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2016 February 24 -- Agenda and Attachments

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UConn

UNIVERSITY OF CONNECTICUT

Board of



TRUSTEES

VOL. 160 FEBRUARY 24, 2016

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

AGENDA

University of Connecticut
Lewis B. Rome Commons Ballroom
South Campus Complex
Storrs, Connecticut

February 24, 2016

BOARD OF TRUSTEES SCHEDULE

9:00 a.m.	Academic Affairs Committee Meeting
9:15 a.m.	Financial Affairs Committee Meeting
9:45 a.m.	Board of Trustees Meeting
12:00 p.m.	Student Life Committee Meeting (Lower Level Portico)

BOARD MEETING AGENDA

Call to order at **9:45 a.m.**

1. Public Participation
2. Chairman's Report
 - (a) Matters outstanding
 - (b) Minutes of the meeting of January 27, 2016
 - (c) Consent Agenda Items:
 - (1) Contracts and Agreements for the Storrs-based Programs (Attachment 1)
 - (2) Tenure at Hire (Attachment 2)
 - (3) Designation of Emeritus Status (Attachment 3)
 - (4) Sabbatical Leave Recommendations (Attachment 4)
 - (5) Appointment of Dr. Casey D. Cobb to the Neag Endowed Professorship in Educational Policy in the Neag School of Education (Attachment 5)
 - (6) Establishment of the Donna Krenicki Professorship in Design and Digital Media in the School of Fine Arts (Attachment 6)
 - (7) Establishment of the Paul Krenicki Professorship of Chemistry in the College of Liberal Arts and Sciences (Attachment 7)
 - (8) Master of Public Policy in the College of Liberal Arts and Sciences (Attachment 8)
 - (9) Graduate Certificate in Exercise Prescription (Attachment 9)
 - (10) Bachelor of Arts in Judaic Studies in the College of Liberal Arts and Sciences (Attachment 10)
 - (11) Comprehensive Plan for Next Generation Connecticut: Investment Principles FY 2015 – FY 2024 (Attachment 11)
 - (12) Naming Recommendation for the Waters Corporation Laboratory in the Pharmacy Biology Building (Attachment 12)

3. President's Report
 - (a) Item requiring Board discussion and approval:
 - (1) Honorary Degrees (Separate Cover)
4. Academic Affairs Committee Report
 - (a) Report on Committee activities
 - (b) Informational items:
 - (1) Faculty Consulting Program (Attachment 13)
 - (a) The University of Connecticut Consulting Program
FY 2015 Annual Report
 - (b) Report on the University of Connecticut's compliance with
CGS 1-84(r) Faculty Consulting Program: Report Issued by
the Faculty Consulting Oversight Committee
 - (2) Rename the Undergraduate Major in Psychology to
Psychological Sciences (Attachment 14)
5. Financial Affairs Committee Report
 - (a) Report on Committee activities
 - (b) Items requiring Board discussion and approval:
 - (1) Project Budget (Final) for UCFM Code Remediation –
Avery Point Branford House Phase II (Attachment 15)
 - (2) Project Budget (Revised Final) for UCFM Code Remediation –
Campus Wide Laundry Alterations (Attachment 16)
 - (3) Project Budget (Final) for Residential Life Facilities –
Wilson Hall/Reheat Coils (Attachment 17)
 - (4) Project Budget (Final) for Residential Life Facilities –
Hilltop Apartment Complex Roof Repairs – Phase II (Attachment 18)
 - (5) Project Budget (Revised Final) for North Eagleville Road
Area Infrastructure Repair/Replacement and Upgrades –
Phase III (Attachment 19)
 - (6) Project Budget (Final) for Phillips Communication
Building Air Distribution and Lighting System Upgrades (Attachment 20)
 - (7) Project Budget (Final) for Jorgensen Renovation
HVAC Renewal (Attachment 21)
 - (8) Project Budget (Final) for Heating Plant Upgrades –
Chiller and Boiler House Roofs (Attachment 22)
 - (9) Project Budget (Final) for Energy Services Performance
Contract – Phase I (Attachment 23)
 - (10) Project Budget (Revised Planning) for Utility Framework –
Utility System Modeling (Attachment 24)
 - (11) Project Budget (Planning) for Central Campus
Infrastructure Upgrades (Attachment 25)
 - (12) Project Budget (Revised Planning) for Student Recreation
Center (formerly named Intramural, Recreational and
Intercollegiate Facilities – Recreation Center) (Attachment 26)

6. UConn Health Report
 - (a) Report on UConn Health activities
7. Joint Audit and Compliance Committee Report
 - (a) Report on Committee activities
8. Buildings, Grounds and Environment Committee Report
 - (a) Report on Committee activities
9. Construction Management Oversight Committee Report
 - (a) Report on Committee activities
10. Student Life Committee Report
 - (a) Report of Committee activities
11. Institutional Advancement Committee Report
 - (a) Report on Committee activities
 - (b) Informational Item:
 - (1) Development Progress Executive Summary (Attachment 27)
12. Committee on Compensation Report
 - (a) Report on Committee activities
13. Other business
14. Executive Session anticipated
15. Adjournment

PLEASE NOTE: *If you are an individual with a disability and require accommodations, please call the Board of Trustees Office at (860) 486-2333 prior to the meeting.*

ATTACHMENT 1

**CONTRACTS AND AGREEMENTS
FOR APPROVAL
February 24, 2016**

PROCUREMENT - AMENDMENTS										
CREATIVE SERVICES - ON CALL										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	Lewis Communications, Inc.	UC-15-JL051115	\$1,010,000 [Contract Value Previously \$990,000; Total New Contract Value \$2,000,000]	01/04/16-01/03/17	Auxiliary Funds	Tysen Kendig, VP for Communications	\$0	\$0	\$0	Creative development and production services for strategic television public service announcements. Amend to increase contract value by \$1,010,000, for a total new contract value of \$2,000,000. Four extensions of one year each remain.
FIRE ALARM TESTING AND INSPECTION										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	SimplexGrinnell, LP	UC-13-051612LM	\$800,000 [Contract Value Previously \$3,338,332; Total New Contract Value \$4,138,332]	07/01/12-06/30/16	Multiple Sources	Matthew Larson, Director of Procurement Services	\$3,444,586	\$730,928	\$792,913	Testing, inspection and preventative maintenance services for fire alarm systems and equipment at all University campuses, other than UCH. Amend to increase contract value by \$800,000, for a total new contract value of \$4,138,332. One extension of one year remains.
FURNITURE										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	Red Thread Spaces, LLC	15PSX0041	\$1,000,000 [Contract Value Previously \$857,193; Total New Contract Value \$1,857,193]	07/01/15-06/30/20	Auxiliary Funds	Matthew Larson, Director of Procurement Services	\$857,193	\$0	\$0	System office furniture for all University campuses, including UCH. Amend to increase contract value by \$1,000,000, for a total new contract value of \$1,857,193. Zero options to extend.
IT HARDWARE										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	Dell Marketing, LP	MF080913	\$5,500,000 [Contract Value Previously \$6,000,000; Total New Contract Value \$11,500,000]	07/01/14-06/30/18	Multiple Sources	Matthew Larson, Director of Procurement Services	\$5,474,603	\$2,683,465	\$0	Personal computers, servers, and other hardware for all University campuses, including UCH. Amend to increase contract value by \$5,500,000, for a total new contract value of \$11,500,000. Amend to extend term by two years, through 06/30/18. Option to extend for one additional term of two years.

**CONTRACTS AND AGREEMENTS
FOR APPROVAL
February 24, 2016**

MASTER LEASE										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	Banc of America Public Capital Corp.	NA	NA	10/23/13-06/30/18	Multiple Sources	Scott A. Jordan, Executive Vice President for Administration and Chief Financial Officer	NA	NA	NA	Master Lease providing tax-exempt financing for all University campuses, including UCH. Master Lease allows the University to finance up to \$50,000,000 in principal. Only \$61,150 in principal has been financed to date. Reduce available financing by \$45,000,000, to a total of \$5,000,000 in available financing. This reduction may be effectuated by amendment to the existing financing agreement or by execution of a new superseding agreement.
MECHANICAL SYSTEMS										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	Air Temp Mechanical Services Inc.	UC-15-LM040114-1-2	\$500,000 [Contract Value Previously \$900,000; Total New Contract Value \$1,400,000]	10/09/14-06/30/16	Multiple Sources	Michael Jednak, AVP Facilities Operations & Building Services	\$846,745	\$188,196	\$0	HVAC mechanical services for all University campuses, including UCH. Amend to increase contract value by \$500,000, for a total new contract value of \$1,400,000. Three extensions of one year each remain.
2	New England Mechanical Services, Inc.	UC-15-LM040114-1-5	\$300,000 [Contract Value Previously \$900,000; Total New Contract Value \$1,200,000]	10/09/14-06/30/16	Multiple Sources	Michael Jednak, AVP Facilities Operations & Building Services	\$700,756	\$255,950	\$0	HVAC mechanical services for all University campuses, including UCH. Amend to increase contract value by \$300,000, for a total new contract value of \$1,200,000. Three extensions of one year each remain.
NETWORK AND SECURITY HARDWARE										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	Mainline Information Sys Inc.	UC-11-B001651-G(3)	\$700,000 [Contract Value Previously \$3,740,288; Total New Contract Value \$4,440,288]	07/07/10-06/30/16	Multiple Sources	Michael Mundrane, Vice Provost and Chief Information Officer	\$3,454,516	\$1,314,072	\$148,085	Operating system, network, and security hardware and services for all University campuses, including UCH. Amend to increase contract value by \$700,000, for a total new contract value of \$4,440,288. Zero extensions remain.

**CONTRACTS AND AGREEMENTS
FOR APPROVAL
February 24, 2016**

SOFTWARE CONSULTING SERVICES										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	Advantage Technical Resourcing, Inc.	UC-12-PG050511-5	\$309,756 [Contract Value Previously \$2,000,000; Contract Value Remains the Same]	03/01/13-02/28/17	Multiple Sources	Michael Mundrane, Vice Provost and Chief Information Officer, Information Technology	\$309,756	\$0	\$309,756	Developing, implementing and supporting Oracle/PeopleSoft products on all University campuses, other than UCH. Amend to extend term by one year, to 2/28/17. One extension of one year remains.
2	ERP Analysts, Inc.	UC-12-PG050511-7	\$2,000,000 [Contract Value Previously \$2,000,000; Contract Value Remains the Same]	03/01/13-02/28/17	Multiple Sources	Michael Mundrane, Vice Provost and Chief Information Officer, Information Technology	\$0	\$0	\$0	Developing, implementing and supporting Oracle/PeopleSoft products on all University campuses, other than UCH. Amend to extend term by one year to 2/28/17. One extension of one year remains.
TELECOMMUNICATIONS										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	The Southern New England Telephone Company	UC-11-KW011210	\$658,510 [Contract Value Previously \$4,364,966; Total New Contract Value \$5,023,476]	01/01/11-02/28/17	Multiple Sources	Michael Mundrane, Ph.D., Vice Provost and Chief Information Officer	\$4,055,758	\$697,545	\$930,060	PBX switch maintenance support for Lucent 5ESS telephone switch modules located in the Babbage Library and 3 remote sites (Kennedy Building, Hilltop and Charter Oak complexes). The switch provides dial tone to approximately 15,000 subscribers. Amend to increase contract value by \$658,510 for a total new contract value of \$5,023,476. Amend to extend term for one year, through 2/18/17. Zero extensions remain.
UTILITY FRAMEWORK CONSULTING AND ENGINEERING SERVICES										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	BVH Integrated Services, PC	902040	\$0 [Contract Value Previously \$5,000,000; Contract Value Remains the Same]	11/06/15-11/05/25	Multiple Sources	Laura Cruickshank, University Master Planner and Chief Architect	\$0	\$0	\$0	Utility framework consulting services and utility engineering services for the Storrs campus. Amend to shift services from one phase of the services to another. Zero extensions remain.

**CONTRACTS AND AGREEMENTS
FOR APPROVAL
February 24, 2016**

VEHICLE RENTALS										
No.	Contractor	Contract No.	New Approval Amount	Term	Fund Source	Program Director	Total Expenditures as of 12/31/15	Expenditures FY 15	Expenditures FY 14	Purpose
1	Enterprise Rent-a-Car (d/b/a Camrac LLC)	UC-09-SG71506	\$95,000 [Contract Value Previously \$1,074,542; Total New Contract Value \$1,169,542]	07/01/08-09/30/16	Multiple Sources	William Wendt, Director of Logistics Administration	\$1,059,060	\$144,024	\$142,855	On-site vehicle rental service for University business purposes and for sanctioned student activity groups. Amend to increase contract value by \$95,000 for a total new contract value of \$1,169,542. Amend to extend term for three months, through 9/30/16. Zero options to extend.

LEASES						
UNIVERSITY AS LESSOR						
No.	Lessor	Annual Amount	Term	Fund Source	Program Director	Purpose
1	Stamford Hospital	\$166,932	09/01/09-11/30/16	Operating Fund - General	Regina Cusson, Dean, School of Nursing	Fourth Amendment to Parking Lease Agreement for 300 parking spaces located on the top deck of the UConn Stamford campus parking garage located on Washington Boulevard in Stamford, CT to accommodate Stamford Hospital employees. This amendment extends the term for an additional 9 months.

UNIVERSITY AS LESSEE						
No.	Lessor	Annual Amount	Term	Fund Source	Program Director	Purpose
1	EDR Storrs, LLC	\$274,080	08/15/12-07/31/17	Operating Fund - General	Michael Gilbert, Vice President for Student Affairs	Lease Amendment to support Visiting Scholar Program housing needs at The Oaks on the Square in Storrs Center, Storrs, CT. The term of the lease extends from four (4) years to five (5) years. The University's Department of Residential Life will maintain the allotted apartments for the term of the lease and will sub-lease apartments to visiting scholars.
2	Stamford Hospital	\$63,240	08/17/09-08/16/19	Operating Fund - General	Regina Cusson, Dean, School of Nursing	Fourth Amendment to Sublease of approximately 1,300 square feet of academic space in Stamford Hospital (Washington Boulevard). The space has renovated by Stamford Hospital to accommodate the academic environment requirements of the UConn School of Nursing . This amendment updates the current payment schedule to reflect the extension of lease of parking spaces from UConn to Stamford Hospital.

ATTACHMENT 2

**TENURE RECOMMENDATIONS
UNIVERSITY OF CONNECTICUT
PRESENTED TO THE BOARD OF TRUSTEES – February 24, 2016**

Effective August 23, 2016:

COLLEGE OF LIBERAL ARTS AND SCIENCES

TENURE AS ASSOCIATE PROFESSOR:

David Embrick

Sociology

SCHOOL OF PHARMACY

TENURE AS ASSOCIATE PROFESSOR:

Nathaniel Rickles

Pharmacy Practice

ATTACHMENT 3

**University of Connecticut Department of Human Resources
Emeritus Retirees
February 24, 2016 Board of Trustees Meeting**

NAME	TITLE	DEPARTMENT	SCHOOL/COLLEGE	RETIRED	HIRED
Auer, Carol A.	Professor	Plant Science & Landscape Arch.	Ag., Health & Nat. Resources	1/1/2016	1/1/1993
Enderle, John D.	Professor	Electrical & Computer Engineering	School of Engineering	1/1/2016	1/1/1995
Epstein, Howard I.	Professor	Civil & Environmental Engineering	School of Engineering	1/1/2016	9/1/1976
Garfinkel, Robert S.	Professor	Operations & Information Management	School of Business	3/1/2016	9/1/1987
Haas, Andrew H.	Professor	Mathematics	Liberal Arts & Sciences	1/1/2016	9/1/1981
Kerstetter, Jane E.	Professor	Allied Health Sciences	Ag., Health & Nat. Resources	1/1/2016	9/1/1988
Reyes, Xae A.	Professor	Curriculum & Instruction	School of Education	1/1/2016	8/23/1999
Wayne, Julianne	Associate Professor	Social Work	School of Social Work	8/1/2015	1/1/1991
Wikholm, Ronald J.	Associate Professor	Chemistry	Liberal Arts & Sciences	1/1/2015	9/1/1978
Wheeler III, Samuel C.	Professor	Philosophy	Liberal Arts & Sciences	1/1/2016	9/10/1970

ATTACHMENT 4

University of Connecticut Office of the Provost
Sabbatical Leave Recommendations Requiring Board of Trustees Approval
February 24, 2016 Board of Trustees Meeting

SABBATICAL MODIFICATIONS/POSTPONEMENTS

<u>NAME</u>	<u>TITLE</u>	<u>DEPARTMENT</u>	<u>SCHOOL/COLLEGE</u>	<u>PAY</u>	<u>PERIOD</u>
Dicapua, Ralph	Associate Professor	Art and Art History	Fine Arts	Full	Spring 2016
				Full	Fall 2016


SABBATICAL LEAVE REQUESTS

<u>NAME</u>	<u>TITLE</u>	<u>DEPARTMENT</u>	<u>SCHOOL/COLLEGE</u>	<u>PAY</u>	<u>PERIOD</u>
Cobb, Casey D.	Professor	Educational Leadership	Education	Full	Fall 2016
Hanzlik, Louis	Associate Professor	Music	Fine Arts	Full	Fall 2016
Kumar, Challa Vijaya	Professor	Chemistry	Liberal Arts and Sciences	Full	Spring 2017
Morris, Thomas F.	Professor	Plant Science and Landscape Architecture	Agriculture, Health and Natural Resources	Full	Spring 2017
Schwab, Richard L.	Professor	Educational Leadership	Education	Full	Fall 2016
Yalof, David	Professor	Political Science	Liberal Arts and Sciences	Full	Fall 2016

ATTACHMENT 5

February 24, 2016

TO: Members of the Board of Trustees

FROM: Mun Y. Choi, Provost 

RE: Appointment of Dr. Casey D. Cobb to the Neag Endowed Professorship in Educational Policy in the Neag School of Education

RECOMMENDATION:

That the Board of Trustees approve the appointment of Dr. Casey D. Cobb to the Neag Endowed Professorship in Educational Policy in the Neag School of Education.

BACKGROUND:

Dr. Casey D. Cobb has a national reputation as an expert scholar in education policy. Prior to his appointment as Associate Dean at the Neag School, Dr. Cobb served as Department Head of Educational Leadership and Director of the Center for Education Policy Analysis.

Dr. Cobb has demonstrated strong scholarly leadership throughout his academic career. He is an elected member of the Executive Committee of the University Council for Educational Administration, a national consortium of 100 top universities. Dr. Cobb is a Fellow of the National Education Policy Center, a member of the Research Advisory Panel for the National Coalition on School Diversity, and a member of the Technical Working Group for the Regional Lab of the Northeast and Islands. He is a past-president of the New England Educational Research Organization.

Dr. Cobb is the current editor-in-chief of Educational Administration Quarterly (EAQ), a ranked Sage journal sponsored by the University Council for Educational Administration. Dr. Cobb was awarded the 2015 Outstanding Policy Report Award for Division L by the American Educational Research Association. He was also awarded the William J. Davis Award for Most Outstanding Article published in EAQ in a volume year.

Dr. Cobb has published 5 books, 31 peer-reviewed journal articles, and given over 85 presentations at national or international conferences. Dr. Cobb is a three-time UCEA Jackson Scholar mentor, providing support for doctoral students of color who aspire to tenure track positions in educational policy and leadership. Dr. Cobb has supervised 13 successful doctoral dissertations and served as associate advisor on more than 40 others. Dr. Cobb has served as PI or co-PI on projects with grant funds totaling nearly \$2.8 million.

The Board of Trustees approved the renaming of the Neag Professorship on September 28, 2011. This Neag Endowed Professorship will be supported by the Neag Endowment.

ATTACHMENT 6

February 24, 2016

TO: Members of the Board of Trustees

FROM: Susan Herbst 

RE: Establishment of the Donna Krenicki Professorship in Design and Digital Media

RECOMMENDATION:

That the Board of Trustees authorize the naming of the Donna Krenicki Professorship in Design and Digital Media in the School of Fine Arts.

BACKGROUND:

John and Donna Krenicki have pledged a gift in the amount recommended under the University's *Named Gift Guidelines* to fund an endowed professorship for design and digital media within the School of Fine Arts.

The individual appointed to the professorship will be a recognized researcher, scholar and teacher and will have made significant contributions to the field of design and digital media. The fund's spending allocation amount will be used to support the professorship and his or her related academic activities. Specific priority uses will be determined by the School upon recommendation by the individual appointed to the professorship.

John Krenicki is a 1984 UConn Engineering alumnus, who also received an honorary Doctor of Science degree from UConn in 2007. He is the Senior Operating Partner at Clayton, Dubilier & Rice, LLC, one of the oldest private equity investment firms in the world. Donna Krenicki is a 1984 UConn Fine Arts alumna and former member of the UConn Foundation Board of Directors. In 2007, the Krenickis established the Donna Samson Krenicki Fund for Fine Arts, which provides financial support for programmatic enhancements within the graphic design studio programs and for activities with the Department of Art at UConn's School of Fine Arts. In 2011, the Krenickis also created the John and Donna Krenicki Professorship in Biomedical Engineering, which provides support for a named professor's research and academic activities within the Schools of Engineering and Medicine. In 2013, they also established the John and Donna Krenicki Professorship in Genomics and Personalized Medicine to support the new initiatives in Bioscience Connecticut and the Jackson Laboratory Partnership.

ATTACHMENT 7

February 24, 2016

TO: Members of the Board of Trustees

FROM: Susan Herbst 

RE: Establishment of the Paul Krenicki Professorship of Chemistry

RECOMMENDATION:

That the Board of Trustees hereby authorizes the naming of the Paul Krenicki Professorship of Chemistry in the College of Liberal Arts and Sciences.

BACKGROUND:

John and Donna Krenicki have pledged a gift in the amount recommended under the University's *Named Gift Guidelines* to fund an endowed professorship in chemistry within the College of Liberal Arts and Sciences.

The individual appointed to the professorship will be a recognized researcher, scholar and teacher and will have made significant contributions to the field of chemistry. The fund's spending allocation amount will be used to support the professor and his or her related academic activities. Specific priority uses will be determined by the dean of the College upon recommendation by the individual appointed to the professorship.

The professorship is to be named in honor of Mr. Krenicki's younger brother, Paul, who died of cancer while in college (the former Cook College at Rutgers, now known as the School of Environmental and Biological Sciences) and never had the opportunity to pursue his dream of a degree in chemistry. The Krenickis funded the professorship in memory of Paul and to honor Mr. Krenicki's mother's 90th birthday.

John Krenicki is a 1984 UConn Engineering alumnus, who also received an honorary Doctor of Science degree from UConn in 2007. He is the Senior Operating Partner at Clayton, Dubilier & Rice, LLC, one of the oldest private equity investment firms in the world. Donna Krenicki is a 1984 UConn Fine Arts alumna and former member of the UConn Foundation Board of Directors. In 2007, the Krenickis established the Donna Samson Krenicki Fund for Fine Arts, which provides financial support for programmatic enhancements within the graphic design studio programs and for activities with the Department of Art at UConn's School of Fine Arts. In 2011, the Krenickis also created the John and Donna Krenicki Professorship in Biomedical Engineering, which provides support for a named professor's research and academic activities within the Schools of Engineering and Medicine. In 2013, they also established the John and Donna Krenicki Professorship in Genomics and Personalized Medicine to support the new initiatives in Bioscience Connecticut and the Jackson Laboratory Partnership.

ATTACHMENT 8

February 24, 2016

TO: Members of the Board of Trustees

FROM: Mun Y. Choi, Provost 

RE: Master of Public Policy in the College of Liberal Arts and Sciences

RECOMMENDATION:

That the Board of Trustees approve the Master of Public Policy in the College of Liberal Arts and Sciences.

BACKGROUND:

The Department of Public Policy proposes to establish a Master of Public Policy (MPP) degree that will emphasize rigorous analytic methods for assessing alternative policies and evaluating program effectiveness. The MPP degree will provide students with the skills necessary to develop, implement, and evaluate public policies that aim to improve societal outcomes. The MPP student internships are consistent with the University Academic Plan's emphasis on becoming engaged in social and community problem-solving.

The MPP is designed to provide students with the skills and competencies necessary to analyze policies and evaluate results. The existing Master of Public Administration (MPA) program currently serves students seeking policy analytic careers as one of its specialties. The MPP degree will focus specifically on the needs of these students.

The MPP is designed to fill a curricular gap at UConn and has several important features:

- The MPP will advance aspects of the University's Academic Plan.
- The MPP provides several opportunities for community engagement including a required internship.
- The MPP will use mainly existing resources and will seamlessly share focus areas and some classes with the existing MPA program.
- The MPA program is already placing students in MPP-like positions, such as with the State Office of Fiscal Analysis, State Office of Legislative Program Review and Investigations, Mathematica (consulting firm), and as policy analyst with organization like the Connecticut Community Providers Association. The MPP will allow us to focus our placement efforts for students interested in policy analytic careers.
- Graduates of the MPP will be prepared to fill important societal needs of developing and implementing sound policy and evaluating whether policies work.

The Proposed MPP curriculum will require 43 credits and include core courses, a focus area, internship, and a final experience.

Item: **Master of Public Policy**

CIP-Code: 44.0501 (Public Policy Analysis, General)

Background & Description

The Department of Public Policy proposes to establish a Master of Public Policy (MPP) degree that will emphasize rigorous analytic methods for assessing alternative policies and evaluating program effectiveness. The MPP degree will provide students with the skills necessary to develop, implement, and evaluate public policies that aim to improve societal outcomes. The MPP student internships are consistent with the University Academic Plan's emphasis on becoming engaged in social and community problem-solving. The MPP degree will fall squarely in the University's Academic Plan's "Commitment to the Future" section, which includes the following (p. 18):

- Reversing poverty and disparities for our citizens;
- Addressing abuses and improving human rights;
- A commitment to engagement and a mission that focuses efforts on the betterment of humanity;
- Visionary leadership at all levels.

The MPP is designed to provide students with the skills and competencies necessary to analyze policies and evaluate results. The existing Master of Public Administration (MPA) program currently serves students seeking policy analytic careers as one of its specialties. The MPP degree will focus specifically on the needs of these students.

The decision to pursue establishing a MPP degree resulted from an extensive assessment and strategic planning effort by the existing MPA program. The MPA program has been accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) since 1983. Every seven years the program goes through a re-accreditation process which includes an intensive self-assessment process. We began this self-assessment in Spring 2015 and completed it in November 2015. This assessment included a strategic planning process where we gathered input from stakeholders including focus groups with alumni and existing employers, meetings with MPA students, interviews of prospective employers, and input from representatives of the MPA alumni council. The strategic planning process culminated in a retreat facilitated by an outside moderator (who is a well-respected MPA Head and member of the accreditation body).

The strategic planning process made very clear that the current MPA program is now serving three related but somewhat distinct groups of students. One set of students are early service or pre-service and interested in careers in management, such as becoming managers in nonprofits, local governments, or state governments. The second group of students have significant career experience (10-20 years) and enrolled mostly part-time in the MPA program to enhance their skills and have additional credentials. The third group of students are interested in policy development, implementation, and program evaluation with a focus on the analytic, design, and statistical methods necessary to be successful. They seek careers in analytic jobs with governments, nonprofits, or consulting firms. The MPA program has always served these groups

of students, but in recent years the MPA program has grown and the student interests have become increasingly divergent.

A MPP degree would primarily serve the third group of students, as described above. This will allow us to provide a curriculum targeted directly to their needs. The MPP will also allow the existing MPA to re-focus its efforts to better serve the first two groups. The MPP will also allow us to better target and recruit students into both the MPP and the MPA.

Reasons for the Proposed Program

The MPP is designed to fill a curricular gap at UConn and has several important features:

- The MPP will advance aspects of the University's Academic Plan.
- The MPP provides several opportunities for community engagement including a required internship.
- The MPP will use mainly existing resources and will seamlessly share focus areas and some classes with the existing MPA program.
- The MPA program is already placing students in MPP-like positions, such as with the State Office of Fiscal Analysis, State Office of Legislative Program Review and Investigations, Mathematica (consulting firm), and as policy analyst with organization like the Connecticut Community Providers Association. The MPP will allow us to focus our placement efforts for students interested in policy analytic careers.
- Graduates of the MPP will be prepared to fill important societal needs of developing and implementing sound policy and evaluating whether policies work.

Curriculum & Program Outline

The Proposed MPP curriculum will require 43 credits and include core courses, a focus area, internship, and a final experience. We developed the curriculum by identifying core skills and competencies based on our assessment findings in Spring and Fall 2015 and designated the competencies by whether they are important for MPP, MPA, or both degrees (these competencies are described in detail under learning outcomes). We traced the core competencies we developed to specific core courses and revised the competencies as appropriate for the MPP degree. We developed learning outcomes for the other components of the curriculum (focus areas, internship, and final experience). In particular, the focus areas build on the Department of Public Policy's areas of strength. We then gathered feedback on the proposed curriculum from the MPA alumni council and existing MPA students (many would be candidates for the MPP degree). The curriculum was reviewed and approved by a vote of the MPA faculty.

The curriculum is as follows:

Core courses (27 credits)

Policy and organizational environments

PP 5340 Introduction to Public Policy (to be renamed Introduction to Public Policy and Management)

PP 5361 Theory and Management of Public Organizations

Economic and policy analysis

PP 5375 Economic Analysis for Public Administration (to be renamed Economic Analysis for Public Policy and Management)

PP 5342 Policy Analysis

PP 53XX Applied Policy Topics (new course to be created)

Methods of analysis

PP 5376 Applied Quantitative Methods

PP 5331 Quantitative Methods for Public Policy

PP 5370 Applied Research Design

PP 5314 Causal Program Evaluation

Focus areas (9 credits), students choose from the following:

Nonprofit management

PP 5323 Leading and Governing Nonprofit Organizations

PP 5324 Grant Writing and Fund Development for Nonprofit Organizations

PP 5319 Program Development and Evaluation

PP 5328 Business Functions of Nonprofit Organizations

Public finance and budgeting

PP 5373 Budgeting in Public Service Organizations

PP 5318 Financial Management for Public Organizations

PP 5317 Capital Financing and Budgeting

PP 5321 State and Local Fiscal Problems

PP 5326 Public Investment Analysis

PP 5327 Analysis for Management Decision-Making

Social policy

PP 5344 Social Policy

PP 5397 Special Topics: Race and Policy

PP 5397 Special Topics: Housing Policy

EDLR 6322/ PP 5397 Special Topics: Economics of Education and School Finance

Public administration

Courses selected from those offered as part of the MPA program

Student driven focus

Students decide on focus area in cooperation with their advisor

Internship (6 credits)

Final Experience (1 credit)

PP 5372 Introduction to Public Administrations Skills (to be renamed Portfolio Capstone)
Students develop a portfolio of their work developed over the course of the program

Learning Outcomes

The learning outcomes for the new MPP program are derived from the program's mission, below:

Our mission is to provide public service leaders with the analytic, contextual, communication, and ethical skills necessary to lead, manage, and conduct policy analysis and evaluation. Our program emphasizes rigorous analytic methods for assessing alternative policies and evaluating program effectiveness in an increasingly complex and constrained policy environment. Our graduates have the outlook and training necessary to address important public problems in order to make our society better.

Learning outcomes are separated by curriculum component—the core courses, focus areas, internship, and portfolio have separate but related learning outcomes. We will discuss each in turn.

Core courses

We define the learning outcomes for core courses in terms of the skills and competencies we expect the students to master. We have six major competency areas, below:

Competency 1: To lead and manage in public governance.

An understanding of organizational structures, processes and behaviors. Familiarity with interorganizational collaboration. Understanding of leadership styles and techniques. Ability to manage financial and human resources of an organization.

Competency 2: To participate in and contribute to the public policy process.

Understanding the policy making process; its goals and actors. Familiarity with major policy domains. The ability conduct and evaluate policy research and communicate research results. Facility framing policy problems and applying economic analysis. The ability to recognize and respond to the ethical dimensions of public problems.

Competency 3: To analyze, synthesize, think critically, solve problems and make decisions.

The ability to make the best possible decisions in policy and management settings. This includes the ability to select and use methodologies appropriate to support research objectives. Knowledge of how to design and employ a variety of data-collection and analysis techniques. Ability to analyze, describe and communicate the results of data analysis.

Competency 4: To articulate and apply a public service perspective.

Understanding the unique responsibilities and dilemmas of public service professionals.
 Ability to apply ethical and public service values to policy and management decisions.
 Capacity to contribute to, and advance, the profession writ large.

Competency 5: To communicate and interact productively with a diverse and changing workforce and citizenry.

Understand the concepts, skills, and procedures for managing and leading a diverse workforce and creating an inclusive workplace climate human resources. Capacity to interact with a variety of individuals as a leader, through supervision, negotiation and mediation. Ability to act ethically in a diverse workplace. Appreciation of citizen roles in decision making.

Competency 6: To operate effectively in a professional workplace.

Understand the conduct and behavior that is consistent with professional comportment. The ability to present oneself effectively, including communicating effectively orally and in writing. Understand group dynamics and how to manage conflict. Ability to work effectively with individuals, groups, and as part of a team. Aware of relevant professional norms, and how to operationalize them in the workplace.

We developed specific competencies that will lead to students mastering the above six major competencies, below:

	Specific skill or competency	Competency covered
1	Understanding of organizational environments	1
2	Understanding of effectiveness and performance	1
3	Knowledge of strategic planning	1
4	Understanding organizational structure and design	1
5	Ability to identify emerging conditions, problems and needs of organizations	1
6	Ability to apply theories and methods for understanding behavior of people in organizations	1,5,6
7	Understanding budget cycles	1
8	Understanding of cost concepts including marginal cost, average costs and total costs	1
9	Ability to apply project management techniques	1, 6
10	Ability to apply research designs for organizational inquiry	1

11	Understanding of the policy process	2,4
12	Ability to apply an ethical perspective to analysis	2,4
13	An understanding of policy development along major policy domains (e.g. health care, education, social, etc.)	2
14	Ability to apply supply and demand concepts including the implications of shifts in supply and demand and demand, supply and income elasticities.	2,3
15	An understanding of the nature of markets	2,3
16	Ability to apply economic tools to policy and management problems	2,3
17	An understanding of the logic of social research, systematic thinking	2,3
18	An understanding of the concepts of evaluation research -- research designs (experiments, quasi-experiments, non-experiments, case studies)	2,3,4
19	An ability to develop research questions	2,3
20	An understanding of validity and reliability of measures	2,3
21	An understanding of different data gathering such as surveys, interviews, focus groups, etc.	2,3
22	An understanding of the economic reasons for government (e.g. Market failure—externalities, monopolies, public goods, etc.)	2,4
23	An understanding of efficiency and equity	2,3,4
24	An understanding of the time value of money	2,3
25	Understanding of basics of cost-benefit analysis	2,3
26	Understanding of the tools for analysis of revenue systems	2,3,4
27	Ability to effectively present data	2,3
28	Ability to write professional memoranda	2,3,5,6
29	Ability to make a professional presentation	2, 3,5,6
30	Ability to apply inferential statistics	3
31	An understanding of statistical significance	3
32	An understanding of basic probability distributions	3
33	Understanding of different sampling techniques	3

34	An understanding of fiscal, economic, social, and environmental sustainability	4
35	An understanding of accountability and responsiveness in a democracy	4,5
36	An understanding of the importance of transparent processes	4
37	An understanding of the importance of fairness and respect for human rights	4,5
38	Ability to thrive in a diverse workplace	4,5
39	Understanding of the professions of public administration and policy	4
40	Ability to communicate in an organizational context	5,6
41	Understanding workplace norms	6
42	Ability to work successfully in teams	6
43	Basic understanding of regression	3
44	Understanding of more advanced regression such as regression assumptions, nonlinear regression, fixed effect regression, regression with binary dependent variables; and instrumental variable regression	3
45	Ability to conduct sophisticated cost-benefit analysis	3
46	Understanding public choice	3
47	Ability to employ advanced causal analysis and designs, such as panel data analysis, difference-in-differences, instrumental variables, regression discontinuity designs	3
48	Ability to understand organizational power and politics	1,6
49	Ability to produce a project for an outside client	3,6
50	Understanding of other statistical techniques, such as factor analysis, multinomial and ordered probit/logit, propensity score matching	3
51	Professional writing other than memoranda, such as professional emails, executive summaries, etc.	2,3,5,6
52	Understanding of an increasingly globalized context	1.5
53	Application of logic models	1,2,3
54	Ability to lead and manage a diverse workforce	4.5

Focus areas

- Provide students with the opportunity to become more expert in a particular policy/management domain.
- Provide the students with the chance to market areas of career strength.

Specific skills and competencies will vary by focus area.

Internship

- Provide students with the opportunity to apply the theory and knowledge learned in the classroom to “real world” work experiences.
- Sharpen skills needed for virtually all careers, such as interpersonal skills.
- Provide students with the opportunity to build and refine skills specific to their career goals, such as fund development for nonprofit organizations.
- Provide students the chance to try out occupations that they might be considering for future careers.
- Provide students with a mentorship experience where they learn about professional workplace norms.

Specific skills and competencies for the internship:

- Understanding of workplace norms;
- Ability to work successfully in teams;
- Ability to communicate in an organizational context;
- Ability to make professional presentations;
- Ability to write in a professional setting;
- Ability to thrive in a diverse workplace;
- Understanding the professions of public administration and policy;
- Ability to apply an ethical perspective;
- Ability to apply professional skills such as running a meeting, interpersonal relationships, effective and appropriate use of emails, etc.;
- Ability to understand organizational politics.

Final experience (portfolio development)

- Provide an integrative experience for students;
- Help students and the programs reflect upon their attainment student learning competencies;
- Provide students with an on-going process for refining their professional goals;
- Provide a portfolio of work to show prospective employers.

Specific skills and competencies for the final experience:

- Ability to see the overall picture and not just its components;
- Ability to be reflective about professional growth and areas of need for future growth.

Enrollment & Graduation Projections

There are currently students in the MPA pipeline that would prefer the MPP. We expect that we will enroll 10-15 students the first year the MPP is approved (hopefully AY 2016-17). In AY 2016-17 we will market the new MPP in Connecticut and nationwide and we expect the enrollment to grow to 25 to 30 as a steady state each year thereafter.

Financial Resources

The instruction and administration of the MPP program will be largely absorbed by the existing resources of the Department of Public Policy. The MPP will share some classes with the MPA program and some existing faculty teaching will be repurposed to accommodate the MPP. We will need to hire additional adjunct faculty as a consequence of the MPP but will absorb these costs as part of the existing Department budget by using some of the funds generated by the Department's entrepreneurial activities. The MPP can be sustained indefinitely by these resources but we hope that the success of the program will justify an additional position.

Facilities/Equipment/Library/Special Resources

There are no anticipated need for additional facilities/equipment/library/or special resources. The MPP will be mainly taught at the Hartford Campus with some classes also offered at Storrs.

Program Administration

The MPP will share program administration with the MPA program. Initially the program start-up will be managed by Professors Eric Brunner and Bill Simonsen. After program implementation the MPA director will also manage the MPP program along with Department of Public Policy administrative staff. This includes marketing, course scheduling, alumni and other external relations, policy development, and day-to-day operation of the MPP program.

Faculty

The Department of Public Policy (DPP) faculty who will be involved with the MPP include:

Eric Brunner, Associate Professor, DPP
Deneen Hatmaker, Associate Professor, DPP
Joshua Hyman, Assistant Professor, DPP and Neag School of Education
Erin Melton, Assistant Professor, DPP
Kerri Raissian, Assistant Professor, DPP
Mark Robbins, Professor, DPP
Bill Simonsen, Professor, DPP
Doug Spencer, Associate Professor, DPP and School of Law

Similar Programs in Connecticut or Region

The only Public Policy program in Connecticut is the Master of Arts in Public Policy offered by Trinity College. In the region, programs in Public Policy are offered at:

Harvard University

Northeastern University

University of Massachusetts at Amherst

University of Massachusetts at Dartmouth

Brandeis University

Tufts University

SUNY at Stony Brook (MA in Public Policy)

New England College (MA in Public Policy and online only)

University of New Hampshire

ATTACHMENT 9

February 24, 2016

TO: Members of the Board of Trustees
FROM: Mun Y. Choi, Provost 
RE: Graduate Certificate in Exercise Prescription

RECOMMENDATION:

That the Board of Trustees approve the Graduate Certificate in Exercise Prescription.

BACKGROUND:

The Bureau of Labor Statistics projects that the need for exercise professionals will continue to experience above average growth in the next decade. These professionals conduct pre-participation health screening, maximal and submaximal graded exercise tests, perform strength, flexibility and body composition tests, and lead exercise training programs for patients and clients challenged with cardiovascular, pulmonary, and metabolic diseases and disorders, as well as with apparently healthy populations that also may have special considerations.

Market research suggests strong demand exists for a graduate certificate in Exercise Prescription to better prepare practicing professionals with the requisite knowledge necessary to successfully earn the American College of Sports Medicine (ACSM) Certified Exercise Physiologist (ACSM EP-C), and Certified Clinical Exercise Physiologist (ACSM CEP) designations, among other professional organizations such as the Strength and Conditioning Association. The graduate certificate being proposed is designed around what is widely known as the “gold standard” in the field of sports medicine, exercise science, and health and fitness – ACSM’s Guidelines for Exercise Testing and Prescription (GETP) the 9th edition. Dr. Linda Pescatello is the Senior Editor of the GETP 9th edition handbook.

The level of mastery required to prepare for the various certifications listed above is consistent with 9 academic credit hours. There are similar programs nationally with 9 credit hours, and discussions with department faculty during department meetings reaffirmed that broadening the scope beyond the 9 credit hours being proposed would only be warranted if the scope of the certificate was intentionally designed to include related areas (e.g. nutritional and rehab science), not specifically germane to professional certifications closely tied to the content covered in the proposed certificate. Further, market research suggests that an expanded certificate would not be attractive to professionals in this field.

The Graduate Certificate in Exercise Prescription is comprised of three on-line and fee-based courses.

Request for New UConn Certificate Program

Program information

Name of certificate program:	Exercise Prescription
Name of sponsoring department:	Kinesiology
Name of Department Head:	Craig Denegar
Name of sponsoring College:	College of Agriculture, Health and Natural Resources
Director of certificate program:	Linda S. Pescatello, PhD, FACSM, FAHA (Board of Trustees Distinguished Professor of Kinesiology)
Type of Certificate:	Graduate, Online, Fee-Based
CIP Code:	31.050
Anticipated start date:	Fall, 2016
Anticipated date of first graduation:	Fall, 2017
Projected annual enrollments:	45

Program outline and description of program learning outcomes

The Bureau of Labor Statistics projects that the need for exercise professionals will continue to experience above average growth in the next decade. As an example, employment of exercise physiologists is projected to grow 10% per year through 2022, but with the broad health care sector including hospitals increasingly emphasizing exercise and preventive care, and promotion of healthier lifestyles as part of prevention, treatment, and management of chronic diseases and health conditions, the projected growth rate appears to be a conservative estimate. Among other things, these professionals conduct pre-participation health screening, maximal and submaximal graded exercise tests, perform strength, flexibility and body composition tests, and lead exercise training programs for patients and clients challenged with cardiovascular, pulmonary, and metabolic diseases and disorders, as well as with apparently healthy populations that also may have special considerations.

Market research suggests strong demand exists for a graduate certificate in Exercise Prescription to better prepare practicing professionals with the requisite knowledge necessary to successfully earn the American College of Sports Medicine (ACSM) Certified Exercise Physiologist (ACSM EP-C), and Certified Clinical Exercise Physiologist (ACSM CEP) designations, among other professional organizations such as the Strength and Conditioning Association. The graduate certificate being proposed is designed around what is widely known as the “gold standard” in the field of sports medicine, exercise science, and health and fitness – ACSM’s Guidelines for Exercise Testing and Prescription (GETP) the 9th edition. Dr. Linda Pescatello is the Senior Editor of the GETP 9th edition handbook that within the first 3 months of publication became ACSM’s best-selling edition

of all time. The University's textbook policy <http://policy.uconn.edu/2011/05/26/assignment-of-textbooks-and-other-intellectual-property/> will be adhered to.

The level of mastery required to prepare for the various certifications listed above is consistent with 9 academic credit hours. There are similar programs nationally with 9 credit hours (e.g. Rochester Institute of Technology) and discussions with department faculty during department meetings reaffirmed that broadening the scope beyond the 9 credit hours being proposed would only be warranted if the scope of the certificate was intentionally designed to include related areas (e.g. nutritional and rehab science) not specifically germane to professional certifications closely tied to the content covered in the proposed certificate. Further, market research suggests that an expanded certificate would not be attractive to professionals in this field.

Describe the educational prerequisites (and professional prerequisites, if appropriate) required of students for admission to this program.

A bachelor's degree with a major in exercise science, kinesiology, exercise prescription, public health, nutritional sciences, health promotion, and other related allied health professions using exercise as therapeutic lifestyle therapy to prevent, treat, and manage a variety of chronic diseases and health conditions as well as normal populations with special considerations.

Describe similar programs nationally, regionally, or in CT.

There are no comparable certificate programs regionally and only a few national programs, but none are as focused or exist at a school with as high a reputation for excellence in this field as UConn. In addition, we were unable to locate any similar high quality programs *online*. Certificate programs do exist at: Rochester Institute of Technology (NY) Graduate Certificate in Exercise Science; Montclair State University (NJ) Graduate Certificate in Nutrition and Exercise Science; Oakland University (MI) Graduate Certificate in Clinical Exercise Science.

Describe the program learning outcomes (upon successful completion of the program, students will be able to...)

1. Examine and apply the American College of Sports Medicine (ACSM) principles of exercise testing and prescription to healthy-adult populations, and to a variety of special populations with chronic diseases and health conditions as well as normal populations with special considerations.
2. Learn the basic disease pathophysiology of various chronic diseases and health conditions, and apply the principles of exercise prescription in the prevention, treatment, and management of a variety of chronic diseases and health conditions.
3. Learn the physiological alterations and the resultant exercise and health care provider considerations of the healthy populations with special considerations and populations with chronic diseases and health conditions considering the unique circumstances under which they exercise.
4. Apply the principles of exercise prescription to a variety of case study conditions including but not limited to populations with arthritis, cancer, heart disease, low back pain, obesity, and stroke as well as children, older adults, and women who are pregnant.
5. Perform and present a systematic scientific review on exercise testing and prescription considerations for all potentially relevant populations that could be encountered in the work environment, e.g., corporate fitness, medical health-fitness centers, and personal training in the home.

Curriculum information

Total number of credits required: 9 credits

Required courses

KINS 5507 Fundamentals of Exercise Prescription (3-credits)

KINS 5508 Exercise Prescription for Chronic Diseases and Health Conditions (3-credits)

KINS 5509 Special Topics in Exercise Prescription (3-credits)

Detailed course information

Dr. Linda Pescatello (Professor of Kinesiology) will be the course designer and instructor of record for all three courses in the certificate. Additional faculty expertise will be relied upon for development and teaching of some course modules. For example, Professor Thomas Buckley in the UConn School of Pharmacy for specific modular content in KINS5507 and KINS5508 on common medications, Professors Lawrence Armstrong and Douglas Casa for discussions in KINS5509 involving temperature regulation and exercise (leading international experts in this area), Dr. Keith Bellizzi an Associate Professor in Human Development and Family Studies for discussions in KINS5508 on cancer, Dr. Beth Taylor an Associate Professor in Kinesiology for discussions in KINS 5508 and 5509 on the Exercise Paradox (i.e., more is necessarily better) and older adults, and clinical and research experts outside UConn such as Dr. Paul Thompson, Director of Cardiology, Hartford Hospital, collaborating on the module in KINS5509 on Sports and Exercise Cardiology. Frequent expert guest speakers who are leading experts in their field will be utilized throughout the program when and where appropriate.

Courses will be offered in a frequency that would allow as student to earn the certificate in one calendar year (e.g. KINS5507 fall, KINS5508 spring, KINS5509 summer or fall).

Program evaluation

All courses will undergo an evaluation using the nationally recognized Quality Matters Higher Education Rubric (5th edition, 2014). Once the program is operational, the program will be evaluated formatively using a five part framework and in summative fashion using Student Evaluation of Teaching assessments. In addition, an overall program satisfaction and learning assessment will be developed and administered to all students who complete the certificate program. All graduates of the program will be asked to complete an extensive survey following completion of the certificate program to identify ways in which the certificate was instrumental in advancing their professional career and to learn about additional areas for ongoing program improvement. Lastly, the high visibility of the program, and the well timed implementation of this program to coincide with the launch of the new professional standards provides additional opportunities to receive feedback on program emphasis (e.g. 1,000 people enrolled in this webinar to discuss new standards <https://www.youtube.com/watch?v=E5tyKdxFXQA>)

Resources available to support the program

Financial resources

This is a self-funded program. Program fees will be sufficient to cover instructional and program costs. eCampus will provide staff support and stipends for faculty course development and initial program marketing support, as well as ongoing inquiry

management and enrollment management support. The program will follow standard BOT approved fees for graduate online certificate programs (currently \$750/credit hour).

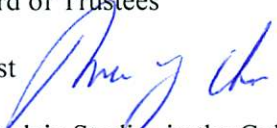
Facilities/Equipment/Library/Special Resources

Students in the program will have access to UConn library resources and other resources available to all other matriculated students (HuskyCT, technical support and 24/7 assistance). As an online certificate program, no other facilities or resources are required, other than those provided by UConn ecampus.

ATTACHMENT 10

February 24, 2016

TO: Members of the Board of Trustees

FROM: Mun Y. Choi, Provost 

RE: Bachelor of Arts in Judaic Studies in the College of Liberal Arts and Sciences

RECOMMENDATION:

That the Board of Trustees approve the Bachelor of Arts in Judaic Studies in the College of Liberal Arts and Sciences.

BACKGROUND:

Until now, students wishing to concentrate in Judaic Studies had to either minor in the subject or design an Individualized Major. While there have been diverse offerings in Judaic Studies in various departments, until three years ago there was only a single, full-time Judaic Studies expert on the faculty, Stuart S. Miller, who was hired in 1982 and in the Department of Literatures, Cultures, and Languages (LCL), and was assigned, because of his research interests, to the Classics and Ancient Mediterranean Studies Section.

Since the hiring of Jeffrey Shoulson, an expert in the Early Modern Jewish experience, and Susan Einbinder, a specialist in Medieval European Jewry, a wide range of courses have been added to the curriculum making it possible to offer a full-fledged major. In the interim, a new section in LCL has been created, "Hebrew and Judaic Studies," which Professor Miller chairs and to which Professors Shoulson and Einbinder belong. In addition, the section has representatives from most of the other sections in LCL, all of whom have either a teaching or scholarly interest in Judaic Studies related to the culture they specialize in.

The new major is unique precisely because it is based in the Department of Literatures, Cultures, and Languages. UConn's major in Judaic Studies offers a unique interdisciplinary approach to the study of the languages, literatures, culture, history and religion of the Jews. Students are encouraged to pursue their interests in Jewish civilization by learning about the experience of the Jewish people within other cultures from ancient to modern times. This truly interdisciplinary approach, which allows students to include relevant courses offered by other sections of the department, is enhanced by the many courses that are cross-listed with other departments and programs at the University.

Item: **Bachelor of Arts in Judaic Studies**

Background & Description/Reasons for the Program

Until now, students wishing to concentrate in Judaic Studies had to either minor in the subject or design an Individualized Major. While there have been diverse offerings in Judaic Studies in various departments, until three years ago there was only a single, full-time Judaic Studies expert on the faculty, Stuart S. Miller, who was hired in 1982 and in the Department of Literatures, Cultures, and Languages (LCL), and was assigned, because of his research interests, to the Classics and Ancient Mediterranean Studies Section.

Since the hiring of Jeffrey Shoulson, an expert in the Early Modern Jewish experience, and Susan Einbinder, a specialist in Medieval European Jewry, a wide range of courses have been added to the curriculum making it possible to offer a full-fledged major. In the interim, a new section in LCL has been created, “Hebrew and Judaic Studies,” which Professor Miller chairs and to which Professors Shoulson and Einbinder belong. In addition, the section has representatives from most of the other sections in LCL, all of whom have either a teaching or scholarly interest in Judaic Studies related to the culture they specialize in.

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Curriculum & Program Outline & Learning Outcomes

There will be two tracks in the major: “General Judaic Studies” and “Classical Judaic Studies.” These tracks share some key characteristics but otherwise have different emphases and goals and are distinct. Both provide the student with a broad, general, background in Jewish Civilization and familiarize them with the key texts that inform Jewish culture, religion, and history. Both tracks emphasize the experiences of the Jews among other peoples and enable the student to appreciate the diversity and complexity of Jewish life. All students are required to study Hebrew language. Fulfillment of this requirement depends upon the student’s area of interest.

The General Judaic Studies track provides a broader perspective and includes a course concentration in the modern period. The broader perspective is achieved through the requirement to take courses in Biblical Israel, the Ancient/Rabbinic period, and the Medieval and Modern periods. The student thereby gains an appreciation for the origins of the Jewish people and the experiences that inform its existence in the modern world.

The Classical Judaic Studies track focuses on the pre-modern experience of the Jews, especially in the Biblical and Rabbinic periods. Here students are more engaged with the origins of the ancient Israelites, the emergence of the Jews and “Judaism,” and literary and historical developments that bring the Jews into Late Antiquity and the medieval period, when Rabbinic

Judaism becomes normative and Jews find themselves living among Christian and Islamic majority cultures. To this end, students are especially encouraged to take cross-listed and other relevant courses in Ancient History, Classics and Ancient Mediterranean Studies, and Medieval Studies.

Additional Information is available in the “Plan of Study” at the end of the proposal.

Enrollment Projections

It will take some time to publicize the program and attract students. We hope to attract upwards of tens majors within the first three years as the new courses that have been added (and continue to be added) with the arrival of Professors Shoulson and Einbinder grow in size.

Financial Resources

The program adds no new expenses as the faculty expertise currently exists.

Facilities/Equipment/Library/Special Resources

The Center for Judaic Studies has a limited but significant library fund that has been largely reserved for the development and launch of a program in Judaic Studies developed.

Program Administration

The Department of Literatures, Cultures, and Languages and its section, Hebrew and Judaic Studies, which is chaired by Professor Stuart S. Miller, will administer the program. The program enjoys additional support from the Center for Judaic Studies and Contemporary Jewish Life, which is directed by Professor Jeffrey Shoulson, and whose Academic Director is Professor Miller.

Faculty

The “HEJS” faculty in LCL consists of:

- Stuart S. Miller, Professor
- Jeffrey Shoulson, Professor
- Susan Einbinder, Professor
- Nehama Aschkenasy, Professor-In-Residence (Stamford Campus)

Representatives in Hebrew and Judaic Studies from other Sections in LCL:

- Sara Johnson, Associate Professor (Classics and Ancient Mediterranean Studies)
- Sebastian Wogenstein, Associate Professor (German)
- Philip Balma, Associate Professor (Italian)
- Anne Berthelot, Professor (French)
- Daniel Hershenzon, Assistant Professor (Spanish)

- Sherry Shamash, Instructor in Hebrew
- Maha Darawsha, Instructor in Arabic

The program also includes “affiliated faculty” from other departments throughout the University.

Similar Programs in Connecticut or Region**State Universities:**

- Rutgers
- University of Maryland
- SUNY Buffalo and Albany
- UMass Amherst

Private Universities:

- Harvard
- Yale
- UPenn
- Princeton
- NYU

Judaic Studies Major Plan of Study Form Catalog Years 2016-2017

STUDENT AND DEGREE INFORMATION

Must be filled out completely.

Name: (first)	(middle initial)	(last)	Student ID	
Phone:		Email:		@uconn.edu
Current address:		City:	State:	Zip:
Month / Year of Anticipated Graduation:				

PART I: GENERAL EDUCATION REQUIREMENTS

To graduate a student must earn a minimum of 120 credits, earn at least 45 credits in classes numbered 2000 and above, meet the CLAS General Education and Concentration requirements, and have an overall grade point average of at least a 2.0. The field of concentration includes both the major and related groups. At least 24 credits in one department, or with permission of the major department, in accordance with the rest of this worksheet. Students shall submit their plan of study for approval with HEJS advisor, and upon approval, with the Registrar by the end of the 4th week of the semester in which they expect to graduate. Students completing a double major must file a plan of study for each major.

PART II: MAJOR REQUIREMENTS – TRACK A – GENERAL JUDAIC STUDIES

Dept.	Course	Course Title	Credits	Semester	Year	Grade
HEJS	1151	Elementary Modern Hebrew I (*)	4.0			
HEJS	1152	Elementary Modern Hebrew II (*)	4.0			
HEJS	1153	Intermediate Hebrew I (*)	4.0			
HEJS	1154	Intermediate Modern Hebrew II (*)	4.0			
HEJS	3251	Advanced Hebrew (*)	4.0			
HEJS	3252	Advanced Hebrew II (*)	4.0			
* Two years of Modern Hebrew from these selections, or substitution approved by Advisor.						
HEJS	1103	Literature and Civilization of Jewish People	3.0			
HEJS	3401W	Jewish American Literature and Culture (**)	3.0			
*requires 2 years of Modern Hebrew (or the equivalent) which would also include credits from Israeli or other "ulpan" programs						
** HEJS 3401W meets the writing requirement (W) for Track A. SOCI 2509W may be substituted for HEJS 3401W with the approval of the student's HEJS advisor. The W course is included in the 24 credits required beyond the language preparation and HEJS 1103.						

Group A				
Four required (12 credits), including one from each section.				
	Dept	Course	Title	Credits
Biblical Israel:				
<input type="checkbox"/>	INTD	3260	The Bible	3.0
<input type="checkbox"/>	CAMS HIST	3253 3301	The Ancient Near East	3.0
<input type="checkbox"/>	HEJS	3201	Selected Books of the Hebrew Bible	3.0
Ancient / Rabbinic:				
<input type="checkbox"/>	HEJS CAMS HIST	3218 3256 3330	Palestine under the Greeks and Romans	3.0
Medieval:				
<input type="checkbox"/>	HEJS	3301	Jewish Middle Ages	3.0
Modern:				
<input type="checkbox"/>	HEJS	2104	Modern Jewish Thought	3.0
<input type="checkbox"/>	SOCI	2509W	Sociology of Anti-Semitism	3.0
<input type="checkbox"/>	HEJS	3511	American Jewry	3.0
<input type="checkbox"/>	HEJS	3279	Literature of Modern Israel	3.0
<input type="checkbox"/>	HEJS (or) HEJS	3251 3252	Advanced Modern Hebrew I Advanced Modern Hebrew II	3.0

Group B				
Three additional courses (9 credits) from Group A or B.				
	Dept	Course	Title	Credits
<input type="checkbox"/>	HEJS	3202	Sections and Movements in Judaism	3.0
<input type="checkbox"/>	HEJS HIST	3203 3418	The Holocaust	3.0
<input type="checkbox"/>	HEJS	3241	Jewish Magic from Late Antiquity through the Early Modern Period	3.0
<input type="checkbox"/>	CAMS	3244	Ancient Fictions	3.0
<input type="checkbox"/>	HIST	3243	World of Late Antiquity	3.0
<input type="checkbox"/>	HIST (or) HIST	3705 3712	The Modern Middle East from 1700 to Present Middle East Crucible	3.0
<input type="checkbox"/>	The following with approval of HEJS advisor:			
<input type="checkbox"/>	HEJS	3293	Foreign Study	3.0
<input type="checkbox"/>	HEJS	3299	Independent Study	3.0
<input type="checkbox"/>	HEJS	3298	Variable Topics	3.0
<input type="checkbox"/>				

*Some HEJS Graduate courses are open to undergraduates and may be substituted, with permission. In addition, students may also take upper-level undergraduate or graduate courses in other sections of LCL that have significant Judaic content provided they have been approved by their HEJS advisor.

PART II: MAJOR REQUIREMENTS – TRACK B – CLASSICAL JUDAIC STUDIES

Emphasizes the pre-modern experience and “classical” texts of the Jews

Dept.	Course	Course Title	Credits	Semester	Year	Grade
HEJS	1149	Elementary Biblical Hebrew I (*)	4.0			
HEJS	1150	Elementary Biblical Hebrew II (*)	4.0			
HEJS CAMS HIST	3218W 3256W 3330W	Palestine under the Greeks and Romans	3.0			
* This track requires one year of Biblical Hebrew (which prepares the student to read Hebrew scripture in the original) and 24 credits beyond the required language preparation, which includes HEJS 3218W / CAMS 3256W / HIST 3330W.						

Group A				
Four required (12 credits), including one from each section.				
	Dept	Course	Title	Credits
<input type="checkbox"/>	INTD	3260	The Bible	3.0
<input type="checkbox"/>	CAMS HIST	3253 3301	The Ancient Near East	3.0
<input type="checkbox"/>	HEJS	3201	Selected Books of the Hebrew Bible	3.0
<input type="checkbox"/>	CAMS	3244	Ancient Fictions	3.0
<input type="checkbox"/>	HEJS	3243	World of Late Antiquity	3.0
<input type="checkbox"/>	HEJS	3301	Jewish Middle Ages	3.0
<input type="checkbox"/>	HEJS	3241	Jewish Magic from Late Antiquity through Early Modern Period	3.0

Group B				
Three additional courses (9 credits) from Group A or B.				
	Dept	Course	Title	Credits
<input type="checkbox"/>	HEJS	5326	Translating Scriptures	3.0
<input type="checkbox"/>	HEJS	5316	Jewish Martyrdom in Middle Ages	3.0
One of the following courses may also be included in the 24 credits, depending upon the student's pre-modern period of interest. Approval of HEJS advisor is required.				
<input type="checkbox"/>	CAMS HIST	3250 3335	The Early Christian Church	3.0
<input type="checkbox"/>	CAMS	3246	Hellenistic World	3.0
<input type="checkbox"/>	CAMS ARTH	3251 3140	Greek Art	3.0
<input type="checkbox"/>	CAMS ARTH	3252 3150	Roman Art	3.0
<input type="checkbox"/>	CAMS HIST	3254 3320	Ancient Greece	3.0
<input type="checkbox"/>	CAMS HIST	3255 3325	Ancient Rome	3.0
The following courses may also be included in the required 24 credits with approval of HEJS advisor.				
<input type="checkbox"/>	HEJS	3293	Foreign Study	3.0
<input type="checkbox"/>	HEJS	3299	Independent Study	3.0
<input type="checkbox"/>	HEJS	3298	Variable Topics	3.0
<input type="checkbox"/>	CAMS	3298	Variable Topics	3.0

Plan of Study – Acknowledgement of Intent

- ☐ Student acknowledgement (initials): I hereby submit this plan of study as my working document showing my intent on pursuing a major in Hebrew & Judaic Studies.
- ☐ Advisor acknowledgement (initials): I approve the program for the BA in Hebrew & Judaic Studies, as stated in the above plan.

Student's Signature

Students Printed Name

Date

Advisor's Signature

Advisor's Printed Name


Date

The General Judaic Studies and Classical Judaic Studies tracks share some key characteristics, but otherwise have different emphases and goals and are distinct. Both provide the student with a broad, general background in Jewish Civilization and familiarize them with key texts that inform Jewish culture, religion, and history. Both tracks emphasize the experiences of the Jews among people and enable the student to appreciate the diversity and complexity of Jewish Life. The General Judaic Studies Major provides a broader perspective and includes a course concentration in the modern period. This is achieved through the requirement to take courses in Biblical Israel, the Ancient/Rabbinic period, and the Medieval and Modern periods. The student gains an appreciation for the origins of the Jewish people and the experiences that inform its existence in the modern world. The Classical track focuses on the pre-modern experience, especially in the Biblical and Rabbinic periods. Students are more engaged with the origins of the ancient Israelites, the emergence of the Jews and “Judaism”, and literary and historical developments that bring the Jews into Late Antiquity and the medieval period, when Rabbinic Judaism becomes normative and Jews find themselves living among Christian and Islamic majority cultures. Students are especially encouraged to take cross-listed and other relevant courses in Ancient History, Classics and Ancient Mediterranean Studies and Medieval Studies.

ATTACHMENT 11

February 24, 2016

TO: Members of the Board of Trustees

FROM: Mun Y. Choi, Provost 

RE: Comprehensive Plan for Next Generation Connecticut: Investment Principles FY 2015 – FY 2024

RECOMMENDATION:

That the Board of Trustees approve the Comprehensive Plan for Next Generation Connecticut: Investment Principles FY 2015 – FY 2024.

BACKGROUND:

The University was required to develop this plan (NextGenCT Plan) as part of the Next Generation Connecticut (NextGenCT) legislation [Public Act No. 13-233, Sec. 3]. In accordance with the legislation, the plan includes a summary of the input and involvement we received from an industry advisory board, an independent research and development firm (Battelle), UConn academic leaders and others.

The NextGenCT industry advisory board includes the following members: Joseph Brennan, CBIA; J. Paul Oates, Cigna; Michael G. Polo, AdChem Manufacturing Technologies Inc.; Frank Preli, Pratt & Whitney; Ray Reimer, Traveler's Insurance; and Deb Santy, formerly of Connecticut Innovations. In addition, Provost Mun Choi, Vice Provost Lawrence Silbart, and Master Planner and Chief Architect Laura Cruickshank served as UConn ex-officio members. Committee members were provided with a draft of the NextGenCT Plan, in addition to the recently adopted UConn Academic Plan and the Battelle Report, "Building Public-Private Partnerships for Economic Growth: A Strategic Roadmap for Industry Partnership Development at the University of Connecticut." Committee members were asked to review all three reports in advance of an advisory board meeting.

A draft of the Comprehensive Plan was also provided to the state legislature, and Provost Choi presented the major elements and findings of the report in a public hearing that included the chairs and ranking members of the General Assembly's Finance, Commerce and Higher Education committees, on Tuesday, August 5, 2014. Comments from that hearing have also been addressed and integrated into the final draft.

The report includes four main sections: (i) excerpts from the Academic Plan relevant to industry collaboration and economic development; (ii) key elements of the Battelle report and discussion points raised by the industry advisory board; (iii) approaches for expanding industry partnerships, entrepreneurial activities, development of intellectual property and approaches for technology commercialization; and (iv) elements of the Campus Master Plan and Capital Program relevant to STEM education, the Innovation Partnership Building and infrastructure to support industry partnerships.

The NextGenCT Plan summarizes important elements from our recent planning initiatives. With input and guidance from the Industry Advisory Committee, the plan also provides a blueprint for the NextGenCT strategic investments that will enhance UConn's commitment to increase sustainable, high quality jobs in Connecticut; support and grow existing state companies; provide quality STEM graduates; and leverage ongoing state economic development initiatives. The implementation of this plan will enable the University to continue its ascent as a top public research institution, stimulate Connecticut's economy with new technologies, supply the workforce with highly-skilled graduates, and foster new companies, patents, licenses, and high-wage jobs.

UConn



*S. Stagon; doctoral student of mechanical engineering, with nanorod growing apparatus at the Longley Building
(Peter Morenus/UConn Photo)*

Comprehensive Plan for Next Generation Connecticut: Investment Principles FY 2015 – FY 2024

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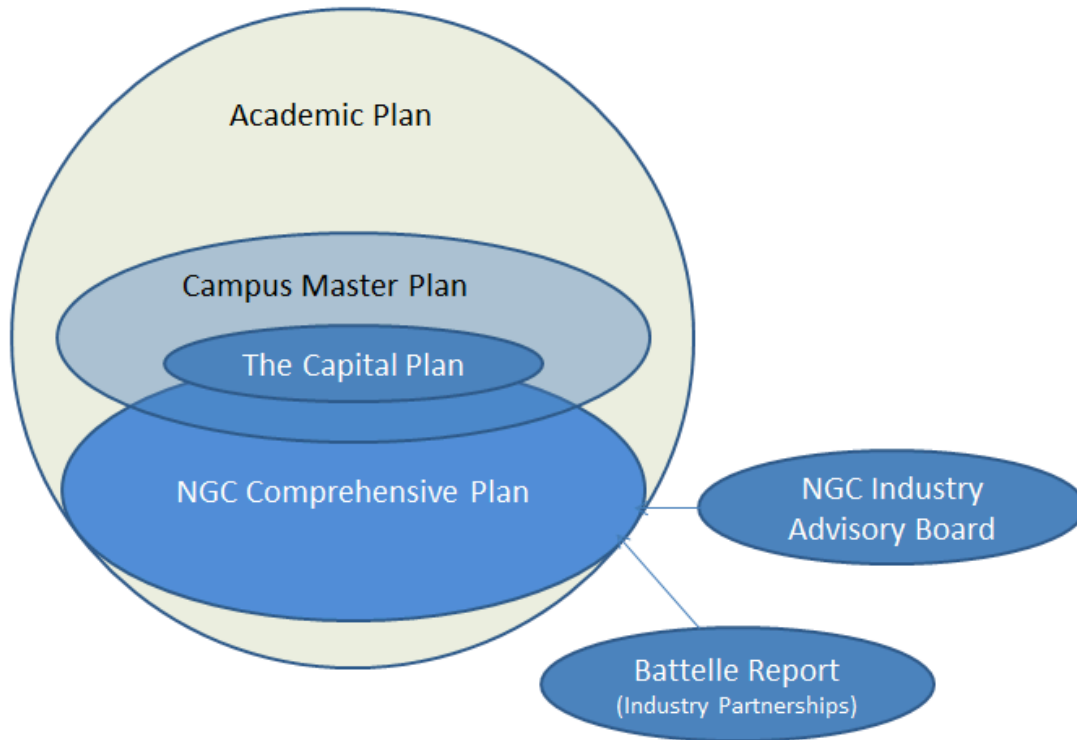
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Introduction:

Since the passage of the Next Generation Connecticut (NextGenCT) legislation [*Public Act No. 13-233, 13-184, 14-47*], the University of Connecticut (UConn) has undertaken major planning efforts. The University completed a new, overarching Academic Plan encompassing all aspects of the institution's academic mission (research, teaching, service, and public engagement). This plan articulates the goals and objectives that emerged from a 14-month process involving over 300 faculty, staff and administrators. It builds upon current strengths, identifies areas of preeminence, informs faculty hiring decisions and guides the training of tomorrow's workforce in keeping with the goals of the NextGenCT legislation. This process culminated in a Board of Trustees (BOT) approved Academic Plan entitled *Creating our Future; UConn's Path to Excellence*, which emphasizes creativity, innovation and entrepreneurship for faculty, undergraduates, and graduate students.

While the Academic Plan articulates broad goals for the University with respect to its complete array of academic endeavors, there remained a need to specify how the transformation of the institution's physical infrastructure would be implemented. For this, a parallel Campus Master Planning process was initiated to delineate overarching goals and guiding principles in support of the Academic Plan. As part of this effort, an accompanying Capital Plan provides the details of

each major capital project to be undertaken. The inter-relationship of these plans is shown below:



The University also needed to determine how best to expand its role as a key driver in the state's economic development. In this regard, Battelle, an independent research and development advisory firm, in collaboration with Connecticut Innovations, was commissioned to provide recommendations for building and sustaining industry partnerships.

Incorporating the key elements of the Academic Plan, the Campus Master Plan, the Capital Plan, recommendations from the Battelle report and input from key industry leaders who served on the NextGenCT advisory board, the University developed the NextGenCT Comprehensive Plan to guide the implementation of NextGenCT investments. This comprehensive plan meets the following four objectives as set forth in the Next Generation Connecticut Legislation:

1. Develop preeminence in the University of Connecticut's research and innovation programs;
2. Hire and support outstanding faculty;

3. Train and educate graduates to meet the future workforce needs of Connecticut; and
4. Initiate collaborative partnerships that lead to scientific and technological breakthroughs.

The Comprehensive Plan has been guided by our efforts to enroll increasing numbers of outstanding students, recruit and retain the highest caliber of research and teaching faculty, meet regional campus needs, continue to make campus improvements, complete a campus master plan for our physical infrastructure, and leverage the UConn Tech Park as an economic development driver for the region.

The Comprehensive Plan establishes a strategic roadmap for the University's investments over the next decade for the Next Generation Connecticut Initiative.

Next Generation Connecticut Background¹

The Next Generation Connecticut initiative represents one of the most ambitious state investments in economic development, higher education and research in the nation. The investments in NextGenCT will transform the University of Connecticut into a top public research institution, fueling Connecticut's economy with new technologies, training highly-skilled graduates, and creating new companies, patents, licenses, and high-wage jobs. The components of this ambitious ten-year plan include:

- Hiring new research and teaching faculty (the majority of whom will be in STEM disciplines, including Engineering, Biological, Mathematical and Physical Sciences);
- Increasing enrollment of undergraduate students at the Storrs and Stamford campuses;
- Building research facilities to house materials science, physics, biology, engineering, cognitive science, genomics and related disciplines;
- Constructing new teaching laboratories;
- Creating a premier STEM Honors program to attract increasing numbers of high achieving undergraduates;
- Upgrading aging infrastructure to accommodate new faculty and students;

¹ Excerpted in part and modified from "Next Generation Connecticut: Building Connecticut's Economic Future through STEM" submitted to CT State Legislature in April, 2014.

- Expanding Stamford degree programs and providing student housing in Stamford;
- Relocating the Greater Hartford Campus to downtown Hartford; and
- Creating outreach activities to industry regarding new faculty, new programs, equipment and laboratory space.

NextGenCT is comprised of both capital and operating budget components. Public Act 13-233, *An Act Concerning Next Generation Connecticut*, extended the UCONN 2000 program through Fiscal Year 2024, and added \$1.6 billion in new bond authority. The plan includes a request for state operating support totaling \$137 million through Fiscal Year 2024.

The University is committing significant institutional resources to launch NextGenCT by reallocating existing UCONN 2000 funds for the capital program and dedicating significant operating funds to support the academic program components.

NextGenCT will have a tremendous impact on growing Connecticut's STEM workforce to enable our State to compete effectively in the global marketplace. According to the National Academy of Engineering², two-thirds of the growth in GDP has its roots in STEM. The U.S. Bureau of Labor Statistics reports³ that:

- STEM jobs grew 3 times faster than non-STEM jobs in the last decade;
- STEM jobs are projected to continue to grow by 17 percent ('08-'18), as compared to 10 percent in non-STEM; and
- Approximately 20 percent of the STEM workforce is over the age of 55 and may retire over the next 10 years.

For these reasons, increasing our STEM enrollment, hiring additional STEM faculty, growing our STEM research funding, and constructing and renovating STEM facilities comprise the components of the NextGenCT initiative.

In the near-term, NextGenCT will create construction jobs, but more significantly, NextGenCT will produce sustainable long-term employment in high technology fields. This initiative will also leverage and maximize the State's related investments in Bioscience Connecticut, The Jackson Laboratory for Genomic Medicine, Aerospace Reinvestment Act and the Manufacturing Innovation Fund,

² National Academy of Engineering of the National Academies. Web. 24 Jan. 2013 www.nae.edu

³ Bureau of Labor Statistics. Web. 24 Jan. 2013 www.bls.gov

among others. By 2024, NextGenCT will yield over 2,000 new permanent jobs in prominent fields related to research and approximately 30,000 construction jobs.

Further investment in STEM will result in dramatic increases in both STEM research and STEM graduates, in turn producing innovations and inventions that will directly contribute to sustainable economic growth for Connecticut.

Academic Plan⁴

While the Academic Plan, *Creating our Future, UConn's Path to Excellence*, lays out broad goals for the University on its complete array of academic disciplines, the following are critical components relevant to the NextGenCT comprehensive plan:

Excellence in Research and Scholarship

- Establish innovative institutes that pursue interdisciplinary research and scholarship in the strategic areas;
- Increase refereed and scholarly journal articles, scholarly books, conference proceedings;
- Increase extramural research grants;
- Increase patents and licenses;
- Increase honorific awards and appointments;
- Recruit national academy members who can serve as core leaders in strategic areas, and nominate existing faculty for induction into national academies;
- Recruit faculty clusters for joint appointment across institutes and departments to promote interdisciplinary research;
- Build or expand core facilities with shared equipment;
- Assist and support faculty in proposal development and writing;
- Recruit top graduate students and postdoctoral scholars;
- Develop and implement a university workload policy to ensure that research, teaching, and service are appropriately balanced, reflecting disciplinary needs and understanding the need for flexibility based on the competitiveness in specific disciplines;

⁴ Excerpted in part and modified from UConn's Academic Plan; *Creating our Future, UConn's Path to Excellence*. Approved by the UConn Board of Trustees in April 2014.

- Establish the highest standards for evaluation of research performance in merit and promotion, tenure, and reappointment decisions;
- Measure research performance using Academic Analytics and other methods; and
- Increase the number of patents and licenses that are commercialized.

Investment in Interdisciplinary Initiatives

UConn has identified and embraced the formation of strong interdisciplinary research teams working at the intersection of two or more disciplines in this plan and modeled it after some of its most successful interdisciplinary endeavors.

The relevant components of the Academic Plan that emphasize STEM research and education include:

Advanced Materials and Manufacturing

Advanced materials and manufacturing is entering an age when materials are designed at the atomic and molecular level, in contrast to the historic approach of cutting and forming from bulk starting blocks. UConn will aggressively pursue three important areas: design of materials that influence/interact with cells, drugs, radiation, and electricity; programs that encompass discovery of industrial/clinical applications; and exploitation of novel capabilities of additive manufacturing. Six specific academic areas have been identified and their enhancement will make significant contributions to globally important challenges in energy, aerospace, repair/regeneration of tissues, targeted drug delivery, molecular detection/sensing, and conformable electronics and force generation.

Genetics, Genomics, and Personalized Medicine

Genetics, genomics, and personalized medicine are some of the greatest emerging strengths at UConn and have the opportunity to achieve preeminence and international recognition. Much of this work has begun with existing faculty through the new partnership with The Jackson Laboratory and the formation of the Institute for Systems Genomics. Strategic recruitments will be focused in the three main thematic areas of genome biology and evolution, personalized medicine, and stem cell genomics, as well as in the three cross-cutting areas: genome data analysis, interpretation and visualization; ethical, legal and social implications; and genome technology. Investments in a bioinformatics core and building the methods and resources for collecting biological specimens from

patients for sequencing and analysis will catapult UConn upward as a leader in the field of genomics.

Brain, Mind, and Cognition

UConn has the potential to lead in developing new innovations in science, education, and community outreach in the neurobiology of communication, which includes the cognitive, neural, and genetic bases of communicative development, function, and disorder. The University has growing strength in cognitive science, neuroscience, and the genetics of language and communication, both at the basic research level and in the application of basic research to disordered communication. UConn is uniquely poised to gain international preeminence in language/communication development via coordinated efforts to connect research from the gene/cell level to the cognition/behavior level. Institute development and coordination coupled with strategic hiring, particularly in bridging fields such as cognitive neuroscience and computational modeling, show great promise, as do current strengths in translational neuroscience. We also have the opportunity to gain an international reputation in research and treatment for such disorders as stroke, dementia, addiction, and autism, in addition to disorders of communication.

Sustainability and Resilience: Environment and Energy

Human society, and the ecosystems of which they are a part, can be viewed as interconnected systems whose components intimately interact to determine overall sustainability. Sustainability can be evaluated with regard to biodiversity, the conversion of renewable energy, environmental resilience, recycling of materials, as well as with regard to the abundance and distribution of goods and services upon which humans depend for sustenance and well-being. Appropriate interactions involve complex tradeoffs, and this highlights the need for a broad systems perspective, and a willingness to consider the needs of other stakeholders while applying an interdisciplinary view of the development of managerial, policy, and technological responses to important issues.

Complex Systems and Big Data

Complex systems focus on the understanding and enhancement of design, management, performance, learning and adaptation of interconnected parts or processes over their life span. Big data focuses on volumes of both structured and unstructured data that are too large to be effectively processed by traditional algorithmic, database and software engineering techniques. At the convergence

of computation, communications, control, cognitive processes and health, these topics cut across many colleges/schools and disciplines and present major opportunities for scholars and practitioners alike in the 21st century, e.g., medical care and discovery; drug design and testing; efficient product, process and servicing design and execution; supply chain management; combined behavioral/brain research; and the associated data storage, search and analytics. The development of a high performance computing capability at UConn is critical for the data analytics associated with these activities.

Creativity, Innovation and Entrepreneurship (CIE)

Faculty and student involvement in creative, innovative and entrepreneurial activities is necessary to fully implement the goals of Next Generation Connecticut. Research and educational programs will 1) enable cross-disciplinary discovery of new knowledge; 2) develop differentiated educational outcomes and competitive advantage for our students; and 3) capturing implementable solutions to the complex problems facing society, the global economy, and its associated markets. CIE will transform the university-wide culture which strongly emphasizes an environment in which students, faculty, and staff “imagine and invent the future,” as opposed to prepare for it. This culture would promote inter- and trans-disciplinary research, teaching, and service/outreach/public engagement, all while respecting the value of disciplines and disciplinary knowledge; would provide a range of options for how faculty, students, and staff can be involved in relevant activities; would emphasize both the economic value of CIE and the personal benefits of living a more creative, fulfilling life; and would serve as a magnet to attract creative, innovative and entrepreneurial faculty, students, and external collaborators to UConn. Investments in this area include minors and concentrations at the UG and graduate levels in creativity and innovation, expansion of entrepreneurial activities through Proof of Concept Centers, Business Plan Development and Implementation, and New Company formation based on faculty and student research with entrepreneurs and industry partners.

Sustaining and Expanding Excellence in Undergraduate Education

In order for NextGenCT to be successful, UConn must maintain excellence in undergraduate education particularly in training graduates in STEM fields. Through this plan, we will

- Increase the undergraduate student body through a carefully articulated enrollment management plan, which will include the construction of a new Next Generation Residence Hall for the current Honors and new STEM Honors program as well as for the STEM Living and Learning Communities;
- Increase quality of entering students as measured by SAT and GPA;
- Increase graduation rates and reduce time to degree;
- Increase number of degrees in STEM disciplines;
- Increase percentage of smaller classes (with fewer than 20 students) and reduce larger classes (with more than 50 students);
- Increase percentage of courses taught by full-time faculty with terminal degrees in their field;
- Increase the number of new courses, concentrations, minors, and majors aligned to key interdisciplinary areas;
- Increase new professional development programs;
- Increase diversity of students;
- Increase support for students from economically disadvantaged backgrounds;
- Increase percentage of students who pursue undergraduate research, experiential learning, and internships;
- Increase percentage of students who pursue study abroad activities and/or international internship and service learning activities;
- Increase percentage of students who receive prestigious national fellowships; and
- Increase rankings in *U.S. News & World Report*.

Achieving Excellence in Graduate Education

Strong graduate education programs not only increase research and technology transfer, but they are critical to meeting workforce needs and job creation. Through this plan, UConn will:

- Recruit the top graduate student candidates from across the globe with aggressive outreach efforts and on-campus support services;
- Develop opportunities for funding more graduate research assistantships and other fellowships and ensure that graduate students have teaching loads that do not divert their attention from their research;
- Provide internships with industry and research appointments in federal laboratories;

- Increase pre- and post-doctoral training grants through NIH, NSF, DOE, and other federal agencies;
- Develop professional programs for students to improve skills in:
 - Leadership;
 - Career development;
 - Teaching effectiveness;
 - Professional communication; and
 - Proposal writing.
- Increase quality of entering students as measured by GRE, GPA, and undergraduate institution;
- Increase number of NSF, DOD, NIH, and other nationally competitive graduate fellows;
- Increase graduation rate and reduce time to degree;
- Increase number of new courses, concentrations, and fields of study aligned to key interdisciplinary areas;
- Increase percentage of students who pursue industry and agency internships;
- Increase diversity of students;
- Increase placement in prestigious postdoctoral fellowships and academic appointments;
- Increase placement in prestigious industry, government, and nonprofit organizations; and
- Increase rankings through *U.S. News & World Report*, *Advanced Academics*, and *Shanghai Jiaotong*.

Sustaining Excellence in Teaching Effectiveness

We expect strong teaching from UConn faculty, teaching that encompasses multiple approaches for student learning and engagement. Our students learn in different ways, increasingly relying on and leveraging technology. To promote excellence in teaching, the University will:

- Emphasize teaching performance in merit evaluation and promotion, tenure, and reappointment decisions;
- Establish innovation funds for curriculum development;
- Reward excellence in teaching and advising;
- Reward excellence in commercializing research and working with industry;
- Implement midterm, formative Student Evaluations of Teaching to provide feedback;
- Investigate, with appropriate senate committees, ways of sharing Student Evaluations of Teaching with our students;

- Strengthen opportunities at our Institute for Teaching and Learning (with faculty leaders) to train all new and underperforming faculty, develop a process for peer evaluation of teaching, and invest in advanced classrooms, collaboration spaces and technologies to reflect modern learning modalities.

Current Efforts to Attract Faculty and Expand Student Enrollment⁵

Operating support from the State for the NextGenCT initiative did not begin until FY15, but the University has nevertheless been actively implementing the student enrollment expansion component of the initiative. While enrollments at the other private and public universities and colleges are on a downward trajectory, mirroring state and regional demographic trends, the opposite has been true at UConn. Due to our tremendous value and the excitement over the NextGenCT initiative, total freshman applications across all campuses for Fall 2015 reached 36,000, a 15 percent increase over the prior year, and an estimated 434 more freshmen enrolled in the Storrs and Regional campuses this past year (a 5 percent increase), comprising a freshmen class that was more diverse and more qualified than ever.

The fall 2015 freshmen class is the largest new class we have ever enrolled, and their high academic quality and diversity are great examples of how state investments in UConn are paying off. The University is proud to keep great students in Connecticut, and to attract new students to our state every year. A record number of this year's freshmen have been accepted into UConn's competitive Honors Program, and almost one-third of the members of the Class of 2019 are from minority groups, making it one of the most ethnically diverse group of students to join the University. Over the past 20 years, the average SAT score of incoming freshmen has jumped from 1028 in 1995 to this year's average of 1233, and the number of valedictorians and salutatorians in the freshman class has increased from 40 in 1995 to 145 in 2015. The University has improved freshmen retention and minority freshmen retention over this same time period as well. The freshmen retention rate of 93 percent ranks 14th nationally among our public research peer universities. Following that positive trend are the University's 4-year and 6-year undergraduate graduation rates. Since 1995, the 4-year rate has risen from 43 percent to 70 percent and the 6-year rate has risen from 70 percent to 81 percent. The average time to graduate for UConn students is at a remarkably low 4.2 years, which helps to keep parent/student educational costs down. In addition, the University has made significant progress towards improving the following NextGenCT goals:

⁵ Excerpted in part and modified from "UConn 2000: Rebuilding, Renewing and Enhancing The University of Connecticut"; the forty-first in a series of reports to Governor Dannel P. Malloy, submitted January 2016.

- Storrs Engineering Undergraduate Enrollment increased from 1,995 in FY13 to 2,804 in FY16;
- Storrs STEM Undergraduate Enrollment increased from 7,995 in FY13 to 9,760 in FY16;
- Storrs Undergraduate Enrollment increased from 17,528 in FY13 to 18,826 in FY16;
- Undergraduate STEM Degrees Awarded increased from 2,387 in FY13 to 2,634 in FY15.

To accommodate the increasing enrollment and to strengthen academic and research areas, the University committed additional support to the NextGenCT initiative in FY14. As a result, 112 new faculty were hired in Fall 2013. While the majority of new faculty hires have been appointed at the Assistant Professor level, 42 were hired as Associate or Full Professors. Furthermore, the University has hired 85 NextGenCT faculty in FY14 and FY15 with 49 of those hires in the STEM fields. These faculty have contributed to the increase in the amount of research proposals and research awards. The positive impact on research expenditures and business activity will be seen over the next few years as the growing number of proposals and research awards translate into expenditures and business activity. Importantly, the University has made significant progress towards improving the following metrics:

- Research Awards increased from \$79M in FY13 to \$121M in FY15;
- Average Award Size per faculty increased from \$223K in FY13 to \$263K in FY15.

However, the number of new faculty in the future will be significantly lower than planned because of the cuts in State operating support since FY15. These cuts have also restricted our ability to replace retiring faculty, which can result in net loss of faculty despite the new hiring through NextGenCT. Due to the reduction in NextGenCT funding that has occurred in FY16, our original goals of hiring faculty to train the next generation of students, conduct transformational research, create new companies based on intellectual property from this research, and to drive job creation in CT may be significantly reduced. Progress toward NextGenCT goals could be further eroded if originally planned funding is not restored and if out-year funding is not appropriated at requested levels.

Additional key tools needed to attract more students to Storrs and the regional campuses include new STEM scholarship funds of \$1 million and Big Idea grants (enabling undergraduates to conduct a research project) which were first

awarded to high achieving students in FY15 and will continue over the entire NextGenCT funding period.

Incorporating Key Elements from Battelle⁶ and Industry Stakeholders⁷

The University partnered with Connecticut Innovations, SPO Associates and Battelle, the leading independent research and development advisory firm on technology matters, to seek input on how best to enhance the University's academic and research capabilities and develop industry partnerships. The Battelle report identifies strategic growth areas for the research, innovation, workforce and economic development needs of Connecticut. The following excerpts from the Battelle report form the basis of technology thrusts for the NextGenCT comprehensive plan.

Three strategic paths have been identified as part of the roadmap to better align UConn's strengths with the needs of industry and to foster partnerships in key areas. These strategic paths focus on specific actions that UConn will implement as part of the NextGenCT comprehensive plan.

Strategic Path 1: Leverage UConn's Five Strategic Technology Platforms to Focus and Broaden its Industry Collaboration Activities and Partnerships at the UConn Tech Park

The following technology sectors were incorporated into the development of the Academic Plan and the Tech Park initiatives.

- Additive Manufacturing and Advanced Materials: drawing on the breadth of industry innovation drivers in engines and turbines, surgical and implant devices, and advanced materials, with a significant base of UConn R&D Assets.
- System Science and Integration: drawing on the breadth of manufacturing-related industry innovation drivers and broader R&D assets at UConn involved in systems research, from environmental sustainability to disease prevention and health promotion.
- Data Analytics and Bioinformatics: drawing on the importance of health IT, accountable healthcare, and personalized health along with the broader base of finance and insurance in Connecticut.

⁶ Excerpted and modified from "Building Public-Private Partnerships for Economic Growth: A Strategic Roadmap for Industry Partnership Development at the University of Connecticut" Battelle Technology Partnership Practice Report, January 2014

⁷ Comments and discussion items from the NextGenCT Industry Advisory Board Meeting, 7/30/14

- Energy Conversion and Storage: tapping the State's strengths in electric power distribution, lighting manufacturing, and ongoing industry innovation in fuel cells and batteries, along with the presence of UConn R&D assets.
- Sensors and Instruments: tapping the innovation and economic performance of industry drivers in electronics, sensors, and optics.

Strategic Path 2: Advance Business-Friendly Policies and Practices at UConn to Foster Partnerships with Industry

The Battelle Technology Partnership Practice has been working with and benchmarking leading U.S. research universities, including Penn State, Ohio State, Carnegie Mellon University, Georgia Tech, and Purdue, in industry sponsored research. Battelle has found that their success results from continually refining policies and enhancing their capacities to advance business-friendly approaches that reflect the ways businesses compete and advance innovation in a global, knowledge-based economy. UConn will implement policies and best practices such as those implemented at these universities in order to develop critical industry partnerships. Specific recommendations that UConn will adopt to advance business-friendly policies and practices in support of industry partnerships include the following:

- Establish a dedicated industry partnership function apart from technology transfer activities and philanthropic development (UConn Foundation) functions;
- Advance streamlined and predictable intellectual property and contracting policies for industry sponsored research;
- Develop faculty incentives for engaging in industry partnerships;
- Promote the formation of research centers and broader industry consortium activities, especially across the five Strategic Technology Platforms;
- Further student engagement in industry sponsored research activities;
- Create tailored graduate and professional education programs that rely heavily on distance learning technologies to address the workforce development needs of industry;
- Partner with industries to provide a higher level of technical training;
- To maintain continuity, internship and other types of student engagement with industry should extend over the summer months;
- Promote a culture within UConn's faculty and administration based on a business model with respect to timelines, ROI, and metrics;

- Develop an operating/development plan and governance structure for the Tech Park;
- Improve industry interactions including sales, marketing and partnership development;
- Create “firewalls” to protect industry confidentiality, data security and trade secrets;
- Tech Park should be fitted-out with high-tech industry tools for off-site conferencing (e.g. smart-boards, video conferencing etc.);
- Shift emphasis from marketing existing UConn IP to development of new and innovative IP with industry partners;
- Reward industry partnership and collaborative research through the Promotion/Tenure/Reappointment process, and create opportunities for industry-based sabbatical leaves;
- Create a business center with a focus on entrepreneurship;
- Create a maker-space or innovation/entrepreneurial center for proof-of-concept work;
- Collaborate with legislators, the State DECD and Department of Commerce to assist in attracting businesses from other states and nations;
- Meet with the NextGenCT industry advisory board on at least a semi-annual basis to identify emerging industry drivers, review best-practices and policies to increase university-industry collaborations, opportunities for future partnerships with existing faculty, and potential growth areas for faculty hires.

Strategic Path 3: Further Develop and Implement Collaborative Resources at UConn to Strengthen Alliances with Industry

- Create a University Affiliated Research Park;
- Align the development of the Tech Park to be congruent with state and regional economic development efforts.

UConn Technology Park⁸

⁸ Excerpted in part and modified from “UConn 2000: Rebuilding, Renewing and Enhancing The University of Connecticut”, The Forty First in a series of reports to Governor Dannel P. Malloy submitted January 2016

In collaboration with industry partners and entrepreneurs, UConn is developing a Technology Park at the Storrs campus. With the State's financial support (Public Act 14-98), UConn has begun construction on the Park's inaugural building, the Innovation Partnership Building (IPB). When completed in 2017, this 113,000 square foot building will feature highly specialized laboratories, core facilities and equipment to support collaborative research and development activities among university, industrial and entrepreneurial partners. The primary emphasis of the Tech Park is to translate key research and development advances into commercial products that will benefit high-technology manufacturers and entrepreneurs. During the IPB building's design phase, a number of partnerships have already been developed with key industries including:

- \$25M UConn-FEI Center for Advanced Microscopy and Materials Analysis
- \$9M Eversource Energy Center
- \$7.5M GE Advanced Technology Initiative
- \$7.2M Fraunhofer Center for Energy Innovation
- \$10M UTC Institute for Advanced Systems Engineering
- \$7.5M Additive Manufacturing & Innovation Center
- \$7.5M Flexible Hybrid Electronics Manufacturing Innovation Institute
- \$6M Comcast Center for Security Innovation
- \$2M EDAX-Partnership for Advanced Electron Microscopy Cameras & Detectors

The direct and attendant activities of the UConn Tech Park are expected to create thousands of new jobs in Connecticut, secure UConn's position as a leader in high-tech innovation, and serve as a vital research and development partner to key industries. The Tech Park will enhance Connecticut's global competitiveness and will become a critical component of the State's future economic growth.

The emphasis of the IPB will be to broadly serve the 5,000 companies located within a 65 mile radius of Hartford, CT, that are closely aligned with the following core competencies; *additive manufacturing, advanced materials, biomedical engineering and devices, hardware security, advanced systems engineering, clean energy alternatives, and genetics/genomics and personalized medicine*. In this new environment of a rapidly expanding portfolio of available technologies, the principal objectives of the IPB are to provide Connecticut companies with access to discovery, a highly trained and effective workforce, product development and design, and manufacturing.

Expanding Industry Partnerships, Entrepreneurial Activities, Licensing Intellectual Property and Commercialization

As part of the effort to expand UConn's research capacities and competitiveness, the University will provide research faculty with grant proposal development support to prepare submissions for the following key programs that align with NextGenCT including:

- National Network of Manufacturing Innovation;
- Manufacturing Partnership Community;
- NIH P30 Centers;
- National Science Foundation Engineering Research Center;
- National Science Foundation Materials Research Center;
- National Science Foundation Science & Technology Center;
- Department of Energy-Energy Frontiers Research Center;
- Department of Energy ARPA-E;
- Department of Defense MURI;
- NIH Big Brain Initiative;
- Related programs at federal agencies;
- Industry programs.

Opportunities for Industry Collaboration

In addition to those identified in the Battelle report, UConn will leverage the following programs to enhance industry collaborations and to help advance the goals of NextGenCT:

- Department of Economic & Community Development (DECD):
 - \$70M Connecticut Manufacturing Innovation Fund (MIF) administered through DECD to assist the manufacturing industry to innovate commercial products and services and help drive enhancement in, or development of, products or services designed to strengthen their competitive position. The MIF supports competitive initiatives in the following areas:
 - Voucher Program (DECD/CCAT) – It is designed to help keep pace with the state-of-the-art product development and manufacturing technology. The program provides companies with access to the expertise they need to become more efficient, productive, and profitable.

- Incumbent Worker Training Initiative (DECD/DOL) – The program provides financial assistance to train incumbent workers in the appropriate skills to meet current and emerging market needs.
 - Apprenticeship Program (DECD/DOL) – To support a combination of on-the-job training and classroom instruction for apprentices in Connecticut's manufacturing industry. Grants awarded through the program can be used for wage subsidy, tuition reimbursement and to offset the costs of gaining appropriate credentials for apprentices.
- \$300K Small Business Incubator Program (SBIP) eases the inherently high financial burden of growing a start-up technology based business in today's economic climate. Support under this program is offered to technology companies that are housed in Connecticut based incubator facilities. The program is funded by DECD and administered in partnership with CCAT.
- \$200M CT Bioscience Innovation Fund to develop collaborations with UConn faculty and industry partners to leverage external funds from federal agencies – administered through CI.
- \$600K Technology Talent Bridge (TTB) – a program that connects student interns with work on relevant projects (and companies) within the State - administered through CI.
- \$1.5M Small Business Innovation Research ACP Program – available for small, high-tech Connecticut businesses seeking funding for R&D and commercialization - administered through CI.
- \$400K Innovation Challenge – to work with small companies to meet innovation opportunities established by anchor companies seeking to leverage the ongoing master agreements of UConn with major Connecticut companies - administered by CI.
- \$250K Manufacturing Technical Assistance Program (MTAP) – collaboration between the University and the Connecticut Center for Advanced Technology (CCAT) is designed to spur innovation within the state's manufacturing sector - administered through UConn and CCAT.
- Student Internships – through UConn's Center for Career Services and many departments.
- Senior Design Projects – a 1-2 semester course designed for senior engineering students to solve real-world engineering problems for industry sponsors with the guidance of faculty mentors - administered through UConn's School of Engineering.
- Industry sponsorship of undergraduate and graduate research students through research grants.

- **Industry Liaison Program:** In order to advance innovation through collaborative research, UConn employs industry liaisons whose mission includes outreach to scientists and engineers from industry. These individuals establish partnerships with industry at many levels - from student internships and senior design projects (described above), to the formation of large, industry- or federally-sponsored research projects and collaborations. In addition, the Industry Liaisons work with Chambers of Commerce, Trade Associations, supply chains and OEMs to broaden awareness of UConn's research capabilities, and leverage State programs (e.g. Connecticut Innovation, DECD etc. as described below) to establish and to strengthen partnerships between UConn faculty and industry partners. There are also many individuals embedded within schools, colleges, centers and institutes who facilitate interactions with industry. IMS Industrial Affiliates Program – since 1974, the program has provided companies with access to UConn resources that can assist industry with materials-related research, development and production projects - administered through UConn's Institute of Materials Science.
- **Eli Whitney Equity Fund**– to provide R&D support and research space to innovative companies receiving investment from CI.

Entrepreneurship and Innovation

There are many other new business and entrepreneurial initiatives intended to encourage and foster a vigorous entrepreneurial culture at UConn and increase the success potential of commercially viable companies formed from its innovations, entrepreneurial and proof-of-concept competitions. These activities are designed to: 1) Maximize entrepreneurial education and incentivize the creation of cross-disciplinary innovation teams; 2) Aid the teams in identifying and addressing key business issues through mentorship and real-world problem solving activities; and 3) Provide mechanisms to deploy and allocate resources to the best commercialization opportunities that can attract future public or private fundraising. The University has made progress successfully engaging with partners on these entrepreneurial initiatives.

- A partnership funded by Connecticut Innovations for \$10M was established with Yale for the Program in Innovative Therapeutics for CT's Health (PITCH) program designed to provide a streamlined translational pathway for researchers to convert their discoveries to new therapeutics.
- A new \$750K UConn Innovation Fund was created in partnership with Connecticut Innovations and Webster Bank to invest in UConn affiliated startups.

- The University was designated as a NSF I Corp Site with a \$300K grant to support development of new technology ventures through educational and support for faculty-lead student teams.
- A SPARK Technology Commercialization Fund was established at Storrs and UConn Health to support prototype and proof of concept work necessary to establish a startup or attract commercial partners.
- Connecticut Center for Entrepreneurship and Innovation (CCEI): CCEI serves as a hub for entrepreneurship at the University and facilitates student and faculty participation in entrepreneurial activities.
- Intellectual Property and Entrepreneurship Law Clinic (IP Law Clinic): The IP Law Clinic at the UConn School of Law partners with TCP to help potential companies with analysis of the IP landscape. The IP Law Clinic provides law students with the opportunity to counsel Connecticut's innovators in an extensive range of intellectual property (patent, trademark, copyright and trade secret) and related business law issues.
- Innovation Quest (iQ): The iQ program is a component of entrepreneurial training at UConn. It was established through a collaborative effort of TAP and CCEI but is funded, supported, and driven by UConn alumni.
- The University joined Yale, Quinnipiac University and Connecticut Innovations to establish the Bioscience Pilot Program to support commercializing biomedical technology innovation (medical devices diagnostics and health information technology) development at early stages with \$30K grants that help prepare projects to be competitive under the State Bioscience Innovation Fund.
- The Third Bridge Grant provides seed funding to engineering with promising technologies developed independently and within UConn labs. The goal of The Third Bridge is to mentor and aid these students as they advance their technologies toward commercialization.
- The Office of the Vice President for Research Technology Commercialization Services (TCS): TCS is the University's technology transfer enterprise and has successfully launched over 50 companies. In addition to startup creation, TCS also markets commercially viable patents through license agreements with appropriate industry partners. TCS works closely with internal and external stakeholders and maintains a close relationship with UConn's other entrepreneurship programs.
- The University Technology Incubation Program (TIP), which offers incubator facilities at three locations across the State: Storrs, Farmington, and Avery Point, is able to offer technically-based start-up companies access to a unique range of unparalleled resources including: Incubator facilities featuring wet labs and access to

instrumentation; Collaboration with scientific experts; Technically trained student interns, employees and graduates; The University's world-class library resources; Customized business educational events, planning assistance and mentoring; and Incubator Facilities and Services.

Outside review and input: Constructive comments from the NextGenCT Industry Advisory Board and CT General Assembly have been incorporated into this Comprehensive Plan; however, the following specific comments were emphasized during these meetings:

NextGenCT Industry Advisory Board Meeting: On July 30, 2014 the NextGenCT Industry Advisory Board⁹ met to provide input on the Comprehensive Plan. During the discussion, Board Members urged UConn:

- To consider potential industry partnerships and research opportunities when recruiting new faculty:

UConn Commitment: UConn always strives to hire the best, brightest and most productive faculty members in the areas of teaching, research, service and public engagement. Additional emphasis will be placed on evidence of collaborations with industry, patent filings, and industry-sponsored research agreements.

- To emphasize the quality of faculty during the recruiting process, and to hire a larger percentage of mid-level and senior faculty with proven track-records.

UConn Commitment: As noted above, UConn always strives to hire the best, brightest and most productive faculty members in the areas of teaching, research, service and public engagement. As detailed elsewhere in the report, significant hiring at the Associate and Full professor has already occurred over the past three years, and UConn will continue to recruit faculty at higher ranks who are well established in their fields.

- To make sure that faculty hires are not just excellent researchers, but also excellent teachers and mentors.

⁹ NextGenCT Industry Advisory Board Members: Deb Santy, Connecticut Innovations; Frank Preli, Pratt & Whitney; J. Paul Oates, Cigna; Michael G. Polo, AdChem Manufacturing Technologies Inc.; Joseph Brennan, CBIA, Ray Reimer; Traveler's Insurance

UConn Commitment: As detailed elsewhere in this report, UConn places a very high value on excellence in teaching, advising and student mentoring and will continue to do so.

- Place a greater emphasis on cross-disciplinary training of students and include more “real-world” problem-solving exercises in the curriculum to better match the challenges they’ll face in industry settings.

UConn Commitment: A major point emphasized in the recently adopted Academic Plan is UConn’s commitment to aggressively pursue seven interdisciplinary areas, including some of those identified in the Battelle Report. In addition, critical thinking skills and real-world problem-solving is engrained in courses across the University. UConn will expand upon this approach as it adopts complementary teaching techniques (e.g. “flipped classrooms,” online education, industry-sponsored student internships, externships, co-op programs, Senior Design projects) at all levels of education.

CT General Assembly Hearing¹⁰: On August 5, 2014, the bipartisan leadership of the Finance, Commerce and Higher Education Committees held a public hearing to provide input into the draft Comprehensive Plan per section 3 of PA 13-233. During the discussion, legislators urged UConn to:

- To make sure that UConn remains affordable;

UConn commitment: The University strives to provide an affordable, accessible college experience to Connecticut students. This commitment to students and their families has also been recognized by independent authorities like Kiplinger’s Personal Finance, which has consistently named UConn as one of the “best value” public universities in the nation – ranking UConn as the 25th best value among public research universities during the last two years. Additionally, a recent report on UConn’s affordability by the Legislative Program Review and Investigations Committee noted the following:

- Need-based financial aid at UConn has grown by 81 percent since 2005-06.

¹⁰ “Next Gen CT update” held with chairs and ranking members of the General Assembly’s Finance, Commerce and Higher Education, Tuesday, August 5, 2014, at 3:00 p.m., Legislative Office Building, Room 2E

- UConn spent \$74.9 million on institutional grant aid for students in 2012-13, which has grown by 75 percent beyond inflation since 2005-06.
 - Compared to its peers, UConn's prices are about in the middle or lower and the cost of attending UConn has grown at a rate much lower than comparable institutions. According to the report, while the median cost of attending a state flagship university increased by 22 percent between 2008-09 and 2011-12, the increase at UConn was 9 percent.
 - UConn's federal student debt generally compares favorably to similar universities, and UConn short-term student default rate is low at 2.3 percent.
- To implement and institutionalize industry-friendly policies;

UConn Commitment: The University identified this critical focus area through its collaboration with Battelle. UConn will continue to review its policies to insure that they are industry-friendly as indicated earlier in this report.

- To aggressively pursue IP, technology commercialization and licensing opportunities;

UConn Commitment: The University agrees this is another essential focus area and commits to the activities outlined earlier to expand our successes in these areas.

- To work with state agencies to help attract more industries into the State and assist Connecticut companies;

UConn Commitment: As noted earlier, UConn entered into an agreement with Connecticut Innovations and Battelle to develop strategies to increase innovation and industry partnerships.

- To hire and support more faculty at the Associate and Full Professor level;

UConn Commitment: The University is already doing this and plans to continue hiring a range of faculty members in the future pending annual state appropriations for the NextGenCT initiative.

- To define a process for identifying future areas of growth potential in keeping with the State's main industry sectors;

UConn Commitment: Based on this feedback, the University will meet with the NextGenCT industry advisory board on an “as needed” basis to review best-practices and policies that augment university-industry collaborations.

- To better publicize UConn’s strengths and stature as a leading public research institution.

UConn Commitment: The University has a robust communications operation that will continue to promote UConn’s academic and research expertise.

PA 13-233 also highlights the need for the University to maintain its focus on a number of the areas mentioned at the August 5, 2014, meeting and requires the University to report annually, starting in January 1, 2016, on the following:

- (1) research proposals, research awards and research expenditures;
- (2) student applications, student enrollment and degrees awarded at the bachelor's, master's and doctoral levels;
- (3) industry partnerships including joint projects, consortium projects and incubator support;
- (4) a summary of university and joint university-industry intellectual property activities, including the number of disclosures, patents, licenses, new businesses and entrepreneurial activities established with university technologies; and
- (5) identification of research and innovation benchmarks and an analysis of the university's progress in meeting such benchmarks in comparison to nationally-ranked research universities.

Development of the Campus Master Plan and Capital Program¹¹

The University’s Master Plan provides a template for the development of the University’s physical plant and infrastructure. The 1998 Storrs Campus Master Plan was updated in 2006 to reflect the extensive physical changes on all the campuses resulting from the UCONN 2000 and 21st Century UConn initiatives. It should be noted that the Master Plan was modified throughout the project planning, design and construction process of UCONN 2000. As part of the Technology Park initiative, an update to the North Campus Master Plan was prepared to delineate various building sites, vehicular and pedestrian pathways,

¹¹ Excerpted in part and modified from “UCONN 2000: Rebuilding, Renewing and Enhancing The University of Connecticut”, The Forty First in a series of reports to Governor Dannel P. Malloy submitted January 2016

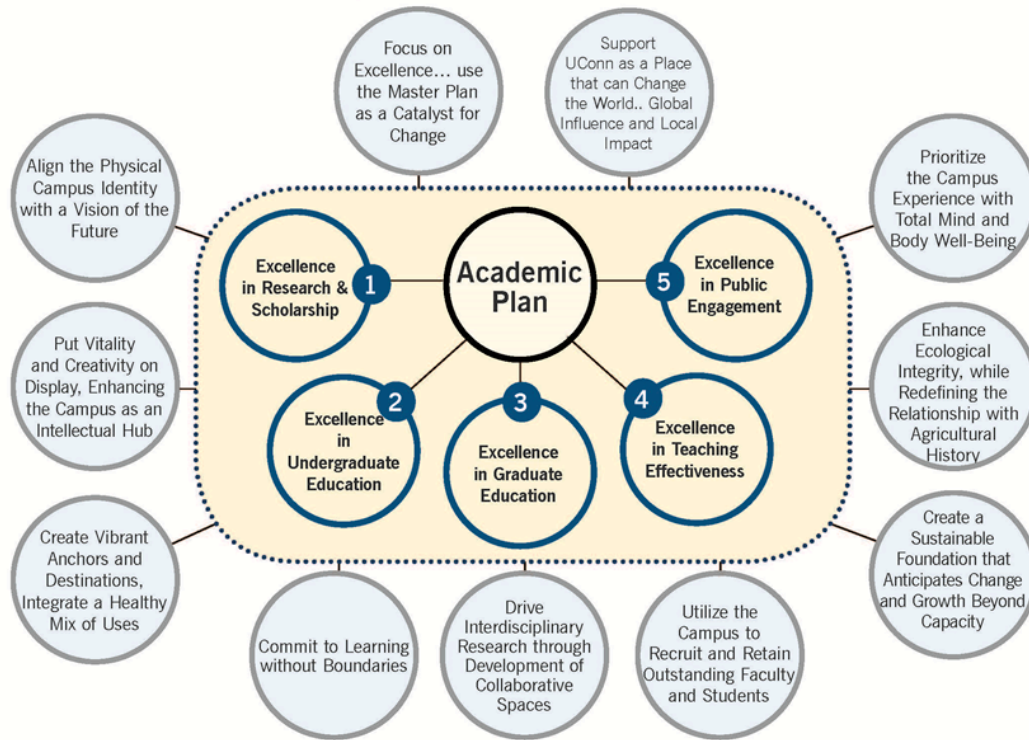
utility corridors, and landscape improvements to facilitate the future development of that part of campus. This work is incorporated in the comprehensive 2015 Master Plan for the campus.

The 2015 Master Plan reflects the impacts of the projects included in the Next Generation Connecticut program and guides the development of the Storrs campus for the twenty (20) year period between 2015 and 2035. The 2015 Master Plan documents the state of existing conditions on campus, and issues related to land use; space needs for academic, research, student life and administrative uses; recommended deferred maintenance and capital investments in the physical plant; environmental issues and sustainable design principles for future development; parking, circulation and transportation issues; and specific strategies to improve landscape quality and open spaces. The Master Plan references the programmatic ties to the Regional campuses, but does not include separate master plans for those locations.

Campus Master Plan Overview

The 2015 Campus Master Plan is a comprehensive summary of the current conditions of the campus as of 2015 and a guideline for the proposed development of the Storrs campus over the next 20 years. The first ten years of development (2015-2024) is driven by the recently adopted Academic Vision Plan and fueled by the *Next Generation Connecticut* funding program. The plan also forecasts development that may occur beyond the *Next Generation Connecticut* projects (2025-2035). This potential future development will require new funding sources and builds on the success of the first decade of growth. The total amount of development portrayed in the plan includes facilities that would be needed to grow the undergraduate student population, accommodate a substantially larger research enterprise, repair or replace obsolete facilities and meet the commitments of the Climate Action Plan for a sustainable campus.

Master Plan Principles



Implementation of the Master Plan

Future planned development will be programmed and designed to conform to the concepts and the development pattern contained in the Master Plan documents. The Master Plan will inform the design and implementation of the utility infrastructure, storm water management systems, roads and parking areas, landscape and land use, and individual projects. The urban form of the campus will take shape as envisioned in the Master Plan and will be refined by future design initiatives as specific developments are designed and built. The Master Plan will inform and guide future development decisions, but the final location, design, and programming of projects will be decided when those projects are implemented. Individual construction projects undertaken as part of this plan will, as always, be brought to the Board of Trustees for approval, along with the project budgets.

Board of Trustees Action

The Board of Trustees accepted the draft Campus Master Plan as presented at the February 25, 2015, Board meeting and directed the University Master

Planner and Chief Architect to complete the final edit of the technical appendices and prepare the Final Master Plan for publication and distribution. The Board further authorized the use of the Campus Master Plan dated February 25, 2015, as the basis of design for the formulation of future development projects for the campus. The final versions of the Master Plan and its Executive Summary, Design Guidelines and Appendices, dated May 2015, were issued and are posted on the UConn website at masterplan.uconn.edu/documents.

Capital Program Overview

Implementation of the capital plan is critical to achieving all of the goals of NextGenCT. To accommodate the additional faculty, staff and students, and to enhance UConn's STEM disciplines, a major capital investment is essential. The investment is needed to support new and renovated facilities for research and teaching labs, classrooms, academic support, residence and dining halls, parking, utilities, information technology, equipment and various infrastructure upgrades.

New STEM facilities will provide state-of-the-art research space, including multi-disciplinary laboratories, centralized core facilities and equipment. In order to foster and enable faculty collaborations across diverse disciplines in STEM, shared equipment will be purchased, such as the functional magnetic resonance imaging system (fMRI), and additive manufacturing equipment. This will also include startup equipment in support of the new faculty. Startup equipment may include advanced lasers, sensors, cell culture facilities, atomic force microscopes, polymer extruders, metals processing equipment, etc. This equipment will be critical in growing the capabilities of the faculty to compete for major research grants in emerging areas of manufacturing, materials, energy, biomedical technologies, information science and systems genomics. Additional funds will be used to accommodate growth and upgrade our information technology data center.

In conjunction with the new facilities, the University will consolidate academic programs, and create new or renovate existing academic learning environments.

The consistently high demand for on-campus housing at the University and the planned enrollment growth will require additional residence halls. A Next Generation CT residence hall is currently under construction to support the recruitment of high achieving STEM students. In addition, the University will renovate existing residential life facilities. In consultation with surrounding towns, the University will need to improve its parking, public transportation and

roadways. This includes new centralized parking, relocation of existing parking lots and various traffic improvements throughout campus.

The planned expansions will also necessitate infrastructure upgrades, such as steam line replacement, sewer system upgrades, a supplemental water supply, and various other underground utility improvements.

Status of Current Facility Projects

The University has already begun to move forward on several projects to meet the needs of additional enrollment and new faculty. These projects include the new Engineering and Science Building, the UConn Technology Park and North Hillside Road Extension (now “Discovery Drive”), a new Next Generation CT Residence Hall, the Hartford Campus relocation, and the Stamford Campus housing initiative.

Engineering and Science Building

The School of Engineering is located in several buildings, five on the main Storrs campus and four at the Depot campus. The three oldest and least renovated buildings on the main campus were built between 1959 and 1987 and can no longer support emerging interdisciplinary engineering programs such as bioengineering and nanotechnology. A planning study identified program components for a new Engineering & Science building that will be a state-of-the-art laboratory for trans-disciplinary research in Bio-Nano Engineering, Cyber-Physical System Engineering, Chemical Engineering and other Sciences that will catalyze research advances in convergence technologies.

A new five story Engineering and Science building will be located at the site of the Old Central Warehouse with 3 floors of Engineering and 2 floors of Life Sciences including the Institute for Systems Genomics. Construction began in June 2015 and is anticipated to be complete in spring 2017.

Technology Quadrant Phase III

Public Act 14-98 provides funding in the amount of \$169.5 million for the UConn Technology Park project and allows this project to be managed through the authority of the UCONN 2000 Program. This project provides for the development of the first building in a technology park located along the North Hillside Road Extension. The initial facility will consist of an 113,000 square foot Innovation Partnership Building that will house world class equipment and offer

shared laboratories for use by industry scientists and business entrepreneurs as they work side-by-side with the University's researchers.

Construction began in July 2015 and the initial building will be completed in early 2017 with specialty labs complete in late 2017.

North Hillside Road Completion

This project provides for the extension of North Hillside Road by 5,300 linear feet to Route 44. The project also provides for related utilities including gas, electrical, water, sewer and telecommunications under the new extension. The project will enhance access to the Storrs campus directly from Route 44 and provide relief from traffic congestion on Route 195. Additionally, both the road and accompanying utilities will permit future development of the North Campus which is envisioned as the primary area of expansion for the main campus, permitting new University buildings, residential capacity, and public/private partnerships. The Town of Mansfield is supportive of the road project. UCONN 2000 funds were augmented by \$5.8 million in Federal funds granted to the University for this project; as well as funds provided for the University's new Technology Park. Construction began in July of 2014 and the road opened to traffic in December 2015. Final landscaping will be completed in the spring of 2016.

Residential Life Facilities

The new design/build Next Generation CT residence hall is presently under construction with the entire structure complete and exterior masonry and windows being installed. The Next Generation CT residence hall is located in the Hilltop Residential area and will have a living/learning community, as well as approximately 730 beds. It is scheduled to be complete by August 2016.

Regional Campuses

Relocating the Greater Hartford Campus to downtown Hartford will provide enhanced service learning and internship opportunities for undergraduate and graduate education programs; expand economic activity through increased interaction with local businesses; and consolidate undergraduate programs, Department of Public Policy, School of Social Work and School of Business into one downtown location. Design of the new UConn Hartford campus is finalized and site construction began in the summer of 2015. The new campus will include classrooms, a 75 seat lecture hall, labs, faculty offices, tutoring centers, conference rooms, study rooms, break-out rooms, a café and staff offices. The University is evaluating strategic partnerships with the neighboring institutions

and businesses in order to avoid over-building and will use underutilized existing space in the market to supplement its new building. The University purchased a 32,000 square foot building at 38 Prospect Street and is finalizing an operating and shared use agreement with the Hartford Public Library as other campus components. The result will be a neighborhood campus that helps to revitalize downtown Hartford. The project is scheduled for completion in the fall of 2017.

Since the Stamford Downtown Campus was constructed, additional students have been attracted by the new downtown facility and the establishment of degree programs. This student growth, combined with NextGenCT's planned academic expansions, has raised the need for residential housing in Stamford. In response to a public solicitation, the University is in the process of evaluating proposals to provide residential housing for students at or near the UConn Stamford campus. The current goal is to commence construction by the end of 2016 and have housing available to students by, or before, the Fall 2018 semester.

The Avery Point Campus includes dilapidated facilities, formerly known as the Coast Guard Research & Development Building Barracks and Mess Hall, located at the center of the campus. Built in the 1930s, they are approximately 460,000 gross square feet, rarely used since 1970 and unoccupied since 2006. It was the recommendation of the engineers and campus administrators that the utilities be relocated and the buildings demolished. The first phase of demolition took place in summer 2014 and relocation of utilities was completed in the summer 2015.

Future Projects at various stages in the planning process:

Academic and Research Facilities

New STEM facilities will provide state-of-the-art research space, including multi-disciplinary laboratories, centralized core facilities and equipment, to accommodate a growing number of research faculty and the increasing student enrollments in these disciplines. Expansion of research space is necessary to enable the University to recruit outstanding faculty and develop emerging interdisciplinary research collaborations.

The Gant Building complex, which includes the Institute of Materials Science, Physics and Math buildings, was completed in the early 1970s. The complex has a total of 238,000 gross square feet of space with offices, research labs, classrooms and computer facilities. A major renovation or replacement of the

space is required to address the physical deterioration, to update the research and teaching facilities and to meet current program requirements.

Construction commenced in October 2015 on the 68,000 square foot Henry R. Monteith Building and adjacent Schenker Lecture Hall. These spaces, initially planned as “swing space” have been reprogrammed as a new home for the Math Department which will vacate a wing of the Gant complex.

The Torrey Life Sciences Building was constructed in 1961. The six level facility has 148,000 gross square feet of research labs, teaching labs, offices and classrooms. The primary occupant of the building is the Biology Department. This building is in poor condition, probably not susceptible to cost-effective renovation, and therefore likely to be demolished. Until that can occur, some repairs will be needed.

Final plans for science facilities, including whether to renovate or demolish and construct new buildings with respect to Gant and Torrey are currently under development.

Infrastructure Improvements

The University completed an expansion to the existing heating plant when a new Cogeneration system was completed in 2006. The University will need additional chilled water, emergency power for life safety as well as emergency power for business continuity purposes to accommodate new growth. The project to install additional chilled water capacity is in construction. Also, the University needs to address utility issues in the expanding North end of campus.

Other active infrastructure projects include the replacement of the main water line from the Willimantic well fields to Storrs and sewage treatment plant repairs. Future infrastructure projects include steam infrastructure in the central campus and below campus roads, and electrical substation and capacity improvements. Also, a new Main Accumulation Area for short-term storage of regulated wastes from academic labs and support operations, and new academic and research facilities will be needed. An environmental assessment for the new water supply was completed and approved by OPM in September 2013. The new water supply will be an interconnection between the UConn system and the Connecticut Water Company (CWC). The University and CWC finalized a contractual agreement in December 2013. A final permit was published by DEEP in June 2015.

Construction is underway, with estimated completion no later than the end of 2016.

The University will utilize the final Campus Master Plan to confirm planning assumptions for projects that have already begun and to develop assumptions for the new projects. The Campus Master Plan implementation will be divided into two sections, 2014-2024, which coincides with NextGenCT funding, and 2024-2034. The concurrent identification of project sites for both decades will facilitate adherence to the principles of the Campus Master Plan and the thoughtful integration of the infrastructure systems that support the projects. The Campus Master Plan will document the vision and implementation strategies for UConn's physical plant development as a premier research university and economic driver for the State.

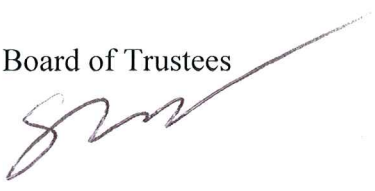
Conclusion

Next Generation Connecticut is a bold state initiative that seeks to fuel the State's economic development, advance public higher education and strengthen UConn's research portfolio and capabilities through STEM research and academic initiatives. This comprehensive plan incorporates the critical elements of the University's recently approved Academic Plan, the key findings from the Battelle report, current faculty and student recruitment efforts, Bioscience Connecticut and The Jackson Laboratory for Genomic Medicine, the University's Capital Plan and the UConn Tech Park. With input and guidance from the Industry Advisory Committee, this document provides a blueprint for the NextGenCT strategic investments that will enhance UConn's commitment to increase sustainable, high quality jobs in Connecticut; support and grow existing state companies; provide quality STEM graduates; and leverage ongoing state economic development initiatives. Taken together, implementation of this plan will establish the University as one of the top public research institutions, stimulating Connecticut's economy with new technologies, supplying the workforce with highly-skilled graduates, and fostering the creation of new companies, patents, licenses, and high-wage jobs.

ATTACHMENT 12

February 24, 2016

TO: Members of the Board of Trustees

FROM: Susan Herbst 

RE: Naming Recommendation for the Waters Corporation Laboratory

RECOMMENDATION:

That the Board of Trustees authorize the naming of Laboratory Room 511 in the Pharmacy Biology Building as the Waters Corporation Laboratory.

BACKGROUND:

Laboratory Room 511 is 500 square feet with an adjacent office space of approximately 200 square feet. The Waters Corporation has pledged to make an outright gift in an amount consistent with the amounts recommended for naming a laboratory under the University's *Named Gift Guidelines*. The funds from this gift will be used for metabolic research, presently conducted by Dr. David Grant in the School of Pharmacy. This lab will also be utilized by faculty with academic appointments outside the School providing additional benefit to the University.

Waters Corporation, a publicly traded corporation (NYSE:WAT) headquartered in Milford, Massachusetts, holds worldwide leading positions in complementary analytical technologies – liquid chromatography, mass spectrometry, rheometry and micro calorimetry. For fifty years, Waters Corporation has developed innovative analytical science solutions to support customer discoveries, operations, performance, and regulatory compliance. Specifically, the company designs, manufactures, sells and services ultra-performance liquid chromatography (UPLC), high performance liquid chromatography (HPLC), chromatography columns and chemistry products, mass spectrometry (MS) systems, thermal analysis and rheometry instruments.

Waters Corporation operates in two divisions: Waters Division and TA Instruments, and employs approximately 5,000 employees worldwide, operating in 27 countries.

ATTACHMENT 13

THE UNIVERSITY OF CONNECTICUT CONSULTING PROGRAM FY 2015 ANNUAL REPORT

SUMMARY

FY 15 (July 1, 2014 – June 30, 2015) represented the seventh full year of operation of the University's consulting program that was implemented in mid FY '08. The policies and procedures remained materially the same throughout the year. The administrative program coordinator position at the UConn Health Faculty Consulting Office (FCO) successfully went through its first transition.

A new version of the Online Faculty Consulting Approval System (OFCAS-3) became operational on September 15, 2014. The prior version, OFCAS-2 was subject to limitations posed by the needs of the larger and higher priority Quali Finance system. Due to the dedicated work of UITs and an extensive training program, the work flow for approvals has performed well through the transition. The chief concern was that faculty would find it difficult to reconcile reports in two different systems at year end, but appropriate interventions by the FCO resulted in full compliance with these reports. The FY 15 annual report contains combined data from both the former and current systems.

As authorized by the Oversight Committee, a trial took place in which activities eligible for accelerated approval were not routed to the deans and provost's designees. Instead, quarterly audits including random samples of 10% of such activities were reviewed by the FCO. With one exception, the result of these audits was that the department heads were making the correct decisions when approving requests. The one exception was that occasionally the total effort data field had a zero value which is not logical. In no case was this viewed as resulting in a wrong decision regarding whether the activity should have been approved. As a result of this finding, OFCAS-3 has been changed to perform an automatic data check on this value to ensure the input of a number greater than zero.

The Faculty Consulting Offices continue to maintain close working relationships with the Office of the Vice President for Research and the Office of Research Compliance.

As mandated by legislation, the Faculty Consulting Oversight Committee (including a member of the Citizen's Ethics Advisory Board and members appointed by the Legislature) filed its sixth annual report with the UConn Board of Trustees and to the Legislature in the spring of 2015. This was a positive report. The Oversight Committee continues to monitor all audit reports related to the program and will issue its seventh report in the winter of 2016.

CONSULTING MANAGEMENT COMMITTEE

The Consulting Management Committee (CMC) did not need to make any significant revisions to its previous decisions on consulting but did discuss nuances regarding promotional presentations. It continued to review the audit reports and monitor the implementation of management plans.

PERFORMANCE NUMBERS: STORRS+ CAMPUS

The Faculty Consulting Office (FCO) on the Storrs Campus received 1,104 consulting forms from 457 individuals or 30.7 % of those eligible to consult¹ (Table 1). Of these, 1,083 were approved (98% of the total) and 21 (2%) were denied. In FY 14, the FCO received 1,117 requests from 460 individuals with 99% approved and < 1% denied.

All data were analyzed using the information submitted on the FY15 Annual Reconciliation Report. Reconciliation reports were received from all individuals who engaged in consulting activities and who remained on the payroll when reconciliation reports were due. Eleven individuals (24 requests) left employment with UConn-Storrs+ and did not complete a report.

Of the 1,083 approved activities, 983 occurred (91%) and 74 (7 %) were not performed. The remaining 24 (2%) requests were not reconciled by employees who left UConn employment. There were 457 individual faculty members who performed at least one consulting activity during the fiscal year. Throughout the fiscal year, 37 requests were withdrawn; these requests were excluded from the count of requests received.

The mean amount of time spent consulting during normal work time was 2.08 days. Of these, 5 faculty members reported reaching the Provost's recommended maximum of an average of one day per week during normal work hours (39 days for a nine month appointment).

Sixteen (16) faculty members (3.5 % of those who consulted) indicated on their reconciliation reports that they used more time during the normal work hours than originally estimated (Table 3). The maximum number of additional days was 8 with a mean of 1.7 days.

PERFORMANCE NUMBERS: UCHC CAMPUS

The FCO on the UCHC Campus received 767 consulting requests from 171 individuals (Table 3). Of these, 671 were approved (87.5% of the total), 74 (9.6%) were withdrawn or system errors, and 22 (2.9%) were denied. In FY 14 the FCO received 713 requests from 182 individuals with 97.1% approved and 2.9% denied.

Reconciliation reports were received on time from all those who engaged in consulting activities and who remained on the payroll when reconciliation reports were due. Several individuals left employment with UCHC and therefore 25 activities did not have reconciliation reports.

Of the 671 approved activities, 579 occurred and were reconciled (86.3%). There were 152 unique faculty members who performed at least one consulting activity during the fiscal year. The mean amount of time spent consulting during normal work time was 4.5 days. The maximum was 41.6 normal work days.

Eight faculty members indicated on their reconciliation reports that they used more time during the normal work hours than originally estimated (Table 4). Six of these reported using

¹ The total number eligible faculty was obtained from the UConn 2014 Fact Sheet.

no more than one additional day, one indicating no more than 2 additional days, and one using no more than 3 additional days. The department heads will be notified of any unapproved time of more than one day (i.e. for two of the faculty) with a copy also sent to the faculty member.

AUDIT FINDINGS

By State statute, the consulting program must be audited by the Office of Audit, Compliance and Ethics. The original audit schedule was for two a year, but starting in FY 13 the requirement was revised to one audit each year.

The tenth audit, covering the period of time from July 1, 2013 - June 30, 2014 (FY 14) was issued on May 14, 2015. The auditors' overall conclusions were that the University is in compliance with CGS 1-84(r) and the University's Policy on Consulting. The auditors also concluded that the FY 14 Annual Report of the Faculty Consulting Office was materially correct.

The auditors recommended that the Faculty Consulting Offices identify decision makers who routinely delay the processing of requests. The Storrs+ FCO disseminates periodic emails to department and dean delegates when requests remain stagnant. The UConn Health FCO routinely monitors the status of all requests in the system and sends reminders to decision makers to process requests with close starting dates. The use of a proxy system to help department heads process requests has been successful, but in one case the privilege of using a proxy was taken away from a department head and the dean needed to intervene to ensure future requests would be handled in a timely manner.

The auditors raised concerns regarding the process used by faculty to obtain prior permission for each specific day used for consulting during 'normal work time.' Such specific days are not always known at the time a consulting request is submitted. In response to this concern, quarterly reports on consulting activities highlighting the use of normal work time were developed and disseminated to deans and department heads. In addition, at UConn Health personalized emails are sent to faculty with heavy use of normal work time (as defined by more than 5 days), and remind them of their need to obtain permission for the use of specific normal work days and to maintain these written approvals for potential future audits.

The auditors also raised concerns about a small number of faculty members who appear to have consulted during the summer while being paid 100% to be working on research grants. Each of these faculty and their department heads were contacted, some refuted the claims, and steps were taken to remind decision makers that full-time summer employed faculty must document they have allocated full-time to such work (i.e. and no effort has been diverted for consulting.)

OPEN PAYMENTS

The Open Payments program mandated by the Federal Affordable Care Act has completed its second cycle including the public release in June 2015 of payment information for CY 14. This program requires medical/dental device manufacturers and pharmaceutical companies to

report payments made to certain healthcare providers (including physicians and dentists) to the Center for Medicare and Medicaid Services (CMS). Unlike the first release of data in September 2014, the current Open Payments web site is extremely easy to use. To date, we are unaware of any media or governmental inquiries regarding UConn Health faculty for this second cycle. There was modest media interest to the release of information in the first cycle and the level of oversight provided through the Faculty Consulting Program appears to have impressed the reporters we have worked with so far.

ISSUES FOR FY 16

- Continued refinements including consideration of a less frequent schedule for auditing requests eligible for accelerated approval and setting a di minimis level for compensation for certain types of consulting activities.
- Addressing all previously raised and new audit findings.

S. Reis
S. Wetstone
November 13, 2015

Table 1 – Storrs Requests to Consult

Requests

#

%

Total	ATHL	BUS	CAHNR	CLAS	ED	ENG	FA	LAW	NURS	PHARM	SW	Other
1104	21	45	137	350	126	77	100	23	37	128	16	44
100%	1.90%	4.08%	12.41%	31.70%	11.41%	6.97%	9.06%	2.08%	3.35%	11.59%	1.45%	3.99%

Unique Faculty

#

%

Total	ATHL	BUS	CAHNR	CLAS	ED	ENG	FA	LAW	NURS	PHARM	SW	Other
456	8	27	53	172	44	42	29	11	19	33	11	7
100%	2%	6%	12%	38%	10%	9%	6%	2%	4%	7%	2%	2%

Requests/faculty

mean

10 or more requests

Total	ATHL	BUS	CAHNR	CLAS	ED	ENG	FA	LAW	NURS	PHARM	SW	Other
2.41	2.63	1.66	2.58	2.03	2.86	1.83	3.45	2.09	1.95	3.88	1.45	2.43
9	-	-	2	1	-	-	2	-	-	3	-	1

DEFINITIONS:

*STORRS CAMPUS:

includes Storrs and Regional campuses, School of Social Work and School of Law

SCHOOL/COLLEGE/UNIT

ATHL Athletics
 BUS Business
 CAHNR Agriculture, Health and Natural Resources
 CLAS Liberal Arts & Sciences
 ED Education
 ENG Engineering
 FA Fine Arts

LAW School of Law
 NURS Nursing
 PHARM Pharmacy
 SW School of Social Work
 OTHER Library; Prov & Exvp Acad Affairs, Vice President for Research

Table 2 – Storrs Reconciliation Report Variances for Time During Normal Work Hours

Effort During Normal Work Days	
# with extra days	16
% of faculty with extra days	(8%)
min	0.1
max	8.0

Table 3 – UCHC Requests to Consult

Requests	Total	SoDM	SoM
#	735	110	625
%		15.0%	85.0%
Individual faculty	Total	SoDM	SoM
#	164	36	128
%		22.0%	78.0%
Requests/faculty	Total	SoDM	SoM
mean	4.5	3.1	4.9
median	2.00	2.00	2.00
10 or more requests	18	2	16

Table 4 – UCHC Reconciliation Report Variances for Time During Normal Work Hours

Effort During Normal Work Days	
# with extra days	8
% of faculty with extra days	(5.3%)
min	0.2
max	2.5

**REPORT ON THE UNIVERSITY OF CONNECTICUT'S
COMPLIANCE WITH CGS 1-84(r)
FACULTY CONSULTING PROGRAM**

December 29, 2015

Report Issued by the Faculty Consulting Oversight Committee

SUMMARY

Pursuant to a change in the Connecticut State Statutes and action by the University of Connecticut Board of Trustees, new policies and procedures for approving consulting activities for the Faculty and members of the AAUP bargaining unit were implemented in December 2007. The Board of Trustees approved the latest revisions to these policies in April 2013.

Faculty Consulting Offices (FCOs) were established in Storrs and at the UCHC that have provided training to those who consult and for those who must participate in the consulting approval process, such as department heads and deans. A University-wide Consulting Management Committee (CMC) was convened to provide recommendations regarding the identification and management of potential Conflicts of Interest arising from consulting activities.

As required by CGS 1-84(r), the Faculty Consulting Oversight Committee was convened including members appointed by the Legislature/Executive branch and from the Citizens' Ethics Advisory Board. This Committee has met on a regular basis to review the implementation of the consulting program and to review the audits of the program conducted by the University's Office of Audit, Compliance and Ethics.

Implementing this program required development of policies, procedures, forms and databases; identification and training of staff; and awareness and training of faculty, department heads, and deans. The Office of Audit, Compliance and Ethics has carried out annual (and previously semiannual) audits as required and, as expected, have identified areas in which clarifications and improvements have been recommended. The University addresses each of the issues raised in a timely and appropriate manner.

The Faculty Consulting Oversight Committee has determined that the University of Connecticut is complying with CGS 1-84(r). The oversight required by the Act, including the Faculty Consulting Oversight Committee itself and the audits, has and should continue to enable ongoing review and improvement of the program.

The Oversight Committee has the following recommendations for improvement of the program over the next year:

- a. The University's Consulting Policy's scope should be revised to provide an abbreviated application for approval for consulting activities that are eligible for accelerated approval routing (i.e. have a low risk of conflict of interest) and in which the total payment by the contracting entity to the faculty member is \$599 or less for the fiscal year.
- b. The University's Consulting Procedures should be revised such that activities eligible for accelerated approval are not then routinely sent to the appropriate dean and provost's office

for review as an informational items, but that instead at midyear the faculty consulting offices will draw a random sample of 5% of such request for such a review. If such review demonstrates no material issues in the following year this mid-year review will no longer be necessary.

To date, the program, with its policies, procedures, and implementation, have resulted in a system that pro-actively identifies and manages potential conflicts of interest. Any individual who does not participate with the program is subject to sanctions by the University and may also be subject to additional sanctions by the Office of State Ethics.

BACKGROUND

Public Act (PA) 07-166 (Section 12)¹, approved on June 19, 2007, created a carve-out from the portion of the State Ethics Code dealing with consulting. Participating in appropriate consulting activities is viewed as being mutually beneficial for the University and its faculty and the intent of the Act is to enable such activities.

This carve-out applies to faculty and members of the faculty bargaining unit (herein fore referenced as “faculty”) of a constituent unit of the State system of higher education. In the context of the Act, “consulting” represents situations in which faculty are compensated for services rendered while not acting as a State employee. The request to consult must be based on the faculty member’s expertise in a field or prominence in such field and not due to the State position held. Faculty must receive prior approval before such consulting begins. No other State agency requires prior approval or any such mandated disclosure of outside employment activities.

The Act transfers final authority for approval of such activities to the University and it allows management plans to be implemented for addressing perceived conflicts of interest. Specifically, the legislation allowed these individuals to enter into a consulting agreement with a public or private entity, provided such agreement or project does not conflict with the individual’s employment as determined by policies established by the Board of Trustees for such constituent unit.

This carve-out from the State Ethics Code is predicated on a set of requirements being met including significant institutional oversight. The University of Connecticut Board of Trustees (BOT) approved the University’s “Policy on Consulting for Faculty and Members of the Faculty Bargaining Unit,” and reviewed the operational procedures for implementation, on September 25, 2007. The Policy and Procedures define a consistent set of rules for consulting for all the faculty of the University. These documents have been reviewed and revised by the BoT several times since 2007 in order to make improvements to the program.²

The new consulting system became fully operational on December 15, 2007. Since that time, both the Storrs Campus and UConn Health campus have each established a Faculty Consulting Office (FCO) with reporting lines and staffing. Usage data systems have been developed by each FCO. Further, both campuses have developed on-line and live training programs.

¹ See <http://consulting.uconn.edu/statutes.html> .

² The policy and procedures governing consulting may be found at: <http://consulting.uconn.edu/policies.html> .

Requests to consult must be reviewed and approved by each faculty member's department head, dean, and the provost's designees (one for each campus). A subset of consulting activities with very low risk of conflict of interest are eligible for an accelerated approval process that only requires the approval of the department head, but for the purpose of quality control has been reviewed routinely by the Dean and Provost's designees. In FY 2015, these reviews took place only in quarterly random audits of 10% of such activities by the Provost's designees and demonstrated no material issues. As a result, for FY 16 it is being recommended to use one mid-year annual review of 5% of such activities and if no materials are found to eliminate such reviews by the Provost's designees. At the discretion of the auditors, the yearly audit could include review of such activities.

Consulting may not negatively impact the faculty member's ability to fully and satisfactorily address his/her assigned job duties. At the end of the fiscal year, each faculty member must submit a reconciliation report indicating variances from the requested time spent consulting during the normal work time and confirming any and all appropriate reimbursements for use of University resources, if any.

If a faculty member does not adhere to the provisions described in the Act or the University's Consulting Policy and Procedures, the Office of State Ethics will retain jurisdiction over the activity and have the responsibility for determining whether it complies with the State Code of Ethics and whether sanctions should be imposed. Violations of the University's Consulting Policy and Procedures will in addition be subject to sanctions issued by the University which may result in termination.

CONSULTING MANAGEMENT COMMITTEE (CMC)

As required by the implementation procedures, a University-wide Consulting Management Committee (CMC) was first convened on December 10, 2007. The CMC is authorized to review and recommend disposition of certain consulting situations that do not have obvious resolution. The CMC also offers input on unforeseen situations put before it that may arise as a result of consulting activities. To date, the CMC provided advice to the directors of the Faculty Consulting Offices on an ad hoc basis, and has also reviewed eleven general situations resulting in formal position papers. For example, based on one position paper, participation in promotional presentations with pharmaceutical companies has been banned.³

AUDITS

As required in CGS 1-84(r), the University's Office of Audit, Compliance and Ethics has conducted audits on the University's faculty consulting program⁴. Per standard practice, management has had the opportunity to provide responses to each audit finding and recommendation. These audits are reviewed by the Joint Audit and Compliance Committee of the Board of Trustees as well as by the Faculty Consulting Oversight Committee.⁵

FACULTY CONSULTING OVERSIGHT COMMITTEE

³ These position papers and the minutes of the CMC may be found at <http://consulting.uconn.edu/cmc/index.html>.

⁴ Initially, audits were required twice a year but the legislature changed this to a once a year audit schedule starting in FY 12.

⁵ Copies of past audits may be found at: http://consulting.uconn.edu/reports_audits.html.

As required in CGS 1-84(r), the Faculty Consulting Oversight committee meets on an on-going basis in order to review the University's compliance with CGS 1-84(r), and to file annual reports regarding such compliance with the University's Board of Trustees and to the Legislature. This document is the seventh of such reports.⁶ The Committee's responsibility is to ensure that the University complies with the provisions of the Act and the University's policies and procedures on consulting. It may also make recommendation for improvements to the consulting program.

The membership of the Faculty Consulting Oversight Committee is:

Name	Background
Clemons, T.	Former Legislator
Cobb, C.	Professor, School of Education
Dennis-Lavigne, A	Member, Board of Trustees
Freedman, J. (chair)	Former Legislator
Nair, S	Professor, School of Business
Pawelkiewicz, W.	Former Legislator
Chiusano, C.	Chair, Citizen's Ethics Advisory Board Member
Siegle, D	Professor, School of Education

The Committee last met on November 17, 2015 and December 9, 2015. It has reviewed the latest final audit report and the FY 2015 annual report of the Faculty Consulting Offices (attached).

The Committee believes the program was effectively initiated and through on-going revisions has been improved. In fact, in many regards the program is more rigorous than how consulting is handled for other State employees not covered by CGS 1-84(r), especially through the requirement for approval prior to the consulting activities taking place.

The audits have led to improvements to the Consulting Program including revisions to the consulting request form, enhancements to the training program, improving the clarity and predictability of decision making, and assuring sufficient information is available to inform the decision making of the approvers. The University has developed an on-line request form/approval process that became operational in FY 12 and has been revised in FY 13, FY 14 and FY 15. As described in the attached report, this system has successfully addressed its objectives. All of these actions should ensure complete compliance with CGS 1-84(r).

The initial implementation of the consulting program, both in terms of logistics and compliance, has met initial expectations. There have been areas of different interpretations regarding the requirements of CGS 1-84(r) and the University's Policy and Procedures. The audit processes in place appear to be working to identify such areas and to report them to senior management and to the Faculty Consulting Oversight Committee. Management has demonstrated its willingness to address the audit findings in a timely manner. Management appears to be keenly aware of the need to fully comply with CGS 1-84(r), but that as a new program, this program is a work in progress that requires monitoring and revision as necessary

⁶ Past reports may be found at: http://consulting.uconn.edu/reports_audits.html .

The Committee takes note that number and severity of audit finding has decreased over time and this demonstrates management's commitment to operate the program optimally and in full compliance with the Legislature's intent for the program. The Committee also takes notes that the two Faculty Consulting Offices (Storrs/regional campuses and the Health Center) work together exceedingly well and thus present a consistent and reliable approach to consulting across all the units of the University.

Recommendations for Improvement:

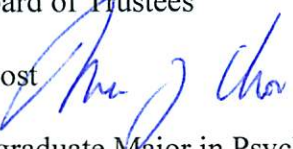
- a. The University's Consulting Policy's scope should be revised to provide an abbreviated application for approval for consulting activities that are eligible for accelerated approval routing (i.e. have a low risk of conflict of interest) and in which the total payment by the contracting entity to the faculty member is \$599 or less for the fiscal year.
- b. The University's Consulting Procedures should be revised such that activities eligible for accelerated approval are not then routinely sent to the appropriate dean and provost's office for review as an informational items, but that instead at midyear the provost's office will draw a random sample of 5% of such request for such a review. If such review demonstrates no material issues in the following year this mid-year review will no longer be necessary.

VOLUME OF CONSULTING ACTIVITIES

In FY '15, the seventh full year of operations, the Faculty Consulting Office on the Storrs Campus received 1,077 requests to consult from 456 individuals. The UConn Health office received 831 requests from 190 individuals. Both campuses had a 100% response rate for those individuals required to complete reconciliation reports. The FY '15 annual report of the University's Faculty Consulting Program is attached.

ATTACHMENT 14

February 24, 2016

TO: Members of the Board of Trustees
FROM: Mun Y. Choi, Provost 
RE: Rename the Undergraduate Major in Psychology to Psychological Sciences

BACKGROUND:

In March of 2015, the Department of Psychology voted to change its name to the Department of Psychological Sciences, and the Board of Trustees was informed on August 5, 2015.

Consistent with this name change, the department's Committee on Curriculum and Courses voted in February to change the M.A. degree offered by the department to an M.S. degree. The Board approved the modification to the Master's degree on December 16, 2015, including the name change from Psychology to Psychological Sciences. The names of Ph.D. Fields of Study also changed from Psychology to Psychological Sciences following the December meeting.


To complete the renaming process, the College of Liberal Arts and Sciences' Committee on Curriculum and Courses approved the renaming of the undergraduate major from Psychology to Psychological Sciences on October 13, 2015. Undergraduates will now be able to complete the requirements for either a B.A. or B.S. in Psychological Sciences. The renaming of the minor in Psychology to Psychological Sciences was also approved.

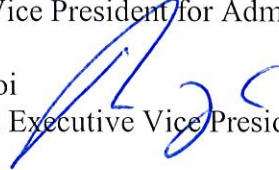
ATTACHMENT 15



February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for UCFM Code Remediation – Avery Point Branford House
Phase II (Final: \$625,000)

RECOMMENDATION:

That the Board of Trustees approve the Final Budget of \$625,000 for the UCFM Code Remediation – Branford House Phase II project on the Avery Point campus for construction.

BACKGROUND:

The Office of the Fire Marshal and Building Inspector cited code discrepancies at the Branford House, Avery Point campus, after completing periodic safety inspections.

Remediation work to correct these citations includes replacement of egress doors, installation of ballroom safety railings, additional fire alarm devices, fire sprinklers, interior emergency lighting, and extensive electrical modifications.

The Branford House Code Remediation Phase II project is currently in the construction phase with a budget of \$482,600. The work required to correct the cited discrepancies was competitively bid in August 2015, awarded in October 2015, and construction began in October 2015. During the course of construction the University received notice of additional code violations relating to emergency power supply, which consequently added scope and cost to the project. Prior to these changes, the project cost was such that Board approval was not required; however, the cost to remediate the additional citations has increased the project budget beyond the threshold for Board of Trustee approval. It is anticipated that construction will be complete in the spring of 2016.

The University requests a waiver of the three stage budget approval process in order to allow construction to continue. The Final Budget is attached for your consideration and approval.

Office of the Executive Vice President for
Administration and Chief Financial Officer
352 MANSFIELD ROAD, UNIT 1122
GULLEY HALL
STORRS, CT 06269-1122
PHONE 860.486.3455
FAX 860.486.1070

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: FINAL

**PROJECT NAME: UCFM CODE REMEDIATION - AVERY POINT BRANFORD HOUSE
PHASE II**

<u>BUDGETED EXPENDITURES</u>	PROPOSED FINAL 2/24/2016
CONSTRUCTION	\$ 370,000
DESIGN SERVICES	57,500
TELECOMMUNICATIONS	-
FURNITURE, FIXTURES AND EQUIPMENT	7,500
CONSTRUCTION ADMINISTRATION	75,000
OTHER AE SERVICES (including Project Management)	33,000
ART	-
RELOCATION	-
ENVIRONMENTAL	10,000
INSURANCE AND LEGAL	-
MISCELLANEOUS	15,000
OTHER SOFT COSTS	-
SUBTOTAL	\$ 568,000
PROJECT CONTINGENCY	57,000
TOTAL BUDGETED EXPENDITURES	\$ 625,000
<u>SOURCE(S) OF FUNDING</u>	
UConn 2000 PHASE III - DM	\$ 625,000
TOTAL BUDGETED FUNDING	\$ 625,000

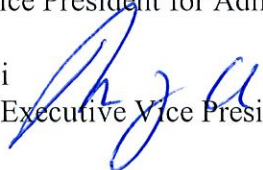
ATTACHMENT 16



February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for UCFM Code Remediation – Campus Wide Laundry
Alterations (Revised Final: \$2,100,000)

RECOMMENDATION:

That the Board of Trustees approve the Revised Final Budget of \$2,100,000 for the UCFM Code Remediation – Campus Wide Laundry Alterations for construction.

BACKGROUND:

In accordance with CT General Statute 29-252a and a directive from the Office of the State Building Inspector to the University Fire Marshal and Building Inspector Office (UCFM), site inspections of laundry room installations in 29 buildings of residential complexes on the Storrs campus were conducted by UCFM. The residential complexes included Alumni Residence Halls, Brien McMahon, East Campus Residence Halls, CT Commons, Hilltop Residence Halls, John Buckley, Mansfield Apartments, North Campus Residence Halls, Northwood Apartments, Towers, and West Campus Residence Halls. As a result of the inspections, the UCFM cited Building Code violations including non-compliant exhaust, make-up air systems, and non-compliant electrical conditions.

The University retained an architectural firm to assess the conditions and develop solutions for corrective action. The anticipated total project cost was estimated to be \$1,800,000 based on a conceptual cost estimate prepared by the project architect. Competitive bids were received in November 2015 and were in excess of the architect's estimate, resulting in the need for increased funding. Construction is scheduled to start May 9, 2016 and be completed by January 13, 2017.

The Revised Final Budget is attached for your consideration and approval.

Office of the Executive Vice President for
Administration and Chief Financial Officer
352 MANSFIELD ROAD, UNIT 1122
GULLEY HALL
STORRS, CT 06269-1122
PHONE 860.486.3455
FAX 860.486.1070

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: REVISED FINAL

PROJECT NAME: UCFM CODE REMEDIATION: CAMPUS WIDE LAUNDRY ALTERATIONS


	APPROVED FINAL 4/29/2015	PROPOSED REVISED FINAL 2/24/2016
<u>BUDGETED EXPENDITURES</u>		
CONSTRUCTION	\$ 1,200,000	\$ 1,400,000
DESIGN SERVICES	175,000	190,000
TELECOMMUNICATIONS	-	-
FURNITURE, FIXTURES AND EQUIPMENT	-	-
CONSTRUCTION ADMINISTRATION	130,000	180,000
OTHER AE SERVICES (including Project Management)	75,000	98,500
ART	-	-
RELOCATION	-	-
ENVIRONMENTAL	20,000	20,000
INSURANCE AND LEGAL	10,000	10,000
MISCELLANEOUS	10,000	20,000
OTHER SOFT COSTS	-	-
SUBTOTAL	\$ 1,620,000	\$ 1,918,500
PROJECT CONTINGENCY	180,000	181,500
TOTAL BUDGETED EXPENDITURES	<u>\$ 1,800,000</u>	<u>\$ 2,100,000</u>
<u>SOURCE(S) OF FUNDING</u>		
UConn 2000 PHASE III - DM	<u>\$ 1,800,000</u>	<u>\$ 2,100,000</u>
TOTAL BUDGETED FUNDING	<u>\$ 1,800,000</u>	<u>\$ 2,100,000</u>

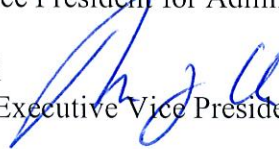
ATTACHMENT 17



February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for Residential Life Facilities – Wilson Hall / Reheat Coils
(Final: \$560,000)

RECOMMENDATION:

That the Board of Trustees approve the Final Budget for Wilson Hall / Heating Coils in the amount of \$560,000 for construction.

BACKGROUND:

Wilson Hall, located in the south end of the campus, was constructed in 1998 and is comprised of student living quarters and meeting rooms. The building is three stories high and has 59,133 square feet of occupied space. High humidity conditions in the lower level during the spring/summer months is contributing to mold growth.

This project will rework the lower level HVAC systems to allow for proper air conditioning and reduced space humidity. The current catering "lay down" kitchen will be modified to accommodate the new mechanical systems.

Wilson Hall / Reheat Coils is currently in the bid phase. Construction documents were bid in January 2016 and construction is anticipated to start in April 2016.

The Final Budget is based on a bid from the lowest qualified contractor. The anticipated total budget is \$560,000.

The University requests a waiver of the three stage budget approval process in order to allow construction to proceed after bids have been received and evaluated for conformance with the project scope and budget.

The Final Budget is attached for your consideration.

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CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: FINAL

PROJECT NAME: RESIDENTIAL LIFE FACILITIES - WILSON HALL REHEAT COILS

	APPROVED PLANNING 9/8/2015	PROPOSED FINAL 2/24/2016
<u>BUDGETED EXPENDITURES</u>	PRC	
CONSTRUCTION	\$ -	\$ 422,000
DESIGN SERVICES	43,500	58,670
TELECOMMUNICATIONS	-	-
FURNITURE, FIXTURES AND EQUIPMENT	-	-
CONSTRUCTION ADMINISTRATION	-	-
OTHER AE SERVICES (including Project Management)	1,500	16,800
ART	-	-
RELOCATION	-	-
ENVIRONMENTAL	-	2,000
INSURANCE AND LEGAL	-	2,000
MISCELLANEOUS	-	9,940
OTHER SOFT COSTS	-	-
SUBTOTAL	\$ 45,000	\$ 511,410
PROJECT CONTINGENCY	5,000	48,590
TOTAL BUDGETED EXPENDITURES	\$ 50,000	\$ 560,000
<u>SOURCE(S) OF FUNDING</u>		
UConn 2000 PHASE III	\$ 50,000	\$ 560,000
TOTAL BUDGETED FUNDING	\$ 50,000	\$ 560,000

RESIDENTIAL LIFE FACILITIES –
WILSON HALL / REHEAT COILS
Project Budget (FINAL)
February 24, 2016




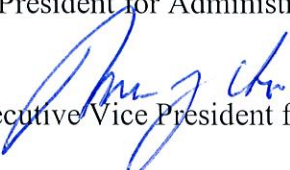
ATTACHMENT 18



February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for Residential Life Facilities – Hilltop Apartment
Complex Roof Repairs – Phase II (Final: \$2,551,000)

RECOMMENDATION:

That the Board of Trustees approve the Final Budget for Phase II in the amount of \$2,551,000 for the construction required to re-roof four buildings and make miscellaneous repairs to the exterior masonry façades at the Hilltop Apartment Complex.

BACKGROUND:

The Hilltop Apartment Complex is composed of 14 buildings; 13 apartment buildings plus a Community Center (not in this scope of work). The buildings were constructed in May 2000 and subsequently renovated in April 2005. All of the buildings have the same construction materials and methods. In response to numerous roof leaks, various repairs were made over the years by the University Facility Operations Division and Eagle Roofing. However, water infiltration and leaks continue to plague the facility. In total, 11 of the 13 apartment buildings have reported past or active leaks in over 53 individual rooms.

In September 2013, a study of all 13 apartment buildings was conducted by Martin A. Benassi, AIA – Architect, LLC. The study revealed numerous issues with the roofs and the exterior brick masonry. Roof issues included problems with the oriented strand board (OSB) substrate, flashing, vapor barrier and venting. Exterior brick masonry issues include caulking failures at control joints, cracking of bricks under windows, rusting of window head lintels and water infiltration via gaps in the brick.

Phase II is the second of three phases that will address all 13 apartment buildings. The work is being phased to accommodate budget and logistic restraints. Phase I consisted of four buildings and was completed in 2015.

At this time, we are requesting funding for Phase II construction, which includes Building No. 11-Stowe, Building No. 13-French, Building No. 14-Beard, Building No. 15-LaFlesche, Building No.17-Bethune and Building No. 18-Merritt. The scope of work for each building includes the removal of existing roofing to substrate, examination and repair of substrate and installation of a commercial grade roof, ventilation and vented soffit system. Damaged fascia sheet-metal, deteriorated caulking and damaged bricks will be removed and replaced. To protect existing sprinkler piping from freezing, an additional 12" of insulation will be installed in the attic.

Phase II of Hilltop Apartment Complex Roof Repairs project is currently in the Bid Phase with Construction anticipated to begin May 2016 and to be completed in August 2016.

The Final Budget is based on a construction cost estimate prepared by the architect. It is anticipated that the design for the entire project, Phases I, II and III will be complete in spring 2016. Construction for Phase III will follow a similar schedule in summer 2017. The placeholder cost of Phase III is \$2,300,000. The anticipated total budget for all three phases will be in the range of \$7,100,000.

The University requests a waiver of the three stage budget approval process in order to allow construction to proceed after bids have been received and evaluated for conformance with the project scope and approval.

The Final Budget for Phase II is attached for your consideration and approval.

Attachment

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: FINAL

**PROJECT NAME: RESIDENTIAL LIFE FACILITIES - HILLTOP APARTMENT COMPLEX
ROOF REPAIRS PHASE II**

<u>BUDGETED EXPENDITURES</u>	PROPOSED FINAL 2/24/2016
CONSTRUCTION	\$ 2,200,000
* DESIGN SERVICES	12,000
TELECOMMUNICATIONS	-
FURNITURE, FIXTURES AND EQUIPMENT	-
CONSTRUCTION ADMINISTRATION	34,000
OTHER AE SERVICES (including Project Management)	76,500
ART	-
RELOCATION	-
* ENVIRONMENTAL	5,000
INSURANCE AND LEGAL	-
MISCELLANEOUS	3,500
OTHER SOFT COSTS	-
SUBTOTAL	\$ 2,331,000
PROJECT CONTINGENCY	220,000
TOTAL BUDGETED EXPENDITURES	<u>\$ 2,551,000</u>
<u>SOURCE(S) OF FUNDING</u>	
UConn 2000 PHASE III	<u>\$ 2,551,000</u>
TOTAL BUDGETED FUNDING	<u>\$ 2,551,000</u>

* Costs are carried for all 3 Phases

BOT 2.24.16

902071

HILLTOP APARTMENTS ROOF REPLACEMENT AND EXTERIOR MASONRY REPAIRS

Project Budget (FINAL)

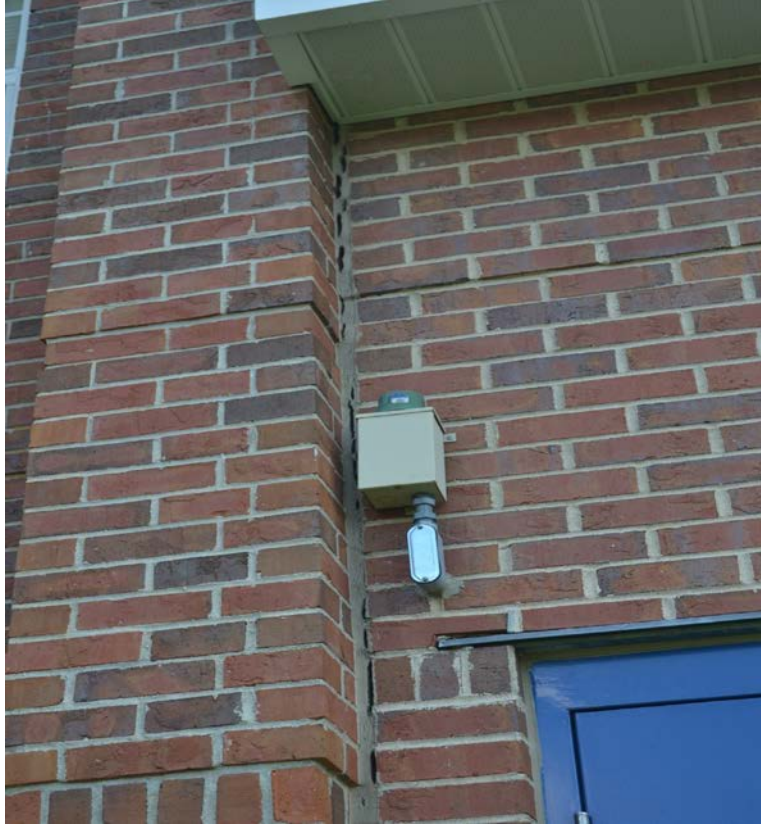
February 24, 2016



Missing ice and water shield at roof leak location.



Ridge in shingles due to lifting of underlayment at seams.



Failed masonry caulk joint.




Bricks missing behind counterflashing.

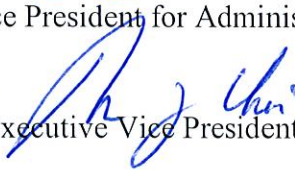
ATTACHMENT 19



February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for North Eagleville Road Area Infrastructure Repair/Replacement and Upgrades – Phase III (Revised Final: \$24,000,000)

RECOMMENDATION:

That the Board of Trustees approve the Revised Final Budget of \$24,000,000 for Phase III of the North Eagleville Road Area Infrastructure Repair/Replacement and Upgrades project for construction.

BACKGROUND:

The North Eagleville Road Area Infrastructure Repair/Replacement and Upgrades project is intended to replace aging infrastructure along a portion of the North Eagleville Road corridor from the W.B. Young Building westerly to the Northwest Residences. The project is being implemented in three phases of construction. Phase I, which replaced a failed steam line was completed in 2014. Phase II, which is replacing and upgrading utilities in the W.B. Young Quad, is currently in construction, utilities are complete and the final landscaping will be completed in the spring of 2016.

Phase III, which is the subject of this resolution, will replace and upgrade utilities in the North Eagleville Road Corridor from Storrs Road, westerly along North Eagleville Road to the western extremity of the project at the Northwest Residence Halls; northerly to the Towers Residence Complex and easterly to the College of Agriculture, Health and Natural Resources (CAHNR). Utilities included in the project scope include: steam and condensate return, electrical, water, storm and sanitary gravity sewer, a sanitary force main, and telecommunications. The project will include opportunities for landscape improvements and reconfiguration of North Eagleville Road within the project locus as defined by the University Master Plan approved in February 2015.

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Phase III is planned to be implemented in two phases of construction over a period of two summers/falls in 2016 and 2017. The University has retained a Construction Manager at Risk to implement the project under a Guaranteed Maximum Price (GMP) contract.

Phase IIIA will focus on the area of Towers Residence Halls, the CAHNR campus east of Storrs Road and a portion of North Eagleville Road from Storrs Road west to the Lakeside Building and northerly to the Towers Residential Complex. This phase will replace steam distribution and condensate return piping, electrical power distribution, telecommunications distribution, and a sanitary sewer force main. Areas disturbed by utility work will be improved within the project locus in accordance with the Master Plan. Mechanical room modifications to twenty-six buildings originally planned to be completed at a future date have been included in this project to expedite condensate return to the Central Utility Plant for added energy savings. The order of magnitude for this work is \$2,500,000.

Design of Phase IIIA began August 2015 and design documents were completed in January 2016. Construction is planned to start in May 2016 and be substantially completed in fall 2016. Due to the long lead times involved in the procurement of steam and condensate piping, the University is seeking approval to allow the competitive pricing of and development of a GMP for the steam and condensate return system of Phase IIIA in advance of development of the full GMP for Phase IIIA, if deemed necessary to maintain the project schedule. Bidding is underway and is anticipated to be complete by February 3, 2016.

Phase IIIB will focus on North Eagleville Road from the Lakeside Building west to Hillside Road. This phase will replace steam distribution and condensate return piping, electrical power distribution, telecommunication distribution, and sanitary force main. Surface and roadway improvements to North Eagleville Road are early in conceptual design and will be included in this phase of construction. Phase IIIB will implement these improvements to provide for better pedestrian safety and better traffic coordination with the North Hillside Road Extension. Phase IIIB will begin construction in May 2017 and be substantially completed in the fall of 2017.

Design of Phase IIIB began in November 2015 and design documents are anticipated to be complete in August 2016. Phase IIIB construction is anticipated to begin in May 2017 and be substantially completed in the fall of 2017.

The University is seeking approval for construction of Phase IIIA because it is anticipated that the Phase IIIA GMP will be complete prior to the February Board meeting. The anticipated total project budget for both phases will be in the range of \$35,000,000 – \$40,000,000. The budget has been further estimated by Construction Manager's estimates, and additional funding of \$1,500,000 is required to ensure reasonable project allowances are available to cover the risks of unforeseen conditions inherent with utility projects.

The Revised Final Budget is attached for your consideration and approval.

Attachment

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: REVISED FINAL

PROJECT NAME: NORTH EAGLEVILLE ROAD AREA INFRASTRUCTURE REPAIR/REPLACEMENT AND UPGRADES - PHASE III


	APPROVED PLANNING 4/28/2015	APPROVED REVISED PLANNING 8/5/2015	APPROVED DESIGN 10/28/2015	APPROVED FINAL 12/16/2015	PROPOSED REVISED FINAL 2/24/2016
<u>BUDGETED EXPENDITURES</u>					
SARCC					
CONSTRUCTION	\$ 250,000	\$ 200,000	\$ 300,000	\$ 13,000,000	\$ 17,080,000
DESIGN SERVICES	-	1,000,000	2,000,000	2,000,000	2,165,000
TELECOMMUNICATIONS	-	-	-	-	-
FURNITURE, FIXTURES AND EQUIPMENT	-	-	-	-	-
CONSTRUCTION ADMINISTRATION	-	-	750,000	750,000	750,000
OTHER AE SERVICES (including Project Management)	10,000	90,000	150,000	1,200,000	1,035,000
ART	-	-	-	-	-
RELOCATION	-	-	-	-	-
ENVIRONMENTAL	-	30,000	30,000	210,000	205,000
INSURANCE AND LEGAL	-	10,000	170,000	200,000	150,000
MISCELLANEOUS	2,000	-	-	140,000	115,000
OTHER SOFT COSTS	-	-	-	-	-
SUBTOTAL	\$ 262,000	\$ 1,330,000	\$ 3,400,000	\$ 17,500,000	\$ 21,500,000
PROJECT CONTINGENCY	38,000	170,000	600,000	2,500,000	2,500,000
TOTAL BUDGETED EXPENDITURES	\$ 300,000	\$ 1,500,000	\$ 4,000,000	\$ 20,000,000	\$ 24,000,000
<u>SOURCE(S) OF FUNDING</u>					
UCONN 2000 PHASE III - DM	\$ 300,000	\$ 1,500,000	\$ 4,000,000	\$ 20,000,000	\$ 24,000,000
TOTAL BUDGETED FUNDING	\$ 300,000	\$ 1,500,000	\$ 4,000,000	\$ 20,000,000	\$ 24,000,000

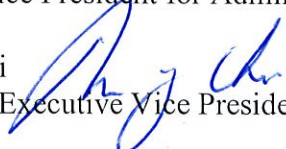
ATTACHMENT 20



February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for Phillips Communication Building Air Distribution and Lighting System Upgrades (Final: \$1,100,000)

RECOMMENDATION

That the Board of Trustees approve the Final Budget for Phillips Communication Air Distribution and Lighting System Upgrades in the amount of \$1,100,000 for construction.

BACKGROUND:

The purpose of this project is to take corrective actions to correct mold growth above the ceiling and improve air distribution at the Phillip Communications Science Building located in the southeast corner of campus at the University of Connecticut at Storrs. The Philip Communications Science Building was originally constructed in 1968 and is comprised of faculty offices, research labs, classrooms, audiology, speech and hearing clinic and the new fMRI suite. The building has 31,000 square feet of occupied space split into three wings: first floor south, first floor north and second floor south. The fMRI suite is not included in this project.

The existing air handling units supply heated and cooled air to the occupied spaces. Over time, portions of the building have been renovated and the air distribution system compromised; contributing to occupancy discomfort and an inability for the system to properly heat and cool the spaces. There is no air distribution in the corridor. Lighting fixtures are old and need to be upgraded.

The scope of work will replace the ceilings and lighting fixtures throughout the building. New reheat coils ductwork, diffusers and controls will be installed in each room. Sound attenuators will be provided at existing air handlers. A new fan coil unit will be installed for the first floor north room and the enclosure around the elevator machine room will be

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modified to provide proper fire separation. This work will be phased and done off hours to allow for building occupancy during construction.

Phillips Communication Building is currently in the Design Phase. Construction documents will be bid in February 2016 and construction is anticipated to begin in March 2016 and to be completed in July 2016.

The Final Budget is based on a construction cost estimate prepared by the consultant who prepared the drawings. The anticipated total budget is \$1,100,000.

The University requests a waiver of the three stage budget approval process in order to allow construction to proceed after bids have been received and evaluated for conformance with the project scope and approval.

The Final Budget is attached for your consideration and approval.

Attachment

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: FINAL

PROJECT NAME: PHILLIPS COMMUNICATION BUILDING AIR DISTRIBUTION AND LIGHTING SYSTEM UPGRADES

	APPROVED DESIGN 10/30/2014 SARCC	PROPOSED FINAL 2/24/2016
<u>BUDGETED EXPENDITURES</u>		
CONSTRUCTION	\$ -	\$ 800,000
DESIGN SERVICES	72,210	83,000
TELECOMMUNICATIONS	-	-
FURNITURE, FIXTURES AND EQUIPMENT	-	-
CONSTRUCTION ADMINISTRATION	-	36,000
OTHER AE SERVICES (including Project Management)	2,490	33,000
ART	-	-
RELOCATION	-	2,500
ENVIRONMENTAL	-	27,750
INSURANCE AND LEGAL	-	2,000
MISCELLANEOUS	-	15,000
OTHER SOFT COSTS	-	25,683
	-	-
SUBTOTAL	\$ 74,700	\$ 1,024,933
PROJECT CONTINGENCY	8,300	75,067
TOTAL BUDGETED EXPENDITURES	\$ 83,000	\$ 1,100,000
<u>SOURCE(S) OF FUNDING</u>		
UConn 2000 PHASE III- DM	\$ 83,000	\$ 1,100,000
TOTAL BUDGETED FUNDING	\$ 83,000	\$ 1,100,000

PHILLIPS COMMUNICATION BUILDING
Project Budget (FINAL)
February 24, 2016



First Floor Corridor




Typical Office

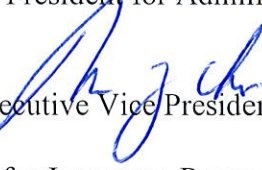
ATTACHMENT 21



February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for Jorgensen Renovation HVAC Renewal
(Final: \$1,600,000)

RECOMMENDATION:

That the Board of Trustees approves the Final Budget in the amount of \$1,600,000 for the planning, design and construction required to repair some of the Heating, Ventilating and Air Conditioning (HVAC) equipment at the Jorgensen Building.

BACKGROUND:

The Jorgensen Center for the Performing Arts (Building 0221) is a 95,335 square foot facility that was built in 1950 under project BA/D-109 and the basement theater was built in 1954 under project BA/D-181. This attractive art-deco building is one of the State's premier venues for the performing arts and is home to the largest college-based presenting program in New England. Attracting more than 70,000 patrons per year, Jorgensen presents 25-30 major events annually, featuring nationally and internationally acclaimed performing artists. The building is located on the north side of the campus at 2132 Hillside Road, Storrs, Connecticut.

The two air systems (S-1 and S-2) serving the main auditorium have been on-line since the building was completed. They are in poor condition and hard to service. The air conditions in the auditorium are uncomfortable during the summer and the winter. These two air systems need to be replaced, and architectural modifications are required to make the equipment more accessible for proper operations and maintenance.

The Jorgensen HVAC Renewal project is currently in the bid phase with construction anticipated to begin in April and be completed in August.

The Final Budget is based on a construction cost estimate prepared by the consultant who prepared the drawings.

The University requests a waiver of the three stage budget approval process in order to allow construction to proceed after bids have been received and evaluated for conformance with the project scope.

This Final Budget is attached for your consideration and approval.

Attachment

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: FINAL

PROJECT NAME: JORGENSEN RENOVATION - HVAC RENEWAL

	APPROVED PLANNING 4/28/2015 SARCC	PROPOSED FINAL 2/24/2016
<u>BUDGETED EXPENDITURES</u>		
CONSTRUCTION	-	\$ 1,250,000
DESIGN SERVICES	130,500	100,000
TELECOMMUNICATIONS	-	3,000
FURNITURE, FIXTURES AND EQUIPMENT	-	-
CONSTRUCTION ADMINISTRATION	-	55,000
OTHER AE SERVICES (including Project Management)	4,500	61,000
ART	-	-
RELOCATION	-	-
ENVIRONMENTAL	-	2,000
INSURANCE AND LEGAL	-	1,000
MISCELLANEOUS	-	3,000
OTHER SOFT COSTS	-	-
SUBTOTAL	\$ 135,000	\$ 1,475,000
PROJECT CONTINGENCY	15,000	125,000
TOTAL BUDGETED EXPENDITURES	\$ 150,000	\$ 1,600,000
<u>SOURCE(S) OF FUNDING</u>		
UConn 2000 PHASE III	\$ 150,000	\$ 1,600,000
TOTAL BUDGETED FUNDING	\$ 150,000	\$ 1,600,000

JORGENSEN HVAC RENEWAL
Project Budget (FINAL)
February 24, 2016



Building Entrance




Auditorium

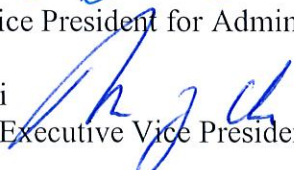
ATTACHMENT 22



February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for Heating Plant Upgrades – Chiller and Boiler House
Roofs (Final: \$5,100,000)

RECOMMENDATION:

That the Board of Trustees approve the Final Budget of \$5,100,000 for the Heating Plant Upgrades – Chiller and Boiler House Roofs for construction.

BACKGROUND:

The purpose of the Heating Plant Upgrades at the Chiller and Boiler House Roofs project is to remove and discard all abandoned roof equipment and stacks, and remove and replace the existing roof structure (diaphragm) and roofing system. This project includes repair and or replacement of existing parapets and code-mandated upgrades to the life safety system, and provides enhanced seismic bracing at the parapet level of the building envelope.

Heating Plant Upgrades – Chiller and Boiler House Roofs project is currently in the Bid Phase with construction anticipated to begin May 2016 and be completed in August 2016.

The Final Budget is based on a construction cost estimate prepared by the architect.

The University requests a waiver of the three stage budget approval process in order to allow construction to proceed after bids have been received and evaluated for conformance with the project scope and approval.

The Final Budget is attached for your consideration and approval.

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: FINAL

PROJECT NAME: HEATING PLANT UPGRADE - CHILLER AND BOILER HOUSE ROOFS

	APPROVED PLANNING 2/4/2015	PROPOSED FINAL 2/24/2016
<u>BUDGETED EXPENDITURES</u>	SARCC	
CONSTRUCTION	\$ -	\$ 4,000,000
DESIGN SERVICES	205,000	362,000
TELECOMMUNICATIONS	-	-
FURNITURE, FIXTURES AND EQUIPMENT	-	-
CONSTRUCTION ADMINISTRATION	24,750	80,000
OTHER AE SERVICES (including Project Management)	8,250	181,000
ART	-	-
RELOCATION	-	-
* ENVIRONMENTAL	10,000	12,000
INSURANCE AND LEGAL	-	2,000
MISCELLANEOUS	2,000	3,000
OTHER SOFT COSTS	-	-
SUBTOTAL	\$ 250,000	\$ 4,640,000
PROJECT CONTINGENCY	25,000	460,000
TOTAL BUDGETED EXPENDITURES	\$ 275,000	\$ 5,100,000
<u>SOURCE(S) OF FUNDING</u>		
UConn 2000 PHASE III	\$ 275,000	\$ 5,100,000
TOTAL BUDGETED FUNDING	\$ 275,000	\$ 5,100,000

HEATING PLANT UPGRADES –
CHILLER AND BOILER HOUSE ROOFS
Project Budget (FINAL)
February 24, 2016



DETERIORATED ROOFING AND CAP STONES



EQUIPMENT ABANDONED IN PLACE



ABANDONED ROOF PENETRATIONS INCORRECTLY FLASHED



MULTIPLE PATCHES. NO ROOF WALK SYSTEM OR FALL PROTECTION


ATTACHMENT 23




UNIVERSITY OF CONNECTICUT

February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for Energy Services Performance Contract – Phase I
(Final: \$28,102,000)

RECOMMENDATION:

That the Board of Trustees approve the Final Budget of \$28,102,000 for the Department of Energy and Environmental Protection (DEEP) Lead By Example Energy Services Performance Contract – Phase I project.

BACKGROUND:

The DEEP Lead By Example Energy Services Performance Contract (ESPC) – Phase I project is intended to replace aging infrastructure along a portion of the North Hillside Road corridor from the Hillside Road and North Eagleville Road intersection to the Hillside Road and Jim Calhoun Way intersection. The project additionally implements building retro-commissioning improvements to reduce energy and related costs in seven (7) University of Connecticut STEM buildings consisting of Agriculture Bio-Technology (ABL) Building, Agriculture Technology Laboratory (ATL) Building, Bio-behavioral 4 Complex Building, Biology-Physics Building, Chemistry Building, Pharmacy Building, and Psychology Building.

The objective of this design-build project is to upgrade UConn facilities and infrastructure through a “Guaranteed Energy Savings Contract”, sometimes also referred to as “Performance Contracting” as established by the Department of Energy and Environmental Protection (DEEP) Lead By Example Initiative for all Connecticut State Agencies and Municipalities. These energy-related capital improvements will generate an operating and maintenance budget savings of approximately \$1.5 million a year guaranteed by the selected Energy Performance Contractor ConEdison Solutions.

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Schematic Design for the project is currently complete as a component of the Investment Grade Energy Audit (IGEA) solicited by UConn. The project will implement opportunities for landscape improvements within the project locus as defined by the Master Plan.

The Energy Services Performance Contract initiative will be implemented in two phases of construction over the course of two years with Phase I starting summer 2016. This will allow further conceptualization of the roadway improvements and focus on known deferred maintenance issues within the buildings and bounds of the project locus. The project will focus on heavy utility excavation from May to August 2016 to limit impact to students, staff, and the public. It is anticipated that landscaping will be completed in spring 2017.

The ESPC – Phase I began in June 2015 and design documents are complete. Construction is anticipated to begin in May 2016 and be complete in April 2017.

The Final Budget is attached for your consideration and approval.

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: FINAL

PROJECT NAME: ENERGY SERVICES PERFORMANCE CONTRACT - PHASE 1

	PROPOSED PLANNING 6/8/2015	PROPOSED DESIGN 12/16/2015	PROPOSED FINAL 2/24/2016
<u>BUDGETED EXPENDITURES</u>			
	EVPACFO		
CONSTRUCTION	\$ 250,000	\$ 21,053,612	\$ 21,053,612
DESIGN SERVICES	-	1,635,271	1,635,271
TELECOMMUNICATIONS	-	-	-
FURNITURE, FIXTURES AND EQUIPMENT	-	-	-
CONSTRUCTION ADMINISTRATION	-	667,796	667,796
OTHER AE SERVICES (including Project Management)	10,000	919,108	919,108
ART	-	-	-
RELOCATION	-	-	-
ENVIRONMENTAL	-	135,000	135,000
INSURANCE AND LEGAL	-	100,000	100,000
MISCELLANEOUS	2,000	134,634	134,634
OTHER SOFT COSTS	-	-	-
SUBTOTAL	\$ 262,000	\$ 24,645,421	\$ 24,645,421
PROJECT CONTINGENCY	38,000	3,456,579	3,456,579
TOTAL BUDGETED EXPENDITURES	<u>\$ 300,000</u>	<u>\$ 28,102,000</u>	<u>\$ 28,102,000</u>
<u>SOURCE(S) OF FUNDING</u>			
RENEWABLE ENERGY FUND	\$ 300,000	\$ -	\$ -
UConn 2000 PHASE III - DM		28,102,000	50,000
UNIVERSITY PLANT FUNDS*	-		28,052,000
TOTAL BUDGETED FUNDING	<u>\$ 300,000</u>	<u>\$ 28,102,000</u>	<u>\$ 28,102,000</u>

*At this time, the University plans to incur expenditures for this project against Plant Funds. The University may reimburse itself at a later date when UConn 2000 bonds or other tax-exempt obligations are issued.


ATTACHMENT 24




UNIVERSITY OF CONNECTICUT

February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for Utility Framework – Utility System Modeling
(Revised Planning: \$850,000)

RECOMMENDATION:

That the Board of Trustees approve the Revised Planning Budget of \$850,000 for the Utility Framework – Utility System Modeling project for planning.

BACKGROUND:

The University owns, maintains, and operates large networks of utilities and collection systems serving all buildings on the Storrs campus. As the Next Generation Connecticut Program and Master Plan are implemented, it is necessary to assess the capacities of these systems in order to ensure that enabling utility support projects are designed and implemented to support campus development.

Following a quality-based selection process, the University engaged an engineering firm (Framework Consultant) to assemble all existing utility information and to develop computer based models of the distribution and collection systems on the Storrs campus and to utilize the models for predictive analysis guided by the University Master Plan. Utilities and collection systems modeled include: normal and emergency power distribution; steam distribution and condensate return; potable and fire service water distribution; reclaimed water; sanitary sewer and storm drainage collection systems and chilled water distribution.

In order to ensure that the necessary predictive modeling will be appropriately coordinated with the Next Gen Capital Program, the data collection and construction of the computer models began immediately upon engagement. This first phase is currently in process and is anticipated to be completed by mid-April 2016. The project budget associated for this portion of the work is \$475,000.

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The second phase will analyze campus build out during the Master Plan timeline and the computer models will be utilized to analyze the effects of Master Plan buildout in order to identify necessary utility upgrades needed to support future campus development over the next 20 years.

This phase of the project will follow the modeling phase and is anticipated to be completed by mid-July 2016. The project budget for both phases of the work, which is the subject of the approval is \$850,000.

The project budget also includes contingency and internal management costs.

The Revised Planning Budget is based on the Framework Consultant's fee proposal following the quality based selection process. No construction work is associated with this project. The results of the modeling will be utilized to develop discrete utility support projects in support of campus development.

The Revised Planning Budget is attached for your consideration and approval.

Attachment

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: REVISED PLANNING

PROJECT NAME: UTILITY FRAMEWORK- UTILITY SYSTEM MODELING

	APPROVED PLANNING 9/9/2015 SARCC	PROPOSED REVISED PLANNING 2/24/2016
<u>BUDGETED EXPENDITURES</u>		
CONSTRUCTION	\$ -	\$ -
DESIGN SERVICES	405,000	695,000
TELECOMMUNICATIONS	-	-
FURNITURE, FIXTURES AND EQUIPMENT	-	-
CONSTRUCTION ADMINISTRATION	-	40,000
OTHER AE SERVICES (including Project Management)	14,250	25,500
ART	-	-
RELOCATION	-	-
ENVIRONMENTAL	-	-
INSURANCE AND LEGAL	5,500	5,500
MISCELLANEOUS	2,750	1,000
OTHER SOFT COSTS	-	-
SUBTOTAL	\$ 427,500	\$ 767,000
PROJECT CONTINGENCY	47,500	83,000
TOTAL BUDGETED EXPENDITURES	\$ 475,000	\$ 850,000
<u>SOURCE(S) OF FUNDING</u>		
UCONN 2000 PHASE III - DM	\$ 475,000	\$ 850,000
TOTAL BUDGETED FUNDING	\$ 475,000	\$ 850,000


ATTACHMENT 25




UNIVERSITY OF CONNECTICUT

February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for Central Campus Infrastructure Upgrades
(Planning: \$15,000,000)

RECOMMENDATION:

That the Board of Trustees approve the Planning Budget of \$15,000,000 for the Central Campus Infrastructure Upgrades for Planning and Design.

BACKGROUND:

The Board of Trustees approved the Master Plan on February 25, 2015 that will provide the framework for campus development at the Storrs and Depot Campus for the next twenty years. This Master Plan details a capital improvement program that includes various utility infrastructure upgrade projects to support the renovation of existing buildings, the construction of new facilities and address deferred maintenance priorities throughout the Storrs Campus.

The Central Campus Infrastructure Upgrades project is currently in the Planning Phase. The utility enabling phase to support projects in the central part of campus is underway and will be completed in March 2016 with the Design Phase starting in April 2016. Construction of utility enabling work is scheduled to start in fall 2016.

The University operates a large network of utilities including steam, chilled water sewer & storm water, domestic water, fire protection, medium voltage electrical service and reclaimed water. The demolition of the existing Connecticut Commons Residence Halls where existing utilities need to be re-routed is scheduled to start in spring 2016 and end in fall 2016.

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The Planning Budget is based on a construction manager who prepared a conceptual estimate of probable cost.

The anticipated total project budget will be in the range of \$15,000,000 - \$18,000,000.

The Planning Budget is attached for your consideration and approval.

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: PLANNING

PROJECT NAME: CENTRAL CAMPUS INFRASTRUCTURE UPGRADES

<u>BUDGETED EXPENDITURES</u>	<u>PROPOSED PLANNING 2/24/2016</u>
CONSTRUCTION	\$ 11,600,000
DESIGN SERVICES	400,000
TELECOMMUNICATIONS	250,000
FURNITURE, FIXTURES AND EQUIPMENT	60,000
CONSTRUCTION ADMINISTRATION	175,000
OTHER AE SERVICES (including Project Management)	525,000
ART	-
RELOCATION	50,000
ENVIRONMENTAL	345,000
INSURANCE AND LEGAL	20,000
MISCELLANEOUS	75,000
OTHER SOFT COSTS	-
SUBTOTAL	\$ 13,500,000
PROJECT CONTINGENCY	1,500,000
TOTAL BUDGETED EXPENDITURES	<u>\$ 15,000,000</u>
<u>SOURCE(S) OF FUNDING</u>	
UConn 2000 PHASE III - DM	<u>\$ 15,000,000</u>
TOTAL BUDGETED FUNDING	<u>\$ 15,000,000</u>

BOT 2.24.16

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ATTACHMENT 26

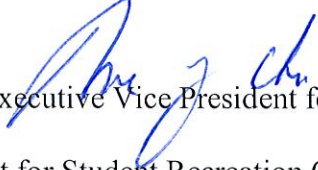


UNIVERSITY OF CONNECTICUT

February 24, 2016

TO: Members of the Board of Trustees

FROM: Scott A. Jordan 
Executive Vice President for Administration and Chief Financial Officer

Mun Y. Choi 
Provost and Executive Vice President for Academic Affairs

RE: Project Budget for Student Recreation Center (formerly named Intramural,
Recreational and Intercollegiate Facilities – Recreation Center)
(Revised Planning: \$11,000,000)

RECOMMENDATION:

That the Board of Trustees approve the Revised Planning Budget of \$11,000,000 for the Student Recreation Center for Planning and Design.

BACKGROUND:

The Board approved a Revised Planning Budget of \$100,000,000 in November 2013 for the planning, design and construction of the Recreation Center. The Board approved an expenditure amount of \$500,000 in December 2013 for the Planning and Feasibility analysis of the Recreation Center. The Board approved an expenditure amount of \$2,000,000 in September 2015 for the Planning and Schematic Design of the Recreation Center.

The planned facility will include activity spaces for cardiovascular and strength training facilities, squash and racquetball courts, basketball courts, a running track, multipurpose sports area, an aquatics center, indoor and outdoor spaces for club sports, and flexible space for events and activities for use by the students and the UConn community.

The Student Recreation Center is currently in the Design Phase. Following the acceptance of the Master Plan by the Board of Trustees on February 25, 2015, planning began again in May 2015, followed by a site analysis and site selection that concluded in September 2015. Programming and design started in October 2015 and bidding is anticipated to start in January 2017. Construction will start in April 2017 and occupancy in January 2019. The project is under review for a determination regarding a Project Labor Agreement.

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The Student Recreation Center project will conform to Connecticut High Performance Building Code regulations and will be registered as a LEED project with a target of LEED Gold.

The Revised Planning Budget is based on a construction manager who prepared a conceptual estimate of probable cost.

The anticipated total project budget will be \$100,000,000 financed through revenue bonds, backed by the commitment of student fees.

The Revised Planning Budget is attached for your consideration and approval.

Attachment

CAPITAL PROJECT BUDGET REPORTING FORM

TYPE BUDGET: REVISED PLANNING

PROJECT NAME: STUDENT RECREATION CENTER

	APPROVED PLANNING 6/24/2008	APPROVED REVISED PLANNING 11/13/2013	APPROVED REVISED PLANNING 12/11/2013	APPROVED REVISED PLANNING 9/30/2015	PROPOSED REVISED PLANNING 2/24/2016
<u>BUDGETED EXPENDITURES</u>					
CONSTRUCTION	\$ 300,000	\$ 75,000,000			\$ 400,000
DESIGN SERVICES	2,475,000	8,445,000	400,000	2,000,000	6,600,000
TELECOMMUNICATIONS	-	800,000			50,000
FURNITURE, FIXTURES AND EQUIPMENT	-	2,525,000			160,000
CONSTRUCTION ADMINISTRATION	10,000	1,600,000	5,000	100,000	1,454,000
OTHER AE SERVICES (including Project Management)	50,000	1,483,000	43,000	75,000	1,035,000
ART	-	-			-
RELOCATION	-	-			-
ENVIRONMENTAL	85,000	85,000		50,000	66,000
INSURANCE AND LEGAL	20,000	25,000	2,000	10,000	85,000
MISCELLANEOUS	-	37,000		15,000	150,000
OTHER SOFT COSTS	30,000	-	-	-	-
SUBTOTAL	\$ 2,970,000	\$ 90,000,000	\$ 450,000	\$ 2,250,000	\$ 10,000,000
PROJECT CONTINGENCY	330,000	10,000,000	50,000	250,000	1,000,000
TOTAL BUDGETED EXPENDITURES	<u>\$ 3,300,000</u>	<u>\$ 100,000,000</u>	<u>\$ 500,000</u>	<u>\$ 2,500,000</u>	<u>\$ 11,000,000</u>
<u>SOURCE(S) OF FUNDING</u>					
UNIVERSITY PLANT FUNDS*	\$ 300,000	\$ 500,000	\$ 500,000	\$ 2,500,000	\$ 11,000,000
UCONN 2000 PHASE III	3,000,000	-	-	-	-
REVENUE BONDS	-	99,500,000	-	-	-
TOTAL BUDGETED FUNDING	<u>\$ 3,300,000</u>	<u>\$ 100,000,000</u>	<u>\$ 500,000</u>	<u>\$ 2,500,000</u>	<u>\$ 11,000,000</u>

*At this time, the University plans to incur expenditures for this project against Plant Funds. Per the Declaration of Official Intent approved by the Board of Trustees on December 16, 2015, the University plans to reimburse itself at a later date when UCONN 2000 bonds or other tax-exempt obligations are issued.

STUDENT RECREATION CENTER

Project Budget (REVISED PLANNING)

February 24, 2016



Design team presenting to students and Recreation Center Staff at a Design Workshop.



Design Workshop participants presenting design ideas.



Design Workshop participants reviewing Conceptual Design Options.



Design Workshop participants reviewing Building Material Images.

ATTACHMENT 27



TO: Members of the Board of Trustees

FROM: Joshua R. Newton, President & CEO, UConn Foundation

DATE: February 24, 2016

RE: UConn Foundation Fundraising Report for 2nd Quarter of FY16

UConn Foundation's fundraising total through the 2nd quarter of FY 2016 is \$49.5 million, which is 62% toward a yearly goal of \$80 million. This total stands out as one of the highest mid-year results for fundraising in the last 15 years and total results surpassed last year's mid-year total by \$9 million. Total gift activity in December was strong as well, with over \$16 million in new commitments and over 4,000 donor gifts recorded in the month of December alone.

Since our last report, the UConn Foundations *Transform Lives* scholarship initiative raised another \$10 million in new commitments and as of 12/31/15, this effort has achieved \$54 million in new scholarship commitments toward a goal of \$150 million by the end of 2019.

The UConn Foundation responded to a decline in 1st Quarter gifts recorded at the \$25,000 and above level with an increase of 15 new commitments at the \$100,000 level and above. However, the Foundation continues to trail last year's gift count at the \$25,000 level and above by 34 gifts. The Foundation's fundraising staff is working aggressively to close the gap in total major gifts by 6/30/16.

A review of the UConn Foundation's gift pipeline for the next six months looks promising with over 27 gifts at \$500,000 and above being tracked, totaling over \$35 million and another 100 potential gifts at \$25,000-\$499,999, totaling over \$10 million and being tracked for closure by 6/30/15. With \$30.5 million remaining to achieve goal, and the UConn Foundation remains on track to achieve its fundraising targets for the year.

After a great deal of deliberation, The UConn Foundation has partnered with Covariance Capital Management to outsource the management of a third of the Foundation's investment portfolio. The firm is run by Scott Wise, the former Chief Investment Officer of Rice University, and has substantial financial backing from TIAA-CREF. This relationship is expected to bring additional resources to the Foundation's investment management efforts while reducing overall costs.

The UConn Foundation recently transferred its ownership of The University of Connecticut Research and Development Corporation (aka UConn Ventures) back to the University after nearly 30 years. The company is engaged in the business of fostering and creating new business start-ups based on technologies developed by the faculty and staff. At this time, the University seeks to redesign its technology transfer and commercialization enterprise and, to that end, the Foundation agreed to transfer all of the company's shares to the University.

Alumni outreach and event activity is at an all-time high with 300 targeted events held from July 1, 2015, through December 31, 2015. Integration of alumni relations staff with the Foundation staff has been very well received by alumni and a consistent strategy and presence is taking hold in every U.S. region. Specific areas included San Francisco, Chicago, Austin, Atlanta, New York, Washington D.C., Boston, Baltimore, and multiple cities in Florida.

Finally, the UConn Foundation is continuing to keep an eye on stock market volatility. Understanding there is a strong link between stock market performance and fundraising performance, the fundraising staff is working diligently to move gift discussions forward and hoping that market conditions remain stable through the remainder of fiscal years.

Summary of Commitment by Level Through 12/31/2015

Printed 01-21-2016

Giving Range	FY 2014		FY 2015		FYTD 2015 through 12/31		FYTD 2016 through 12/31		FYTD 2016 vs. FYTD 2015	
	Dollars	Donors	Dollars	Donors	Dollars	Donors	Dollars	Donors	Dollars %	Donors
\$500,000 +	\$49,354,724	34	\$42,206,537	29	\$23,847,246	12	\$32,582,630	15	36.6%	3
\$250,000 - \$499,999	\$4,923,205	15	\$6,266,968	19	\$1,904,585	6	\$3,266,213	11	71.5%	5
\$100,000 - \$249,999	\$6,842,682	50	\$8,865,984	64	\$3,622,713	26	\$3,935,460	33	8.6%	7
\$25,000 - \$99,999	\$7,435,162	188	\$9,104,933	243	\$4,994,266	127	\$3,888,851	93	-22.1%	-34
\$10,000 - \$24,999	\$3,570,798	302	\$3,593,679	286	\$2,161,907	176	\$1,869,433	145	-13.5%	-31
\$1,000 - \$9,999	\$5,731,727	2,603	\$5,125,825	2,391	\$2,495,172	1,184	\$2,521,335	1,221	1.0%	37
\$.01 - \$999	\$2,979,683	24,382	\$2,820,253	23,937	\$1,508,524	14,329	\$1,405,160	12,777	-6.9%	-1,552
Totals	\$80,837,982	27,574	\$77,984,180	26,969	\$40,534,413	15,860	\$49,469,082	14,295	22.0%	-1,565

INFORMATIONAL ITEMS

University of Connecticut Department of Human Resources
New Hires Processed from November 30, 2015 - February 4, 2016
Presented to the Board of Trustees for Information on Professional Employees

NAME	TITLE	DEPARTMENT	DATE
AHANGARI, HAMED	U POST DOC FEL 1	CIVIL & ENVIRON ENG	1/8/2016
ANDUJAR, OMAR	U STAFF PROF I	AUDIT, COMPL. & ETHICS	12/4/2015
APHALE, ASHISH	U POST DOC FEL 1	CTR CLEAN ENERGY ENGINEER	1/6/2016
BANERJEE, SANCHARI	U POST DOC FEL 1	MOLECULAR & CELL BIOLOGY	12/14/2015
BANO, KIRAN	U POST DOC FEL 1	CHEMISTRY	11/23/2015
BLANDFORD, EMILY J.	UC PROFESSIONAL 06 - PROGRAM SPEC I	WELLNESS & PREVENTION	1/4/2016
BOULEY, MARK M.	UC PROFESSIONAL 04 - MECH DESIGN TECH II	ENGINEERING DEAN OFC	1/22/2016
BURGESS, KAYLA E.	UC PROFESSIONAL 05 - BUDGET SPECIALIST	BUDGET OFC	12/18/2015
CAROLLO, RYAN A.	U POST DOC FEL 1	MATERIALS SCIENCE INST	1/7/2016
CHAO, GUOQING	U POST DOC FEL 1	COMPUTER SCIENCE & ENGR	12/15/2015
CHEN, CHAO	U POST DOC FEL 1	PHARMACEUTICAL SCI	11/22/2015
CHENG, TERRENCE	U DIRECTOR	STAMFORD ASSOC VICE PROV	1/25/2016
CUSHMAN, JENNIFER E.	ASST EXTENSION EDUC	DEPARTMENT OF EXTENSION	12/28/2015
DENNIGAN, DARCIE	VISITING ASST PROF	ENGLISH	1/1/2016
DEVEAUX, SHANELLE M.	UC PROFESSIONAL 05 - EH+S SPEC I	ENVIRON HEALTH & SAFETY	12/11/2015
DUBEREK, MARY R.	UC PROFESSIONAL 06 - PROGRAM SPEC I	POLICE SERVICES	1/8/2016
EDWARDS, KAREN E.	VISITING ASST PROF	MATHEMATICS	1/1/2016
FAHEY, ROBERT T.	ASSISTANT PROFESSOR	NATURAL RESOURCE & ENV	1/1/2016
GARVEY, JOSHUA B.	UC PROFESSIONAL 05 - WRITER/EDITOR III	ENGINEERING DEAN OFC	12/11/2015
GRECO, JORDAN A.	U POST DOC FEL 1	CHEMISTRY	1/8/2016
HAO, WENMING	U POST DOC FEL 1	CHEM MAT & BIOMOL ENGR	1/8/2016
HOANG, SON T.	U POST DOC FEL 1	MATERIALS SCIENCE INST	11/25/2015
HYERS, CHRISTOPHER R.	EXECUTIVE DIRECTOR	UNIVERSITY COMMUNICATIONS	11/30/2015
JONES, KIERAN R.	UC PROFESSIONAL 04 - COMP TECH SUP CONS 1	REGISTRAR OFC	1/8/2016
JOSHI, GAURAV N.	U POST DOC FEL 1	PHARMACEUTICAL SCI	12/17/2015
KAMINSKI, JANE T.	UC PROFESSIONAL 08 - INFO SYS ANALYST III	CONTROLLER OFC	12/28/2015
KARCH, CHRISTOPHER P.	U POST DOC FEL 1	MATERIALS SCIENCE INST	1/7/2016
KUVIN, SEAN A.	U POST DOC FEL 1	PHYSICS	1/22/2016
LABELLE, LISA M.	RESEARCH ASSISTANT 2	MOLECULAR & CELL BIOLOGY	11/16/2015

**University of Connecticut Department of Human Resources
New Hires Processed from November 30, 2015 - February 4, 2016
Presented to the Board of Trustees for Information on Professional Employees**

NAME	TITLE	DEPARTMENT	DATE
LABONNE, NANCY R.	UC PROFESSIONAL 06 - GRANTS/CONTR SPEC I	SPONSORED PROGRAMS	12/11/2015
LAFLEUR, SUZANNE J.	ACAD ASSISTANT III	TEACH & LEARNING INST	12/28/2015
LAROCHE, REBECCA L.	UC PROFESSIONAL 05 - ACADEMIC ADVISOR I	LIBERAL ARTS & SCI DEAN	1/22/2016
LAWRENCE, BETH A.	ASSISTANT PROFESSOR	NATURAL RESOURCE & ENV	1/1/2016
LEAVITT, DANIEL F.	UC PROFESSIONAL 04 - THEATER PROD TECH	JORGENSEN PERFORM ARTS	12/25/2015
LEVITAN, BLAIZE	UC PROFESSIONAL 06 - PROGRAM SPEC I	POLICE SERVICES	11/27/2015
LUKIN, NIKOLAI	U STAFF PROF III - DIRECTOR	NURSING INSTR & RES	1/22/2016
MACINTOSH, DEBORAH A.	UC PROFESSIONAL 03 - PROG ASSISTANT I	AVERY PT ASSOC VICE PROV	12/21/2015
MANCINI, SALLY A.	UC PROFESSIONAL 07 - PROGRAM MANAGER	CHIP	1/4/2016

University of Connecticut Department of Human Resources
Separations Processed from November 30, 2015 - February 4, 2016
Presented to the Board of Trustees for Information on Professional Employees

NAME	TITLE	SEPARATION REASON	DEPT	DATE
ARMINGTON, SHOSHANA F.	UC PROFESSIONAL 05 - ACADEMIC ADVISOR I	RESIGNATION (GOOD STANDING)	ENGR	12/10/2015
AUER, CAROL A.	PROFESSOR	RETIREMENT (55/W 10-24 YEARS)	PLSC	12/31/2015
BACON, ANDREW	UC PROFESSIONAL 09 - SR COMP PROG/ANAL	RESIGNATION (GOOD STANDING)	EAS	11/30/2015
BARNES, ROBIN	PROFESSOR	RESIGNATION (GOOD STANDING)	LAW	10/31/2015
BARRETT, LAUREN E.	UC PROFESSIONAL 10 - PUBLIC SAFETY OP MGR	RETIREMENT (25+ YRS SERVICE)	POLICE	12/31/2015
CADOGAN, DAWN C.	UC PROFESSIONAL 07 - U LIBRARIAN II	RESIGNATION (GOOD STANDING)	LIB	12/10/2015
CAMPBELL, BENJAMIN L.	ASSISTANT PROFESSOR	RESIGNATION (GOOD STANDING)	AERS	1/8/2016
CHAPMAN, BRIAN G.	UC PROFESSIONAL 07 - PROGRAM MANAGER	RESIGNATION (GOOD STANDING)	WTBY	1/4/2016
CHENETTE, MELANIE A.	UC PROFESSIONAL 06 - PROGRAM SPEC I	RESIGNATION (GOOD STANDING)	VPGRED	2/1/2016
COSMA MARQUIS, DIANE	U ED ASSISTANT 2	RETIREMENT (55/W 10-24 YEARS)	CA	12/31/2015
DEANS, JILL	UC PROFESSIONAL 08 - PROGRAM DIRECTOR	RESIGNATION (GOOD STANDING)	ENRICH	1/3/2016
DENNERLEY, LAURA L.	UC PROFESSIONAL 05 - BUSINESS SERV SUPV	RETIREMENT (25+ YRS SERVICE)	CETL	1/31/2016
DUNLOP, JULIA B.	UC PROFESSIONAL 08 - DEV/ALUMNI DIR-LAW	RETIREMENT (25+ YRS SERVICE)	LAW	1/31/2016
DUNN, MATTHEW F.	UC PROFESSIONAL 06 - PROGRAM SPEC I	RESIGNATION (GOOD STANDING)	SBDO	12/18/2015
ELLIOTT, KATHLEEN H.	UC PROFESSIONAL 08 - SYSTEM ADMIN II	RESIGNATION (GOOD STANDING)	FINAID	11/30/2015
ENDERLE, JOHN D.	PROFESSOR	RETIREMENT (DISABILITY: NON-SER	ECE	12/31/2015
EPSTEIN, HOWARD I.	PROFESSOR	RETIREMENT (25+ YRS SERVICE)	CE	12/31/2015
FAN, ZHAOYAN	ASST RESEARCH PROF	RESIGNATION (GOOD STANDING)	ME	12/31/2015
GILLIGAN, EMMA L.	ASSOCIATE PROFESSOR	RESIGNATION (GOOD STANDING)	HRI	1/20/2016
HAAS, ANDREW H.	PROFESSOR	RETIREMENT (25+ YRS SERVICE)	MATH	12/31/2015
HOLLISTER, PHILIP S.	UC PROFESSIONAL 02 - MUSEUM TECHNICIAN	RETIREMENT (25+ YRS SERVICE)	ARTMUS	1/31/2016
HOYT, GINGER A.	UC PROFESSIONAL 04 - PROGRAM ASSISTANT II	RESIGNATION (GOOD STANDING)	PSYC	1/21/2016
HUSEREAU, DANA	UC PROFESSIONAL 07 - GRANTS/CONTR SPEC II	DEATH (NON-EMPLOYMENT RELATED)	OSP	12/6/2015
JORDAN, JANET H.	UC PROFESSIONAL 07 - PROGRAM MANAGER	RETIREMENT (55/W 10-24 YEARS)	TECHSV	1/31/2016
KERSTETTER, JANE E.	PROFESSOR	RETIREMENT (25+ YRS SERVICE)	AHS	12/31/2015
KITWIWATTANACHAI, CHANATI	ASSISTANT PROFESSOR	RESIGNATION (GOOD STANDING)	FNCE	12/31/2015
LAJOIE, GERRY L.	UC PROFESSIONAL 06 - PROGRAM ADMIN	RESIGNATION (GOOD STANDING)	ATH	12/31/2015
LALANCETTE, LAUREN D.	UC PROFESSIONAL 07 - PUBLICITY/MKTG MGR	RETIREMENT (55/W 10-24 YEARS)	COMM	12/31/2015

University of Connecticut Department of Human Resources
Separations Processed from November 30, 2015 - February 4, 2016
Presented to the Board of Trustees for Information on Professional Employees

NAME	TITLE	SEPARATION REASON	DEPT	DATE
LEE, SANG MIN	U POST DOC FEL 1	RESIGNATION (GOOD STANDING)	PNB	11/30/2015
LI, XUN	ACAD ASSISTANT I	RESIGNATION (GOOD STANDING)	CHIP	12/31/2015
LODOLCE, MEGAN E.	RESEARCH ASSISTANT 3	RESIGNATION (GOOD STANDING)	CHIP	11/30/2015
LUSTIG, DOROTHY	UC PROFESSIONAL 03 - PROG ASSISTANT I	RESIGNATION (GOOD STANDING)	HUMINS	1/31/2016
MASSONI, JULIEN	U POST DOC FEL 1	RESIGNATION (GOOD STANDING)	EEB	12/19/2015
MILLER, MICHAEL J.	ASST PROF IN RES	RESIGNATION (NOT IN GOOD STANDI	COMM	12/25/2015
MILLER, PATRICIA I.	UC PROFESSIONAL 07 - PROGRAM MANAGER	RETIREMENT (25+ YRS SERVICE)	TECHSV	1/31/2016
MILLER, WILLIAM P.	UC PROFESSIONAL 08 - U LIBRARY ASST IV	RETIREMENT (25+ YRS SERVICE)	LIB	12/31/2015
MUELLER, DICIE O.	UC PROFESSIONAL 09 - OSD CONSL & PROJ MGR	RETIREMENT (25+ YRS SERVICE)	SW	12/31/2015
NORSWORTHY, CLAUDIA E.	UC PROFESSIONAL 06 - PROGRAM SPEC I	RETIREMENT (55/W 10-24 YEARS)	LAW	1/31/2016
PADULA, JULIE A.	UC PROFESSIONAL 06 - PROGRAM SPEC I	RESIGNATION (GOOD STANDING)	OSP	2/4/2016
PHAM, THINH	U POST DOC FEL 1	RESIGNATION (GOOD STANDING)	IMS	11/30/2015
PICHETTE, VALERIE J.	UC PROFESSIONAL 09 - EXECUTIVE ASST II	DEATH (NON-EMPLOYMENT RELATED)	EDUC	11/15/2015
RANDAZZO, SEVERINO	UC PROFESSIONAL 05 - RES HALL DIRECTOR	RESIGNATION (GOOD STANDING)	RESLIF	1/8/2016
RAPPOSCH, MICHAEL H.	ACAD ASSISTANT II	RETIREMENT (55/W 10-24 YEARS)	PHYS	12/31/2015
REYES, XAE A.	PROFESSOR	RETIREMENT (55/W 10-24 YEARS)	LATINO	12/31/2015
ROMANO-CONNORS, DEBORA	U DIRECTOR	RETIREMENT (55/W 10-24 YEARS)	EAS	1/31/2016
RORRIO, DAVID	UC PROFESSIONAL 10 - FACILITIES PROF IV	RESIGNATION (GOOD STANDING)	DECM	1/21/2016
SAHNI, EKNEET K.	U POST DOC FEL 1	RESIGNATION (GOOD STANDING)	PHSCI	12/18/2015
SHIFRIN, CHERYL A.	UC PROFESSIONAL 04 - ADMIN SERV SPEC II	RETIREMENT (25+ YRS SERVICE)	REGIS	12/31/2015
SMITH, MEREDITH M.	U STAFF PROF II	RESIGNATION (GOOD STANDING)	ODE	11/30/2015
STEDMAN-MYETTE, JILL S.	UC PROFESSIONAL 09 - PROD TECH ANAL IV	RETIREMENT (25+ YRS SERVICE)	NED	12/31/2015
STRAKER, KIMETA	UC PROFESSIONAL 07 - ACAD COUNSELOR/COORD	RESIGNATION (GOOD STANDING)	ISS	1/14/2016
SWIFT, JANET M.	UC PROFESSIONAL 10 - U LIBRARIAN IV	RETIREMENT (25+ YRS SERVICE)	LIB	12/31/2015
THERIAULT, JOSEPH E.	UC PROFESSIONAL 10 - COMP TECH SUP CONS 4	RETIREMENT (55/W 10-24 YEARS)	SECURE	11/30/2015
TIEN, YUN-CHEN	U POST DOC FEL 1	RESIGNATION (GOOD STANDING)	PHSCI	1/31/2016
VOLPE, LAURA M.	UC PROFESSIONAL 05 - ACADEMIC ADVISOR I	RESIGNATION (GOOD STANDING)	ENGR	12/17/2015
WHEELER, SAMUEL C. III	PROFESSOR	RETIREMENT (25+ YRS SERVICE)	PHIL	12/31/2015

University of Connecticut Department of Human Resources
Separations Processed from November 30, 2015 - February 4, 2016
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NAME	TITLE	SEPARATION REASON	DEPT	DATE
WHITE, SHARON J.	U DIRECTOR	RETIREMENT (25+ YRS SERVICE)	STAM	12/31/2015
YOUNG, WALTER G.	U STAFF PROF III	RETIREMENT (25+ YRS SERVICE)	POLICE	12/31/2015
YUNGCLAS, TED T.	U STAFF PROF III - ASSISTANT DEAN	RESIGNATION (GOOD STANDING)	FA	10/18/2015

University of Connecticut Department of Human Resources
Leaves of Absence Processed through 2/9/16
Presented to the Board of Trustees for Information on Professional Employees

NAME	TITLE	DEPARTMENT	DATES		REASON FOR LEAVE	PAY STATUS
			START	END		
Addesso, Nanette	Univ. Library Assistant II (UCP V)	Library Regional Campuses	12/2/15	12/8/15	Medical Leave	Paid
Addesso, Nanette	Univ. Library Assistant II (UCP V)	Library Regional Campuses	12/23/15	12/23/15	Medical Leave	Paid
Addesso, Nanette	Univ. Library Assistant II (UCP V)	Library Regional Campuses	1/5/16	1/5/16	Medical Leave	Paid
Addesso, Nanette	Univ. Library Assistant II (UCP V)	Library Regional Campuses	1/7/16	1/21/16	Medical Leave	Paid
Alexander, Leslie	Program Admin. (UCP VI)	Department of Extension	12/2/15	12/3/15	Medical Leave	Paid
Bloom, Charles	Dept. Head Student Affairs	Student Affairs IT	12/2/15	1/21/16	Medical Leave	Paid
Bolduc, Donald	Facilities Prof. II (UCP VII)	Academic Renovations Oper.	12/2/15	1/21/16	Medical Leave	Paid
Bone, Donna	Business Manager II (UCP VII)	Curriculum & Instruction Dept.	12/15/15	12/17/15	Medical Leave	Paid
Bone, Donna	Business Manager II (UCP VII)	Curriculum & Instruction Dept.	12/22/15	12/23/15	Medical Leave	Paid
Bone, Donna	Business Manager II (UCP VII)	Curriculum & Instruction Dept.	1/4/16	1/6/16	Medical Leave	Paid
Bone, Donna	Business Manager II (UCP VII)	Curriculum & Instruction Dept.	1/8/16	1/8/16	Medical Leave	Paid
Bone, Donna	Business Manager II (UCP VII)	Curriculum & Instruction Dept.	1/13/15	1/15/16	Medical Leave	Paid
Bone, Donna	Business Manager II (UCP VII)	Curriculum & Instruction Dept.	1/21/16	1/21/16	Medical Leave	Paid
Cahill, Michelle	Asst. Finance Director I (UCP VIII)	Liberal Arts & Sci. Dean's Office	12/2/15	12/2/15	Maternity Leave	Paid
Chenette, Melanie	Program Specialist I (UCP VI)	VP Grad. Educ. & Dean	1/14/16	1/21/16	Medical Leave	Paid
Chudnow, David	Sr. Comp. Prog./Analyst (UCP IX)	Enterprise Admin. System	12/28/15	1/21/16	Medical Leave	Paid
Courchesne, Amy	EH&S Manager (UCP X)	Environmental Health & Safety	12/21/15	12/21/15	Medical Leave	Paid
Courchesne, Amy	EH&S Manager (UCP X)	Environmental Health & Safety	1/14/16	1/14/16	Medical Leave	Paid
Courchesne, Amy	EH&S Manager (UCP X)	Environmental Health & Safety	1/19/16	1/20/16	Medical Leave	Paid
Croteau, Maureen	Professor	Journalism	4/18/15	5/10/15	Medical Leave	Paid

NAME	TITLE	DEPARTMENT	DATES		REASON FOR LEAVE	PAY STATUS
			START	END		
Dennerley, Laura	Business Serv. Supervisor (UCP V)	Ctr. for Excel. in Teach./Learning	12/3/15	12/3/15	Medical Leave	Paid
Dennerley, Laura	Business Serv. Supervisor (UCP V)	Ctr. for Excel. in Teach./Learning	12/10/15	12/10/15	Medical Leave	Paid
Dennerley, Laura	Business Serv. Supervisor (UCP V)	Ctr. for Excel. in Teach./Learning	1/4/16	1/6/16	Medical Leave	Paid
Desjardins, Karla	Payroll Supervisor (UCP VII)	Payroll Office	1/5/16	1/5/16	Medical Leave	Paid
Desjardins, Karla	Payroll Supervisor (UCP VII)	Payroll Office	1/19/16	1/19/16	Medical Leave	Paid
Desjardins, Karla	Payroll Supervisor (UCP VII)	Payroll Office	1/21/16	1/21/16	Medical Leave	Paid
Dobbins, Penny	Laboratory Supv. (UCP VI)	Physiology & Neurobiology	12/17/15	12/17/15	Medical Leave	Paid
Dominguez, Teresa	Director (USP III)	Environmental Health & Safety	12/2/15	1/21/16	Medical Leave	Paid
Donati, Joanne	Admin. Services Asst. III (UCP IV)	Social Work Dean's Office	12/3/15	12/7/15	Medical Leave	Paid
Donati, Joanne	Admin. Services Asst. III (UCP IV)	Social Work Dean's Office	12/11/15	12/11/15	Medical Leave	Paid
Donati, Joanne	Admin. Services Asst. III (UCP IV)	Social Work Dean's Office	12/16/15	12/16/15	Medical Leave	Paid
Donati, Joanne	Admin. Services Asst. III (UCP IV)	Social Work Dean's Office	12/18/15	12/18/15	Medical Leave	Paid
Donati, Joanne	Admin. Services Asst. III (UCP IV)	Social Work Dean's Office	12/23/15	12/29/15	Medical Leave	Paid
Donati, Joanne	Admin. Services Asst. III (UCP IV)	Social Work Dean's Office	12/31/15	1/6/16	Medical Leave	Paid
Donati, Joanne	Admin. Services Asst. III (UCP IV)	Social Work Dean's Office	1/8/16	1/8/16	Medical Leave	Paid
Donati, Joanne	Admin. Services Asst. III (UCP IV)	Social Work Dean's Office	1/15/16	1/15/16	Medical Leave	Paid
Donati, Joanne	Admin. Services Asst. III (UCP IV)	Social Work Dean's Office	1/20/16	1/20/16	Medical Leave	Paid
Echevarria, Wilfredo	Media Producer III (UCP IX)	Social Work Instr. & Res.	12/11/15	12/21/15	Medical Leave	Paid
Enderle, Paula	Univ. Ed. Assistant 2	Human Resources	12/15/15	12/15/15	Medical Leave	Paid
Fritsch, Thomas	Program Specialist I (UCP VI)	Registrar's Office	1/20/16	1/20/16	Medical Leave	Paid
Fuller, Charlene	Supply Manager (UCP VII)	Chemistry	12/16/15	12/16/15	Medical Leave	Paid
Fuller, Charlene	Supply Manager (UCP VII)	Chemistry	1/13/16	1/13/16	Medical Leave	Paid
Fuller, Charlene	Supply Manager (UCP VII)	Chemistry	1/20/16	1/21/16	Medical Leave	Paid

NAME	TITLE	DEPARTMENT	DATES		REASON FOR LEAVE	PAY STATUS
			START	END		
Ghassemi, Mona	Post Doc Fellow 1	Materials Science Institute	11/8/15	12/6/15	Maternity Leave	Paid
Ghassemi, Mona	Post Doc Fellow 1	Materials Science Institute	12/7/15	12/20/15	Maternity Leave	Unpaid
Gibson, Andrew	Dining Serv. Area Asst. Mgr. (UCP V)	Dining Services	12/2/15	12/2/15	Medical Leave	Paid
Hendrickson, Kathy	Program Manager (UCP VII)	Business Dean's Office	12/2/15	12/4/15	Medical Leave	Paid
Herrera, Veronica	Assistant Professor	Political Science	3/1/16	5/1/16	Other - Research Leave	Paid
Hessing, Bruce	Dining Serv. Area Asst. Mgr. (UCP V)	Dining Services	12/21/15	12/21/15	Medical Leave	Paid
Jordan, Ann	Asst. Finance Director I (UCP VIII)	Bursar's Office	12/2/15	1/15/16	Medical Leave	Paid
Jordan, Ann	Asst. Finance Director I (UCP VIII)	Bursar's Office	1/20/16	1/20/16	Medical Leave	Paid
Kempter, Lisa	Mgr. Video Design Svc. (UCP XI)	Technology Services	12/15/15	12/15/15	Medical Leave	Paid
Kempter, Lisa	Mgr. Video Design Svc. (UCP XI)	Technology Services	12/17/15	12/17/15	Medical Leave	Paid
Kempter, Lisa	Mgr. Video Design Svc. (UCP XI)	Technology Services	12/30/15	1/5/16	Medical Leave	Paid
Kempter, Lisa	Mgr. Video Design Svc. (UCP XI)	Technology Services	1/11/16	1/12/16	Medical Leave	Paid
Kempter, Lisa	Mgr. Video Design Svc. (UCP XI)	Technology Services	1/14/16	1/19/16	Medical Leave	Paid
Kula, Richard	Env. Health & Saf. Spec. II (UCP VII)	Environmental Health & Safety	1/20/16	1/21/16	Medical Leave	Paid
Lalancette, Lauren	Publicity/Mktg. Mgr. (UCP VII)	University Communications	12/14/15	12/18/15	Medical Leave	Paid
Lanka, Laurie	Procure. Svcs. Sr. Spec. (UCP IX)	Procurement Services	1/12/16	1/21/16	Medical Leave	Paid
Larkin, Jamie	Admin. Services Asst. III (UCP IV)	Student Union	12/14/15	1/4/16	Maternity Leave	Paid
Levesque, John	OSD Cons. & Proj. Mgr. (UCP IX)	Social Work Instr. & Res.	12/18/15	12/18/15	Medical Leave	Paid
Levesque, Todd	Media Producer III (UCP IX)	Technology Services	12/2/15	12/2/15	Medical Leave	Paid
Levesque, Todd	Media Producer III (UCP IX)	Technology Services	12/14/15	12/14/15	Medical Leave	Paid
Levesque, Todd	Media Producer III (UCP IX)	Technology Services	12/17/15	12/21/15	Medical Leave	Paid
Levesque, Todd	Media Producer III (UCP IX)	Technology Services	12/28/15	12/30/15	Medical Leave	Paid
Levesque, Todd	Media Producer III (UCP IX)	Technology Services	1/7/16	1/12/16	Medical Leave	Paid

NAME	TITLE	DEPARTMENT	DATES		REASON FOR LEAVE	PAY STATUS
			START	END		
Levesque, Todd	Media Producer III (UCP IX)	Technology Services	1/15/16	1/15/16	Medical Leave	Paid
Levesque, Todd	Media Producer III (UCP IX)	Technology Services	1/19/16	1/19/16	Medical Leave	Paid
Loftus, Mary	Admin. Services Spec. II (UCP IV)	Accounts Payable	1/21/16	1/21/16	Medical Leave	Paid
Lowrey-Manning, Jessica	Admin. Serv. Spec. III (UCP V)	Payroll Office	12/17/15	12/18/15	Medical Leave	Paid
Lowrey-Manning, Jessica	Admin. Serv. Spec. III (UCP V)	Payroll Office	12/22/15	12/22/15	Medical Leave	Paid
Mejas, Maria	Admin. Serv. Spec. II (UCP IV)	Materials Science Institute	12/11/15	12/18/15	Medical Leave	Paid
Mejas, Maria	Admin. Serv. Spec. II (UCP IV)	Materials Science Institute	12/23/15	12/23/15	Medical Leave	Paid
Mejas, Maria	Admin. Serv. Spec. II (UCP IV)	Materials Science Institute	1/7/16	1/8/16	Medical Leave	Paid
Mejas, Maria	Admin. Serv. Spec. II (UCP IV)	Materials Science Institute	1/14/16	1/14/16	Medical Leave	Paid
Mejas, Maria	Admin. Serv. Spec. II (UCP IV)	Materials Science Institute	1/21/16	1/21/16	Medical Leave	Paid
Merrall, Stephanie	Program Coordinator (UCP V)	CT. Transportation Institute	12/4/15	12/4/15	Medical Leave	Paid
Merrall, Stephanie	Program Coordinator (UCP V)	CT. Transportation Institute	12/11/15	12/11/15	Medical Leave	Paid
Merrall, Stephanie	Program Coordinator (UCP V)	CT. Transportation Institute	12/18/15	12/18/15	Medical Leave	Paid
Merrall, Stephanie	Program Coordinator (UCP V)	CT. Transportation Institute	1/8/16	1/8/16	Medical Leave	Paid
Merrall, Stephanie	Program Coordinator (UCP V)	CT. Transportation Institute	1/15/16	1/15/16	Medical Leave	Paid
Munyard, Lauren	Academic Advisor I (UCP V)	Liberal Arts & Sci. Dean's Office	12/11/15	12/14/15	Medical Leave	Paid
Munyard, Lauren	Academic Advisor I (UCP V)	Liberal Arts & Sci. Dean's Office	12/29/15	12/30/15	Medical Leave	Paid
O'Keefe, Susan	Dining Serv. Area Mgr. (UCP VIII)	Dining Services	12/2/15	12/3/15	Medical Leave	Paid
O'Keefe, Susan	Dining Serv. Area Mgr. (UCP VIII)	Dining Services	12/7/15	1/15/16	Medical Leave	Paid
O'Malley, Alana	Post Doc Fellow 1	Student Health Services	12/7/15	1/17/16	Maternity Leave	Unpaid
Owens, Leshonda	Admin. Services Spec. II (UCP IV)	Accounts Payable	1/8/16	1/21/16	Maternity Leave	Paid
Parciak, Rita	Asst. Finance Director II (UCP IX)	Accounts Payable	12/2/15	12/15/15	Medical Leave	Paid
Parciak, Rita	Asst. Finance Director II (UCP IX)	Accounts Payable	12/24/15	12/24/15	Medical Leave	Paid

NAME	TITLE	DEPARTMENT	DATES		REASON FOR LEAVE	PAY STATUS
			START	END		
Parciak, Rita	Asst. Finance Director II (UCP IX)	Accounts Payable	12/29/15	12/29/15	Medical Leave	Paid
Parciak, Rita	Asst. Finance Director II (UCP IX)	Accounts Payable	1/5/16	1/5/16	Medical Leave	Paid
Parciak, Rita	Asst. Finance Director II (UCP IX)	Accounts Payable	1/7/16	1/7/16	Medical Leave	Paid
Parciak, Rita	Asst. Finance Director II (UCP IX)	Accounts Payable	1/12/16	1/12/16	Medical Leave	Paid
Pounds, Lynn	Assoc. Dir. Of Admissions (UCP IX)	Admissions	1/6/16	1/20/16	Medical Leave	Paid
Rick, Freddie	Univ. Library Assistant III (UCP VII)	Library Vice Provost's Office	12/2/15	12/2/15	Medical Leave	Paid
Rick, Freddie	Univ. Library Assistant III (UCP VII)	Library Vice Provost's Office	12/4/15	12/7/15	Medical Leave	Paid
Rick, Freddie	Univ. Library Assistant III (UCP VII)	Library Vice Provost's Office	12/9/15	12/9/15	Medical Leave	Paid
Rick, Freddie	Univ. Library Assistant III (UCP VII)	Library Vice Provost's Office	12/16/15	12/16/15	Medical Leave	Paid
Rick, Freddie	Univ. Library Assistant III (UCP VII)	Library Vice Provost's Office	12/18/15	12/21/15	Medical Leave	Paid
Rick, Freddie	Univ. Library Assistant III (UCP VII)	Library Vice Provost's Office	12/28/15	12/28/15	Medical Leave	Paid
Rick, Freddie	Univ. Library Assistant III (UCP VII)	Library Vice Provost's Office	12/30/15	12/30/15	Medical Leave	Paid
Rick, Freddie	Univ. Library Assistant III (UCP VII)	Library Vice Provost's Office	1/4/16	1/4/16	Medical Leave	Paid
Rick, Freddie	Univ. Library Assistant III (UCP VII)	Library Vice Provost's Office	1/6/16	1/6/16	Medical Leave	Paid
Rick, Freddie	Univ. Library Assistant III (UCP VII)	Library Vice Provost's Office	1/8/16	1/8/16	Medical Leave	Paid
Rivera Davis, Joanna	Program Admin. (UCP VI)	ISS - Academic Program Center	12/8/15	1/7/16	Maternity Leave	Paid
Salvo, Marissa	Asst. Clinical Professor	Pharmacy Practice	10/2/15	11/12/15	Maternity Leave	Paid
Salvo, Marissa	Asst. Clinical Professor	Pharmacy Practice	11/13/15	12/17/15	Parental Leave	Unpaid
Schlehofer, Maryke	Lab. Technician III (UCP V)	Biology Central Service	12/18/15	12/23/15	Medical Leave	Paid
Schlehofer, Maryke	Lab. Technician III (UCP V)	Biology Central Service	12/28/15	1/21/16	Medical Leave	Paid
Smith-Michnowicz, Tracy	Master Teacher - CDL (UCP V)	Human Dev./Fam. Studies & Rel.	12/22/15	1/21/16	Maternity Leave	Paid
Thierfeld-Brown, Jane	Program Manager (UCP VII)	Law School Dean's Office	12/23/15	1/14/16	Medical Leave	Paid
Thierfeld-Brown, Jane	Program Manager (UCP VII)	Law School Dean's Office	1/19/16	1/19/16	Medical Leave	Paid

NAME	TITLE	DEPARTMENT	DATES		REASON FOR LEAVE	PAY STATUS
			START	END		
Torres, Dianisi	Prog. Asst. Educ. Outreach (II)	Department of Extension	12/23/15	12/24/15	Medical Leave	Paid
Tremblay, Sara	Program Coordinator (UCP V)	Natural Resources & Environ.	1/4/16	1/4/16	Maternity Leave	Paid
Walsh, Cynthia	SHS APRN (UCP X)	Student Health Services	12/8/15	12/8/15	Medical Leave	Paid
Walsh, Cynthia	SHS APRN (UCP X)	Student Health Services	12/11/15	12/15/15	Medical Leave	Paid
Ward, Leah	Program Admin. (UCP VI)	Educational Leadership	12/30/15	1/21/16	Maternity Leave	Paid
Weiser, Daniela	Assistant Professor	Dramatic Arts	9/26/15	11/20/15	Maternity Leave	Paid
Weiser, Daniela	Assistant Professor	Dramatic Arts	11/21/15	12/4/15	Parental Leave	Unpaid
Zack, Suzanne	Publicity/Mktg. Mgr. (UCP VII)	Library Vice Provost's Office	12/14/15	1/21/16	Medical Leave	Paid
Zohren, Larissa	Research Assistant 1	Psychology	10/11/15	11/21/15	Maternity Leave	Paid

COMMITTEE AGENDAS

AGENDA

Meeting of the
BUILDINGS, GROUNDS AND ENVIRONMENT COMMITTEE
February 18, 2016, 10:30 a.m.
University of Connecticut Law School
Blumberg Hall within Hosmer Hall
Hartford, CT

ACTION ITEMS:

- 1) Approval of the Minutes of the Buildings, Grounds and Environment Committee Meetings of December 2, 2015 and January 21, 2016, as circulated 1

PRESENTATION:

- 2) Facilities Operations Transformation – Post McKinsey Report
▪ Presenter: Michael Jednak, Associate Vice President for Facilities Operations and Building Services

DISCUSSION ITEMS:

- 3) February 2016 Quarterly Report on Construction Performance Reported by the Office of Construction Assurance 2
- 4) Updates on Operational and Organizational Activities, and Improvements
▪ Planning, Architecture & Engineering Services (PAES) 3
▪ Capital Project and Contract Administration (CPCA) 4
- 5) Status of Code Correction Projects
▪ Construction Management Oversight Committee Quarterly Code Correction Status Report – Code Exception Report 5
▪ Quarterly Construction Status Report, Period Ending December 30, 2015
http://paes.uconn.edu/UCONN_Quarterly_Construction_Status_Report_12312015.pdf
- 6) Project Updates:
▪ Storrs Based Programs 6
▪ Athletic Facilities Condition Assessment Update
▪ Next Steps– Athletic Facilities: Softball, Baseball, Soccer
▪ UConn Health
➤ BioScience Connecticut Monthly Capital Projects Report 7

EXECUTIVE SESSION (As Needed)

**University of Connecticut Board of Trustees
Institutional Advancement Committee**

Lakeside Conference Room

Tuesday, February 9, 2016
1:30 p.m.

1. Member ListMs. Gándara
Attachment 1
2. Acceptance of the Minutes from December 1, 2015Ms. Gándara
Attachment 2
3. Naming Recommendations
Attachment 3
 - Named Gift Opportunities for the UConn Health Academic BuildingMr. Newton
 - Establishment of the Paul Krenicki Professorship of ChemistryMr. Newton
 - Establishment of the Donna Krenicki Professorship
In Design and Digital Media..... Mr. Newton
 - Naming Recommendation for the Waters Corporation Laboratory.....Mr. Newton
4. UConn Foundation Report.....Mr. Newton
Attachment 4
5. Alumni Relations Report.....Ms. Cotton Kelly
6. University Communications ReportMr. Kendig
7. Legislative Update.....Ms. Lombardo

University of Connecticut & UConn Health Joint Audit & Compliance Committee Meeting

February 3, 2016

9:00 am – 9:45 am - Executive Session

9:45 am – 11:00 pm - Public Session

AGENDA

Topic	Proposed Action	Tab
Executive Session to discuss: <ul style="list-style-type: none"> C.G.S. 1-200(6)[E] – Preliminary drafts or notes that the public agency has determined that the public's interest in withholding such documents clearly outweighs the public interest in disclosure. [1-210(b)(1)] C.G.S. 1-200(6)[E] – Records or the information contained therein pertaining to strategy and negotiations with respect to pending claims regarding Recovery Audit Contractor (RAC) Audits [1-210(b)(4)] C.G.S. 1-200(6)(E) – Records, reports and statements privileged by the attorney-client relationship. [1-210(b)(10)] C.G.S. 1-200(6)[C] – Records of standards, procedures, processes, software and codes not otherwise available to the public, the disclosure of which would compromise the security and integrity of an information technology system. [1-210(b)(20)] 	Approval	None
Opportunity for Public Comments		None
Minutes of the December 1, 2015, JACC Meeting	Approval	1
Storrs & UConn Health Significant Compliance Activities <ul style="list-style-type: none"> Minors Protection Update ICD-10 	Update	2
Storrs & UConn Health Significant Audit Activities <ul style="list-style-type: none"> Status of Audit Assignments Audit Follow-up Activity Status of Corrective Actions – Health Information / Record of Care Management 	Update	3
Charter Review <ul style="list-style-type: none"> Executive Risk Management Compliance Committee – Storrs 	Update	4
External Engagements <ul style="list-style-type: none"> Audited Financial Statements - University of Connecticut Health Center John Dempsey Hospital (JDH), UConn Medical Group (UMG) and Finance Corporation, FY15 – Marcum UConn 2000 Construction Program, Audit Timeline - RMS (Formerly McGladrey) 	Presentation	5
Auditor of Public Accounts <ul style="list-style-type: none"> University of Connecticut and the University of Connecticut Health Center Audited Financial Statements for the year ended June 30, 2015 Auditors of Public Accounts – University of Connecticut Health Center for the Fiscal Years Ended June 30, 2013 and 2014 https://www.cga.ct.gov/apa/reports/University%20of%20Connecticut%20Health%20Center_20151230_FY2013,2014.pdf 	Presentation	6
Informational/Educational Items <ul style="list-style-type: none"> Compliance Newsletters – Storrs Current Issues in Compliance Newsletters – Storrs & UConn Health 	Information Only	7
Conclusion of Full Meeting		
Information Session with OACE and External Auditors		

*The next meeting of the JACC will be held on Tuesday, May 17, 2016 at 10:00 am
Rome Commons Ballroom, Storrs*

**THE UNIVERSITY OF CONNECTICUT
BOARD OF TRUSTEES**

**MEETING OF THE STUDENT LIFE COMMITTEE
February 24, 2016**

**Lower Level Portico, Lewis B. Rome Commons, Storrs Campus
12:30 p.m. (anticipated), following the meeting of the Board of Trustees**

AGENDA

- | | | |
|-----|---|------------------------------------|
| 1. | Call to order | Vice-Chair Cantor |
| 2. | Review and Approval of minutes of 12/16/15meeting | Vice-Chair Cantor |
| 3. | Chair Report | Vice-Chair Cantor |
| 4. | Student Trustees Report | Trustee Jelliffe
Trustee Rifkin |
| 5. | Center for Students with Disabilities | Donna Korbel
Kim McKeown |
| 6. | USG Constitution | Rachel Conboy
Adam Kuegler |
| 7. | WHUS Constitution Update | Christine Wilson |
| 8. | Vice President for Student Affairs Report | Michael Gilbert |
| 9. | Other Business | All |
| 10. | Adjournment | Vice-Chair Cantor |

Academic Affairs

AGENDA
Board of Trustees
ACADEMIC AFFAIRS COMMITTEE
Wednesday, February 24, 2016
Rome Commons Ballroom
Storrs, Connecticut
9:00 a.m.

	<u>COMMITTEE</u>	<u>ATTACHMENT</u>
1) Minutes of the Academic Affairs Committee Meeting of December 16, 2015, as circulated	A	

ACTION ITEMS:

2) Tenure at Hire		2
3) Designation of Emeritus Status		3
4) Sabbatical Leave Recommendations		4
5) Appointment of Dr. Casey D. Cobb to the Neag Endowed Professorship in Educational Policy in the Neag School of Education		5
6) Establishment of the Donna Krenicki Professorship in Design and Digital Media in the School of Fine Arts		6
7) Establishment of the Paul Krenicki Professorship of Chemistry in the College of Liberal Arts and Sciences		7
8) Master of Public Policy in the College of Liberal Arts and Sciences		8
9) Graduate Certificate in Exercise Prescription		9
10) Bachelor of Arts in Judaic Studies in the College of Liberal Arts and Sciences		10
11) Comprehensive Plan for Next Generation Connecticut: Investment Principles FY 2015 – FY 2024		11

INFORMATIONAL ITEMS:

12) Faculty Consulting Report		
• The University of Connecticut Consulting Program FY 15 Annual Report		
• Report on the University of Connecticut's compliance with CGS 1-84(r) Faculty Consulting Program: Report Issued by the Faculty Consulting Oversight Committee		13
13) Rename the Undergraduate Major in Psychology to Psychological Sciences		14

PRESENTATION ITEM

14) UConn IDEA Grant Recipients	
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EXECUTIVE SESSION *(As Needed)*

ATTACHMENT A

**DRAFT MINUTES
MEETING OF THE ACADEMIC AFFAIRS COMMITTEE
December 16, 2015**

Committee Trustees: Carbray, Jelliffe, Lobo, McHugh

Additional Trustees: Bessette, Cantor, Gandara, Kruger, Nayden, Rifkin, Ritter

University Senate: Howell, Jockusch, Kendall, Nunnally

Staff: Agwunobi, Altmann, Andrews, Bedard, Callahan, Carone, Chiaputti, Choi, Conklin, Cruickshank, Cusson, D'Alleva, Donahue, Fazio, Fisher, Fuerst, Galloway, Gelston, Geoghegan, Gilbert, Herbst, Holsinger, Jednak, Jordan, Kazerounian, Kendig, Kirk, Larson, Liang, Locke, Locust, Lombardo, Mundrane, Orr, Reis, Reitz, Rubin, Seemann, Silbart, Sitkowski, Slowik, Spencer, Strassfeld, Teitelbaum, Trutter, Wetstone, Wilder, Wood, Wynn

Trustee Carbray convened the meeting at 9:00 a.m. at the University of Connecticut, Rome Commons Ballroom, Storrs Campus.

On a motion by Trustee Jelliffe, seconded by Trustee Carbray, the minutes of the October 28, 2015, meeting were approved as circulated.

Provost Choi introduced ***Action Item #2, Sabbatical Leave Recommendations***. Moved by Trustee Jelliffe, seconded by Trustee Carbray, the Committee recommended approval of all sabbatical leaves to the full Board.

Provost Choi introduced ***Action Item #3, Establishment of the Nicholas E. Madonna Professorship in Cyber-Physical Systems in the School of Engineering***. Moved by Trustee Jelliffe, seconded by Trustee Carbray, the Committee recommended establishment of the Nicholas E. Madonna Professorship in Cyber-Physical Systems to the full Board.

Provost Choi introduced ***Action Item #4, Professional Science Master's Degree in Energy and Environmental Management in the College of Agriculture, Health and Natural Resources, the College of Liberal Arts and Sciences, and the School of Law***. Moved by Trustee Jelliffe, seconded by Trustee Lobo, the Committee recommended approval of the Professional Science Master's Degree in Energy and Environmental Management to the full Board.

Provost Choi introduced ***Action Item #5, Master of Fine Arts in Arts Administration in the School of Fine Arts***. Moved by Trustee Jelliffe, seconded by Trustee Lobo, the Committee recommended approval of the Master of Fine Arts in Arts Administration to the full Board.

Provost Choi introduced ***Action Item #6, LL.M. (Master of Law) in Intellectual Property Law and Information Governance***. Moved by Trustee Jelliffe, seconded by Trustee Lobo, the Committee recommended approval of the LL.M. in Intellectual Property and Information Governance to the full Board.

Provost Choi introduced ***Action Item #7, Graduate Certificate in Corporate and Regulatory Compliance; Action Item #8, Graduate Certificate in Global Risk Management; Action Item #9, Graduate Certificate in Neurobiology of Language; Action Item #10, Graduate Certificate in Pain Management; and Action Item #11, Graduate Certificate in Power Engineering***. Moved by Trustee Jelliffe, seconded by Trustee Lobo, the Committee recommended approval of the Graduate Certificates to the full Board.

Provost Choi introduced ***Action Item #12, Modify the M.A. Degree in Psychology to the M.S. Degree in Psychological Sciences in the College of Liberal Arts and Sciences.*** Moved by Trustee Jelliffe, seconded by Trustee Lobo, recommended modifying the M.A. Degree in Psychology to the M.S. Degree in Psychological Sciences.

Provost Choi introduced ***Action Item #13, Consolidate the Undergraduate Majors within the Department of Plant Science and Landscape Architecture in the College of Agriculture, Health and Natural Resources.*** Moved by Trustee Jelliffe, seconded by Trustee Lobo, the Committee recommended consolidation of the Undergraduate Majors within the Department of Plant Science and Landscape Architecture.

Provost Choi introduced ***Informational Item #14, Renaming the Undergraduate Major and M.S. Degree in the Department of Agricultural and Resource Economics.***

Provost Choi introduced ***Informational Item #15, Renaming the “Gifted and Talented Education” Degree Programs to “Giftedness, Creativity, and Talent Development” in the Department of Educational Psychology.***

Provost Choi introduced ***Informational Item #16, Centers and Institutes.***

Dean Jeremy Teitelbaum introduced Dr. Gerry Altmann, Professor of Psychological Sciences, who gave a presentation on the Connecticut Institute for the Brain and Cognitive Sciences.

Trustee Carbray adjourned the meeting at 9:15 a.m.

Respectfully submitted,

Brandon L. Murray
Committee Secretary

Financial Affairs

AGENDA
Meeting of the
FINANCIAL AFFAIRS COMMITTEE
February 24, 2016 at 9:15 a.m.
University of Connecticut
Lewis B. Rome Commons Ballroom
Storrs, Connecticut

ATTACHMENT **LOCATION**
COMMITTEE **FULL BOARD**

EXECUTIVE SESSION (As Needed)

- | | |
|--|---|
| 1) Approval of the Minutes of the Financial Affairs Committee Meeting of January 27, 2015, as circulated | A |
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ACTION ITEMS:

- | | |
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| 2) Contracts and Agreements for Approval | 1 |
|--|---|

PROJECT BUDGETS FOR APPROVAL:

<u>STORRS BASED PROGRAMS</u>		<u>Phase</u>	<u>Budget</u>	<u>Tab</u>
3)	UCFM Code Remediation – Avery Point Branford House Phase II	Final	\$625,000	15
4)	UCFM Code Remediation – Campus Wide Laundry Alterations	Revised Final	\$2,100,000	16
5)	Residential Life Facilities – Wilson Hall/Reheat Coils	Final	\$560,000	17
6)	Residential Life Facilities – Hilltop Apartment Complex Roof Repairs – Phase II	Final	\$2,551,000	18
7)	North Eagleville Road Area Infrastructure Repair/Replacement and Upgrades – Phase III	Revised Final	\$24,000,000	19
8)	Phillips Communication Building Air Distribution and Lighting System Upgrades	Final	\$1,100,000	20
9)	Jorgensen Renovation HVAC Renewal	Final	\$1,600,000	21
10)	Heating Plant Upgrades – Chiller and Boiler House Roofs	Final	\$5,100,000	22
11)	Energy Services Performance Contract – Phase I	Final	\$28,102,000	23
12)	Utility Framework – Utility System Modeling	Revised Planning	\$850,000	24
13)	Central Campus Infrastructure Upgrades	Planning	\$15,000,000	25
14)	Student Recreation Center (formerly named Intramural, Recreational and Intercollegiate Facilities – Recreation Center)	Revised Planning	\$11,000,000	26

INFORMATION ITEMS:

- | | |
|---|------------------------|
| 15) Project Budget Map | B |
| 16) Contracts and Agreements for Information | C |
| 17) Construction Project Status Report
http://finance.uconn.edu/wp-content/uploads/sites/1118/2015/08/CSR.pdf | |
| 18) Master Schedule for UCONN 2000 Phases I, II & III (as of 12/31/15)
http://finance.uconn.edu/wp-content/uploads/sites/1118/2015/08/Master1.pdf | (Under Separate Cover) |
| 19) Financial Statement(s) Storrs and UConn Health
Storrs:
http://accountingoffice.uconn.edu/wp-content/uploads/sites/143/2016/02/2015-Financial-Statements.pdf

UCH:
http://controller.uchc.edu/reports/docs/year_end_report_2015.pdf | (Under Separate Cover) |
| 20) UCONN 2000 – Book 41
http://reports.uconn.edu/wp-content/uploads/sites/1181/2016/01/UCONN-2000-Book-41-fix-FINAL.pdf | |

ATTACHMENT A

MINUTES
MEETING OF THE FINANCIAL AFFAIRS COMMITTEE
January 27, 2016

TRUSTEES PRESENT: Andy Bessette (*via telephone*), Charles Bunnell, Shari Cantor, Richard Carbray, Marilda Gandara (*via telephone*), Jeremy Jelliffe, Thomas Kruger, Andrea Dennis-LaVigne, Rebecca Lobo, Larry McHugh, David Rifkin and Thomas Ritter

STAFF PRESENT: Mun Choi, Laura Cruickshank, Amy Donahue, Michael Gilbert, Susan Herbst, Scott Jordan, Tysen Kendig, Michael Kirk, Matt Larson, Wayne Locust, Warde Manuel, Michael Mundrane, Richard Orr, Sally Reis, Rachel Rubin, Jeffrey Seeman, and Katrina Spencer

UNIVERSITY SENATE MEMBERS PRESENT:
Cheryl Beck, Doug Hamilton, Amy Howell, Elizabeth Jockusch, Shayla Nunnally, and Zeki Simsek

Committee Chairman Thomas Kruger convened the meeting of the Financial Affairs Committee at 9:00 a.m. in the Lewis B. Rome Commons Ballroom on the University of Connecticut campus in Storrs, Connecticut.

On a motion by Trustee Bessette and seconded by Trustee Carbray the minutes of the meeting of December 16, 2015 were approved as circulated.

Matthew Larson, Director of Procurement, presented an overview of agenda ***Item #2, Contracts and Agreements for Approval***. On a motion by Trustee Cantor and seconded by Trustee Carbray the item was recommended to the full Board for approval.

Richard Orr, Vice President and General Counsel, introduced agenda ***Item #3, Revisions to the Policy on the Selection of Outside Legal Counsel***. He informed the committee that through UCONN 2000 the University has the right to select outside counsel without going through the Attorney General. The University has the capacity to hire outside counsel without going through the Attorney General in certain other circumstances, most notably in the area of Labor Relations/Collective Bargaining. This resolution will allow the University to select outside legal counsel in all circumstances where allowable. In addition, the resolution rectifies an inconsistency between the original policy and procurement statute by including language that when hiring outside legal counsel the University will follow procurement statutes. On a motion by Trustee Cantor and seconded by Trustee Carbray the item was recommended to the full Board for approval.

Attorney Orr next introduced agenda ***Item #4, Exercise of the University's Ownership Rights***. He stated that the University owns stocks; has ownership in businesses through commercializing faculty inventions; owns the intellectual property and sometimes the commercialization includes the University taking an equity interest in a company. Stock is

owned because sometimes the University receives gifts directly to the University rather than the Foundation. It is clear through Statutes and the By-Laws that the University President has the executive authority on behalf of the Board of Trustees. The resolution expressly states that the President may delegate authority one level down to one of her direct reports. That person cannot sub delegate the authority below their authority. On a motion by Trustee Carbray and seconded by Trustee Bessette the item was recommended to the full Board for approval.

Trustee Kruger directed the committee to agenda ***Item #5, Recommendation for Approval of Collective Bargaining Agreement with UCPEA***. He stated that given the importance and wide general interest he asked for a motion and a second to defer the item for discussion and approval at the full Board meeting. On a motion by Trustee Cantor and seconded by Trustee Carbray the item was deferred to the full Board for consideration.

Trustee Kruger introduced agenda ***Item #6, Funding for Strategy for Athletic Facilities Improvements***. The item was distributed to the Trustees as a handout. Mr. Kruger stated there was a resolution before the committee regarding a funding strategy for capital improvements for athletic facilities. He added, *“For many years renovations have been needed to improve, expand and modernize important athletic facilities on the Storrs campus of baseball, soccer and softball complexes. UConn is very proud of each of these sports and the thousands of student athletes who have been a part of them over the decades. Once completed, this work will benefit not only these programs, the student athletes and coaches but the many students and fans who attend the games and support these teams. However, for many years these projects have gone unfunded as other capital spending priorities have taken precedence. Because the situation is unlikely to change, the University and UConn Foundation have been raising private philanthropic dollars from donors to support the much needed capital improvements. It is estimated that all three projects will cost proximately \$46 million. UConn Foundation is confident that it can raise the majority of this funding from private donors interested in supporting UConn Athletics and these programs specifically. The goal is to raise approximately \$25 million for the projects, and they have already raised or secured pledges totaling \$12.5 million. But a shortfall remains between the amount that can be raised privately and the total cost of the projects and the University has proposed an approach that will get the projects off the ground and to completion by utilizing the private donations and relying on fan support going forward. The proposal does not call for the use of University operating funds or money generated either by students through tuition and fees or tax payers; but relies on donors and fans. It is a solution, not only for these three projects, but the issue of capital improvements for other athletic facilities going forward.”*

Trustee Ritter, Chair of the Buildings, Grounds and Environment Committee, stated that the BGE Committee have been discussing the issue for several months noting the frustration experienced when, in spite of a generous donation, funds could not be obtained for the rest of the facilities. Discussions occurred in many areas including options similar to the bond funding utilized for the basketball practice facility; and determining that infrastructure be reviewed to accommodate the new facilities including optimizing current projects such as the Rec Center to look at these areas. The current proposal is to complete these four projects and donors who were reluctant to donate in the past due to the uncertainty of project completion will now be able to donate. He also stressed that the funds would go to repay the bond debt and over that would go

specifically to Athletic facilities. He thanked all those involved in bringing the problem of funding the facilities to a positive finish.

Scott Jordan, Executive Vice President for Administration and Chief Financial Officer, detailed the agenda item as a request for the Board to endorse a funding strategy to improve athletic facilities. The goal is for the University to use no tuition, fees or state funding toward the improvement of the athletic facilities. The University operating budget has been experiencing financial stress and State funding has been unable to keep up with the University's goals through the Next Generation Connecticut program. The proposed strategy is not to add additional strain on the operating budget but to use private philanthropy coupled with a modest ticket surcharge on ticketed athletic events to fund a capital program for these facilities. The strategy is in its early stages and the purpose of bringing it before the Board is to determine if the Board endorses this direction before engaging with bond lawyers and financial advisors. If endorsed, any bond packaging and facility plans will be brought back to the Board for review and approval over the next year or more. Total capital costs for all three facilities is anticipated to be approximately \$46 million. Mr. Jordan provided details on his expectations for bonding abilities and rates as well as construction costs and anticipated donor contributions. The strategy recommended is similar to those used at other institutions and can be very successful. This is a long term strategy that helps to maintain the athletic facilities without adding stress to the operating budget. As ticket prices have not increased in approximately 10 years the added facility fee is not expected to effect sales.

Chairman McHugh thanked Messrs. Kruger, Ritter, and Jordan and others for their hard work on establishing a workable strategy to bring the University's athletic facilities to the level needed. Trustee Bessette asked if an audit of all the athletic facilities had been done to determine strategies for the next decade in order to bring all of the athletic facilities up to speed. Mr. Kruger asked Mr. Jordan to add this request to his charge. Warde Manuel, Athletic Director, added that the Athletics Division has reviewed long term needs although outside consultants have not been utilized. On a motion by Trustee Cantor and seconded by Trustee Carbray the item was recommended to the full Board for approval.

Laura Cruickshank, University Master Planner and Chief Architect detailed agenda ***Item #7, Project Budget for Residential Life Facilities West Campus Shower Renovations***. On a motion by Trustee Carbray and seconded by Trustee Cantor the project budget was recommended to the full Board for approval. Ms. Cruickshank also provided an update on the timeline of the Hartford Public Library lease.

There being no additional agenda items the meeting was adjourned at 9:27 a.m. on a motion by Trustee Cantor and seconded by Trustee Carbray.

Respectfully submitted,

Debbie L. Carone

Debbie L. Carone,
Secretary to the Committee