



## **UConn and UConn Health Briefing 2024-2025**

This document is intended to provide a glimpse of the University of Connecticut. Most information included in this document is from Fiscal Year 2024, the most recent year for which complete information is available. As available, Fiscal Year 2025 is used for enrollment, faculty, staff and student data. For a more comprehensive look at the University of Connecticut, visit [uconn.edu](http://uconn.edu) or [health.uconn.edu](http://health.uconn.edu).

# From the President

I am honored and humbled to serve as President of the University of Connecticut and UConn Health. UConn strives to be a place where all students, regardless of their zip codes and countries they were born and raised in, will have equal opportunities and be fully prepared for their life journey upon graduation.

Each year, UConn is hitting new highs in academic excellence, creativity, research, global engagement, partnerships, and entrepreneurial activities. With the support of our state government, communities, and industry, we will continue to keep our students at the center of who we are and prepare them not just for good jobs, but also for leadership roles in addressing societal challenges.

We strive to teach our students the skill sets of creativity, innovation, and entrepreneurship as they explore the opportunities and decide their future paths. I will work hard alongside our excellent and committed faculty, staff, alumni, and donors to positively impact our students, the university community, and the State of Connecticut.

Thank you for your support of our university.



Dr. Radenka Maric  
President



**STUDENTS FIRST** ▪ **UConn ALWAYS** ▪ **HUSKIES FOREVER**



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**We are Connecticut's land grant  
public university**

**We exist to serve the State of  
Connecticut and its citizens**

## What We Do

- We promote social and economic mobility and equity of access to a college education
- We educate Connecticut's professional workforce
- We drive economic development by supporting businesses, discovery and innovation, and entrepreneurship
- We promote the public health and wellbeing

We are Connecticut's  
land grant public  
university

We exist to serve the  
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We Are

**UConn  
NATION**

EST.  1881

## What We Do

- We promote social and economic mobility
- We educate Connecticut's professional workforce
- We drive economic development by supporting businesses, discovery and innovation, and entrepreneurship
- We promote the public health and wellbeing

### Strategic Goals

Promoting Holistic Student Success

Expanding Research Impact

Powering a Thriving Connecticut

## Key Performance Indicators (KPIs):

How we are measuring progress

- Key Performance Indicators (KPIs) will be tracked annually.
- Following AAU (Association of American Universities) best practices, UConn will provide public KPI updates as part of its annual Envisioning 2034 report.

# Strategic Plan KPIs

15 key performance indicators with a 2030 milestone to ensure the University achieves the overarching goals of the plan

KPI Examples	2023 Level	2030 Target
Undergraduate 6-year Graduation Rate (US News)	84%	90%
Graduate Composite Graduation Rate *	67%	74%
Percentage of undergraduate students concerned or very concerned about accumulated educational debt	46%	41%
Percentage of graduate students concerned, very concerned, or extremely concerned about paying for graduate/professional education next year	40%	35%

KPI Examples	2023 Level	2030 Target
Total Research Awards	\$368M	\$500M
Faculty National Academy Memberships	6	14
Endowment Market Value	\$593M	\$1B (FY 32)
UConn Impact on Statewide Economic Output	\$6.9B	\$9.2B
Greenhouse Gas Emissions (measured in tonnes across EPA Scopes 1, 2,3)	139,888	Net Neutral

## “Monitor” KPIs

~50 indicators that monitor the ongoing operational health of the university and where we may already be in line or above national averages

# 33,500+

**STUDENTS**

\*including UConn Health

# 293,542

**ALUMNI GLOBALLY**



# \$8.5B

**ECONOMIC IMPACT TO THE STATE** (including UConn Health)

## RANKINGS

**# 32** U.S. News & World Report Top Public Universities

**# 22** Among National Public Research Universities for First-Year Retention

**# 2** GreenMetric U.S. Sustainability Ranking

**# 41** Wall Street Journal Top Public Universities

**14** SCHOOLS AND COLLEGES

**90** RESEARCH CENTERS

**7** LOCATIONS: STORRS, AVERY POINT, HARTFORD, STAMFORD, WATERBURY, UCONN LAW + UCONN HEALTH

**118** COUNTRIES CALLED HOME BY UCONN STUDENTS



**46** U.S. STATES REPRESENTED IN OUR STUDENT BODY

# 9,032



**DEGREES AWARDED IN FY24**

UConn Briefing 2024-2025

5,739 Bachelor's  
1,797 Master's  
432 Doctorates  
590 Graduate/Professional Certificates  
214 Law (J.D., LL.M.)

101 Medicine  
50 Dental  
57 Pharm. D.  
32 6 Yr. Education  
20 2 Yr. Agriculture

**\$3.4B** **ANNUAL OPERATING BUDGET** (including UConn Health)

# UCONN

## UCONN BY THE NUMBERS

(STORRS & REGIONALS)

# 32,878

TOTAL STUDENTS,  
excluding Medicine & Dental Medicine

# 25,304

Undergraduates  
7% international

# 7,574

In Graduate and  
Professional Programs

# 9,219

FIRST GENERATION STUDENTS  
(8,744 associates, bachelor and  
undergrad non-degree)

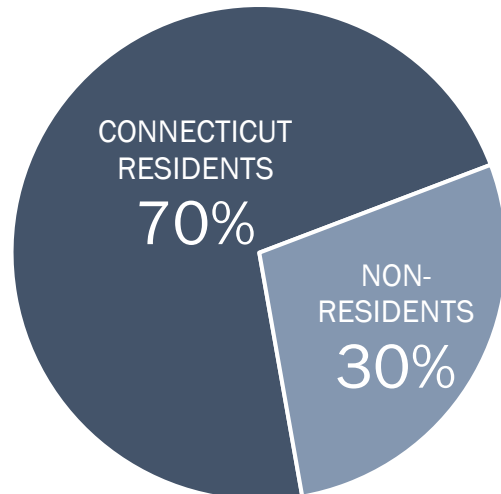
# 16,749

STUDENTS RECEIVING  
SCHOLARSHIPS/GRANTS

# 169

CT TOWNS  
REPRESENTED IN  
STUDENT BODY

Undergraduates - Storrs and  
Regional Campuses



# #2

Among National Public  
Research Universities for  
Time to Degree,  
with a 4.1-Year Average

# 3,677

STAFF MEMBERS (FULL-TIME ONLY)

# 1,750

FACULTY MEMBERS (FULL-TIME ONLY)



# Connecticut's Intellectual Engine

## Our graduates serve Connecticut communities

**65%** of School of Dental Medicine graduates practice in Connecticut

**70%** of School of Medicine and residency graduates practice medicine in Connecticut

**67%** Of UConn's engineering graduates remain in Connecticut, with a total of 78% staying in the northeast



Some of many professions impacted by UConn graduates

	Enrollment Fall 2024	Degrees Awarded 2023-2024
<b>Physicians</b> School of Medicine	470	101
<b>Dentists</b> School of Dental Medicine	206	50
<b>Nurses</b> School of Nursing	1,201	347
<b>Engineers</b> School of Engineering	4,839	1,075
<b>Teachers &amp; Educators</b> Neag School of Education	841	522
<b>Social Workers</b> School of Social Work	476	161
<b>Attorneys</b> School of Law	540	242
<b>Pharmacists</b> School of Pharmacy	617	130

*In addition to the professions listed in the table, UConn supplies graduates in many other areas, such as business, agriculture, conservation, counseling, public policy, speech and hearing, family sciences, human health, that are important to CT's future.*



# UConn's Impact on Connecticut's Workforce



**76%**  
of graduates  
from CT take  
jobs in the state

**\$63,000**

Average yearly starting salary for UConn graduates, higher than the national average

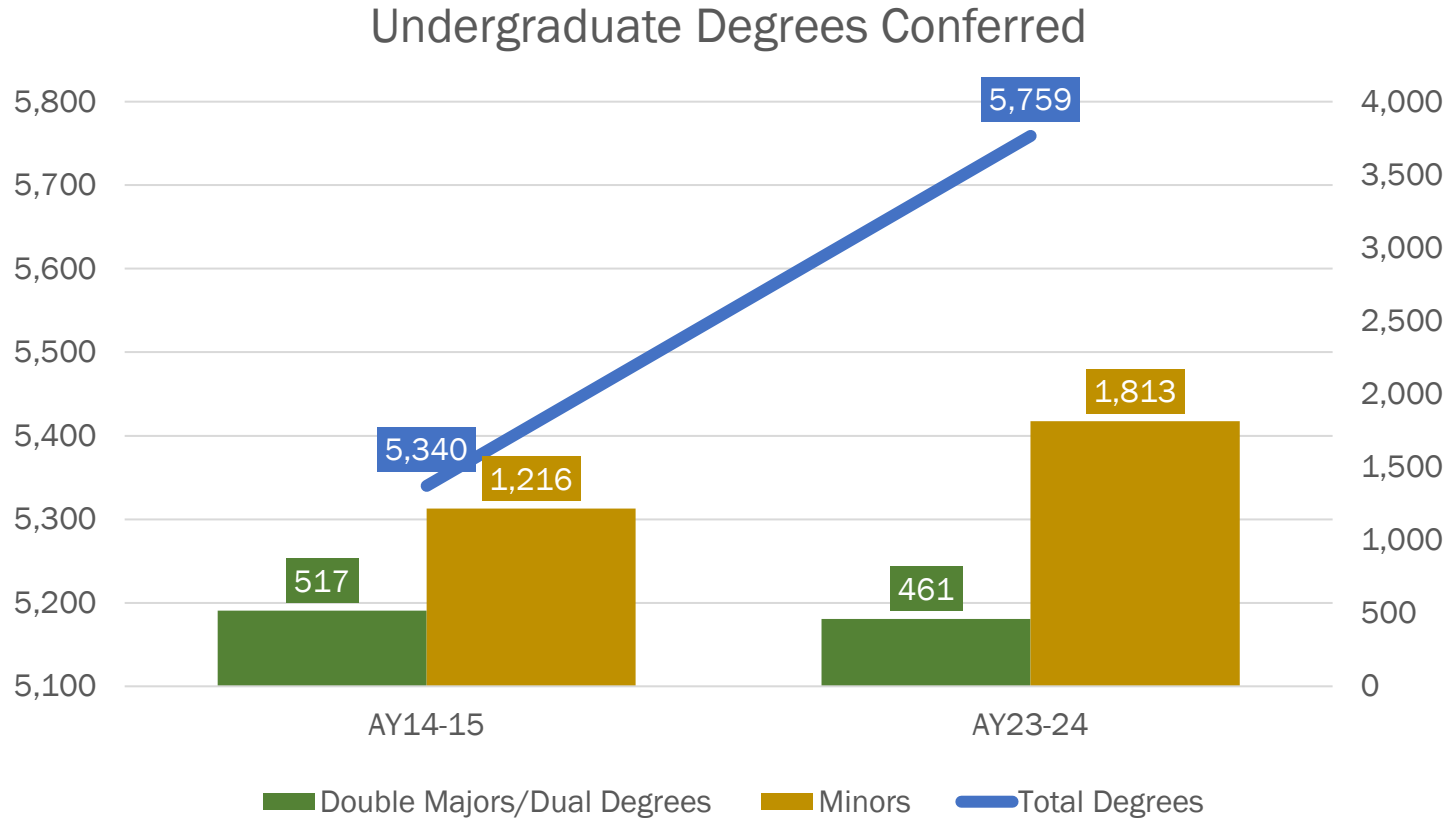
### Top Employers for UConn Grads\*

- Amazon - 471
- Cigna - 475
- Collins Aerospace - 387
- CVS Health/Aetna - 958
- Deloitte - 365
- Ernst & Young LLP - 180
- General Dynamics Electric Boat - 515
- Hartford Healthcare - 619
- KPMG - 122
- Lockheed Martin - 229
- Pratt & Whitney - 1,047
- PricewaterhouseCoopers - 284
- Raytheon Technologies - 264
- Synchrony - 80
- The Hartford - 497
- Travelers - 1,068

*\*Based on LinkedIn profiles. We believe these numbers are underrepresented by 40-50%.*



# UConn's Impact on Connecticut's Workforce



Since AY14-15, annual undergraduate degrees conferred has increased by 8% (~400) and 49% (~600) more students are graduating with a minor

# UConn is in Demand

Demand for a UConn education is strong and highly competitive

First-year application trends at Storrs Campus increased to nearly 58,000 for fall 2024

From Fall 1996 to 2024, applications at all campuses increased 471% and 105% since 2013.

...and the quality of the first-year student class is highly competitive.

**189** Valedictorians and Salutatorians Storrs & Regionals

**1306** Mean SAT\* score of Storrs Campus entering first-year students for fall 2024

Connecticut mean SAT: **990**

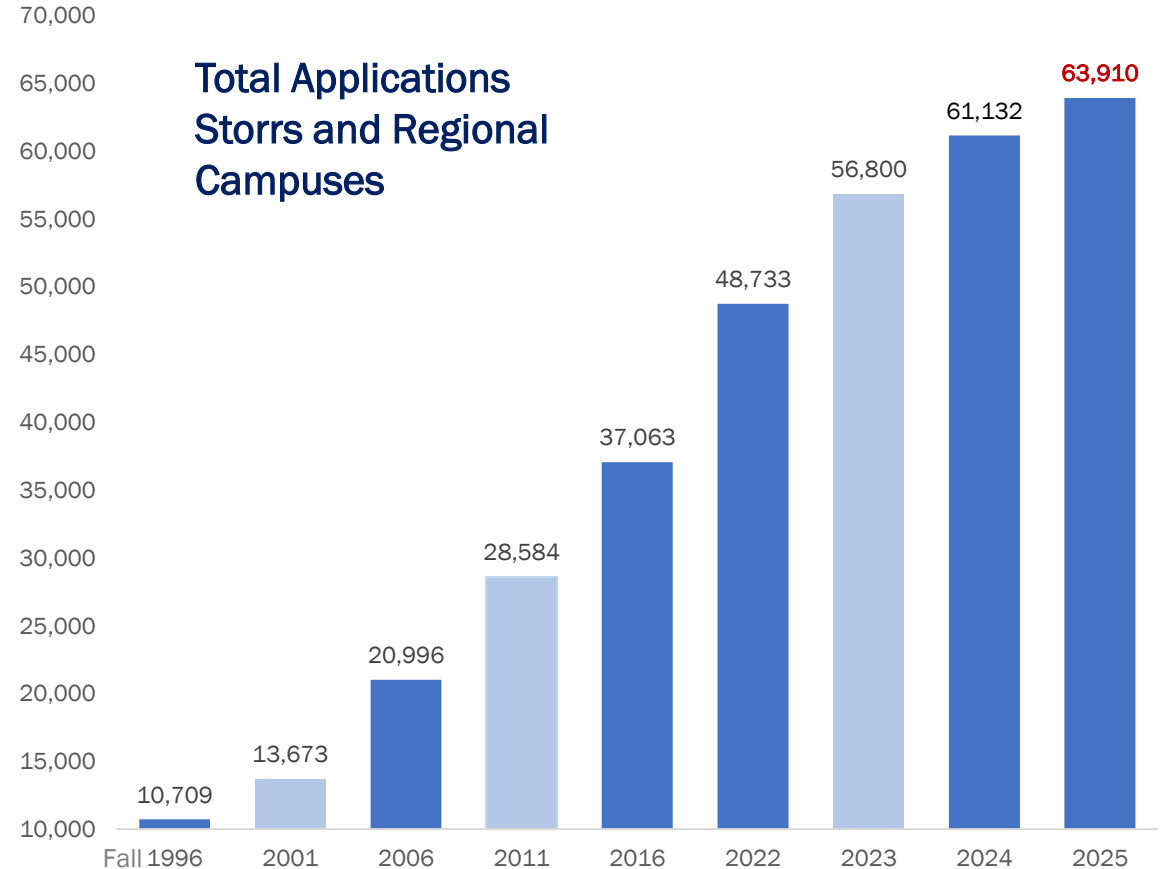
National mean SAT: **1024**

\*SAT Data: Standardized test average represents students who elected to submit test scores as part of their application materials.

Nearly 64,000 applications as of February 2025



Almost 5,300 more than this time last year



# UConn Athletics Impact



## Excellence in Athletics

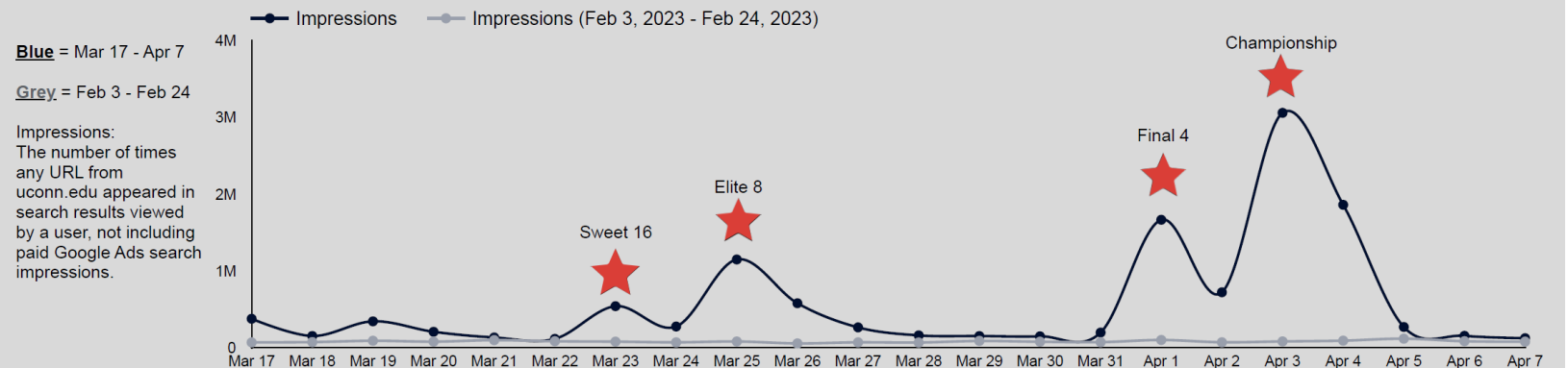
### 2023-24 highlights:

- Fifth national championship for men's basketball
- Eight BIG EAST championships
- Four teams competed in NCAA tournament action
- First bowl game appearance for football since 2015

## Web Traffic Trends

from the NCAA Men's D1 Basketball Tournament

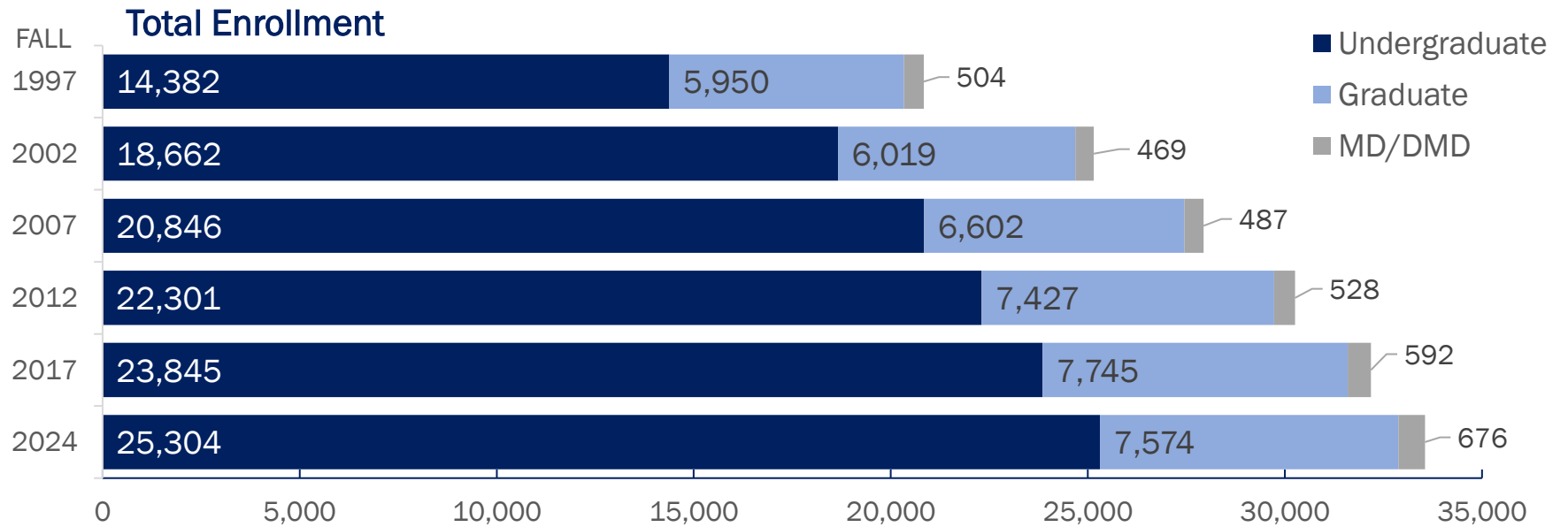
### Timeline Comparison of uconn.edu Google Search Results Impressions



# Enrollment Growth

**61% Increase**  
 In undergraduate enrollment in past 25 years

- Future enrollment growth strategy will focus on maximizing net revenue using a combination of rates, residency mix, financial aid and on and off campus housing options.
- Costs to teach/support will be re-allocated rather than increased.



Fall Residency (All Campuses)	2001	2006	2011	2016	2024
In-State First Year	74%	76%	75%	71%	61%
Out-Of-State First Year	26%	24%	25%	29%	39%
In-State Undergrads	81%	80%	80%	77%	70%
Out-of-State Undergrads	19%	20%	20%	23%	30%

# UConn Student Success

UConn is among the best in the nation at graduating students in four years.

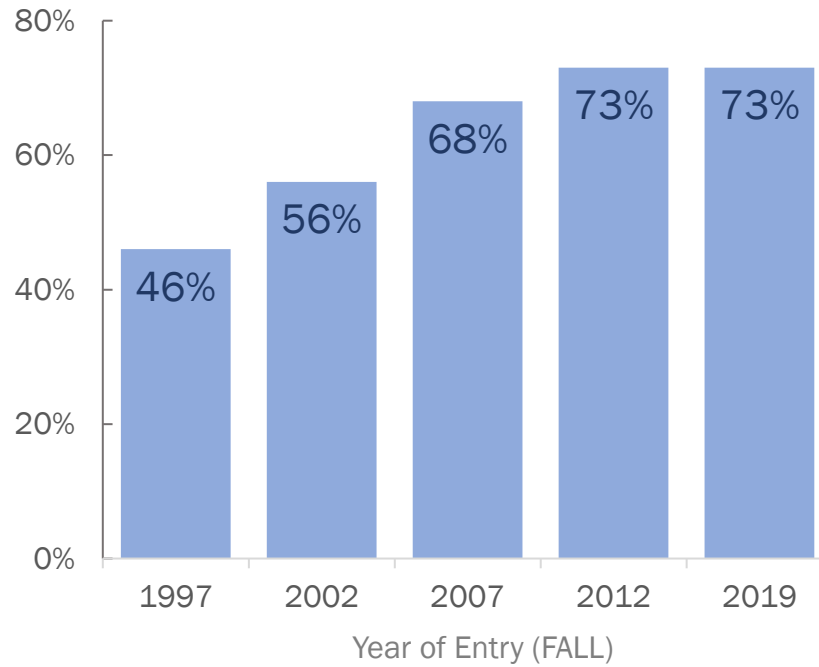
**4.1 Years**

Average time to degree, ranking UConn 2<sup>nd</sup> among national public research universities

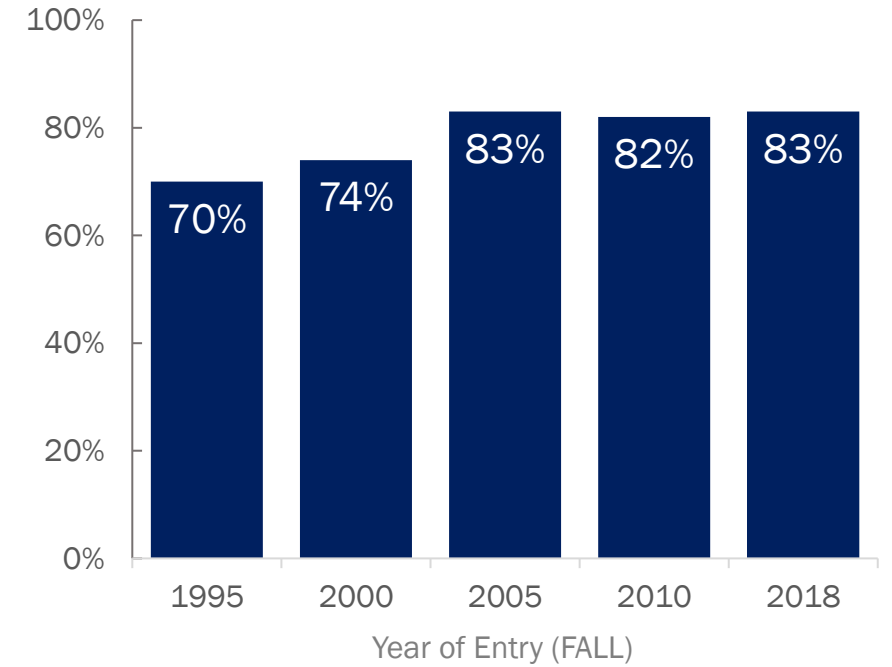
**83%**

6-year graduation rate for the fall 2018 entering cohort (in 2024)

4-Year Graduation Rate Trend



6-Year Graduation Rate Trend

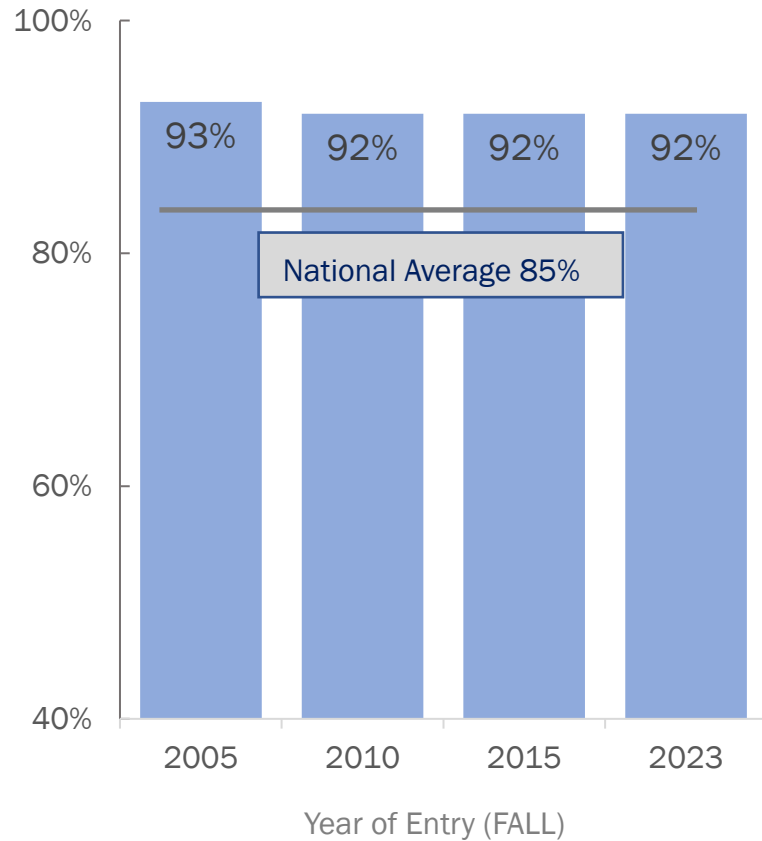


\*Data: Storrs Campus

# UConn Student Success

First-year student retention rates are among the highest in the nation.

## All First-Year

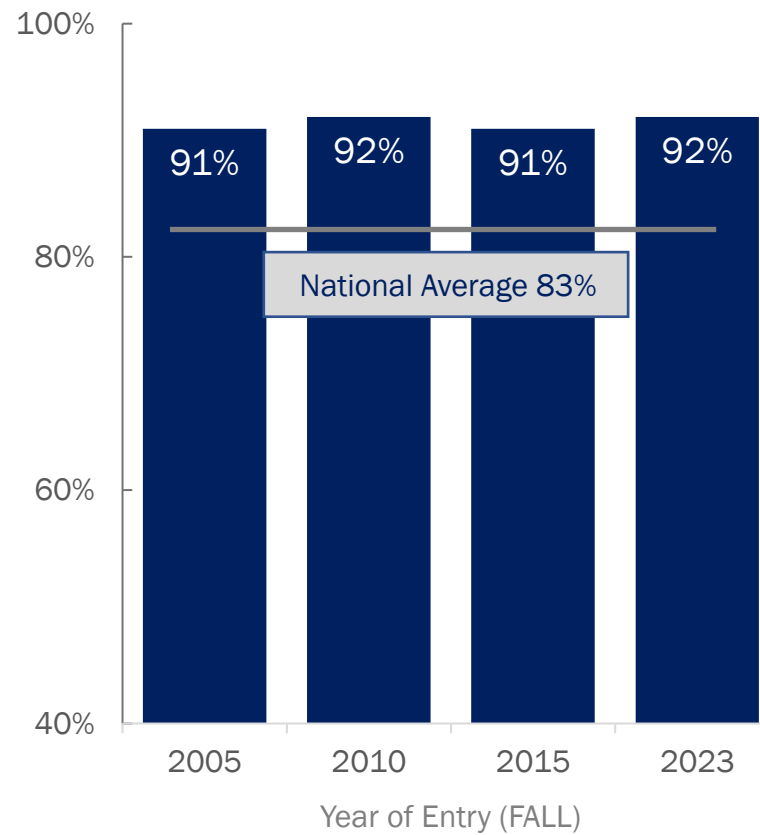


**22nd**

Among national public research universities

Higher than the national average for all first-year and minority first-year students

## Minority First-Year



Based on national data from the Consortium for Student Retention Data Exchange (CSRDE). Storrs campus data.



## CURRENT HIGH SCHOOL STUDENTS

UConn Early College Experience (UConn ECE) is the nation's oldest concurrent enrollment program and Connecticut's only NACEP accredited program that allows Connecticut high school students to take UConn courses for both high school and college credit. Students benefit by taking college courses in a setting that is both familiar and conducive to learning. UConn accounted for **70%** of the state's entire high school dual credit enrollment opportunities in FY24.

**19,874**



HIGH SCHOOL STUDENTS



**193**

HIGH SCHOOL PARTNERS

**92**



UNIQUE COURSES

**42**



DISCIPLINES

### We ensure that:

- UConn courses offered in the high school are as rigorous as courses offered on campus
- Students are held to the same expectation and standards of achievement as on-campus students
- Instructors meet the same requirements for on-campus adjunct faculty and are provided support by faculty in their discipline

NATIONS LONGEST  
RUNNING CONCURRENT  
ENROLLMENT PROGRAM:  
Since 1955

ACCREDITED BY THE  
NATIONAL ALLIANCE OF  
CONCURRENT ENROLLMENT  
PARTNERSHIPS

Approximately



**1,800+**

UConn ECE Instructors

**31.5%**

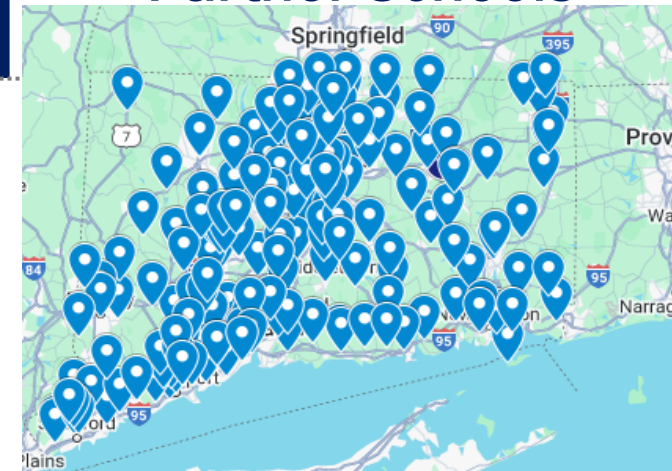
Of the UConn  
Class of '26  
are UConn ECE  
Alumni



**114,016**

Annual Credit Hours Taught

### FY23-24 Partner Schools



**UConn**

**Education**

**Research**

**Patient  
Care**



# UConn Health Snapshot

Integrated Tripartite Mission



**EDUCATION**



**RESEARCH**



**PATIENT CARE**

**\$3.6B**

**ECONOMIC IMPACT  
TO THE STATE**

**~6,100**

**FULL- AND PART-TIME  
EMPLOYEES**

**\$1.7B**

**ANNUAL  
OPERATING  
BUDGET**

**829**



Medical and dental school graduates placed in central Connecticut hospitals for residency, addressing a critical workforce need and attracting **\$173.0M** in federal funds annually.

**NEARLY 1/4**

Of inpatient hospital and outpatient visits are from patients enrolled in Medicaid.

**UConn Health includes:**

- UConn School of Medicine
- UConn School of Dental Medicine
- The Graduate School (Biomedical Sciences, Public Health, Clinical & Translational Research, Dental Sciences)
- John Dempsey Hospital
- UConn Medical Group (outpatient Services)
- UConn Dental Clinics
- Research Laboratories
- Technology incubation facilities for startup companies

**CT'S LARGEST PROVIDER** of dental services to Medicaid recipients and the under-and uninsured.

UConn Health is a major supplier of health care professionals and biomedical science professionals for the state.



## School of Medicine

466 Students  
767 Residents

## School of Dental Medicine

205 Students  
107 Residents

## Highlights

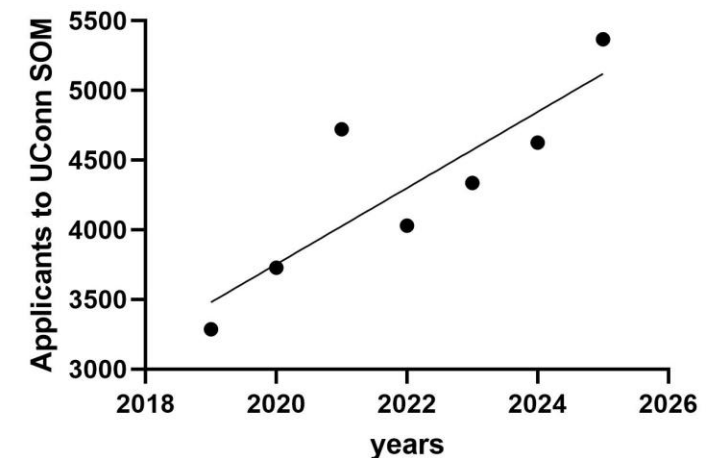
- Shared Biomedical Sciences Curriculum in Years 1-2
- Early Clinical Exposure
- Curriculum Reform
- Team-Based Learning
- Outstanding National Boards Performance
- Outstanding and growing graduate medical education programs for residency physician training-ranked in the top ten percent of all GME programs in the country
- Leadership in Undergraduate & Graduate Medical & Dental Education
- Continuing Medical Education Accreditation with Commendation
- Statewide Community Partnerships & Community Outreach Programs

# The Schools of Medicine (SOM) and Dental Medicine (SODM) Provide Value for the State and its Residents

- **Demand:**
  - SOM had 5,360 applicants for 112 spots
  - SODM had 1,600 applicants for 52 spots
- **Growth:**
  - SOM increased class size by 10% since 2019
  - SODM increased its class size by 9% since 2019
- **Workforce Development:**
  - ~80% of SOM and 60% of SODM incoming students are CT residents;
  - 37% of MDs practicing in CT
  - 65% of dentists practicing in CT



Increasing number of applications to UConn SOM-63% increase since 2019





# The Graduate School at UConn Health

215 Ph.D. Students

157 Master's Students

29 Graduate Certificate Students

## Programs

Public Health (Ph.D., MPH)

Clinical & Translational Research (MS-CTR)

Dental Sciences (MS)

Biomedical Science (Ph.D.)

- Cell Biology
- Genetics & Developmental Biology
- Immunology
- Molecular Biology & Chemistry
- Neuroscience
- Skeletal Biology & Regeneration
- Systems Biology

## Combined Degree Programs

### MD

- MD/PH.D.
- MD/MPH
- MD/MS-CTR

### DMD

- DMD/Ph.D.
- DMD/MPH
- DMD/MS-CTR

# Graduate Medical Education / Residency Training

## A Critical Resource to CT Hospitals & the State

**767**

Medical Residents

**107**

Dental Residents

**\$173.0M**

Federal funding coming to hospitals in the State of CT

### UConn Residency Programs:

- Build CT's medical and dental workforce
- Contribute to the **quality of healthcare** in CT
- Bring in **additional Medicare reimbursement revenues** to the State

Hospitals FY23	Federal Reimbursement
CT Children's	\$3.8M
Hartford Hospital	\$75.6M
Hosp of Central CT	\$12.2M
UConn JDH	\$47.6M
St. Francis Hospital	\$33.8M
<b>TOTAL</b>	<b>\$173.0M</b>

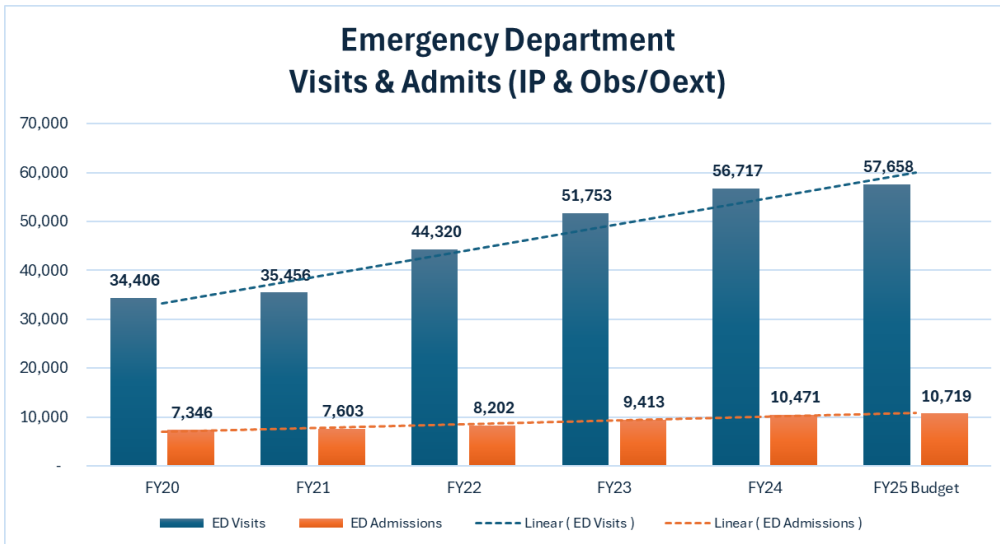
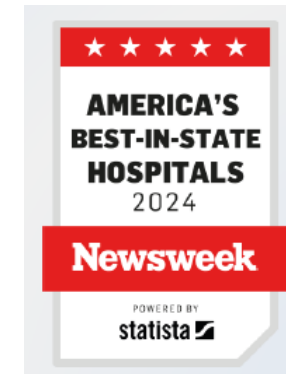
### UConn residents provide care in communities across Connecticut:

- Bridgeport
- Bloomfield
- Cheshire
- Danbury
- Derby
- East Hartford
- Enfield
- Farmington
- Glastonbury
- Hamden
- Hartford
- Manchester
- Meriden
- Middletown
- New Britain
- New Haven
- Newington
- Newtown
- Norwich
- Plainville
- Putnam
- Rocky Hill
- Storrs
- Suffield
- Torrington
- Uncasville
- Waterbury
- West Hartford
- Willimantic

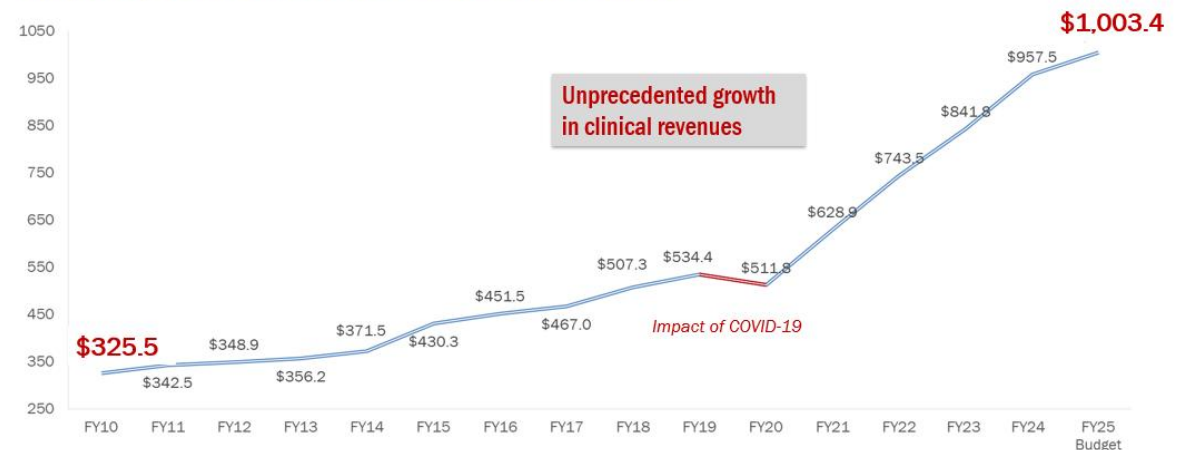
# The Patient Care Enterprise Provides Heavily Demanded State-of-the-Art Care



Rank	Hospital	Score
1	Yale New Haven Hospital	83.70%
2	John Dempsey Hospital	76.09%
3	Griffin Hospital	76.00%
4	Midstate Medical Center	75.33%
5	Sharon Hospital	74.74%



UCH Net Patient Revenue (in millions)  
JDH, UMG, DENTAL CLINICS AND SPECIALTY PHARMACY





# UConn Health: Key Service Statistics (FY24)

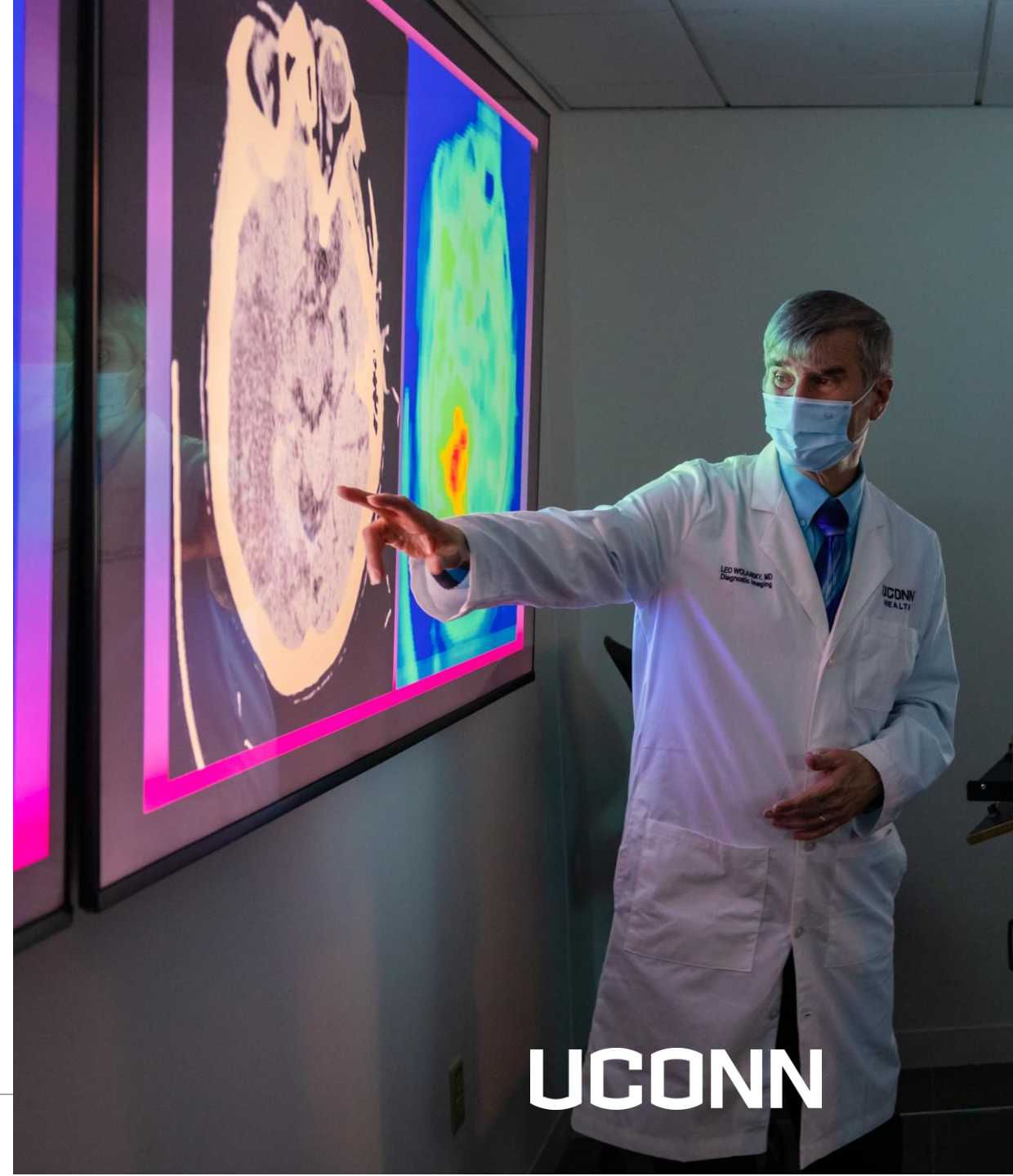
**~1.6 million**  
OUTPATIENT VISITS\*

**79,508**  
DENTAL CLINIC VISITS AT  
UCONN HEALTH SITES\*

**~16,600**  
HOSPITAL DISCHARGES

UConn Health physicians, dentists, residents, medical and dental students **provide thousands of hours of free healthcare** to Connecticut's most medically vulnerable citizens

*\*Some outpatient visits will generate multiple patient services in a given day.*



# Clinical Services

All UConn Health 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.

## 22 Patient Care Locations in 11 Towns



**John Dempsey Hospital (JDH):** Acute care, University teaching hospital licensed for 234 beds.

**UConn Medical Group (UMG):** Among the largest multi-specialty faculty clinical group practices in the region.

**University Dentists and UConn Dental Clinics:** Faculty and resident dental care practices.

**Urgent Care:** Treating a range of non-life-threatening illnesses and injuries that need prompt attention with no appointment.

# UConn Health: An Essential Healthcare Provider for CT's Underserved Citizens

In FY24 alone, UConn Health provided

**\$118M**

in under-reimbursed care for Connecticut residents.



- Nearly 1/4 of UConn Health's inpatient hospital and outpatient visits are from patients enrolled in Medicaid.
- UConn Health is CT's leading provider of Specialty services including surgeries to Medicaid recipients. E.g. In Orthopedics, UConn's payer mix is 35.3% Medicaid, more than double the state average of 15.9%.
- **#1 Provider in the State** of Dental Services to Medicaid recipients and the under- and uninsured.
- UConn physicians, dentists, residents, and medical and dental students **provide thousands of hours of free healthcare annually** to Connecticut's most medically vulnerable citizens.

# UConn Health: A Resource for the Community and the State

## Health Career Opportunity Programs - Aetna Health Professions Partnership Initiative

<https://health.uconn.edu/hcop/>

Comprehensive program of educational enrichment and support activities for 160 students and trainees with a focus on underrepresented and first-generation students applying to medical and dental schools, graduate programs in biomedical sciences, nursing, pharmacy, and allied health programs.



- STEM Education for Urban Middle School Students – Great Explorations Middle School Program
- Doctors Academy College Prep Program for URBAN High School Students
- Statewide High School Student Research Apprenticeship Program
- Statewide Mini Medical/Dental High School Program
- Statewide Bridge To The Future Science Mentorship Program-Middle School, High School and College Students
- Statewide Pre-College Enrichment Programs for entering freshmen
- Statewide Health Disparities Summer Research Fellowship Program
- Statewide Medical and Dental School MCAT/DAT Preparatory Program
- Statewide Summer Research Fellowship Program
- Health careers enrichment sessions with LMSA, SNMA, SNDA/HSDA for partnering Hartford Schools and the Boys & Girls Clubs of Hartford

# UConn Health: A Resource for the Community and the State

## CT Area Health Education Center (AHEC) Network: Community Service and Workforce Development

Provide 343 students and trainees for community voluntary work

- Farm Worker and Urban Communities Health & Wellness Program
- Interprofessional education program free community-based clinics with partners (Hartford, New London, Norwich and Willimantic)
- CT Mission of Mercy free dental clinic support
- Immunization Action Program – site visits, education and support
- CT AHEC Network Pipeline Programs: Youth Health Service Corps, Collegiate Health Service Corps, HEALTHForward AmeriCorps & STEM programs for high school students including sponsorship of the annual CT Junior Science & Humanities Symposium at UConn Health in Farmington
- CT AHEC Urban Service Track/AHEC Scholars Program- provides 70+ community-based programs annually (throughout CT), including Smalley Elementary School collaboration and Pathways/Senderos Teen Pregnancy Prevention Program (New Britain)
- Just Five (Shatterproof) program focusing on increasing awareness, reducing stigma, and sharing information about addiction prevention and treatment
- CMEs: Veteran suicide/depression risk training, pain management, etc.
- Environmentally safe housing and lead poisoning prevention for CHWs
- Certified Nursing Assistant, Community Health Worker, and Medical Interpreter training programs
- Health promotion education in K-12 (oral health, nutrition, tobacco and other substance use, and more)
- Trained 4,224 pre-professional and health professions students and other adult learners
- Community education on topics of health promotion and disease prevention, immunization/vaccination, trauma, ACEs, oral health, mental health, and more.
- Contributing to CT DPH sexual health plan and advisory committee through training and collaboration
- New England Nursing Preceptor Academy
- CT Student Loan Repayment Program Administration



*AHEC – Is based at UConn Health in Farmington, with four regional centers - Hartford, Norwich, Shelton and Waterbury*

# UConn Health: A Resource for the Community and the State

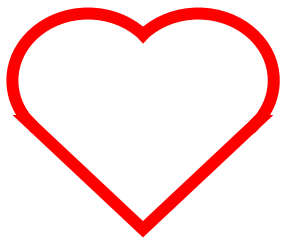
## Community Service Focused

Initiatives to prepare the next generation of health care providers, 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.

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

- South Park Inn Medical/Dental Clinic (Hartford)
- Camp Courant Dental Screening Program
- CT Mission of Mercy
- Special Olympics Healthy Athletes/Special Smiles
- SHA/SHIP – Students/Faculty assisted CT DPH with community input survey
- UConn Storrs assisted DPH with section on climate change and health in CT
- Hartford North End Health & Wellness Screening Events-UConn Schools of Medicine and Dental Medicine working with the City of Hartford, DHHS and local community organizations provide health education & screening events focused on Oral Cancer, Diabetes & hypertension at Keney Park in Hartford.





# UConn Health Promotes Community Wellbeing



## UConn Health Mission of Mercy Dental Clinic, November 2022

160 Dental Medicine students, faculty, staff, and residents and 30 Medicine Urban Service Track students were part of a team of over 800 volunteers who helped provide free dental care for the CT Mission of Mercy Dental Clinic.



## DIY Air Purifiers

With a Hartford magnet school, UConn Health's Marina Creed built an "Air Force One," a DIY air purifier, which she delivered to the White House in September 2022.



## U.S. Representative Jahana Hayes' Nutrition Roundtable

In July 2022, Congresswoman Hayes led a discussion at UConn Health on the importance of nutrition and access to healthy food options for families across Connecticut.

# UConn Health Academic and Research Collaboration/Affiliation with JAX-GM

## Exceptional Education Opportunities

- 18 JAX faculty have UConn graduate faculty appointments
- 23 UConn Biomedical Science PhD students are performing their dissertation research with JAX faculty. 2 dual degree students recently completed their dissertation work and are back in the clinical years
- 127 lab rotations have been completed with JAX faculty
- 24 students have graduated from the UCH/JAX Doctoral Program with PhDs (this includes dual degree students)
- UConn/JAX awarded \$1.2 million training grant from the National Human Genome Research Institute to train future generation of genomic scientists. Renewal application for the T32 grant recently submitted.
- 5 students awarded NIH F30 grant
- 3 students awarded American Heart Predoctoral Fellowships
- Plan to partner with JAX to submit a Medical Scientist Training Program to train the next generation of physician scientists
- Held 7th Annual UConn/JAX Postdoctoral Research Day
- Held 2nd Annual Research Cores and Resources Fair

## Joint Single Cell Genomics Center

- Continued investment in equipment-based research core with cutting edge, state-of-the-art research equipment
- Many grants awarded to UConn/UConn Health faculty using the Center

## UCH/JAX Collaborative Faculty

- Recruited 4 Joint UConn/JAX hires (1 resigned May 2020)  
Total start-up commitments for 4 hires > \$5.7 million
- 1 “hybrid joint” between CCMC/UCH/JAX

## UConn/JAX COLLABORATIVE GRANTS FY14-PRESENT

Joint Grant Submissions	Value
JAX with sub to UConn Health	\$62.0M
JAX with sub to UConn Storrs	\$1.2M
UConn Health with sub to JAX	\$77.6M
UConn Storrs with sub to JAX	\$3.8M
Total committed awards FY14 to present:	\$144.6M



# UConn Health Academic and Research Collaboration/Affiliation with JAX-GM

## Recent Highlights

### Endometriosis Data and Biorepository Program

- UConn and JAX partner to create an endometriosis data and biorepository program. This State funded program is the nation's first public, multi-institution biorepository.
- Awarded grant from The Endometriosis Foundation of America
- EndoRISE program website launched.

### Health Analytics and Research Translations (HART) Initiative

- The HART Initiative will take advantage of technological advances in the accuracy, speed and cost Whole Genome Sequencing (WGS) in blood samples obtained from newborns soon after birth and offers the potential of identifying a broader scale of conditions that are potentially actionable and/or treatable in affected infants.
- A Pilot Program evaluating venous blood samples from 10 infants and their biological parents has been initiated in collaboration with Connecticut Children's, UConn Health, UConn Storrs, The Jackson Laboratory for Genomic Medicine (JAX-GM) and Hartford Healthcare to identify critical workflows involved with enrolling, consenting, and counseling patients for the purpose of performing long read WGS (LR-WGS) from whole blood.
- As part of the pilot, we will also test multiple LR-WGS platforms using dried blood spots to compare these results to whole blood samples. Blood spots are the current mechanism for newborn screening in the State of Connecticut, and our ability to determine their efficacy in LR-WGS would allow for enhanced screening for all newborns without the need for new collection processes.
- The establishment of a robust, integrated, readily scalable workflow for the HART Center Initiative will provide access to these services at health centers throughout the state.
- The HART Initiative Pilot protocol and its supporting documentation have been approved by Connecticut Children's IRB (the IRB of record) and is progressing through facilitated IRB approvals at both UConn Health and JAX-GM.

# UConn Health

## Rapid Inclusive Strategic Planning (RISP)

### UConn Health Strategic Goals



#### **Clinical Excellence**

Be the best place in CT for patient care (quality, safety and experience)



#### **Clinical Growth**

Expand geographic scale, patient volume and health care services statewide



#### **Financial Strength**

Thrive financially and reduce dependence on State funding



#### **Research Growth**

Become a top ranking academic medical center for translational research, clinical trials and commercialization of research



**Prioritizing People, Culture, & Community** Be the employer of choice and be relevant to our state and communities



## Who We Are

UConn is an outstanding global university that demonstrates daily a commitment to excellence in research, education, innovation and entrepreneurship, industry partnerships, clinical care, and community engagement in an environment that prioritizes public service and opportunity and accessibility for all.

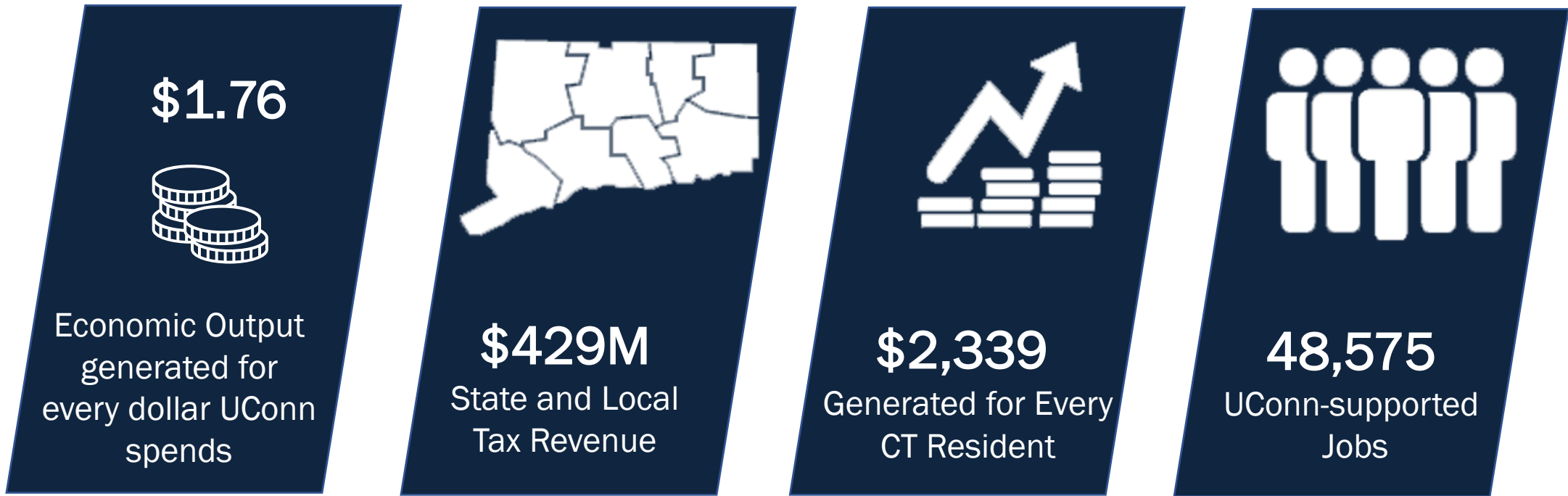
## Commitment to Connecticut

UConn generates economic impacts that ripple throughout Connecticut, affecting business and industry, households, and the rich variety of people who contribute to the state's prosperity. In every corner of the state, UConn's impact can be felt in numerous ways. From the number of students attending the University, to the dedicated faculty and staff working to make UConn what it is today, our University touches all 169 towns in Connecticut.

**UCONN**

# UConn has an Outsized Impact on Connecticut 's Economy

UConn contributes **\$8.5** Billion annually to the state's economy

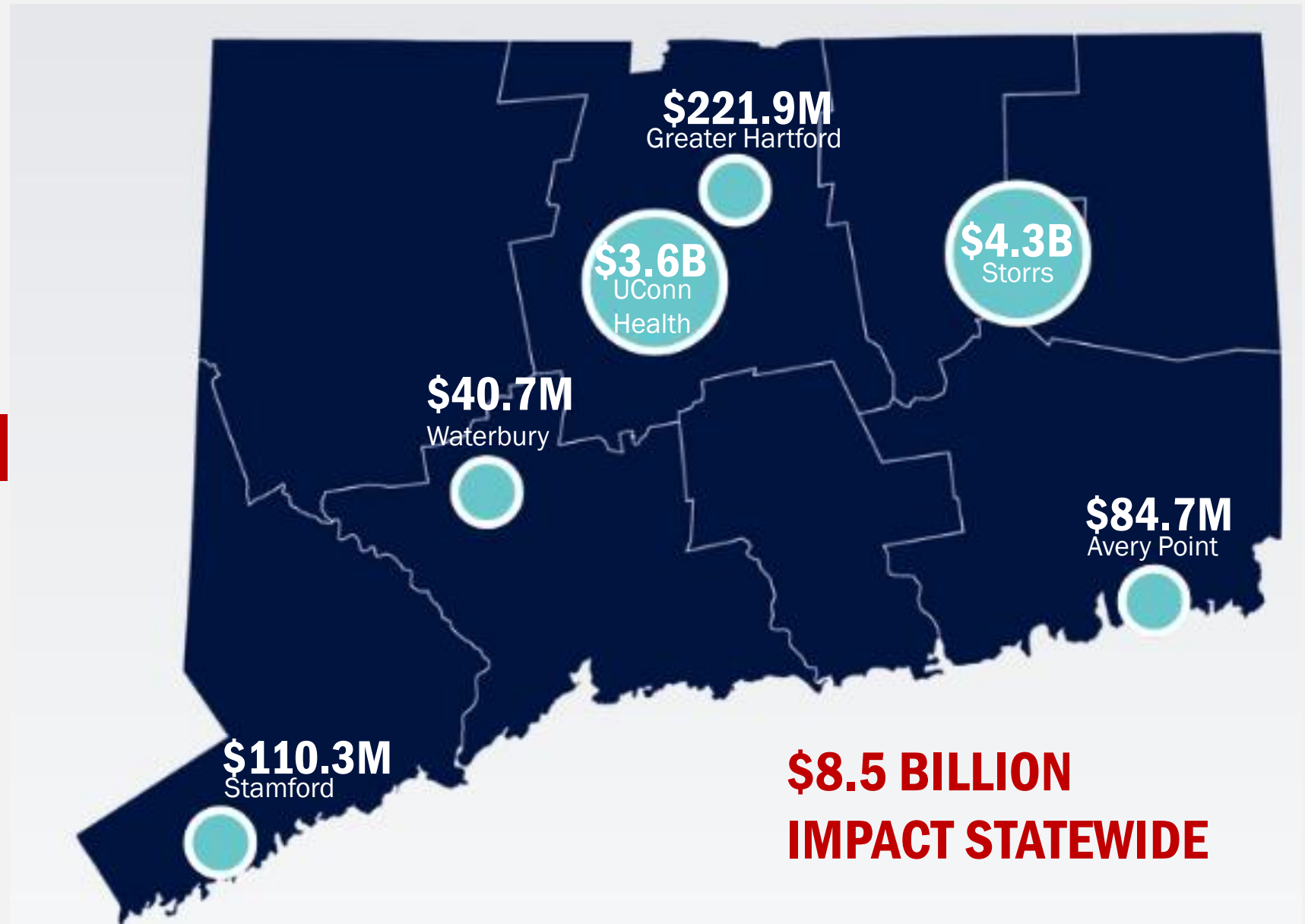
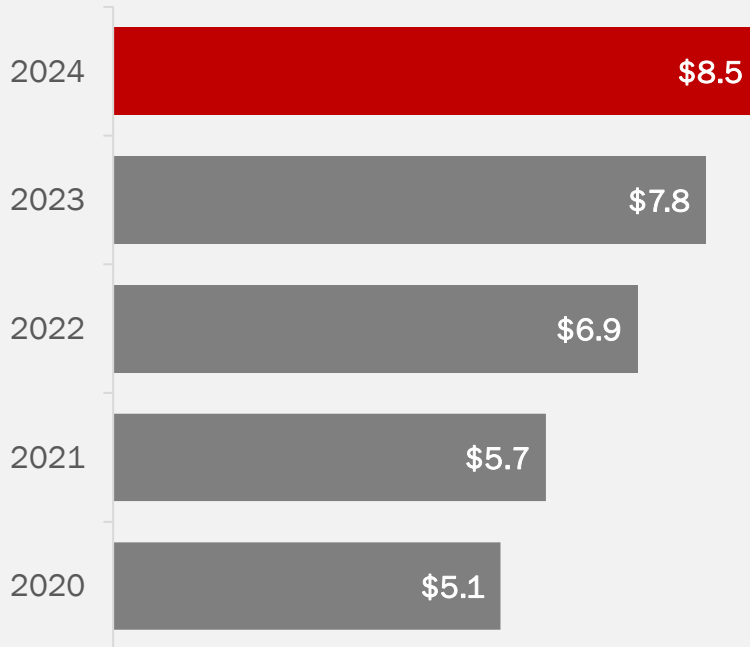


- Every State dollar invested in UConn generates \$1.76 in total economic output through additional job creation, business revenue growth, increases in household incomes, and other multiplier effects.
- UConn's operation contributes 2.95% to Connecticut's real GDP, demonstrating its substantial role in the state's economy.

Note: Economic impacts include direct, indirect, and induced spending effect. FY 2024 data.

# Connecticut Community Impact

Total Impact (in billions)



# Value Added to the Economy

UConn generates economic impacts that ripple throughout Connecticut, affecting business and industry, households, and the rich variety of people who contribute to the state's prosperity

# \$5.2B

Of value added to the Connecticut economy

Value added is UConn's contribution to Connecticut's Gross Domestic Product

# 93¢

Of value is added to the state economy for every dollar UConn spends

## IMPACTS ON VALUE ADDED

# \$2.7B

Storrs

# \$2.2B

UConn Health

# \$279M

Regional Campuses

Leaving:

# \$2.5B

In the hands of businesses and households



# Athletics Economic Impact

Operations\* and visitor spending by UConn Athletics and its fans generated:

- \$242.7 million in overall economic impact for the state in FY24
- \$36.1 million in State and Local Taxes
- 1,821 jobs in the State of Connecticut
- Out-of-state visitors increased from 152,433 in FY23 to 161,062 in FY24 or 5.7%

UConn Athletics impact local economies in three main ways:

- **Direct** expenditures for goods and services by UConn staff and visitors.
- **Indirect** spending within the state occurs as businesses receiving direct payments re-spend within the local economy, creating additional job demand.
- **Induced** spending by households either directly employed by UConn Athletics or the local and state businesses selling goods or providing the services.

\*Athletics operations totaled ~\$101M of capital and operating expenditure.



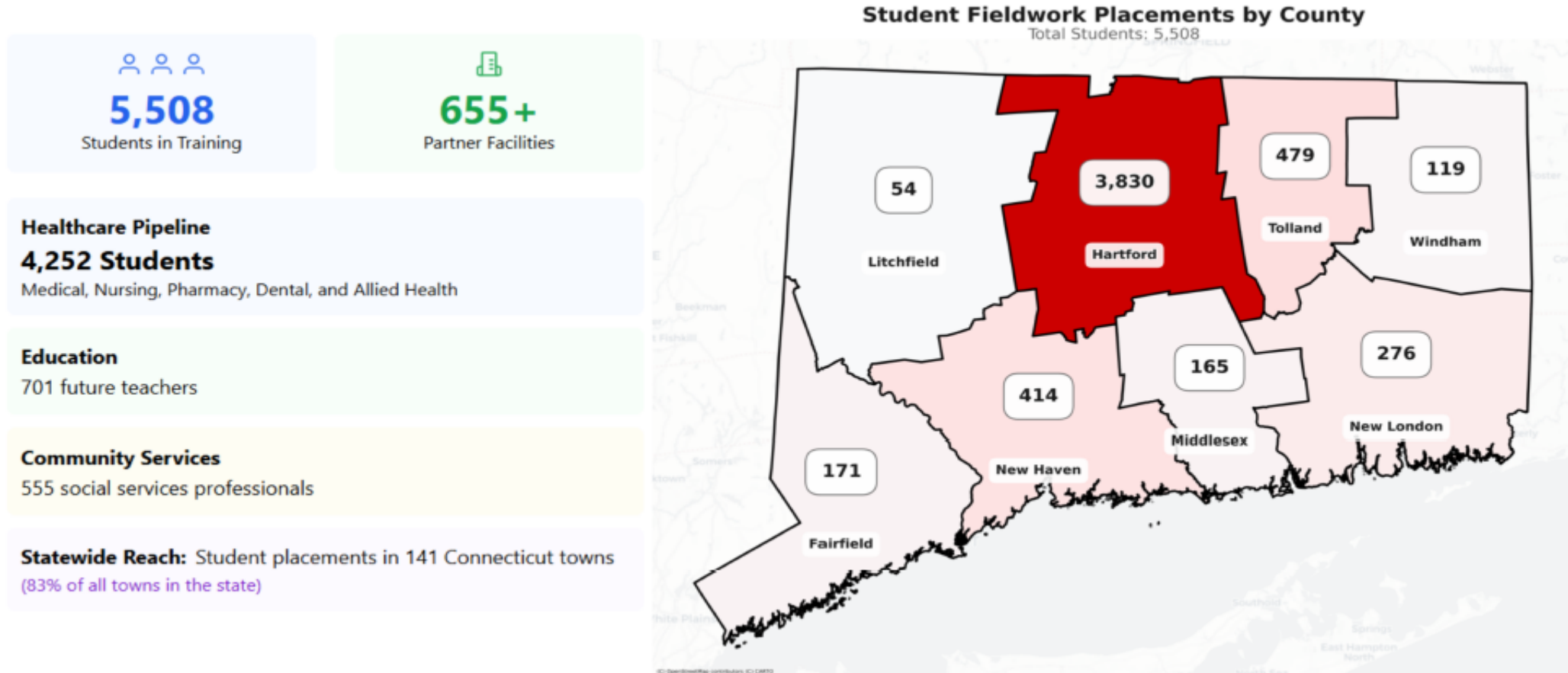
Total Economic Impact by Sport

Sport	Total Impact
Football	\$ 45.6
Men's Basketball	51.2
Women's Basketball	34.8
All other Sports	111.1
<b>Total</b>	<b>\$ 242.7M</b>

\*\*Visitor and Fan spending includes Lodging, Transportation (including parking), dining and retail spending.

# UConn's Student Fieldwork Placements

Workplace training gives students practical experience while benefitting Connecticut communities



*\*Students may have multiple student placements within an academic year*



# UConn Research: An Innovation Economy Pipeline

## Goals for Research and Scholarship

- Become regional innovation powerhouse
- Increase UConn's reputation and rankings as an R1 institution
- Substantially increase research awards
- Become a member of AAU

1

Strategic resource allocation



2

Strategic hiring and retention



3

Institutional support for interdisciplinary research and scholarship



4

Infrastructure improvements



5

Research-driven philanthropy, innovation, and entrepreneurship



Areas targeted to support institutional growth and transformative impact

# UConn's Research Enterprise

UConn generates new discoveries that move through translational stages toward commercialization, investment, new companies, and new jobs for Connecticut.

UConn fuels innovation, workforce development, and economic growth for Connecticut. UConn partners with 165 institutions worldwide and is one of only three U.S. members of the Universitas 21 network, the leading global network of research universities for the 21<sup>st</sup> century.

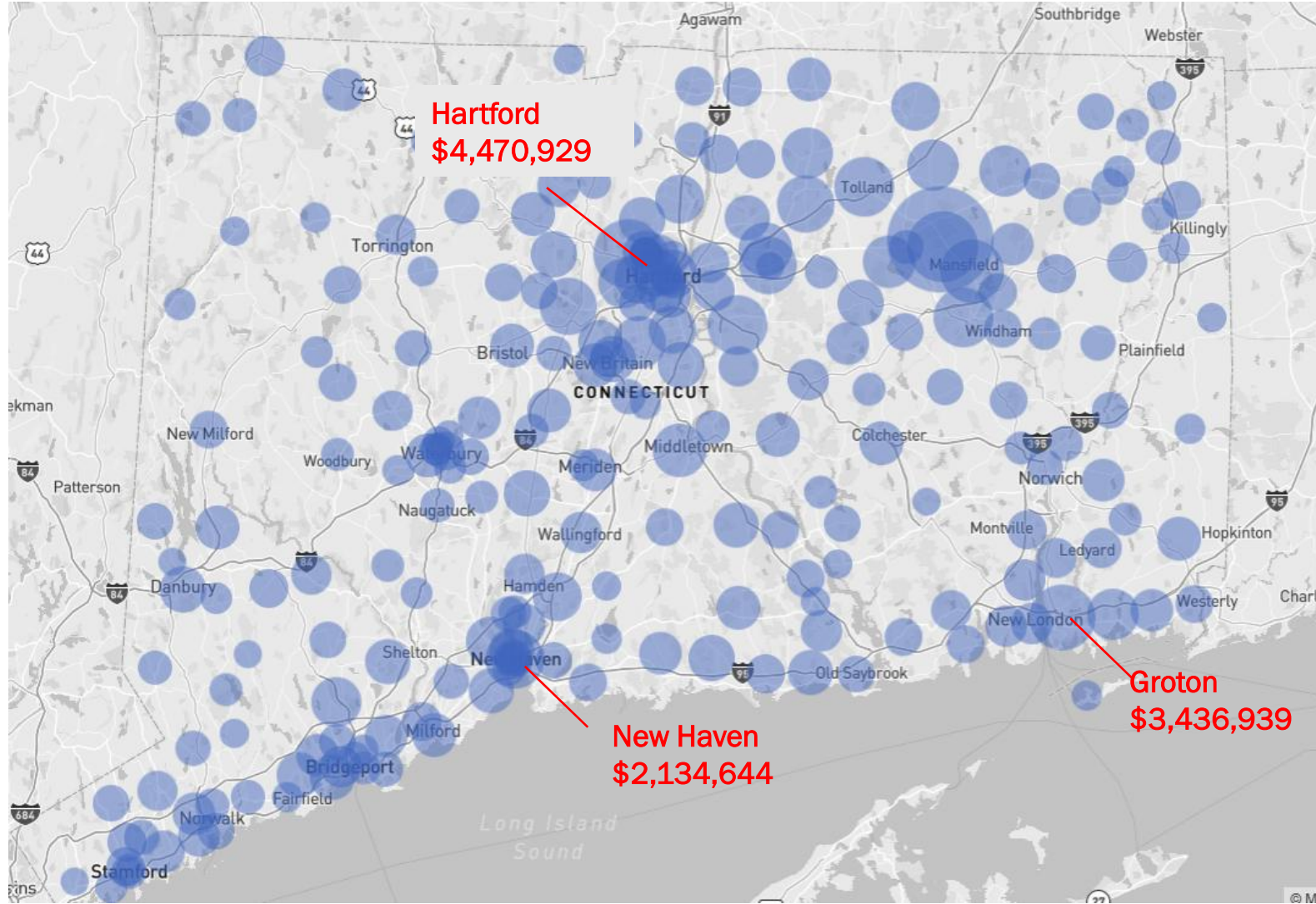


**Research Priority Areas:** 1) Energy, Sustainability & Climate Change; 2) Neuroscience; 3) Data Science, Cybersecurity & Artificial Intelligence; 4) Materials, Advanced Manufacturing & Complex Systems; 5) Health & Bioscience; and 6) Human Rights & Social Justice

The Carnegie Foundation currently classifies the institution with only 58 other public institutions nationwide in the highest category of Doctoral Universities (Very High Research Activity). The quality of the University's diverse graduate programs is enhanced by the presence of exceptional graduate students.

UConn has impressive facilities for research and scholarships including healthcare facilities, laboratories, incubators, and a technology park. Faculty are taking advantage of these stunning opportunities for research and development.

# Impact of FY24 Research Activity Across Connecticut



Federal, state, and corporate grants support researchers at an institution, but their contribution to local economies is often overlooked. Grant dollars are spent throughout the state to procure equipment, reagents, and other consumables that are required to carry out research. Grants funds also provide salaries to Connecticut residents working on research projects.

## Grant Trails

(<https://grantrails.core.uconn.edu/>)

interactively shows you where research funds awarded to UConn Faculty are spent throughout our state

# Research Awards and Expenditures (in millions)

**29%**

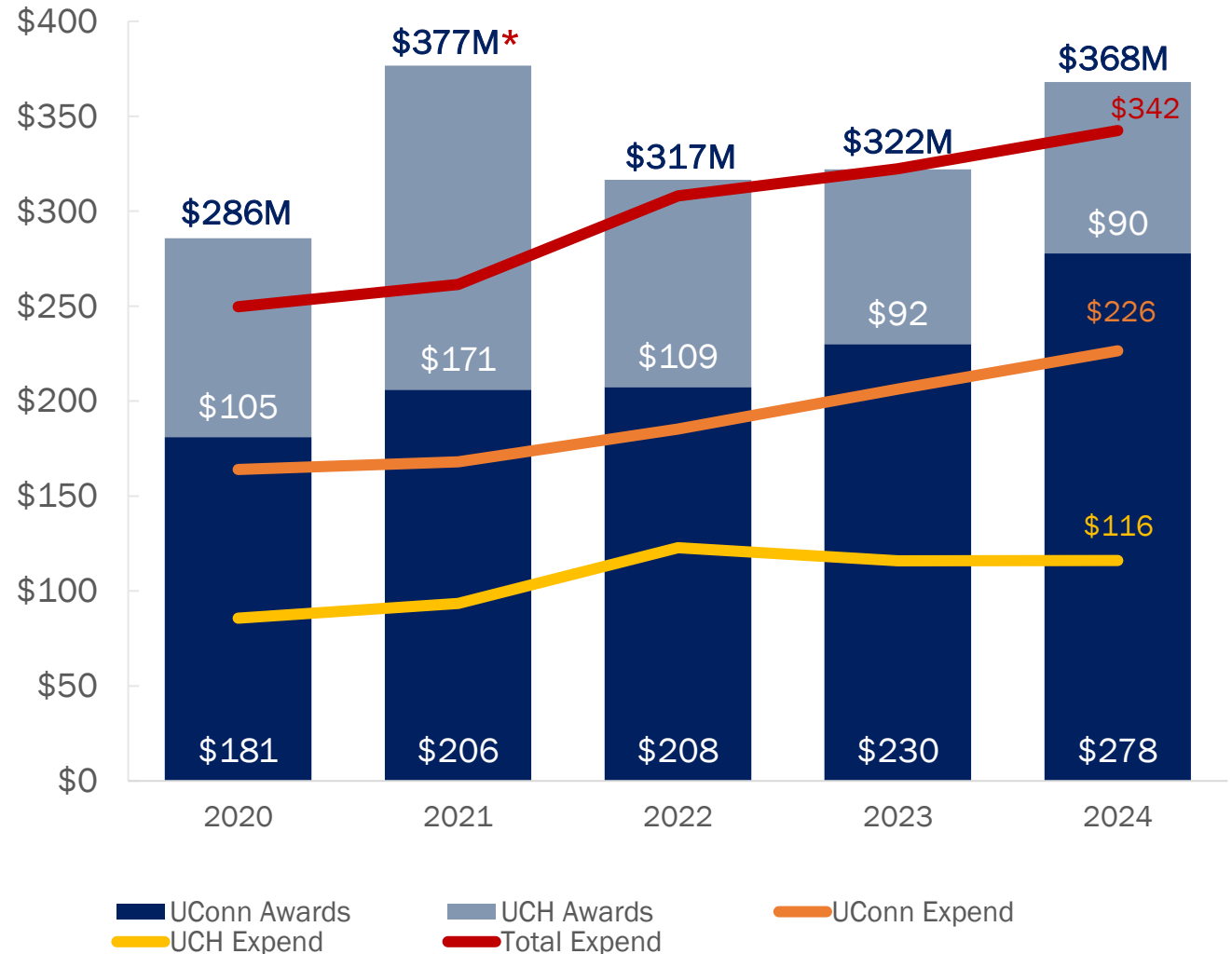
Increase in Awards over five years

Research awards totaled more than

**\$368.1M**

in FY24 with 2,220 proposals submitted (UConn and UConn Health) and awards averaging \$427K per investigator.

## Research Awards and Expenditures (in millions)



■ UConn Awards    ■ UCH Awards    — UConn Expend  
— UCH Expend    — Total Expend

*Includes all sponsored activity*

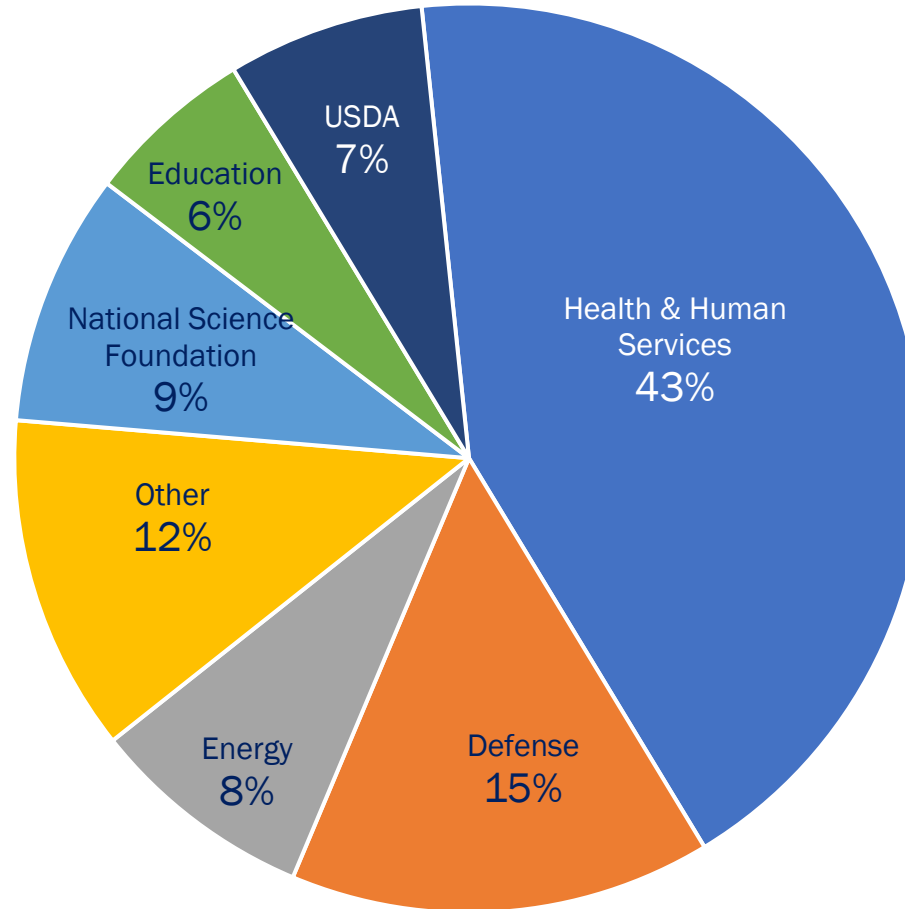
*\*In 2021, UConn Health received a \$40M award from NSF, the largest in UConn history*

# Research Awards in FY24

## By Source

Federal and industry grants fund groundbreaking basic and applied research to fuel new discoveries and the development of promising technologies.

Sources of FY24 Federal Funds



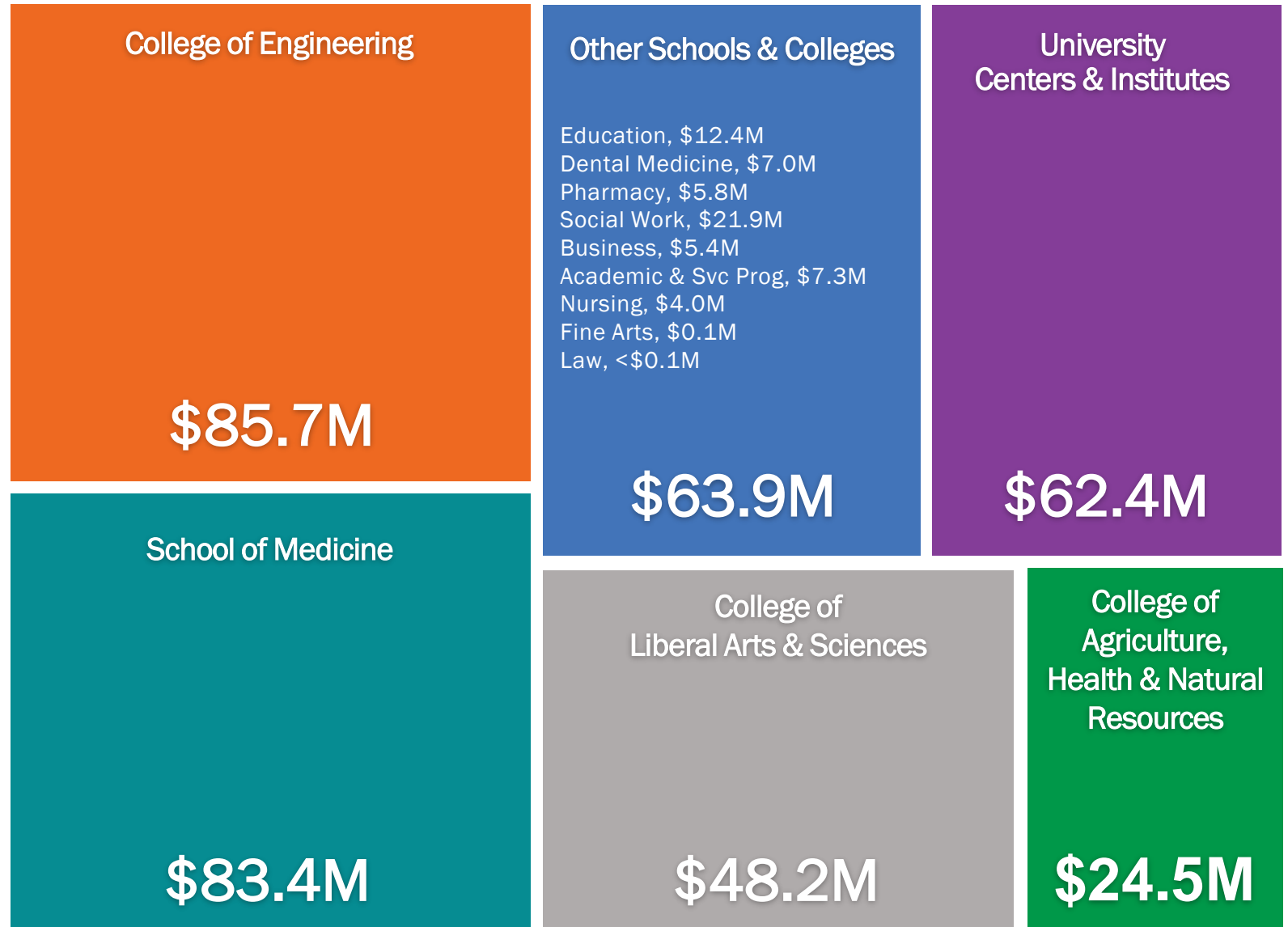
*\*National Institutes of Health accounts for 76% of HHS funding.*

# Research Awards in FY24

By Managing School/College

## \$368.1M

Total New Awards



# UConn Supports Economic Development through Industry Collaboration and Innovation

## INSTITUTE OF MATERIALS SCIENCE INDUSTRIAL AFFILIATES PROGRAM

*Organizations served, past 3 years*

**75** companies

**10** universities and scientific/ technical organizations, such as Yale and CCAT

## COLLEGE OF ENGINEERING SENIOR DESIGN

*Organizations supported, past 3 years*

**250+** companies

**40+** government, municipal, and nonprofit organizations

## INDUSTRIAL PARTNERSHIP BUILDING TECH PARK

*Companies served, past 3 years*

**200** companies, including:

**120** small and medium enterprises (SMEs)

## TECHNOLOGY INCUBATION PROGRAM

*Companies served*

**28** Current (41 in FY24)

**86** past three years



**UCONN**

# Commercialization & Company Creation

UConn's programs support IP and new venture development, and incubator startups. This drives research and innovation success, leading to technology commercialization, the creation of new companies and jobs, and economic growth in Connecticut.

FY 2024

**25** PATENTS ISSUED

**98** INVENTION DISCLOSURES



Ashley Kalinauskas, '12 (CAHNR), founder and CEO of Torigen Pharmaceuticals at TIP



## UConn TIP: Technology Incubation Program

FY 2024

**\$77M**

FUNDS RAISED BY TIP COMPANIES

**298**

TIP COMPANY EMPLOYEES

**41**

COMPANIES IN TIP

**15%**

OF COMPANIES ARE WOMEN OWNED

**UConn**



# UConn Research and Innovation: Technology Incubation Program (TIP)

**2021 Winner**

International Business Innovation Association (InBIA) Randall M. Whaley Award

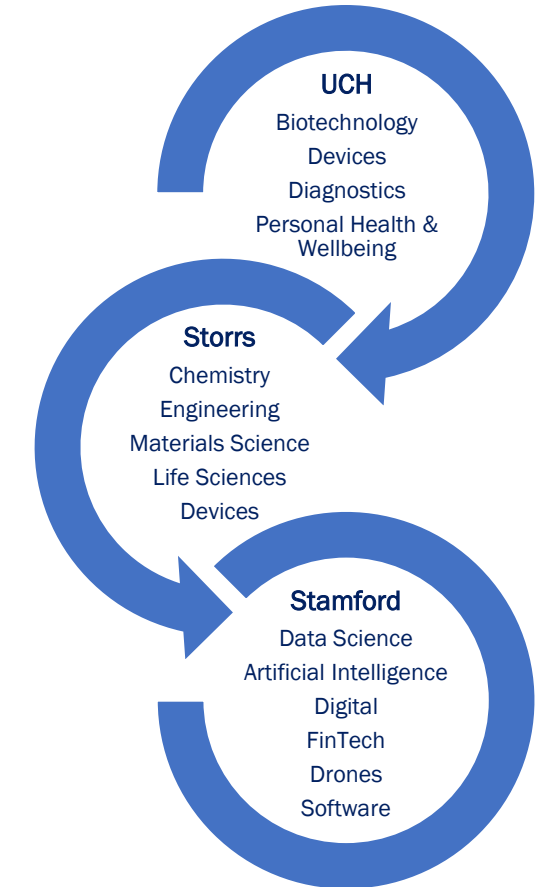
**168**

Companies have participated since 2003

TIP moves technology from the lab to the market at UConn and UConn Health.

FY24 TIP	Total	UConn Health	Storrs
Raised in Debt & Equity Funding	\$61M	\$60M	\$1M
Raised in Revenue from Sales and Grants	\$16M	\$16M	\$0M
Companies Located at the Incubator	41	32	9
Full-time (FT) and Part-time (PT) Jobs	174 (FT) 124 (PT)	168 (FT) 115 (PT)	6 (FT) 9 (PT)
Incubator Space Occupied	91%	90%	95%
Taxes Paid	\$4.6M	\$4.5M	\$127K

*\*Stamford space is no longer leased, start ups are now digital.*



# Federal & Industry Funding

Over **\$415M** Federal and Industry Partnership Total Funding, Including These Selected Partnerships



**\$14.8M**

Pratt & Whitney Additive Manufacturing Center (PW AMC)

**\$25M**

UConn - Thermo Fisher Scientific Center for Advanced Microscopy and Materials Analysis (CAMMA)

**\$5.7M**

Collins Aerospace Center for Advanced Materials

**\$8.3M**

Comcast Center of Excellence for Security Innovation (CSI)

**\$64.7M**

Eversource Energy Center

**\$28.6M**

Project Daedalus Air Force Advanced Manufacturing Initiative

**\$67.1M**

Pratt & Whitney Institute for Advanced Systems Engineering (PW-IASE)

**\$19M**

Reverse Engineering Fabrication Inspection and Non-destructive Evaluation (REFINE)

**\$3.3M**

Synchrony Financial Center of Excellence in Cybersecurity

**\$14.3M**

Connecticut Center for Applied Separations Technologies (CCAST)

**\$80.0M**

National Institute for Undersea Vehicle Technology (NIUVT)

**UCONN**  
INNOVATION PARTNERSHIP  
BUILDING

As of 6/30/24

# Budget Impacts Excellence

Threats to UConn's budget will impact student success, affordability, and national reputation.



With strong state support, UConn climbed the ranks to become a top ranked national public university, reaching as high as No. 18 out of 190 major public universities nationwide in *U.S. News and World Report* rankings in 2018.



While UConn is currently ranked as No. 32 by *U.S. News*, reductions in state support would have negative impacts on UConn students and the state's economy, including:

- Students paying more tuition and fees to offset declining state support.
- Class sizes increasing while class offerings decrease, resulting in diminished educational quality and longer times to graduation.
- Limited student services, such as fewer academic advisors and reduced mental health counseling and other support services.
- More competition for and declining retention rates of best faculty, leading to fewer research grants and industry partnerships.

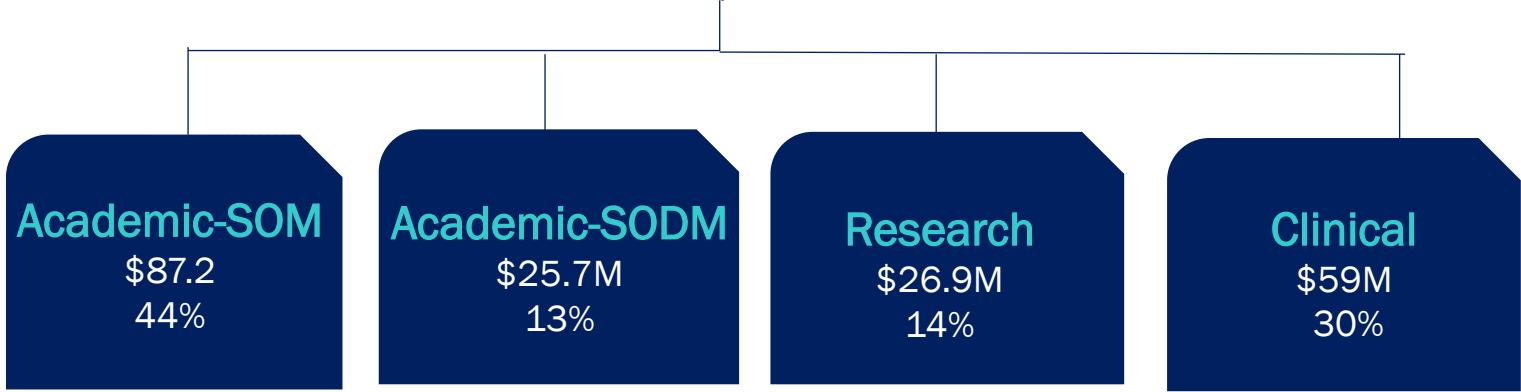
# UConn Health

## State Funds Allocation FY25



Clinical Allocation: \$59.0M  
 CMS allocation to DSS FMAP: \$40.0M  
**Net Cost of UCH clinical activity to the state:  
 \$19.0M**

State Support Salary	\$118.2
State Support FB	5.1
One-Time Funds - State Support	75.5
<b>Total State Appropriations</b>	<b>\$198.8</b>



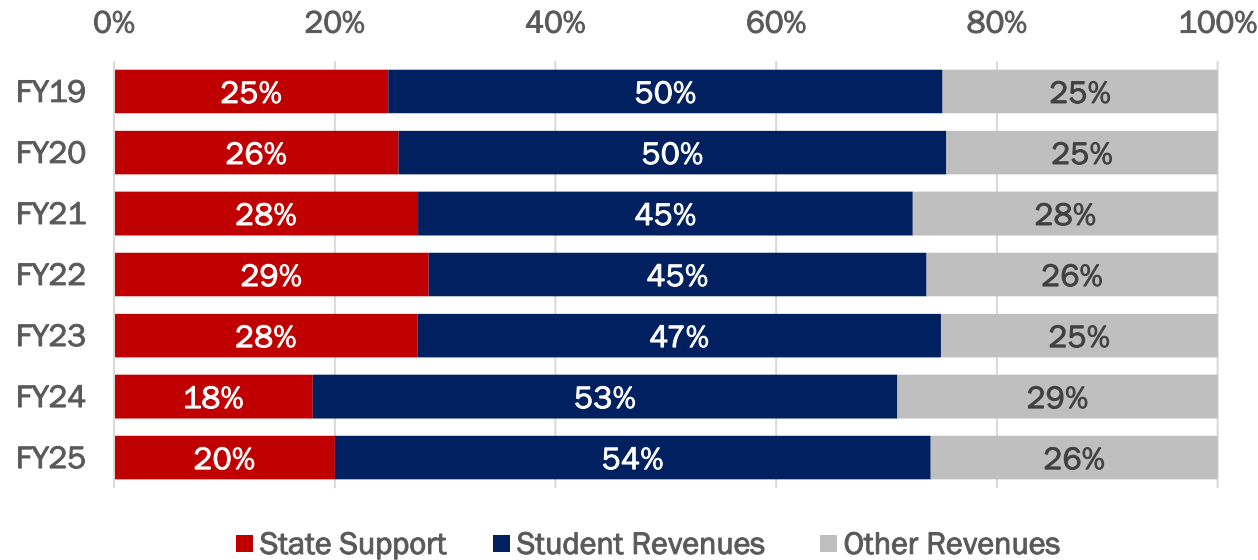
*\*Numbers represent FY25 budget and include one time funding of \$75.5M. In FY25, the one-time funding is budgeted to decrease to \$11M.*

Because UConn John Dempsey Hospital (JDH) is state run, approximately **\$40** million of federal funds from the Centers for Medicare and Medicaid Services (CMS) is available to the Connecticut Department of Social Services (DSS). Currently, these funds are paid to DSS by the federal government via the Federal Medical Assistance Percentage. This benefit is not afforded to the state through private healthcare providers. If UConn JDH were to become a private hospital, Connecticut may no longer be eligible for this federal program.

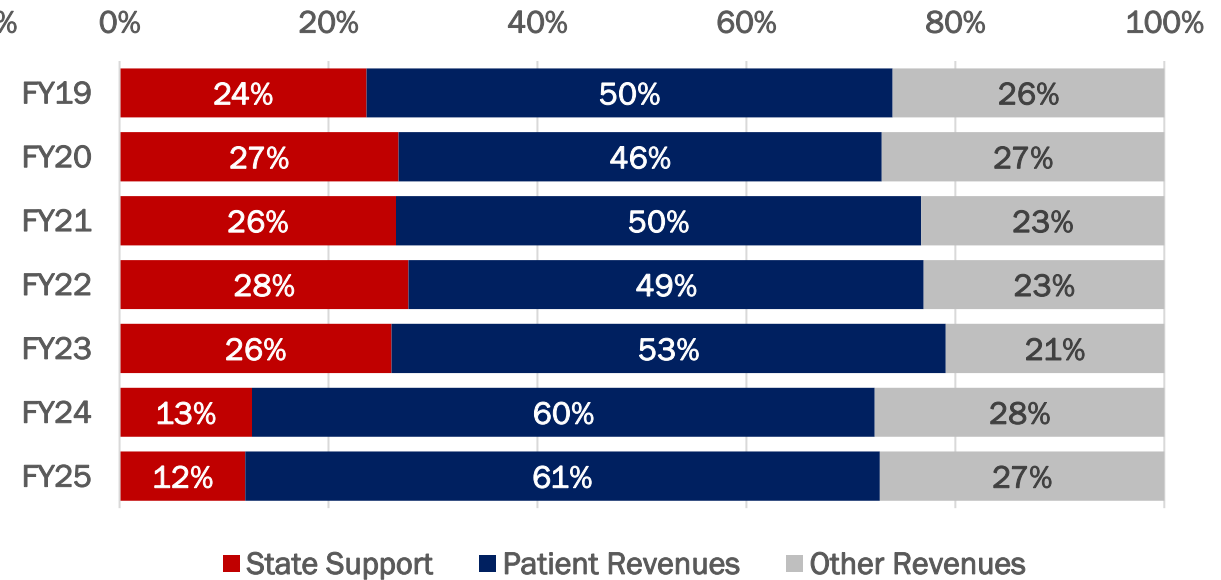
# Revenue Breakdown

The largest portion of UConn’s revenues comes from the students in the form of tuition and fees and for UConn Health from clinical revenues.

UConn Revenue Breakdown  
(% of total)



UCH Revenue Breakdown  
(% of total)

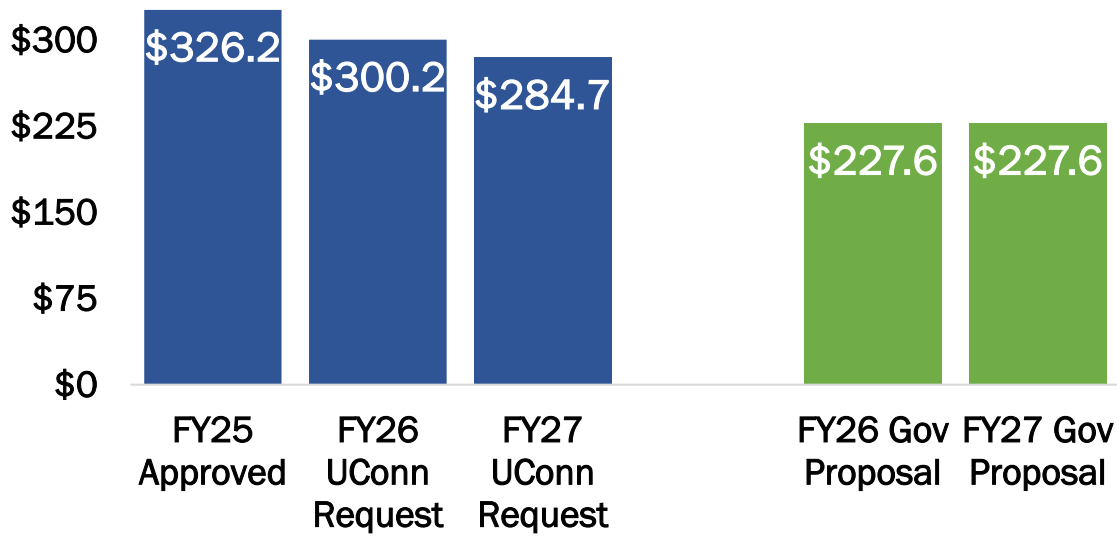


# Request for State Operating Support is Going Down

- UConn and UConn Health base funding requests are lower than the FY25 approved state support by \$46.3M in FY26 and \$75.6M in FY27
- The Governor’s proposed biennium budget (excluding the ~3% additional inflationary increase) is lower than requested creating a combined shortfall of \$131.1M in FY26 and \$101.8M in FY27

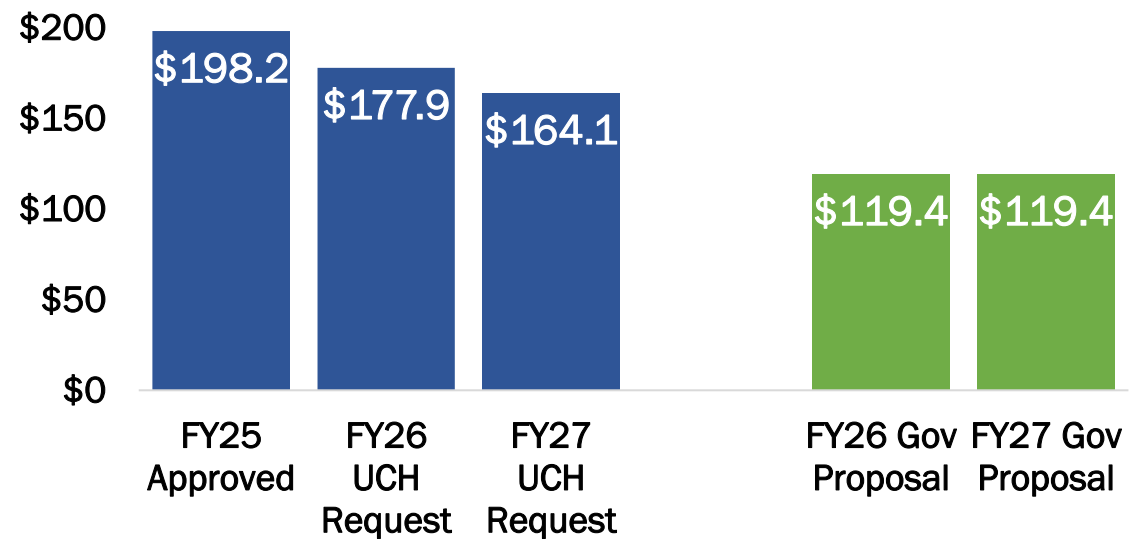
## UConn:

The shortfall from the Gov. proposed budget is \$72.6M in FY26 and \$57.1M in FY27



## UConn Health:

The shortfall from the Gov. proposed budget is \$58.5M in FY26 and \$44.7M in FY27

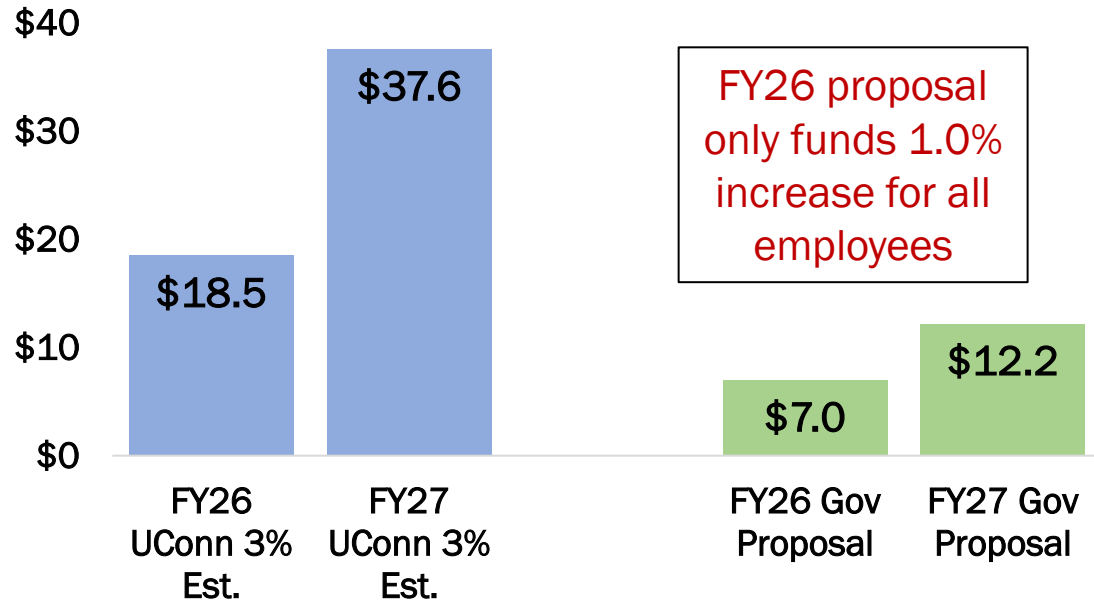


# Additional Inflationary Increase

For FY26, the Governor's proposal includes an additional \$10.7M for inflationary increases to the block grant (for ~3% future wage increase) which is \$32.7M less than required for all employees. For FY27, the Governor's proposal includes \$19.7M which is \$68.3M less than required for all employees.

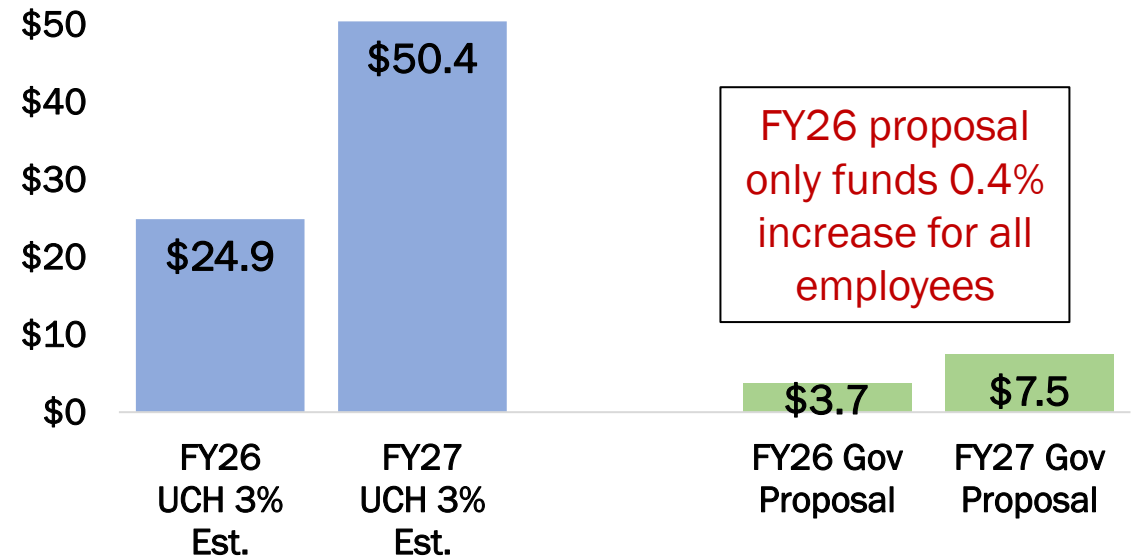
## UConn:

The shortfall from the Gov. proposed ~3% is \$11.5M in FY26 and \$25.4M in FY27



## UConn Health:

The shortfall from the Gov. proposed ~3% is \$21.2M in FY26 and \$42.9M in FY27

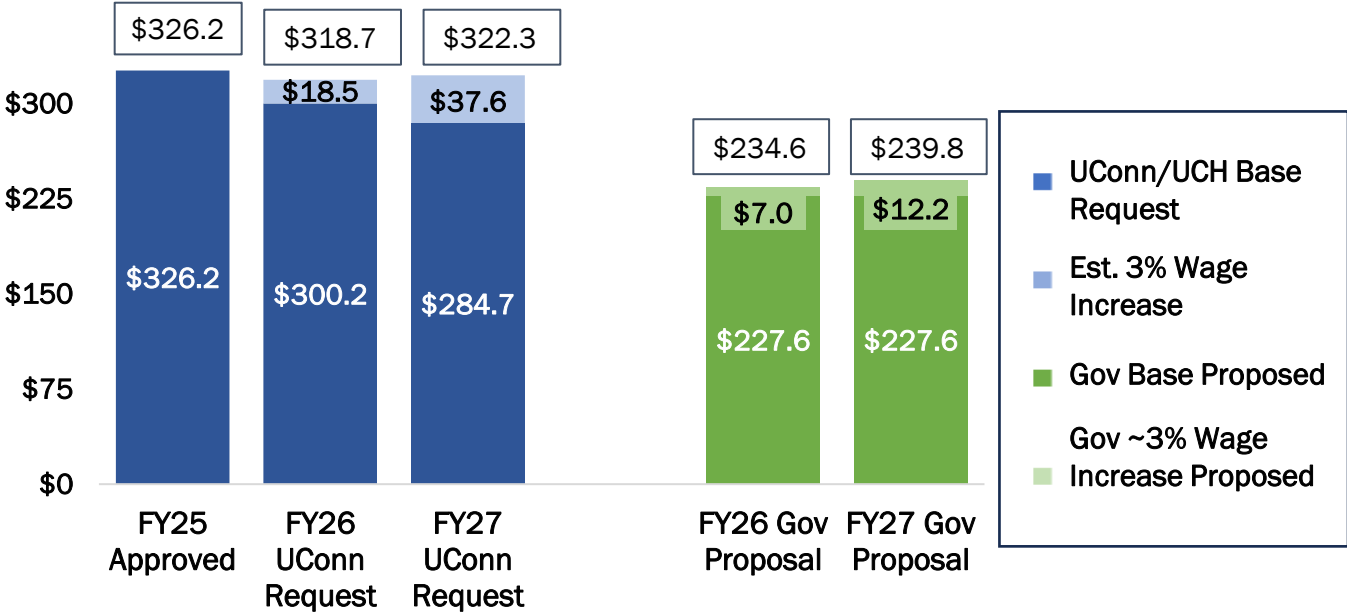


# Total State Operating Support

- UConn and UConn Health base funding requests are lower than the FY25 approved state support by \$46.3M in FY26 and \$75.6M in FY27
- The Governor’s proposed biennium budget (including the ~3% additional inflationary increase) is lower than requested creating a combined shortfall of \$163.8M in FY26 and \$170.1M in FY27

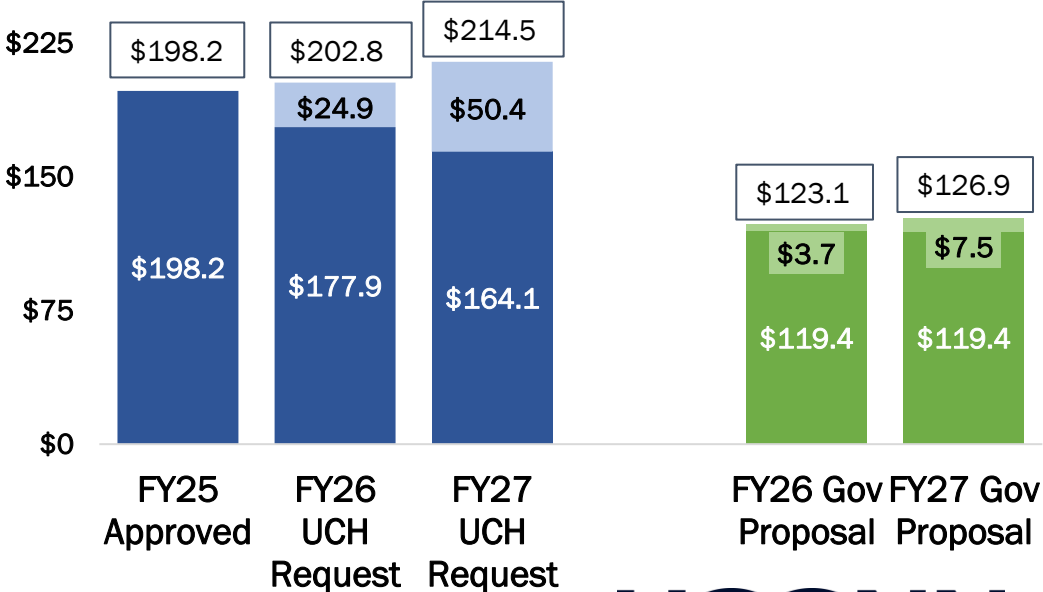
### UConn:

The shortfall from the Gov. proposed budget is \$84.1M in FY26 and \$82.5M in FY27



### UConn Health:

The shortfall from the Gov. proposed budget is \$79.7M in FY26 and \$87.6M in FY27



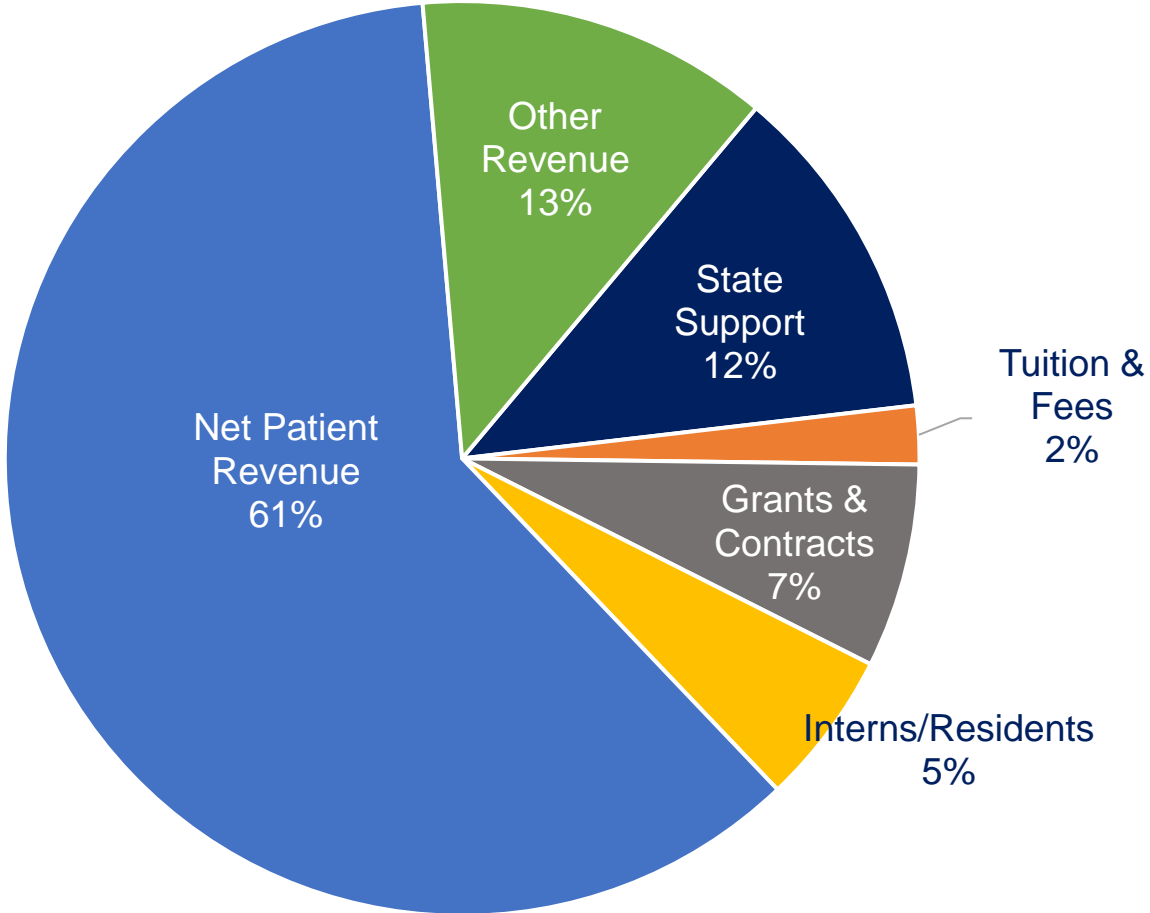
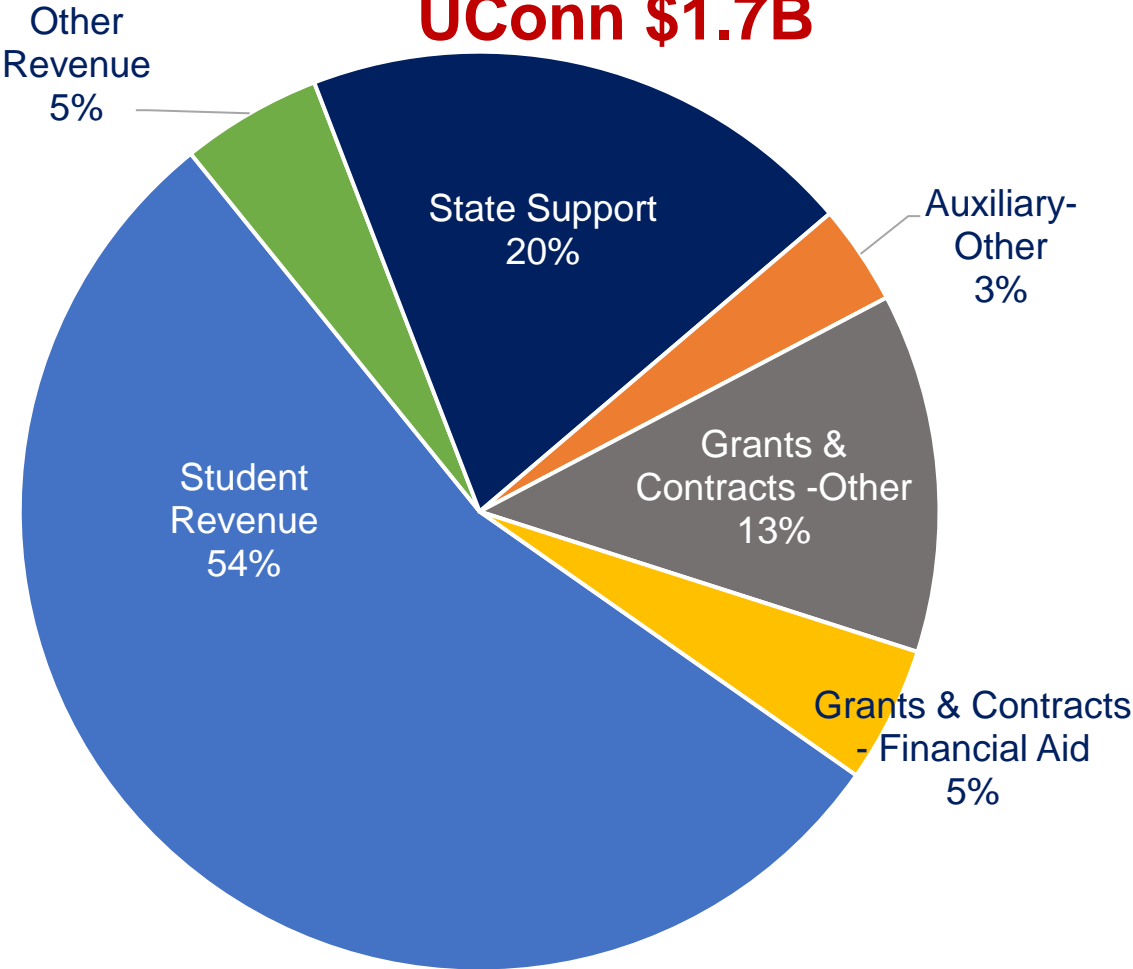


# FY25 Revenues

**\$3.4B**

**UConn \$1.7B**

**UConn Health \$1.7B**



*Other = Sales and service revenue, study abroad, gifts/ endowments, etc.*

*Other = Auxiliary services, gifts/endowments, external contract revenue and internal income (offset by internal expenses)*

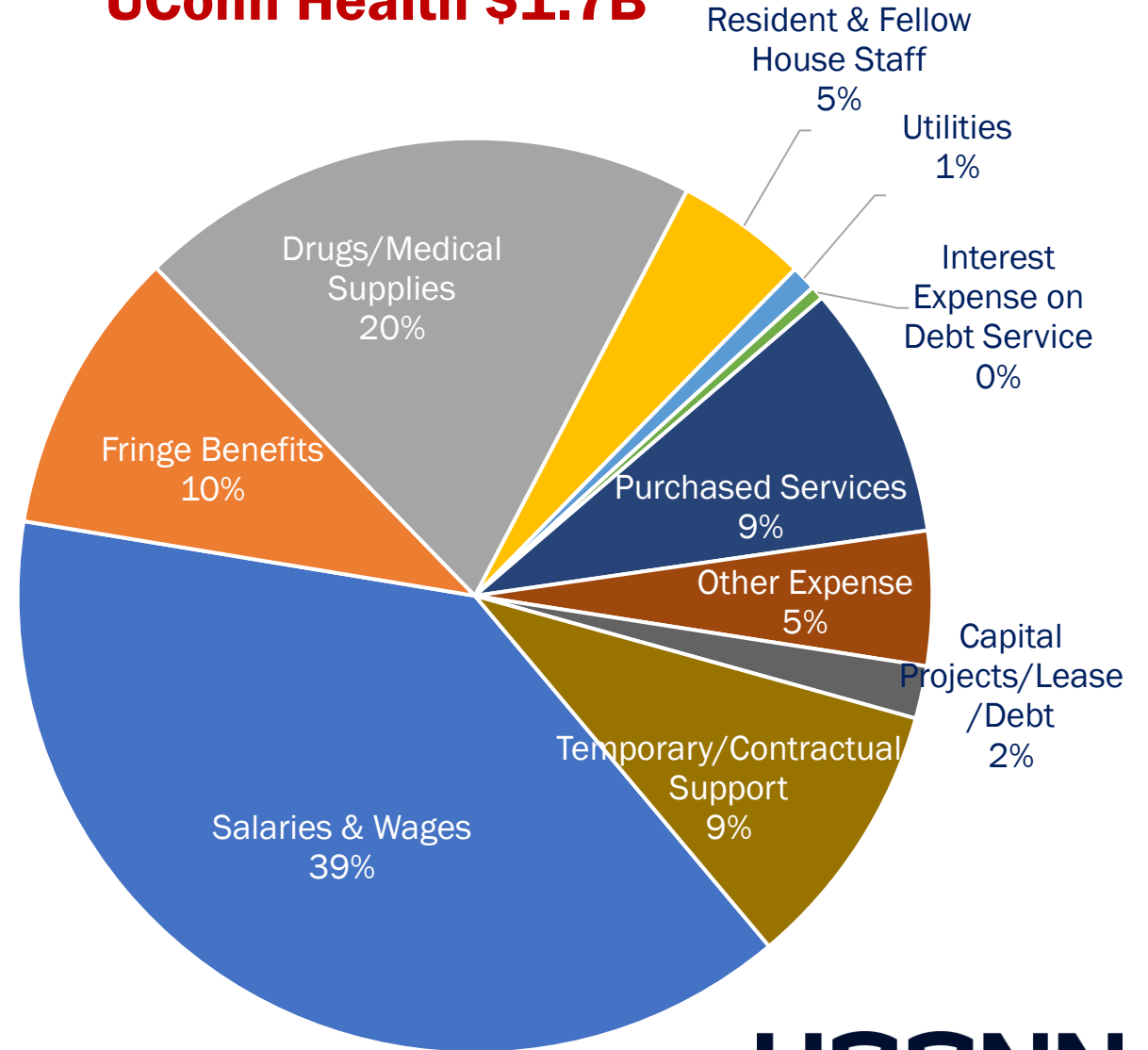
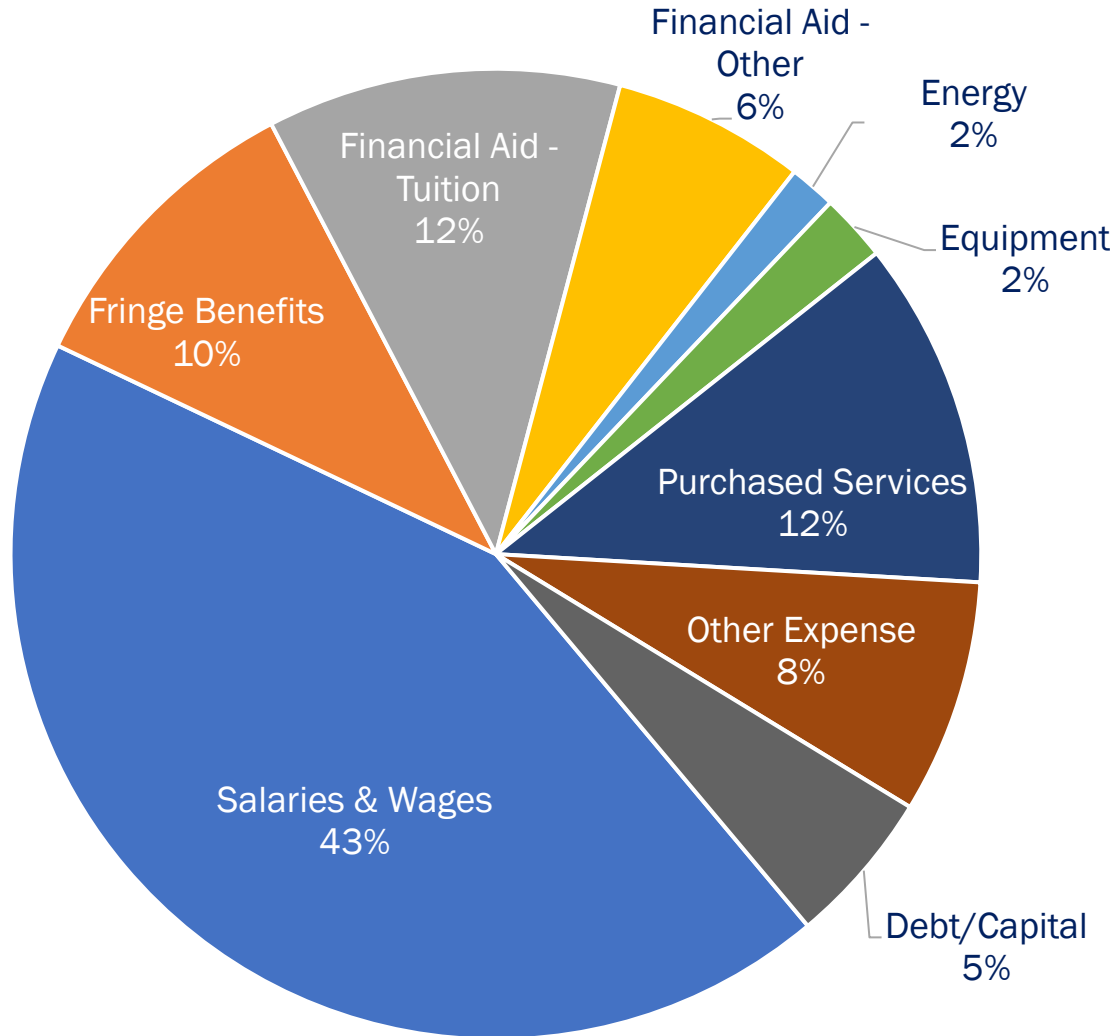


# FY25 Expenses

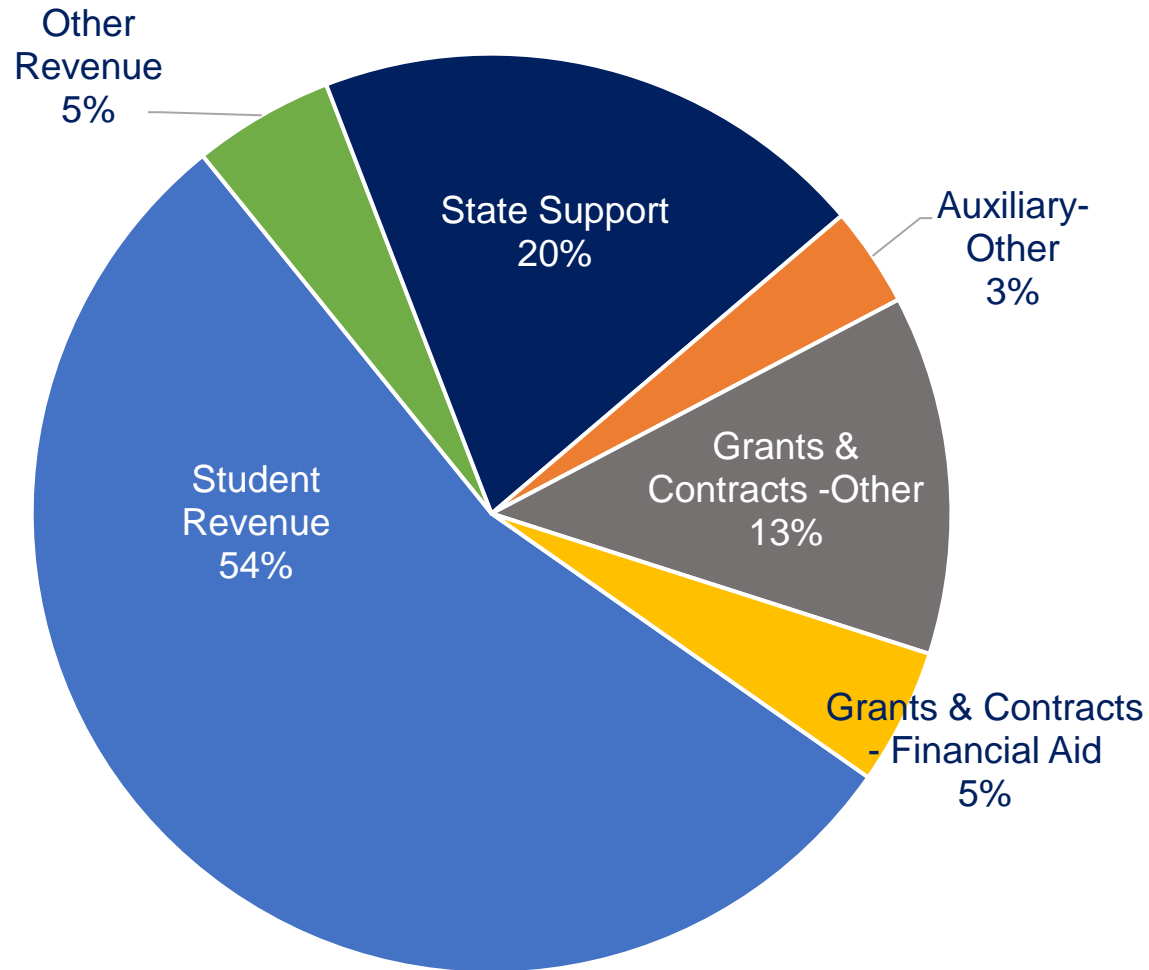
**\$3.4B**

**UConn \$1.7B**

**UConn Health \$1.7B**



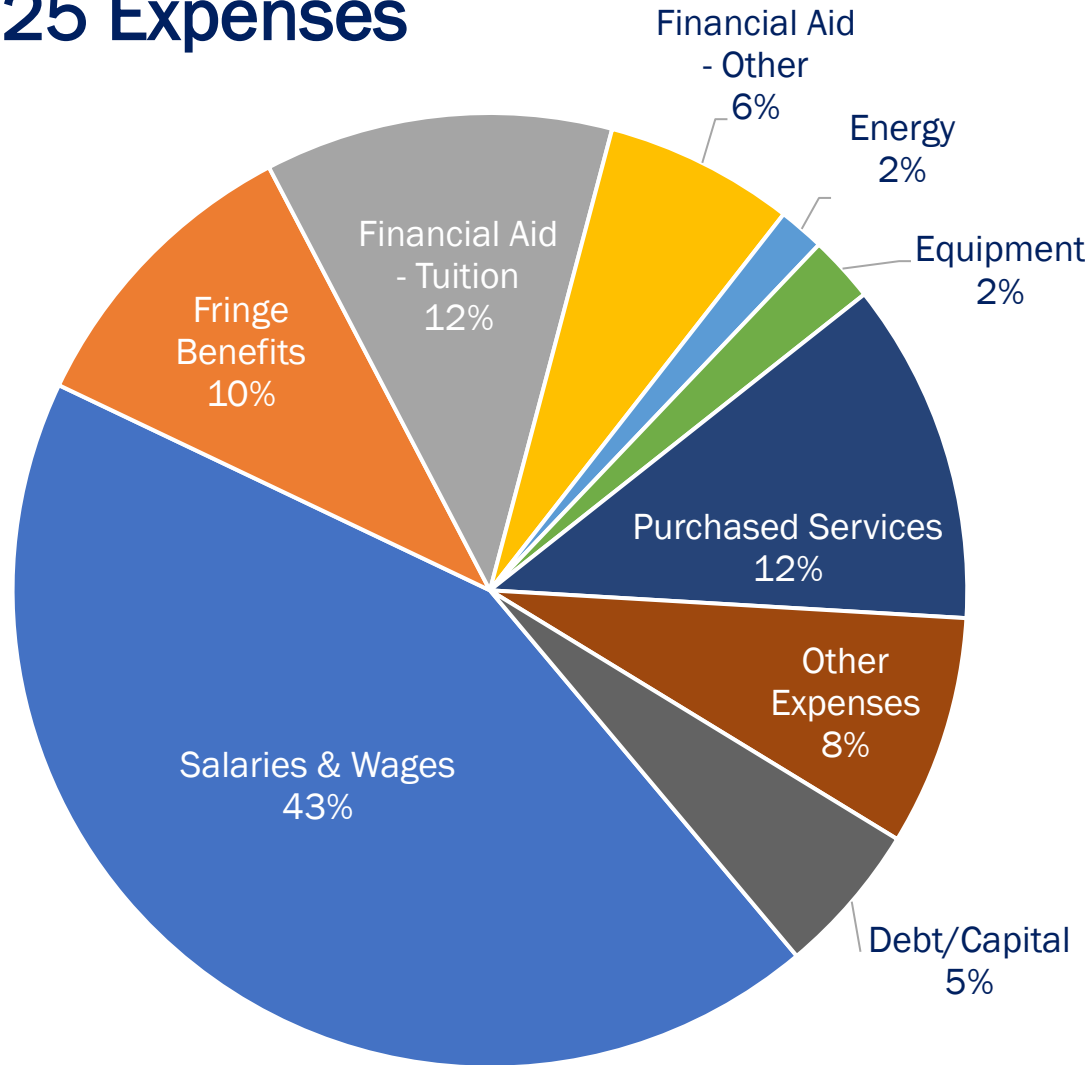
# UConn FY25 Revenues



UConn		
Total State Support	\$ 328.1	20%
Student Revenue	910.3	54%
Grants & Contracts - Financial Aid	80.0	5%
Grants & Contracts - All Other	211.2	13%
Auxiliary Enterprise	58.8	4%
Other Revenue	82.8	5%
<b>Total Current Fund Revenues</b>	<b>\$ 1,671.3</b>	

- 20%** Of total budget is funded by State support
- 54%** Of total revenue is funded by students and their families through tuition, fees, housing and dining.
- 31%** Of total employee salaries are funded by State support

# UConn FY25 Expenses



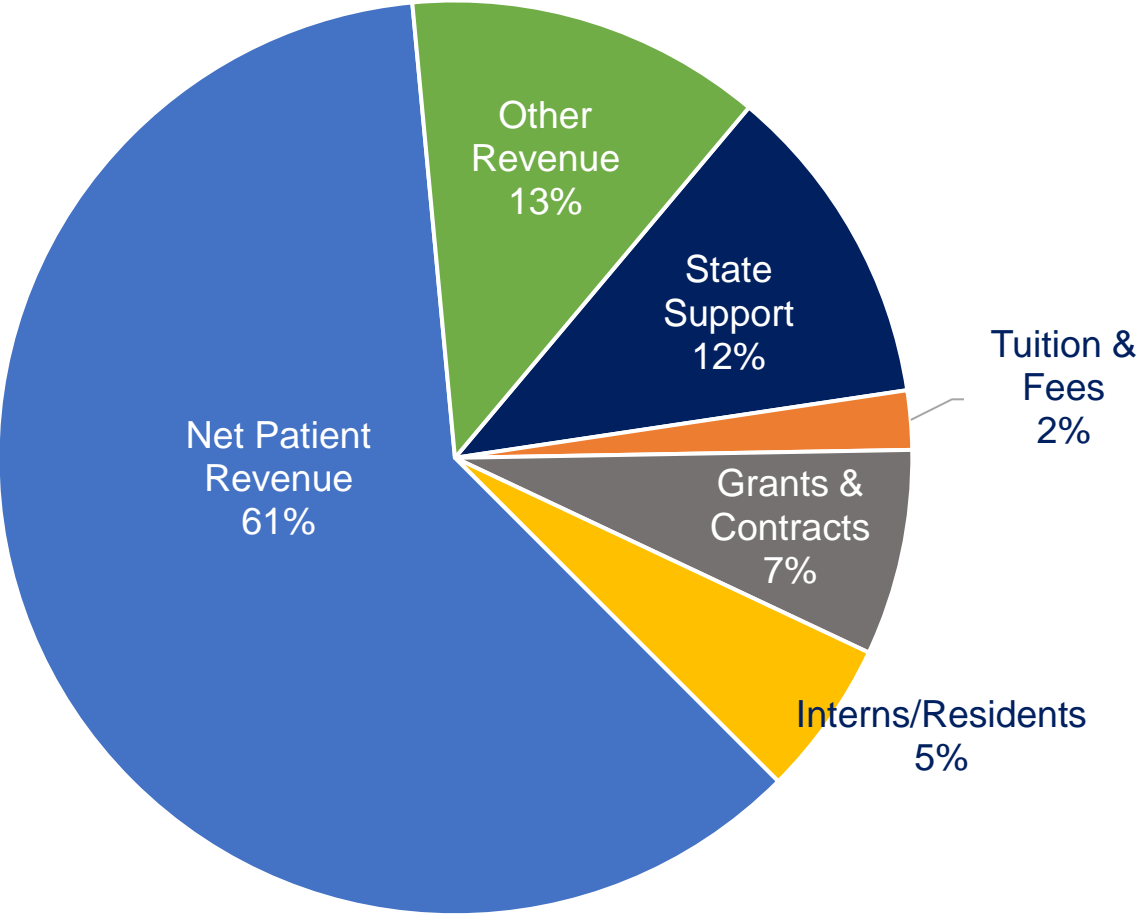
UConn		
Salaries & Wages	\$ 727.0	43%
Fringe Benefits	172.9	10%
Financial Aid - Tuition	198.4	12%
Financial Aid - Other	108.2	6%
Energy	26.2	2%
Equipment	37.8	2%
Purchased Services	194.9	12%
Other Expenses	131.3	8%
Debt/Capital	86.9	5%
<b>Total Current Fund Expenses</b>	<b>\$ 1,683.6</b>	

**53%**

Of total expense is allocated to personnel costs.

Student financial aid commitment is strong with a 10% increase in tuition funded aid.

# UConn Health FY25 Revenues

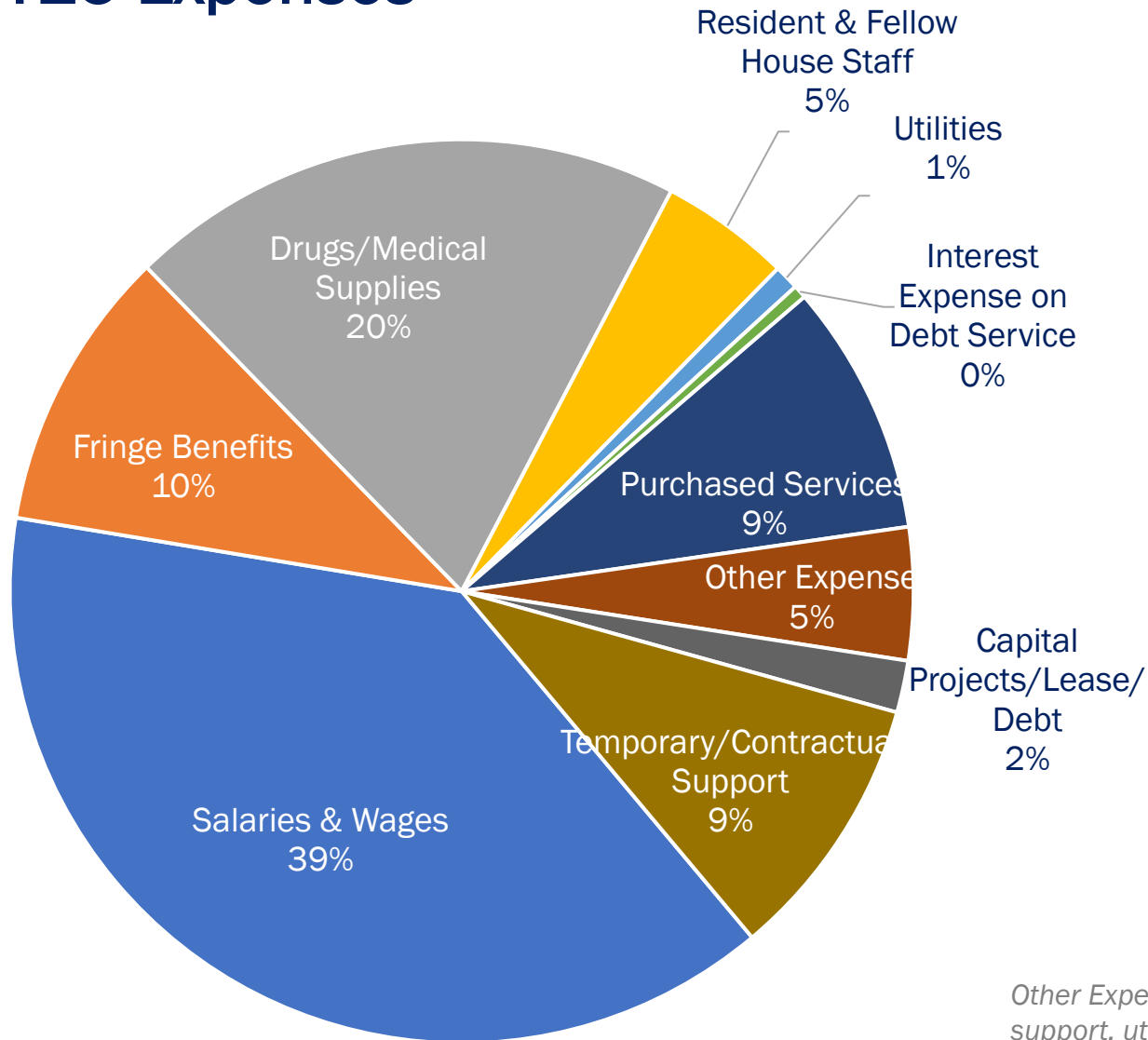


UConn Health		
Total State Support	198.8	12%
Tuition and Fees	34.2	2%
Interns/Residents	90.2	5%
Grants & Contracts	119.2	7%
Net Patient Revenue	1003.4	61%
Other Revenue	206.4	12%
<b>Total Current Fund Revenues</b>	<b>1652.2</b>	

- 12%** Of total budget is funded by State support
- 61%** Of total revenue is funded by patients.
- 19%** Of total employee salaries are funded by state support

“Other Revenue” includes auxiliary services, gifts/endowments and internal Income (offset by internal expenses)

# UConn Health FY25 Expenses



UConn Health		
Salaries & Wages	640.0	39%
Fringe Benefits	166.9	10%
Temporary/Contractual Support	159.2	9%
Resident and Fellow house staff	77.5	5%
Drugs/Medical Supplies	332.0	20%
Utilities	14.8	1%
Interest Expense on Debt Service	8.0	0%
Purchased Services	145.4	9%
Other Expenses	79.0	5%
Capital Projects/Debt Payments	30.9	2%
<b>Total Current Fund Expenses</b>	<b>1653.8</b>	

**63%** Of total expense is allocated to personnel costs

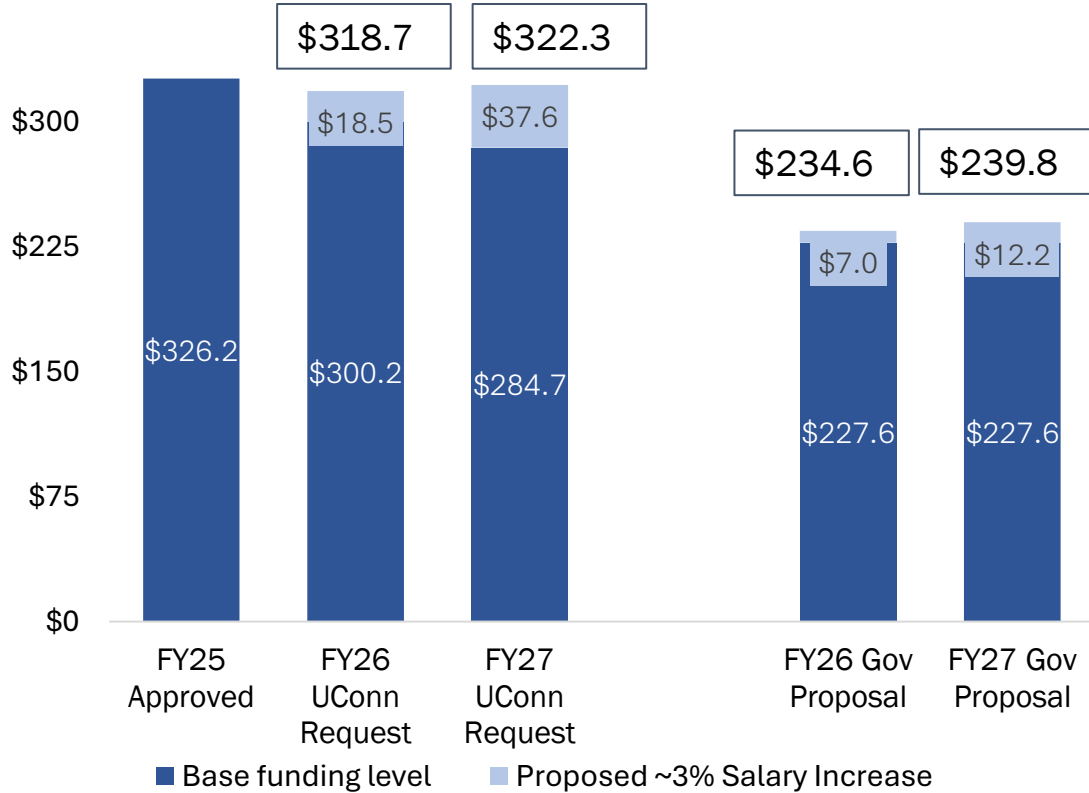
*Other Expenses includes items such as, medical contractual support, utilities, insurance and repairs/maintenance.*

# State Operating Support

- UConn and UConn Health base funding requests are lower than the FY25 approved state support by \$46.3M in FY26 and \$75.6M in FY27
- The Governor’s recommended biennium budget is lower than requested creating a combined shortfall of \$163.8M in FY26 and \$170.1M in FY27

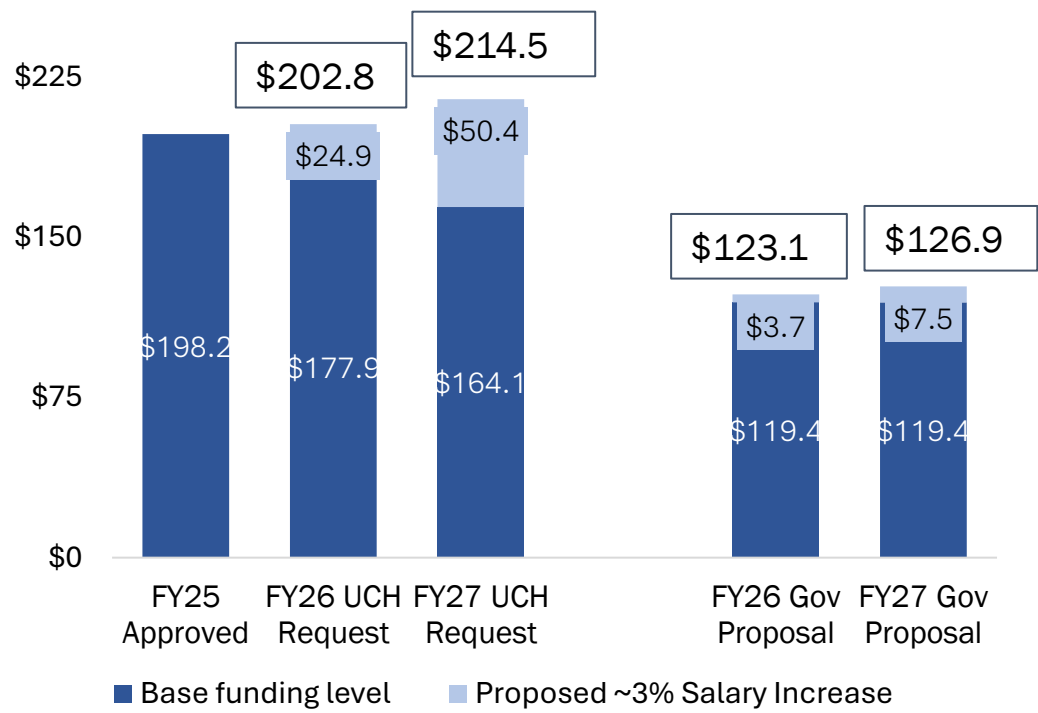
## UConn:

The shortfall from the Gov. proposed budget is \$84.1M in FY26 and \$82.5M in FY27



## UConn Health:

The shortfall from the Gov. proposed budget is \$79.7M in FY26 and \$87.6M in FY27



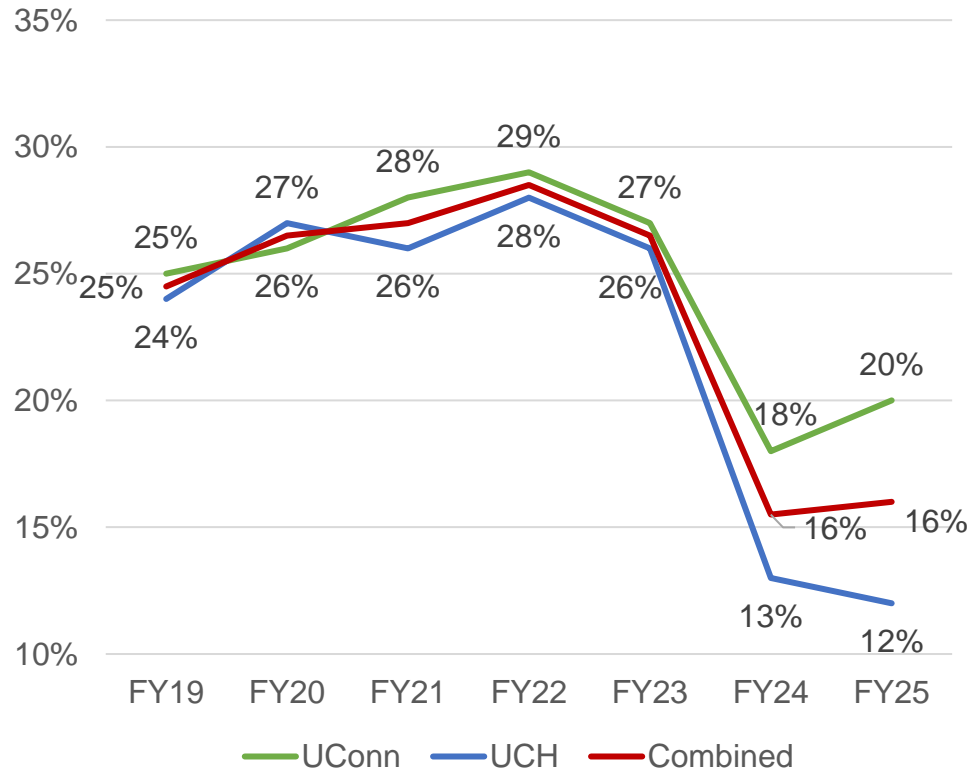
# How does UConn spend State funds?

**\$328.1 Million** State support = **20%** of total revenue

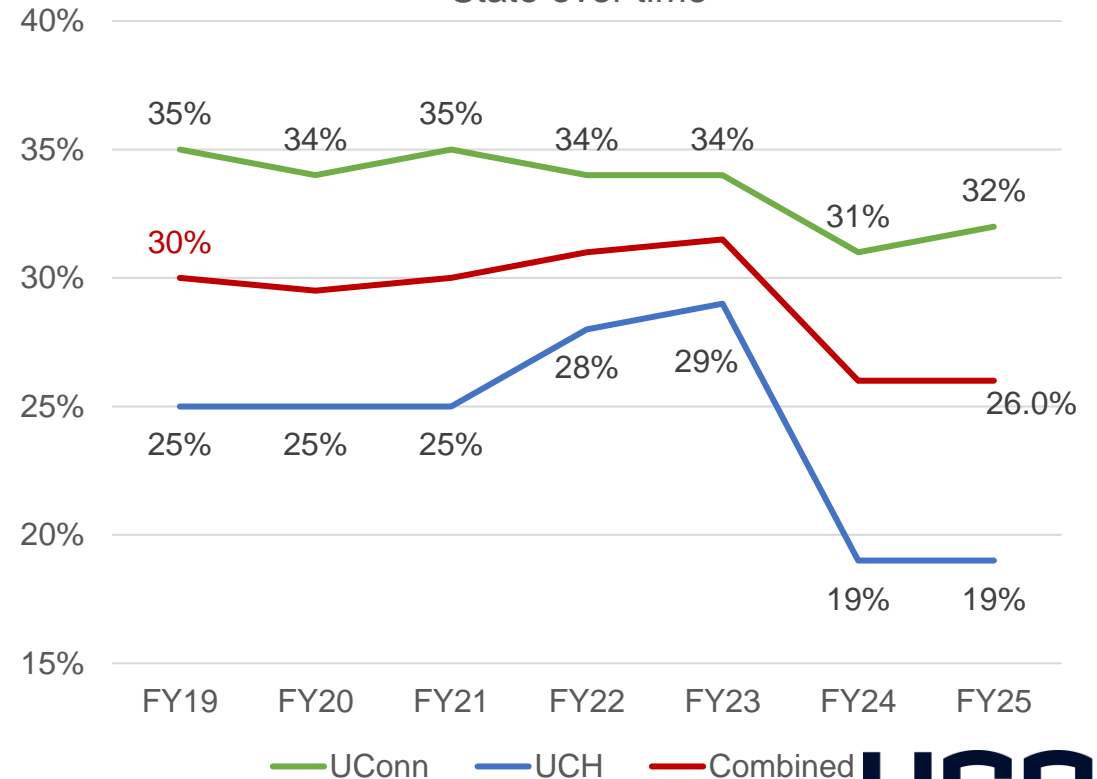
In FY25, the State is supporting **20%** of UConn's total budget

State support is only used for salaries and covers: **32%** of salaries at UConn

Percent of budget funded by the State



Percentage of employee salaries funded by the State over time

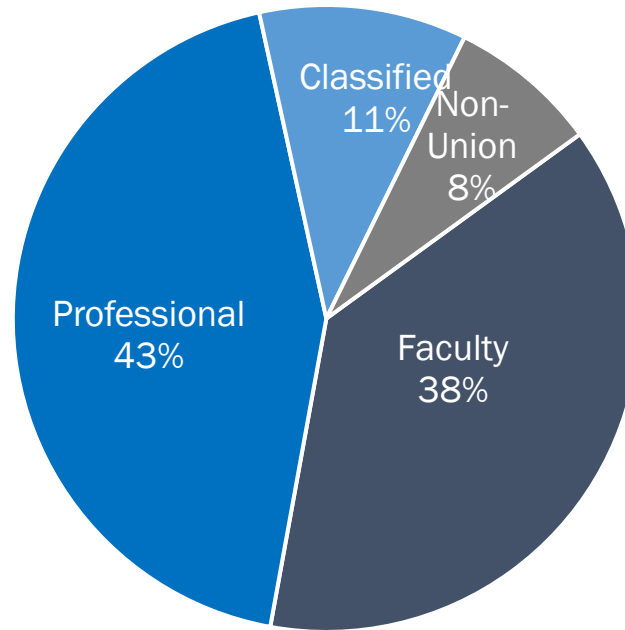




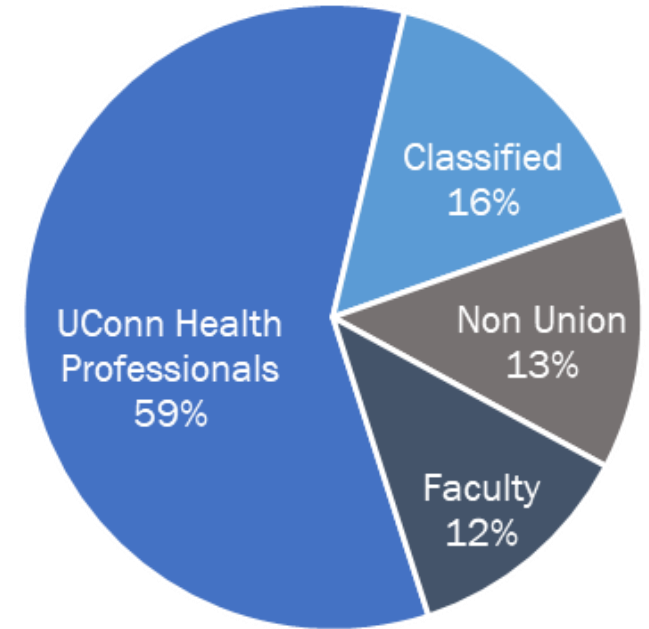
# Faculty and Staff

UConn is fortunate to have a dedicated staff within each department who strive to enrich the UConn experience within their areas of expertise. UConn is committed to fostering a multicultural and inclusive workplace that recognizes and embraces the unique talents and contributions of our diverse workforce.

**UConn**  
**Faculty and Staff Positions Fall 2024**  
Total Positions (FTE): 5,422



**UConn Health**  
**Faculty and Staff Positions Fall 2024**  
Total Positions (FTE): 5,628



# Administrator Ratio Comparisons

The data on ROI and operational efficiency confirm that UConn provides an excellent “bang for the buck” as a leading university and dedicated steward of CT resources. The ratios of Students-to-Administrators and Faculty-to-Administrators tell a similar story.

**303** students and  
**20** faculty for every  
one administrator

**University of Connecticut**  
Ratio of Fall 2023 Student FTE to IPEDS Management Staff Category FTE  
and Ratio of Fall 2023 Faculty FTE to IPEDS Management Staff Category FTE

School	Student to Administrator Ratio
<b>TOTAL STORRS &amp; REGIONAL CAMPUSES</b>	<b>303.4</b>
University of Maryland-College Park	240.5
Purdue University Global	181.9
Stony Brook University	177.5
Virginia Tech	143.6
Florida State University	125.6
University of North Carolina at Chapel Hill	116.8
University of Massachusetts-Amherst	102.3
North Carolina State University at Raleigh	102.2
William & Mary	76.6
University of California-Irvine	70.7
University of California-Santa Barbara	64.4
University of California-San Diego	59.5
University of California-Berkeley	58.8
University of California-Davis	57.5
University of California-Merced	49.8
Rutgers University-New Brunswick	48.4
University of Washington-Seattle Campus	42.4
University of Wisconsin-Madison	42.1
University of California-Los Angeles	41.6
Texas A & M University-College Station	40.1
University of Georgia	39.1
University of Illinois Urbana-Champaign	37.1
University of Florida	36.4
University of Minnesota-Twin Cities	34.2
Pennsylvania State University	30.7
Georgia Institute of Technology	27.5
Michigan State University	26.1
University of Michigan-Ann Arbor	24.8
University of Pittsburgh	21.7
The University of Texas at Austin	21.3
Ohio State University	17.0
University of Virginia	15.8

School	Faculty to Administrator Ratio
<b>TOTAL STORRS &amp; REGIONAL CAMPUSES</b>	<b>19.5</b>
Stony Brook University	18.5
University of Maryland-College Park	14.4
Virginia Tech	9.1
University of North Carolina at Chapel Hill	8.7
Purdue University Global	7.4
William & Mary	6.5
North Carolina State University at Raleigh	6.2
Florida State University	6.1
University of Massachusetts-Amherst	5.9
University of Washington-Seattle Campus	5.3
University of California-Irvine	4.9
University of California-San Diego	4.8
Rutgers University-New Brunswick	4.6
University of California-Los Angeles	4.5
University of California-Davis	4.4
University of Wisconsin-Madison	3.9
University of Michigan-Ann Arbor	3.8
University of Pittsburgh	3.6
University of Minnesota-Twin Cities	3.3
University of California-Berkeley	3.2
University of California-Santa Barbara	2.9
Pennsylvania State University	2.7
University of Florida	2.6
University of California-Merced	2.4
University of Georgia	2.4
University of Illinois Urbana-Champaign	2.1
Texas A & M University-College Station	2.0
Ohio State University	1.8
Michigan State University	1.8
University of Virginia	1.7
The University of Texas at Austin	1.3
Georgia Institute of Technology	1.2

FTE Calculated by adding the full-time to 1/3 of the part-time

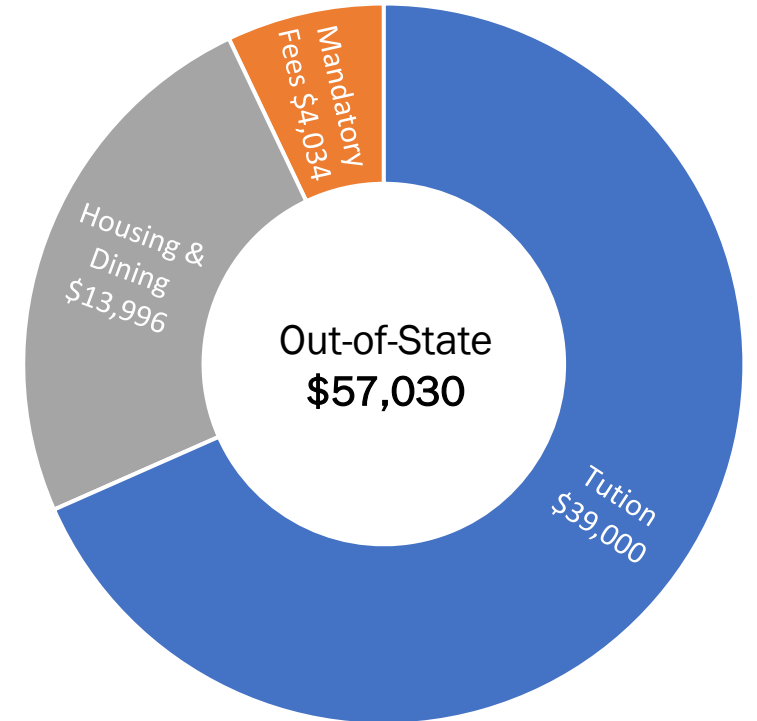
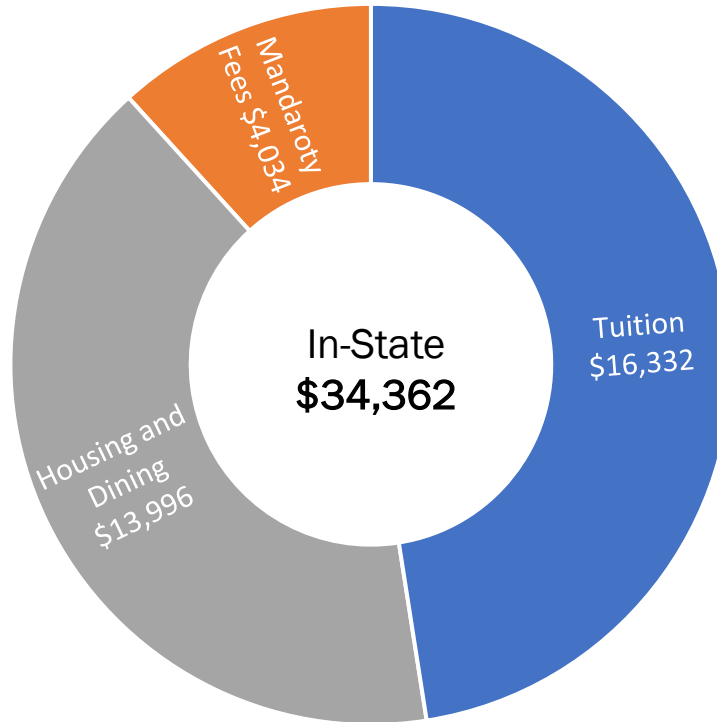
Note: Data provided to IPEDS Human Resources Survey Management Category may not be consistent among schools.

Source: IPEDS, US Dept of Education

# Cost of Attendance

UConn provides an excellent education at affordable costs, with in-state rates that are much lower than other regional alternatives.

## FY25 Direct Cost of attendance\* for Typical UConn Undergrads at Storrs



### Top 50 (#43)

Best Value Public College for return-on-investment (ROI) out of 209 schools ranked by the Princeton Review (incl. public and private)

### #99

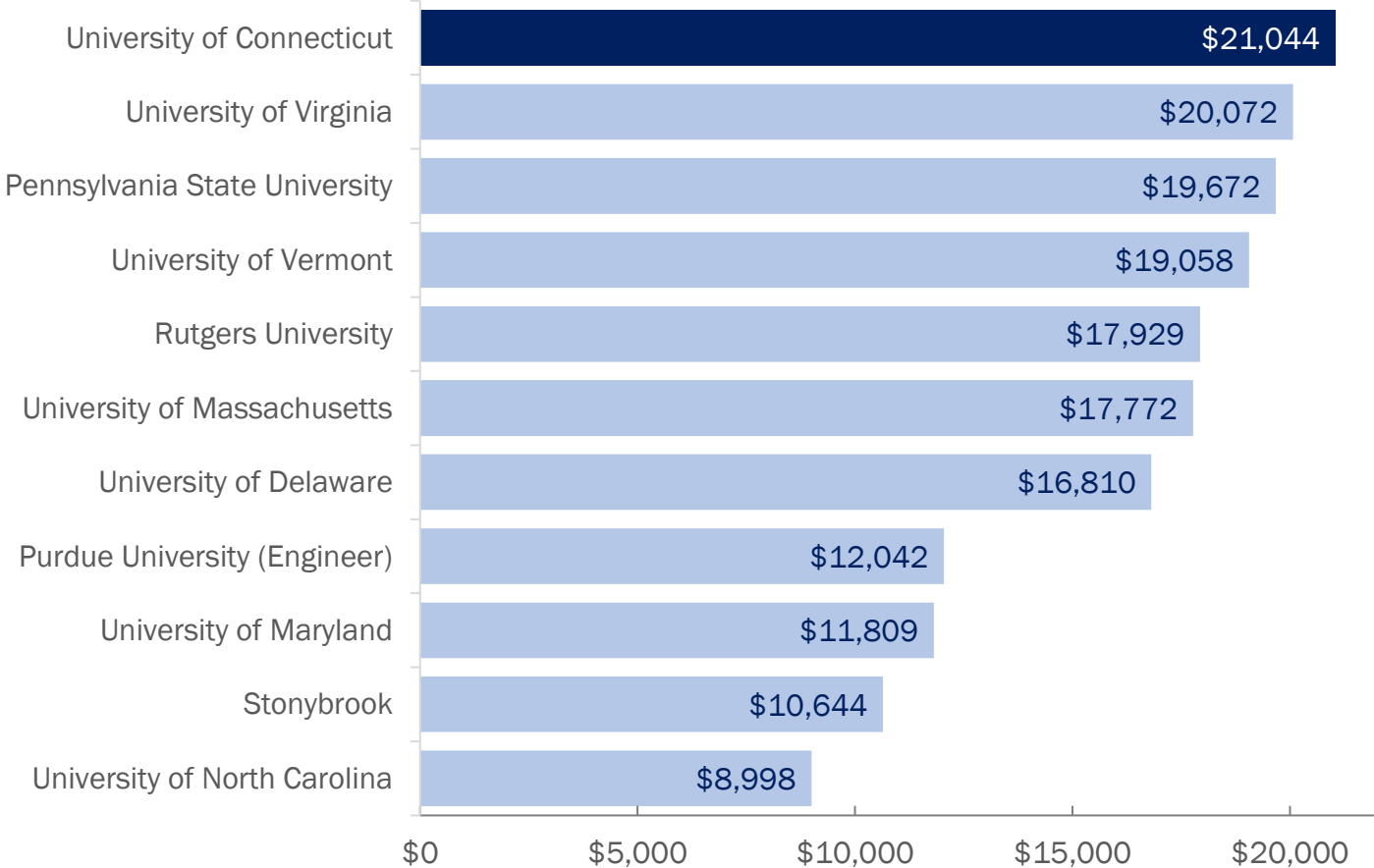
Out of 630 public colleges in NICHE Best Value Colleges in America ranking

\* Does not include costs for books, supplies, transportation, etc.

# Affordability

In FY26 and beyond, UConn cannot fill the budget gap through student funds alone.

### FY25 Undergraduate Tuition and Fees Public Flagships (In-State Rates)



# Undergraduate and Graduate Financial Aid

(in \$ millions)

	FY21	FY22	FY23	FY24	FY25 Est.
<b>1st Generation Students</b> (associate, bachelor and undergrad non-degree only)	7,054	7,321	8,220	8,426	8,744
<b>University Supported*</b>	\$150.2	\$163.8	\$169.4	\$197.7	\$210.7
Federal (Pell/SEOG)	56.0	74.5	49.0	53.7	69.9
Other***	17.3	20.9	27.0	21.1	21.1
State (includes R. Willis Scholarship)**	10.7	9.9	13.7	15.6	13.6
<b>Total Aid</b>	<b>\$234.2</b>	<b>\$269.1</b>	<b>\$259.2</b>	<b>\$288.1</b>	<b>\$315.4</b>

Student need continues to grow and is the single greatest reason students leave.

Since FY21, university-supported student aid increased by **40%**.

**16.5%** of tuition revenues is set aside in FY25 for need-based aid (15% is required)

\*University-supported aid includes undergraduate and graduate aid funded by tuition, departmental revenue, and work-study.

\*\*State ARPA funds were added to the R. Willis Scholarship program in FY23-FY25.

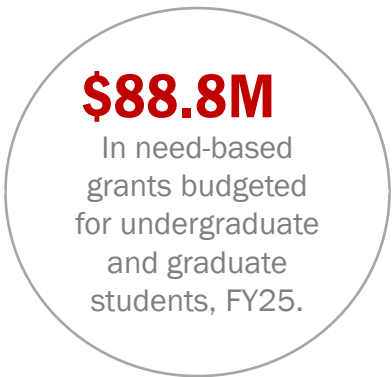
\*\*\*Other funding comes from the private sources such as the Foundation and endowments.

# Need-Based Support

The cost to attend varies depending on each student’s personal financial situation, and the financial aid offer will be tailored to the individual needs of our students. Offers typically include various forms of aid, such as scholarships, grants, loans, and work-study.

There are several types of aid available for students to apply for, and most UConn students use a combination of financial aid to fund their education. In addition to these several types of aid, we offer our students employment as well as **\$89.3** million in tuition waivers.

The debt upon graduation for UConn students remains relatively low at \$24,260 versus the national average of around \$29,396 and state average of \$33,291.



## Economic Mobility of Connecticut Universities

Recent study revealed that UConn and its regional campuses are unmatched in Connecticut for providing top-tier economic opportunity and return on investment for students from low-to-moderate-income households. With Economic Mobility Index (EMI) values ranging from 18.69% to 47.19%, UConn and its regional campuses rank as the top performers in driving upward economic mobility for low-income students.

Institution Name	Economic Mobility Index	Years to Pay Down Total Net Cost	Institution Name	Economic Mobility Index	Years to Pay Down Total Net Cost
University of Connecticut-Waterbury	47.19%	0.85	Trinity College	11.98%	0.85
University of Connecticut-Hartford	43.44%	1.11	Eastern Connecticut State Uni.	9.10%	6.70
University of Connecticut-Stamford	41.98%	1.64	Connecticut College	8.94%	4.02
University of Connecticut-Avery Point	33.10%	1.24	Quinnipiac University	8.32%	4.09
Central Connecticut State University	22.76%	3.40	University of Hartford	8.16%	7.08
Yale University	18.71%	0.02	University of New Haven	7.70%	7.27
University of Connecticut	18.69%	2.42	Sacred Heart University	6.54%	5.49
Southern Connecticut State University	16.23%	5.60	Fairfield University	4.20%	3.98

Source: [Rating Colleges by Economic Mobility, Third Way, 2024](#)

# Continued Revenue Growth & Cost Savings Initiatives

UConn has implemented Financial Improvement Plans to help mitigate operating budget deficits.

Savings since FY18:

**\$159.1M**

UConn

**\$168.9M**

UConn Health

Cost-cutting efforts have included:

- attrition/vacancy elimination
- contract improvements
- operating efficiencies

Savings (\$M)	UConn	UCH
FY18	\$23.6	\$12.3
FY19	9.3	25.1
FY20	24.4	7.0
FY21	28.3	48.8
FY22	13.4	23.0
FY23	14.5	5.0
FY24	16.1	22.1
FY25 Target	\$29.7	\$25.6

# Budget Constraints and Challenges

## UConn

- On-campus housing limitations with increased enrollment.
- Teaching capacity for new students in high demand majors.
- Declining number of high school graduates in CT.
- Mental health and academic counseling – need is higher than ever.
- ‘Maximum’ student-faculty ratios in select programs due to accreditation standards or regulatory requirements; ratios impact rankings and recruitment.
- Obligatory State processes limit flexibility and rapid response.

## UConn Health

- Patient revenues are driven by reimbursement contracts with Insurance companies.
- Medicaid/Medicare reimbursement rates are set amounts, no flexibility in increasing the amount of revenue for these cases. UConn Health performs a large percent of Medicaid outpatient surgeries, along with providing specialty services to Medicare and Medicaid patients.
- No control of the payor mix of the patient population.
- External competitors growing and merging.
- Workforce shortages; for example, nursing staff being filled with high-cost alternatives such as per diems, agencies and overtime.



# Strategies for Growth and a Balanced Budget

- Continue to expand economic activity in the state.
- Assemble a strategic enrollment plan.
- Increase efficiency in the delivery of education through faculty ratios, advising, class size and modality (in person vs. online).
- Grow fundraising through a \$1.5 B campaign and grow the endowment to \$1B.
- Increase research awards to \$500M/year.
- Generate new revenue, for example through clinical growth and strategic partnerships.
- Implement financial improvement plans.



*Ceremonial groundbreaking for the new building for the School of Nursing on Oct. 30, 2024. The new building is made possible by a \$40 million gift from nursing alum Elisabeth DeLuca (fifth from left) to support nursing education. Increasing philanthropic gifts is one of UConn's strategies for growth.*

# UConn is Responding to State Workforce Needs as articulated in the 2020 Governor's Workforce Council Strategic Plan



## Manufacturing

**6,000** New workers per year

Existing training capacity in CT is 3,000 new employees per year,  
a deficit of **3,000** new employees per year



## Life Sciences

**>5,000** Jobs/ year, next five years

The life sciences sector employs **23,000** people across in **1,300** companies.  
Average salary = \$127,000.



## IT/ Business Services

**6,000** Open computing jobs in Connecticut

**13,000** Positions, future demand



## Healthcare

Job growth will be driven by population growth and the State's aging population

The healthcare sector has **270,000** current jobs, and **80,000** people are employed by large hospitals and healthcare systems

While we are working to reduce expenses, we are also being asked to respond to urgent workforce needs and student demand.

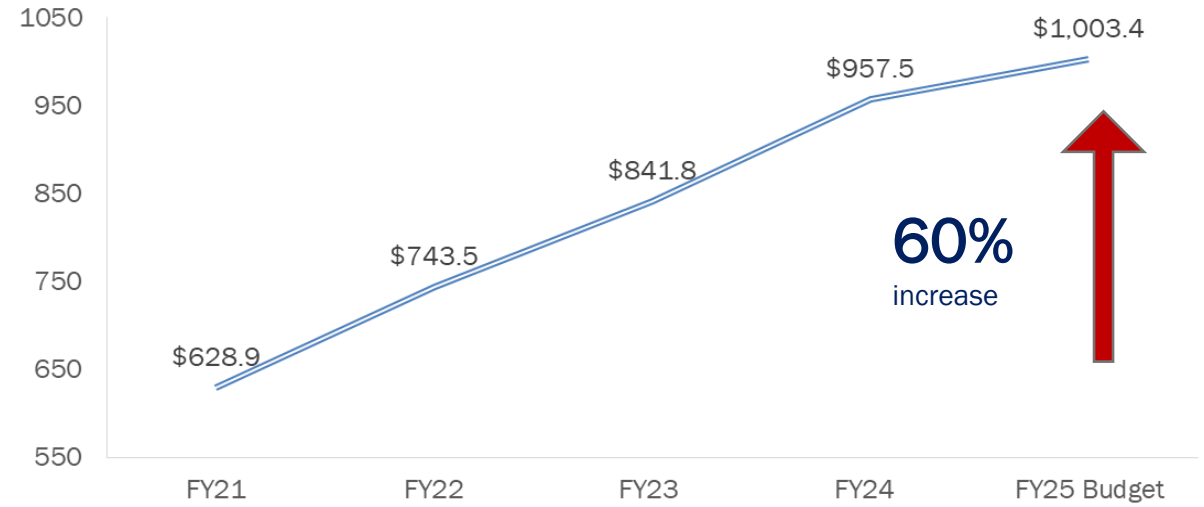
We are prioritizing strategic growth in these areas of demand, but our ability to grow is constrained by limited resources.

# Increase Access to Patient Care and Grow Clinical Revenues

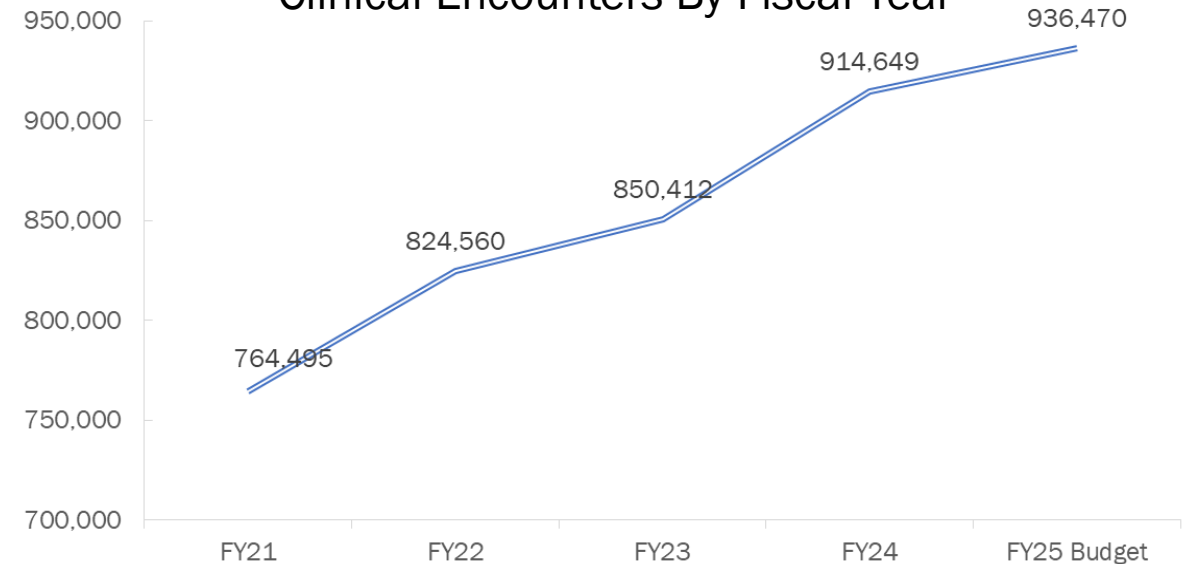
## UConn Health

- All UConn Health clinical care venues serve as sites for teaching and learning and are essential for attracting talented faculty who teach, conduct research, and provide patient care.
- UConn Health has seen unprecedented growth in clinical revenues.

UCH Net Patient Revenue (in millions)



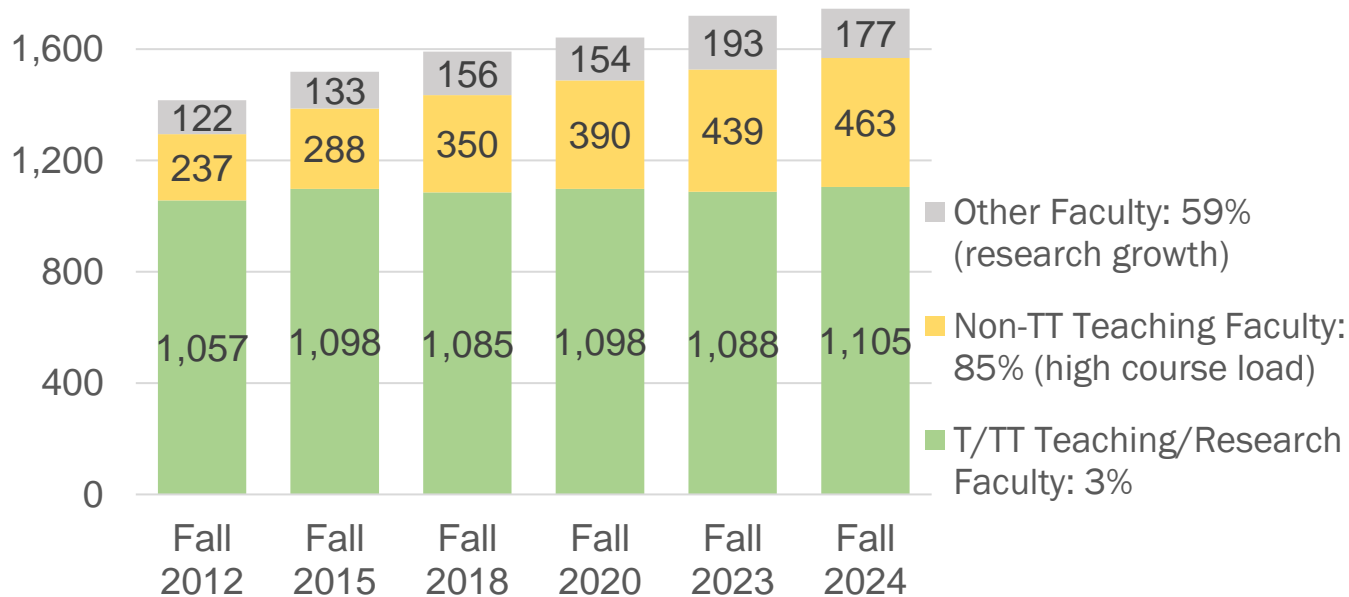
Clinical Encounters By Fiscal Year



# Increase Efficiency in Delivery of Education

UConn is committed to student success and is ensuring academic quality and appropriate support services. In an effort to minimize inflation in cost of attendance, UConn is pursuing all means available to maximize efficiency in utilizing existing teaching capacity.

Growth in Faculty



Student-to-Faculty Ratio and Average Class Size by Fiscal Year

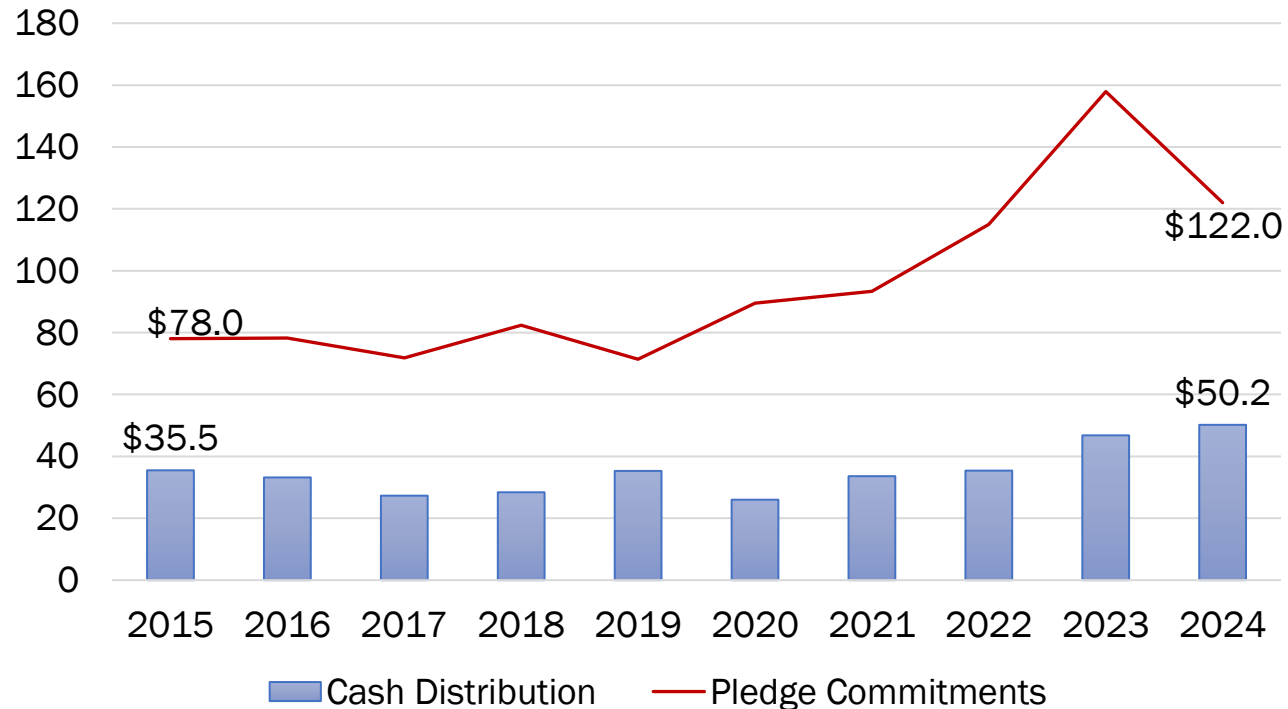
Fiscal Year	Student to Faculty Ratio	Average Class Size	Teaching Load (Avg Sections)
FY21	16	29.3	6.0
FY22	15	28.9	6.2
FY23	16	31.3	6.1
FY24	16	32.3	6.1

# Increase Fundraising and Grow Endowment

Over the last five years over \$575M has been raised to support the University

UConn Foundation will launch a \$1.5B campaign in April increasing fundraising by 50% and growing the endowment to ~\$1B by 2030. As of FY24 the endowment is \$643.3M.

UConn Foundation  
Historical Pledges and Distributions (in millions)



Of the **\$122.0M** in new gifts and commitments:

- 28% is for scholarships
- 42% is for program support
- 26% is for Athletics
- 4% is for faculty support

Increasing the level of financial aid support for students, internship opportunities and capital investments continues to be a priority for UConn.

# Increase Research Activity

UConn and UConn Health

A proposal can take up to two years (or more!) from development to award.

Typical NSF/NIH Funding Timeline:



Securing research funding is highly competitive, and UConn faculty compete with researchers at institutions across the country for grants.

Our faculty are becoming more successful in securing federal funds.

Research	Proposals Submitted	Average Proposal \$	Hit Rate	Average Award Size
FY2015	1,489	439,484	25.00%	263,119
FY2017	1,375	441,849	31.46%	271,983
FY2019	1,269	552,818	31.79%	337,807
FY2021	1,353	578,415	37.50%	381,008
FY2023	1,332	713,578	35.91%	394,520
FY2024	1,350	703,704	34.35%	452,432
FY2025	1,358	721,356	38.00%	426,240
FY2026	1,391	752,462	40.00%	440,928

# Next Generation Connecticut Overview

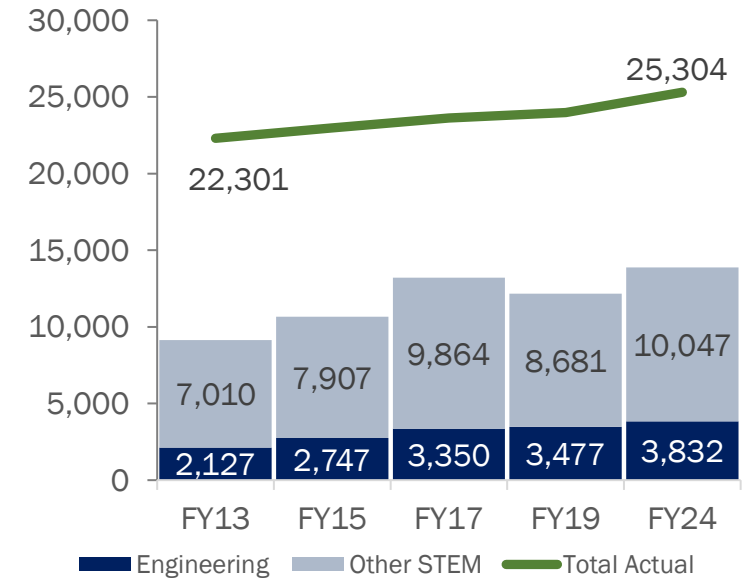
UConn's campuses continue to be transformed by the modernization, rehabilitation, and expansion of the University's physical plant through the NextGenCT initiative.



Approved in 2013, NextGenCT is an ambitious plan (FY15-FY27) to improve UConn's STEM capabilities. Specifically, the initiative is designed to:

- Build STEM facilities including classrooms, equipment, and laboratories.
- Upgrade aging infrastructure to accommodate faculty and students.
- Hire new faculty & enroll more undergraduates primarily in STEM areas (dependent on new state operating funds).
- Increase research and innovation.

### Undergraduate Enrollment



Undergrad STEM enrollment increased by **44%** since FY13  
Engineering enrollment increased 80% to 3,832

# Next Generation Connecticut: Tech Talent Pipeline

UConn is the primary engine that feeds the tech talent pipeline in the State to support innovation and economic growth.

The Connecticut Department of Labor expects a 18.8% overall increase in engineering employment between 2022 and 2032.

- UConn produces over **51%** of the Engineering degrees for the state
- A recent survey shows nearly **95%** of UConn Engineering graduates are either employed or continuing their education within 6 months of their graduation

	Fall 2024 Actual	Change from FY13	
First Year Applications: Total	58,195	26,832	+86%
Storrs Undergraduates: STEM	11,948	3,923	+49%
Storrs Undergraduates: Total	20,056	2,528	+14%
Undergraduates (all campuses): Total	25,304	3,003	+13%
Graduate: Total	6,757	938	+16%
Bachelor's Degrees: STEM (FY24)	3,191	804	+34%
Bachelor's Degrees: Total (FY24)	5,739	617	+12%
Masters & Doctoral Degrees: STEM (FY24)	775	183	+31%
Masters & Doctoral Degrees: Total (FY24)	2,229	362	+19%



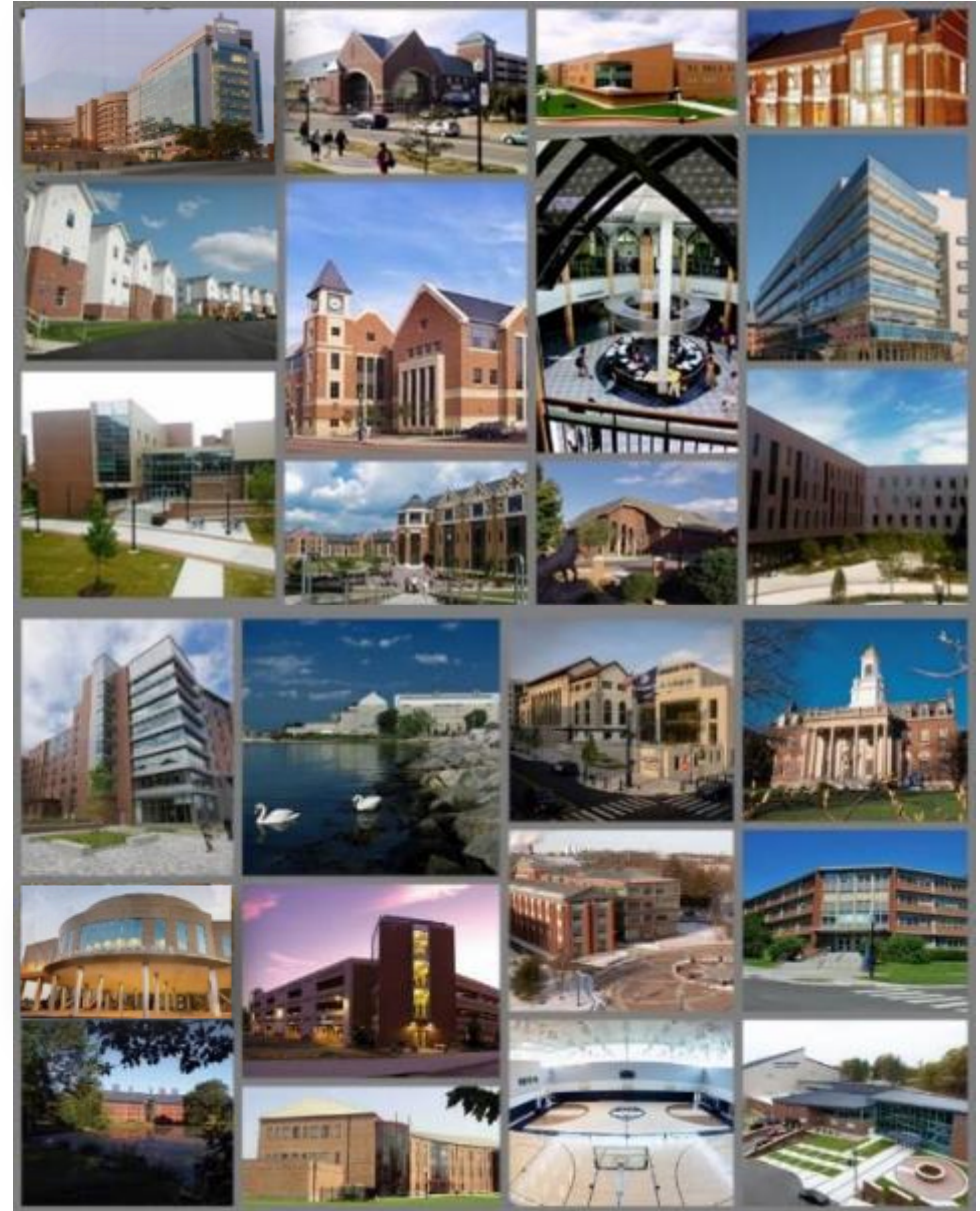
# UCONN 2000 Capital Program Overview

The UCONN 2000 capital program was enacted to attract and retain CT's high-achieving students through a dramatic transformation and modernization of the physical plant of the University.

UConn continues to complete projects within the capital programs. State bond funding currently in statute will support the academic and research priorities as well as other priority projects for UConn and UConn Health.

While future year state bond funding is not guaranteed, UConn continues to work with the state to communicate project funding requirements.

The UCONN 2000 program has rigorous oversight and audits, Board of Trustees and Executive approvals, biannual reporting to the General Assembly, and regular project scope and budgetary reviews.



# UCONN 2000 Overview

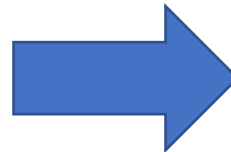
**\$570M remains  
thru FY31**

UCONN 2000 was enacted to attract and retain CT's high-achieving students through a dramatic transformation and modernization of the University physical plant.

**36-year program  
split into 3 phases**

**7 Campuses  
4,148 acres  
~18M sqft**

Avery Point  
Farmington  
Stamford  
Waterbury  
Hartford  
Law School  
Storrs



**\$5.4B of State bonds  
averaging \$141M/year  
since 1995**

**Nearly \$5.2B in capital expenditures since FY96  
from all fund sources.**

Capital Expenditures (\$M)	
\$3,958.1	State-supported UCONN 2000 GO Bonds
259.6	Other State-supported bonds (i.e. Tech Park, Waterbury)
403.7	UConn-supported Special Obligation bonds
541.0	Non-State funds (i.e. UConn operating funds, gifts)
<b>\$5,189.2M Total Expenditures (as of 12/31/24)</b>	

**UConn 2000:** 36 Year program split into 3 phases. Enacted to attract and retain CT's high-achieving students through a dramatic transformation and modernization of the University physical plant.

## Incredible Return on Investment

### UConn ROI

**~61,200**

Applications for admission

**49%**

Increase in undergrad STEM enrollment since 2013

**\$82M**

Increase in research awards, from \$286M to \$368M, in the past five years

**11,968**

Increase in undergrad enrollment since 1995 (83%)

**53%**

Of the State's engineering workforce is produced by UConn

**168**

New start-up businesses hosted by the incubator since 2003; in FY24, the incubator hosted 41 start-ups supporting 298 jobs

### UConn Health ROI

- Served as the catalyst to the expansion of the bioscience industry
- Increased Medicine and Dental Medicine enrollment by 25% since 2013
- Increased access to patient care
- Achieved unprecedented clinical revenue growth from \$356M in FY13 to more than \$1,003M in FY24

# UConn 2000: Proven Performance

## Major successes of UConn 2000

- Transformed the University's 7 campuses over 30 years and in an incredible return on investment – UConn is in high demand and received a record high ~61,200 applications for fall 2024
- Dedicated funding allowed University to utilize a long-term master plan to be strategic and flexible to address emergency infrastructure and facility needs of a 24/7 operation
- UConn 2000's proven program structure and annual approval processes resulted in clean audits, regular progress reports to the Board, Legislature and OPM, and bonds have high credit ratings which save money

## Why is authorizing funding in UConn 2000 essential?

Predictable, long-term funding is required to:

- Maintain and protect the State's investment, and
- Ensure the safety of the students, faculty, staff, and general public who use UConn's facilities on daily basis

# UCONN 2000 Capital Program

## Program Structure:

- Long-term capital planning capability
- Project list in law with annual bond cap authority
- Annual request to Governor to allocate bonds against statutory authority
- Authority delegated to Board of Trustees & University administers program
- State Treasurer & University issue GO bonds as cashflow needed
- Semi-annual reports to the State and Annual audit

## Board of Trustees Process:

- Approval of annual capital budget plan, project list & indentures
- List triggers expenditure plan
  - Projects  $\geq$ \$500k approved at Planning, Design, Final stages by Board; projects  $<$ \$500K approved by Senior Leadership

UCONN 2000 bonds have high credit ratings resulting in debt service savings for the state!



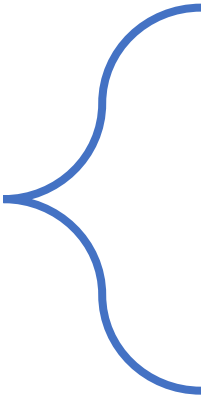
UCONN 2000 has rigorous oversight and audits, Board of Trustees and Executive approvals, biannual reporting to the General Assembly, and regular project scope and budgetary reviews.

# UCONN 2000 State General Obligation Bonds

UCONN 2000 State supported General Obligation bonds have historically funded the majority of the capital budget.

Bonding Schedule (\$M)		Phase I	Phase II	Phase III	Status
UConn	FY96-FY99	\$382.0			Complete
UConn	FY00-FY05		\$580.0		
21 <sup>st</sup> Century UConn	FY05-FY14			\$627.2	
Bioscience CT	FY05-FY19			825.9	
NextGenCT	FY15-FY31			2,602.8	Active
UConn Health	FY22			25.0	
<b>Total</b>		<b>\$5,042.9</b>			

**\$570M remains in the NextGenCT initiative over the next 6 years (FY26-FY31)**



FY26	124.0
FY27	116.0
FY28	103.5
FY29	101.5
FY30	100.0
FY31	25.0

# State Bonding Support

Governor's Proposed budget removes \$46.1M prior bond authorization for Innovation (Research) Faculty Recruitment initiative

State GO Bond Funds (\$M)		Approved	Request	Gov Prop.	Request	Gov Prop.
<b>UConn</b>		<b>FY25</b>	<b>FY26</b>		<b>FY27</b>	
	Academic & Research Equipment	\$10.0	\$10.0		\$10.0	
	Gampel Pavilion Renovation	10.0				
<b>UConn Total</b>		<b>\$20.0</b>	<b>\$10.0</b>	<b>\$0.0</b>	<b>\$10.0</b>	<b>\$0.0</b>
<b>UConn Health</b>						
	Deferred Maintenance	30.0			30.0	
	Clinical Equipment to Enhance Revenue Growth	10.0	10.0	10.0	10.0	10.0
	Information Technology Security, Infrastructure & Equipment	3.0	3.0	3.0	3.0	3.0
<b>UConn Health Total</b>		<b>\$43.0</b>	<b>\$13.0</b>	<b>\$13.0</b>	<b>\$43.0</b>	<b>\$13.0</b>
<b>Grand Total</b>		<b>\$63.0</b>	<b>\$23.0</b>	<b>\$13.0</b>	<b>\$53.0</b>	<b>\$13.0</b>

- Planning underway for new UCONN 2000 GO Bond funded projects (PA24-151)
- First year fundraising target of \$20M was achieved

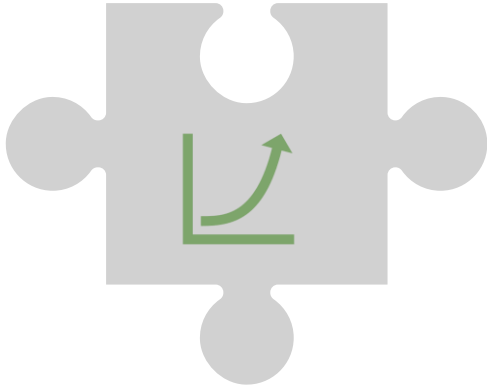
New UCONN 2000 Projects (\$M)	GO Bonds
Life Sciences Building (aka Science 2)	\$269.5
Torrey Demo	25.0
Gant-Code Repairs & Renovations	100.0
Deferred Maintenance	50.0
Return Hydrogen Hub Funds	12.0
Gampel Renovations	100.0
Field House Renovation (Title IX + DM)	60.0
Coventry Boathouse (Title IX)	0.8
Freitas Renovation (Title IX)	7.0
Tennis Facility (Title IX)	0.7
<b>New Project Total</b>	<b>\$625.0</b>



# UConn Capital Program Challenges

**Challenges:**

- Workforce - limitations, interruptions or unavailability
- Materials - increasing production timelines, shortages, changing trade policies and prices



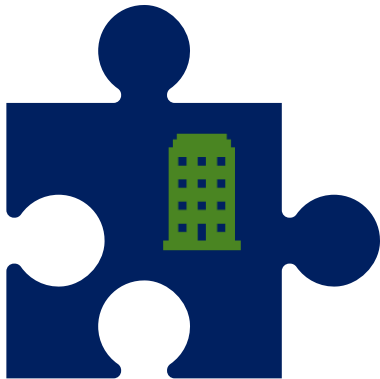
**Facilities Conditions:**

- 55% of UConn’s footprint is over the age of 25 years old or considered high risk
- DM needs are \$1.55B at UConn and \$455M at UCH



**Economy:**

- Significant annual escalation
- Will likely moderate but not down to the 4% budgeted in the original plan



**Project Priorities:**

- The Facility Condition Assessment is informing project prioritization and development of an updated capital plan



# Deferred Maintenance Request: \$50M

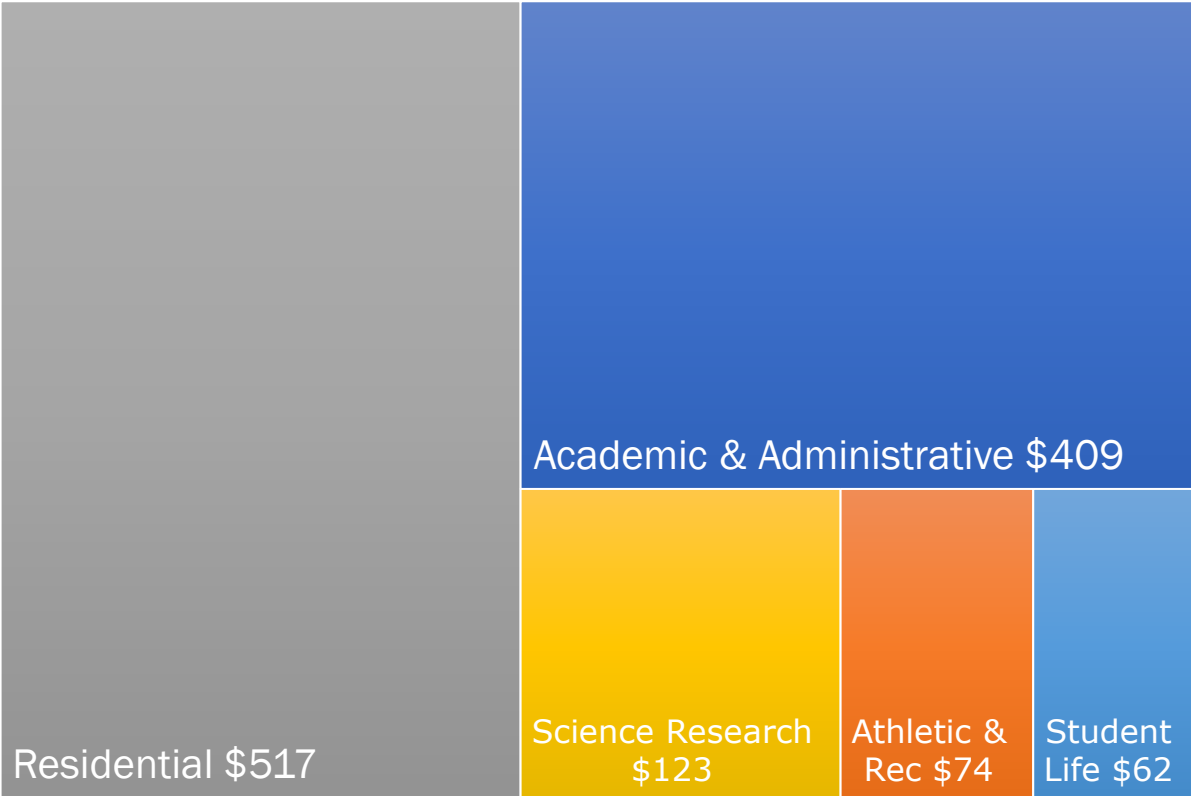
**UConn deferred maintenance needs are ~\$1.55B over the next 10 years**



**55% of UConn's footprint is considered high-risk or over the age of 25 years old**

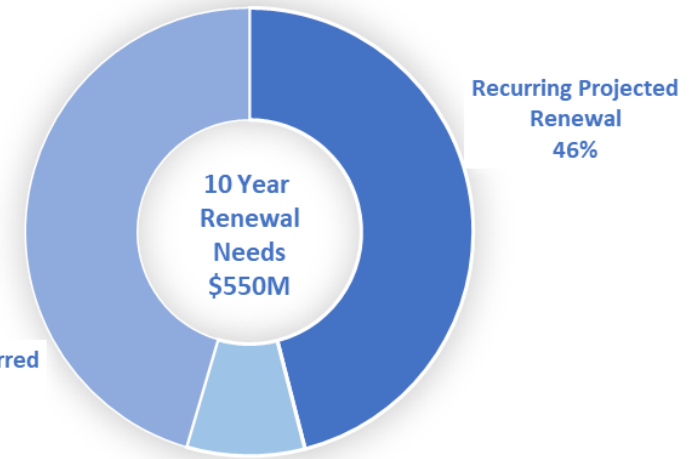
Efforts to preserve assets require a significant investment across the Storrs and Regional Campuses.

## Facility Condition Assessment Areas of Need, in \$Millions



# UConn Health Facilities Summary and Maintenance Needs

10 -year renewal needs updated to account for items that have aged out over the 5 years of the original 2018 report and unprecedented inflation (20%) on construction costs. Replacement value of buildings updated for inflation.



<b>26</b> BUILDINGS	REPLACEMENT VALUE: <b>\$2.1B</b>
<b>3.7</b> MILLION SQUARE FEET	<b>210</b> ACRES ON 3 SITES
<b>3</b> PARKING GARAGES	<b>PARKING SPACES:</b> Garages: <b>2,300</b> Surface Lots: <b>2,940</b>

**1** **\$250M**  
Recurring Deferred  
Renewal

Items that have not been replaced during the normal course of maintenance that have reached or exceeded their expected life (e.g., original 1970 era HVAC systems)

**2** **\$253M**  
Recurring Projected  
Renewal

Items that during the 2024-2033 time period will “age out” and need to be replaced (e.g., roofs that are 25 years old now but will reach their 30-year life expectancy in the next 5 years and need to be replaced)

**3** **\$47M**  
Nonrecurring

Items that require replacement on a one-time basis (e.g., stair railings that are not code compliant and need to be replaced, but are not expected to be replaced again)

# UConn Health Deferred Maintenance

**\$125M** of new capital funds authorized in FY22, FY23, FY24 and FY25 for the first time since 2018

**\$425M** of additional capital funds are needed to address the Deferred Maintenance needs identified in the Facilities Condition Assessment

	FY22 UConn 2000 GO Bonds	FY23 State GO Bonds	FY24 State GO Bonds	FY25 State GO Bonds
Protect Physical Assets	\$5.1	\$2.9	\$3.5	\$3.8
Address Safety & Building/Fire Code issues	\$4.1	\$3.6	\$4.4	\$4.0
Replace Building System Components	\$4.4	\$20.8	\$11.7	\$12.2
Enable Full Utilization of Space/Upgrade Infrastructure	\$11.4	\$12.7	\$10.4	\$10.0
<b>Total</b>	<b>\$25.0</b>	<b>\$40.0</b>	<b>\$30.0</b>	<b>\$30.0</b>

**Thank you!**

# Major UConn Projects Completed



**UConn Hartford  
Campus**

**\$139M**

3 bldgs. 215,000 square feet  
Completed August 2017



**STEM Research  
Center Science 1**

**~\$179M**

200,000 square feet  
Completed Summer 2024



**Connecticut  
Residence Hall**

**~\$206M**

227,000 square feet, 652 beds  
Completed Summer 2024



**Student Recreation  
Center**

**\$97.1M**

191,000 square feet  
Completed August 2019



**Gant Building  
Renovation Phase I-II**

**~\$170M**

200,000 square feet  
Completed August 2019, May 2021

**Fine Arts Production  
Facility**

**\$35.5M**

30,000 square feet  
Completed April 2020

**Monteith Building  
Renovation**

**\$23.7M**

73,000 square feet  
Completed August 2016

**Werth Residence  
Hall**

**\$95.8M**

212,000 square feet, 730 beds  
Completed August 2016

**Supplemental Utility  
Plant**

**~\$67M**

40,000 square feet  
Completed November 2022

**Engineering and  
Science Building**

**\$92.5M**

115,000 square feet  
Completed October 2017

# Bioscience Connecticut Projects Completed

Making Connecticut a Leader in Bioscience



## New Hospital Tower

169 private patient rooms; New & expanded ED; New operating suite; 400-car staff and patient garages.

Cost:~ \$324M  
Opened: May 2016

## Education Construction

Addition/renovations to Academic bldg. Allowed for 30% enrollment growth in Medical and Dental schools.

Cost:~ \$36M  
Opened: May 2017

## Outpatient Pavilion

306k square-foot, state-of-the-art clinical building; 1,400-car parking garage.

Private financing: TIAA \$203M  
Clinic Opened: Jan 2015  
Garage Opened: Nov 2013

## Jackson Laboratory

New research facility dedicated to personalized medicine, collaborating with regional universities and hospitals.

Opened: Oct. 2014

## Clinical Renovations

Renovation and expansion of the Pat and Jim Calhoun Cardiology Center; Renovation of multi-specialty clinics.

Completed: May 2019

## Dental Care Center

Renovation/expansion of clinical facilities for the School of Dental medicine; 174 treatment rooms.

Completed: May 2019

## Research Space Renovation

Renovated 205k of 280k square feet of existing UCH laboratories/research facilities.

Cost:~ \$116M  
Completed: May 2017

## Incubator Lab Addition

28k square-foot laboratory addition to Cell & Genome Sciences Building to foster new bioscience and biotech business startups.

Cost:~ \$19M  
Completed: Jan 2016



**Thank you!**

