



University of Connecticut  
*Office of the President*

Susan Herbst  
*President*

October 17, 2013

Rachel Rubin  
Chief of Staff to the President  
University of Connecticut  
352 Mansfield Road  
Storrs, Connecticut 06269-1048

Dear Rachel,

Effective November 1, 2013, you will be eligible to receive an annual performance incentive of \$30,000 per year at my discretion. It would not be awarded as a matter of course, or in response to your meeting the normal expectations of your job.

Rather, this one-time payment would only be awarded if, in my judgment, your performance as chief of staff and executive secretary to the board surpassed the very highest expectations and was truly exceptional at all levels in a given year.

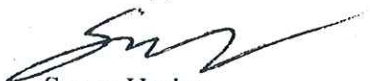
Should I determine that it is merited, this one-time payment would be awarded on September 1, following your annual evaluation in August, beginning in 2014.

Further, as you are nearing a time when you would normally consider retiring from your position at the university, I feel it is essential that UConn successfully retain you as an employee for as long as we are able to. To that end, you are eligible to receive a one-time lump sum retention incentive of \$25,000 should you remain at UConn through December 15, 2015. Should you leave university employment for any reason prior to December 15, 2015, you will not receive this payment.

This would also be a one-time payment and would not add to your base salary.

Thank you for your continued service to the University of Connecticut.

Sincerely,



Susan Herbst

c: Lawrence D. McHugh, Chairman, Board of Trustees

*An Equal Opportunity Employer*

Gulley Hall  
352 Mansfield Road Unit 2048  
Storrs, Connecticut 06269-2048

Telephone: (860) 486-2337  
Facsimile: (860) 486-2627



University of Connecticut  
*Office of the President*

Susan Herbst  
*President*

October 17, 2013

Rachel Rubin  
Chief of Staff to the President  
University of Connecticut  
352 Mansfield Road  
Storrs, Connecticut 06269-1048

Dear Rachel,

As you recall, when I arrived in UConn in June 2011 and appointed you chief of staff, we agreed that although this was a promotion that dramatically increased your duties and responsibilities, you would continue to receive the same salary that you earned as director of compliance and executive secretary to the board of trustees, the positions you held prior to my arrival. This was done with the clear understanding that your salary would be revisited and increased at a later date.

The reasons for this were two-fold: first, no university employees (union or non-union) received pay increases that summer in keeping with the SEBAC agreement and we felt it would be inappropriate to give a senior administrator a substantial salary increase at that time, given those circumstances.

This meant that your salary was far below the median salary for others in your position at similar institutions, according to Sibson compensation benchmarking data. That you agreed to a promotion to a very senior, complex and challenging position without any change in pay is a testament to your commitment to the university.

This actually proved to be helpful, however, as it also allowed me to take a significant amount of time to evaluate how you performed in your new role as chief of staff and executive secretary to the board. Though I had full confidence in your abilities, I had not yet had the chance to work closely with you on a day-to-day basis for an extended period of time.

Before increasing your salary to a level commensurate with your responsibilities – and to what individuals in your role make at peer institutions – I felt I needed to take the time to fully evaluate the job you did.

*An Equal Opportunity Employer*

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2 Mansfield Road Unit 2048  
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Rachel Rubin  
October 17, 2013  
Page 2

More than two years have now passed since your appointment, which has been more than enough time to conclude that the work you do is exceptional and that you are invaluable to the university and to me as its president.

In light of these factors, and the pledge made to you, I have decided to take steps to move your salary to a level that is closer to the median for individuals serving as chief of staff at similar institutions, according to the Sibson data. Because you are so far below the median currently, it will not be possible to give you the full adjustment necessary to move your pay to a level that is on-par with your peers at other institutions in a single year. I also realize that the initial steps below will continue to leave you below the 50<sup>th</sup> percentile, which is \$248,000 according to the most recent data.

Effective November 1, 2013 your salary will be increased to \$225,000 per year.

Effective July 1, 2014, it will be increased to \$240,000 per year.

Effective July 1, 2015, it will be increased to \$255,000 per year.

Thank you for your continued commitment and contributions to the University of Connecticut.

Sincerely,



Susan Herbst

c: Lawrence D. McHugh, Chairman, Board of Trustees

December 15, 2014

Richard Orr  
General Counsel  
Office of the General Counsel  
343 Mansfield Road, Unit 1177  
Storrs, CT 06269-1177

Dear Richard,

I write to inform you that as part of your annual compensation, you are eligible to receive two performance-based merit incentive payments of up to \$25,000 in each of the next two years. They may be awarded to you at my discretion only if your performance as Vice President for Legal Affairs and General Counsel is judged to be exceptional and well above expectations.

You are eligible to receive the first prior to Dec. 31, 2015 and the second prior to Dec. 31, 2016, again, based on your performance during each calendar year. If awarded, each would be a one-time payment and would not be added to your base salary.

Thank you for your continued service to the University of Connecticut.

Sincerely,



Susan Herbst

*Signed & Agreed*  
*Tim Orr Dec 17, 2014*

December 15, 2014

Richard Orr  
General Counsel  
Office of the General Counsel  
343 Mansfield Road, Unit 1177  
Storrs, CT 06269-1177

Dear Richard,

When you were named to your current position, the Office of the General Counsel consisted of only yourself and an administrative assistant. Over the course of the last two years, you have thoughtfully and strategically built a staff of highly-competent attorneys and other employees who are best-suited to meet the complex and demanding legal needs of the university.

This involved reorganizing the legal reporting structure of the institution, creating a physical office, assembling a budget and creating new and updated document and case management systems, among other responsibilities.

You and your office now play a vital role for the institution and fill what had been a tremendous need on the part of the university, modernizing this aspect of UConn and allowing it to operate its legal affairs in the way most other large public institutions do.

In addition to the creation of this new staff, your performance of the duties of the General Counsel over the last two years has been commendable.

The fact that you began in your new position with no staff reporting to you was reflected, at the time, in your annual compensation. According to the national compensation benchmarking data, your current salary of \$220,000 is significantly below the median salaries for your colleagues nationally in all three higher education categories examined by Sibson: Top 20 Public Research Universities, Top 50 National Research Universities (public and private), and Top 50 Public Research Universities.

Knowing this, and in recognition of the successful creation of this essential new office and your performance as General Counsel, I am adjusting your salary according to the following schedule:

As of January 1, 2015, your salary will be \$250,000 per year.

As of January 1, 2016, your salary will be \$275,000 per year.

These changes will bring your pay to a level that is more in line and competitive with those individuals serving in your role at similar institutions across the nation.

Further, in recognition of the major role you and your office play at the institution, your title going forward will be: "Vice President for Legal Affairs and General Counsel."

You will continue to be subject to an annual performance evaluation and serve at the pleasure of the president.

Thank you for your continued service to the University of Connecticut.

Sincerely,



Susan Herbst  
President

12-10-14

Date

SIGNED AND AGREED TO:



Richard Orr

Dec 12, 2014

Date

December 15, 2014

Michael Kirk  
Deputy Chief of Staff to the President  
Office of the President  
352 Mansfield Road, Unit 1048  
Storrs, CT 06269-1048

Dear Michael,

In the time you have served in your position, your duties and responsibilities have significantly increased as your role at UConn has steadily expanded. This is especially true when it comes to major policy and strategic decisions made by our office and the senior leadership of the university. Your counsel, strategic-thinking, and leadership abilities have been critical to this office and the board as we have charted the course of the university and met many challenges and opportunities along the way.

As discussed, Rachel and I will continue to ask you to take on significant additional responsibilities in the months and years ahead with respect to key university policy decisions.

In recognition of that, I am giving you the title of "Senior Policy Advisor" for the university, which would be in addition to your existing title. Going forward, you will report directly to me in this new role, in addition to reporting to Rachel as Deputy Chief of Staff.

You will continue to play an ever-increasing and critical role in analyzing, designing and carrying out a variety of major strategic policy decisions for the university, as well as advising this office and other senior leadership on key decisions and recommendations to the board that will affect the future of the institution.

In light of this, I am adjusting your salary according to the following schedule:

As of January 1, 2015, your salary will be \$145,000 per year.

As of January 1, 2016, your salary will be \$160,000 per year.

You will continue to be subject to annual performance evaluations and serve at the pleasure of the president.

Kirk  
November 15, 2014  
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Once again, thank you for your continued service to the University of Connecticut.

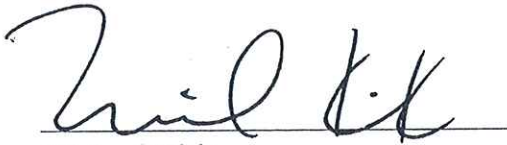
Sincerely,



Susan Herbst  
President

12-10-14  
Date

SIGNED AND AGREED TO:



Michael Kirk

12-10-14  
Date

GULLEY HALL  
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UNIVERSITY OF CONNECTICUT

Office of the President  
Susan Herbst  
President

December 15, 2014

Laura Cruickshank  
Master Planner and University Chief Architect  
Architectural and Engineering Services  
31 LeDoyt Road, Unit 3038  
Storrs, CT 06269-3038

Dear Laura,

When you began at UConn in early 2013, you inherited a weak and underperforming Planning, Architectural & Engineering Services (PAES) department that had no true master plan for the growth and development of the university.

Over the last two years, you have dramatically remade PAES, in terms of personnel, organization and output into the essential and high-performing department it is today. As important, you and your staff have accomplished the tremendous undertaking of planning, designing and executing a comprehensive Master Plan for the university that will guide development over the next two decades.

Further, you have filled a critical leadership role in carrying out the capital expenditure and construction projects under the Next Generation Connecticut initiative, which is so important to the university and its success.

I have now had ample opportunity to evaluate your performance in your role. According to the Sibson compensation benchmarking data, your current salary of \$225,000 is below the median salary for your colleagues who serve in similar roles at comparable institutions.

In light of that, and in recognition of the exemplary work you continue to perform for the university, I have decided to adjust your compensation according to the following schedule:

As of January 1, 2015, your annual salary will be \$255,000 per year.

As of January 1, 2016, your annual salary will be \$270,000 per year.

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Dr

ckshank  
r 15, 2014

As of January 1, 2017, your annual salary will be \$283,000 per year, which is the figure in the 75<sup>th</sup> percentile of pay for your position nationally last year for national research universities, according to Sibson. This reflects your more than 30 years of experience in this field.

You will continue to be subject to annual performance evaluations and serve at the pleasure of the president.

Thank you for your continued services to the University of Connecticut.

Sincerely,



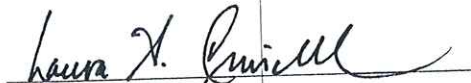
Susan Herbst  
President

12-10-14

Date

SIGNED AND AGREED TO:

tal A

  
Laura Cruickshank

12 December 2014  
Date

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