Appropriations Committee Testimony

President Susan Herbst

University of Connecticut

-February 24, 2014-

Co-Chairs, Ranking Members, and members of the Committee, thank you for inviting us here, and for all of your support of the University of Connecticut.

With me today is Provost Mun Choi and Executive Vice-President for Health Affairs & Dean of the School of Medicine, Frank Torti. I will be speaking first today about the Storrs and Regional Campuses and then turn my focus to our Health Center.

Before I discuss how we will manage through these very difficult budgetary times, I would like to share some positive information about the University and the dividends taxpayers are receiving from your generous investments.

The General Assembly's investments in UConn are the reason we are a top choice for Connecticut's high achieving students and ranked 19th among public research universities in the nation by *U.S. News*.

Nothing speaks more loudly about the success of an institution than student demand. 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 your investments, 444 more freshmen enrolled in Storrs and Regional campuses this year (a 10% increase). Additionally, total freshman applications across all campuses for fall 2014 have reached 31,516, a 10.4 percent increase over last year's number and the applicants are more diverse and more qualified than ever.

A great deal of this student demand can be attributed to excitement generated by *Next Generation Connecticut*, but also to our incredible value, or the intersection between quality and cost, to our students and their parents. We are pleased to report that for the 2013-2014 academic year, *Kiplinger's* ranked UConn the 25th best value for in-state tuition among the top 100 public colleges.

This is a good moment to underscore the fact that UConn is a comprehensive research university. We cannot do everything or do everything well; few universities can. But I want to assure you that while NextGenCT is the most recent large investment, we use our operating funds – and your investments past such as UCONN 2000 -- to build everything else as well, from drama to the School of Business and social work, to my own department of political science. Liberal arts are at our core and they will always be.

We teach students to think and to write, and there is no substitute for the humanities and the social sciences in this regard. It's not all about STEM and it never has been, despite some of the distortions I've heard.

I may be the only research university president in the nation to come to you today, in fact, brag about the Department of Philosophy, but let me do so. This is now a world class department, stealing great senior faculty from the University of North Carolina, Temple University and the University of Virginia.

Philosophy is not the only department that is luring top faculty: We have hired tenured professors across this university from the University of Maryland, Johns Hopkins, Princeton, Miami, Penn State, Duke, and so many other places that *are now our peers*. You should be so incredibly proud of this! You made it possible, and it's why I came: to build not just an okay state university. But to build a top-ranked research university that profoundly changes the disciplines, enables

students to follow their dreams, and solves the biggest challenges this nation has: climate change, economic downturns, poverty, energy, and of course health care and disease.

Design will be completed for the first building of the Storrs Tech Park in fall of 2014 and construction will begin next winter. Your investments have already leveraged private gifts totaling more than $35 million from General Electric, Pratt & Whitney and United Technologies Corporation, and other corporate and non-profit partners with more gifts on the horizon.

In terms of *Next Generation Connecticut*, while the operating and capital funding from the state does not begin until FY15, we have nevertheless been very busy getting ready. Our academic plan, something all great universities re-visit every few years, will be completed this spring and the master plan process is underway and scheduled to be completed in 2015.

FY14 Budget

The FY14 budget has been challenging for the University. As you may remember, the University intends to use $30.9 million from one-time funds to balance the Storrs & Regional campuses budget. This is a structural deficit resulting from the understandable reduction in our state appropriation of approximately $32 million since the global recession in 2008, and rising fringe benefit costs (over which the University has no control and cannot predict). In the last three years, for example, the state-mandated fringe benefit rate for employees in the SERS defined benefit system has increased more than 38% creating a budget shortfall at the University of $9.6 million in FY14 alone.

FY15 Budget

We are grateful to Governor Malloy for including $15 million in the University's FY15 appropriation for the first year of *Next Generation Connecticut* funding – the same funding level the General Assembly approved last session.

Next Generation Connecticut will expand critical STEM activities at UConn and drive innovation, enhancing job creation and economic growth. With targeted strategic investments in facilities, faculty and students, UConn will be an increasingly vital STEM institution, fueling Connecticut's economy with new technologies, highly skilled graduates, new companies, patents, licenses, and high-wage STEM jobs. FY15 funding will allow us to hire 38 new faculty and provide 75 scholarships to attract top science, technology, engineering and math (STEM) students to UConn. In fact, in anticipation of FY15 funding, we are pleased to report that offers of employment have been made to 38 faculty who will join UConn in August, and scholarship offers to students are being made in the next few weeks.

If fully funded over the 10-year period, *Next Generation Connecticut* will enable our state to compete effectively in the global marketplace, revive innovation, create jobs and provide a workforce that is prepared for the future. I believe that Connecticut is a great enough state to have a top research university that leads scientific discovery and job creation. This year's funding gets us closer to that goal.

It is important to note that even with this additional funding, the University will still be wrestling with some difficult budgetary decisions. Since the *Next Generation Connecticut* operating budget is earmarked for new faculty and scholarships to meet the goals of the program, the University will still have to address its structural deficit. This will mean shared sacrifice and challenge us to do more with less. We will continue to work with our Board of Trustees to look at all areas to achieve savings and bring our budget into balance while protecting our core academic mission. None of this will be easy, but we will do our best to continue to provide the best academic and student services possible.

Health Center

As the state's only public academic medical center, we serve Connecticut through excellence in education, research, patient care and outreach to prevent disease and improve health and health care across the state. We are the state's primary source of new physicians and dentists; a key provider of vital health services to some of our most vulnerable

citizens; and an engine of economic growth generating nearly $1 billion in Gross State Product each year. We touch every corner of CT.

Bioscience Connecticut

The UConn Health Center is in the midst of its most significant transformation since it was first chartered in 1961. Through the Governor's and the General Assembly's generous support of Bioscience CT, we are building and improving facilities to better meet the needs of patients and an expanded number of learners—future doctors, dentists, scientists and other health care professionals. Construction has employed more than 1,650 people; CT companies have been awarded 78% of our 134 construction contracts; and we have significantly exceeded state requirements for small and minority, women's and disadvantaged business participation.

All of our construction projects are on-time and on-budget. We have torn down buildings to make way for the Jackson Laboratory, constructed two parking garages for patients and employees and we are looking forward to opening our new Outpatient Pavilion in less than a year followed by the new hospital tower in early 2016.

Bioscience CT is also enabling us to bring world-class clinician scientists and researchers to the Health Center. Our exceptional faculty-old and new- have defied national trends of declining research funding by growing research awards to the Health Center by more than 17% compared to the prior year.

In the last six months alone, our faculty has received $54.5 million in new research awards, to include a $3.2 million joint award with our colleagues at Jackson Laboratory. In addition, we have submitted a number of proposals with Jax that could lead to another $2.3 million in research funding. These outstanding achievements exemplify how the Health Center can contribute to the Governor's and legislature's goals of long term, sustainable economic growth through bioscience research, innovation, entrepreneurship and commercialization.

The initiative also supports the expansion of our Medical and Dental school classes which began this year and will ramp up even faster once the facilities to support more students and faculty recruitment are completed. We have also begun a comprehensive reform of our curriculum to train doctors, dentists and health care professionals for the dynamic future of health care.

FY14 and FY15 Budget

Despite all this positive news, the UConn Health Center has financial challenges. Our financial health is a major driver of our ability to meet our goals of excellence in research, education and clinical care. The state has stepped up and funded the Health Center over the years and for that support we are grateful. But, as we look at that support adjusted for inflation, funding has been flat for over a decade, and during these tough economic times we have sustained reductions in patient care reimbursement and reductions in our state appropriated block grant (a total of $15m since FY13). We receive only 23% of our revenue from the State of Connecticut; 77% comes from other revenue sources with nearly 43% coming from patient care.

While many health systems have further limited the care they provide to uninsured patients and those covered by Medicaid, as part of our public mission, we are delivering care to an increasing percentage of this population. From fiscal year 2012 to fiscal year 2013, UMG's percent of Medicaid encounters grew from 17.5% to 19.2% of total encounters for the practice.

If Medicaid payments were set at Medicare rates, this would have increased $3.4 million to our bottom line. UCHC Dental Clinics also continue to serve the Medicaid population with over 68% of total visits attributable to Medicaid. Hospital stays covered by Medicaid have also grown from 23.1% in fiscal year 2012 to 25.7% in fiscal year 2013. Care of Medicaid patients in our hospital resulted in an $8.5 million loss to the Health Center in FY13.

The impact of declining revenues is compounded by increasing expenses, many of which are beyond our control. Approximately 57% of the Health Center's expenses are salaries and benefits. State-mandated salary and fringe benefit increases resulted in additional expenses of $26.6 million in FY14. We have also seen a sharp rise in our fringe benefit rate as eligible employees have either initially opted for or transferred from the alternate retirement plan to the state employees' retirement plan—a difference of 43.5% in the benefit rate that we (and all higher education institutions) must pay.

In FY14, the Health Center anticipates an $11 million deficit that will be funded with cuts to our capital spending; this is a short-term fix. Ongoing pressures on our operating and capital dollars cannot easily be resolved without consequences to the quality of our educational, clinical and research programs. To meet the challenges, we have initiated a number of initiatives as outlined in the next section.

To maintain a forward trajectory and fully realize the vision championed by Governor Malloy and supported by the General Assembly through the creation of Bioscience Connecticut, we ask that you maintain our state funding at $135.9 million—the level you approved last session and that the Governor has included in his FY15 mid-term adjustments.

The NEW UCONN Health Center—UCONN Health

As we look to the future, we have developed a three-pronged approach that will get us to where we want to be and where we must be.

First, we continue to improve performance in all operating units of the Health Center. Last year we realized cost reductions and revenue enhancements totaling $8million that assisted us in reducing the shortfall for the year. Additional savings and revenue enhancements must be achieved, so we have contracted with an outside performance improvement firm, the Berkley Research Group, who has a team on the ground to work closely with all of our faculty and staff to find and implement efficiencies throughout the Health Center and enhance revenues.

Second, to be financially viable, especially in this new healthcare landscape, we must demonstrate improvements in health care delivery and strengthen our clinical volumes through targeted growth. These efforts will not only improve our bottom line, but will support our academic missions of research and teaching—as we better cover our fixed costs, we can reinvest in ourselves. To achieve this goal we have focused on quality and safety. Our clinical outcomes in many areas lead the state and the nation. For example, time from the "door to doctor" in our emergency department over the last year has been 19 minutes on average. Our door to balloon time which measures the time between a heart attack patient's arrival at the hospital to the time he/she receives an intervention is 48 minutes; the state average is 58 minutes. Patient satisfaction and easy access to the medical center and its health professionals is a top priority.

Third, through new communications strategies, we are letting patients, referring physicians, industry and private donors know about the extraordinary improvements that are happening at the Health Center.

The state's investments in us are already delivering jobs and better health care for all the citizens of the state. The value of a great public academic medical center to the state cannot be overestimated.

Please know we remain appreciative of the Governor's and General Assembly's support and the University and its Health Center will continue to be a full partner in assisting the state in addressing its fiscal crisis.

We hope this provides an overview of our major priorities for this year and the budget situation we are facing. As always, thank you for your continued support of the University of Connecticut.

I would now like to ask our Provost Mun Choi to give you a quick update on some other pertinent areas. After that, we would be happy to answer any questions.

University Update

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February 2014

UConn: A National Success Story

- 5th out of 58 public research universities for time to graduation of 4.2 years

Student to Faculty Ratio			
Fall 11	**Fall 12**	**Fall 13**	**Fall 14**
18.3	**17.3**	**16.3**	**16.0 (est)**

- 30th among 395 institutions for return on investment
- $253M in research expenditures and $490M in economic value
- New programs in Additive Manufacturing, Big Brain, Digital Media, Human Rights, Biomedical Engineering & Genomics and more

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UConn 2013

- **29,089** undergraduate applications
- **22,595** undergraduate enrollment
- **1233** mean SAT score (**national mean is 1010**)
- **1413** mean SAT score for Honors students
- **80%** of UG students and **69%** of graduate students are Connecticut residents
- **7,621** degrees awarded:
  - **53%** of degree recipients were female
  - **19%** of degree recipients were minority

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Commitment to Diversity

- **6,100** undergraduate minority students in 2013
- **91%** for first year retention rate for minority students
- **82%** for 6 year graduation rate for minority students (**50% national average**)
- **80%** for 6 year graduation rate for Hispanic students (**49% national average**)
- **72%** for 6 year graduation rate for African American students (**40% national average**)

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UConn's Affordability

- UConn ranked 51st in the nation in percentage increase in tuition from 2006 to 2012

FY14 Tuition & Fees		Tuition & Fees	In-State	Out-of-State
Duke	$47,473	Pittsburgh	$17,100	$27,106
Dartmouth	46,752	Penn State	16,992	29,566
Boston College	45,622	Vermont	15,688	36,616
Drexel	45,505	UMass	13,558	21,781
Boston U	44,910	Rutgers	13,499	27,523
Fordham	43,902	Illinois	13,292	27,674
Northeastern	41,686	URI	12,450	28,016
Quinnipiac	39,330	Delaware	12,112	29,932
		UConn	**12,022**	**30,970**
		Ohio State	10,614	26,334

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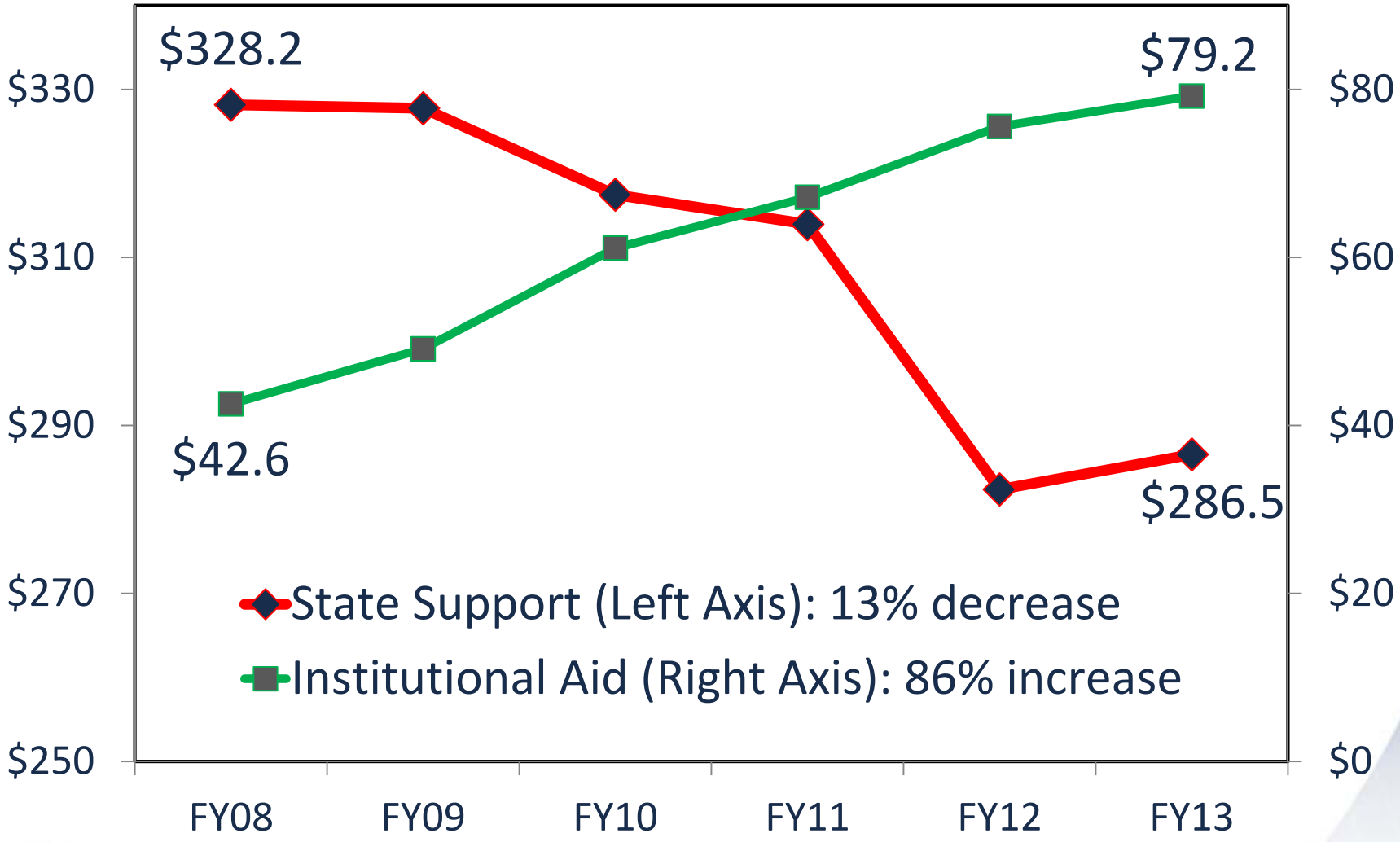
How Does UConn Compare?

% UG Pell Recipients 2011			Pell 6-Yr Grad Rate 2012		
1	Stony Brook	36%	**1**	Virginia	87%
2	Rutgers	29%	**2**	UNC	83%
3	UMass	27%	**3**	**UConn**	**78%**
4	**UConn**	**25%**	**4**	Penn State	77%
5	Vermont	20%	**5**	Rutgers	76%
5	UNC	20%	**6**	Maryland	75%
5	Maryland	20%	**7**	Stony Brook	73%
8	Penn State	19%	**8**	Vermont	70%
9	Delaware	13%	**9**	UMass	66%
9	Virginia	13%	**NA**	Delaware	Not Avail
College Results Online			**Academic Insights**		

Commitment to Affordability



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Institutions Sharing Cross-Admits

	1994	2001	2005	2007	2012
1	CCSU	UMass	Northeastern	UMass	UMass
2	BU	URI	UMass	Northeastern	Northeastern
3	UMass	Northeastern	URI	BU	BU
4	Fairfield	BU	BU	Vermont	Delaware
5	URI	UNH	Delaware	Penn State	URI
6	SCSU	Quinnipiac	Quinnipiac	Delaware	Penn State
7	ECSU	Delaware	Penn State	URI	Vermont
8	BC	Syracuse	UNH	UNH	Maryland
9	UNH	Rutgers	Providence	Maryland	Quinnipiac
10	Quinnipiac	Vermont	Fairfield	Quinnipiac	Drexel

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Conclusion

- Access, affordability and quality are UConn's guiding principles
- UConn is an outstanding competitive value for the state's most highly qualified and diverse students
- *Next Generation Connecticut* will enable us to:
  - Build upon our previous success
  - Retain greater numbers of highly talented students in Connecticut
  - Emerge as a driver of innovation and economic growth

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Next Generation Connecticut

Summary

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STEM Investments to be Competitive

- STEM education involves learning through laboratory experience, capstone design, research and industry projects
- UCONN 2000 STEM facilities are at full capacity:
  - Chemistry, Info Technology & Engineering, Pharmacy/Biology, Biology/Physics, Ag-Biotech, etc
- Pre-1960's era STEM facilities are outdated and at full capacity:
  - Gant, Torrey, Beach, Koons, Atwater, Engineering II, Bio-Science Laboratory, Bronwell, Longley, UTEB, etc.
- Faculty cannot compete for major research grants or effectively teach students using outdated STEM facilities
- Needs include facilities & staff for Manufacturing, High Performance Computing, Bio-Safety Laboratories, fMRI, Electron Microscopes, Systems Genomics, etc.

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Return on Investment

- Median income of CT residents with STEM degrees earn $11K more per year than graduates with other degrees
- Every $1M in NIH research funding supports 15 jobs (salary of $60K)
- Each new science/technology job creates more than one additional job
  - A chemical manufacturing job creates 3.1 additional jobs
  - A computers & electronics job creates 1.3 additional jobs
- For every new research $1, CT will gain $1.95 in business activity
- Every $2M in research expenditures yields a patent
- By 2024 this initiative will yield Connecticut:
  - 135 patents & disclosures per year
  - 2,190 new permanent jobs
  - 30,000 total construction jobs

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Next Generation Connecticut

- $1.5B capital investment over 10 years
- $137M increase in operating budget by 2024
  - FY15 is $2.4M less than requested
- Increase undergraduate (UG) enrollment by 6,580 (30%)
  - Increase STEM UG students by 3,290 (42%)
  - Increase Digital Media UG students by 840
  - Increase Business Programs: Financial/Risk Management & Global Business UG students by 680
- Hire faculty & improve infrastructure
  - 259 new faculty
  - 200 STEM faculty
- Develop critical facilities for research & teaching

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Next Generation Connecticut is Underway!

Highlights - even though *Next Generation CT* funding begins in FY15:

- Many new construction projects are in the planning phase including STEM research facility, teaching laboratories & residence halls
- Student enrollment increase started early – Fall 2013 (641 more freshmen at Storrs compared to Fall 2012)
  - 47% increase in Engineering freshmen enrollment
- Big Idea grants, scholarships and graduate student fellowships will be offered as planned in Fall 2014
- Planning activities at regional campuses are well on their way (e.g. Avery Point, Stamford and Hartford)

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FY 2015 *Next Generation Connecticut* Operating Proposal: $22M

- $15M provided in recommended budget; $7.0M UConn commitment ($3.4M spent in FY 2014)
- Increase undergraduate enrollment by 782 students
- Hire 38 faculty (20 STEM faculty)
- Establish premier Connecticut STEM Honors Program
  - STEM scholarships will be offered to the best students
  - “Big Idea!” grants will be offered for UG research projects with top faculty
  - STEM industry internship/co-op experiences
- Award 15 STEM fellowships to train outstanding doctoral students
- Increase Stamford Campus programs by expanding Digital Media & Business Programs

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Master Plan 2014 & Next Generation Connecticut

- Master Plan 2014 is underway and will:
  - Support the University mission and the academic plan
  - Guide investment of capital and operating funds
  - Support thoughtful planning, design and construction of $1.775B *Next Generation Connecticut* capital projects
- *Next Generation Connecticut* capital projects:
  - New STEM research buildings
  - Renovated STEM and non-STEM academic buildings
  - Deferred Maintenance building and utility projects
  - Transportation and parking projects
  - Equipment and information technology upgrades
  - New STEM Living and Learning residence hall
  - New Honors residence hall
  - Regional Campuses: Avery Point, Hartford, Stamford

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Next Generation Connecticut Capital Projects

Academic & Research Facilities: $666M

- Planning & design underway:
  - Renovate Monteith – faculty offices & classrooms
  - New STEM Research Center 1 – lecture halls & research labs
  - New Science and Engineering Building – research labs
  - Repair of Young Building envelope
  - Construction of new Main Accumulation Area
- Future projects:
  - Renovation of Gant – faculty offices, classrooms and research labs
  - Relocation of Torrey Life Sciences Greenhouses
  - Construction of new STEM Research Center 2 – classrooms & labs

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Next Generation Connecticut Capital Projects

Deferred Maintenance: $597M

- Planning & design underway:
  - Renovation of dining facility to accommodate increased enrollment
  - Utility repairs & upgrades-steam, sewer, water, heating plant
- Future projects:
  - General building renovations & maintenance
  - Parking, public transportation & roads
  - Utility plant expansion to support additional facilities

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Next Generation Connecticut Capital Projects

Residential Life Facilities: $158M

- Planning & Design underway
  - STEM living & learning residence hall: 650-700 beds
  - Honors residence hall
  - Residence hall renovations

Parking Garage: $60M

- Future project to support campus growth

Equipment: $145M

- Faculty start-up and departmental equipment

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Next Generation Connecticut Capital Projects

Regional Campuses: $150M

- Hartford Campus relocation in design
  - Offices, classrooms & student space
  - Neighborhood campus concept
  - Consolidation of Greater Hartford Campus Undergraduate Programs, Public Policy, Social Work, Graduate Business Programs & Financial Accelerator
- Stamford Campus- planning for student housing
  - Process underway for selection of developer
- Avery Point – Planning will start spring 2014

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Appendix

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FY 2014 Investments

- Academic Programs
  - New degrees in digital media & business programs
  - Expansion in engineering, biology & chemistry to support & prepare for new STEM initiatives
  - Additional resources for honors and other diversity efforts
  - Increased support for course coverage to meet the needs of a larger freshman class
- Facilities
  - Funds for Water Reclamation Facility operations
  - McKinsey recommended positions, equipment & renovations
  - Funds for increased maintenance needs university-wide
- Public Safety
  - Funds provided to support emergency management and security assessment to ensure the safety of the University community

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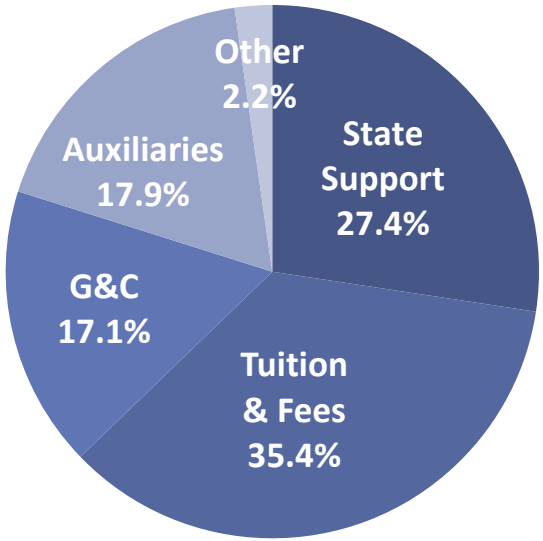
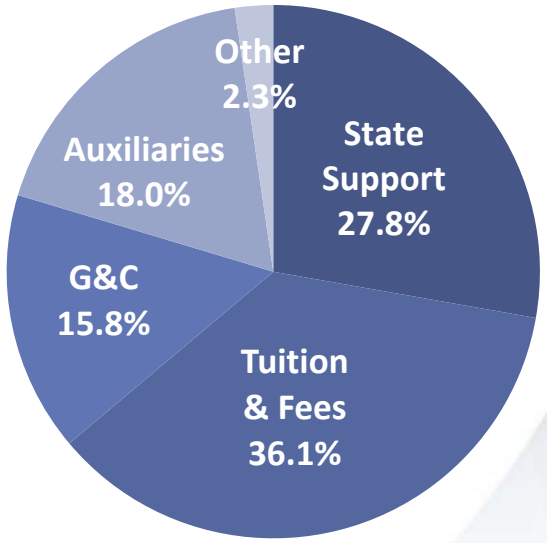
Revenues

Revenues ($M)	FY13 Actual	FY14 Forecast
State Support	$288.5	$304.3
Tuition & Fees	372.7	395.3
Grants/Contracts	179.9	172.8
Auxiliaries	188.2	197.7
Other	23.8	25.4
Total	$1,053.1	$1,095.5

FY13



FY14



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State Appropriation as % of Total Revenues

UConn	%
FY91	50.0%
FY95	43.4%
FY06	35.4%
FY07	35.5%
FY08	35.8%
FY09	34.2%
FY10	32.6%
FY11	31.1%
FY12	27.4%
FY13	27.4%
FY14 est	27.8%

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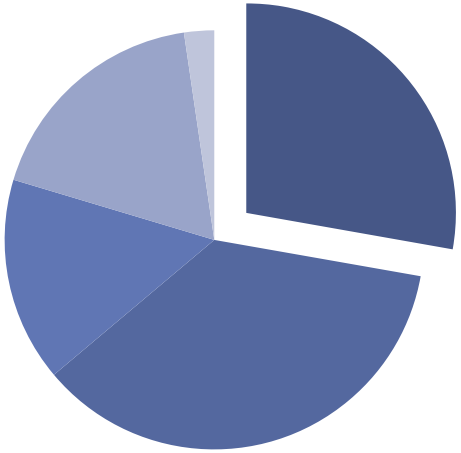
State Support



State Support
27.8%

$304.3 M

	State Approp ($M)	State Support w/Fringe Benefits ($M)	Reductions w/Fringe Benefits ($M)	Fund Sweep ($M)
FY09 Actual	$234.1	$327.8	$19.6	
FY10 Actual	$233.0	$325.4	$3.2	$8.0
FY11 Actual	$232.7	$329.0	$0.5	$15.0
FY12 Actual	$205.6	$282.4	$3.0	
FY13 Actual	$195.4	$288.5	$14.9	
FY14 Forecast	$202.1	$304.3	$1.2	
Total			$42.4	$23.0

Since FY09, UConn will have absorbed approximately $65.4 M in reductions

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FY15 State Appropriation

$M	UConn Request	PA 13-184 6/2/13	Governor Recommend
Block Grant	$227.2	$215.0	$215.0
NextGenCT	17.4	15.0	15.0
Total*	$244.6	$230.0	$230.0

*Excludes fringe benefits

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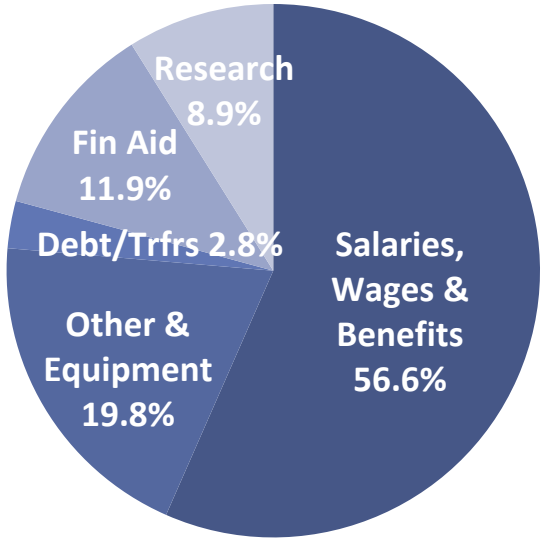
Expenses

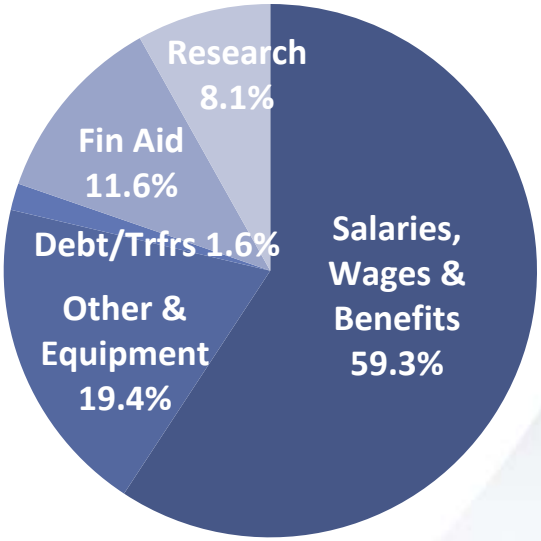
Expenses ($M)	FY13 Actual	FY14* Forecast
Salaries, Wages & Benefits	$595.7	$666.9
Other & Equipment	208.0	218.7
Debt/Transfers	30.1	18.2
Financial Aid	125.1	130.4
Research	93.8	91.5
Total	$1,052.7	$1,125.7

*Prior year fund balances will be used to balance the budget

FY13



FY14



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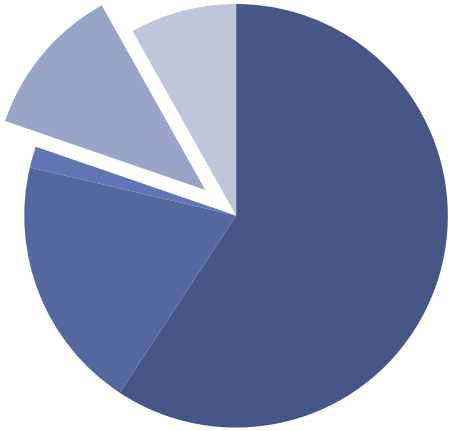
Financial Aid



Financial Aid
11.6%

$130.4 M

Financial Aid included in Budget ($M)	FY12 Actual	FY13 Actual	FY14 Forecast	FY12-FY14 % Change
Tuition Funded Need Based Aid	$47.5	$49.1	$51.0	7%
Tuition Funded Scholarships	23.0	25.4	26.2	14%
Other Scholarships	5.1	6.7	7.9	55%
State Aid	10.7	9.5	9.5	-11%
Federal Aid	23.0	22.2	23.3	1%
Private Aid	11.8	10.9	12.5	6%
Total	$121.1	$123.8	$130.4	8%

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Growth in Faculty

- Full-time faculty increase of 29% since fall 1995
- Decreased the student to faculty ratio
- Expanded course offerings to help students to graduate on time

Student to Faculty Ratio	
FY96	14.2
FY98	14.9
FY00	15.2
FY02	16.6
FY04	18.2
FY06	17.2
FY08	17.0
FY10	17.9
FY11	18.1
FY12	18.3
FY13	17.3
FY14	16.3

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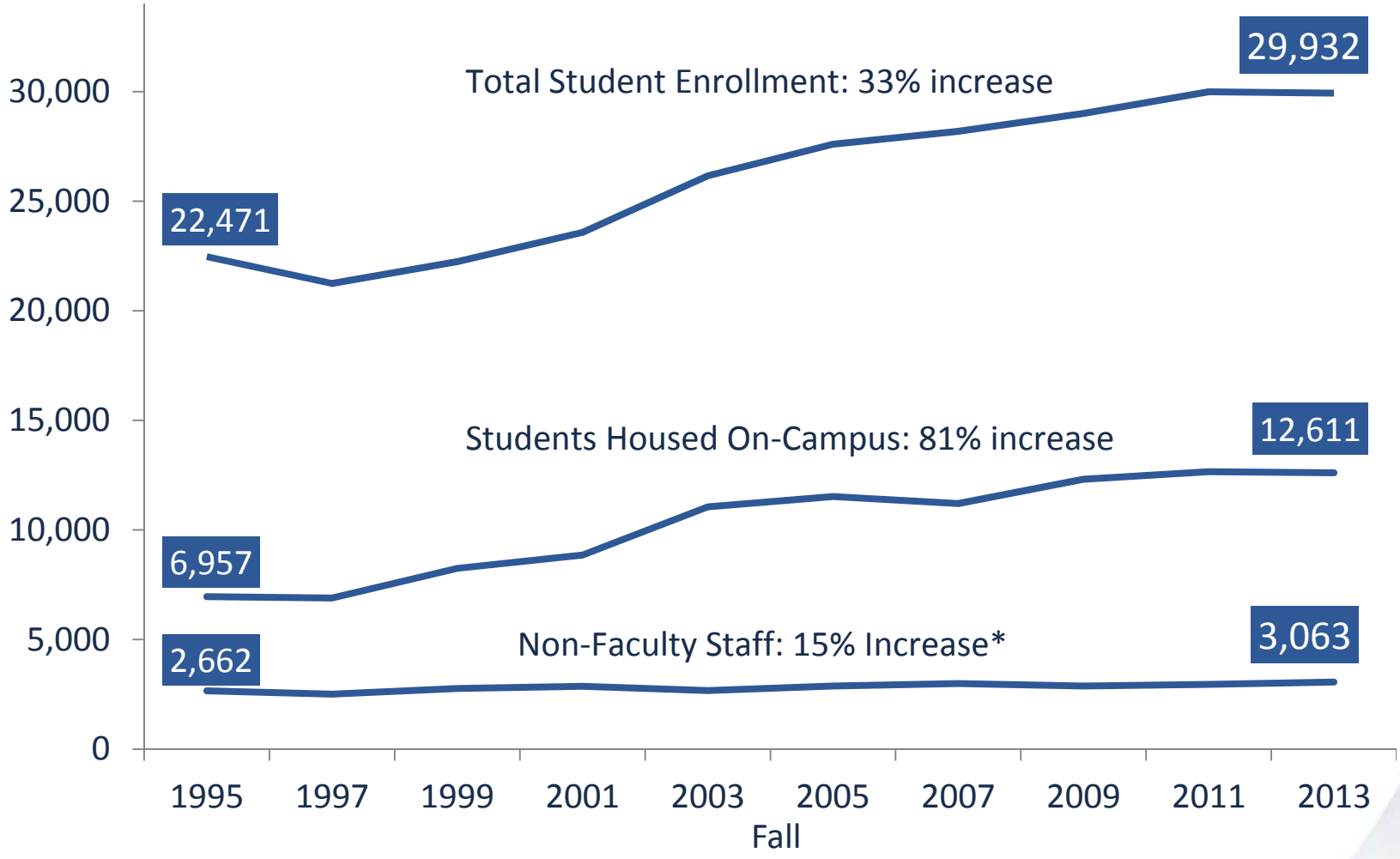
Staff & Student Growth



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*Senior administrators represent
2.5% of total employees

Future Year Challenges

- Faculty hiring
  - Reduced State support & philanthropy
- No layoffs of unionized employees
- McKinsey recommendations
  - Many savings opportunities require initial investment
- *Next Generation Connecticut*
  - Level of State support in out years uncertain
  - Scholarships require a 4 year commitment
- Maintaining a world class University in light of reduced State support

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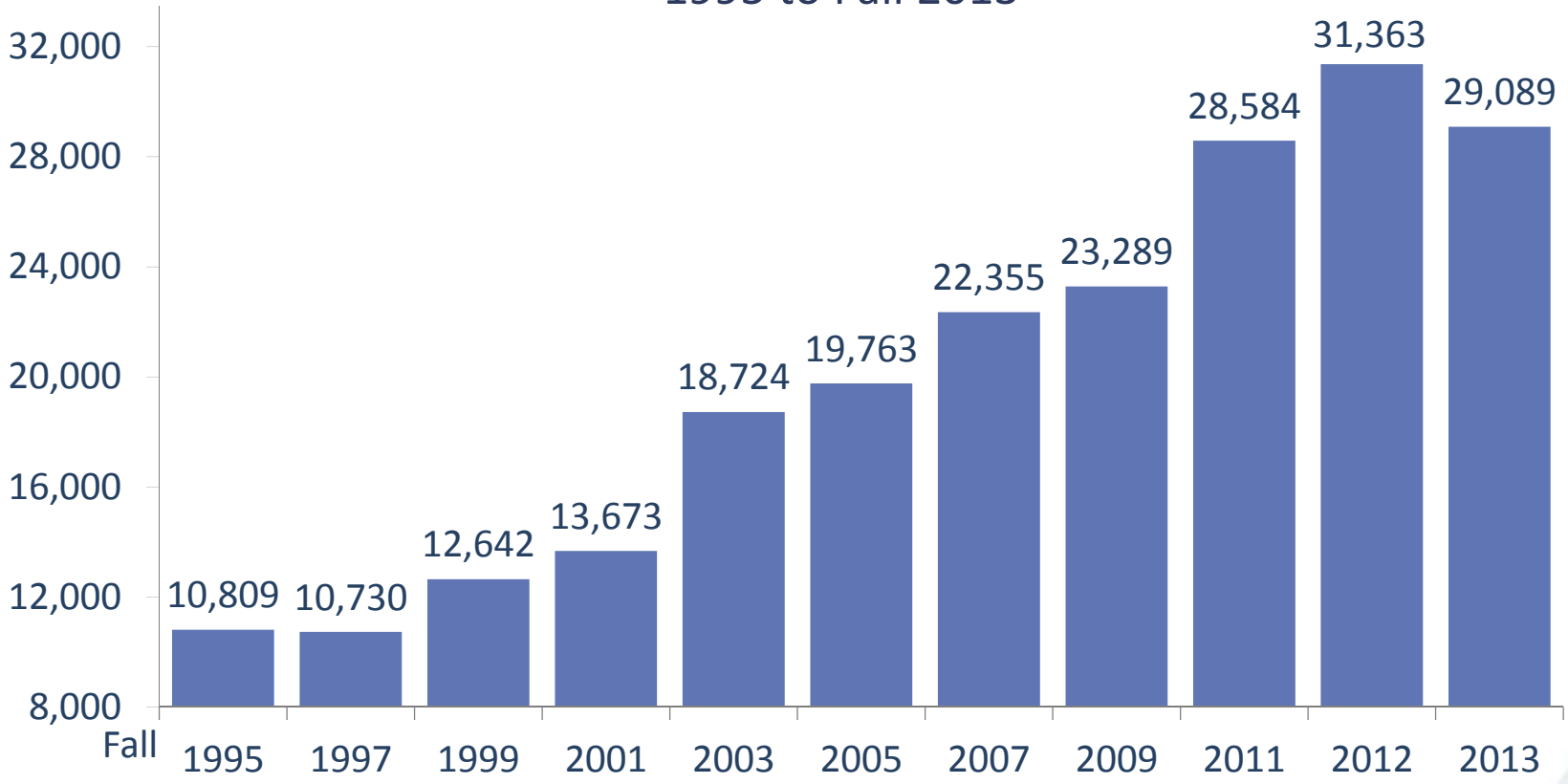
Freshman Application Trends Storrs & Regionals

Applications at all campuses have increased 169% from Fall 1995 to Fall 2013



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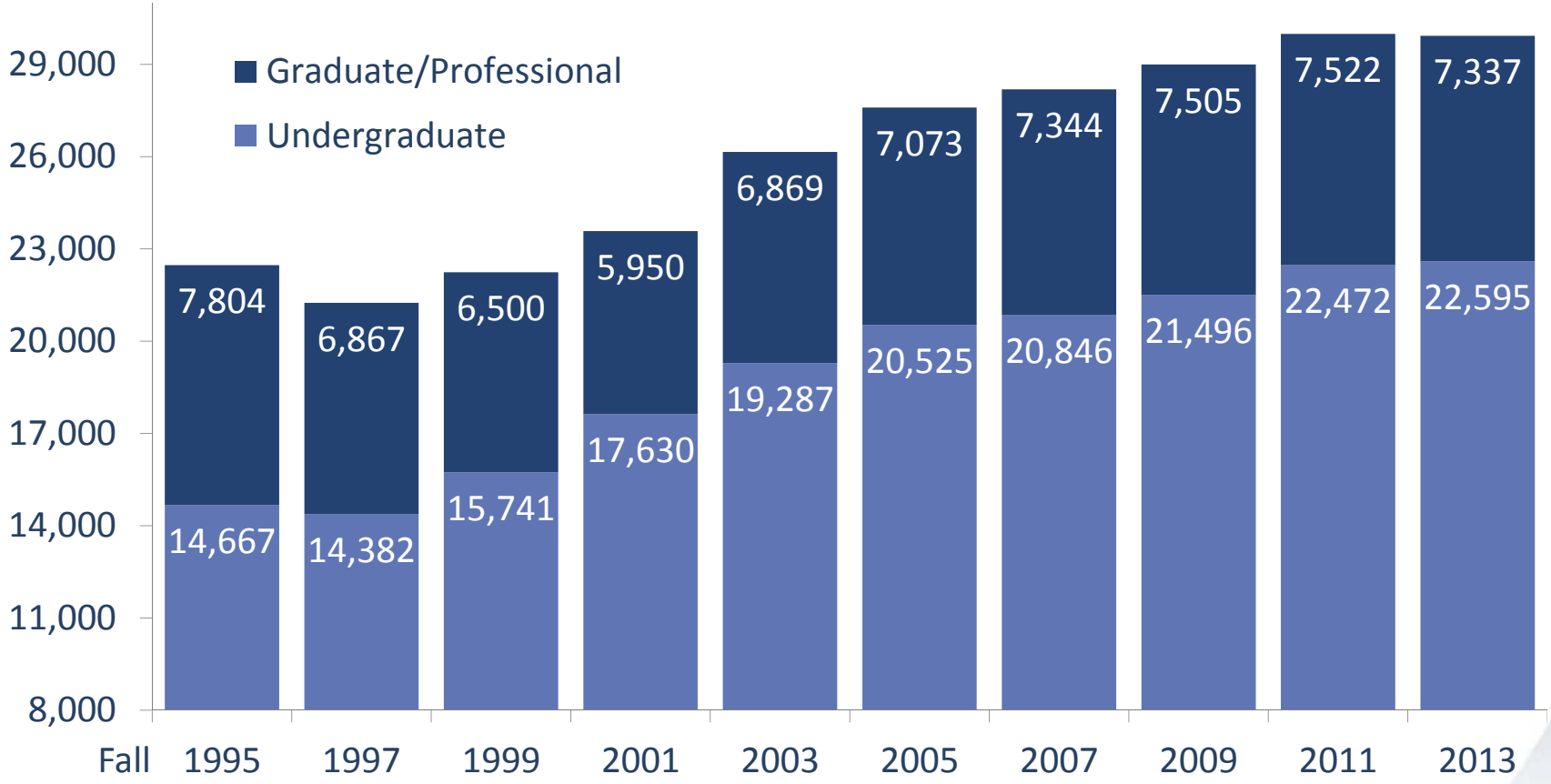
Total Student Enrollment

Undergraduate enrollment has increased 54% from 1995 to 2013



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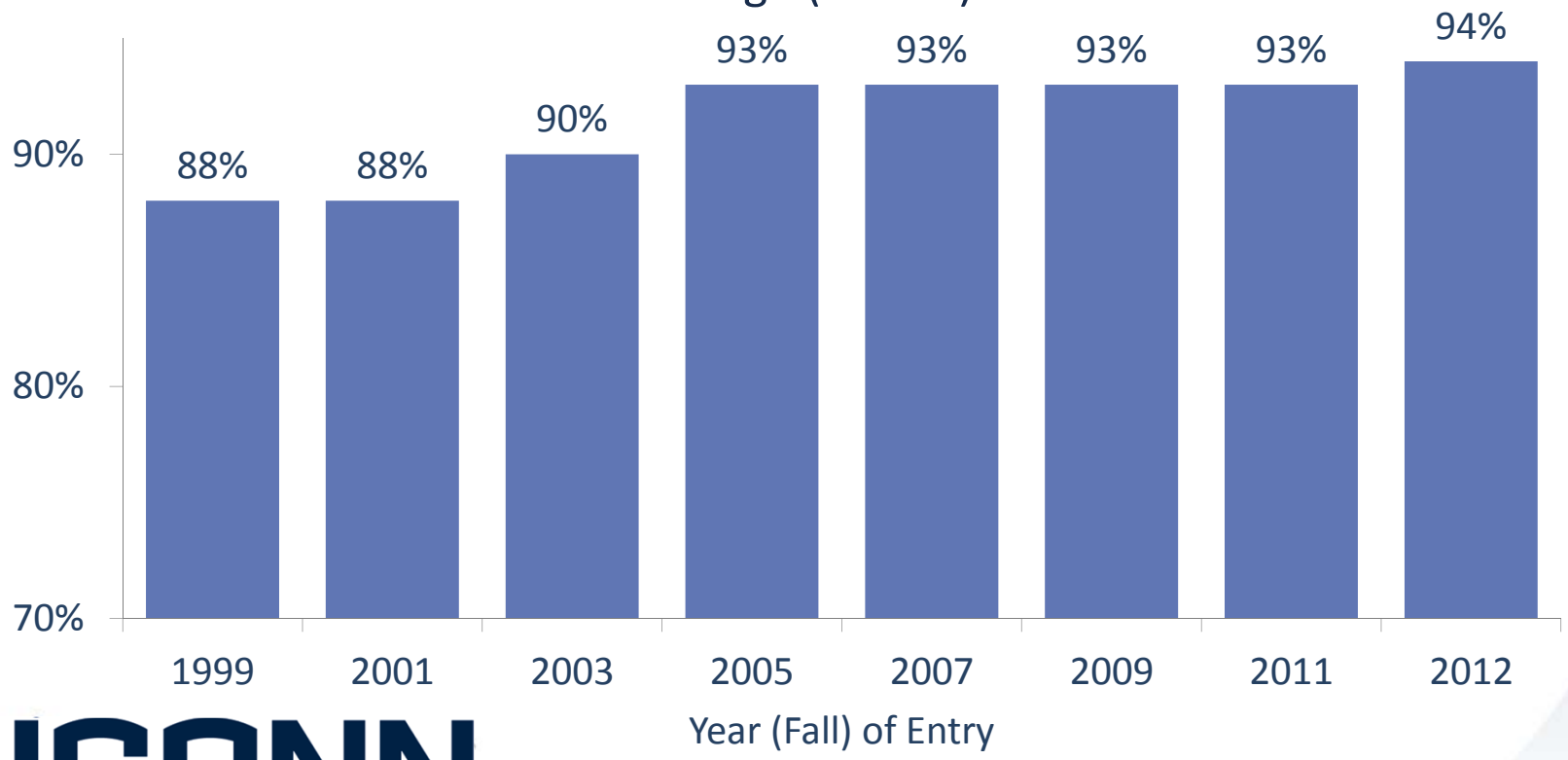
Freshmen Retention Trend - Storrs

- Fall 2012 rate ranks 14th among the 58 Public Research Peer Universities
- Fall 2011 freshman retention rate is substantially higher than the 81% average for 362 colleges & universities in the National Consortium for Student Retention Data Exchange (CSRDE)



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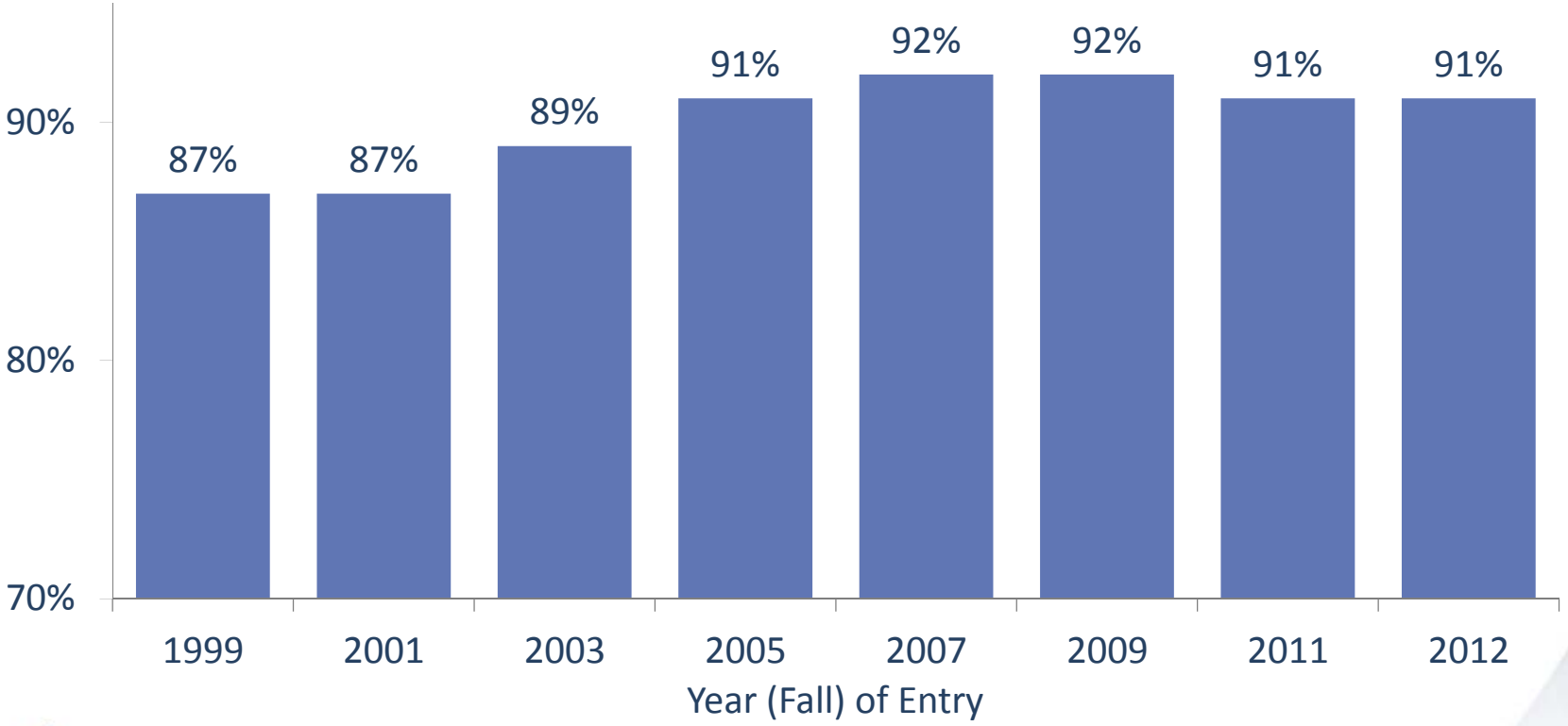
Minority Freshmen Retention Trend Storrs

- Fall 2011 minority freshman retention rate is also substantially higher than the national 79% average (CSRDE)



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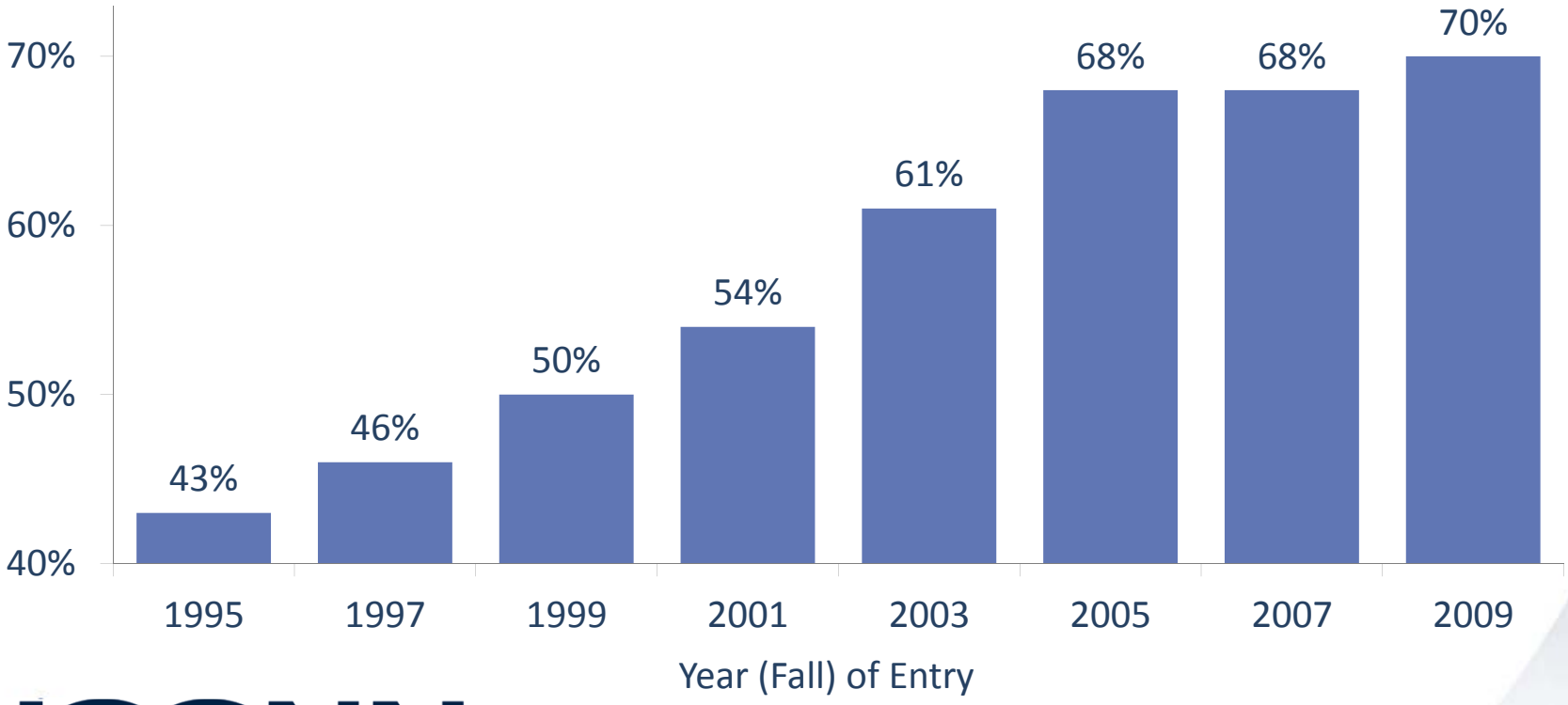
4-Year Graduation Trend - Storrs

- UConn's ranking among the 58 Public Research Peer Universities:
  - Fall 2006 4-year graduation rate of 67% ranks 7th
  - Fall 2006 average time to graduate of 4.2 years ranks 5th



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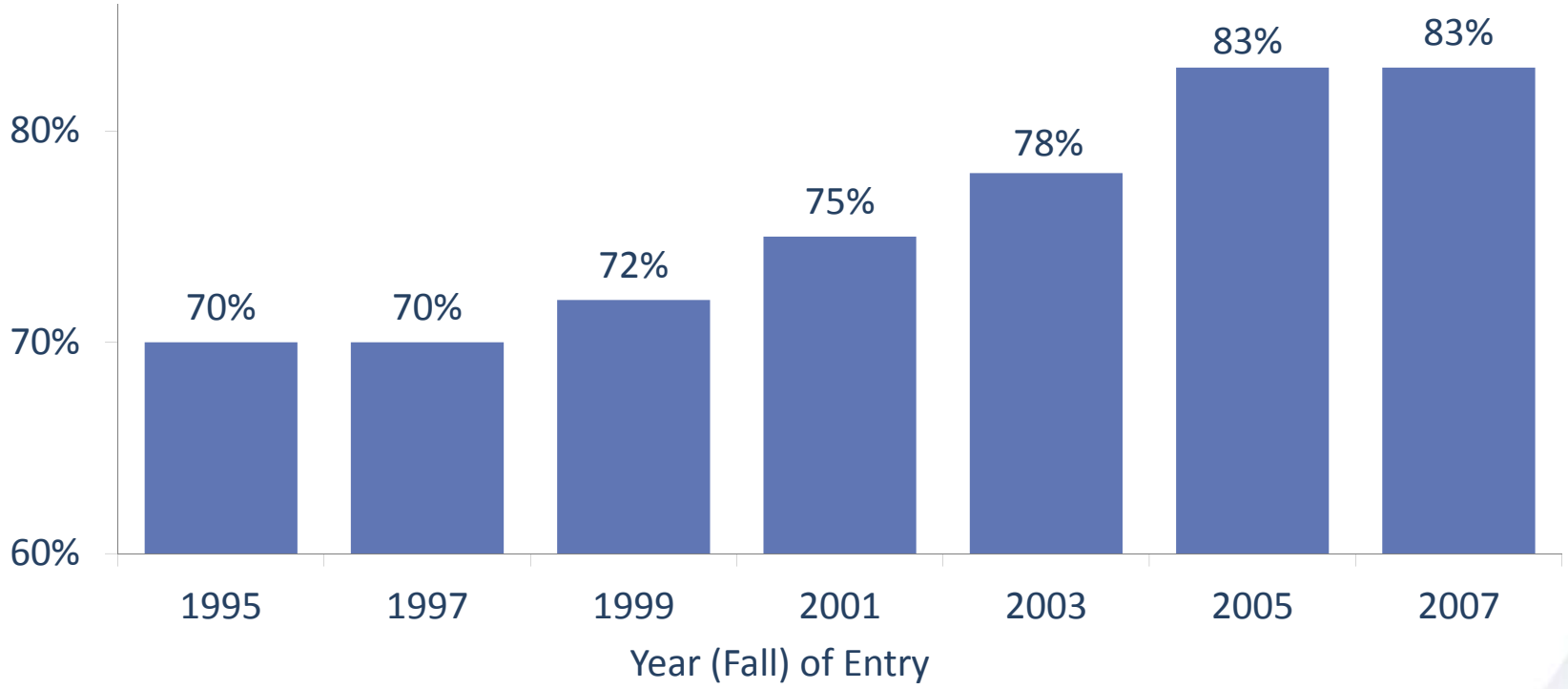
6-Year Graduation Trend - Storrs

- UConn's ranking among the 58 Public Research Peer Universities:
  - Fall 2006 6-year graduation rate of 82% ranks 15th
  - Fall 2006 6-year minority graduation rate of 77% ranks 18th



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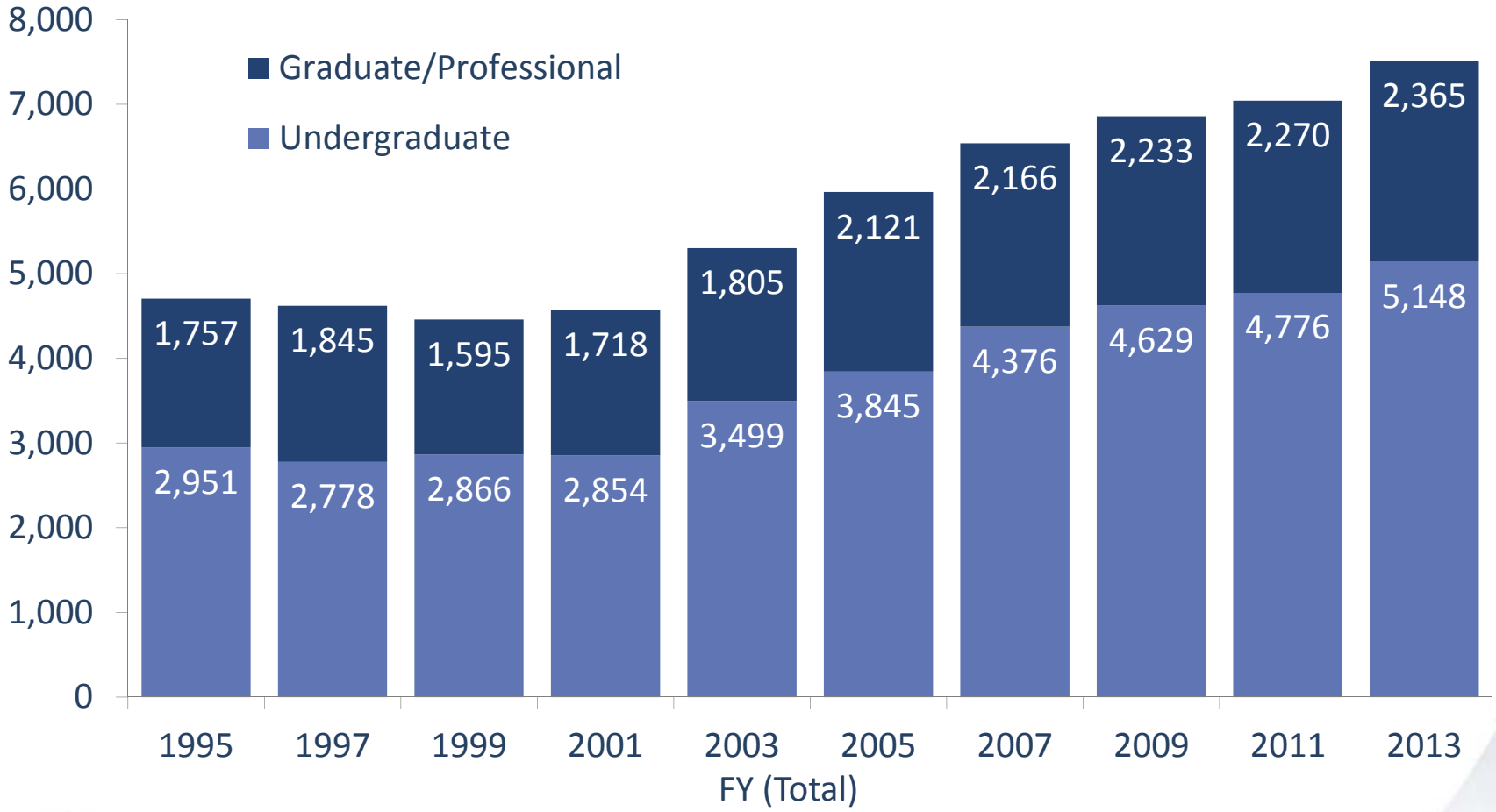
Degrees Awarded

Undergraduate degrees have increased 74% since 1995



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Next Generation Connecticut

Building Connecticut's Economic Future through STEM

Background & Overview

Connecticut has historically been known as the birthplace of invention and innovation. Connecticut inventors created the cotton gin, anesthesia, the first submarine, helicopter, color television, the portable typewriter and a range of industrial technologies. The technical proficiency that contributed to Connecticut's economy has declined dramatically. According to the Kaufmann Foundation New Economy 2010 Report, Connecticut ranked #14 in high-tech jobs, #15 in patents, #22 in entrepreneurial activity and #37 in non-industry R&D investments. Connecticut's long-term economic competitiveness can be re-invigorated with key investments for pioneering R&D and vital educational programs in the STEM (science, technology, engineering, and math) disciplines. With the enactment of *Next Generation Connecticut*, we will expand critical STEM activities at UConn and drive innovation, enhancing job creation and economic growth. With these key, targeted strategic investments in facilities, faculty and students, UConn will become an increasingly vital STEM institution, fueling Connecticut's economy with new technologies, highly skilled graduates, new companies, patents, licenses, and high-wage STEM jobs.

Next Generation Connecticut

As part of this ambitious, ten-year plan, which goes into effect on July 1, 2015, the University proposes to hire innovative faculty, build new facilities and enroll talented students, as follows:

- Hire 259 new faculty (of which 200 will be in STEM)
- Enroll an additional 6,580 talented undergraduate students at its Storrs and Regional campuses
- Build STEM research facilities to house materials science, physics, biology, engineering, cognitive science, genomics and related disciplines
- Construct new STEM teaching laboratories
- Create a premier STEM Honors program
- Upgrade aging infrastructure to accommodate new faculty and students
- Expand digital media and financial management degree programs and provide student housing in Stamford
- Relocate Greater Hartford Campus to downtown Hartford

Proposed Funding

Below is the proposed operating budget component of *Next Generation Connecticut*. It is important to note that FY15 operating funding for the initiative is included in the Governor's proposed budget and that no operating costs will be paid for through bond funds.

Operating ($M)*	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**	**FY23**	**FY24**
State Request	$17.4**	$33.8	$54.0	$70.3	$80.6	$92.7	$102.4	$113.0	$123.8	$137.0
UConn Commitment	$7.0	$9.7	$17.1	$23.8	$34.7	$48.6	$62.6	$75.6	$88.4	$100.5

*Amounts shown are cumulative & in addition to support of current faculty hiring plan.

** Recommended State allotment is $15M for FY15

Below is the proposed capital funding for *Next Generation Connecticut*. All of this proposed bond funding is included in Public Act 13-233, *An Act Concerning Next Generation Connecticut*.

Capital Plan ($M)*	
Academic & Research Facilities	$666
Deferred Maintenance	597
Equipment	145
Parking Garage	60
Residential Life Facilities	158
Regional Campuses	150
Total	**$1,775**

* Includes $235M in reallocated UCONN 2000 funds

UConn has committed significant institutional resources to launch *Next Generation Connecticut* by contributing $235M in reallocated UCONN 2000 funds for the building program and over $100M per year by FY 2024 in operating funds to support the academic program components.

Emphasis on STEM

According to a recent study by *Georgetown University's Center on Education & Workforce*, eight million U.S. jobs will be available in STEM fields. Nationally, overall employment is projected to grow 9.6% from 2010 to 2020. Connecticut labor analysis projects a similar trend. For example, the Connecticut Department of Labor projects the need for 54% more biomedical engineers. But report after report shows that the next generation of American employees will be unprepared for these jobs. Of 34 industrialized countries, American students rank 17th in science and 25th in math scores. The gap between demand and supply of a highly trained STEM workforce limits our nation's ability to solve the complex problems of our time, inhibits the innovation required to remain competitive, and results in severe long-term economic consequences for our country. However, this situation also provides Connecticut with a unique opportunity.

Next Generation Connecticut will have a tremendous impact on the reversal of these trends and grow Connecticut's STEM workforce to enable our state to compete effectively in the global marketplace. According to the National Academy of Engineering, two-thirds of the growth in our GDP has its roots in STEM. The U.S. Bureau of Labor Statistics reports 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% ('08-'18), as compared to 10% in non-STEM
- It is anticipated that approximately 20% 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, doubling our research funding, and constructing and renovating STEM facilities comprise the components of this bold proposal.

Return on Investment (ROI)

Next Generation Connecticut will create both construction jobs and sustainable long-term employment. It will also leverage and maximize the state's related investments in Bioscience CT, JAX, UCONN 2000 and the UConn Tech Park.

- By 2024, *Next Generation Connecticut* will yield:
    - 2,190 new or 4,050 total permanent jobs
    - 30,000 total construction jobs through 2024

Return on Previous Investments

What can the State expect upon full implementation of *Next Generation Connecticut*? Due to chronic under funding, UConn focused UCONN 2000 on numerous teaching facilities, general utilities, information technology, residence halls, and infrastructure. The University constructed science facilities, including the new Chemistry, Information Technology, Pharmacy/Biology, Marine Sciences and Agriculture Biotechnology buildings. Additionally, the University renovated a number of current facilities for Life Sciences, Biobehavioral Science, Agriculture, Education, Nursing and Psychology. The University has major projects underway, including a new Engineering and Science building, with many additional buildings in the planning stages. While these university-wide investments have allowed us to increase STEM enrollment by 123 percent, UConn must do more to produce many more STEM graduates to meet workforce shortages and drive discoveries that will fuel Connecticut's long-term economic growth.

The UCONN 2000 investment is the major contributor to UConn's growing reputation for academic excellence and its emergence as a leader in higher education in the Northeast, drawing top students from Connecticut and the rest of the nation. UConn's rise during the past 18 years has been astounding, in large part due to strategic state support that was wisely invested in both facilities and infrastructure. Since FY 1996, UConn has increased:

- Undergraduate enrollment by 54%
- Undergraduate STEM enrollment by 123%
- Average freshman SAT scores by 120 points to 1233 (CT Average = 1020)
- Undergraduate degrees awarded per year by 74%
- Graduate/professional degrees awarded per year by 35%

Record numbers of applications from high-caliber students and support for student success resulted in UConn's increase in national rankings from #38 to #19 among public universities, according to *U.S. News and World Report*. UConn enrolls approximately 13% of Connecticut's high school seniors and our fall 2013 class, once again, included the largest number of diverse and most academically talented students ever admitted.

This 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.

Capital Program:

To accommodate the additional faculty, staff and over 6,500 students, the major capital investment will include new and renovated facilities for research and teaching labs, classrooms, academic support, residence halls, dining, parking, water, steam lines, information technology, equipment and various infrastructure upgrades.

New STEM facilities will provide state of the art research space to accommodate a growing faculty, students and their research. To enable the University to recruit outstanding faculty and develop emerging interdisciplinary research collaborations, expansion of research space is necessary. This includes multi-

disciplinary laboratories, centralized core facilities and equipment. *Next Generation Connecticut* funding will allow us to construct sufficient space to meet the needs of at least 200 STEM faculty and their students. The University will add two floors to the new Engineering & Science building, and will build new science facilities while renovating existing buildings such as Gant.

Other University initiatives include consolidation of programs and creation of new and renovated academic learning environments for various STEM and supporting initiatives like development of academic program space. This includes new classroom space to support the expansion of the student population and introduce new learning technologies and other new buildings to replace out-dated facilities. *Next Generation Connecticut* funding will also allow the University to repurpose existing space into teaching laboratories in the Gant complex.

The consistently high demand for on-campus housing at the University and the planned enrollment growth will require new residence halls. To enable the University to recruit high achieving STEM students and meet the housing demands of the expanded student body, *Next Generation Connecticut* funding will be utilized to construct a STEM Living & Learning Community residence hall and an Honors residence hall. In addition, the University will renovate existing residential life facilities. The University expects to undertake, in consultation with local communities, improvements to its parking, public transportation and roadways to accommodate the growth in student enrollment and faculty populations. This includes centralizing parking through new structured facilities, relocation of existing parking lots and various traffic improvements throughout campus.

Next Generation Connecticut will also fund infrastructure upgrades such as steam line replacement, sewer system upgrades in coordination with additional water supply, and various other underground utility improvements such as power will be required to support the renovation of existing buildings and the development of new facilities.

Next Generation Connecticut funding will be used for acquisition of shared equipment such as the functional magnetic resonance imaging system (fMRI), Bio-safety laboratories, and additive manufacturing equipment that will enable faculty collaborations across diverse disciplines in STEM. This will include startup equipment in support of 200 new STEM faculty. Startup equipment can 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 upgrades to our information technology data center.

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Appropriations Committee

February 24, 2014

UCONN
HEALTH CENTER

Connecticut's Only Public Academic Health Center

3 Schools:
School of Medicine
School of Dental Medicine
Graduate School of Biomedical Sciences

Patient Care
John Dempsey Hospital
University Dentists
University Medical Group

Residency Training
(Graduate Medical Education)

Biomedical Sciences and Research

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A Worthy Investment

Critical source of the State's health care professionals

- 35% of School of Medicine graduates practice in the State (FY 12)
- 51% of School of Dental Medicine graduates practice in the State
- Connecticut residents comprise 89% of the School of Medicine class entering in 2013

Economic driver for the region and state

- Catalyst for new biomedical and biotech jobs, e.g. Stem cell, genomics and personalized medicine
- Generates nearly $1 billion in Gross State Product
- State-of-the-art incubator space for small startup businesses
- Robust clinical enterprise

Major Employer:

- 5,700 employees from West Hartford, Bristol Farmington, New Britain, Avon, Hartford, Newington, Southington, Plainville, Berlin, Burlington, Manchester, Waterbury, Windsor, Simsbury, Unionville, Wethersfield, Bloomfield, Glastonbury, Est. Hartford, Canton, Meriden, Middletown, Cheshire, Enfield, Wolcott, South Windsor, New Haven, Torrington, Norwich, Woodstock, Bridgeport and points in between.

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Who we are and what we want to be

- **A regionally and national prominent provider in a few well chosen areas of distinction**. We will leverage our research to provide patients opportunities and experiences not available in community hospital settings. We will focus our resources to make these great.
- **A respected and caring provider of patient-centered tertiary care**. We will provide high quality care to every patient in core specialty areas, with great patient access and customer service.
- **Health beyond healthcare.** We will build our primary care network. We will provide comprehensive care and preventive services to the communities we serve, including the poor and disadvantaged.

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UConn Health 2020: Goals

Goal 1: Discover and Innovate

Goal 2: Prepare Students for Lifelong Success

Goal 3: Deliver World-Class Health Care

Goal 4: Enhance Wellness and Health Equity

Goal 5: Become a “Best Place to Work”

Goal 6: Ensure Financial Integrity and Strength

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School of Medicine

366 Students

Key Strengths		
Basic Research	**Clinical & Translational Research & Care**	**Education**
Cell analysis & modeling	Musculoskeletal disease	Shared medical & dental curriculum in yrs. 1-2
Stem cells	Aging	Early clinical exposure
Genomics	Stroke	Team-based learning
Immunology	Cancer	Minority enrollment
	Cardiac disease	GME leadership
	Addiction	Community partnerships

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School of Dental Medicine

169 Students

Key Strengths		
Basic Research	**Clinical & Translational Research & Care**	**Education**
Regenerative medicine	Major provider of care to underserved in CT	Shared medical & dental curriculum in yrs. 1-2
Inflammation	Oral health as primary care	Team-based learning
Skeletal biology	Health disparities	Community outreach
	Oral cancer	Outstanding National Boards performance
	Biomaterials	
	Implantology	

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The Graduate School

168 PhD Students
158 Masters Students

Programs				
Biomedical Science (PhD)	**Public Health (PhD, MPH)**	**Clinical & Translational Research (MS-CTR)**	**Dental Science (MDentSc)**	**Combined Degree Programs**
Cell Analysis & Modeling	Social & Behavioral Health	Cancer	Masters Degree	**MD**: MD/ PhD, MD/ MPH, MD/MS-CTR, MD/MBA
Genetics & Developmental Biology	Occupational & Environmental Health	Microbial Pathogenesis		**DMD:** DMD/PhD, DMD/MPH, DMD/MS-CTR
Cell Biology		Neuroscience		**PhD**: PhD/MBA
Immunology		Vascular Biology		
Molecular Biology & Biochemistry				
Neuroscience				
Skeletal, Craniofacial and Oral Biology				

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Clinical Services/Patient Care

KEY SERVICE STATISTICS (FY13)

- 8,487 inpatient discharges
- 614,923 outpatient encounters
- 90,179 dental clinic visits at UCHC sponsored sites

All UCHC clinical care venues serve as sites for teaching and learning and are essential for attracting talented faculty who teach, do research and provide patient care

- **John Dempsey Hospital (JDH):** an acute care university teaching hospital licensed for 234 beds.
- **UConn Medical Group (UMG):** the region's largest multi-specialty faculty clinical group practice
- **University Dentists and UConn Dental Clinics:** Connecticut's single largest provider of dental care for the under and uninsured

Opened in 1975, JDH is the only public acute care hospital in Connecticut and the 2nd smallest academic health center hospital in the U.S.; originally planned as 400 beds, JDH was built at 200 beds. The 2nd tower was never built.

Licensed at 234 beds, of which 184 are currently staffed (50 medical/surgical beds will come on-line upon completion of new hospital tower), 65 are very specialized (Correctional, Psychiatry, Maternity), 119 are medical/surgical (flexible) beds, and home to 40 NICU beds licensed by Connecticut Children's Medical Center.

Face same challenges as the state's other 29 acute care hospitals: Medicaid/Medicare cutbacks, uncompensated care, declining reimbursement rates, nursing and other health care professional shortages and an intensely competitive marketplace. Face unique challenges of high cost personnel pool and large fixed cost structure.

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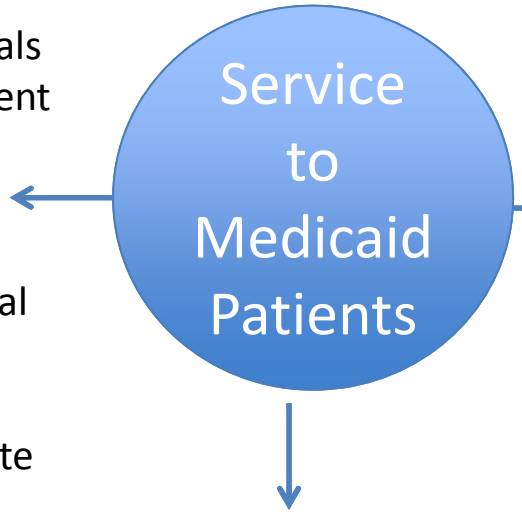
An Essential Healthcare Provider to Connecticut's Underserved Citizens

JDH

- Ranks among the top 5 hospitals in the state in Medicaid inpatient days as a percentage of total inpatient days at 25.6% of 40,758 inpatient days
- Disproportionate share hospital serves (a large number of Medicaid and uninsured individuals)—1 of only 5 in state



UCONN Medical Group

- 19.2% of visits were Medicaid patients (17.6% in FY12)

UCONN DENTAL CLINICS

- Single largest provider of dental services to Medicaid recipients and the under- and uninsured
- 68.5% of patient visits to the UCHC dental clinics are Medicaid clients (Farmington, Burgdorf and Connecticut Children's Medical Center in Hartford, and CONNcept in West Hartford)
- Services are provided in 21 community sites across the state (Hartford, New Britain, East Hartford, Manchester, Waterbury, Norwich, New Haven, Derby, Willimantic, Putnam, Bridgeport, and Torrington) (47,842 Total visits)

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An Essential Healthcare Provider to Connecticut's Underserved Citizens

Clinical Service Collaboration:

- Department of Correction: Provide medical and dental care to 17,882 inmates in DOC custody
- Departments of Public Health, Mental Health & Addiction Services, Veteran Affairs, and Developmental Services
- Telehealth demonstration projects with community health centers

Statewide Resource:

- Operate the Connecticut Poison Control Center (per State Statute)

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A Resource to the Community and the State

Community Service: UConn physicians, dentists, residents, medical and dental students provide thousands of hours of free healthcare to Connecticut's most medically vulnerable citizens, for example:

- Migrant Farm Worker Clinic
- South Park Inn Medical Clinic (Hartford)
- South Marshall Street Homeless Clinic (Hartford)
- YMCA Adolescent Girls Medical Clinic (Hartford)
- Camp Courant Dental Screening Program
- Covenant House (Willimantic)

Building and Developing the Healthcare Provider Pipeline: Initiatives to grow the number of under-represented minorities enrolled in healthcare education and increase the number of healthcare professionals practicing in urban settings and other areas across the state:

- AETNA Health Professions Partnership Initiative
- Area Health Education Center program (AHEC), located in Farmington with four regional centers located in Bridgeport, Hartford, Norwich and Waterbury
- Urban Service Track

Quality: The Joint Commission Award
Top Performer on Key Quality Measures

- Joint Commission is an independent, not-for-profit organization that accredits and certifies more than 20,000 health care organizations and programs in the United States
- Reflects outstanding work in the treatment of patients with heart attack, heart failure, pneumonia, and surgical care
- Ratings based on data reported to The Joint Commission in 2012
- Only Program in greater Hartford to receive commendation!

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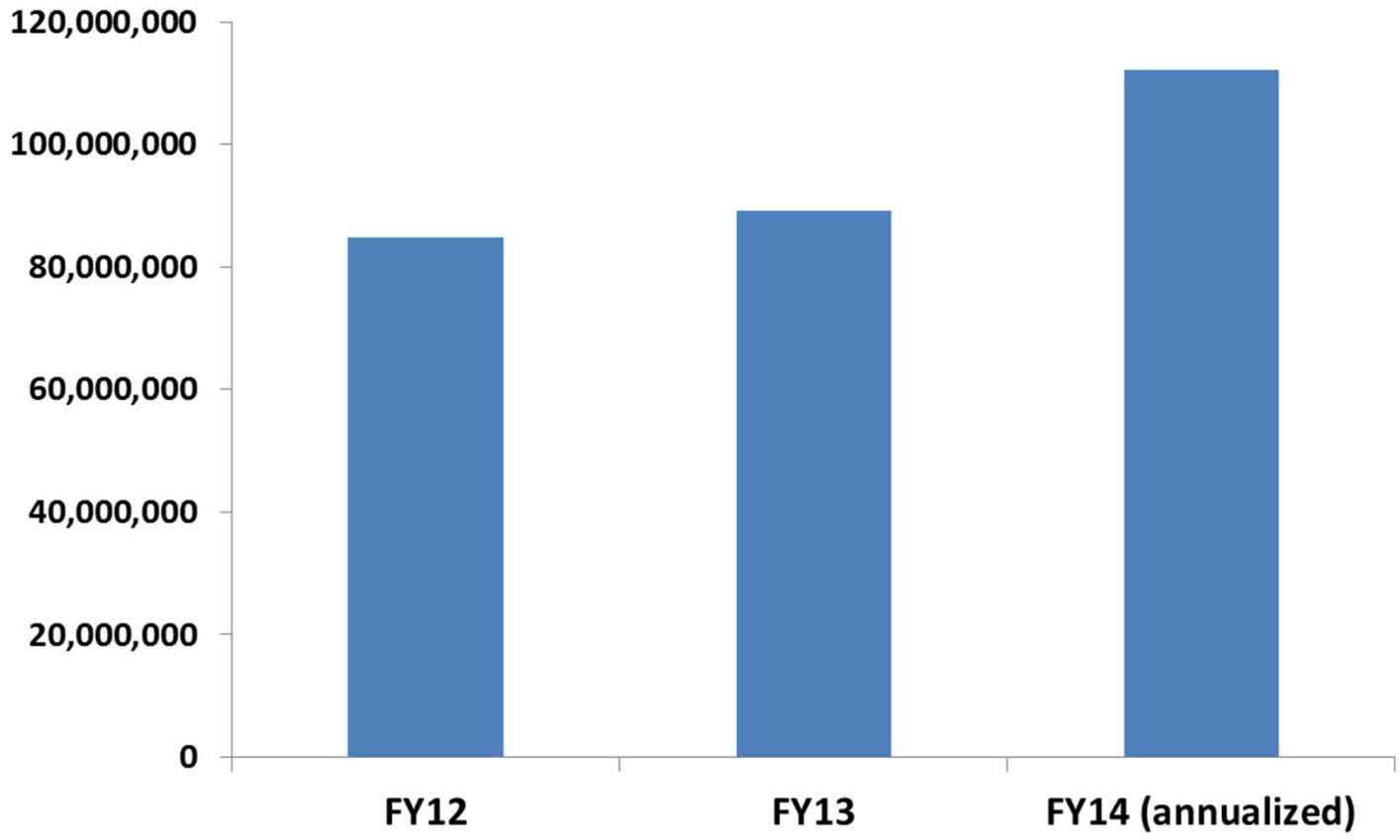
Research: Total Research Awards

Health Center Funding Increased Despite Decreased Federal Funding



Note: This graph includes the full grant amount in the year the grant is awarded (even if the award is a multi-year award). (Awards exclude gifts)

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Partner and Resource to Other Hospitals

- 745 residents (645 medical and 100 dental) who train and provide patient care in local hospital, dozens of community settings in more than 20 communities across the state
- 54 UConn Medical Internship/Residency Programs contribute to the quality of healthcare service in the participating hospitals and also drive additional Medicare reimbursement revenues:

Hospitals FY 12	Graduate Medical Education & Indirect Medical Education Reimbursement
CT Children's	$2.9M
Hartford Hospital	$40.7M
Hospital of Central Connecticut	$6.8M
UCONN Health Center- John Dempsey Hospital	$21.3M
St. Francis Hospital	$26.3M
TOTAL	**$98.0M**

UConn residents provide care in Hartford, Bridgeport, New Britain, Middletown, East Hartford, Manchester, Waterbury, Norwich, New Haven, Derby, Willimantic, Putnam, Torrington, Farmington, West Hartford, Meriden, Suffield, Cheshire and Newington

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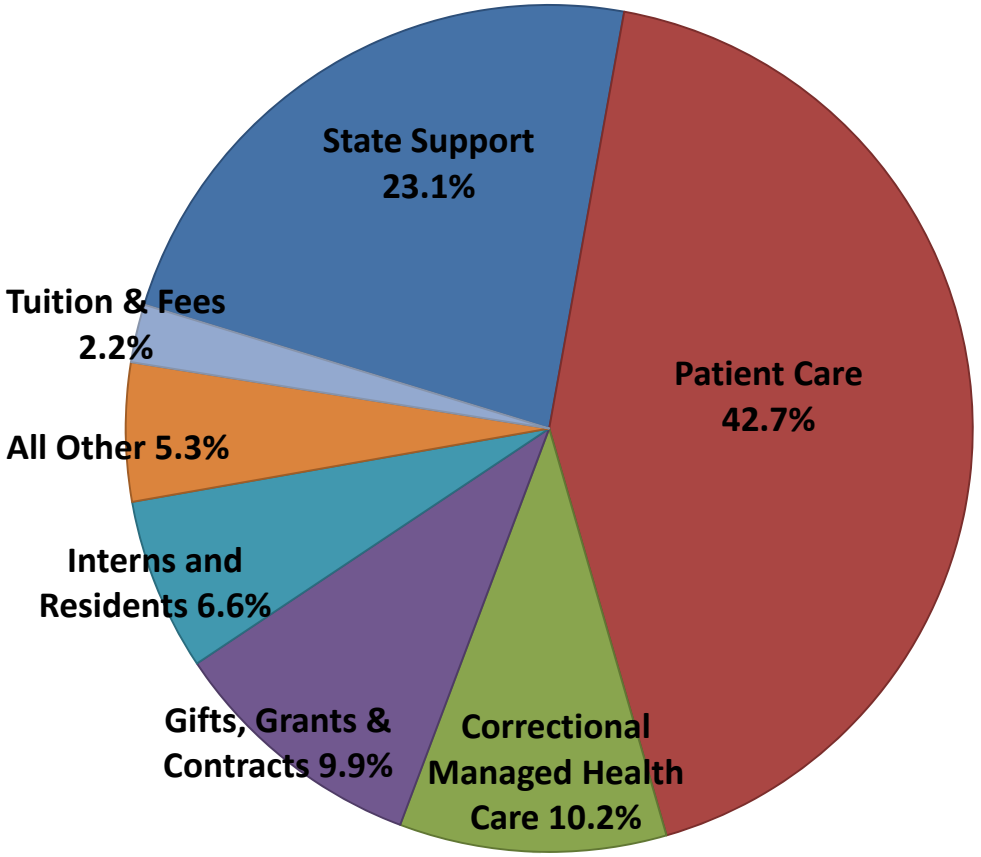
FY14 Revenue Budget: $880.4M

- 23.1% of the Health Center budget is State supported
- 76.9% comes from other revenues (clinical, research, tuition, philanthropy)



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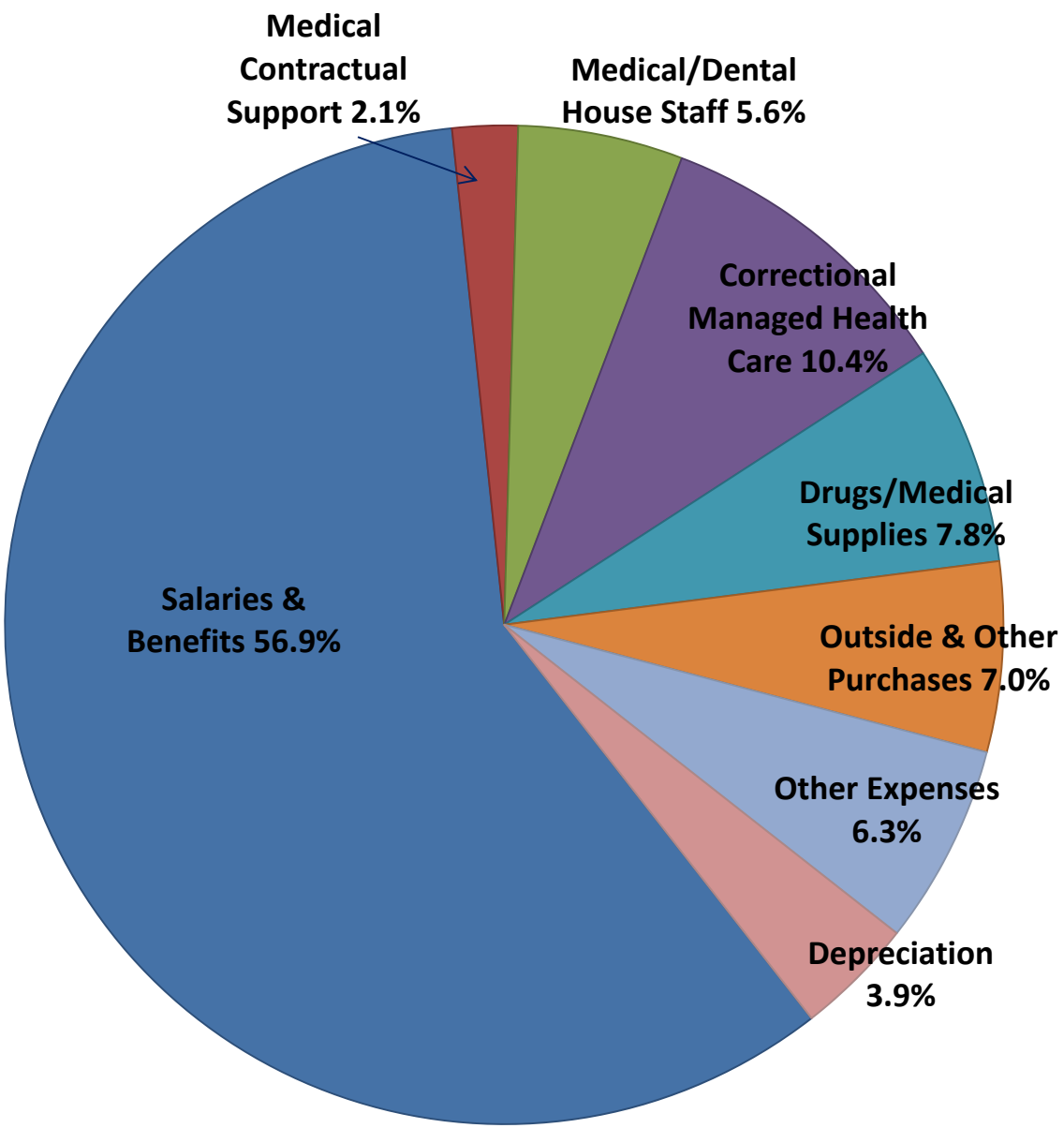
FY14 Expenditure Budget: $891.4M



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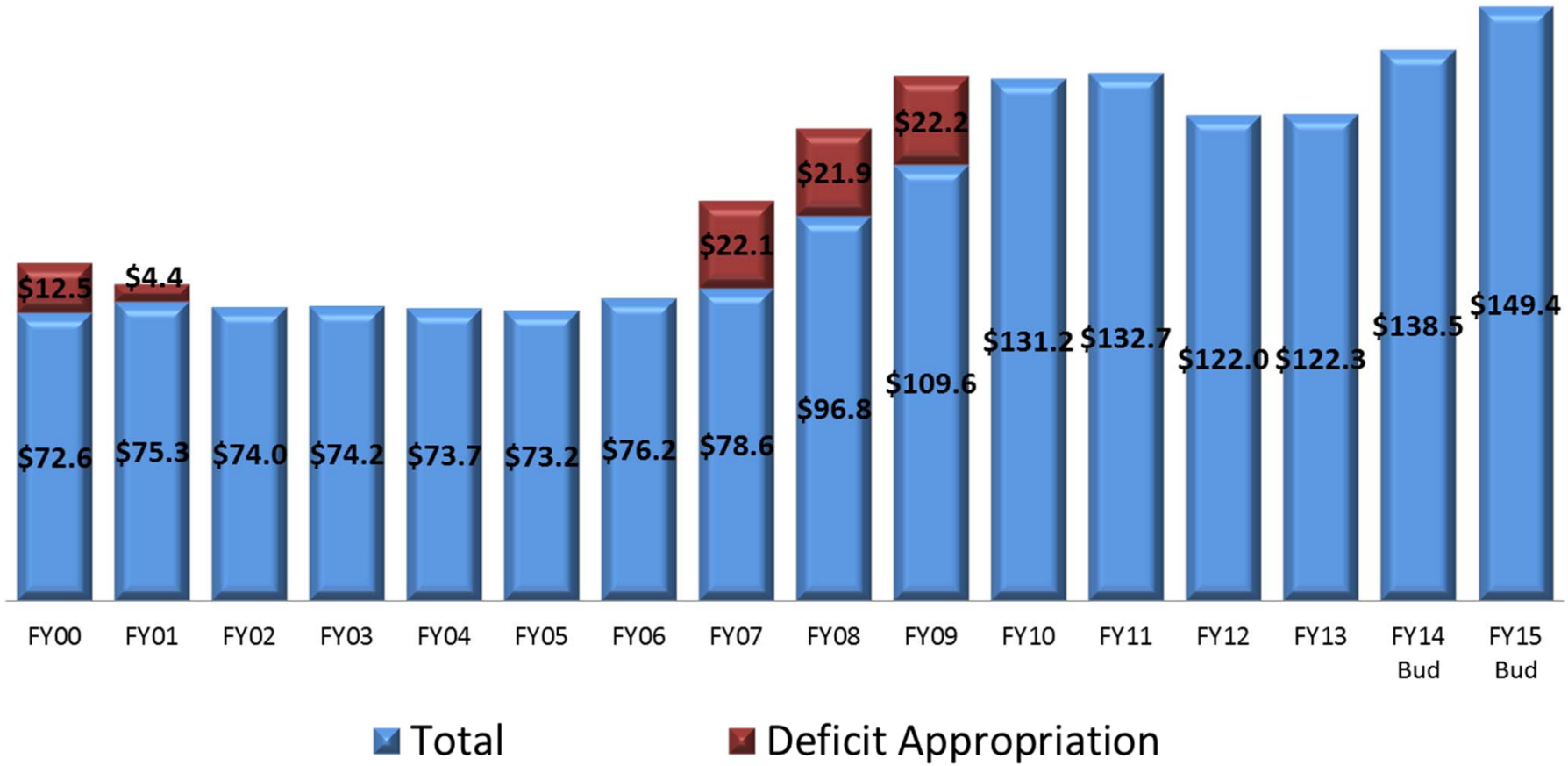
State Appropriation ($M): FY2000 to FY2015*



Accounting for inflation, funding is essentially flat.

*Graph not adjusted to account for $20M transferred from the UCHC Medical Malpractice Trust

Bioscience Connecticut

Facilities and Infrastructure

- On-Track, On-Budget
- Construction Industry Benefits

Programs and People

- Essential to success of BSC
- Sustainable economic benefits

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Bioscience Connecticut: PA 11-75

Goal: To help jumpstart Connecticut's economy by creating jobs now and by generating long-term economic growth, and to increase access to quality health care. Both goals can be achieved by making Connecticut a leader in bioscience.

Objectives: Provide new strategic investment and recast existing commitments to:

- Create 3,000 construction and related jobs annually through 2018.*
- Generate $4.6 billion increase in personal income and generate 16,400 jobs by 2037.
- Double federal and industry research grants to drive discovery, innovation and commercialization.
- Increase access to high quality health care.
- Graduate and retain more physicians and dentists to meet forecasted workforce shortage and meet increased demand for health care services resulting from health care reform and an aging population.

*This legislative initiative is aimed at job creation for Connecticut and better health care for **all** citizens of the state.*

** According to estimates from a 2011 study by the Connecticut Center for Economic Analysis.*

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New Hospital Tower

- 169 private rooms
- New and expanded Emergency Department
- Expected completion: late 2015

Research Space Renovation

- Renovation of 238,000 sq. ft. of existing UCHC research facilities
- Two Projects – 6 phases (Completion in 2017)
- 28,000 sq. ft. incubator lab addition to Cell & Genome Sciences Building (CGSB) to foster new business start-ups

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Education Construction

- Allows for growth in Schools
- Addition and Renovations to Academic building
- Planning and construction 2015-2018

Outpatient Care Center

- State-of-the-art, multispecialty outpatient center on lower campus
- Adjacent to new parking garage and existing MARB
- Construction: 2013-2014

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Jackson Laboratory for Genomic Medicine

- Internationally renowned research leader
- New building on lower Health Center campus dedicated to personalized medicine
- Collaborating with universities and hospitals in the region
- Construction started in 2013

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Facilities and Infrastructure

- Construction Jobs
  - 476,725 hours worked on the project through December 2013
  - 1,652 workers oriented
  - 105 of 134 (78%) construction contracts awarded to CT companies

- Small/Minority Participation:

HOSPITAL CONSTRUCTION	REQUIREMENT	CURRENT
Small Businesses	25%	**38%**
Minority/Women's/ Disadvantaged Businesses	6.25%	**19%**

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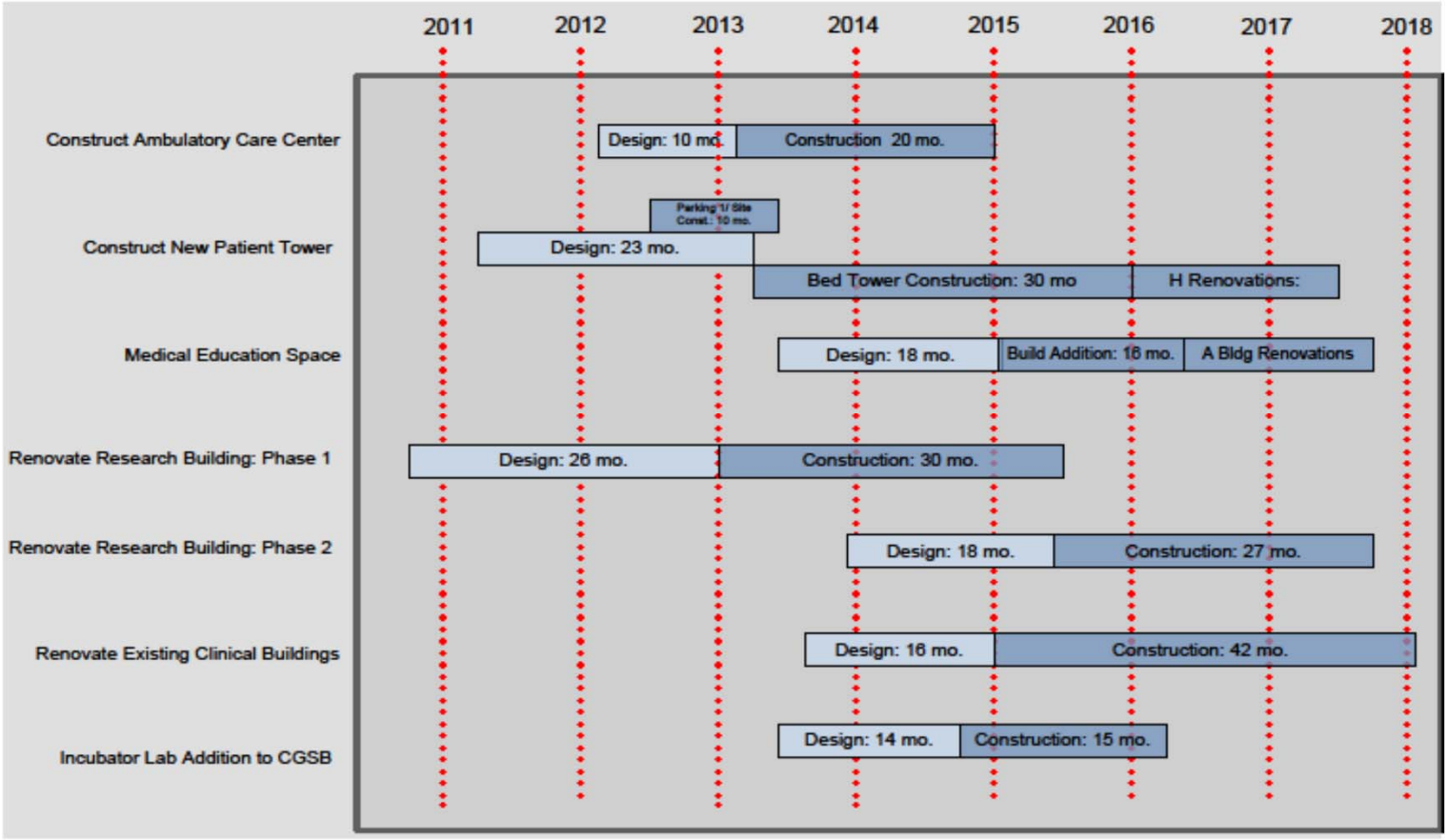
Facilities and Infrastructure Timeline

1/14/13



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People Drive Programmatic Progress

	2012	2013	2014	2015	2016	2017	2018	2019	TOTAL
School of Medicine Expansion	340 students	+ 5 ✓	+ 13	+ 13	+ 25	+ 20	+ 12	+ 12	440 students
School of Dental Medicine Expansion	160 students				+ 12	+ 12	+ 12	+ 12	208 students
Clinical Scientist Faculty Recruitment		+ 10 ✓	+ 15 In Progress	+ 15					40 new faculty
Basic Scientist Recruitment (joint w/Jackson Labs)		+ 3 ✓ 1 Complete	+ 4	+ 3					10 new faculty

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Other Financial Realities

- $69M to be raised out of operations and philanthropy
- $15M annual lease payment on new Ambulatory Care Center
- $11M unanticipated, unfunded costs (e.g., traffic/road improvements, water supply redundancy, etc.)
- Major information technology upgrade
- Continued non-competitive overhead

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2014 Fact Sheet

THE UNIVERSITY

- Founded 1881
- Main Campus: Storrs
- 5 Regional Campuses: Avery Point, Greater Hartford, Stamford, Torrington, Waterbury
- School of Law and Graduate Business Learning Center: Hartford
- School of Social Work: Greater Hartford Campus
- Health Center: Farmington
  (Schools of Medicine & Dental Medicine, graduate programs, medical & dental clinics & John Dempsey Hospital)
- Land Grant & Sea Grant college, Space Grant consortium institution
- Storrs & Regionals = 4,093 acres; Health Center = 209 acres

INITIATIVES

UCONN 2000 & 21st Century UConn – As of October 2013:

- 110 projects totaling $2.3 billion in bonds have been authorized
- $2.1 billion in construction-related contracts issued from all fund sources
  - 63% of funds to Connecticut contractors, 19% to set-aside contractors
- In excess of 10 million square feet of new and renovated space completed
- Bond Credit Ratings by Fitch, Moody's and Standard & Poor's consistently strong

Next Generation Connecticut

- Next Generation Connecticut: $1.5 billion capital investment over 10 years includes construction, renovations, infrastructure and equipment

Bioscience Connecticut

- Bioscience Connecticut: $1 billion investment in genomics and personalized medicine

STUDENTS – Fall 2013

Academic Programs & Degrees

14 Schools & Colleges
Agriculture & Natural Resources, Business, Dental Medicine, Neag Education, Engineering, Fine Arts, Graduate, Law, Liberal Arts & Sciences, Medicine, Nursing, Pharmacy, Ratcliffe Hicks, Social Work
8 undergraduate degrees: 102 majors
17 graduate degrees: 75 research and professional practice fields of study
6 professional degree programs (J.D., LL.M., M.D., D.M.D., Pharm.D., S.J.D.)

Degrees 2012-13	**7,621**		
Bachelor's	5,122	Dental Medicine	34
Master's	1,527	Graduate/Professional Certificates	140
Doctorates	340	6 Yr. Education	56
Law (J.D., LL.M.)	208	2 Yr. Agriculture	26
Pharm.D.	94		
Medicine	74		
Degrees by: Female	53%	Minority	19%

Total Student Enrollment – 30,474

18,032	Undergraduate at Main Campus
4,563	Undergraduate at Regional Campuses
22,595	***Subtotal Undergraduate***
6,555	Graduate (M.A./Ph.D., incl. 311 at Health Center)
591	Law
191	Pharm.D.
368	Medicine
174	Dental Medicine
7,879	***Subtotal Graduate/Professional***

Entering Freshmen at Main Campus – 3,755

- 45% were in top 10% of high school class
- 82% were in top 25% of high school class
- 81 valedictorians and 66 salutatorians
- 253% more minority freshmen than in Fall 1995
- Since 1995: 1,703 valedictorians and salutatorians enrolled at all campuses

Student Characteristics

	Undergraduate - 22,595	Grad/Professional - 7,879
Female	50%	52%
Minority	27%	17%
International[1]	4%	20%
Connecticut Residents[2]	80%	69%

[1] 99 countries were represented in the Fall 2013 international student population.
[2] 76% of undergraduates on Main Campus are Connecticut residents.
All 169 Connecticut towns and 43 of 50 states are represented in the Fall 2013 total undergraduate student population.

SAT Scores and Retention & Graduation Rates

2013 SAT Scores (Critical Reading and Math)	**National High School**	**Connecticut High School**	**Main Campus Entering Freshmen**
	1010	1020	1233

Main Campus		**All**	**Minority**
Freshmen Retention:	1-Year Rate	94%	91%
Graduation:	4-Year Rate	70%	60%
	6-Year Rate	83%	82%

UConn (Main Campus) ranks 15 out of 58 public research universities in graduation rate for all freshmen and 18 out of 58 public research universities for minority freshmen. (Sources: *U.S. News 2014 America's Best Colleges & 2012 IPEDS Graduation Rate Survey*)
UConn (Main Campus) average time to graduate is 4.2 years among those who graduate within 6 years, and ranks 5 out of 58 public research universities.

Total Undergraduate Student Cost – 2013-2014

	In-State	**Out-of-State**
Tuition, Fees, Room[1] & Board[2]	$23,496	$42,444
Tuition & Mandatory Fees	12,022	30,970
Tuition Only	9,256	28,204

[1] 72% of Main Campus undergraduates live in campus housing (116 residential halls).
[2] Board rate shown reflects most popular plan available.

Student Financial Aid – Fiscal Year 2013

Financial Aid Support: $407.7 million

	Main Campus/ Regional[1]	**Health Center**
Scholarships & Grants	$142.8 million	$4.8 million
Loans	172.7 million	15.7 million
Student Employment	22.7 million	
Tuition Waivers	49.0 million	

[1] 40.2% of all tuition dollars are dedicated to financial aid. Approximately 20,500 students received financial aid packages in FY 2013.

BEST COLLEGES
U.S.News & WORLD REPORT
NATIONAL UNIVERSITIES
PUBLIC
2014

UConn ranks among the Top 20 public universities in the nation
– *U.S. News & World Report America's Best Colleges* (2014)

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2014 Fact Sheet

BUDGET – Fiscal Year 2014

Total Current Funds Budget: $2.0 billion

MAIN & REGIONAL CAMPUSES

Revenue	**In Millions**
State Appropriation	$205.6
Fringe Benefits	101.0
Student Tuition & Fees	562.2
Gifts, Grants & Contracts	172.2
Sales/Services - Auxiliary Enterprises	37.6
Sales/Services - Educational	16.6
Investment Income	0.6
Total	$1,095.8
Expenditures	
Academic Services	$505.8
Research Services	72.6
Student Services	368.4
Operating, Support & Physical Plant Services	179.9
Total[1]	$1,126.7

HEALTH CENTER

Revenue	**In Millions**
State Appropriation	$125.3
Fringe Benefits	78.2
Tuition & Fees	19.5
Gifts, Grants & Contracts	87.3
Interns & Residents	58.0
Net Patient Care	375.9
Correctional Managed Care	89.7
All other revenues	46.5
Total	$880.4
Expenditures	
Hospital & Health Services	$470.9
Academic Services	185.0
Research Services	103.9
Operating, Support & Physical Plant Services	131.6
Total[1]	$891.4

[1]Prior year reserves will fund the net loss.

STAFF – Fall 2013

Number of Full-time & Part-time Faculty & Staff: 9,932

	Main Campus/Regional		**Health Center**	
Full-time & Part-time Faculty & Staff	**4,757**		**5,175**	
Full-time Faculty & Staff	4,548	(96%)	3,895	(75%)
Part-time Faculty & Staff[1]	209	(4%)	1,280	(25%)
Full-time Faculty	**1,485**		**484**	
Tenured & Tenure Track	1,124	(76%)	175	(36%)
Non-Tenure Track	361	(24%)	309	(64%)
Full-time Staff	**3,063**		**3,411**	
Full-time & Part-time Faculty				
Female	39%		40%	
Minority	22%		29%	
Full-time & Part-time Staff				
Female	57%		77%	
Minority	17%		25%	

[1]An additional 696 adjunct lecturers teach one or more courses at Storrs and Regional Campuses.

Staff Covered by Collective Bargaining Agreements:

Main Campus & Regional Campuses	91%
Health Center	80%

ALUMNI and GIVING

UConn Alumni

- Nearly 217,000 total alumni worldwide.
- More than 123,000 alumni live in Connecticut.

Private Giving Fiscal Year 2013

- Total Endowment: At the close of FY 2013, the University's endowment, which stood at $42 million at the start of 1995, was valued at approximately $359.5 million.
- In FY 2013, private fundraising receipts totaled $63.3 million: $43.9 million for the Main and Regional Campuses, $7.4 million for the Health Center, and $12 million for Athletics.
- Alumni contributed $20.9 million in FY 2013. Additional commitments included $17.4 million from parents and other individuals, and $25 million from corporations, private foundations and other organizations.

RESEARCH and PUBLIC SERVICE

Fiscal Year 2013 external funding, sponsored activities:

$204.6 million (excluding financial aid):

Main & Regional Campuses:	$115.5 million (56%)
Health Center:	$ 89.1 million (44%)

Total by Funding Source

Federal: 68% State: 14% Private/Other: 18%

Sponsored Activities at Main & Regional Campuses

Research	78.4%
Education and Training Programs	2.2%
Public Service	19.4%

Sponsored Activities at the Health Center

Research	89.5%
Industry Support	4.2%
Education and Training Programs	2.2%
Other	4.1%

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