership on the State Board of Trustees for Community and Technical Colleges; and

WHEREAS, Throughout her tenure Mrs. Berry has displayed qualities of intelligence, diligence, and responsibility that have earned the respect of all her colleagues on the Board and of the University administration, faculty and students;

THEREFORE BE IT RESOLVED, That the Board of Trustees of the University of Connecticut records its gratitude to Louise S. Berry for her commitment and service and extends its best wishes for the future; and

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes, with a copy sent to Mrs. Berry.

Ms. Bailey expressed her personal thanks for the many hours she and Louise have spent together.

Mrs. Berry thanked the Board and indicated that serving on the Board has been one of the wonderful experiences that she has ever had and that it has been an outstanding opportunity. She has enjoyed representing the University of Connecticut and having thoughtful and intelligent decisions concerning the University.

Dr. Jacobs expressed his gratitude for Mrs. Berry's quite wisdom in assisting him in many areas.

Mr. Abromaitis also expressed his gratitude and said that it has been an honor working with Mrs. Berry.

Chairman Gelfenbien recounted fond memories of his initial appointment on the Board. He noted that Mrs. Berry has been great counsel to him and to the Board and that she is a very special and dedicated person. Chairman Gelfenbien noted that he anticipates that she will be able to continue on the Academic Affairs Committee in some capacity or as a factor in the decision-making process at the University. He thanked Mrs. Berry for her dedicated service.

On a motion by Ms. Bailey, seconded by Mr. Napolitano, **THE BOARD VOTED** to approve the resolution for Louise S. Berry.

Mr. Napolitano read the following resolution in honor Mr. Saslow.

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IRVING R. SASLOW
1983-2001

WHEREAS, Irving R. Saslow has served with distinction as a member of the University of Connecticut Board of Trustees for eighteen years—a term longer than all but seven Trustees in the University's history; and

WHEREAS, At various points over the course of his service Irv Saslow has been a dedicated member of many key Board committees, notably including Student Life, Athletic Advisory, Health Affairs, and Honors and Awards; chaired the Athletic Policy Committee; and served as the Board's representative to the Standing Advisory Committee of the Board of Governors; and

WHEREAS, Mr. Saslow has been a dedicated member of the University of Connecticut community since his days as a student (Class of 1941) and has brought to the Board's deliberations the perspective and wisdom of one deeply familiar with this institution and all it represents; and

WHEREAS, As a veteran of the Second World War, an active member of political and civic organizations in his home town of Hamden, a successful member of the insurance profession, and a devoted husband, father and grandfather, Irv Saslow has been a strong member of the local, state and national community;

THEREFORE BE IT RESOLVED, That the Board of Trustees of the University of Connecticut records its heartfelt thanks to Irving R. Saslow for his service to the University and extends to him and his family its best wishes for the future; and

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes, with a copy sent to Mr. Saslow.

On a motion by Mr. Napolitano, seconded by Ms. Bailey, **THE BOARD VOTED** to approve the resolution for Irving R. Saslow.

Mr. Saslow was not present at the meeting.

Chairman Gelfenbien noted that for the first time in early October the Board will hold a luncheon for the four retiring Board members, which include Mrs. Berry, Mr. Downey, Mr. Donich, and Mr. Saslow. Details will follow.

- (c) Minutes of the meetings of April 12, April 18, May 8, and June 26, 2001

On a motion by Mr. Treibick, seconded by Mrs. Berry, **THE BOARD VOTED** to approve the minutes of the meetings of April 12, April 18, May 8, and June 26, 2001.

- (d) Consent Agenda Items:

On a motion by Dr. Jacobs, seconded by Ms. Bailey, **THE BOARD VOTED** to approve the following items listed on the Consent Agenda:

- | | | |
|-----|--|----------------|
| (1) | Sale of Property in Preston, Connecticut | (Attachment 1) |
| (2) | Renaming of the "School of Business Administration," to "School of Business" | (Attachment 2) |

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- (3) Authorization for the University of Connecticut Health Center Finance Corporation to Exercise Options to Extend its One-Year Lease at 381 Hopmeadow Street, Simsbury, with Simsbury Medical Associates (Attachment 3)

- (e) Personnel matters (Storrs-based programs and the Health Center) (Attachment 4)

THE BOARD APPROVED a motion by Mr. Martinez and seconded by Ms. Bailey to add to the agenda and to approve the recommendation for promotion and tenure for Dr. Jose Manautou in the School of Pharmacy as was outlined in the handout that was distributed at the Board meeting.

Chairman Gelfenbien also noted that the Board will deal with another personnel issue at the end of the meeting regarding a terminal appointment for Dr. David Rhodes. **THE BOARD APPROVED** a motion by Mr. Martinez and seconded by Ms. Bailey to add the recommendation to the agenda.

- (1) Promotion, tenure, and reappointment lists
- (2) Sabbaticals
- (3) Informational matters

On a motion by Mr. Martinez, seconded by Ms. Bailey, **THE BOARD VOTED** to approve the recommendations indicated on Attachment 4.

- (f) Discussion

- (1) 2001-2002 Board meeting schedule (Attachment 5)

Chairman Gelfenbien indicated that the upcoming Board schedule was faxed to the Trustees. He asked Board members to respond promptly if there were any conflicts.

- (2) Board Committee list (Attachment 6)

Chairman Gelfenbien noted that Trustees David O'Leary, Denis Nayden, and Anne George were not listed as members of any Committees and asked that they consider which Committees they would like to serve on. Chairman Gelfenbien also asked Board members to contact him if anyone wished to make a change in their assignments.

Chairman Gelfenbien asked Board members to return the Conflict of Interest Forms regarding John Dempsey Hospital.

- (g) Election of Board Secretary

Chairman Gelfenbien called for nominations for the Office of Secretary of the Board of Trustees. **THE BOARD APPROVED** a motion by Mr. Martinez and seconded by Dr. Jacobs to nominate Ms. Bailey as Secretary.

3. President's Report

- (a) Bio/Physics Building update

President Austin noted that on February 4, 2000, the University terminated the contractor HRH/Atlas Construction, Inc. for default in performance of the contract for the Bio/Physics Building on the Storrs campus. On that date, UConn made demand on the surety, Liberty Mutual Insurance Company to fulfill its obligations to the University. President Austin noted that he was pleased that on July 5, 2001, the University entered into a "fronting agreement" with Liberty for the payment of \$25,350,000 to fund the completion of the facility. He indicated that the University

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incurred \$12 million of the up front costs. President Austin was confident that the building would be ready for operation by January 2003, which will be 18 to 24 months beyond the initially scheduled occupation. President Austin stated that the University would not have to incur some additional UCONN 2000 funds to get it. He congratulated all who were involved in the successful conclusion of this project.

President Austin asked that the majority of his report be dedicated to the discussion of the marine sciences and coastal studies programs. He noted that these programs are some of the greatest targets of opportunity at the University, because of the location of the Campus, the strengths in several different facets of the biological sciences, and the economic importance this region and the nation. The administration believes that the way the University is positioned makes coastal studies and marine sciences something that should be considered seriously. It is also believed that if we dream real big and the resources are available, the University of Connecticut will be thought of in the same breath as Scripps and Woods Hole. President Austin expressed his commitment to moving in this direction.

President Austin mentioned that several Board members have asked about housing on the Avery Point Campus. He noted that many believe strongly that the University should provide housing. In the past, the administration has told the Board that the administration is reluctant to seriously consider housing at this point, because the University would be starting one more contest similar to the Tri-Campus venture, where Central played a role. The same concerns will arise regarding a change in the mission. Regarding the impact on enrollments, many will say that the University cannot meet its enrollment objectives, because there is no housing for undergraduates. The administration's concern is that we consider housing at a time when there is a better indication that there will be a strong need for it.

President Austin noted that Dr. Robert Whitlatch, who is the Director of the marine sciences program, will provide a presentation on the academic programs. President Austin urged the Board to focus on the vision for the core set of academic programs, which should be the centerpiece of all that is done on the Avery Point Campus. Then if the feedback is positive, the administration will come back shortly with a vision for the whole campus, including a more long-range plans for the next five or ten years, which will include the range of academic programs that will be available. The programs will range from exclusive attention to one of the very high quality marine science coastal studies programs to a focus on attracting as many undergraduate students as possible.

(b) Avery Point/Marine Science issues

President Austin introduced Professor Whitlatch, who thanked the President and noted that it was a great honor to present an overview statement of where the marine programs are and where they are going. On behalf of the faculty, staff, and students, Dr. Whitlatch welcomed the Board to the new Marine Sciences Building. He noted that the building is quite phenomenal. He mentioned that in previous years, he would tell visitors not to judge the programs by what the facilities look like, but what we do. He thanked the administration for all the sustained support.

Dr. Whitlatch stated that the major issue at hand is how they are going to take advantage of this new facility, where are they moving toward with respect to where they can provide the greatest focus, and how they are going to obtain a national recognition with respect to the existing programs. He noted that the marine sciences vision is to create one of the top three coastal marine

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sciences programs in the nation in the next five to six years. It will be possible to accomplish this by focusing on the coastal zone, which is particularly important because of its vast commercial importance and recreational potential. The coastal zone is a region of our world's oceans that are most greatly influenced by human activities. Secondly, Dr. Whitlatch proposed that they will build upon an already successful marine sciences programs with proper investments in human capital and research infrastructure. Third, they will be able to better understand how to use the oceans and develop stronger University-business interactions by using a multi-disciplinary approach to problem solving. Fourth, another goal will be to create an intellectual environment so that students are prepared for the environmental challenges of the 21st century. In sum, this is a vision that our State and Nation can build upon to stimulate coastal economies, to develop new coastal resources, and to protect the ocean planet.

Dr. Whitlatch asked why is it important to focus on the coastal ocean. First, he stated that while the coastal oceans only occupy 10% of the area of the global oceans, they are an incredibly important economic area. He noted that this is where we obtain most of our living resources and important non-living resources, such as petroleum and sand-gravel mining. He also noted that about 75% of the world's population lives along the coastline and about half of the U.S. population lives in coastal regions. For example, in Connecticut alone, it is estimated that about 60% of the Connecticut population lives near Long Island Sound. Long Island Sound generates about \$1 billion in revenue annually by people using the Sound in a variety of ways. There is a very strong interface between humans and the coastal sea, both positive and negative. Dr. Whitlatch emphasized that we use the oceans for a number of reasons and we also adversely affect them. Because of this relationship, we need to better understand how humans interface with the oceans and how the coastal oceans affect human populations. Generally, the marine sciences community has failed to address the interrelationships between the land and the sea, which limits our ability to properly steward the coastal oceans and understand how they are changing in terms of their biodiversity, global climate change, and utilization of those environments. The majority of academic institutions either research the land or the sea. They rarely consider the intersection between the land and the sea.

In addition, many of the oldest and largest oceanographic marine sciences programs like Scripps and Woods Hole are not focused on the coastal oceans, but on the global oceans. They have big ships and huge infrastructures to support those ships and they spend a vast majority of their research effort studying the global oceans. Dr. Whitlatch noted that although they do some coastal research, their major focus is on the global ocean. The smaller marine sciences programs tend to be very limited or niche-based and do not have the programmatic diversity that exists at UConn. Dr. Whitlatch feels that the University of Connecticut's marine programs are poised to make a significant contribution toward attaining a national recognition in coastal marine science.

Dr. Whitlatch asked how this would be done and what would the strategy be? Dr. Whitlatch noted that UConn has many elements in place that will help develop and realize these goals. There are active research programs in the biology, chemistry, physics, and geology of the ocean. Although the Department of Marine Sciences is small with only 14 faculty members, it has very active research programs. Many are focused on the coastal ocean and the environmental issues surrounding the coastal ocean. The Department consistently enjoys a very high ranking in its ability to secure extramural funds for its research productivity. In the last five years, the Department has been ranked first in the College on a per capita basis. As Dr. Comprone mentioned earlier, the coastal studies major is new but is developing rapidly. One of the few graduates from

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the program has accepted admission to Scripps Institution of Oceanography for graduate work, which means that our programs are competitive and students are well trained. In terms of the graduate program, students are marketable - 100% of our Ph.D. students obtained jobs in academic environments, and 92% of our master's students obtained employment in marine-related fields. In addition to the existing infrastructure and the new facility, they also possess the R/V Connecticut, which is a very unique coastal research vessel unlike any other in the New England region. Along the Campus coastline there is an environmentally controlled sea water facility, which allows the faculty to conduct experimental work nearby. Lastly, there are a number of companion marine sciences programs on the Campus. Dr. Whitlatch noted that the National Undersea Research Center is very unique to an academic institution and provides underwater technology and opportunities for students and researchers. He also noted that Project Oceanology is a good resource for high-school teachers and students.

Dr. Whitlatch reported that the marine sciences program is one of the University's most visible programs in terms of partnerships and outreach. One example is Sun Microsystems, Inc., which offered to make an investment in marine sciences a few years ago. Their goal was to move from business-oriented work to the sciences. Dr. Whitlatch pointed out that they could have selected any institution along the Eastern seaboard, but they chose the University of Connecticut's marine programs, because they realized the potential in the infrastructure, the University's commitment for resources, and the wealth of in house opportunities for use of their equipment. This resulted in a \$2 million donation in computer equipment that has facilitated the development of better ways of modeling underwater weather in the ocean. The National Oceanographic Partnership Program, in which UConn is the lead the institution, also includes partnership with Woods Hole Oceanographic, the University of Rhode Island, Massachusetts Institute of Technology, the Navy, and several small business, is a multi-million dollar program designed to study an area about 10 miles off the shore of the Avery Point Campus. This study will help them to understand the physical dynamics of the coastal ocean. Other partnership programs include Northeast Utilities, which supports the Dominion Connecticut Internship Program. This program employs five undergraduates every summer and now provides research opportunities for graduate students. Dr. Whitlatch summarized that the Campus currently has a lot of elements in place to build a nationally recognized program.

Dr. Whitlatch discussed the financial aspects for achieving these goals. He indicated that considerable investment is needed in order to realize this vision of becoming the leading national resource for understanding the interactions between the land and the sea, for developing new technologies for properly stewarding the coastal environment, for ways of managing resources and harvesting them, for predicting and assessing global climate change, which is an ever increasing problem in the coastal zone, for providing uncritical scientific evidence to global policymakers for better ways of stewarding the ocean, and for also providing a service to society to enhance integration of education, research and outreach on the coastal zone.

Dr. Whitlatch asked what would need to be done. Dr. Whitlatch acknowledged that the University has made a phenomenal investment in terms of the capital infrastructure. In addition, the Marine Sciences program currently receives about \$2.6 million from the University to support the academic research and outreach programs. The programs' research grants and contracts average approximately \$3.5 million annually, which translates to about \$200,000 to \$250,000 annually for each faculty member who brings in extramural funds and supportive research. He noted that this is quite high for the number of faculty in the Department.

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Dr. Whitlatch noted that they have a very small private endowment, which must be expanded upon in order to propel the program into the next generation and to gain a national presence in the coastal environment field. The program not only requires an increase in the University's contribution, which would encourage additional staff and extramural support, but also in private endowments.

Dr. Whitlatch explained that a sizable endowment will serve as the engine that will drive the development of this program. Although some of the work can be done through a slower process of attracting additional research grants and contracts, currently there are 14 faculty and 52 grants and contracts, but it will not be enough to realize the vision in the immediate future. Dr. Whitlatch proposed that private endowments be used to support a number of programs that the faculty has limited expertise in. The faculty currently cover courses in biology, chemistry, geology, and the physics of the ocean. The strategy has been over the past few years to maintain programmatic diversity at the sake of depth in any one program. The program does not have critical mass in some areas. They often address topics, but not issues, such as those deemed critical for the future of the environment.

Secondly, the program needs a number of rotating post-doctoral positions. One way of continuing to renew ideas is to bring in the best and the brightest scientists who are looking for opportunities to work with faculty in a university environment. Third, they would like greater support for undergraduate and graduate fellowships. It is important to not only attract the best and the brightest, but to also attract students from underrepresented groups. This area needs more involvement from those groups to enrich the program for everyone. Fourth, they would like to see more support for seminar series and increased help with laboratory and equipment facilities, because this is a very technologically driven field and technology is continually changing. Lastly, they are trying to develop ways of bridging the links between Avery Point and Storrs. At first glance, there was discussion about establishing a shuttle service between the campuses or utilizing the distance learning facilities between sites. Dr. Whitlatch noted that he and Dr. Comprone have also considered a Sea semester program, where students from the Storrs campus could be brought to Avery Point for extended periods of time.

Dr. Whitlatch went on to outline an overview of the three-year development plan. He offered a number of handouts that were available as well as a more detailed overview of the strategic plan for development. One of the first objectives would be to bring in an internationally recognized program head. Secondly, the second objective would be to increase the number of faculty in addition to other components previously mentioned. Dr. Whitlatch stated that they will need approximately \$1.3 million in addition to the current operating budget. As previously stated, this additional funding will drive the development, augment academic areas, expand their presence both regionally and nationally, and build stronger ties between Storrs and Avery Point. He projected that with an enhanced endowment, they will need an annual operating budget of approximately \$1.5 million. Over the last five years, each of the marine sciences faculty brought in approximately \$250,000 of research funding, which over the last academic year totaled \$3.6 million. If the faculty were to increase to 19 members, then it is assumed that this will provide tremendous synergies for new programs and that the average extramural funding per faculty will greatly increase by \$300,000 to \$400,000, which would increase to approximately \$6 to 7 million annually.

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Dr. Whitlatch asked why they were so confident that this plan will work. He noted that the federal government is placing an incredible emphasis upon the coastal zone and is establishing a variety of new programs to facilitate research in education programs dealing with the coastal zone. For example, it is projected that there will be more than a billion dollars in marine "global climate change" funding. They currently receive very little of that funding base. But there has been a slight increase in the University's contribution, which has resulted in an a slight increase in the overall operating budget. In sum, Dr. Whitlatch indicated that with proper investment, human capital, and research infrastructure, the Marine Sciences program can lead the nation or be a leader in the nation in understanding the coastal environment. He emphasized that there is a niche for UConn and that we must progress with the current facility, but the program needs some more help. It is imperative that they have the ability to train the environmental scientists for the next century. Dr. Whitlatch also emphasized that this is a unique opportunity for the University, because it builds on current strengths and capitalizes on the capital investment in marine sciences. For the State, they will address very important issues regarding the health and well being of Long Island Sound and related coastal environments. The nation needs an established and focused program that is nationally recognized and devotes its research to best serve the coastal oceans.

A copy of the handouts are attached to the file copy of the Board minutes.

Trustee Treibick noted that Dr. Whitlatch's presentation was very well done and concise. Trustee Treibick asked if the plan had been reviewed by the Board of Trustees Strategic Planning Committee.

Dr. Whitlatch responded that the plan was part of their self-assessment document, which both the Marine Sciences & Technology Center and the Department of Marine Sciences went through two years ago.

Trustee Treibick indicated that if the plan had not been reviewed by the Strategic Planning Committee, then it probably should be. He also noted that one of the questions that was raised at the Institutional Advancement Committee was whether or not the Committee thought a \$50 million endowment was suitable for this proposal. The Committee agreed that under certain conditions it was. Mr. Treibick further noted that the University could raise that kind of money if certain conditions are met, but he asked that the strategic plan be thoroughly reviewed because the vision has come to the Board the wrong way. Mr. Treibick also noted that the plan be embellished upon.

President Austin responded that the plan will be given to the Committee for review. He noted that the last time the Committee met was a year before the President arrived.

Mr. Treibick noted that the University does not need a lot of strategic plans, except when they are necessary. He indicated that the Chair of this Committee, Bill Berkley, is the most qualified person to run the Committee and recommended the plan come before the Strategic Planning Committee.

President Austin responded that the administration was deficient in the procedural aspects, and Dr. Whitlatch and his staff responded to what the administration asked of them.

Vice-Chair Berry congratulated Dr. Whitlatch on his presentation. She noted that the first academic affairs committee meeting she attended in 1993 was a presentation by Dr. Richard Cooper about the programs at Avery Point. She was fascinated by the potential of these programs and she continues to be fascinated by what potential still exists at this site. At the time, Dr. Cooper emphasized that there was need for this program for the future of the State and nation. She thinks these programs are needed for the future of the University as well. Many alumni of UConn have

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heard her speak of the value of these programs. She thinks that these programs contribute an image of the University that is special and puts us in a position to be on the cutting edge of research in marine biology and marine sciences and in a position that few schools can attempt to achieve. She encourage the Board to seriously consider these goals and objectives at this point in time. She described that with the new facility, the Campus is an unknown gem for the future development of this State as well as New England. She also emphasized that the members of the Board need to place a new and special emphasis on marine science programs today and they need to think about how we can market this theory and to provide the vision to allow UConn to become the Scripps Institute of the East. Mrs. Berry paraphrased Richard Treibick's words at a meeting in which he indicated: "I think we ought to do it on our watch and not wait for some future Board to decide that well maybe they ought to do something about it." She encouraged immediate action and development of a strategic plan based on Dr. Whitlatch's report. She also noted that the University should support the staff and the funds to make it a reality and that it should be done during this Board's time at the University.

Trustee Jacobs thanked Dr. Whitlatch for his report. He noted that about three or four years ago the Board heard a report, which discussed food. He asked if the strategic plan also dealt with this issue.

Dr. Whitlatch responded that there is a project underway that is looking at the potential for using nori, the wrapping used in sushi, as an aquaculture item. They have been looking at ways of trying to deal with competing demands of the coastal zone. It is very difficult to start new initiatives in the coastal zone when there are boaters, fishers, and different users of the coastal environment, so specific issues must be approached in a very reasoned and focused way. Dr. Whitlatch noted that a recently hired faculty member is working on scallop and other shellfish biology to better understand their feeding biologies. Dr. Whitlatch noted that for many years it was believed that the oceans would feed the world's population. We now realize that that is not going to happen. Many of ocean fish and shellfish stocks are grossly over fished and in poor shape. Researchers must think of novel ways to enhance the use of the marine resources, such as fish farming and other kinds of aquaculture activities.

Trustee Jacobs mentioned that the Board heard an impressive presentation at Stamford. He asked if Dr. Whitlatch had planned to bring those kinds of activities together with these. Dr. Whitlatch responded that they have cooperative programs with the Biotechnology Center at Storrs. He noted that the marine sciences program works very closely with other programs at the University, such as education, engineering, and pathobiology, in which they dealt with the recent lobster problem in the Sound.

Chairman Gelfenbien noted that the Board and the administration supports this strategic plan. He has a clear sense of the resource requirements, which is the simplest part to deal with, but also asked what distinguishes Scripps and Woods Hole from where UConn is today. Dr. Whitlatch responded that both those institutions along with older institutions, such as Washington, Miami, and Hawaii, are very large and their primary focus is on the global ocean. They do not concentrate their energies in the coastal zone. The reason that they focus on the global ocean is because many of them have 200-foot vessels that they have to maintain. They have a tremendous infrastructure that they need to maintain to work in the global ocean, which is a difficult place to work. Only a few institutions can do that, so their focus is primarily on things well off shore and their interest in the coastal zone is very limited. In addition, these institutions are huge and have hundreds of

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faculty, who cannot respond effectively to the ever changing environmental demands put upon the coastal ocean. They have departments of physical oceanography and biological oceanography, we have a program in which all the scientists interface together, which really gives UConn a leg up in terms of our competitive nature. Dr. Whitlatch stressed that the multidisciplinary/cross disciplinary interaction can really address the challenges that will face us in the next century.

Chairman Gelfenbien indicated that Scripps and Woods Hole are recognized for being amongst the two best. Dr. Whitlatch agreed that they are the best.

Chairman Gelfenbien asked why. Dr. Whitlatch responded that the reasons are size and age. They are huge, but UConn has a better location and the facilities are phenomenal. Colleagues from those institutions have visited and are impressed. Most of the investment in the infrastructure for marine programs was done in the 1970s and 1980s. The faculty are now working in buildings that are 20 to 30 years old with decayed infrastructure. They will always be recognized as the biggest and the best. Dr. Whitlatch indicated that there needs to be more of that type of research facility. What UConn needs to do is have a very focused program that is nationally recognized for coastal marine sciences, which distinguishes us from those other programs in a very unique way.

Chairman Gelfenbien asked how UConn would market that and how would we get people to recognize that we are amongst the best three institutions. Chairman Gelfenbien indicated that this is a hard question and does not expect an immediate answer, but asked that Dr. Whitlatch and others consider how to measure those outcomes in some way.

Dr. Whitlatch responded that the outcomes are the ability to compete nationally for National Science Foundation funds – 87% of our faculty receive NSF support. We generate a very large amount per capita in extramural funding that rivals Woods Hole and Scripps in terms of a per capita base, especially since they have hundreds of faculty and the marine sciences department has 14. The potential is there, but more work is needed on marketing. With the alliances they are making with the different programs on campus, there is a greater opportunity to market successfully. Dr. Whitlatch also noted that a lot of what is happening is perception in that if you are perceived as good you are good. He mentioned that when Sun Microsystems visited the campus, they were very impressed. They could have gone to Italy, URI, Scripps, but they came here because they saw the potential in the students and the commitment by the University.

Dr. Jacobs asked Dr. Whitlatch to consider a UConn 2010 as another billion dollar enterprise. What would it take to get the program to be one of the top three in the world. He asked if it would take \$10 million, \$100 million or some other amount to get UConn there.

Dr. Whitlatch responded that the program would need an annual operating budget enhancement of \$2 million.

Chairman Gelfenbien noted that the concern he has is that \$2 million is a fairly modest investment to accomplish the objectives.

Dr. Whitlatch responded that this is a niche that we can rapidly fuel, because we have the infrastructure in place. As President Austin said earlier, the opportunities do not always avail themselves. There are a lot of competitors out there and they recognize that. Dr. Whitlatch said he what he is proposing is not unique to the nation, but the plan encompasses having physical and academic infrastructure in place, such as academic programs, research, and outreach programs.

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Chairman Gelfenbien asked that some more thought take place regarding this plan. Mr. Brohinsky has some ideas about the kinds of things that need to be done to market.

Mr. Brohinsky responded that there has been an unusual amount of media coverage on the marine sciences program within the last year or so.

Dr. Whitlatch confirmed that University Communications has been working with the Campus and that there have been numerous spots on television recently.

Chairman Gelfenbien stated that Mr. Treibick talked about putting together the Strategic Planning Committee as part of the process of identifying the outcomes and then look back three or five years from now and ask if the objectives were accomplished. He has heard the objectives today and noted that they need a little bit of work to get there.

Vice President Allenby stated that the operating costs that the endowment Dr. Whitlatch mentioned was \$30-50 million, while that would not be associated with a UCONN 2000, it may be a Capital Campaign item.

Chairman Gelfenbien agreed and understood the resource issue. He asked what would be accomplished with it and asked for more focus.

Mr. Abromaitis asked what the return potential for the commercialization of the resources at Avery Point. There was discussion about national ratings and perception, but he asked if there was a monetary return to the University through this upgrade.

Dr. Whitlatch asked if Mr. Abromaitis was asking about patents.

Mr. Abromaitis said yes and also referred to spin-offs.

Dr. Whitlatch responded that it was a hard question to answer, but the return was what the program gives the students to become better citizens and scientists. He also noted that the business alliances have become real partnerships, such as with Northeast Utilities Internship Program provides opportunities for students to work in those companies as well as to do research and education. He noted that there were a lot of intangibles. They are not engineers that build things, but they apply technologies in novel ways to address important questions. They have companies coming to UConn asking if they can interface with us so that they can test their technologies and then develop them in ways in which they can eventually market them.

President Austin agreed that there is an intrinsic value of the education process that ought to be the University's primary objective, but also in those areas where the results of that work allows the arising of potentially patentable and licensable activity. Unfortunately, the University has not captured them in any way to the extent that it should have. In recent meetings, President Austin described to the Board the activities that Bruce Carlson has been involved with. He indicated that in a Connecticut economy magazine there are three or four charts, in which two list virtually all of the research universities in New England or the northeastern U.S. The first five are MIT, Harvard, Yale, Boston University, and UConn, then there is everyone else. Those first five charts make reference to one of the variables that Dr. Whitlatch made reference to and that is federal research support and others that are very good proxies for the quality and productivity of the academic faculty. But then there is the third chart that lists only approximately eight or nine universities that have patentable and licensable activities that are taken through market and UConn is not listed. President Austin indicated that he believes that that will change in the next year or so.

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Dr. Whitlatch mentioned that one of their roles is to provide service for the economy. As he mentioned earlier, the annual revenue spent on Long Island Sound is about one billion. The reason that people come to Long Island Sound is that they want to be assured that the water is in good shape and they can swim without disease problems. One of UConn's roles is to provide ways of better understanding coastal environments in order to make them places that people want to visit. While it is an intangible, it is a reality.

Chairman Gelfenbien thanked Dr. Whitlatch and said that he looked forward to learning more about this.

4. Institutional Advancement Committee Report

(a) Committee Chairman's report on Committee activities

Mr. Treibick provided the report of the Institutional Advancement Committee at this time, because he had to leave the Board meeting early.

Mr. Treibick reported that the Institutional Advancement Committee met via teleconference on Wednesday, July 11, 2001.

Mr. Kessler, UConn Foundation Vice President for Development, reported to the Committee that preliminary development results indicated that gifts for fiscal year 2001 will exceed \$46.5 million, surpassing last year's results by 25% and this year's \$40 million goal by 16%. Campaign totals for fiscal year-end are in excess of \$155 million.

Vice President Allenby reviewed a list of potential gift opportunities for the soon to be renovated Gentry Building, home of the School of Education.

Mr. Kessler also reported to the Committee that the \$4.5 million private fundraising goal of the new School of Business building and the \$750,000 Kresge challenge grant were successfully reached on June 9, 2001.

Mr. Riordan, President of the Alumni Association, gave an update on the Alumni Association and the proposed agenda for the July 14, 2001 Alumni Board retreat.

The Committee discussed five naming recommendations for the new School of Business Administration facility listed under Attachment 11 of the Board agenda.

(b) Items requiring Board discussion and approval:

- (1) Naming Recommendations for the new School of Business Administration Building (Attachment 11)

THE BOARD APPROVED a motion by Mr. Treibick, seconded by Mr. Hattayer, to approve the following Naming Recommendations for the new School of Business Administration Building:

- (a) Janet A. Alpert '78 & LandAmerica Financial Group, Inc. Real Estate Department Head Office (Real Estate)
- (b) George W. Fraser Study Carrel
- (c) David Salvin & Gail Flesher Student Breakout Room
- (d) Shenkman Family Classroom
- (e) SS&C Technologies External Relations Conference Room

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(2) Gift Report

(Attachment 12)

Chairman Gelfenbien asked if Mr. Treibick had discussed the results of this year's efforts. Mr. Treibick asked Vice President Allenby to update the Board. Vice President Allenby reported that this year the Foundation ended the year with a cash flow basis with \$46.5 million and ended with \$37 million last, which represents an increase of 26%. He noted that this a remarkable year, because they were very concerned about the economy and the level of confidence that people had in the economy and how that would play out on a national level and also on a local level. As we saw around the country, a lot of programs were slashed. The Campaign momentum is really taking hold now and that has been reflected in the commitment - \$57 million in new commitments this year, which is driving the cash flow. They felt very good about the year and the confidence of the Governor and the Legislature affording the extension in the matching gift legislation, which has really helped to fuel that.

Chairman Gelfenbien asked if the \$57 million in commitments includes the money that was committed to the Capital Campaign.

Vice President Allenby responded that it represents all commitments to the University campaign. He reminded the Board that the commitments are usually paid over a period of time and then we see the cash flow, which is really the result of how the commitments were made. One of the real challenges that Mr. Treibick mentioned for the Foundation is the Kresge challenge and the completion of the School of Business building. It is always a challenge when you balance the endowment and the incentive to building the endowment and the current operating needs vs. bricks and mortar.

Chairman Gelfenbien noted that he made a reference to what the Governor and the Legislature did this year on the matching program and asked how that is equated to an actual amount.

Vice President Allenby responded that the commitment that the Governor signed was a continuation of UCONN 2000 through 2014 and that adds \$115 million in new matching money through that period of time, which if matched by private donations creates \$345 million over that period of time in potential new endowments to the University. If you think of about that in the context of the UCONN 2000 match and the UCONN 2000 program, the original matching commitment was \$20 million in the pilot program. We successfully met that and that was then continued with an additional \$52.5 million in private funding and we have just about completed that and that is why the Governor and the Legislature supported the continuation through 2014. If you think about this down the road and about some of the things that Dr. Whitlatch mentioned earlier in terms of the incentives to build the endowment and to build the sustainable support.

Chairman Gelfenbien noted that he used to be more involved with the Foundation activities and now we are the beneficiaries of their efforts. He thanked Vice President Allenby and his staff in the Foundation for their hard work. He also thanked Mr. Treibick for his leadership and his donations. He also noted that the problem may be that the 115 million may not be enough and we may have to deal with that when we go through legislative sessions in the future.

5. Financial Affairs Committee Report

(a) Committee Chairman's report on Committee activities

Dr. Jacobs reported that the Financial Affairs Committee met this morning. He noted that the resolution regarding the sale of property in Preston, Connecticut was approved under the Consent Agenda. He noted

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that the Bartlett Arboretum Inventory Transfer is presented as handout. This issue was discussed extensively in the Financial Affairs meeting.

On a motion by Dr. Jacobs, seconded by Mr. Treibick, **THE BOARD VOTED** to add to the agenda a resolution to transfer to the Bartlett Arboretum Association, Inc. title to all moveable equipment presently in use at the Bartlett Arboretum property in Stamford.

On a motion by Dr. Jacobs, seconded by Mr. Treibick, **THE BOARD VOTED** to approve the transfer to the Bartlett Arboretum Association, Inc. title to all moveable equipment presently in use at the Bartlett Arboretum property in Stamford.

(b) Capital Program FY 2002-2005 (discussion only)

(Attachment 7)

The next item of business is the discussion item relating to the Capital Program for the fiscal years 2002-2005. This is an information item and was discussed at the last meeting. Dr. Jacobs asked Vice President Aronson to update the Board.

Vice President Aronson reported that this is the overall scheme that will take us through the end of UCONN 2000. She noted that the Board will continue to act every year as they have done in terms of what the annual project focus and allocations and bond amounts look like. The administration wants to make sure that they have a general consensus of where the University is going for the final three years. The window is closing. At this point, virtually every major project – the Torrey renovation is the only exception – is already under design. Our commitments are being made. Although three years seems like a long time, it is not in the construction business. Our flexibility as a result is pretty limited at this point. This will remain a juggling act. The most significant change that you will see in the backup was the need for the administration to address immediately the issues relating to animal care research. It is a very important issue for us because building our research infrastructure and working toward a lack of accreditation are an important part of growing the research enterprise.

Vice President Aronson also noted that in order to maximize our ability to meet the academic needs, the University has had to shift to what it could do with special obligation bonds. The activity that we saw last year, which will lead to the opening of the new beds in August and the completion of the South Campus garage, are those kinds of projects that could be done using special obligation bonds because they have revenue streams attached to them. There are some remaining activities, which are described in the agenda that are related to additional residential needs and the possibility of co-generation. Those are things that the administration will come back to the Board with in November. Vice President Aronson reiterated that the underpinnings of that effort was to allow the administration to put more dollars behind the academic enterprise where it is not possible for the University to enter into special obligation bonds. She noted that there is a description in the agenda that lists project by project and describes the changes. She also indicated that in the back of the agenda there is a complete project list and deferred maintenance activities that have been identified. She further noted that the means far exceed the dollars available as well as a description of the initial outline of what the administration thinks will be coming back to the Board regarding the bonding.

Dr. Jacobs appreciated the input and discussion and charged Vice President Aronson and her staff to bring forward some ideas for UCONN 2010.

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6. Health Affairs Committee Report

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

Executive Vice President Deckers gave the report of the Health Affairs Committee in Vice-Chair Leonardi's absence.

- (b) Items requiring Board discussion and approval:

- (1) Approval of Proposed Changes to the Guidelines
for the Operation of the School of Medicine (Attachment 8)

Dr. Deckers indicated that the last time the appointment policy and promotion policies of the School of Medicine were reviewed were in the early 1990s. At that time only cosmetic changes were made. The previous revisions were made in the 1980s, so they were completely out of date. A committee of faculty, selected by Dr. Deckers, his office, and the medical School council, has revised the appointments and promotions guidelines of the School of Medicine. There is in Attachment 8 a one-page synopsis of what has been done. The School of Medicine has established a medical educator tract, which takes into consideration that certain individuals are hired into the School to educate only and it is understood that they could not meet all of the academic requirements that were in place in the previously established tracks for promotion. If they were not promoted, the skilled educators would have been asked to leave. They have revised that so that a selected number of people who are key to the educational process could be retained. They also felt that those promoted to Associate Professor ought to be given a three-year appointment and those promoted to Full Professor ought to be given a five-year appointment. That motion was carried by the faculty and supported by the administration.

THE BOARD APPROVED a motion by Mr. Martinez, seconded by Ms. Bailey, to add or delete language or otherwise amend sections of the Guidelines for the Operation of the School of Medicine.

- (2) Approval of Changes to the
University of Connecticut Laws and By-Laws (Attachment 9)

Dr. Deckers noted that the final item relates to a change in the composition and character of the Health Affairs Committee. There was concern about the number of individuals on the Health Affairs Committee and their ability to participate collectively in the deliberations of the Committee. This became acute as the Health Center had some financial, political, and identity problems over the past two years. One of the recommendations was that the Committee be expanded significantly and that a 17-member Board of Directors be created. It was felt that this required approval of the General Assembly. He is pleased to inform the Board that the enabling legislation to approve that was passed in the last session. There will be a Board of Directors established with 17 members. Three of the members will be appointed by the chairperson of this Board, and the chairperson of this Board will also appoint the chairperson of the Board of Directors, 3 members will be appointed by the Governor, the President of the University will sit on the Board as a voting member, a member of Office of Policy and Management, either the Secretary or his designee will sit on the Board, and there will be 9 other at large members to be selected by the current Health Affairs Committee as a nominating committee of those new members. Their hope is that they can get the process complete with the appropriate approvals in place so that this new committee will begin its work on or about January 1, 2002. He thinks that this is very important because it will bring to the Board more individuals to participate in the deliberations and

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also of diverse backgrounds and talents, which is very important in today's health care and academic environment. This is a change in the University's By-laws and requires approval.

THE BOARD APPROVED a motion by Mr. Martinez, seconded by Dr. Jacobs, to add or delete language or otherwise amend sections of the By-Laws.

Chairman Gelfenbien noted that this is something that the Health Affairs Committee has been working on for several months. The General Assembly approved it this year and the Governor signed it and it will give us a leg up in the way the Health Center be run in the future.

(3) Health Center Lease Agreement (Attachment 10)

Dr. Deckers called attention to Attachment 10, which is a resolution regarding the UConn Health Partners, formerly known as Connecticut Health Partners, to continue to practice medicine on Kane Street in West Hartford. This is a space that the Connecticut Health Partners saw and treated patients and the Health Center administration feels that it is important to maintain the medical home of all of these patients rather than uproot them; therefore, the administration would like to continue that lease agreement.

THE BOARD APPROVED a motion by Mrs. Berry and seconded by Ms. Bailey a resolution to authorize a lease for a term of fifteen (15) years commencing when Landlord evidences to Tenant with reasonable satisfaction that the Kaiser lease is terminated (option to terminate at the seventh year, option to purchase at the sixth year) with Blackthorn Holdings LLC, a Connecticut limited liability company, in order to secure the use of facilities at 65 Kane Street, West Hartford, Connecticut, for the operation of the UConn Health Partners.

7. Academic Affairs Committee Report

(a) Committee Chairwoman's report on Committee activities

Vice-Chair Berry reported that the Academic Affairs Committee met this morning and had one item, which was considered under the Consent Agenda.

EXECUTIVE SESSION

On a motion by Ms. Bailey, seconded by Dr. Jacobs, **THE BOARD VOTED** to go into Executive Session at 2:25 p.m. to discuss matters that would result in the disclosure of public records described in Section 1-19 (b) of the Connecticut General Statutes. The Chairman noted that on the advice of counsel only staff members whose presence was necessary to provide their opinion would attend Executive Session.

Trustees present were: Abromaitis, Bailey, Berry, Gelfenbien, Hattayer, Jacobs, Martinez, Napolitano, O'Leary, and Treibick, who left the meeting at 2:35 p.m.

President Austin, Vice Chancellor for Academic Administration Maryanski, Assistant Attorney General Shapiro, Assistant Attorney General McCarthy, Dr. Schurin, Dr. Michael Pikal, Head of Pharmaceutical Sciences, Professor David Rhodes, and Mr. James Nolsworth, from the American Association of University Professors, were also present.

Executive Session ended at 4:05 p.m. and the Board returned to Open Session.

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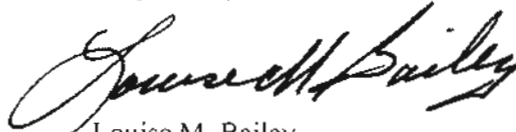
THE BOARD APPROVED the following motion, offered by Mr. Martinez and seconded by Ms. Bailey:

Be it resolved that the Board of Trustees accept the recommendation of the University administration that Associate Professor David Rhodes of the School of Pharmacy be given a terminal appointment for the 2001-02 academic year.

Chairman Gelfenbien announced that the next regular meeting of the Board of Trustees is scheduled for Tuesday, September 26, 2001 at 12:00 p.m. at the Rome Commons Ballroom (South Campus Complex), Storrs, Connecticut.

There being no further business, the Board meeting adjourned at 4:06 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Louise M. Bailey", written in a cursive style.

Louise M. Bailey
Secretary

**MINUTES OF THE MEETING
OF THE BOARD OF TRUSTEES**

THE UNIVERSITY OF CONNECTICUT

University of Connecticut
at Avery Point
1084 Shennecossett Road
Groton, Connecticut

July 24, 2001

The meeting was called to order at 1:12 p.m. by Chairman Roger Gelfenbien. Trustees present were: James Abromaitis, Louise Bailey, Louise Berry, Christopher Hattayer, Lenworth Jacobs, Michael Martinez, Frank Napolitano, David O'Leary, and Richard Treibick.

Trustees Christopher Albanese, William Berkley, Michael Cicchetti, Shirley Ferris, Linda Gatling, Claire Leonardi, Irving Saslow, and Theodore Sergi, and Anne George, who represents the Governor's Office, were absent.

University Staff present were: President Austin, Executive Vice President for Health Affairs Deckers, Vice President for Institutional Advancement Allenby, Vice President for Financial Planning and Management Aronson, Vice Chancellor for Business and Administration Dreyfuss, Vice Chancellor for Academic Administration Maryanski, Vice Chancellor for Student Affairs Triponey, Assistant Attorney General Shapiro, Assistant Attorney General McCarthy, Dr. Schurin, and Ms. Locke.

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

1. Public Participation

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

Professor Kent Holsinger, Senate Representative

BioBlitz

Professor Holsinger directed Trustee attention to a card regarding the BioBlitz. Professor Holsinger indicated that he is also Chair of the Board of Directors for the Connecticut State Museum of Natural History. He noted that BioBlitz will be featured on National Geographic Explorer on Sunday, August 5 at 8:00 p.m. and at 11:00 p.m. on CNBC.

Professor Holsinger explained that the BioBlitz is an event that has been ongoing for about three years in which a group of scientists visit an urban part of the State and search for as many species of plants and animals as they can in 24 hours. This year's hunt yielded 160 scientists, primarily from UConn, who sought species in Terrywall Park in Danbury. This event lasted from 3:00 p.m. on June 8 to 3:00 p.m. on June 9. The scientists found over 2,500 distinct species of plants and animals while National Geographic explorer recorded the entire event. Professor Holsinger encouraged the Board and others to watch this program.

2. Chairman's Report

The Chairman's Report included the following items:

Chairman Gelfenbien welcomed new Board member, David W. O'Leary to the Board, who has replaced John Downey. Chairman Gelfenbien also welcomed Denis J. Nayden, who has replaced Irv Saslow. Mr. Nayden was not able to attend the meeting. Chairman Gelfenbien noted that Mr. Nayden is the Chairman & CEO of GE Capital Corporation and has been instrumental in the University's Capital Campaign. Mr. Nayden is also a member of the UConn Foundation Board.

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Chairman Gelfenbien also welcomed Professor Pamela Bramble from the Torrington Campus as the newest Senate representative to the Board. Professor Bramble left the meeting earlier in the day.

(a) Greetings from the Avery Point Campus

Chairman Gelfenbien introduced Associate Vice Chancellor Joseph Comprone, who welcomed the Board to the Avery Point Campus. Dr. Comprone noted that the focus of the presentations today will be about the marine sciences programs and the new marine sciences facility, which epitomizes the Campus' progress toward its mission and its future in combined teaching, research and community outreach.

Dr. Comprone reported that the academic programs are moving forward with about 40 students in the Coastal Studies Program after only two years of full-time operation. In addition to that Program there will be a liberal arts-oriented Maritime Studies Program proposed for this fall. There has also been a critical effort to explore services for the adult and non-traditional students in the area as well.

Dr. Comprone indicated that the faculty and staff populations are growing. With this growth, there is a new challenge to place a greater focus on faculty and staff realignments that will better serve the marine sciences and maritime studies mission. He noted that plans are underway and there are plans to encourage continued growth in the future.

Dr. Comprone noted that the subject of student housing is complex, but noted that the survey that was just completed and the exchanges with the University and the community have put the Campus administration in a situation where strategic planning can begin over the next several years. Once the commitment is made, then they will be able to answer some of those questions and to perhaps come up with some interim steps to keep students housed especially when they are attracted from out of State or from the New England area.

The Campus' physical status, aside from the new Marine Sciences building, is moving forward. The Branford House work is completed, but it is not yet occupied. In late September, the administration will move to the second floor and the first floor will be used for University, professional, and educational meetings and conferences during the week and for private parties on the weekend.

Dr. Comprone expressed some concern about the location of the Avery Point Campus. The Campus is not directly located off a major highway and it is not located in a downtown area. He stated that in some ways this is good and bad, because it is not readily visible. The challenge will be to get more activities on the Campus, such as receptions, community gatherings, dedications, and the promotion of the campus itself. Dr. Comprone asked for help by the entire University community.

(b) Board recognitions

Chairman Gelfenbien noted that the Board's colleague and friend Mrs. Louise Berry will be completing her second term as Alumni Trustee. Ms. Bailey read the following resolution in honor Mrs. Berry.

LOUISE S. BERRY
1993-2001

WHEREAS, Louise S. Berry is leaving the Board of Trustees, following eight years of invaluable service as an alumni-elected member of the Board; and

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WHEREAS, Through a period in which the University has made extraordinary strides in all aspects of its operation, Mrs. Berry has played a key leadership and advocacy role in an extraordinary range of policy and program areas; and

WHEREAS, In her capacity as Chair of the Committee on Academic Affairs, Mrs. Berry has made a vital contribution to the strength, rigor, focus and effectiveness of the academic program, which is at the heart of this or any great institution of higher learning; and

WHEREAS, Mrs. Berry is a devoted alumna of the University, with a baccalaureate degree, a master's degree in education, and a Juris Doctor degree from the School of Law; and

WHEREAS, Her work as a member of the Board represents only one chapter in a lifelong record of public service that has included (or currently includes) service in the Connecticut Senate, the superintendency of schools in Brooklyn, Connecticut, and membership on the State Board of Trustees for Community and Technical Colleges; and

WHEREAS, Throughout her tenure Mrs. Berry has displayed qualities of intelligence, diligence, and responsibility that have earned the respect of all her colleagues on the Board and of the University administration, faculty and students;

THEREFORE BE IT RESOLVED, That the Board of Trustees of the University of Connecticut records its gratitude to Louise S. Berry for her commitment and service and extends its best wishes for the future; and

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes, with a copy sent to Mrs. Berry.

Ms. Bailey expressed her personal thanks for the many hours she and Louise have spent together.

Mrs. Berry thanked the Board and indicated that serving on the Board has been one of the wonderful experiences that she has ever had and that it has been an outstanding opportunity. She has enjoyed representing the University of Connecticut and having thoughtful and intelligent decisions concerning the University.

Dr. Jacobs expressed his gratitude for Mrs. Berry's quite wisdom in assisting him in many areas.

Mr. Abromaitis also expressed his gratitude and said that it has been an honor working with Mrs. Berry.

Chairman Gelfenbien recounted fond memories of his initial appointment on the Board. He noted that Mrs. Berry has been great counsel to him and to the Board and that she is a very special and dedicated person. Chairman Gelfenbien noted that he anticipates that she will be able to continue on the Academic Affairs Committee in some capacity or as a factor in the decision-making process at the University. He thanked Mrs. Berry for her dedicated service.

On a motion by Ms. Bailey, seconded by Mr. Napolitano, **THE BOARD VOTED** to approve the resolution for Louise S. Berry.

Mr. Napolitano read the following resolution in honor Mr. Saslow.

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IRVING R. SASLOW
1983-2001

WHEREAS, Irving R. Saslow has served with distinction as a member of the University of Connecticut Board of Trustees for eighteen years—a term longer than all but seven Trustees in the University's history; and

WHEREAS, At various points over the course of his service Irv Saslow has been a dedicated member of many key Board committees, notably including Student Life, Athletic Advisory, Health Affairs, and Honors and Awards; chaired the Athletic Policy Committee; and served as the Board's representative to the Standing Advisory Committee of the Board of Governors; and

WHEREAS, Mr. Saslow has been a dedicated member of the University of Connecticut community since his days as a student (Class of 1941) and has brought to the Board's deliberations the perspective and wisdom of one deeply familiar with this institution and all it represents; and

WHEREAS, As a veteran of the Second World War, an active member of political and civic organizations in his home town of Hamden, a successful member of the insurance profession, and a devoted husband, father and grandfather, Irv Saslow has been a strong member of the local, state and national community;

THEREFORE BE IT RESOLVED, That the Board of Trustees of the University of Connecticut records its heartfelt thanks to Irving R. Saslow for his service to the University and extends to him and his family its best wishes for the future; and

BE IT FURTHER RESOLVED, That this resolution be spread upon the minutes, with a copy sent to Mr. Saslow.

On a motion by Mr. Napolitano, seconded by Ms. Bailey, **THE BOARD VOTED** to approve the resolution for Irving R. Saslow.

Mr. Saslow was not present at the meeting.

Chairman Gelfenbien noted that for the first time in early October the Board will hold a luncheon for the four retiring Board members, which include Mrs. Berry, Mr. Downey, Mr. Donich, and Mr. Saslow. Details will follow.

- (c) Minutes of the meetings of April 12, April 18, May 8, and June 26, 2001

On a motion by Mr. Treibick, seconded by Mrs. Berry, **THE BOARD VOTED** to approve the minutes of the meetings of April 12, April 18, May 8, and June 26, 2001.

- (d) Consent Agenda Items:

On a motion by Dr. Jacobs, seconded by Ms. Bailey, **THE BOARD VOTED** to approve the following items listed on the Consent Agenda:

- | | | |
|-----|--|----------------|
| (1) | Sale of Property in Preston, Connecticut | (Attachment 1) |
| (2) | Renaming of the "School of Business Administration," to "School of Business" | (Attachment 2) |

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- (3) Authorization for the University of Connecticut Health Center Finance Corporation to Exercise Options to Extend its One-Year Lease at 381 Hopmeadow Street, Simsbury, with Simsbury Medical Associates (Attachment 3)

- (e) Personnel matters (Storrs-based programs and the Health Center) (Attachment 4)

THE BOARD APPROVED a motion by Mr. Martinez and seconded by Ms. Bailey to add to the agenda and to approve the recommendation for promotion and tenure for Dr. Jose Manautou in the School of Pharmacy as was outlined in the handout that was distributed at the Board meeting.

Chairman Gelfenbien also noted that the Board will deal with another personnel issue at the end of the meeting regarding a terminal appointment for Dr. David Rhodes. **THE BOARD APPROVED** a motion by Mr. Martinez and seconded by Ms. Bailey to add the recommendation to the agenda.

- (1) Promotion, tenure, and reappointment lists
- (2) Sabbaticals
- (3) Informational matters

On a motion by Mr. Martinez, seconded by Ms. Bailey, **THE BOARD VOTED** to approve the recommendations indicated on Attachment 4.

- (f) Discussion

- (1) 2001-2002 Board meeting schedule (Attachment 5)

Chairman Gelfenbien indicated that the upcoming Board schedule was faxed to the Trustees. He asked Board members to respond promptly if there were any conflicts.

- (2) Board Committee list (Attachment 6)

Chairman Gelfenbien noted that Trustees David O'Leary, Denis Nayden, and Anne George were not listed as members of any Committees and asked that they consider which Committees they would like to serve on. Chairman Gelfenbien also asked Board members to contact him if anyone wished to make a change in their assignments.

Chairman Gelfenbien asked Board members to return the Conflict of Interest Forms regarding John Dempsey Hospital.

- (g) Election of Board Secretary

Chairman Gelfenbien called for nominations for the Office of Secretary of the Board of Trustees. **THE BOARD APPROVED** a motion by Mr. Martinez and seconded by Dr. Jacobs to nominate Ms. Bailey as Secretary.

3. President's Report

- (a) Bio/Physics Building update

President Austin noted that on February 4, 2000, the University terminated the contractor HRH/Atlas Construction, Inc. for default in performance of the contract for the Bio/Physics Building on the Storrs campus. On that date, UConn made demand on the surety, Liberty Mutual Insurance Company to fulfill its obligations to the University. President Austin noted that he was pleased that on July 5, 2001, the University entered into a "fronting agreement" with Liberty for the payment of \$25,350,000 to fund the completion of the facility. He indicated that the University

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incurred \$12 million of the up front costs. President Austin was confident that the building would be ready for operation by January 2003, which will be 18 to 24 months beyond the initially scheduled occupation. President Austin stated that the University would not have to incur some additional UCONN 2000 funds to get it. He congratulated all who were involved in the successful conclusion of this project.

President Austin asked that the majority of his report be dedicated to the discussion of the marine sciences and coastal studies programs. He noted that these programs are some of the greatest targets of opportunity at the University, because of the location of the Campus, the strengths in several different facets of the biological sciences, and the economic importance this region and the nation. The administration believes that the way the University is positioned makes coastal studies and marine sciences something that should be considered seriously. It is also believed that if we dream real big and the resources are available, the University of Connecticut will be thought of in the same breath as Scripps and Woods Hole. President Austin expressed his commitment to moving in this direction.

President Austin mentioned that several Board members have asked about housing on the Avery Point Campus. He noted that many believe strongly that the University should provide housing. In the past, the administration has told the Board that the administration is reluctant to seriously consider housing at this point, because the University would be starting one more contest similar to the Tri-Campus venture, where Central played a role. The same concerns will arise regarding a change in the mission. Regarding the impact on enrollments, many will say that the University cannot meet its enrollment objectives, because there is no housing for undergraduates. The administration's concern is that we consider housing at a time when there is a better indication that there will be a strong need for it.

President Austin noted that Dr. Robert Whitlatch, who is the Director of the marine sciences program, will provide a presentation on the academic programs. President Austin urged the Board to focus on the vision for the core set of academic programs, which should be the centerpiece of all that is done on the Avery Point Campus. Then if the feedback is positive, the administration will come back shortly with a vision for the whole campus, including a more long-range plans for the next five or ten years, which will include the range of academic programs that will be available. The programs will range from exclusive attention to one of the very high quality marine science coastal studies programs to a focus on attracting as many undergraduate students as possible.

(b) Avery Point/Marine Science issues

President Austin introduced Professor Whitlatch, who thanked the President and noted that it was a great honor to present an overview statement of where the marine programs are and where they are going. On behalf of the faculty, staff, and students, Dr. Whitlatch welcomed the Board to the new Marine Sciences Building. He noted that the building is quite phenomenal. He mentioned that in previous years, he would tell visitors not to judge the programs by what the facilities look like, but what we do. He thanked the administration for all the sustained support.

Dr. Whitlatch stated that the major issue at hand is how they are going to take advantage of this new facility, where are they moving toward with respect to where they can provide the greatest focus, and how they are going to obtain a national recognition with respect to the existing programs. He noted that the marine sciences vision is to create one of the top three coastal marine

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sciences programs in the nation in the next five to six years. It will be possible to accomplish this by focusing on the coastal zone, which is particularly important because of its vast commercial importance and recreational potential. The coastal zone is a region of our world's oceans that are most greatly influenced by human activities. Secondly, Dr. Whitlatch proposed that they will build upon an already successful marine sciences programs with proper investments in human capital and research infrastructure. Third, they will be able to better understand how to use the oceans and develop stronger University-business interactions by using a multi-disciplinary approach to problem solving. Fourth, another goal will be to create an intellectual environment so that students are prepared for the environmental challenges of the 21st century. In sum, this is a vision that our State and Nation can build upon to stimulate coastal economies, to develop new coastal resources, and to protect the ocean planet.

Dr. Whitlatch asked why is it important to focus on the coastal ocean. First, he stated that while the coastal oceans only occupy 10% of the area of the global oceans, they are an incredibly important economic area. He noted that this is where we obtain most of our living resources and important non-living resources, such as petroleum and sand-gravel mining. He also noted that about 75% of the world's population lives along the coastline and about half of the U.S. population lives in coastal regions. For example, in Connecticut alone, it is estimated that about 60% of the Connecticut population lives near Long Island Sound. Long Island Sound generates about \$1 billion in revenue annually by people using the Sound in a variety of ways. There is a very strong interface between humans and the coastal sea, both positive and negative. Dr. Whitlatch emphasized that we use the oceans for a number of reasons and we also adversely affect them. Because of this relationship, we need to better understand how humans interface with the oceans and how the coastal oceans affect human populations. Generally, the marine sciences community has failed to address the interrelationships between the land and the sea, which limits our ability to properly steward the coastal oceans and understand how they are changing in terms of their biodiversity, global climate change, and utilization of those environments. The majority of academic institutions either research the land or the sea. They rarely consider the intersection between the land and the sea.

In addition, many of the oldest and largest oceanographic marine sciences programs like Scripps and Woods Hole are not focused on the coastal oceans, but on the global oceans. They have big ships and huge infrastructures to support those ships and they spend a vast majority of their research effort studying the global oceans. Dr. Whitlatch noted that although they do some coastal research, their major focus is on the global ocean. The smaller marine sciences programs tend to be very limited or niche-based and do not have the programmatic diversity that exists at UConn. Dr. Whitlatch feels that the University of Connecticut's marine programs are poised to make a significant contribution toward attaining a national recognition in coastal marine science.

Dr. Whitlatch asked how this would be done and what would the strategy be? Dr. Whitlatch noted that UConn has many elements in place that will help develop and realize these goals. There are active research programs in the biology, chemistry, physics, and geology of the ocean. Although the Department of Marine Sciences is small with only 14 faculty members, it has very active research programs. Many are focused on the coastal ocean and the environmental issues surrounding the coastal ocean. The Department consistently enjoys a very high ranking in its ability to secure extramural funds for its research productivity. In the last five years, the Department has been ranked first in the College on a per capita basis. As Dr. Comprone mentioned earlier, the coastal studies major is new but is developing rapidly. One of the few graduates from

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the program has accepted admission to Scripps Institution of Oceanography for graduate work, which means that our programs are competitive and students are well trained. In terms of the graduate program, students are marketable - 100% of our Ph.D. students obtained jobs in academic environments, and 92% of our master's students obtained employment in marine-related fields. In addition to the existing infrastructure and the new facility, they also possess the R/V Connecticut, which is a very unique coastal research vessel unlike any other in the New England region. Along the Campus coastline there is an environmentally controlled sea water facility, which allows the faculty to conduct experimental work nearby. Lastly, there are a number of companion marine sciences programs on the Campus. Dr. Whitlatch noted that the National Undersea Research Center is very unique to an academic institution and provides underwater technology and opportunities for students and researchers. He also noted that Project Oceanology is a good resource for high-school teachers and students.

Dr. Whitlatch reported that the marine sciences program is one of the University's most visible programs in terms of partnerships and outreach. One example is Sun Microsystems, Inc., which offered to make an investment in marine sciences a few years ago. Their goal was to move from business-oriented work to the sciences. Dr. Whitlatch pointed out that they could have selected any institution along the Eastern seaboard, but they chose the University of Connecticut's marine programs, because they realized the potential in the infrastructure, the University's commitment for resources, and the wealth of in house opportunities for use of their equipment. This resulted in a \$2 million donation in computer equipment that has facilitated the development of better ways of modeling underwater weather in the ocean. The National Oceanographic Partnership Program, in which UConn is the lead the institution, also includes partnership with Woods Hole Oceanographic, the University of Rhode Island, Massachusetts Institute of Technology, the Navy, and several small business, is a multi-million dollar program designed to study an area about 10 miles off the shore of the Avery Point Campus. This study will help them to understand the physical dynamics of the coastal ocean. Other partnership programs include Northeast Utilities, which supports the Dominion Connecticut Internship Program. This program employs five undergraduates every summer and now provides research opportunities for graduate students. Dr. Whitlatch summarized that the Campus currently has a lot of elements in place to build a nationally recognized program.

Dr. Whitlatch discussed the financial aspects for achieving these goals. He indicated that considerable investment is needed in order to realize this vision of becoming the leading national resource for understanding the interactions between the land and the sea, for developing new technologies for properly stewarding the coastal environment, for ways of managing resources and harvesting them, for predicting and assessing global climate change, which is an ever increasing problem in the coastal zone, for providing uncritical scientific evidence to global policymakers for better ways of stewarding the ocean, and for also providing a service to society to enhance integration of education, research and outreach on the coastal zone.

Dr. Whitlatch asked what would need to be done. Dr. Whitlatch acknowledged that the University has made a phenomenal investment in terms of the capital infrastructure. In addition, the Marine Sciences program currently receives about \$2.6 million from the University to support the academic research and outreach programs. The programs' research grants and contracts average approximately \$3.5 million annually, which translates to about \$200,000 to \$250,000 annually for each faculty member who brings in extramural funds and supportive research. He noted that this is quite high for the number of faculty in the Department.

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Dr. Whitlatch noted that they have a very small private endowment, which must be expanded upon in order to propel the program into the next generation and to gain a national presence in the coastal environment field. The program not only requires an increase in the University's contribution, which would encourage additional staff and extramural support, but also in private endowments.

Dr. Whitlatch explained that a sizable endowment will serve as the engine that will drive the development of this program. Although some of the work can be done through a slower process of attracting additional research grants and contracts, currently there are 14 faculty and 52 grants and contracts, but it will not be enough to realize the vision in the immediate future. Dr. Whitlatch proposed that private endowments be used to support a number of programs that the faculty has limited expertise in. The faculty currently cover courses in biology, chemistry, geology, and the physics of the ocean. The strategy has been over the past few years to maintain programmatic diversity at the sake of depth in any one program. The program does not have critical mass in some areas. They often address topics, but not issues, such as those deemed critical for the future of the environment.

Secondly, the program needs a number of rotating post-doctoral positions. One way of continuing to renew ideas is to bring in the best and the brightest scientists who are looking for opportunities to work with faculty in a university environment. Third, they would like greater support for undergraduate and graduate fellowships. It is important to not only attract the best and the brightest, but to also attract students from underrepresented groups. This area needs more involvement from those groups to enrich the program for everyone. Fourth, they would like to see more support for seminar series and increased help with laboratory and equipment facilities, because this is a very technologically driven field and technology is continually changing. Lastly, they are trying to develop ways of bridging the links between Avery Point and Storrs. At first glance, there was discussion about establishing a shuttle service between the campuses or utilizing the distance learning facilities between sites. Dr. Whitlatch noted that he and Dr. Comprone have also considered a Sea semester program, where students from the Storrs campus could be brought to Avery Point for extended periods of time.

Dr. Whitlatch went on to outline an overview of the three-year development plan. He offered a number of handouts that were available as well as a more detailed overview of the strategic plan for development. One of the first objectives would be to bring in an internationally recognized program head. Secondly, the second objective would be to increase the number of faculty in addition to other components previously mentioned. Dr. Whitlatch stated that they will need approximately \$1.3 million in addition to the current operating budget. As previously stated, this additional funding will drive the development, augment academic areas, expand their presence both regionally and nationally, and build stronger ties between Storrs and Avery Point. He projected that with an enhanced endowment, they will need an annual operating budget of approximately \$1.5 million. Over the last five years, each of the marine sciences faculty brought in approximately \$250,000 of research funding, which over the last academic year totaled \$3.6 million. If the faculty were to increase to 19 members, then it is assumed that this will provide tremendous synergies for new programs and that the average extramural funding per faculty will greatly increase by \$300,000 to \$400,000, which would increase to approximately \$6 to 7 million annually.

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Dr. Whitlatch asked why they were so confident that this plan will work. He noted that the federal government is placing an incredible emphasis upon the coastal zone and is establishing a variety of new programs to facilitate research in education programs dealing with the coastal zone. For example, it is projected that there will be more than a billion dollars in marine "global climate change" funding. They currently receive very little of that funding base. But there has been a slight increase in the University's contribution, which has resulted in an a slight increase in the overall operating budget. In sum, Dr. Whitlatch indicated that with proper investment, human capital, and research infrastructure, the Marine Sciences program can lead the nation or be a leader in the nation in understanding the coastal environment. He emphasized that there is a niche for UConn and that we must progress with the current facility, but the program needs some more help. It is imperative that they have the ability to train the environmental scientists for the next century. Dr. Whitlatch also emphasized that this is a unique opportunity for the University, because it builds on current strengths and capitalizes on the capital investment in marine sciences. For the State, they will address very important issues regarding the health and well being of Long Island Sound and related coastal environments. The nation needs an established and focused program that is nationally recognized and devotes its research to best serve the coastal oceans.

A copy of the handouts are attached to the file copy of the Board minutes.

Trustee Treibick noted that Dr. Whitlatch's presentation was very well done and concise. Trustee Treibick asked if the plan had been reviewed by the Board of Trustees Strategic Planning Committee.

Dr. Whitlatch responded that the plan was part of their self-assessment document, which both the Marine Sciences & Technology Center and the Department of Marine Sciences went through two years ago.

Trustee Treibick indicated that if the plan had not been reviewed by the Strategic Planning Committee, then it probably should be. He also noted that one of the questions that was raised at the Institutional Advancement Committee was whether or not the Committee thought a \$50 million endowment was suitable for this proposal. The Committee agreed that under certain conditions it was. Mr. Treibick further noted that the University could raise that kind of money if certain conditions are met, but he asked that the strategic plan be thoroughly reviewed because the vision has come to the Board the wrong way. Mr. Treibick also noted that the plan be embellished upon.

President Austin responded that the plan will be given to the Committee for review. He noted that the last time the Committee met was a year before the President arrived.

Mr. Treibick noted that the University does not need a lot of strategic plans, except when they are necessary. He indicated that the Chair of this Committee, Bill Berkley, is the most qualified person to run the Committee and recommended the plan come before the Strategic Planning Committee.

President Austin responded that the administration was deficient in the procedural aspects, and Dr. Whitlatch and his staff responded to what the administration asked of them.

Vice-Chair Berry congratulated Dr. Whitlatch on his presentation. She noted that the first academic affairs committee meeting she attended in 1993 was a presentation by Dr. Richard Cooper about the programs at Avery Point. She was fascinated by the potential of these programs and she continues to be fascinated by what potential still exists at this site. At the time, Dr. Cooper emphasized that there was need for this program for the future of the State and nation. She thinks these programs are needed for the future of the University as well. Many alumni of UConn have

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heard her speak of the value of these programs. She thinks that these programs contribute an image of the University that is special and puts us in a position to be on the cutting edge of research in marine biology and marine sciences and in a position that few schools can attempt to achieve. She encourage the Board to seriously consider these goals and objectives at this point in time. She described that with the new facility, the Campus is an unknown gem for the future development of this State as well as New England. She also emphasized that the members of the Board need to place a new and special emphasis on marine science programs today and they need to think about how we can market this theory and to provide the vision to allow UConn to become the Scripps Institute of the East. Mrs. Berry paraphrased Richard Treibick's words at a meeting in which he indicated: "I think we ought to do it on our watch and not wait for some future Board to decide that well maybe they ought to do something about it." She encouraged immediate action and development of a strategic plan based on Dr. Whitlatch's report. She also noted that the University should support the staff and the funds to make it a reality and that it should be done during this Board's time at the University.

Trustee Jacobs thanked Dr. Whitlatch for his report. He noted that about three or four years ago the Board heard a report, which discussed food. He asked if the strategic plan also dealt with this issue.

Dr. Whitlatch responded that there is a project underway that is looking at the potential for using nori, the wrapping used in sushi, as an aquaculture item. They have been looking at ways of trying to deal with competing demands of the coastal zone. It is very difficult to start new initiatives in the coastal zone when there are boaters, fishers, and different users of the coastal environment, so specific issues must be approached in a very reasoned and focused way. Dr. Whitlatch noted that a recently hired faculty member is working on scallop and other shellfish biology to better understand their feeding biologies. Dr. Whitlatch noted that for many years it was believed that the oceans would feed the world's population. We now realize that that is not going to happen. Many of ocean fish and shellfish stocks are grossly over fished and in poor shape. Researchers must think of novel ways to enhance the use of the marine resources, such as fish farming and other kinds of aquaculture activities.

Trustee Jacobs mentioned that the Board heard an impressive presentation at Stamford. He asked if Dr. Whitlatch had planned to bring those kinds of activities together with these. Dr. Whitlatch responded that they have cooperative programs with the Biotechnology Center at Storrs. He noted that the marine sciences program works very closely with other programs at the University, such as education, engineering, and pathobiology, in which they dealt with the recent lobster problem in the Sound.

Chairman Gelfenbien noted that the Board and the administration supports this strategic plan. He has a clear sense of the resource requirements, which is the simplest part to deal with, but also asked what distinguishes Scripps and Woods Hole from where UConn is today. Dr. Whitlatch responded that both those institutions along with older institutions, such as Washington, Miami, and Hawaii, are very large and their primary focus is on the global ocean. They do not concentrate their energies in the coastal zone. The reason that they focus on the global ocean is because many of them have 200-foot vessels that they have to maintain. They have a tremendous infrastructure that they need to maintain to work in the global ocean, which is a difficult place to work. Only a few institutions can do that, so their focus is primarily on things well off shore and their interest in the coastal zone is very limited. In addition, these institutions are huge and have hundreds of

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faculty, who cannot respond effectively to the ever changing environmental demands put upon the coastal ocean. They have departments of physical oceanography and biological oceanography, we have a program in which all the scientists interface together, which really gives UConn a leg up in terms of our competitive nature. Dr. Whitlatch stressed that the multidisciplinary/cross disciplinary interaction can really address the challenges that will face us in the next century.

Chairman Gelfenbien indicated that Scripps and Woods Hole are recognized for being amongst the two best. Dr. Whitlatch agreed that they are the best.

Chairman Gelfenbien asked why. Dr. Whitlatch responded that the reasons are size and age. They are huge, but UConn has a better location and the facilities are phenomenal. Colleagues from those institutions have visited and are impressed. Most of the investment in the infrastructure for marine programs was done in the 1970s and 1980s. The faculty are now working in buildings that are 20 to 30 years old with decayed infrastructure. They will always be recognized as the biggest and the best. Dr. Whitlatch indicated that there needs to be more of that type of research facility. What UConn needs to do is have a very focused program that is nationally recognized for coastal marine sciences, which distinguishes us from those other programs in a very unique way.

Chairman Gelfenbien asked how UConn would market that and how would we get people to recognize that we are amongst the best three institutions. Chairman Gelfenbien indicated that this is a hard question and does not expect an immediate answer, but asked that Dr. Whitlatch and others consider how to measure those outcomes in some way.

Dr. Whitlatch responded that the outcomes are the ability to compete nationally for National Science Foundation funds – 87% of our faculty receive NSF support. We generate a very large amount per capita in extramural funding that rivals Woods Hole and Scripps in terms of a per capita base, especially since they have hundreds of faculty and the marine sciences department has 14. The potential is there, but more work is needed on marketing. With the alliances they are making with the different programs on campus, there is a greater opportunity to market successfully. Dr. Whitlatch also noted that a lot of what is happening is perception in that if you are perceived as good you are good. He mentioned that when Sun Microsystems visited the campus, they were very impressed. They could have gone to Italy, URI, Scripps, but they came here because they saw the potential in the students and the commitment by the University.

Dr. Jacobs asked Dr. Whitlatch to consider a UConn 2010 as another billion dollar enterprise. What would it take to get the program to be one of the top three in the world. He asked if it would take \$10 million, \$100 million or some other amount to get UConn there.

Dr. Whitlatch responded that the program would need an annual operating budget enhancement of \$2 million.

Chairman Gelfenbien noted that the concern he has is that \$2 million is a fairly modest investment to accomplish the objectives.

Dr. Whitlatch responded that this is a niche that we can rapidly fuel, because we have the infrastructure in place. As President Austin said earlier, the opportunities do not always avail themselves. There are a lot of competitors out there and they recognize that. Dr. Whitlatch said he what he is proposing is not unique to the nation, but the plan encompasses having physical and academic infrastructure in place, such as academic programs, research, and outreach programs.

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Chairman Gelfenbien asked that some more thought take place regarding this plan. Mr. Brohinsky has some ideas about the kinds of things that need to be done to market.

Mr. Brohinsky responded that there has been an unusual amount of media coverage on the marine sciences program within the last year or so.

Dr. Whitlatch confirmed that University Communications has been working with the Campus and that there have been numerous spots on television recently.

Chairman Gelfenbien stated that Mr. Treibick talked about putting together the Strategic Planning Committee as part of the process of identifying the outcomes and then look back three or five years from now and ask if the objectives were accomplished. He has heard the objectives today and noted that they need a little bit of work to get there.

Vice President Allenby stated that the operating costs that the endowment Dr. Whitlatch mentioned was \$30-50 million, while that would not be associated with a UCONN 2000, it may be a Capital Campaign item.

Chairman Gelfenbien agreed and understood the resource issue. He asked what would be accomplished with it and asked for more focus.

Mr. Abromaitis asked what the return potential for the commercialization of the resources at Avery Point. There was discussion about national ratings and perception, but he asked if there was a monetary return to the University through this upgrade.

Dr. Whitlatch asked if Mr. Abromaitis was asking about patents.

Mr. Abromaitis said yes and also referred to spin-offs.

Dr. Whitlatch responded that it was a hard question to answer, but the return was what the program gives the students to become better citizens and scientists. He also noted that the business alliances have become real partnerships, such as with Northeast Utilities Internship Program provides opportunities for students to work in those companies as well as to do research and education. He noted that there were a lot of intangibles. They are not engineers that build things, but they apply technologies in novel ways to address important questions. They have companies coming to UConn asking if they can interface with us so that they can test their technologies and then develop them in ways in which they can eventually market them.

President Austin agreed that there is an intrinsic value of the education process that ought to be the University's primary objective, but also in those areas where the results of that work allows the arising of potentially patentable and licensable activity. Unfortunately, the University has not captured them in any way to the extent that it should have. In recent meetings, President Austin described to the Board the activities that Bruce Carlson has been involved with. He indicated that in a Connecticut economy magazine there are three or four charts, in which two list virtually all of the research universities in New England or the northeastern U.S. The first five are MIT, Harvard, Yale, Boston University, and UConn, then there is everyone else. Those first five charts make reference to one of the variables that Dr. Whitlatch made reference to and that is federal research support and others that are very good proxies for the quality and productivity of the academic faculty. But then there is the third chart that lists only approximately eight or nine universities that have patentable and licensable activities that are taken through market and UConn is not listed. President Austin indicated that he believes that that will change in the next year or so.

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Dr. Whitlatch mentioned that one of their roles is to provide service for the economy. As he mentioned earlier, the annual revenue spent on Long Island Sound is about one billion. The reason that people come to Long Island Sound is that they want to be assured that the water is in good shape and they can swim without disease problems. One of UConn's roles is to provide ways of better understanding coastal environments in order to make them places that people want to visit. While it is an intangible, it is a reality.

Chairman Gelfenbien thanked Dr. Whitlatch and said that he looked forward to learning more about this.

4. Institutional Advancement Committee Report

(a) Committee Chairman's report on Committee activities

Mr. Treibick provided the report of the Institutional Advancement Committee at this time, because he had to leave the Board meeting early.

Mr. Treibick reported that the Institutional Advancement Committee met via teleconference on Wednesday, July 11, 2001.

Mr. Kessler, UConn Foundation Vice President for Development, reported to the Committee that preliminary development results indicated that gifts for fiscal year 2001 will exceed \$46.5 million, surpassing last year's results by 25% and this year's \$40 million goal by 16%. Campaign totals for fiscal year-end are in excess of \$155 million.

Vice President Allenby reviewed a list of potential gift opportunities for the soon to be renovated Gentry Building, home of the School of Education.

Mr. Kessler also reported to the Committee that the \$4.5 million private fundraising goal of the new School of Business building and the \$750,000 Kresge challenge grant were successfully reached on June 9, 2001.

Mr. Riordan, President of the Alumni Association, gave an update on the Alumni Association and the proposed agenda for the July 14, 2001 Alumni Board retreat.

The Committee discussed five naming recommendations for the new School of Business Administration facility listed under Attachment 11 of the Board agenda.

(b) Items requiring Board discussion and approval:

- (1) Naming Recommendations for the new School of Business Administration Building (Attachment 11)

THE BOARD APPROVED a motion by Mr. Treibick, seconded by Mr. Hattayer, to approve the following Naming Recommendations for the new School of Business Administration Building:

- (a) Janet A. Alpert '78 & LandAmerica Financial Group, Inc. Real Estate Department Head Office (Real Estate)
- (b) George W. Fraser Study Carrel
- (c) David Salvin & Gail Flesher Student Breakout Room
- (d) Shenkman Family Classroom
- (e) SS&C Technologies External Relations Conference Room

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(2) Gift Report

(Attachment 12)

Chairman Gelfenbien asked if Mr. Treibick had discussed the results of this year's efforts. Mr. Treibick asked Vice President Allenby to update the Board. Vice President Allenby reported that this year the Foundation ended the year with a cash flow basis with \$46.5 million and ended with \$37 million last, which represents an increase of 26%. He noted that this a remarkable year, because they were very concerned about the economy and the level of confidence that people had in the economy and how that would play out on a national level and also on a local level. As we saw around the country, a lot of programs were slashed. The Campaign momentum is really taking hold now and that has been reflected in the commitment - \$57 million in new commitments this year, which is driving the cash flow. They felt very good about the year and the confidence of the Governor and the Legislature affording the extension in the matching gift legislation, which has really helped to fuel that.

Chairman Gelfenbien asked if the \$57 million in commitments includes the money that was committed to the Capital Campaign.

Vice President Allenby responded that it represents all commitments to the University campaign. He reminded the Board that the commitments are usually paid over a period of time and then we see the cash flow, which is really the result of how the commitments were made. One of the real challenges that Mr. Treibick mentioned for the Foundation is the Kresge challenge and the completion of the School of Business building. It is always a challenge when you balance the endowment and the incentive to building the endowment and the current operating needs vs. bricks and mortar.

Chairman Gelfenbien noted that he made a reference to what the Governor and the Legislature did this year on the matching program and asked how that is equated to an actual amount.

Vice President Allenby responded that the commitment that the Governor signed was a continuation of UCONN 2000 through 2014 and that adds \$115 million in new matching money through that period of time, which if matched by private donations creates \$345 million over that period of time in potential new endowments to the University. If you think of about that in the context of the UCONN 2000 match and the UCONN 2000 program, the original matching commitment was \$20 million in the pilot program. We successfully met that and that was then continued with an additional \$52.5 million in private funding and we have just about completed that and that is why the Governor and the Legislature supported the continuation through 2014. If you think about this down the road and about some of the things that Dr. Whitlatch mentioned earlier in terms of the incentives to build the endowment and to build the sustainable support.

Chairman Gelfenbien noted that he used to be more involved with the Foundation activities and now we are the beneficiaries of their efforts. He thanked Vice President Allenby and his staff in the Foundation for their hard work. He also thanked Mr. Treibick for his leadership and his donations. He also noted that the problem may be that the 115 million may not be enough and we may have to deal with that when we go through legislative sessions in the future.

5. Financial Affairs Committee Report**(a) Committee Chairman's report on Committee activities**

Dr. Jacobs reported that the Financial Affairs Committee met this morning. He noted that the resolution regarding the sale of property in Preston, Connecticut was approved under the Consent Agenda. He noted

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that the Bartlett Arboretum Inventory Transfer is presented as handout. This issue was discussed extensively in the Financial Affairs meeting.

On a motion by Dr. Jacobs, seconded by Mr. Treibick, **THE BOARD VOTED** to add to the agenda a resolution to transfer to the Bartlett Arboretum Association, Inc. title to all moveable equipment presently in use at the Bartlett Arboretum property in Stamford.

On a motion by Dr. Jacobs, seconded by Mr. Treibick, **THE BOARD VOTED** to approve the transfer to the Bartlett Arboretum Association, Inc. title to all moveable equipment presently in use at the Bartlett Arboretum property in Stamford.

(b) Capital Program FY 2002-2005 (discussion only)

(Attachment 7)

The next item of business is the discussion item relating to the Capital Program for the fiscal years 2002-2005. This is an information item and was discussed at the last meeting. Dr. Jacobs asked Vice President Aronson to update the Board.

Vice President Aronson reported that this is the overall scheme that will take us through the end of UCONN 2000. She noted that the Board will continue to act every year as they have done in terms of what the annual project focus and allocations and bond amounts look like. The administration wants to make sure that they have a general consensus of where the University is going for the final three years. The window is closing. At this point, virtually every major project – the Torrey renovation is the only exception – is already under design. Our commitments are being made. Although three years seems like a long time, it is not in the construction business. Our flexibility as a result is pretty limited at this point. This will remain a juggling act. The most significant change that you will see in the backup was the need for the administration to address immediately the issues relating to animal care research. It is a very important issue for us because building our research infrastructure and working toward a lack of accreditation are an important part of growing the research enterprise.

Vice President Aronson also noted that in order to maximize our ability to meet the academic needs, the University has had to shift to what it could do to special obligation bonds. The activity that we saw last year, which will lead to the opening of the new beds in August and the completion of the South Campus garage, are those kinds of projects that could be done using special obligation bonds because they have revenue streams attached to them. There are some remaining activities, which are described in the agenda that are related to additional residential needs and the possibility of co-generation. Those are things that the administration will come back to the Board with in November. Vice President Aronson reiterated that the underpinnings of that effort was to allow the administration to put more dollars behind the academic enterprise where it is not possible for the University to enter into special obligation bonds. She noted that there is a description in the agenda that lists project by project and describes the changes. She also indicated that in the back of the agenda there is a complete project list and deferred maintenance activities that have been identified. She further noted that the means far exceed the dollars available as well as a description of the initial outline of what the administration thinks will be coming back to the Board regarding the bonding.

Dr. Jacobs appreciated the input and discussion and charged Vice President Aronson and her staff to bring forward some ideas for UCONN 2010.

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6. Health Affairs Committee Report

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

Executive Vice President Deckers gave the report of the Health Affairs Committee in Vice-Chair Leonardi's absence.

- (b) Items requiring Board discussion and approval:

- (1) Approval of Proposed Changes to the Guidelines
for the Operation of the School of Medicine (Attachment 8)

Dr. Deckers indicated that the last time the appointment policy and promotion policies of the School of Medicine were reviewed were in the early 1990s. At that time only cosmetic changes were made. The previous revisions were made in the 1980s, so they were completely out of date. A committee of faculty, selected by Dr. Deckers, his office, and the medical School council, has revised the appointments and promotions guidelines of the School of Medicine. There is in Attachment 8 a one-page synopsis of what has been done. The School of Medicine has established a medical educator tract, which takes into consideration that certain individuals are hired into the School to educate only and it is understood that they could not meet all of the academic requirements that were in place in the previously established tracks for promotion. If they were not promoted, the skilled educators would have been asked to leave. They have revised that so that a selected number of people who are key to the educational process could be retained. They also felt that those promoted to Associate Professor ought to be given a three-year appointment and those promoted to Full Professor ought to be given a five-year appointment. That motion was carried by the faculty and supported by the administration.

THE BOARD APPROVED a motion by Mr. Martinez, seconded by Ms. Bailey to add or delete language or otherwise amend sections of the Guidelines for the Operation of the School of Medicine.

- (2) Approval of Changes to the
University of Connecticut Laws and By-Laws (Attachment 9)

Dr. Deckers noted that the final item relates to a change in the composition and character of the Health Affairs Committee. There was concern about the number of individuals on the Health Affairs Committee and their ability to participate collectively in the deliberations of the Committee. This became acute as the Health Center had some financial, political, and identity problems over the past two years. One of the recommendations was that the Committee be expanded significantly and that a 17-member Board of Directors be created. It was felt that this required approval of the General Assembly. He is pleased to inform the Board that the enabling legislation to approve that was passed in the last session. There will be a Board of Directors established with 17 members. Three of the members will be appointed by the chairperson of this Board, and the chairperson of this Board will also appoint the chairperson of the Board of Directors, 3 members will be appointed by the Governor, the President of the University will sit on the Board as a voting member, a member of Office of Policy and Management, either the Secretary or his designee will sit on the Board, and there will be 9 other at large members to be selected by the current Health Affairs Committee as a nominating committee of those new members. Their hope is that they can get the process complete with the appropriate approvals in place so that this new committee will begin its work on or about January 1, 2002. He thinks that this is very important because it will bring to the Board more individuals to participate in the deliberations and

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also of diverse backgrounds and talents, which is very important in today's health care and academic environment. This is a change in the University's By-laws and requires approval.

THE BOARD APPROVED a motion by Mr. Martinez, seconded by Dr. Jacobs to add or delete language or otherwise amend sections of the By-Laws.

Chairman Gelfenbien noted that this is something that the Health Affairs Committee has been working on for several months. The General Assembly approved it this year and the Governor signed it and it will give us a leg up in the way the Health Center be run in the future.

(3) Health Center Lease Agreement

(Attachment 10)

Dr. Deckers called attention to Attachment 10, which is a resolution regarding the UConn Health Partners, formerly known as Connecticut Health Partners, to continue to practice medicine on Kane Street in West Hartford. This is a space that the Connecticut Health Partners saw and treated patients and the Health Center administration feels that it is important to maintain the medical home of all of these patients rather than uproot them; therefore, the administration would like to continue that lease agreement.

THE BOARD APPROVED a motion by Mrs. Berry and seconded by Ms. Bailey a resolution to authorize a lease for a term of fifteen (15) years commencing when Landlord evidences to Tenant with reasonable satisfaction that the Kaiser lease is terminated (option to terminate at the seventh year, option to purchase at the sixth year) with Blackthorn Holdings LLC, a Connecticut limited liability company, in order to secure the use of facilities at 65 Kane Street, West Hartford, Connecticut, for the operation of the UConn Health Partners.

7. Academic Affairs Committee Report

(a) Committee Chairwoman's report on Committee activities

Vice-Chair Berry reported that the Academic Affairs Committee met this morning and had one item, which was considered under the Consent Agenda.

EXECUTIVE SESSION

On a motion by Ms. Bailey, seconded by Dr. Jacobs, **THE BOARD VOTED** to go into Executive Session at 2:25 p.m. to discuss matters that would result in the disclosure of public records described in Section 1-19 (b) of the Connecticut General Statutes. The Chairman noted that on the advice of counsel only staff members whose presence was necessary to provide their opinion would attend Executive Session.

Trustees present were: Abromaitis, Bailey, Berry, Gelfenbien, Hattayer, Jacobs, Martinez, Napolitano, O'Leary, and Treibick, who left the meeting at 2:35 p.m.

President Austin, Vice Chancellor for Academic Administration Maryanski, Assistant Attorney General Shapiro, Assistant Attorney General McCarthy, Dr. Schurin, Dr. Michael Pikal, Head of Pharmaceutical Sciences, Professor David Rhodes, and Mr. James Nolsworth, from the American Association of University Professors, were also present.

Executive Session ended at 4:05 p.m. and the Board returned to Open Session.

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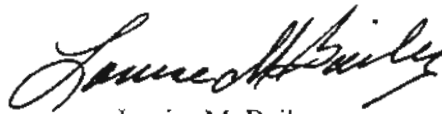
THE BOARD APPROVED the following motion, offered by Mr. Martinez and seconded by Ms. Bailey:

Be it resolved that the Board of Trustees accept the recommendation of the University administration that Associate Professor David Rhodes of the School of Pharmacy be given a terminal appointment for the 2001-02 academic year.

Chairman Gelfenbien announced that the next regular meeting of the Board of Trustees is scheduled for Tuesday, September 26, 2001 at 12:00 p.m. at the Rome Commons Ballroom (South Campus Complex), Storrs, Connecticut.

There being no further business, the Board meeting adjourned at 4:06 p.m.

Respectfully submitted,

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

Louise M. Bailey
Secretary