President’s Report

Dr. Radenka Maric
University of Connecticut
Board of Trustees Meeting
28 June 2023
Strategic Planning

Status

- Reconstituted and relaunched strategic planning process.
- Agreed on Strategic Goals.
- Established Working Groups for each strategic goal and implementation.
- Formulating new mission and values statements.
Strategic Goals for UConn

1. Challenge students toward excellence

2. Conduct research and creative works that transform knowledge, lives, and communities.

Strategic Plan Timeline and Milestones

**Spring 2023**
- High-level Planning:
  - Reconstitute strategic planning process
  - Convene Steering Committee
  - Agree strategic goals
  - Formulate new mission and values statements
  - Establish Working Groups

**Summer 2023**
- Action & Engagement:
  - Orientation for Working Group Co-Chairs

**Fall 2023**
- Implementation:
  - Incorporate strategic elements into departmental operating plans
  - Working Groups develop specific initiatives and metrics
  - Implementation Working Group will develop resource requirements for strategic initiatives
  - Engage government and business leadership

**Spring 2024**
- Strategic Plan Timeline and Milestones:
  - Hold working Session with Trustees
  - Review Vision, Mission, Values with Trustees & Leaders
  - Conduct Resource Planning to support strategic direction
  - Working Groups develop specific initiatives and metrics
  - Implementation Working Group will develop resource requirements for strategic initiatives
  - Engage government and business leadership
  - Write, publish, and roll out strategic plan
Applications and Enrollment

Since 2018

• Applications have increased by 28%
• Enrollment has remained constant

Legend

Applications  Enrollment

<table>
<thead>
<tr>
<th>Year</th>
<th>Applications</th>
<th>Enrollment</th>
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</thead>
<tbody>
<tr>
<td>2018</td>
<td>38,030</td>
<td>23,978</td>
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<tr>
<td>2019</td>
<td>37,041</td>
<td>23,900</td>
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<tr>
<td>2020</td>
<td>36,552</td>
<td>24,371</td>
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<td>2021</td>
<td>38,929</td>
<td>23,837</td>
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<tr>
<td>2022</td>
<td>43,102</td>
<td>24,076</td>
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<tr>
<td>2023</td>
<td>~49,000*</td>
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</table>

*to date
UConn Foundation Annual Giving

*\$ in millions

<table>
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<tr>
<th>Fiscal Year</th>
<th>Capital Improvements</th>
<th>Program Support</th>
<th>Faculty Support</th>
<th>Scholarships/ Fellowships</th>
<th>Research</th>
<th>Gifts pending</th>
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<tr>
<td>FY18</td>
<td>$22</td>
<td>$22</td>
<td>$46</td>
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<td>$29</td>
<td>$35</td>
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<td>FY22</td>
<td>$29</td>
<td>$29</td>
<td>$42</td>
<td>$24</td>
<td>$24</td>
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<td>FY23 projected</td>
<td>$155</td>
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Increases since 2018:
- Total annual gifts: 88%
- Annual gifts for scholarships and fellowships: $37 million
UConn Foundation
Endowment Value and Net Growth Rate

* in millions

- Total endowment has grown by 69% over past 10 years
  - Trailing 10-year investment return** of 7.5% annually
  - Over $205 million in new cash gifts raised
  - Over $150 million disbursed to the University
  - 40% of endowment is dedicated toward scholarships & student support; 27% to faculty support; and 33% to other programs

*Preliminary estimate
**Through 3/31/2023
The State’s permanent relief of legacy fringe costs, coupled with a block grant decrease, is a budget-neutral adjustment that puts UConn in a more stable and predictable financial position over the long term.
Tuition and fees as a % of revenues is increasing:
- 40% in FY2018
- 43% in FY2024 (projected)

State support as a % of revenues is decreasing:
- 26% in FY2018
- 19% in FY2024 (projected)
Revenues
UConn Health

*$ in millions

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<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
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<tr>
<td>All Other</td>
<td>$226</td>
<td>$294</td>
<td>$297</td>
<td>$331</td>
<td>$417</td>
<td>$438</td>
<td>$203</td>
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<tr>
<td>Interns &amp; Residents</td>
<td>$67</td>
<td>$88</td>
<td>$86</td>
<td>$93</td>
<td>$123</td>
<td>$111</td>
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<td>Grants &amp; Contracts</td>
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<td>$49</td>
<td>$120</td>
<td>$102</td>
<td>$745</td>
<td>$830</td>
<td>$895</td>
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<td>Tuition &amp; Fees</td>
<td>$501</td>
<td>$535</td>
<td>$514</td>
<td>$629</td>
<td>$745</td>
<td>$830</td>
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<td>State Support</td>
<td>$24</td>
<td>$27</td>
<td>$29</td>
<td>$30</td>
<td>$31</td>
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Net Patient Care as a % of revenues is increasing:
- 48% in FY2018
- 59% in FY2024 (projected)

State Support as a % of revenues is decreasing:
- 22% in FY2018
- 13% in FY2024 (projected)
Dr. Douglas J. Casa, Ph.D.,
ATC, FNAK, FACSM, FNATA

Chief Executive Officer, Korey Stringer Institute;
Professor, Department of Kinesiology;
Director, Athletic Training Education;
Research Associate, Human Performance Laboratory
College of Agriculture, Health and Natural Resources

Board of Trustees Distinguished Professor
2022-2023

• International leader in exertional heat illness, hydration, thermal physiology, sport performance monitoring, sport safety, and public policy regarding prevention of sudden death in sport;

• Influential in establishing widely-used guidelines and practices to make sports safer;

• 7 books, 400 refereed publications, over 600 presentations national and internationally;

• Director of Athletic Training Education for 20+ years, teaching more than 24 courses in exercise science and athletic training.
Dr. Lewis R. Gordon, Ph.D.

Professor and Head, Department of Philosophy
College of Liberal Arts & Sciences

Board of Trustees Distinguished Professor
2022-2023

- International leader in fields of Black existentialism, Africana Existential Phenomenology, Fanon studies, Teleological Studies of Disciplinarity (a field he created), Decolonialism, and Afro-Jewish Studies;

- 12 books, editor and co-editor of 6 anthologies, over 100 articles in academic journals, 79 book chapters, and over 39 introductions, forewords, and afterwords;

- Recent book has received coverage and press in dozens of newspapers and radio media across the globe, including in Publishers Weekly;

- Innovative teaching styles.
Dr. Bandana Purkayastha, Ph.D.

Associate Dean, Social Sciences, Regional Campuses and Community Engagement;
Professor, Sociology & Asia and Asian American Studies
College of Liberal Arts and Sciences

Board of Trustees Distinguished Professor 2022-2023

- International leader in the areas of ethnicity, migration, gender, religion, human rights, transnationalism, violence, and security;
- 15 books, 36 peer reviewed articles, 35 chapters, and many other publications;
- Awarded the Jessie Bernard Award, the highest honor from the American Sociological Association [ASA];
- Champion of using multiple methods for teaching and a consistent and enthusiastic early adopter of new technologies.
Honoring UConn President Susan Herbst
Thank you!
Thank you!

Jonathan XIV