UCONN | UNIVERSITY OF CONNECTICUT

Finance, Revenue and Bonding Committee
General Bonding Subcommittee

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Testimony

By

Mun Choi

Provost and Executive Vice President, University of Connecticut

And

Andrew Agwunobi

Interim Executive Vice President for Health Affairs, UConn Health

Co-Chairs, Ranking Members, and Members of the Committee, thank you for giving us the opportunity to update you on the transformative building initiatives that you have made possible at the University of Connecticut. My name is Mun Choi and I am the Provost at the University.

With me today are Laura Cruickshank, University Master Planner and Chief Architect, Andrew Agwunobi, Interim Executive Vice President for Health Affairs, and Tom Trutter, Associate Vice President for Campus Planning, Design and Construction with UConn Health. I will begin by updating you on Next Generation Connecticut and the Tech Park and then turn it over to my colleagues at UConn Health.

In 2013, the General Assembly enacted Next Generation Connecticut. The goals are to hire and support outstanding faculty, train and educate graduates to meet the future workforce needs of Connecticut, develop preeminence in the University of Connecticut's research and innovation programs, and initiate collaborative partnerships with industries for R&D. The cornerstone of this effort is the development of new and existing facilities. If operating dollars are provided through the annual appropriations process in keeping with those originally proposed, it will also allow us to add faculty and increase enrollment by 6,500 students by 2024. Finally, it will support the academic missions and the expansion of critical programs at UConn's Hartford, Avery Point and Stamford campuses.

We've already made important accomplishments to support Next Generation Connecticut. Since 2012, we hired 173 new faculty and enrolled 672 additional students at all campuses (with 581 in engineering). Our faculty also received 30% more in new research awards.

We also completed an extensive Academic Plan – **UConn's Path to Excellence** – and the **Campus Master Plan** to guide investments for Next Generation Connecticut for the next 10 years.

Next Generation Connecticut Capital Program Overview

To accommodate the additional faculty 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 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 high-tech research instrumentation. 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 is critical for recruiting and retaining the best and brightest faculty and to successfully compete for major research grants in emerging areas of manufacturing, materials, energy, biomedical technologies, information science and systems genomics.

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

The consistently high demand for on-campus housing at the University and the planned enrollment growth will require additional residence halls that will accommodate students in living-and-learning communities in STEM disciplines as well as our Honors students.

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 a new Engineering and Science Building, two new residence halls, the Hartford Campus relocation to the renovated and expanded Hartford Times building, and the Stamford Campus housing initiative.

Engineering and Science Building

The School of Engineering is located in several buildings throughout the campus. The three oldest and least modern buildings on the main campus were built between 1959 and 1987 and cannot support emerging interdisciplinary engineering programs such as bioengineering and nanotechnology. A planning study identified program components for a new Engineering & Science building that will include a state-of-the-art laboratory for trans-disciplinary research in Bio-Nano Engineering, Cyber-Physical System Engineering, advanced

manufacturing and other sciences that will catalyze research advances. Design of the new building is complete and the project will be bid publicly in Spring 2015. Construction will start shortly after receipt of bids and will be completed in Spring 2017.

Residential Life Facilities at the Storrs Campus

Two new residence halls and the renovation of a shared dining hall are currently in the design and construction phases. The first residence hall, which is currently under construction, will be dedicated to entering students enrolled in the STEM programs and will house approximately 725 students. The 210,000 gross square foot housing complex will serve as a living and learning community. The current target completion date for the project is Fall 2016. A renovation of the Putnam Refectory dining facility, currently in the design phase with construction to be completed by Fall 2016, will increase the seating capacity from 400 to 700 to accommodate students in the adjacent STEM residence hall. The second residence hall, currently in the design phase, is the Honors Residence Hall, which will provide housing for entering Honors students and will house approximately 650 students. The facility will be approximately 220,000 gross square feet and will include seminar rooms, education programming rooms, music rooms, a dining hall, and the Honors program. The current target completion date for the project is Fall 2017.

Regional Campuses: Hartford relocation, Stamford housing, and Avery Point campus projects

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 for local businesses; and consolidate undergraduate programs, the Department of Public Policy, the School of Social Work and the School of Business into a downtown campus. The proximity to downtown Hartford will increase transfer access for community college students. UConn Hartford will become a neighborhood campus with one central iconic structure, supplemented by classrooms and support spaces located in surrounding institutions with existing vacant or underutilized space. The current target completion date is Fall 2017.

Since the Stamford Downtown Campus was constructed, additional students have been attracted by the new downtown facility and the establishment of additional degree programs in Digital Media and Design as well as Business. This student growth, combined with Next Generation Connecticut'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 have housing available for the Fall 2017 semester.

At the Avery Point Campus planning for renovations to the academic building and waterfront facility will begin in 2016 or sooner.

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 and 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 program for the new facilities is currently in the planning phase.

The Gant Building complex, which includes the Institute of Materials Science, as well as the Physics and Math buildings, was completed in the 1960's. The complex has a total of 238,000 gross square feet of space with offices, research labs, classrooms and computer facilities. A major renovation of this space is required to address the physical deterioration and to update the research and teaching facilities to meet current program requirements. The renovation project is currently in the planning phase with the expectation of starting design in Summer 2015.

The Torrey Life Sciences Building was constructed in 1961. This 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, cannot be renovated in a cost-effective manner, and therefore will likely need to be demolished. Until that can occur, some repairs will be needed to keep the building safe and operational.

Final plans for science facilities, including whether or not to renovate or demolish and construct new buildings with respect to Gant and Torrey, are currently being developed.

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. Also, the University needs to address utility issues in the expanding North end of campus. Planning activities are expected to begin for a new Supplemental Utility Plant to service new facilities in that area.

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 distribution lines in the central campus and below campus roads, an electrical substation and capacity improvements. A new Main Accumulation Area facility for short-term storage of regulated biological, chemical and radiological wastes from academic labs is in the design phase with the expectation of starting construction in late Summer 2015.

UConn Tech Park

In collaboration with industry partners and entrepreneurs, UConn is developing a Technology Park at the Storrs campus. As a result of PA 11-57 & 14-98, $169.5 million of funds have been authorized. The Bond Commission has allocated $38 million of this authorization, with $18M of that amount encumbered for contractual commitments. The balance of the authorization, $131.5 million, is pending allocation by the Bond Commission. With the State's financial support, UConn has designed and publicly bid the Park's inaugural building, the Innovation Partnership Building (IPB) and is ready to begin construction. This 113,000 square foot building will comprise agile and flexible-use

laboratories. When completed in 2017, the IPB 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:

- $10M UTC Institute of Advanced Systems Engineering
- $7.5M General Electric Center of Excellence for Advanced Materials and Manufacturing
- $7.5M Pratt & Whitney Additive Manufacturing Innovation Center
- $7.2M Fraunhofer/DEEP Center for Energy Innovation
- $6M Comcast Center for Computer Security (In association with the UConn Center for Hardware Assurance, Security and Engineering [CHASE])
- $7.5M DOD MURI for Nanoelectronics Security (CHASE)
- $25M Partnership with FEI, the foremost electron microscopy manufacturer worldwide, to establish a state-of-the art center for microscopy and materials characterization
- At least five additional multi-million dollar partnerships in the discussion phase

The direct and attendant activities of the UConn Tech Park are expected to create new, high-paying 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 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, genetics/genomics and personalized medicine. In this new environment of a rapidly expanding portfolio of partners and technologies, the principal objectives of the IPB are to provide Connecticut companies with a high-tech, well-trained workforce, and access to an "innovation ecosystem" where discovery, product development and design, and manufacturing can commence in partnership with our world renowned faculty and excellent students.

With our partners at Battelle Memorial Institute, Connecticut Innovations, and Nerac, we have developed a model for aligning industry-friendly faculty with companies in the region that will address the core competencies. Through leveraging programs and resources, we will simultaneously increase research productivity and tech commercialization at the University while boosting economic development for the State. The approach we have taken with Battelle/Connecticut Innovations/Nerac partnership consists of two parallel approaches. One approach entails Battelle meeting with potential industry partners to assess their most pressing needs which are then paired with faculty experts. Secondly, Nerac generates a report of the most relevant companies based on an analysis of an individual faculty member's research portfolio and we proceed with the faculty's assistance to identify collaborators.

The process of building relationships with the identified companies, placing emphasis on the industry partnerships we already have in place (UTC, Pratt, GE, Comcast, FEI, etc.) and leveraging State programs offered through Connecticut Innovations and DECD is now our top priority. One example of a successful outcome of our efforts has been the collaboration in stem cell research between faculty member David Goldhamer and CT-based pharmaceutical company Alexion.

Conclusion

In conclusion, it is apparent that the goals of Next Generation Connecticut and the Tech Park are already off to a great start. We are excited about the opportunity to expand critical STEM activities at UConn to drive innovation, enhance job creation and fuel the economic growth of our great State. 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.

Thank you for your tremendous support of the University of Connecticut. I would now like to ask Andrew Agwunobi to provide you with an update on Bioscience Connecticut.

UConn Health

I am Andrew Agwunobi, Interim Executive Vice President for Health Affairs at UConn Health. Joining me is Tom Trutter, Associate Vice President for Campus Planning, Design and Construction.

On behalf of our employees and students, we thank you for your continued support of UConn Health to realize our vision of becoming a premier institution to improve the healthcare of citizens of Connecticut through innovative education, breakthroughs in research and clinical care. Because of that support, there is a transformation underway on our campus. These changes have already begun to – and will continue to – contribute in real and positive ways toward creating jobs in our State, developing the State's future workforce, spurring bioscience innovation, and improving the healthcare needs of Connecticut's citizens.

As many of you know, UConn Health is the State of Connecticut's only public academic medical center. Our aim is to be a nationally recognized academic medical center that improves the health of Connecticut's citizens through the innovative integration of education, research, and clinical care.

Bioscience Connecticut Capital Program Overview

By way of background, in 2011, the General Assembly enacted the Bioscience Connecticut initiative, an important component of the Governor's and the State's plan to jumpstart Connecticut's economy by creating construction-related jobs immediately and generating long term sustainable economic growth in the State based on bioscience research, innovation, entrepreneurship and commercialization. The plan will ensure the State of Connecticut's position as a national and global leader in bioscience. As a catalyst for that growth, the state committed to making strategic investments in the University of Connecticut Health Center (UConn Health).

Today, we would like to briefly review with you the progress we have made on the Bioscience Connecticut capital projects. For those of you who have not been to Farmington recently, I encourage you to visit; we would be delighted to show you around to enable you to get an up-close view of the incredible transformation taking place on campus, and what we have accomplished over the past three years.

I am pleased to report that our Bioscience Connecticut facilities and infrastructure projects are all on schedule and within budget. Through January 2015, 3,417 construction related jobs have been created, and eighty-two percent of construction contracts have been awarded to Connecticut companies, with a value of more than $310 million. We have far exceeded the State's set-aside goals for contracts awarded to minority-, women- and disadvantaged-owned businesses – thus far awarding approximately 23% of our contracts to companies with these certifications (the State's goal is 6.25%).

Outpatient Pavilion

This month we opened our new Outpatient Pavilion. This $203 million project was privately financed by UConn Health through TIAA/CREF. The 306,000 sf facility, along with the new 1,400 car parking garage, allows most of the UConn Health outpatient services to be consolidated into one location. It will be home to more than 250 providers who will be delivering personalized medical and orthodontics care to patients. Most of the moves into the building are complete and the Neag Cancer Center will phase into the building in April and June.

New Patient Care Tower

We are only about a year away from opening our new Patient Care Tower, which will house 169 private rooms for patients, an emergency department, and operating room suites. Construction of this 384,000 sf building is 65% complete. The hospital design will allow more efficient delivery of outstanding care and includes advanced technologies for communication and information sharing between clinical team members.

Both the Outpatient Pavilion and the Patient Care Tower buildings are designed for patient convenience, and they will receive at least LEED silver certification as required by state statute.

Research Laboratory Renovations

We have made significant progress in the renovations to our research facilities. The main building Lab Renovations are comprised of two multi-phase projects. These projects will renovate approximately 200,000 sf of space converting the outdated labs into open, flexible lab space that allows greater collaboration between research departments. The first project is two thirds complete and the final phase is on schedule for completion in August. 29 lead researchers along with their graduate students, postdocs, interns and technicians are working in fully renovated space. The second project is in design and the renovations will begin in early 2016.

New Incubator Lab Addition

The Incubator Lab Addition to the Cell and Genome Sciences Building is in construction and scheduled to be complete in October. This project will double UConn's incubator lab space. Ideal for start-up biotech companies, the 28,000 sf addition adds to the existing

incubator facility at this location. It will offer office and wet lab space in a state-of-the-art, LEED-certified facility. Occupancy of our existing incubator lab space is at nearly 93 percent.

Academic Building

Other projects in design include an addition to the Academic Building and the renovations to the clinical area of the Main Building. Construction for the Academic Building Addition is expected to begin in April. It will support the modernizing of our curriculum in which medical and dental students will participate in expanded interdisciplinary and small-group problem solving experiences. The new space also allows us to incorporate advanced technology into the teaching environment, such as simulation and interactive teleconferencing.

Clinical Care Renovations

The clinical area renovations will modernize the Dental School teaching clinics and expand the Pat and Jim Calhoun Cardiology Center. The design work is underway and the renovations will begin in 2016.

Mun Choi Concludes

The importance of our transformed campus in recruiting world-class faculty, students and staff to UConn Health and positioning us for success in the era of personalized medicine cannot be overstated. Our success, however, will not be found in the construction of buildings alone; it is what goes on inside those buildings, with the people and resources that will guarantee our success and benefit the state most.

Our entering classes in the Schools are some of the brightest and most diverse in history, and we are proud that underrepresented minorities make up 24.5 percent of the expanded School of Medicine first year class (98 students) and 24 percent of the first years in the School of Dental Medicine. With the additional state support for Bioscience Connecticut, we have successfully recruited 34 new faculty who continue to ramp up and will be instrumental in helping us grow our clinical services and expand our research portfolio to address the healthcare needs of Connecticut citizens. We are on track to hire the remaining 16 faculty, including 8 joint hires with The Jackson Laboratory, in the next two years. Clinical and research faculty are hired with the expectation that they will bring or receive grant funding or earn clinical revenues to support their salary.

As you see, we have been extraordinarily focused, productive and accountable. In addition to the immediate economic advantages to the State, we are even more excited about the economic growth that the Bioscience Connecticut project promises for Connecticut's future.

Thank you for allowing us the opportunity to provide this update today.

Finance, Revenue & Bonding Subcommittee

March 24, 2015

UCONN

UCONN 2000 Capital Program

- 29 year program: $4.3B state debt service commitment
  - Phase I: $382M (FY 1996-1999)
  - Phase II: $580M (FY 2000-2005)
  - Phase III: $3.3B (FY 2005-2024): Storrs (aka NextGenCT)=$2.5B, UCH (aka Bioscience CT)=$0.8B
- $189.2M in special obligation bonds authorized to date to be repaid by the University for 9 projects
- $81.9M in a Governmental Tax-Exempt Lease Purchase Agreement to be repaid by the University for the cogeneration facility

UCONN 2000 Bond Fund Status

- $2.4B (Storrs=$1.8B, UCH=$0.6B) authorized to date in bonds with state debt service commitment - $0.5B of bonds unissued ($250M issuance planned for April 2015)
- 10 year history of bond fund expenditures ($M):

FY05	$82.7	FY10	$85.8
FY06	65.6	FY11	92.3
FY07	60.1	FY12	93.2
FY08	58.2	FY13	119.6
FY09	55.3	FY14	140.3

- Forecasted expenditures for FY15 are expected to exceed $200M

UCONN 2000 Phase III Status

Future Authorizations ($M)	
FY16	$312.1
FY17	$266.4
FY18	$269.5
FY19	$251.0
FY20	$269.0
FY21	$191.5
FY22	$144.0
FY23	$112.0
FY24	$73.5

FY16-FY24 Summary ($M)	
Academic & Research Facilities	$573.3
Deferred Maintenance/Renovations	691.7
Residential Life Facilities	131.2
Parking	69.9
Equipment	129.1
Regional Campuses	115.6
Total Storrs & Regional Campuses	$1,710.8
Deferred Maintenance	2.5
Equipment	7.9
Bioscience CT	167.8
Total UConn Health	$178.2
Grand Total	**$1,889.0**

Program Structure

- Project list in law
- Annual bond caps
- Authority delegated to Board of Trustees
- University administers program
- Semi-annual reports to Governor & General Assembly (Book 39)
- Annual audit

Board of Trustees Process

- General capital plan
- Annual project list & supplemental indenture
- Submit list to Governor
- List triggers expenditure plan
  - Projects >$500k approved at Planning, Design, Final stages
- Program & planning adjustments via phasing schedule & indenture changes are ongoing

UCONN 2000 Program Improvements
(University Operating Funds)

- Expanded accountability
  - Fire Marshal & Building Inspectors - ensures all projects are fully inspected
  - Construction Management – allows planning, management and execution of all UCONN 2000 projects
  - Capital Projects & Contract Administration –complete project procurement process
- Additional oversight
  - Construction Management Oversight Committee
  - Office of Construction Assurance
  - Buildings, Grounds and Environment Committee
- Increased resources for audit & compliance
  - Audits find all structural and systemic processes and procedures implemented are highly effective: 2005-2014 audits give construction accounting & administration a clean bill of health

Industry Partnerships

$25M UConn-FEI Microscopy Center

- Established in November 2014
- World's foremost microscopy center
  - New Material Development
  - Advanced Manufacturing
  - Electronics Integrity Testing
  - Biological Agent Detection
  - Vaccine Development
  - Tissue Engineering

$10M UTC Systems Eng. Center

- Established in October 2013
- Mechanical and software system specification, design, validation and operation
- 2.3M parts in Boeing 787 including:
  - wings from Japan
  - fuselage from Italy
  - embedded sensors to assess performance
- Manufacturers are becoming systems integrators
- Operators will need to harness data analytics

$7.5M GE Advanced Materials Center
$7.2M Fraunhofer Energy Center

- Established in October 2012 and July 2013
- Smartgrids, electrical-protection technologies, insulation materials, magnetic & thermal management

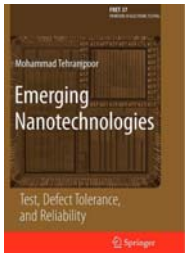
$7.5M P&W 3D Manufacturing Center

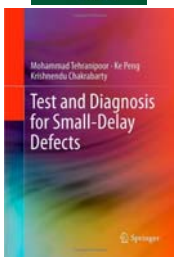
- Established in April 2013
  - Sintering vs. melting
  - Fusion & solidification
  - Powder selection
- Advanced equipment (ARCAM, PHENIX) in place to move to Tech Park

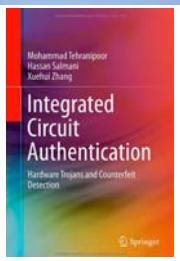
$7.5M DOD Nanoelectronics Center

- Established in May 2014
- Hardware trust & security, authentication & tamperproof electronics







Next Generation Connecticut

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, Information 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.

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, Connecticut will gain $1.95 in business activity
- Every $2M in research expenditures yields a patent

Next Generation Connecticut

- $1.5B capital investment over 10 years
- $137M increase in operating budget by 2024: FY15 is $7.8M less than requested
- Increase undergraduate enrollment by 6,580: 3,290 in STEM
- Establish premier Connecticut STEM Honors Program
  - STEM scholarships & IDEA grants offered to the best students
  - STEM industry internship/co-op experiences
- Award STEM fellowships to train outstanding doctoral students
- Hire faculty & improve infrastructure
  - 259 new faculty (200 in STEM fields)
- Develop critical facilities for research & teaching

Next Generation Connecticut Overview

	FY15 Forecast	FY16 Plan	FY17 Plan
Enrollment	672	845	1,415
Faculty	85	130	185
Staff	39	64	103
STEM Scholarships	79	200	525
STEM Fellowships	6	25	40
UConn IDEA Grants	59	90	120
Total Expenses	$20,105,492	$40,657,621	$68,479,350
Less UConn Funding*	10,493,822	6,872,249	14,489,445
State Request	**$9,611,670**	**$33,785,372**	**$53,989,905**

*Due to the mid-year rescission of FY15 State funds, $5.4M of one-time UConn funds will be used to fulfill the financial commitments of this initiative

Next Generation Connecticut Progress

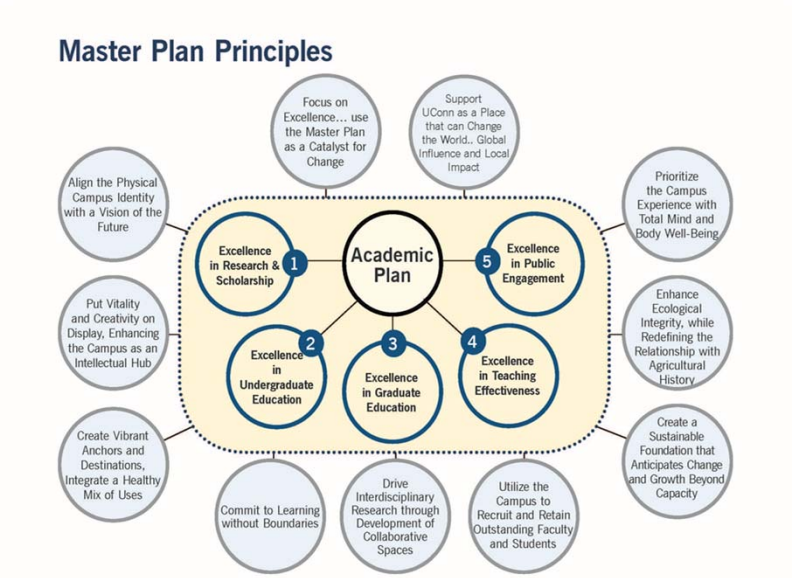
STEM applications at Storrs increased 300% from fall 2001 to 2012 – from fall 2012 to fall 2015, STEM applications are expected to increase 16.0%

	FY15 Actual	Goal by FY24	% of Goal
STEM Enrollment	1,517	3,290 / 42%	46%
Engineering Enrollment	581	1,410 / 70%	41%
Digital Media Enrollment	186	840 / 100%	22%
Risk Mgmt/Global Business (Stamford)	28	680 / 100%	4%
Total Enrollment	672	6,580 / 30%	10%
STEM Degrees	150	2,446 / 42%	6%
STEM Faculty	49	200	25%
Non-STEM Faculty	36	59	61%

Master Plan & Next Generation Connecticut

- Master Plan will:
  - Support the University mission and the academic plan
  - Guide investment of capital and operating funds
  - Support thoughtful planning, design and construction of 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

Master Plan Principles



Drivers of Campus Growth

Academics + Research

- Expanding science + research capacity
- Right-sizing classrooms + labs
- Creating new types of learning space
- Upgrading existing facilities
- Pioneering sustainability

Campus Experience

- Fostering a mixed-use + collaborative environment
- Providing a higher level of services + amenities
- Prioritizing health and wellness
- Modernizing campus infrastructure

Enrollment Growth

- Enrolling 5,000 new undergraduate students
- Accommodating up to 3,500 new residents on campus
- Establishing live/ learn communities
- Upgrading existing facilities

“Big Ideas” for the Campus

1. Expand multi-use districts – adopt infill development strategy
2. Enhance and amplify the unique and distinctive landscape
3. Create a vibrant student activities precinct along Hillside Road
4. Strengthen the academic core as an interactive knowledge hub
5. Create a ‘heritage district’ on campus to celebrate the history of the institution and repurpose original buildings for contemporary uses
6. Prioritize pedestrian circulation within the campus core to reduce vehicular conflicts and provide efficient travel in the campus core
7. Create memorable campus gateways
8. Create a sustainable, mixed use village at Depot Campus

Capital Improvement Program (CIP) Framework, 2015-2025 (Near Term Projects)

NextGenCT projects

STEM Research Center 1 (Science 1)
STEM Research Center 2 (Science 2)
Engineering and Science Building
Gant Complex Renovation
Torrey Life Sciences Removal
Fine Arts Production Facility
STEM Residence Hall
Putnam Refectory Renovation
Honors Residence Hall
Sherman Field Parking Deck
Science Quad Parking Deck
South Parking Deck
Central Utility Plant Upgrade
South Chiller Plant Expansion
Campus Wayfinding + Gateways
Infrastructure replacements/upgrades

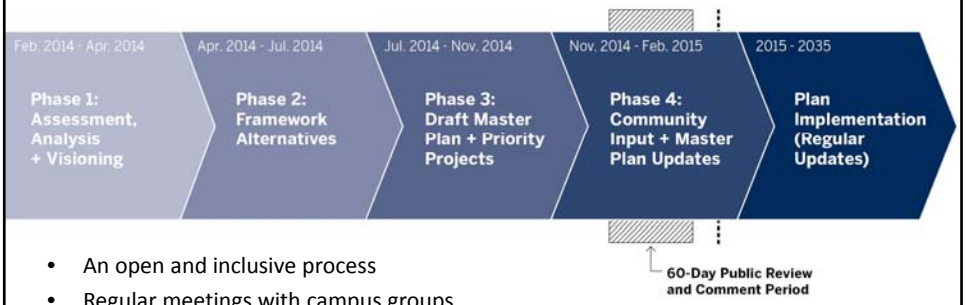
Projects funded from other sources

Tech Park Innovation Partnership Building
Tech Park Main Accumulation Area
Student Recreation Center
Student Health Services
Soccer Complex / Morrone Stadium
Mirror Lake Improvement
Bolton Road to SR 275 Connection
Water Line Replacement
Bergin Campus Renovations
Depot Campus Renovations
South Campus Commons (Park)

Project funding TBD

Student Union Expansion
Connecticut Commons Replacement
South Hillside Residence Hall
Mansfield Apartments Redevelopment
4,000 Seat Hockey Arena
Baseball Stadium / Christian Field
Softball Stadium / Burrill Field
Public Safety Complex
Sherman Field Athletic Pavilion Project
Babbidge Library Renovation
Depot Campus Redevelopment
Wilbur Cross Renovations and Historic District Improvements

Master Plan Process



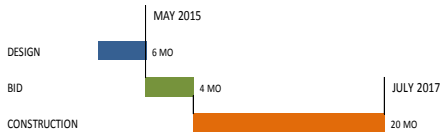
- An open and inclusive process
- Regular meetings with campus groups
- Town Hall meetings with students and local residents
- Website with draft plan documents
- Public review and comment period
- Draft completed Nov. 2014

NextGenCT Project: STEM Residence Hall

- Scope: 212,000 GSF, 8 stories above grade
  - 725 beds + staff and director apartments
  - Includes 22,000 GSF Learning & Innovation Center
  - HPBC, anticipate LEED Silver
- Budget: $105M
- Schedule: expedited schedule
  - Started construction Nov 2014
  - Complete construction July 2016
  - Key Issues: expedited schedule

NextGenCT Project: UConn Hartford

- Scope: 180,000 GSF, 5 floors + penthouse
- Budget: + $100M
- Schedule: on schedule
  - Design underway
  - Enabling/utilities/demo Spring 2015
  - Bidding June/July 2015
  - Start construction Nov 2015
  - Complete construction July 2017



Major NextGenCT Projects in Planning/Design

- New Construction:
  - Engineering & Science Building
  - Honors Residence Hall
  - Main Accumulation Area
  - STEM Research Center
- Renovations:
  - Gant Renovations
  - Putnam Refectory Renovation
  - Monteith Renovation
- Infrastructure Improvements (water, steam, electrical)

Technology Park

UCONN

Technology Park Status

- $169.5M of funds authorized per PA 11-57 & 14-98 for the purpose of the development of a technology park & related buildings including planning, design, construction & improvements, land acquisition, purchase of equipment, on-site and off-site utilities and infrastructure improvements
- 3 projects underway:
  - Innovation Partnership Building
  - North Hillside Road Completion
  - Water Supply Planning
- $131.5M of funds are pending allocation by Bond Commission

Authorization	Unallocated	Allocated	Allocated but Unexpended*
$169.5M	$131.5M	$38M	$24M

*$18M of unexpended funds are encumbered for contractual commitments

Technology Park: Innovation Partnership Building

- Scope: 114,000 GSF, 3 floors + penthouse
  - Includes 25,000 SF shelled tenant lab space
  - Core Additive Manufacturing and Advanced Characterization (Imaging)
  - HPBC, anticipate LEED Silver
- Budget: $162.3M
- Schedule: delay due to funding
  - Start construction Spring 2015
  - Complete construction Spring 2017

Bioscience Connecticut

Bioscience Connecticut (PA11-75)

Making Connecticut a Leader in Bioscience

- Stimulate short and long term economic activity/job creation
- Spur bioscience innovation
- Meet healthcare needs of Connecticut's future
- Provide access to state-of-the-art care

Bioscience Connecticut

Facilities and Infrastructure

- On schedule & on budget
- Construction industry benefits

Programs and People

- Essential to success
- Sustainable economic benefits

BIOSCIENCE CONNECTICUT

Jobs Today, Economic Growth Tomorrow, Innovation for the Future

Facilities and Infrastructure

Construction Jobs

- 3,461 jobs created
- 1,492,852 hours worked on the project through January 2014
- 82% of construction contracts awarded to CT companies - valued at $310M

Small/Minority Participation:

HOSPITAL CONSTRUCTION	REQUIREMENT	CURRENT
Small Businesses	25%	37%
Minority/Women's/ Disadvantaged Businesses	6.25%	22%

Outpatient Pavilion

- 306,000 sq. ft., state-of-the-art, multispecialty outpatient clinical building on lower campus
- 1400 car parking garage (opened in November 2013)
- Private financing through TIAA-CREF $203M
- Phased opening started in January 2015
- Cancer Center planned to move in April 2015

UCONN HEALTH

New Hospital Tower

- 169 private rooms
- New and expanded Emergency Department and Operating Room suite
- 2 New parking garages (first garage opened April 2013, second garage opens late 2015)
- 65% complete, expected completion: January 2016, open March 2016

UCONN HEALTH

Main Building Lab Renovations

- Renovates over 200,000 SF of research space
- Project 1:
  - First 2 Phases complete
  - Work for 3rd phase scheduled for completion in August, 2015
- Project 2:
  - Design is underway
  - Construction is scheduled to begin in early 2016

Incubator Lab Addition to the Cell and Genome Sciences Building

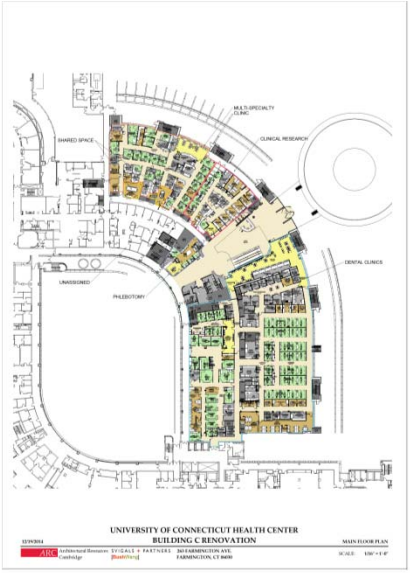
- 28,000 SF addition to the Cell and Genome Sciences Building
- Fosters new business start-up
- Construction began in October, 2014
- Work is scheduled to be complete in late October 2015

Academic Building Addition and Renovations

- Allows for the growth in schools
- Design and bidding is complete
- Construction is scheduled to begin in April
- The addition is scheduled to be complete in April 2016
- Renovation work will be complete in April 2017

Clinic (“C”) Building Renovations

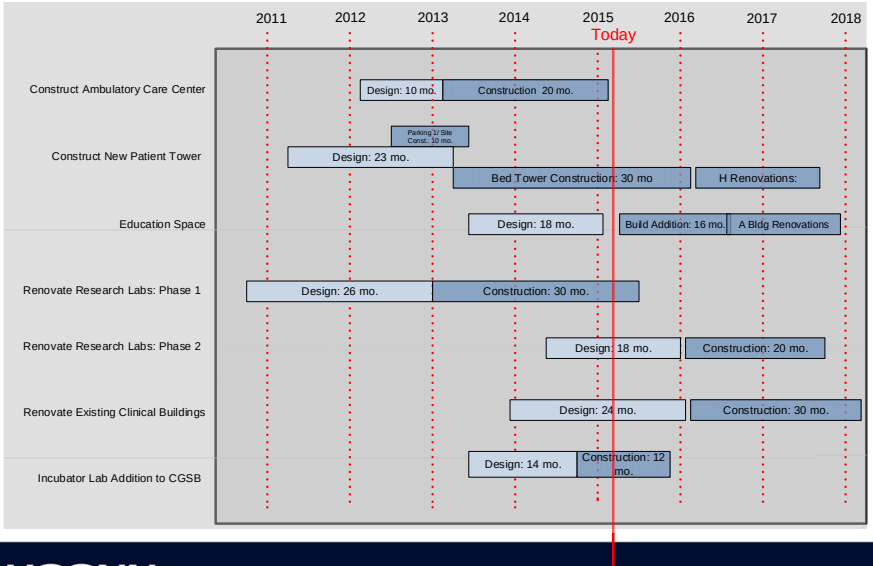
- Renovates and expands capacity of the Dental School teaching clinics and the Pat and Jim Calhoun Cardiology Center
- Design is 35% compete
- Construction work is scheduled to begin in early 2016



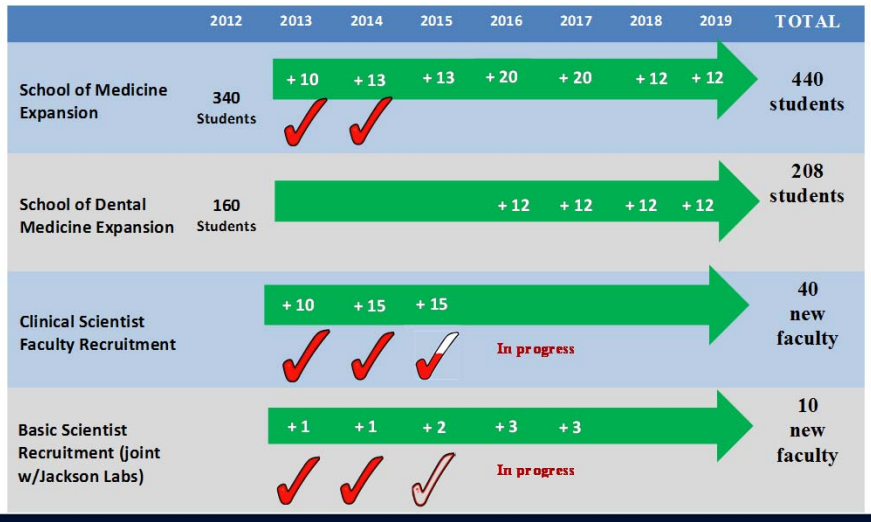
Jackson Laboratory for Genomic Medicine

- 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, opened in 2014

Facilities and Infrastructure Timeline



People Drive Programmatic Progress



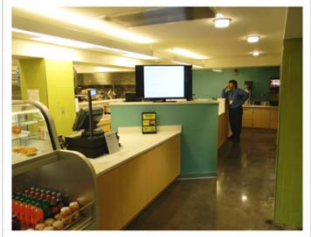
Our Transformation

Agriculture Biotechnology Facility

Oak Hall & Laurel Hall Classroom Buildings

Avery Point Marine Science Research Center

Avery Point Campus Student Center



Benton State Art Museum Addition

Business School Renovation (Rowe Center for Undergraduate Education)

Chemistry Building

Floriculture Greenhouse

Gentry Renovations

Heating Plant Upgrade (Cogeneration Facility)

Intramural, Recreational & Intercollegiate Facilities (Werth Family Basketball Champions Center)

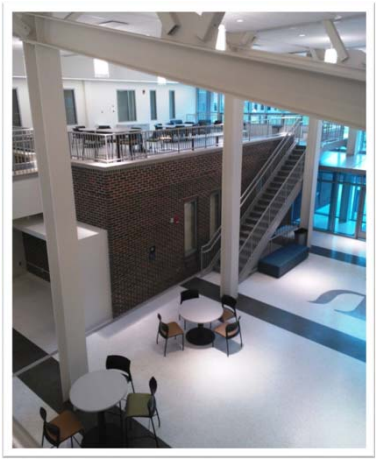
Intramural, Recreational & Intercollegiate Facilities (Burton Family Football Complex)

Parking Garage-North

Parking Garage-South

Pedestrian Spinepath & Walkways (Fairfield Road Pedestrian Mall)

Psychology Building Renovation & Addition



Residential Life Facilities

UCONN

School of Business

UCONN

School of Pharmacy/Biology

South Campus Complex

Stamford Downtown Relocation

Storrs Hall Addition

Student Union Addition

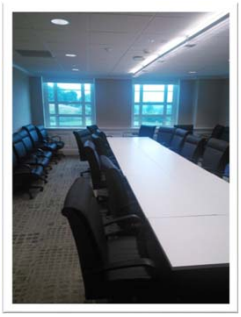
Technology Quadrant – Phase IA (Biology/Physics Building)

Technology Quadrant Phase II (Information Technology Engineering Building)

Waterbury Campus Relocation

Wilbur Cross Building Renovation

Young Building Renovation



Dental School Renovation
Preclinical Teaching & Prosthetics Labs

Main Building Renovation –
Clinical Skills Renovation

Medical School Academic Building Renovation – Patterson & Massey Auditoria

UCONN HEALTH

Research Tower (Cell & Genome Sciences Bldg)

UCONN HEALTH

2015 Fact Sheet

THE UNIVERSITY

- Founded 1881
- Main Campus: Storrs
- 5 Regional Campuses: Avery Point, Hartford, Stamford, Torrington, Waterbury
- School of Law and Graduate Business Learning Center: Hartford
- School of Social Work: Hartford
- UConn Health: Farmington
  (Schools of Medicine & Dental Medicine, graduate programs, medical & dental clinics, and John Dempsey Hospital)
- Land Grant & Sea Grant college, Space Grant consortium institution
- Storrs & Regionals = 4,099 acres; UConn Health = 209 acres

INITIATIVES

UCONN 2000 – As of October 2014:

- 113 projects totaling $2.6 billion in bonds have been authorized
- $2.3 billion in construction-related contracts issued from all fund sources
  - 62% of funds to Connecticut contractors, 20% to set-aside contractors
- In excess of 4 million square feet of new space added, as well as a significant amount of renovated space.
- Bond Credit Ratings by Fitch, Moody's, and Standard & Poor's remain 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: $864 million investment in genomics and personalized medicine

STUDENTS – Fall 2014

Academic Programs & Degrees

14 Schools & Colleges
Agriculture, Health & Natural Resources, Business, Dental Medicine, Neag Education, Engineering, Fine Arts, Graduate, Law, Liberal Arts & Sciences, Medicine, Nursing, Pharmacy, Ratcliffe Hicks, Social Work

7 undergraduate degrees: 106 majors

17 graduate degrees: 78 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 2013-14	**7,871**		
Bachelor's	5,200	Dental Medicine	45
Master's	1,636	Graduate/Professional	
Doctorates	342	Certificates	172
Law (J.D., LL.M.)	225	6 Yr. Education	45
Pharm.D.	97	2 Yr. Agriculture	21
Medicine	88		
Degrees by: Female	53%	Minority	20%

Total Student Enrollment – 31,119

18,395	Undergraduate at Main Campus
4,578	Undergraduate at Regional Campuses
22,973	***Subtotal Undergraduate***
6,830	Graduate (M.A./Ph.D., incl. 331 at UConn Health)
565	Law
196	Pharm.D.
384	Medicine
171	Dental Medicine
8,146	***Subtotal Graduate/Professional***

Entering Freshmen at Main Campus – 3,588

- 50% were in top 10% of high school class
- 85% were in top 25% of high school class
- 77 valedictorians and 68 salutatorians
- 263% more minority freshmen than in Fall 1995
- Since 1995: 1,871 valedictorians and salutatorians enrolled at all campuses

Student Characteristics

	Undergraduate - 22,973	Grad/Professional - 8,146
Female	50%	52%
Minority	29%	18%
International[1]	4%	22%
Connecticut Residents[2]	79%	67%

[1] 113 countries were represented in the Fall 2014 international student population.
[2] 75% of undergraduates on Main Campus are Connecticut residents.
All 169 Connecticut towns and 41 of 50 states are represented in the Fall 2014 total undergraduate student population.

SAT Scores and Retention & Graduation Rates

2014 SAT Scores (Critical Reading and Math)	**National High School**	**Connecticut High School**	**Main Campus Entering Freshmen**
	1010	1017	1234

Main Campus		**All**	**Minority**
Freshmen Retention:	1-Year Rate	93%	93%
Graduation:	4-Year Rate	70%	61%
	6-Year Rate	81%	78%

UConn (Main Campus) ranks 15 out of 58 public research universities in graduation rate for all freshmen and 9 out of 58 public research universities for minority freshmen. (Sources: *U.S. News 2015 America's Best Colleges & 2013 IPEDS Graduation Rate Survey*)
UConn (Main Campus) average time to graduate is 4.2 years among those who graduate within 6 years, and ranks 6 out of 58 public research universities.

Total Undergraduate Student Cost – 2014-2015

	In-State	**Out-of-State**
Tuition, Fees, Room[1] & Board[2]	$24,518	$44,698
Tuition & Mandatory Fees	12,700	32,880
Tuition Only	9,858	30,038

[1] 71% of Main Campus undergraduates live in campus housing (115 residential halls).
[2] Board rate shown reflects most popular plan available.

Student Financial Aid – Fiscal Year 2014

Financial Aid Support: $428.6 million

	Main Campus/ Regional[1]	**UConn Health**
Scholarships & Grants	$154.7 million	$4.8 million
Loans	176.8 million	16.5 million
Student Employment	21.8 million	
Tuition Waivers	54.0 million	

[1] 39.6% of all tuition dollars are dedicated to financial aid. Approximately 21,500 students received financial aid packages in FY 2014.

UConn ranks among the Top 20 public universities in the nation
– *U.S. News & World Report America's Best Colleges* (2015)

UCONN
UNIVERSITY OF CONNECTICUT

2015 Fact Sheet

BUDGET – Fiscal Year 2015

Total Current Funds Budget: $2.1 billion

MAIN & REGIONAL CAMPUSES

Revenues	**In Millions**
State Appropriation	$230.6
Fringe Benefits	118.1
Student Tuition & Fees	601.0
Gifts, Grants & Contracts	181.6
Sales/Services - Auxiliary Enterprises	40.8
Sales/Services - Educational	16.1
Investment Income	0.6
Total	$1,188.8
Expenditures	
Academic Services	$513.1
Research Services	80.1
Student Services	407.1
Operating, Support & Physical Plant Services	188.5
Total	$1,188.8

UCONN HEALTH

Revenues	**In Millions**
State Appropriation	$135.2
Fringe Benefits	91.8
Tuition & Fees	21.2
Gifts, Grants & Contracts	93.8
Interns & Residents	63.6
Net Patient Care	397.5
Correctional Managed Care	93.9
All Other Revenues	41.9
Total	$938.9
Expenditures	
Hospital & Health Services	$515.6
Academic Services	183.8
Research Services	120.5
Operating, Support & Physical Plant Services	131.5
Total[1]	$951.4

[1]Prior year restricted capital balances will fund the net loss.

STAFF – Fall 2014

Number of Full-time & Part-time Faculty & Staff: 9,874

	Main Campus/Regional		UConn Health	
Full-time & Part-time Faculty & Staff	**4,816**		**5,058**	
Full-time Faculty & Staff	4,597	(95%)	3,945	(78%)
Part-time Faculty & Staff[1]	219	(5%)	1,113	(22%)
Full-time Faculty	**1,517**		**478**	
Tenured & Tenure Track	1,179	(78%)	173	(36%)
Non-Tenure Track	338	(22%)	305	(64%)
Full-time Staff	**3,080**		**3,467**	
Full-time & Part-time Faculty				
Female	39%		41%	
Minority	22%		29%	
Full-time & Part-time Staff				
Female	58%		77%	
Minority	17%		25%	

[1]An additional 708 adjunct lecturers teach one or more courses at Storrs and Regional Campuses.

Staff Covered by Collective Bargaining Agreements:

Main Campus & Regional Campuses	91%
UConn Health	80%

ALUMNI and GIVING

UConn Alumni

- Nearly 223,000 total alumni worldwide.
- More than 126,000 alumni live in Connecticut.

Private Giving Fiscal Year 2014

- In FY 2014 private donations to the University totaled $81.1 million. Of that amount, $21.6 million was donated for student support, $4.6 million was donated for faculty support, $7.2 million was donated for research, $43.9 million was donated for program support, and $3.8 million was donated for capital improvements.
- Alumni contributed $24.2 million in FY 2014. Parents and other individuals donated $30.3 million.
- Funds made available to support the University in FY 2014 totaled $50.9 million.
- The University endowment portfolio gained a healthy 12% for FY 2014, gaining in all quarters and was valued at approximately $402.4 million at fiscal year-end.

RESEARCH and PUBLIC SERVICE

Fiscal Year 2014 external funding, sponsored activities:

$221.6 million (excluding financial aid):

Main & Regional Campuses:	$127.5 million (58%)
UConn Health:	$ 94.1 million (42%)

Total by Funding Source

Federal: 70% State: 15% Private/Other: 15%

Sponsored Activities at Main & Regional Campuses

Research	79.2%
Education and Training Programs	0.2%
Public Service	20.6%

Sponsored Activities at UConn Health

Research	77.8%
Community/Public Health	14.5%
Industry Support	2.9%
Education and Training Programs	0.9%
Other	4.0%

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