



# University of Connecticut

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Board of Trustees  
Academic Affairs Committee  
July 23, 2004

# Goals

© Implementation of Academic Plan  
...the next steps

© Achieve consensus on:

▣ Metrics

▣ Program Priorities

▣ Initial Faculty Searches

# 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

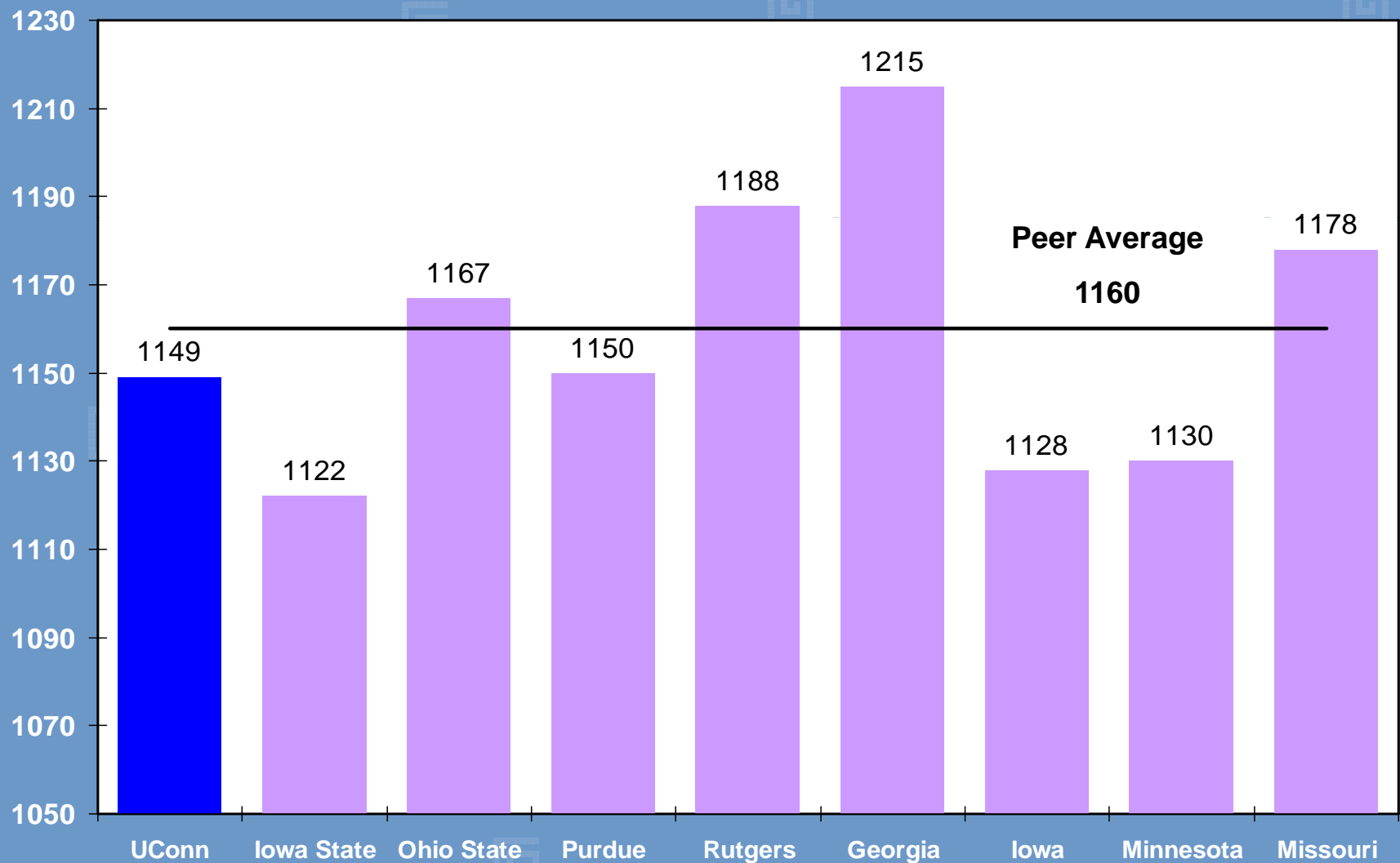
## ◎ Resources

- ▣ Endowment Assets Market Value
- ▣ Alumni Giving Rate

## ◎ Reputation: Public National University Rank

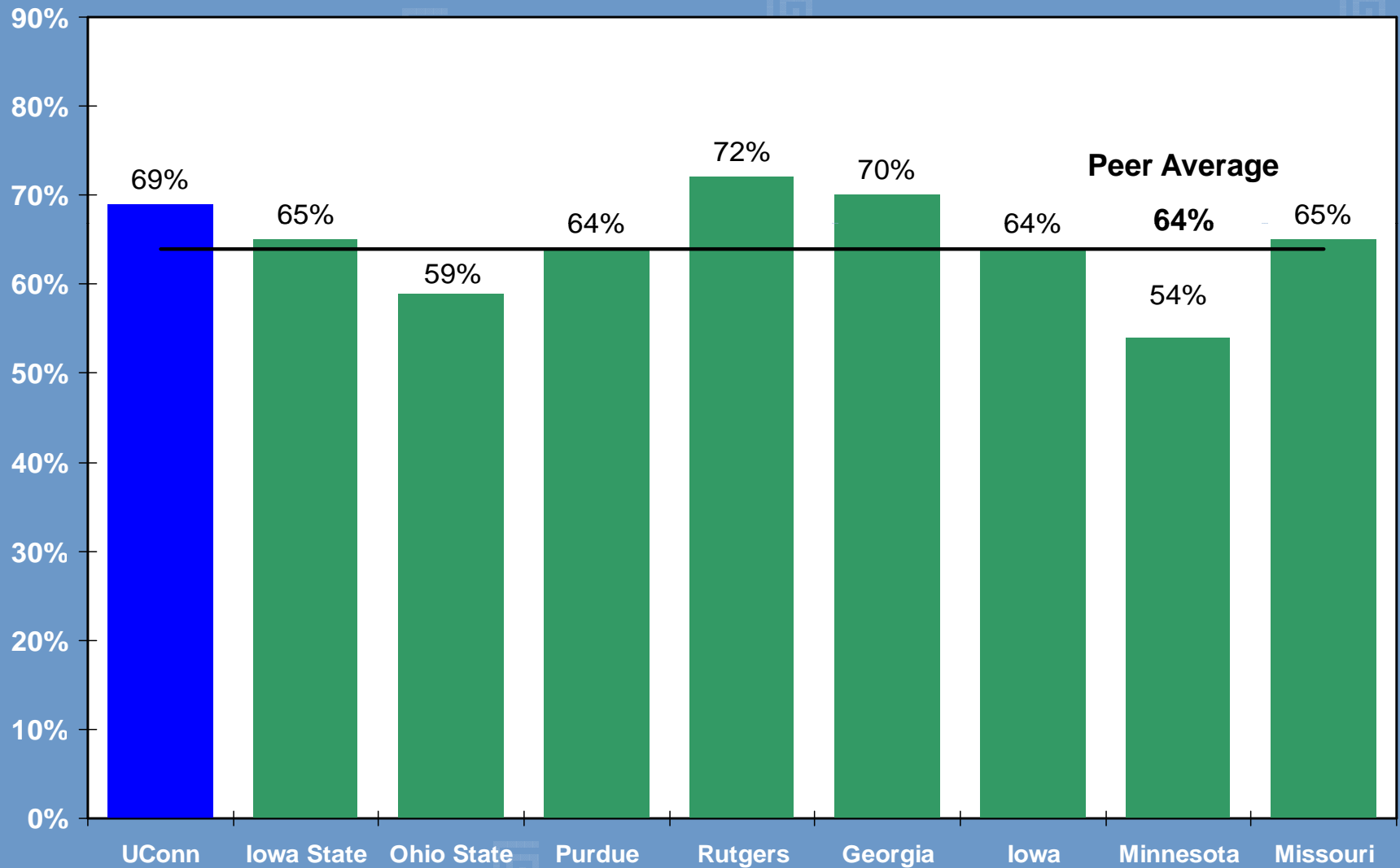
# Freshmen Average SAT

## Fall 2002 (Storrs)



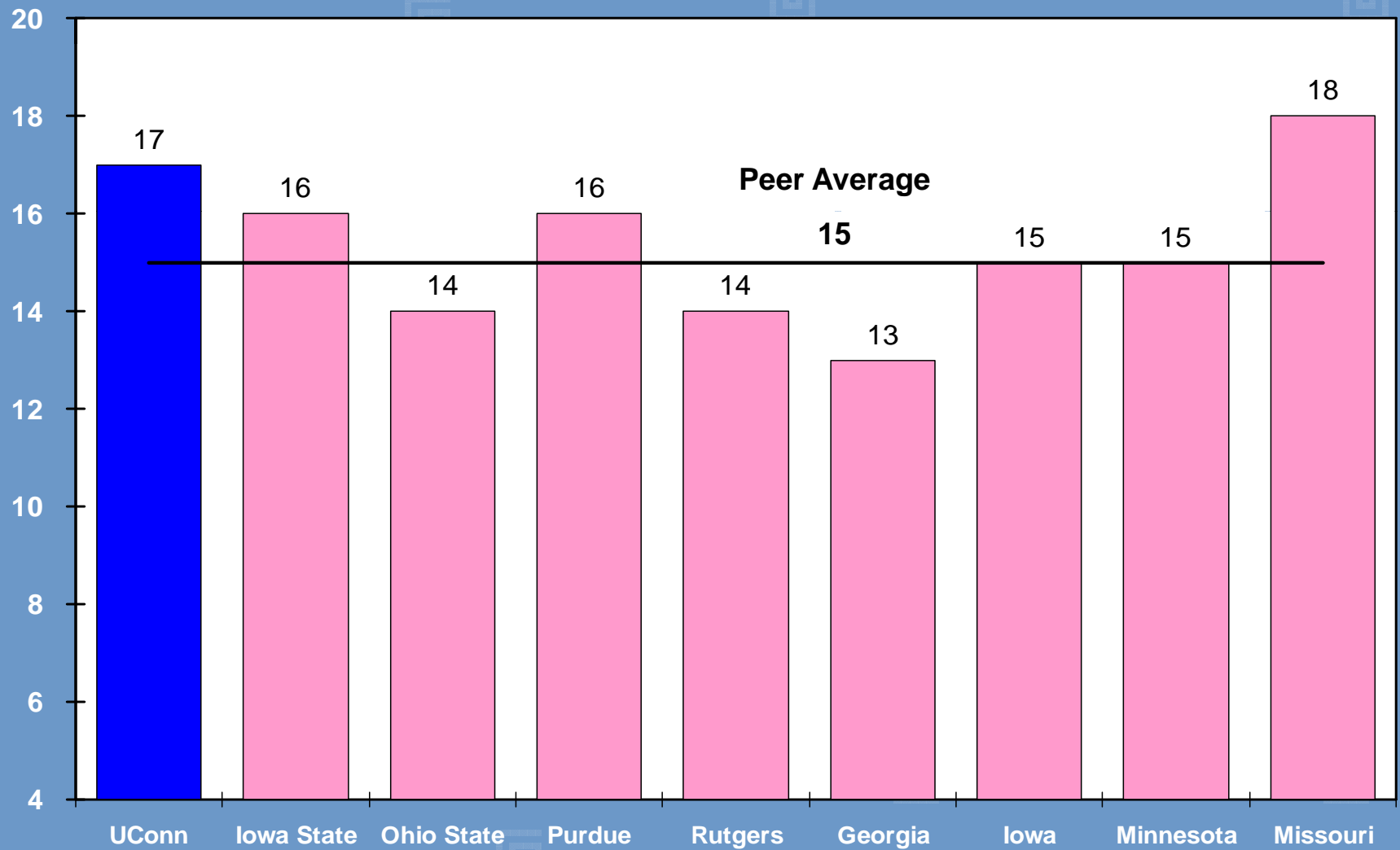
# 6 Year Graduation Rate

## Fall 2002 (Storrs)



# Student / Faculty Ratio

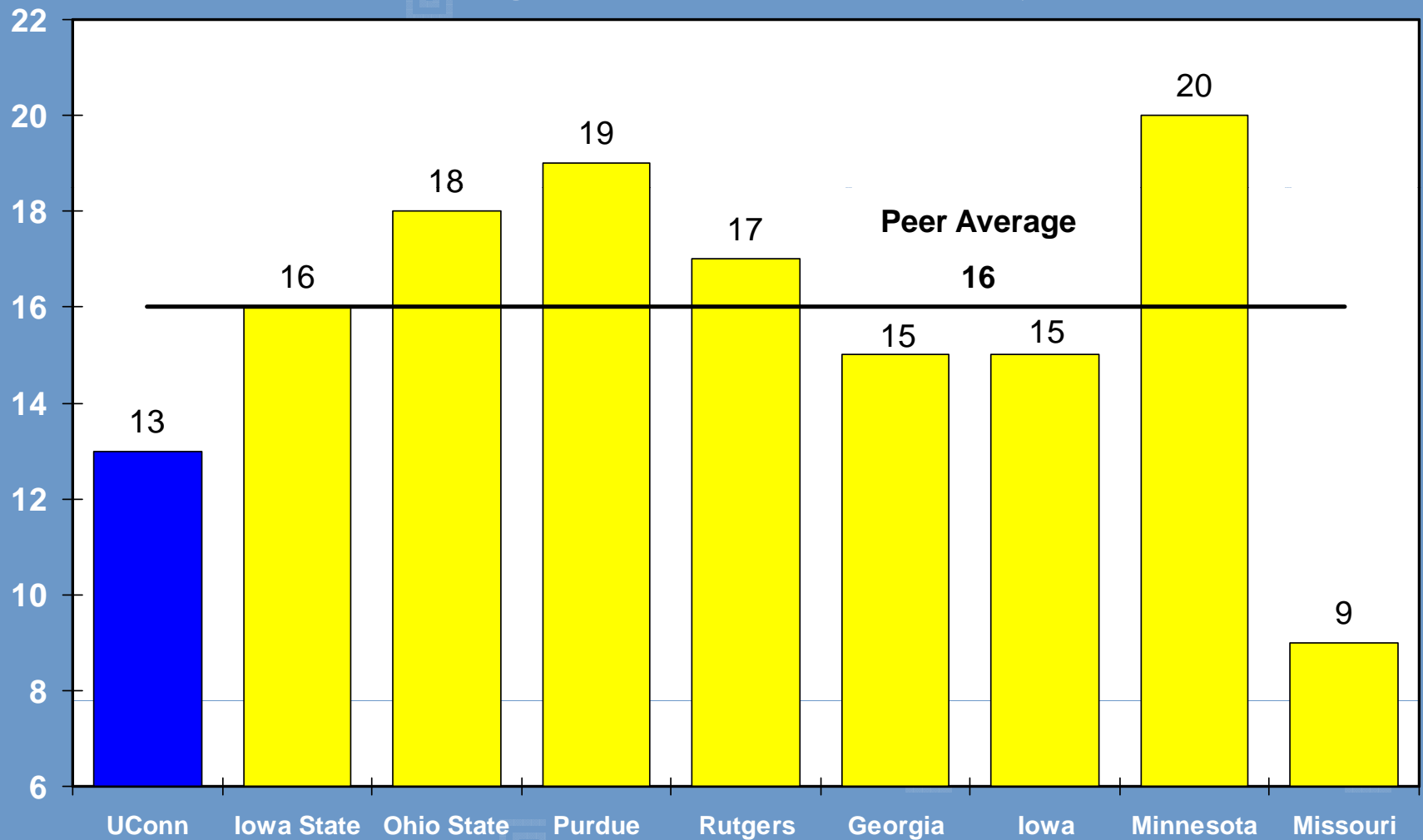
## Fall 2002





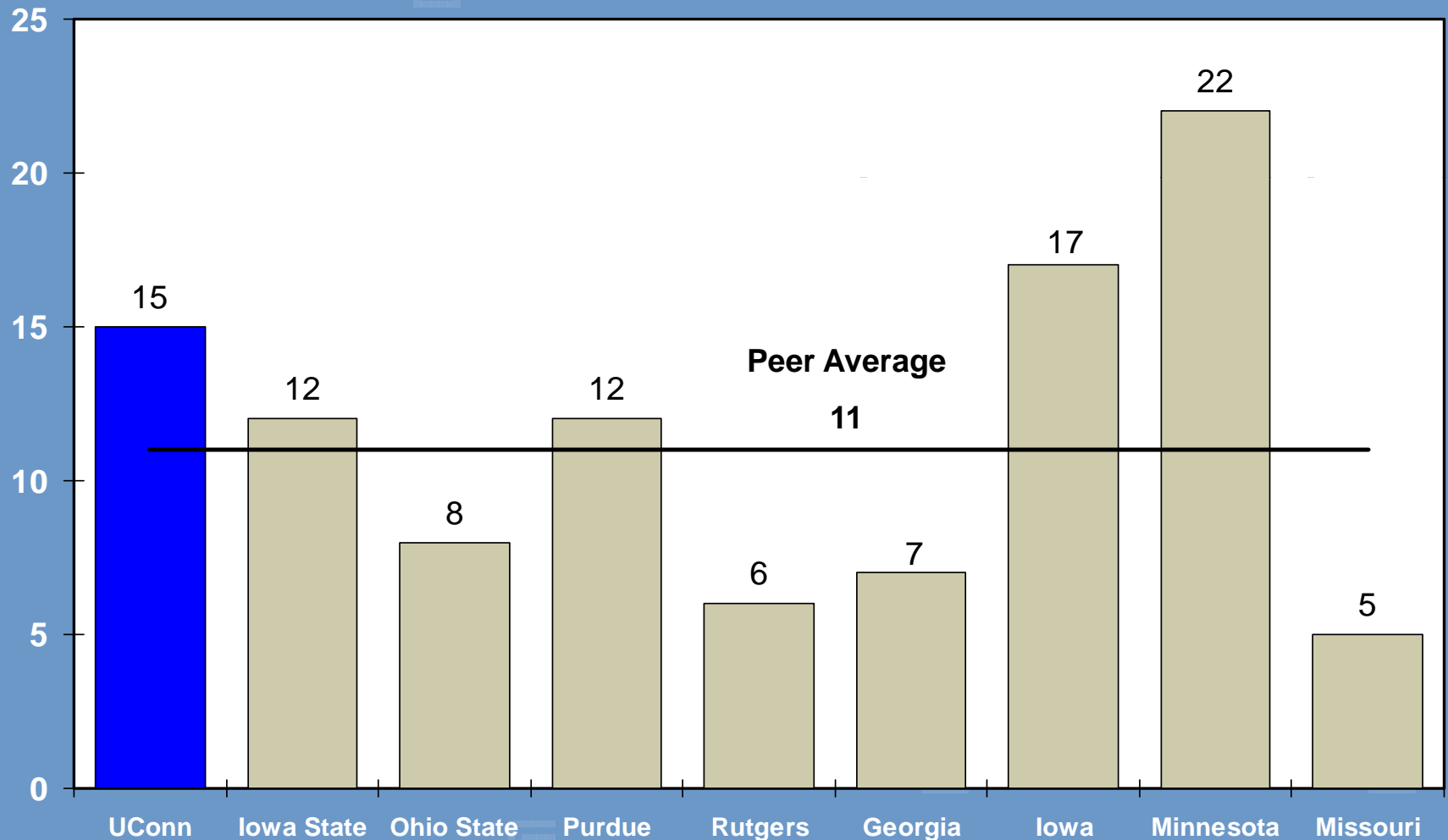
# Doctoral Degrees Awarded FY 2002

Doctoral Degrees Awarded / 100 Faculty FTE



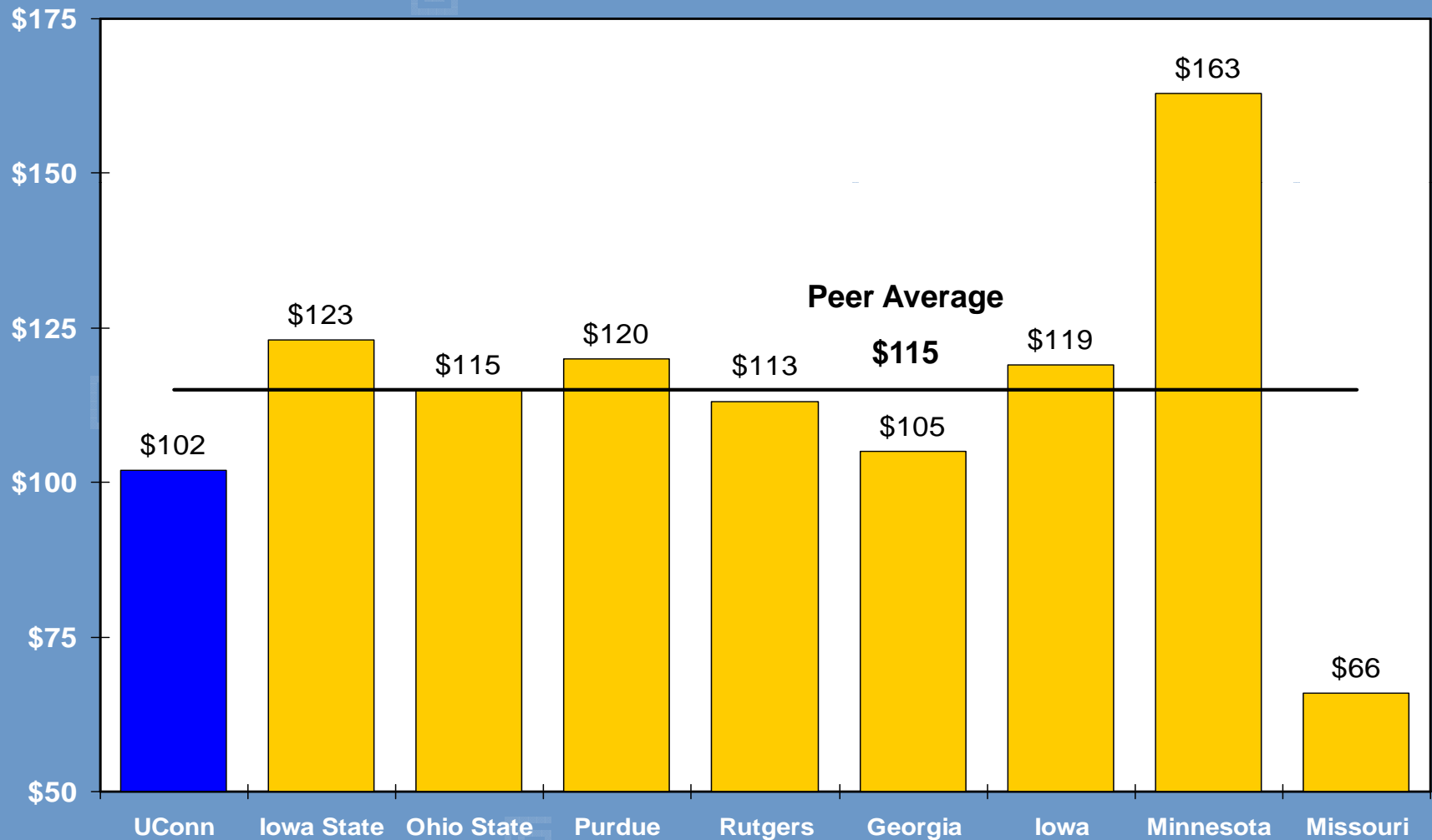
# Post Doctoral Appointees Fall 2001

Post Doctoral Appointees / 100 Faculty FTE

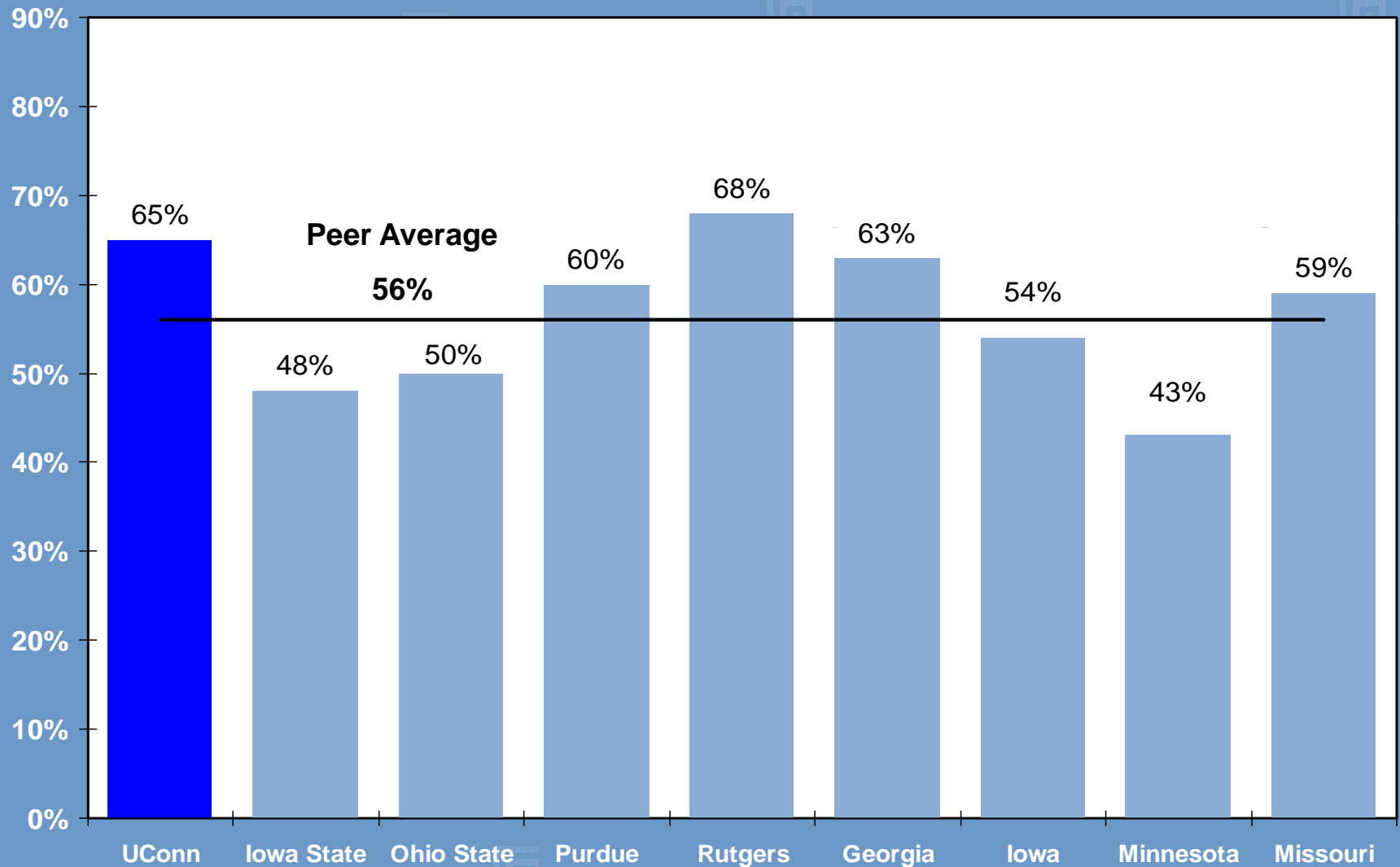


# External Research Expenditures FY 2001 (\$K)

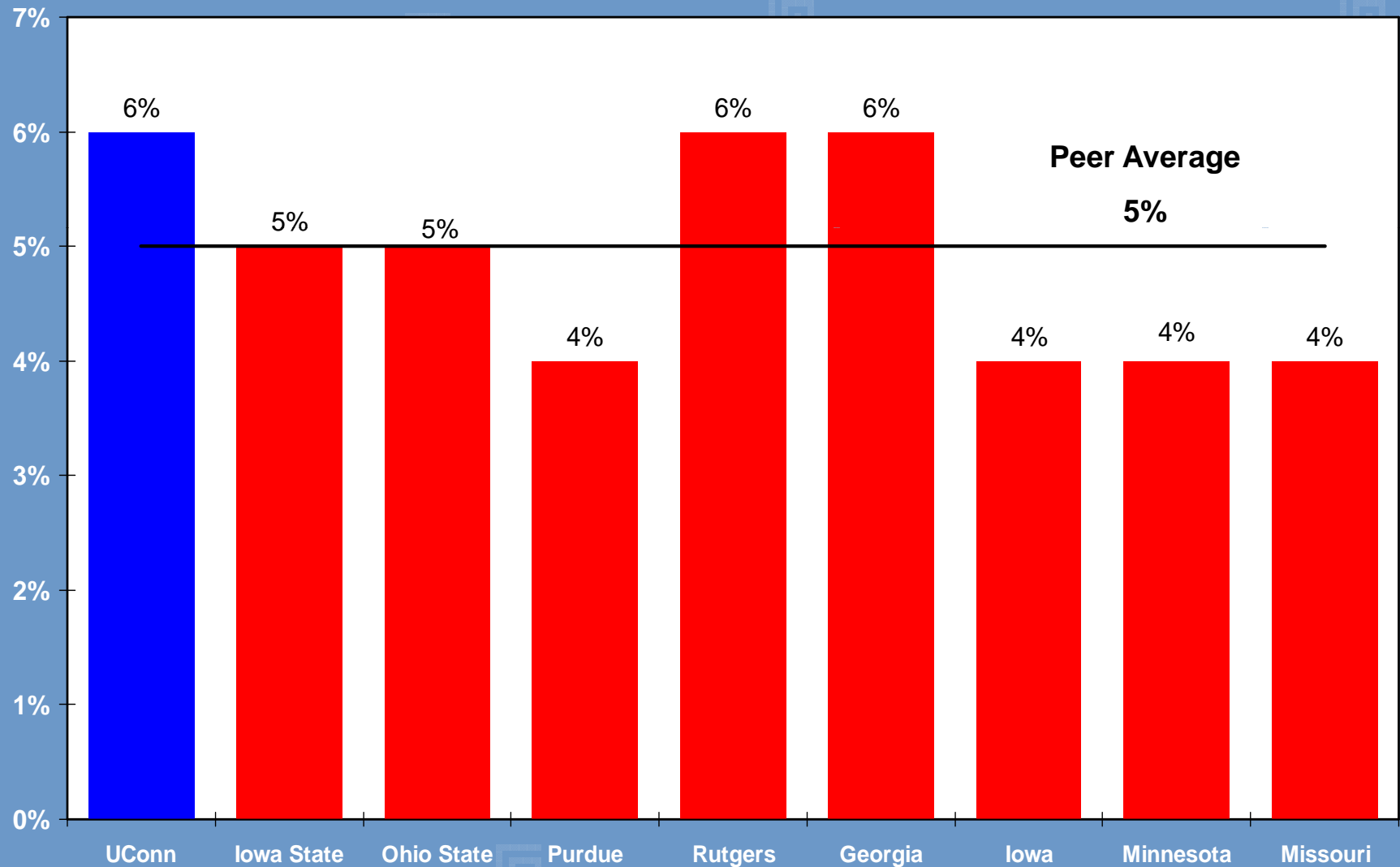
External Research Expenditures / 100 Faculty FTE



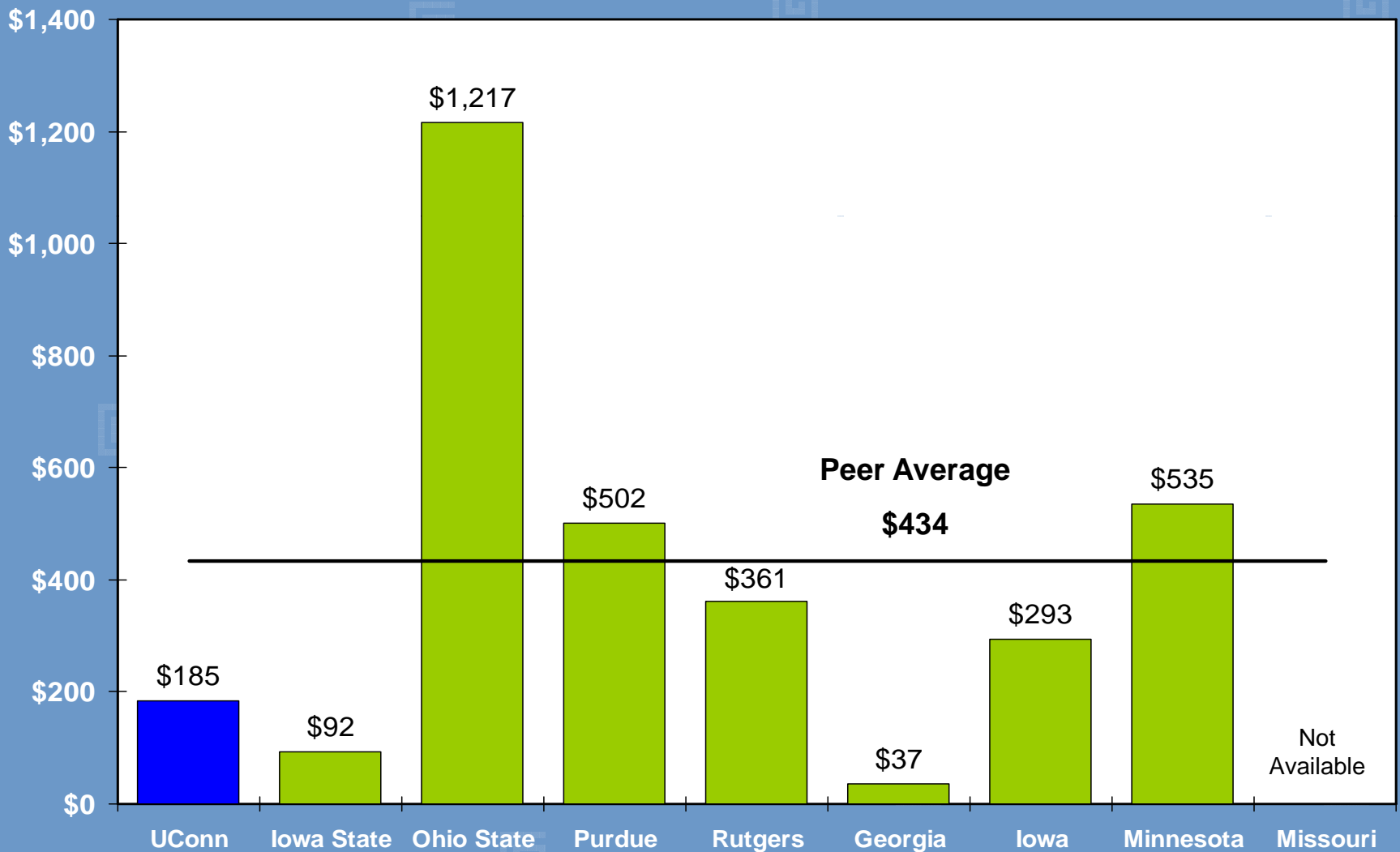
# 6 Year Minority Graduation Rate Fall 2002 (Storrs)



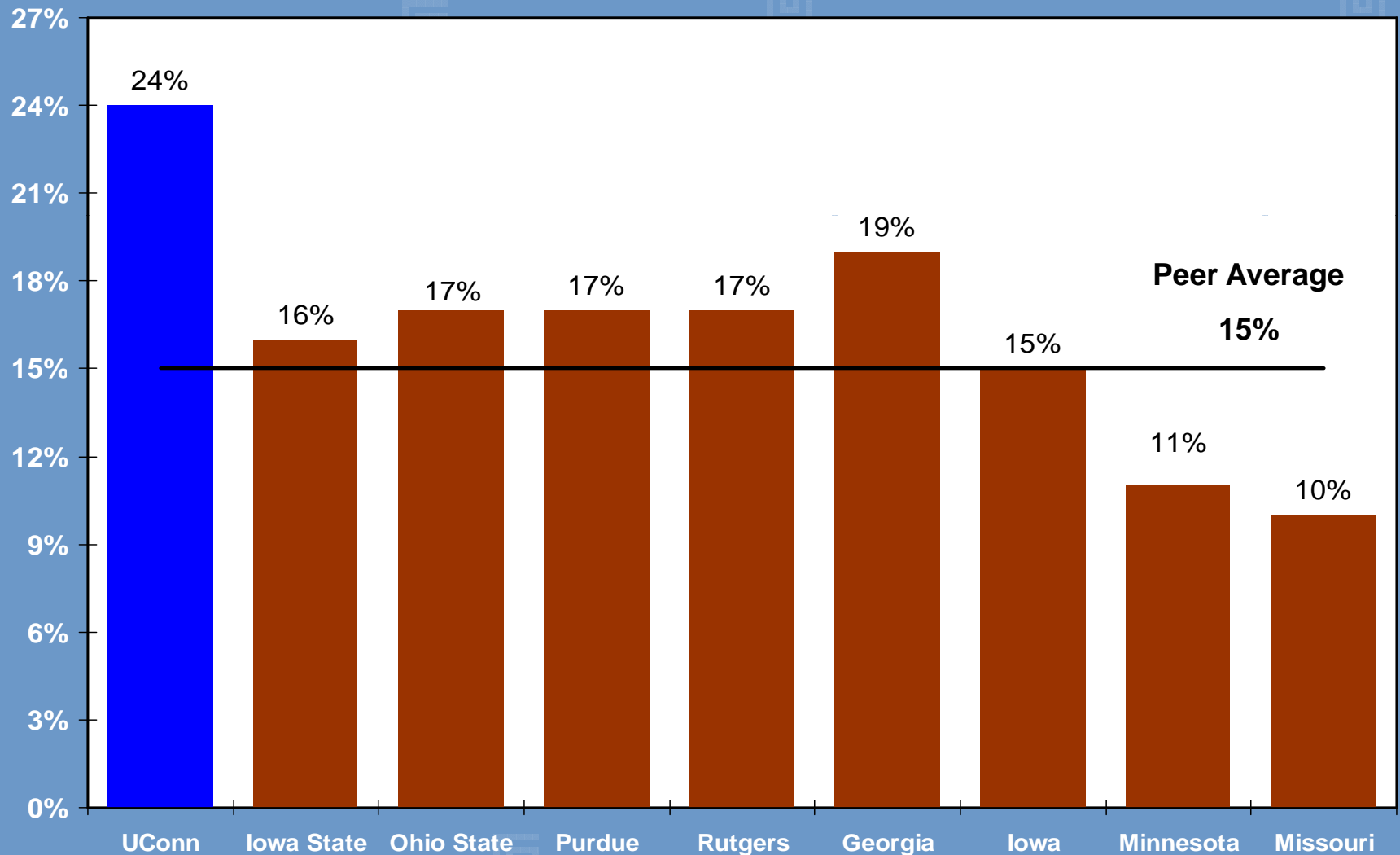
# Faculty: % Underrepresented Fall 2001 (Storrs)



# Endowment Assets Market Value FY 2003 (\$M)



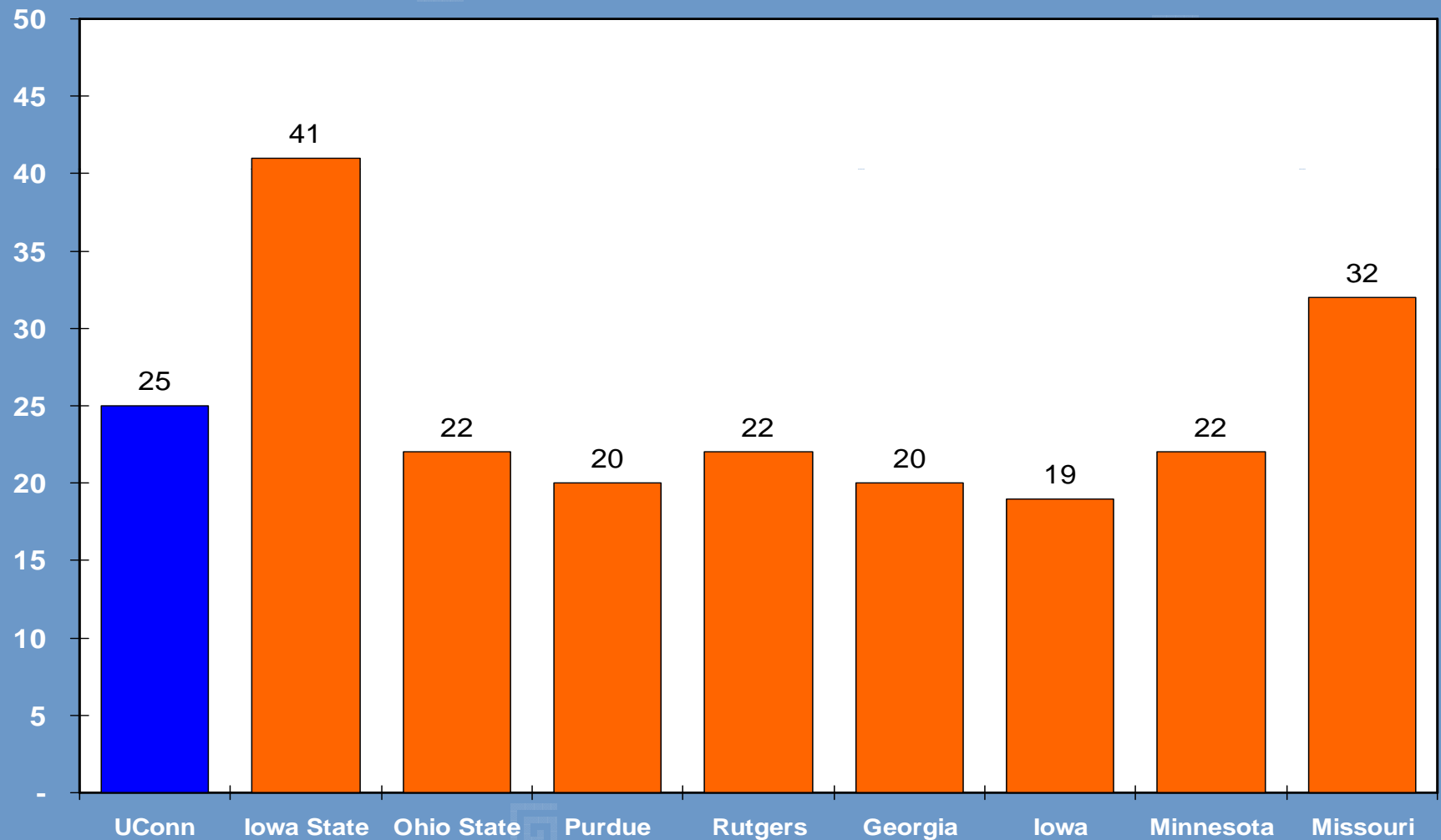
# Alumni Giving Rate FY 2002 (Storrs)



# America's Best Colleges

## Fall 2002 (Storrs)

Rank Among Top 50 Public National Universities





# 3 Year Goals

- ◎ Freshmen Average SAT - Rank 3rd
- ◎ 6 Year Grad Rate - Rank 2nd
- ◎ Doctoral Degrees - @ Peer Avg
- ◎ Post Docs – Rank 2nd
- ◎ Research Expenditures - @ Peer Avg
- ◎ Minority 6 Year Grad Rate – Rank 1st
- ◎ % Underrepresented Faculty – Rank 1st
- ◎ Endowment Assets – 30% Increase
- ◎ Alumni Giving – 27%
- ◎ America's Best College Rank – Top 20

# 5 Year Goals

- ◎ Rank 1st or 2nd in all categories  
(except Endowment Assets)
- ◎ Modify peer group

# Initial Academic Plan Implementation Steps

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© Provost's Grant Competition

© Program Units

© Metrics by Unit

# 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

# Program Units

## ◎ Life Science / Technology / Environment

▣ Agriculture, Biological Sciences, Engineering, Pharmaceutical Science, Physical Sciences, Psychology

## ◎ Arts & Culture

▣ Fine Arts, Humanities, Avery Point

## ◎ Health & Human Services

▣ Allied Health, Avery Point, Business, Continuing Studies, Education, Family Studies, Law, Nursing, Pharmacy Practice, Social Sciences, Social Work, Stamford, Tri-Campus

# Program Focus Areas

5 Year Hiring Plan: 150 Faculty

©Life Science/Technology/Environment: 75

©Arts & Culture: 18

©Health & Human Services: 57

# Program 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: 3

▣ Fine Arts (1), Humanities (1), Avery Point (1)

◎ Health & Human Services: 10

▣ Business (2), Education (2), Law (1), 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

## ◎ Stated Goal

- ▣ Increase external research awards

## ◎ Problem

- ▣ All classification systems are arbitrary

## ◎ Question

- ▣ Where should hires be targeted to achieve goal?

# Arbitrary Assignments to Divisions

## © Biological Sciences

- ▣ Includes biology departments and Marine Sciences Department in CLAS, biology departments in CANR & Agricultural Experiment Station, School of Pharmacy, School of Allied Health and Bioservices Center

## © Physical Sciences & Engineering

- ▣ Includes physical science departments in CLAS, School of Engineering, Environmental Research Institute (ERI) and Institute of Materials Science (IMS)

## © Social Sciences & Humanities

- ▣ Includes Psychology, rest of CLAS, rest of CANR & Extension, Schools of Education, Social Work, Business, Family Studies, Nursing, Law and Fine Arts

Note: did not split any department or center into 2 divisions

# External Research Expenditures

	Biological Sciences	Physical Sciences & Engineering	Social Sciences & Humanities
Expenditures* (\$M)	\$24.4	\$23.5	\$26.6
Faculty FTE	221	242	733
Expenditures/FTE (\$K/FTE)	\$110	\$97	\$36

\* Average FY02 & FY03

# Caveats

- ◎ Cutting edge research is often interdisciplinary (on the cusps of divisions/departments)
- ◎ External research awards within divisions are not uniform
- ◎ External awards for faculty-driven research more apt to lead to publications & graduate support

# Divisions are not Uniform

	Social Sciences & Humanities	Psychology	Social Sciences & Humanities w/o Psychology
Expenditures* (\$M)	\$26.6	\$5.6	\$21.0
Faculty FTE	733	57	686
Expenditures/FTE (\$K/FTE)	\$36	\$98	\$31

\* Average FY02 & FY03

# 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



# Achieving Success in Diversity

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- © Presentation by Ron Taylor in November
- © Expand Target-of-Opportunity Pool
- © Reward Strong Performance

# Timeline

- ◎ Focus statements for program units
  - ▣ Mid-September
- ◎ Metrics at the departmental level
  - ▣ October 1st
- ◎ Capital budget adjustments & complete financial analysis
  - ▣ Mid-October
- ◎ Reallocations at Provostial & Decanal levels
  - ▣ January Budget Hearings

# 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

# Achieving Strategic Focus

## Neag School of Education Strategic Plan

### Health Center Signature Programs

# 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

# Way we do business changes

## ⊙ Administrative changes

### ▣ New Promotion and tenure guidelines

- ◆ Annual review by Department Committee, Department Head, School-wide committee, Dean/Assoc Dean

### ▣ New Merit pay guidelines

### ▣ Restructured dean's office

### ▣ Comprehensive technology plan

### ▣ Alumni and Development and Marketing Plan

## ⊙ Future directions

### ▣ Invest Neag endowment to increase research and grants

### ▣ Selective, high quality, revenue generating programs



Signature Programs at UCHC

# Achieving Strategic Focus







# Historical Overview



1998-2000

- UCHC suffered significant losses - clinical
- Political debate regarding sustainability of JDH

2000-present

- Turnaround - \$64 million improvement

2001-today

- Strategy = focus, integration



*“where is any margin”*

PwC

Mid 2002

- PwC analysis complete – **“Signatures”**

Jan. 2003-

- Operationalize the Vision – formal infrastructure development and culture change (horizontal integration)

*\*1994 Research Strategy enabled SP development in 2002*



# Promote Our Academic Strength

To integrate research, education and clinical strengths within strategically important areas.

*"Remarkable Care Through Research and Education"*



## Desired Result



- Increased research awards, discoveries and commercialization
- Increased economic strength
- Increased clinical activity
- Advance our reputation



# Signature Program Vision



## Institutes/Type 2 Centers:

*Areas of clinical, research and educational synergy that provide state-of-the-science, highest clinical value care to our patients and result in significant advances in medicine.*

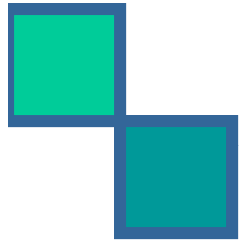

**“Leverage the academic flag”**





# Signature Program Strategy & Cultural Change

## The Drivers:

- 
- UCHC cannot be “all things clinical to all people”.
  - UCHC, an Academic Medical Center, is unique relative to Connecticut’s 32 acute care hospitals.
  - There is a need to focus on UCHC strengths – to integrate:
    - Research
    - Education
    - Clinical Activity
  - There is a need to break down existing barriers between traditional silos
- 



## Why Were Four (4) Signature Program Areas Chosen?

*“Remarkable Care Through Research and Education”*

- 
1. Inventory of research strengths was completed (*immunology, bone biology, genetics, vascular biology, public health, etc.*)
  2. Leverage our research strengths in areas of clinical service where:
    - Demand is growing.
    - Scientific advances are changing the existing models of care.
    - Translational Research-new knowledge soon becomes current care.
  3. UCHC is uniquely positioned to leverage its “bedrock” research efforts – **Yale is our only competitor in Connecticut.**
  4. Foundation / Feeder Programs enable the vision.
- 



# Leveraging Our Clinical Strengths



## Foundation / Feeder Activities

- Women's Health
- Geriatrics, Center on Aging
- Primary Care, Int. Medicine
- Urgicenter

❖ Create & sustain a culture within which we can establish Signature Programs

## Signature Programs

- 
- Pat & Jim Calhoun Cardiology Center
  - Comprehensive Cancer Center
  - Musculoskeletal Institute
  - Connecticut Health
  - Brain + Human Behavior

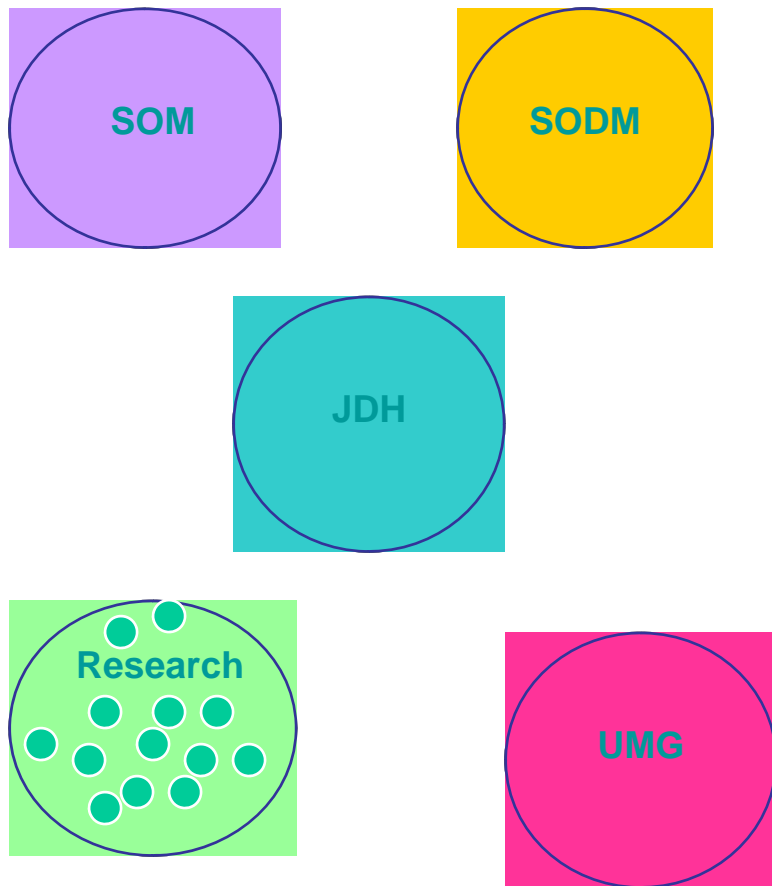
## Clinical Support Services

- Emergency Dept.
- Radiology
- Intensive Care
- Surgery
- Rehab. Services
- Pathology

❖ Services necessary to support clinical activity in Signature Programs and feeder activity

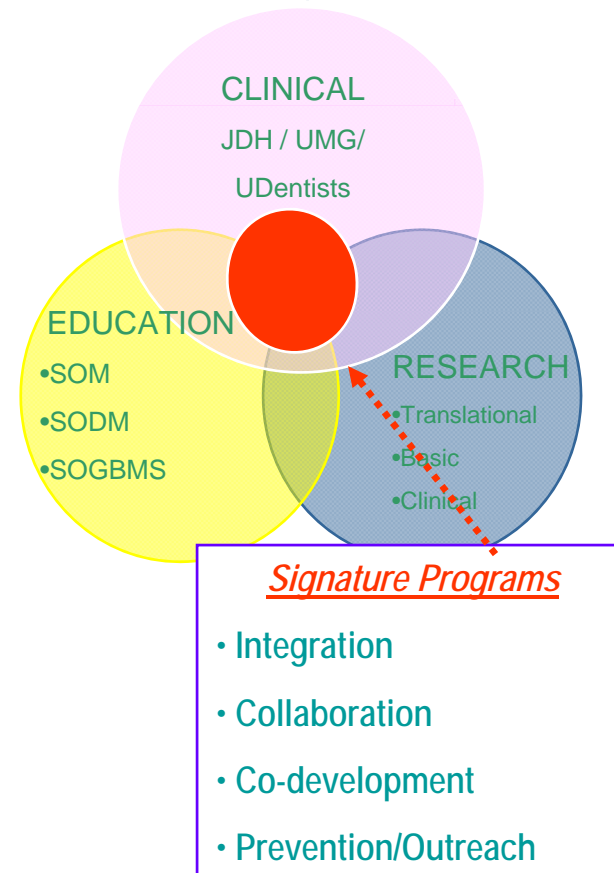
# How are the Signature Programs Changing the Conventional Structure?

## Conventional Model



## SP Integrated Model

Desired Result: Synergistic outcomes - Better patient care, research, education & economics



# Process

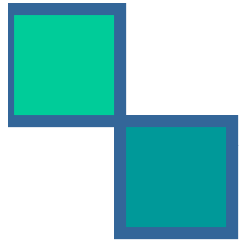


1. Communicate Vision
  2. Inventory
  3. Aligning Scientists and Clinicians with Signature Programs  
Director SP / Academic Department Chief  
CREAM – % CREAM in specific domain
  4. Infrastructure to Support Collaboration
  5. Director Recruitment  
Liang, Runowicz, and MSI (in process)
  6. Strategic Business Planning  
Environmental assessment & market share  
Financial modeling (with the SP and stretch metrics)  
Tactics, strategies, accountability/Execution planning
  7. Balanced Scorecard / Key Performance Metrics for Faculty  
Key metrics-performance, quality  
Education on usage / variance analysis  
Exploit technology
- 





## Signature Program Areas of Concentration



### Clinical Excellence Built on Research & Education

- ❖ Pat and Jim Calhoun Cardiology Center
- ❖ Carole and Ray Neag Comprehensive Cancer Center
- ❖ Musculoskeletal Institute






# Another Area of Concentration

## Public Service Programs



### A. Connecticut Health

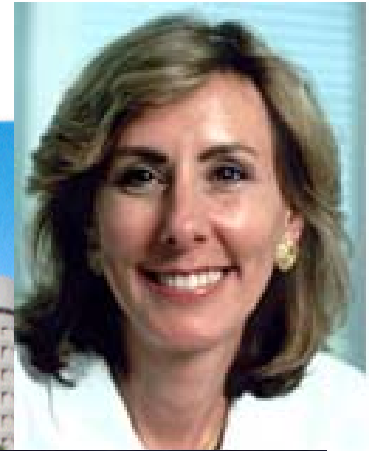
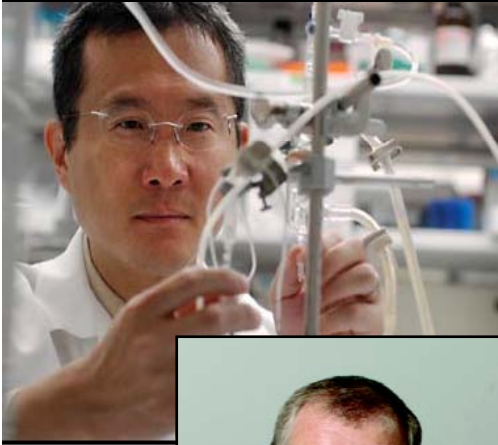
- Project Aims
    - Provide direct care to the poor and uninsured
      - Dept of Corrections Health Program
      - Dental Clinics
      - Student Services (migrant farm workers, etc.)
    - Educate various populations on health and health care
      - AJ Pappanikou Center for Developmental Disabilities
      - AHEC
    - Conduct research related to significant problems in underserved populations
      - Alcohol Research Center (25 years funding)
- 

### B. Public Health

- Collaboration between Storrs and Farmington – Center for Public Health and Health Policy



# Achieving Strategic Focus



*"Remarkable Care Through Research and Education"*

