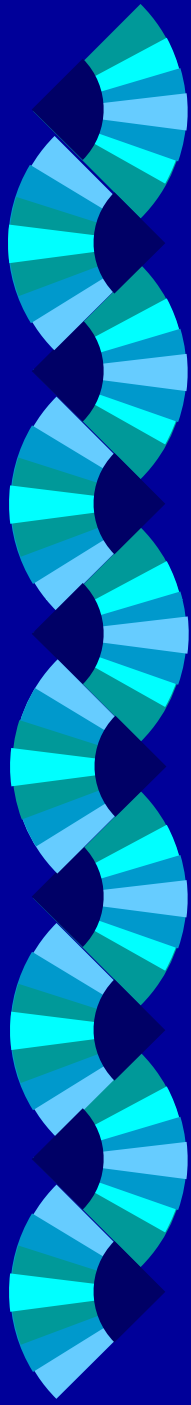# University of Connecticut
Board of Trustees
Academic Affairs Committee
November 9, 2004

Purpose of Academic Plan

⇨ **Meet the expectations of the students and state for a world-class university**

⇨ **Provide an educational experience that is unrivalled in its cost-benefit ratio**

⇨ **Accelerate Connecticut's 'Brain Gain'**

⇨ **Enhance the quality of the state's workforce**

⇨ **Strengthen the scientific/technological infrastructure of Connecticut's economy**

Purpose of Metrics

⇨ **Ability to compare UConn with peer institutions in a clear and concise fashion**

⇨ **Identification of factors which characterize the University's success in meeting its academic goals**

⇨ **Provides the basis for a consistent resource allocation model**

⇨ **Serves as a guide for reallocation and hiring decisions at all levels**

Implementation of Focused Metrics

⇨ **Undergraduate Education**
- ↳ **Freshmen Average SAT**
- ↳ **6 Year Graduation Rate**
- ↳ **Student/Faculty Ratio**

⇨ **Research & Graduate/Professional Education**
- ↳ **Doctoral Degrees Awarded**
- ↳ **Post Doctoral Appointees**
- ↳ **External Research Expenditures**

⇨ **Diversity**
- ↳ **Minority 6 Year Graduation Rate**
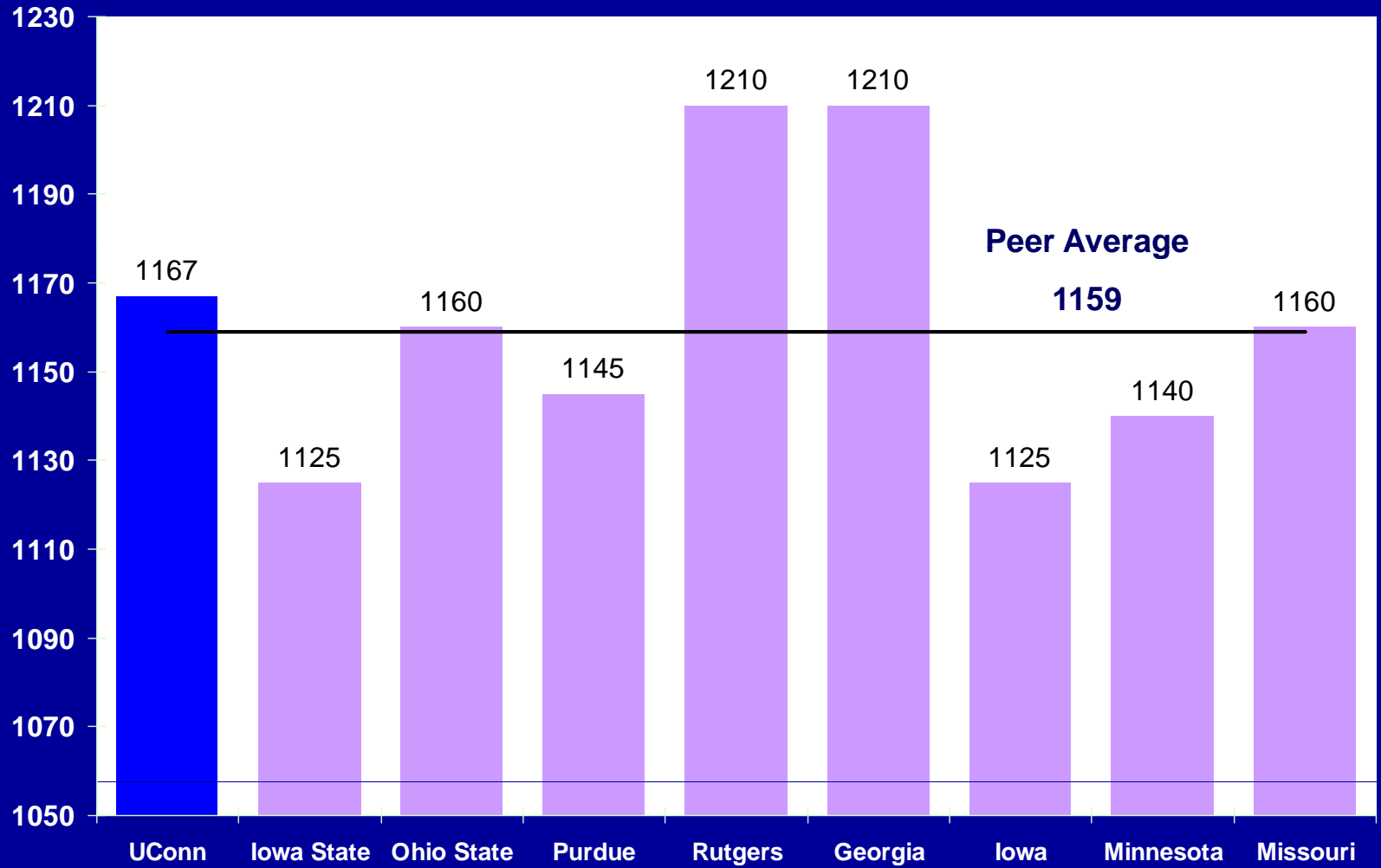- ↳ **Faculty: % Underrepresented**

⇨ **Resources**
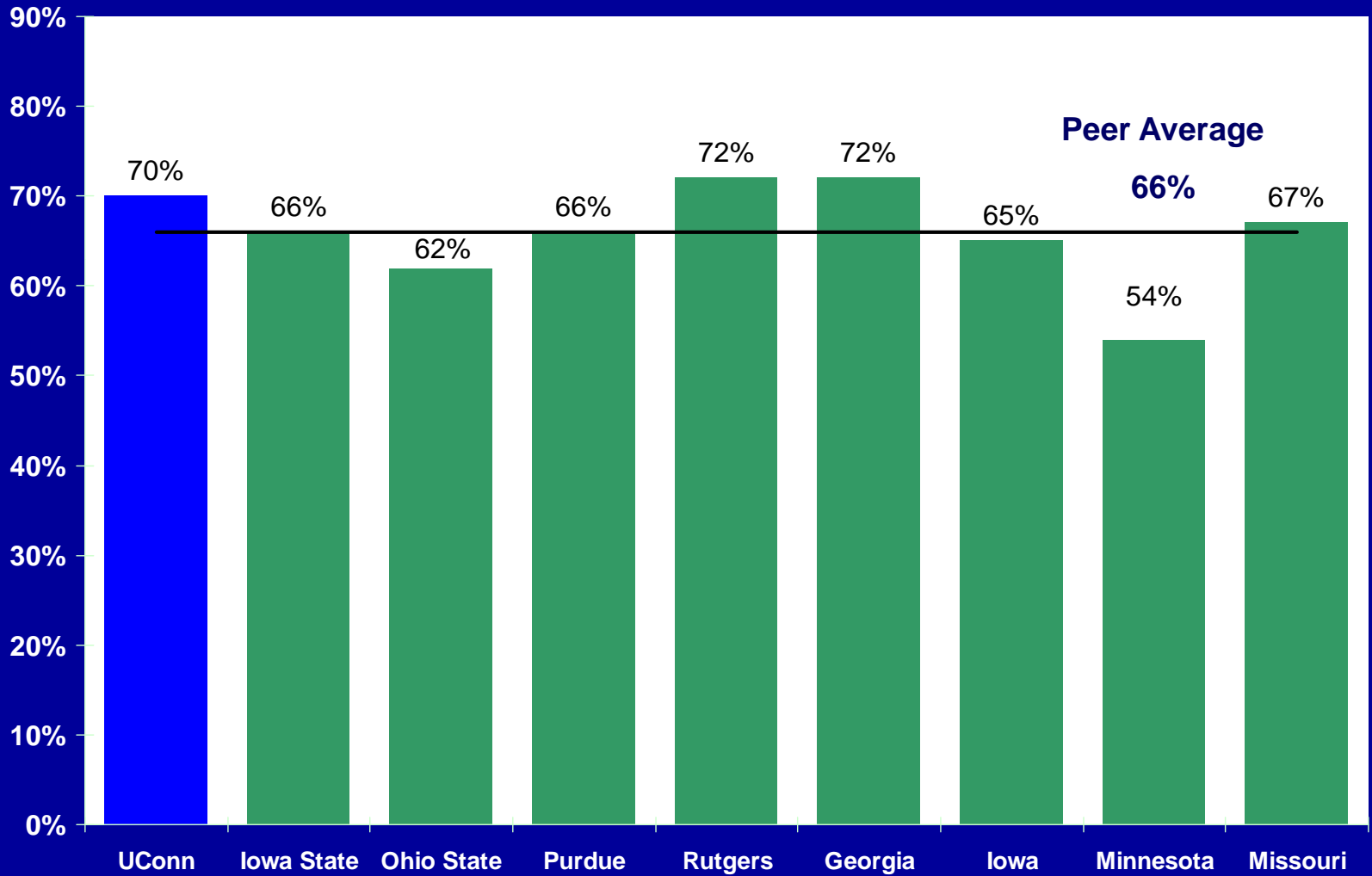- ↳ **Endowment Assets Market Value**
- ↳ **Alumni Giving Rate**

⇨ **Reputation: Public National University Rank**

Freshmen Average SAT
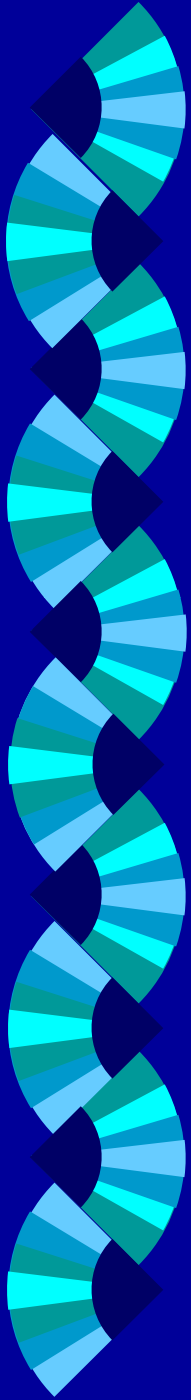## Fall 2003 (Storrs)

Peer Average **1159**

School	SAT
UConn	1167
Iowa State	1125
Ohio State	1160
Purdue	1145
Rutgers	1210
Georgia	1210
Iowa	1125
Minnesota	1140
Missouri	1160

6 Year Graduation Rate
Fall 2003 (Storrs)

Peer Average
66%

UConn	Iowa State	Ohio State	Purdue	Rutgers	Georgia	Iowa	Minnesota	Missouri
70%	66%	62%	66%	72%	72%	65%	54%	67%

Student / Faculty Ratio
Fall 2003
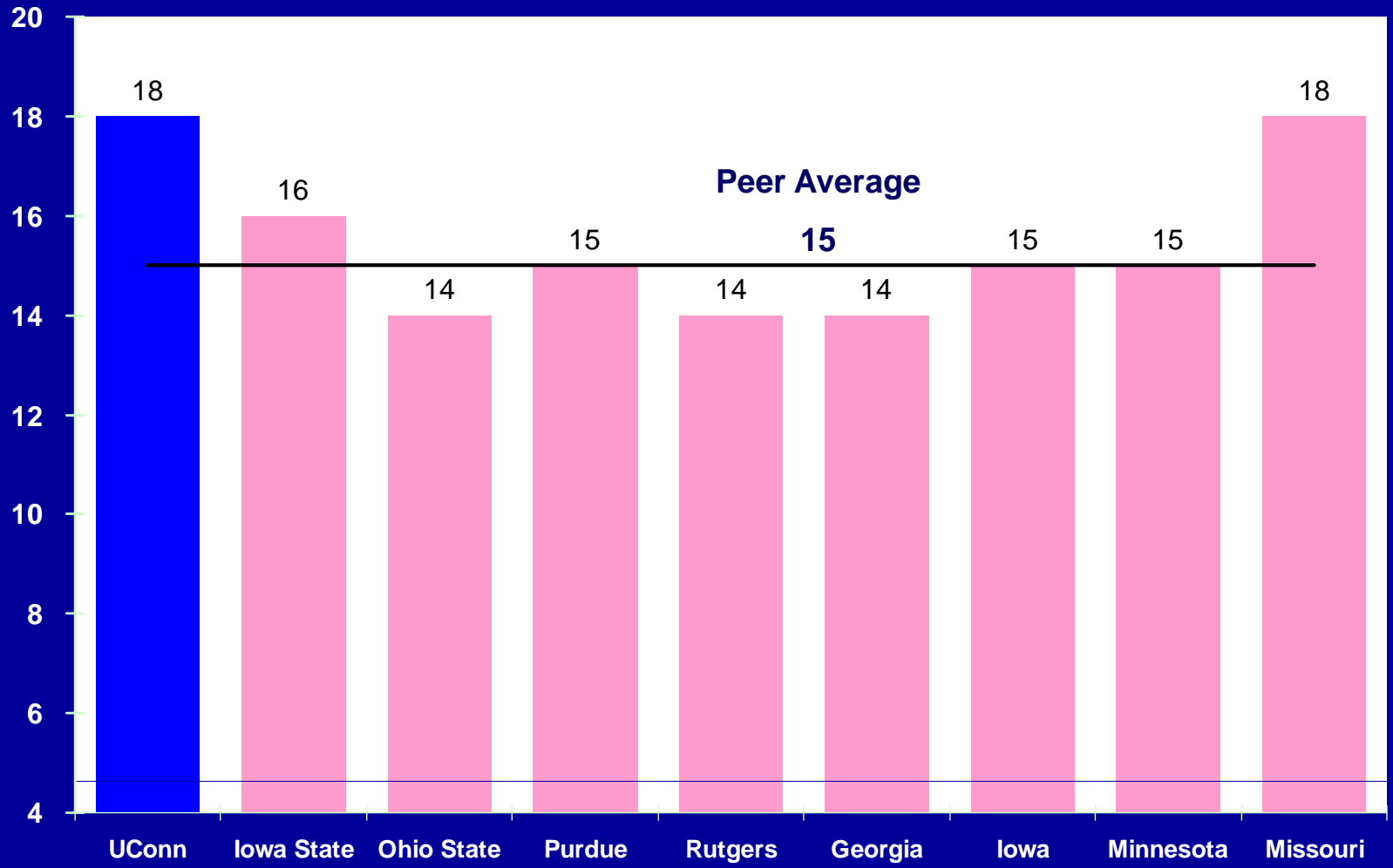
Doctoral Degrees Awarded
FY 2003

Peer Average
17

	UConn	Iowa State	Ohio State	Purdue	Rutgers	Georgia	Iowa	Minnesota	Missouri
Value	15	16	20	22	16	17	12	21	11
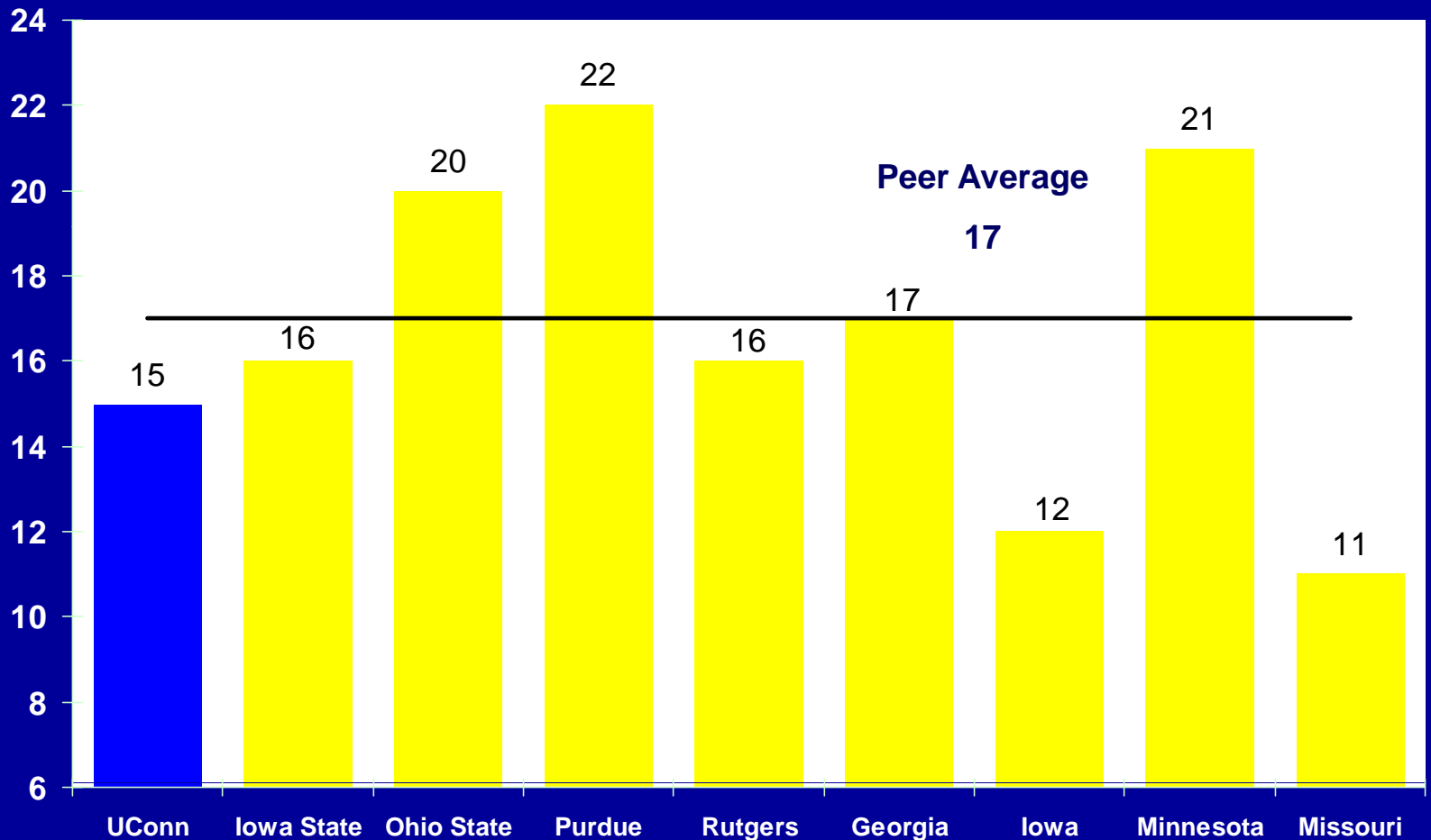
Doctoral Degrees Awarded / 100 Faculty

Post Doctoral Appointees
Fall 2001

Peer Average
12

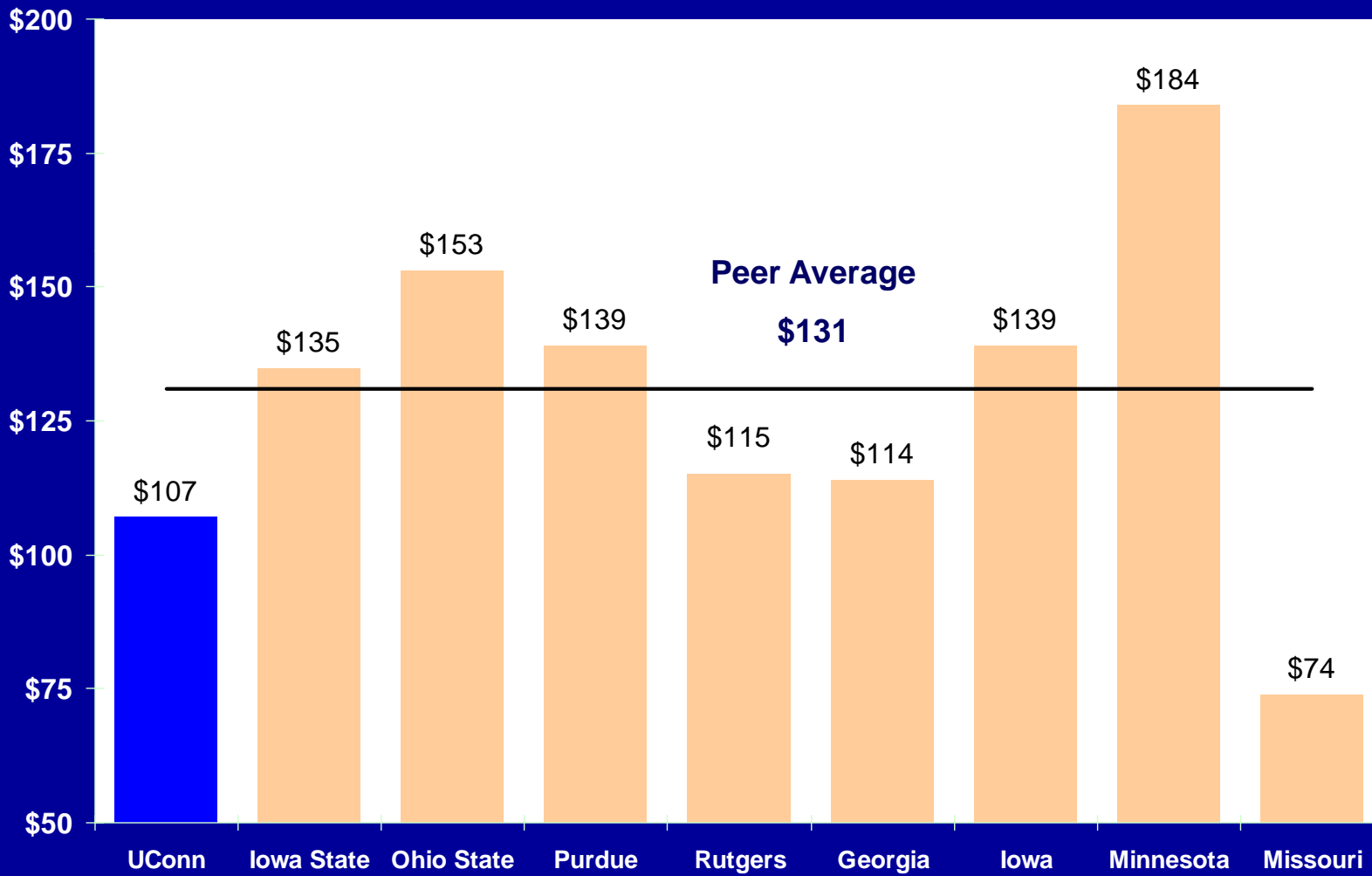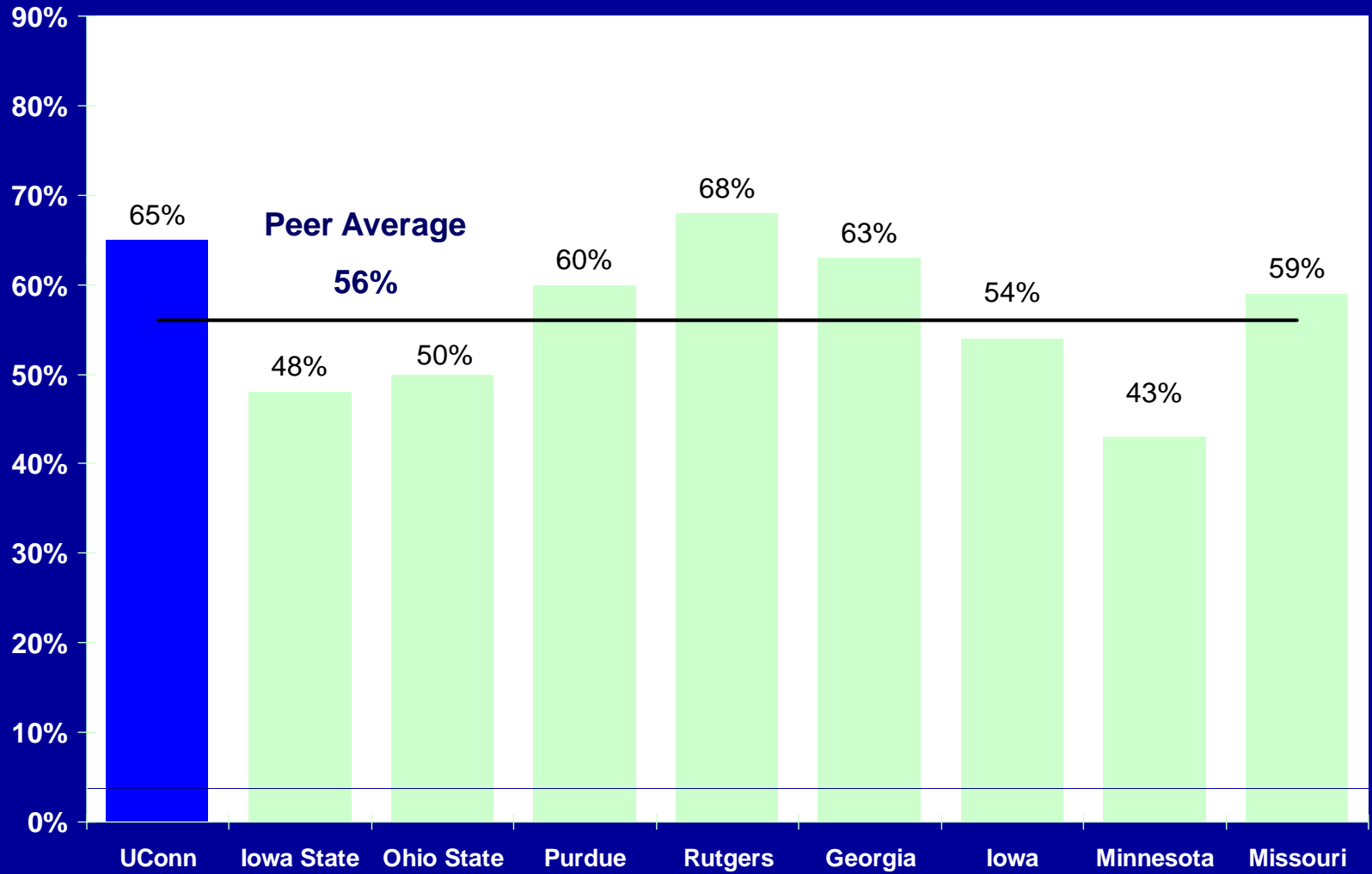|								
15	13	10	12	5	7	18	23	6
UConn	Iowa State	Ohio State	Purdue	Rutgers	Georgia	Iowa	Minnesota	Missouri
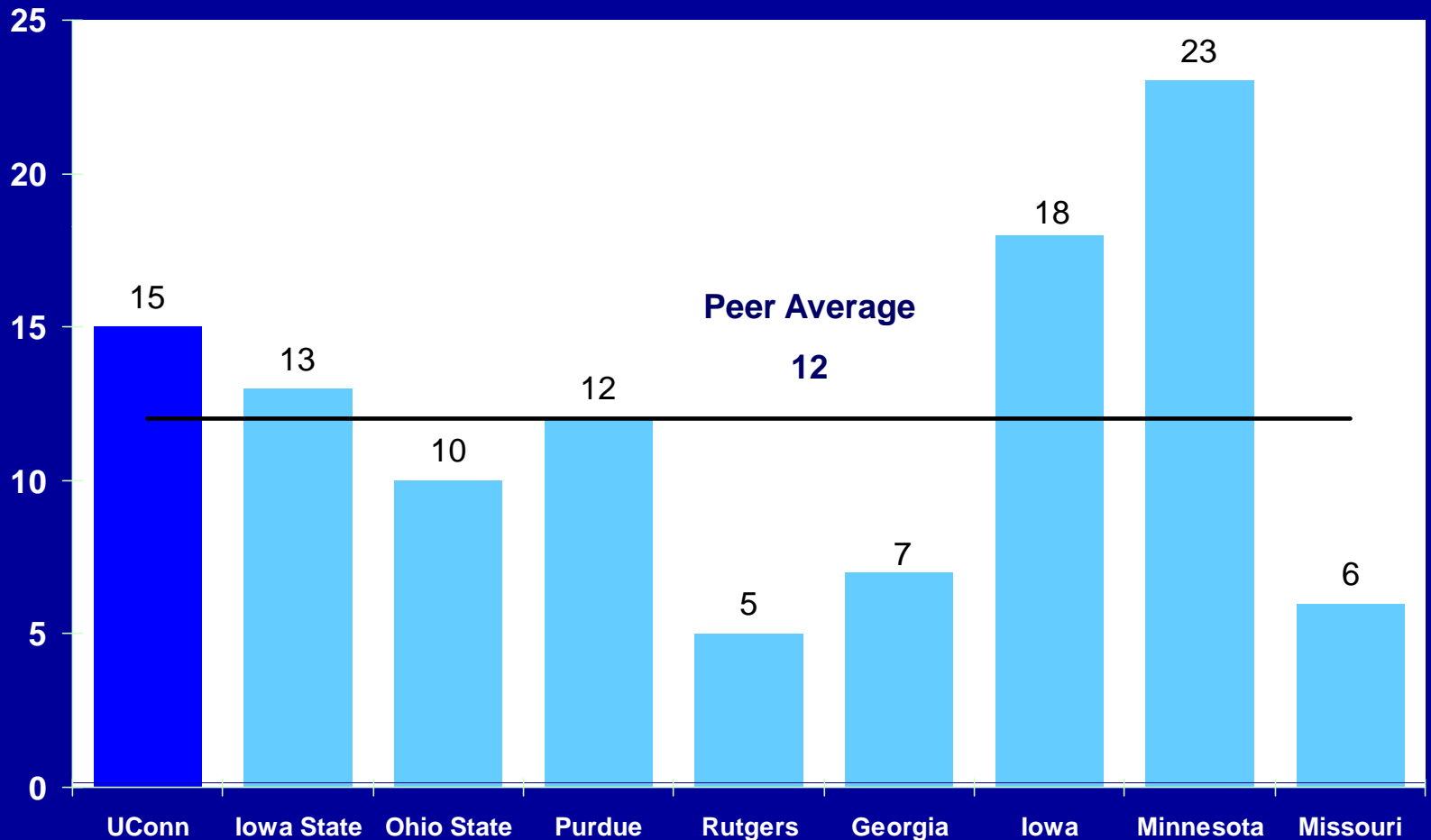
Post Doctoral Appointees / 100 Faculty
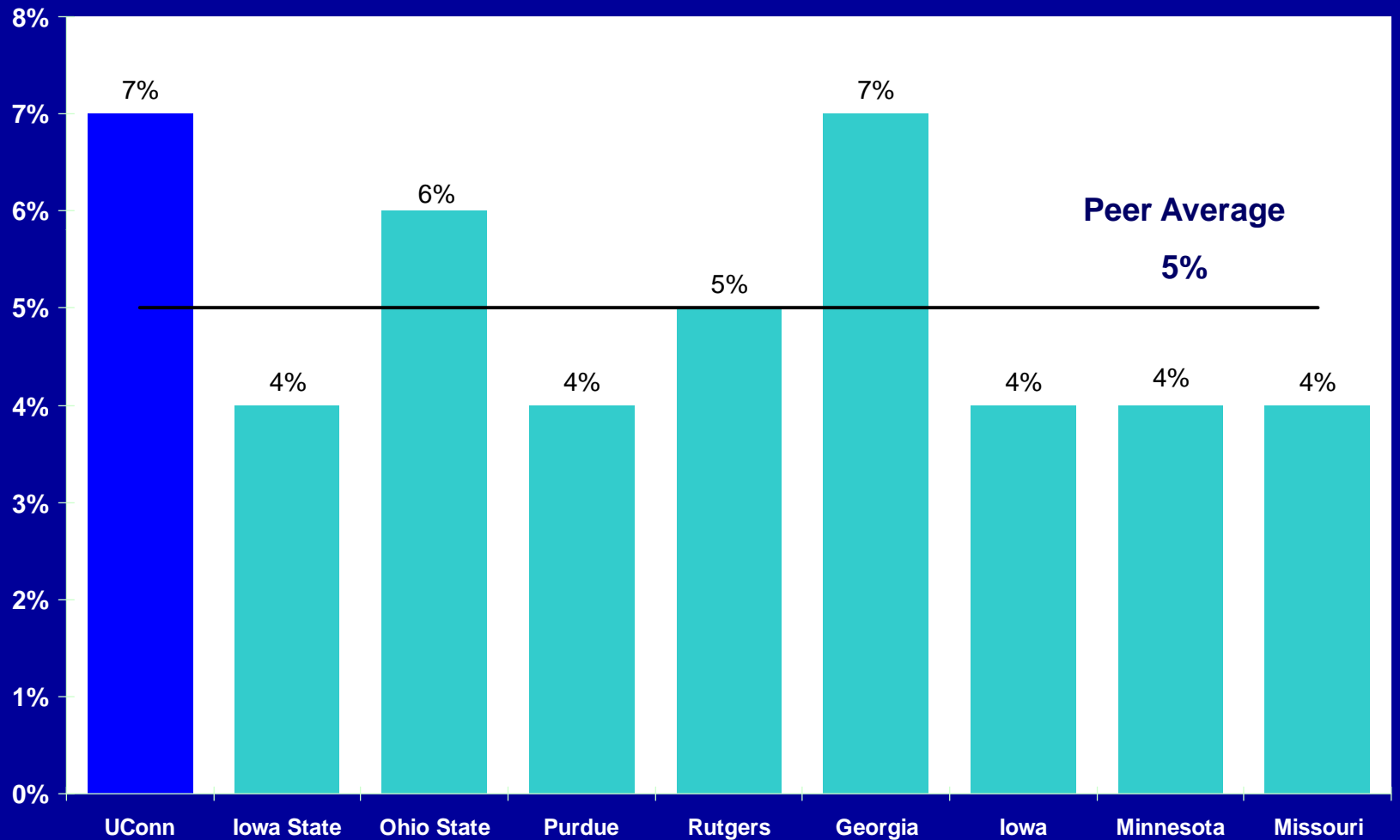
External Research Expenditures
FY 2002 ($K)

External Research Expenditures / 100 Faculty

6 Year Minority Graduation Rate
Fall 2002 (Storrs)

Peer Average
56%

	UConn	Iowa State	Ohio State	Purdue	Rutgers	Georgia	Iowa	Minnesota	Missouri
%	65%	48%	50%	60%	68%	63%	54%	43%	59%

Faculty: % Underrepresented
Fall 2003 (Storrs)

Peer Average
5%

	UConn	Iowa State	Ohio State	Purdue	Rutgers	Georgia	Iowa	Minnesota	Missouri
%	7%	4%	6%	4%	5%	7%	4%	4%	4%

Endowment Assets Market Value
FY 2003 ($M)

Chart of endowment assets market value by institution:

Institution	Value ($M)
UConn	$185
Iowa State	$92
Ohio State	$1,217
Purdue	$502
Rutgers	$361
Georgia	$37
Iowa	$293
Minnesota	$535
Missouri	Not Available
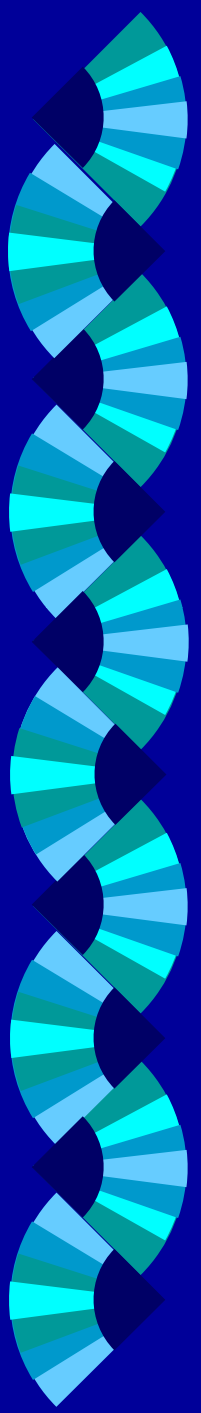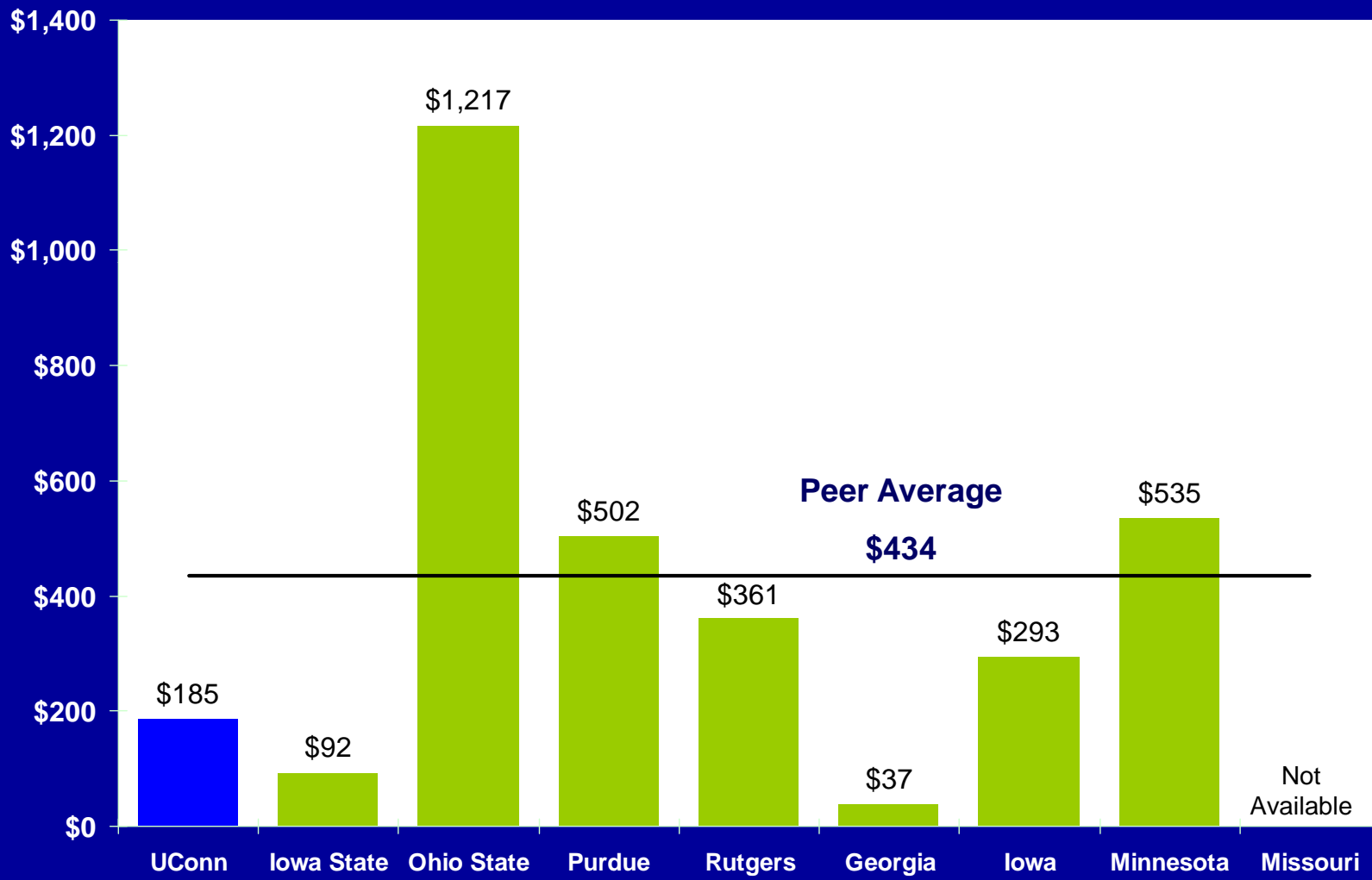
Peer Average
$434

Alumni Giving Rate
FY 2002-2003 (Storrs)

Institution	Rate
UConn	24%
Iowa State	16%
Ohio State	16%
Purdue	17%
Rutgers	17%
Georgia	19%
Iowa	15%
Minnesota	11%
Missouri	8%
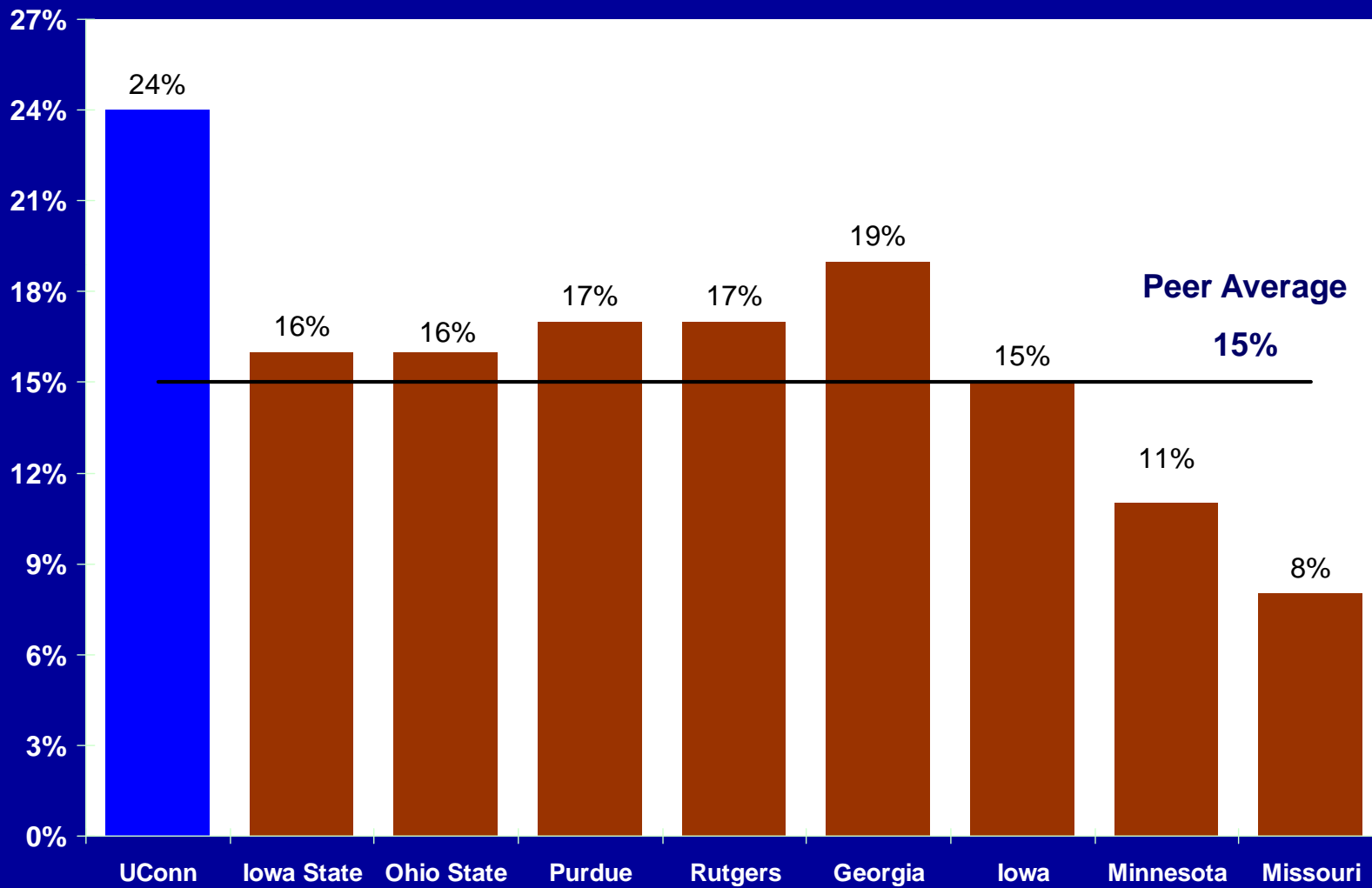
Peer Average 15%

America's Best Colleges
Fall 2003 (Storrs)
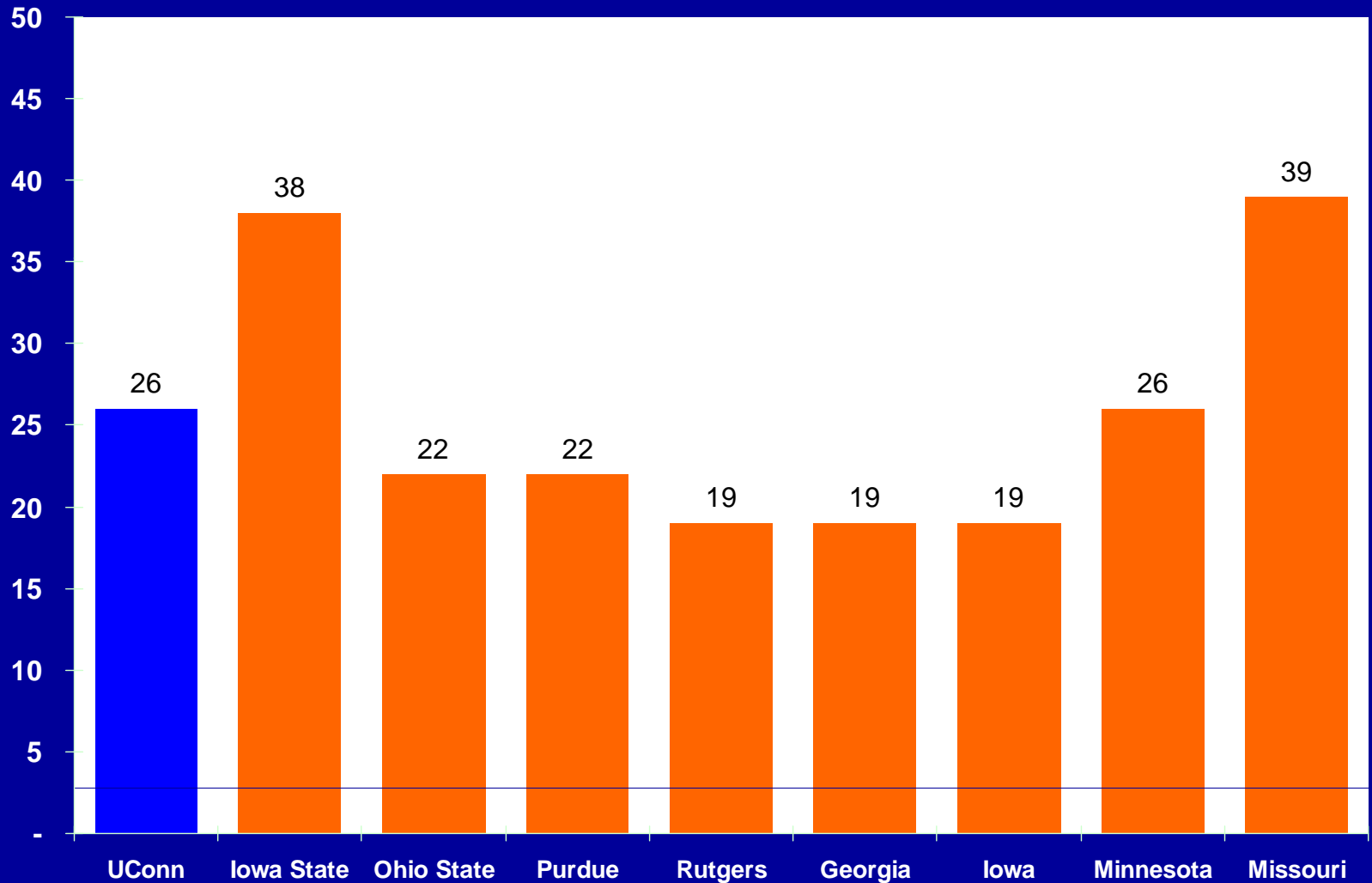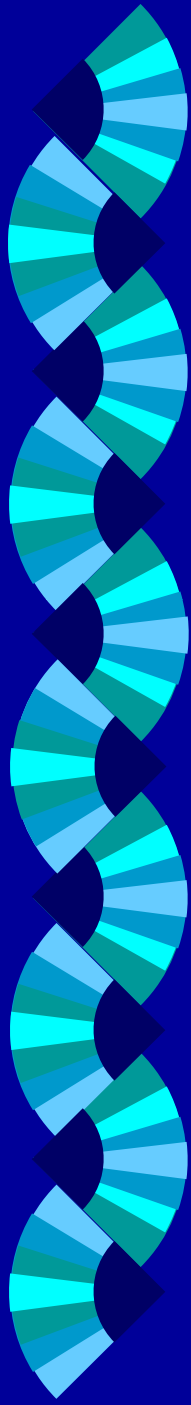
Rank Among Top 50 Public National Universities

University	Rank
UConn	26
Iowa State	38
Ohio State	22
Purdue	22
Rutgers	19
Georgia	19
Iowa	19
Minnesota	26
Missouri	39

3 Year Goals

⇨ **Freshmen Average SAT - Rank 3rd**

⇨ **6 Year Grad Rate - Rank 2nd**

⇨ **Doctoral Degrees - @ Peer Average**

⇨ **Post Docs – Rank 2nd**

⇨ **Research Expenditures - @ Peer Average**

⇨ **Minority 6 Year Grad Rate – Rank 1st**

⇨ **% Underrepresented Faculty – Rank 1st**

⇨ **Endowment Assets – 30% Increase**

⇨ **Alumni Giving – Rank 1st**

⇨ **America's Best College Rank – Top 20**

5 Year Goals

⇨ **Rank 1st or 2nd in all categories (except Endowment Assets)**

⇨ **Modify peer group**

Provost's Grant Competition

⇨ **48 pre-proposals submitted in short timeframe**

⇨ **7 invited to present full proposals**

⇨ **Decisions will be announced by November 1, 2004**

Proposals for Excellence!

Provost's Grant Competition

⇨ **Collaboratory for Rehabilitation Research**

⇨ **The Emergence of Humanitarianism: A Program for Research and Teaching**

⇨ **Enhancing the Global Perspectives of Innovative Science and Technology**

⇨ **Creation of CIDRIS - Center for Internet Data and Research Intelligence Services to support Multi-disciplinary Internet Research**

⇨ **A Partnership for Excellence in Structural Biology**

⇨ **Institute for Biodiversity and Evolutionary Biology**

⇨ **Forensic-Related Research, Education and Innovation**

Strategic Focus Areas

⇨ Life Science / Technology / Environment
  ↬ **College of Agriculture & Natural Resources**
  ↬ **CLAS-Biological Sciences**
  ↬ **School of Engineering**
  ↬ **School of Pharmacy**
  ↬ **CLAS-Physical Sciences**
  ↬ **CLAS-Psychology**

⇨ Arts & Culture
  ↬ **School of Fine Arts**
  ↬ **CLAS-Humanities**
  ↬ **School of Law**

⇨ Health & Human Services
  ↬ **School of Allied Health**
  ↬ **School of Business**
  ↬ **College of Continuing Studies**
  ↬ **Neag School of Education**
  ↬ **School of Family Studies**
  ↬ **School of Nursing**
  ↬ **CLAS-Social Sciences**
  ↬ **School of Social Work**

Strategic Focus Areas

5 Year Hiring Plan: 150 Faculty

⇨ **Life Science/Technology/Environment: 75**

⇨ **Arts & Culture: 26**

⇨ **Health & Human Services: 49**

Strategic Focus Areas

1st Year Plan: 30 Faculty

⇨ **Life Science/Technology/Environment: 17**
- ⇨ **Biology (4), Engineering (4), Physical Sciences (4), Psychology (3), Agriculture (1), Pharmaceutical Science (1)**

⇨ **Arts & Culture: 4**
- ⇨ **Fine Arts (1), Humanities (1), Law (1), Avery Point (1)**

⇨ **Health & Human Services: 9**
- ⇨ **Business (2), Education (2), Family Studies (1), Nursing (1), Political Science (1), Stamford (1), Tri-Campus (1)**

Achieving Success
in Undergraduate Education

⇨ **SAT Scores**

   ⇨ **Continue market-sensitive recruiting**

   ⇨ **Enhance Honors program**

   ⇨ **Build Scholarship Endowment**

   ⇨ **Increase instructional capacity in science/technology to meet needs of high profile students**

Achieving Success
in Undergraduate Education

⇨ **Graduation Rate**

↳ **Program to increase # of 4 year graduates**

↳ **Keep parents informed/involved**

↳ **Set 4 year graduation as an advising goal**

↳ **Use summer school effectively**

↳ **Change language and culture**

Research & Graduate Education

⇨ **To increase research expenditures, hires should be focused in: Biological Sciences, Physical Sciences & Engineering and Psychology**

or

⇨ **In other words: Life Science/Technology/ Environment sections of the Academic Plan**

but

⇨ **"Start ups" will be more costly in lab sciences**

⇨ **Research awards will lag 2-3 years behind hires, especially with assistant professors**

Neag School of Education
Strategic Plan

⇨ **Changes 1997 to present**

   ↪ **Endowment, annual grant expenditures, annual fund, alumni involvement, ranking and reputation**

⇨ **Strategic Planning**

   ↪ **Guiding Principles**

- **Top twenty schools in the country**
- **Meet needs of Connecticut and national school reform**
- **Needs infinite, resources finite**
- **School-wide focus**
- **Specific actions with benchmarks**

   ↪ **Resource Allocation**

- **Strategic investments to increase reputation and resources**
- **Program changes/closings**
- **Administrative restructuring**
- **New revenue streams**

Program Changes

➪ **Strategic Investments**

  ↳ **Literacy/Reading, Teacher Education**

  ↳ **Measurement & Assessment, School Counseling, School Psych, Special Ed, Gifted**

  ↳ **Exercise Science, Athletic Training, Sports Management**

  ↳ **Educational Policy, Administrator Prep, Adult Education**

➪ **Closed / Restructured Programs**

  ↳ **Sports Sociology, Sports Psychology, Therapeutic Recreation, Fitness Management, Tourism**

  ↳ **Higher Education PhD**

  ↳ **Counseling Psychology, Bureau of Educational Research**
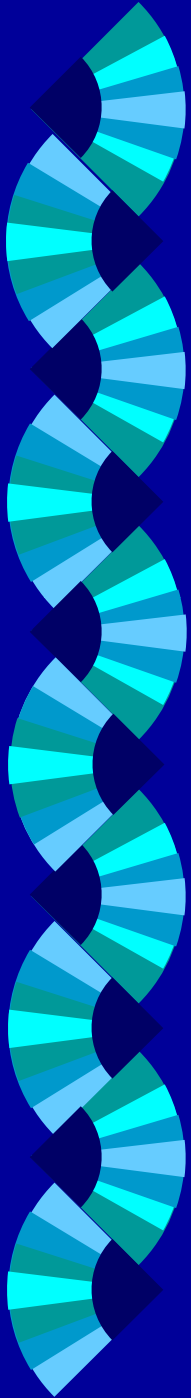
Signature Programs at UCHC

Achieving Strategic Focus

University of Connecticut
Health Center

July 2004

School Statements

⇨ **Mission statements from each Dean are in the handout. Statements provide:**
  - ↪ **Mission**
  - ↪ **Areas of emphasis**
  - ↪ **Priorities**

⇨ **Note that each school / college has a distinct mission and a specific approach to achieving excellence**

⇨ **The underlying theme is improvement of research, teaching and outreach over time**

Academic Support Services

⇨ **Enrollment Management**

⇨ **Graduate School**

⇨ **Libraries**

⇨ **Multicultural & International Affairs**

⇨ **Research Administration & Compliance**

⇨ **Student Affairs**

⇨ **Undergraduate Education & Instruction**

Metrics for
Academic Support Services

⇨ **Metrics against which these units will be measured are in the handout**

⇨ **The goals of the Academic Support areas vary widely as do the means by which their performance is measured**

　 ⇨ **The common factor is continued improvement over time**

Methodology for Resource Allocation

⇨ **The challenge – translate the numbers into a resource allocation plan.**

⇨ **We have initiated conversations with Dr. William Massy, President, Jackson Hole Higher Education Group, Inc., Professor Emeritus, and former CFO Stanford University to create a methodology which guides resource allocation**

Conclusion

⇨ **University must move to the next level to fulfill expectations**

⇨ **Investment in faculty is essential**

⇨ **Hire faculty in areas of highest payoff / greatest demand**

⇨ **Use existing resources wisely**