

December 6, 2023

TO: Members of the Board of Trustees

FROM: Dr. Radenka Maric  
President



Dr. Anne D'Alleva  
Provost and Executive Vice President for Academic Affairs



Dr. Pamir Alpay  
Vice President for Research, Innovation and Entrepreneurship



RE: University of Connecticut Strategic Plan: 2024 – 2034

RECOMMENDATION:

That the Board of Trustees adopt the University of Connecticut Strategic Plan: 2024 – 2034.

BACKGROUND:

The 2024 – 2034 strategic plan positions UConn to build on our recent history of excellence in academics, research, and outreach to continuously improve in service to our students and our communities.

In preparing this plan, we engaged more than 10,000 people: students, faculty, staff, alumni, industry collaborators, friends of the University, and many others. We collected feedback through surveys, forums, listening sessions, and a self-study led by a steering committee, working groups, and an implementation team. We listened carefully to refine our vision, values, goals, and priority areas of focus, and we will continue to engage our community to ensure successful plan implementation.

At its core, this plan centers students in our actions as an institution, signaling that when a student chooses to come to UConn, they will have countless opportunities to connect, learn, and develop.

The strategic plan also promotes investment in our research enterprise to achieve the next level of excellence as an RI institution, leveraging the transformative work our faculty perform and produce across disciplines.

In addition to capturing our goals and aspirations, this plan prioritizes fiscal responsibility and stewardship of resources, including increasing efficiencies and improving opportunities for internal and external collaboration.

Students First,  
UConn Always.  
Huskies Forever.

UNIVERSITY OF CONNECTICUT'S 2024-2034 STRATEGIC PLAN

# UConn is a great university.

This strategic plan positions UConn to build on our history of excellence in academics, research, and outreach to continuously improve in service to our students and our communities. Recognizing that our people are our greatest strength, we leveraged the expertise and commitment of our extensive community to learn what we can do better and what our priorities should be.

**In preparing this plan, we engaged more than 10,000 people:** students, faculty, staff, alumni, industry collaborators, friends of the University, and many others. We collected feedback through surveys, forums, listening sessions and self-study led by our steering committee, working groups, and implementation team. We listened carefully to refine our vision, values, goals, and priority areas of focus. We will continue to engage our community to ensure successful plan implementation.

At its core, this plan centers students in our actions as an institution, signaling that when a student chooses to come to UConn, they will have countless opportunities to connect, learn, and develop. In executing this plan, we will strengthen holistic student success for our students in many ways, including providing increased connections with faculty and staff who can mentor and support them, positioning them for a successful path toward graduation and beyond. We will expand student opportunities to explore research with our world-class faculty, broaden engagement in experiential learning that supports career success, and increase support for student participation in co-curricular activities, including any of our 700 student clubs. Once they graduate, this plan seeks more ways to help students stay connected as Huskies, engaging with them during their pursuit of life and career goals.

This strategic plan promotes investment in our research enterprise to achieve the next level of excellence as an R1 institution. Our faculty perform transformative research and creative work across disciplines, including the health and biological sciences, physical sciences, engineering and emerging technologies, social sciences, humanities, fine arts, and many others.

Our faculty work together to confront our world's grand challenges, such as climate change, which is highlighted in this plan. Building on our strengths, we will recruit top-tier faculty to lead transformative research efforts and recruit promising graduate students both nationally and internationally. Infrastructure will be built and maintained to support their capacity to conduct, translate, and disseminate groundbreaking research, promoting an environment of innovation and entrepreneurship in support of economic development, including reinforcing the State's leadership in emerging technologies and health sciences.

In addition to capturing our goals and aspirations, this plan prioritizes fiscal responsibility and stewardship of resources, including increasing efficiencies and improving opportunities for collaboration inside and outside of the university.

To serve our students, foster innovation, and uphold academic excellence, we prioritize supporting our faculty and staff, celebrating their achievements, and enabling their growth.

We are New England's leading public land-, sea-, and space-grant research institution powered by robust academics, a world-class athletics program, and a vibrant, service-oriented community. With campuses in Avery Point, Farmington, Hartford, Stamford, Storrs, Waterbury and West Hartford, our footprint extends across Connecticut. Our students come from every town in the State, every state in the nation, and over 200 different countries, all contributing to our vibrant and diverse community.

This 10-year plan is a great source of pride for me, from the way our students, faculty, staff, alumni, and partners rallied to participate in its creation, to what you see on the following pages. Thank you to the many who joined in the process. UConn is a great university and working together, we will reach new heights.

Students First, UConn Always. Huskies Forever.

**PRESIDENT RADENKA MARIC**

**#1 Among  
National Public  
Research  
Universities for  
Time to Degree**

**14 Schools  
& Colleges**

**Top 10 Most  
Sustainable  
Universities**

**\$6.9B Impact  
on Statewide  
Economic  
Output**

**23 National  
Championships**

**80+ Research  
Centers**

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IMPLEMENTATION MEMBERS**

# The Process

Over the course of our nine-month planning process, more than 10,000 individuals participated, including about 25% of UConn's faculty, staff, and students. A Strategic Planning Steering Committee, composed of 25 faculty, staff, students, and Foundation members, was responsible for ensuring an inclusive, transparent process. This group also took the lead in the development of the vision, values, and three goals of this plan.

Three Working Groups and an Implementation team, composed of 38 faculty and staff members, helped shape the six initiatives and priority actions, considering input that came in many forms, from forums to surveys and individual feedback.

The Steering Committee co-chairs and the Executive Director of Strategic Planning, working closely with the President, shepherded the process, consulting with multiple stakeholders along the way.

# 2023 Timeline

## MARCH

STEERING  
COMMITTEE  
COMMENCES

## SEPTEMBER

SURVEYS SENT TO  
STAKEHOLDERS  
PUBLIC FORUMS  
HELD

## EARLY-NOVEMBER

STEERING COMMITTEE &  
PRESIDENT REVIEW  
INITIATIVES  
PUBLIC FORUMS HELD  
VIRTUALLY

## MID-NOVEMBER

WORKING GROUPS  
INCORPORATE FEEDBACK  
UPDATED INITIATIVES  
SHARED WITH STEERING  
COMMITTEE &  
PRESIDENT

## AUGUST

WORKING  
GROUPS &  
IMPLEMENTATION  
TEAM  
COMMENCE

## OCTOBER

WORKING GROUPS  
DRAFT INITIATIVES  
BASED ON FEEDBACK

**BEGIN CRAFTING  
UNIVERSITY-WIDE  
ANNUAL  
IMPLEMENTATION  
PROCESS**



# Mission

As part of this strategic planning process, UConn reflected on its current mission and determined it still stands strong.

**The University of Connecticut is dedicated to excellence demonstrated through national and international recognition. As Connecticut's public research university, through freedom of academic inquiry and expression, we create and disseminate knowledge by means of scholarly and creative achievements, graduate and professional education, and outreach. Through our focus on teaching and learning, the University helps every student grow intellectually and become a contributing member of the state, national, and world communities. Through research, teaching, service, and outreach, we embrace diversity and cultivate leadership, integrity, and engaged citizenship in our students, faculty, staff, and alumni. As our state's flagship public university, and as a land and sea grant institution, we promote the health and well-being of Connecticut's citizens through enhancing the social, economic, cultural, and natural environments of the state and beyond.**

**NATIONALLY PROMINENT,  
GLOBALLY IMPACTFUL,  
LAND-GRANT PUBLIC  
UNIVERSITY**

Strategic planning sharpened our collective sense of the identity UConn aspires for and the values we want to embody in the coming years. We seek impact on multiple levels, positioning ourselves to be among the Northeast's foremost public universities.

We strive to serve as a model for 21st century land-grant universities, navigating the complexities inherent in our founding while advancing equity and public impact through teaching, research, and service for the people of Connecticut and its five tribal nations.

***UConn Land Acknowledgement Statement***

*The land on which we gather is the territory of the, Eastern Pequot, Golden Hill Paugussett, Lenape, Mashantucket Pequot, Mohegan, Nipmuc and Schaghticoke peoples, who have stewarded this land throughout the generations. We thank them for their strength and resilience in protecting this land, and aspire to uphold our responsibilities according to their example.*

# Values

Our values ground us and remind us of what we center in all that we do, so that we hold fast to what's most important.

## **ACADEMIC DISTINCTION**

We strive for the highest standards in education, research and scholarship, and encourage new discoveries that inspire humanity.

## **HOLISTIC LEARNING**

We provide our students with a rigorous education alongside opportunities to build competencies in emotional intelligence, creative thinking, innovation, entrepreneurship, financial literacy and other life skills.

## **INCLUSIVE COMMUNITY**

We embrace the diversity of all people for their unique lived experiences and create a culture of belonging, integrity, kindness, justice, and wellness.

## **LOCAL VITALITY**

We engage Connecticut communities to foster a more equitable, healthy, economically vibrant, entrepreneurial and sustainable future.

## **GLOBAL IMPACT**

We generate solutions to pressing global challenges, including climate change, human rights, and health disparities.

# Three Strategic Goals

## PROMOTING HOLISTIC STUDENT SUCCESS

This plan re-envisioned how we support all of our students - undergraduate and graduate - to achieve their goals. It centers the whole needs of students across all that we do, from within our teaching and learning, to across our academic supports and our co-curricular and enrichment opportunities. Our intent is to ensure a fulfilling higher education experience toward the goal of graduation while also positioning students for academic, career, and life success once they leave us.

## EXPANDING RESEARCH IMPACT

This plan asserts UConn's research preeminence among U.S. public universities in advancing discovery, cutting-edge solutions, and innovation that transforms knowledge, lives, and communities. It outlines key investment areas that build the capacity of our research enterprise, including the recruitment and retention of world-class researchers and scholars at the vanguard of their fields.

## POWERING A THRIVING CONNECTICUT

As Connecticut's public flagship university, this plan will deepen UConn's partnerships in service of our state and its communities. It recognizes the breadth of our impact via education, research, and engagement and outreach while also naming targeted areas of future focus that position Connecticut as a leader in our nation and world in health and wellness, economic development, and environmental sustainability.

# Six Cross-Cutting Initiatives

**Student Success  
Journey**

**Excellence in  
Research,  
Innovation and  
Engagement**

**Wellness  
of People  
and Planet**

**Seven World-  
Class Campuses,  
One Flagship  
University**

**Husky Pride  
& Resilience**

**A Stronger,  
More Inclusive  
University**

# Student Success Journey

Students entrust us to help them achieve greater success in their lives. It is our goal to provide all students with an excellent education, empower them to achieve personal and professional fulfillment, and support their ability to positively contribute to their communities.

This initiative identifies strategies to facilitate an enriching student learning experience and timely and equitable academic progression for all students - undergraduate and graduate - from when they first arrive until when they graduate. It recognizes our critical role in preparing all students to become leaders, innovators, resilient professionals, and global citizens, providing them with teaching, learning, and enrichment experiences that distinguish them among higher education graduates.

## PRIORITY ACTIONS INCLUDE:

- Ensure first-year and continued student engagement in high impact co-curricular and enrichment opportunities across campuses.
- Strengthen students' ability to financially navigate undergraduate and graduate school at UConn and develop financial literacy skills.
- Provide culturally competent, sustained advising, helping students to successfully navigate their academic and career pathways, including between undergraduate and graduate programs.
- Strengthen life and career readiness competencies in academic and co-curricular activities.
- Strengthen learning through investing in excellent teaching, experiential learning, academic support systems, and high-quality mentorship to enhance student performance through their programs of study.



# Excellence in Research, Innovation and Engagement

UConn's greatness is interconnected with its contributions beyond our campuses. Our research and engagement activities fuel knowledge and discovery, transform entrepreneurship and industry, accelerate economic growth and innovation across sectors, and change lives.

Through this initiative we will make strategic investments that define a next generation of research and engagement across all disciplines - from the arts and humanities to STEM programs - for the benefit of humanity. In partnership with industry and the state, we will explore ways to strengthen alignment with Connecticut's economic development and workforce needs, including cultivating an active entrepreneurial environment.

Positioning UConn as a world-class research institution that catalyzes innovation and creativity in our state, nation and world through research training, discovery, and translation is a core area of focus. This includes making strategic investments in the talent and infrastructure needed to be recognized as among the nation's top public universities for research.

## PRIORITY ACTIONS INCLUDE:

- Prioritize hiring and retention of top-talent faculty conducting cutting edge research and scholarship in areas of existing or emerging strength at the university.
- Invest in research infrastructure and systems development to enable greater collaboration, student engagement, data-informed resource allocation and accountability.
- Translate and disseminate UConn's impactful research that improves the human experience and contributes to philanthropy, innovation, and entrepreneurship.
- Expand support for entrepreneurial activities (startup formation, IP creation) across all disciplines (arts, humanities, STEM, etc.).
- Ensure academic offerings, research and experiential learning at UConn that fuels economic development and educates the future workforce in CT, including reinforcing the State's leadership in emerging technologies and health sciences.

# Wellness of People and Planet

At UConn, we recognize that the well-being of people and the health of our planet are inseparable. Our commitment to a brighter future means fostering the physical, mental, and environmental wellness of our students, faculty, staff, and the world at large.

This initiative amplifies our actions on both health and sustainability fronts. Our work begins here at UConn, elevating our efforts to address the health and wellbeing of the campus community alongside decreasing our carbon footprint. Our focus then extends from local communities to the globe, innovating collaborative approaches that improve health equity and wellness, and support the transition to clean energy.

## PRIORITY ACTIONS INCLUDE:

- Improve mental health supports for students, faculty and staff, promoting caring and healthy campus environments.
- Engage with local communities in research and policy development to address health disparities, food insecurity, and wellness.
- Address UConn's carbon footprint through student-engaged climate action plan implementation that articulates academic offerings supporting sustainability.
- Strengthen our leadership in sustainability through partnerships with established and startup companies, including expanding our impact through public-private partnerships such as our Future Climate Venture Studio.
- Serve as a key partner in state, national and international efforts to meet sustainability standards.



# 7 World-Class Campuses, 1 Flagship University

During our strategic planning process, many students, faculty, and staff reiterated that the presence of UConn campuses throughout the state is a strength. As Connecticut's flagship university, they expressed the desire for UConn to operate more holistically and efficiently as a university while increasing support for our multiple and unique campuses.

This initiative focuses on balancing campus-specific and university-wide needs to enable stand out programs across campuses, while ensuring integrated university systems and processes. The goal: no matter the campus, faculty, staff, and students share in a consistent UConn experience.

## PRIORITY ACTIONS INCLUDE:

- Offer signature regional academic and research programs that are destinations within UConn while also facilitating synergistic academic, research, and outreach programs between campuses.
- Examine the relevance of interdisciplinary and online education, artificial intelligence, and entrepreneurship across disciplines so that our offerings remain competitive nationally and internationally.
- Deliver equitable undergraduate and graduate student support across campuses including mental health services, student advising, and career services and assist in facilitating housing, transportation, and dining options.
- Increase operational efficiencies, reduce redundant systems and processes, and create borderless information technology systems that enable campus collaboration and advance analytics and data integration to better serve students.
- Develop efficient and shared facilities that enable 21st century teaching and research.

# Husky Pride and Resilience

UConn pride is everywhere. We consistently rank among the top universities and are home to renowned academic programs and faculty and staff. Our over 280,000 alumni stay connected, giving back in multiple ways, from donations to mentoring our students. Our excellent athletics program has amassed 23 national championships since 1981, giving us many opportunities to rally around the university and reaffirm that being a Husky is for life.

This initiative builds on our excellence in key areas that leverage our school spirit toward increased resilience in support of our institutional priorities.

## PRIORITY ACTIONS INCLUDE:

- Celebrate faculty, staff, and student contributions to teaching, research and service.
- Amplify the impact our nationally recognized athletics program has on our school pride and visibility.
- Leverage the comprehensive campaign to foster alumni engagement and philanthropic support for institutional priorities.
- Build our alumni community and continue to engage and support them as they move forward in their lives and careers.
- Identify and pursue new revenue opportunities, including industry partnerships and joint ventures that expand technology commercialization and startup creation.

# A Stronger, More Inclusive University

Our faculty, staff, and students consistently reaffirmed our commitment to DEIJ during this strategic planning process. We believe UConn can set the standard across higher education for how to embrace these principles and infuse them across everything we do. Especially in these post-pandemic years, we can model how to cultivate a healthy, inclusive environment while supporting individuals to achieve their aspirations.

This initiative balances efforts to strengthen community and a sense of belonging at UConn, alongside targeted efforts to increase access to higher education for diverse learners of all ages and enable equitable career progression and growth for all UConn faculty and staff.

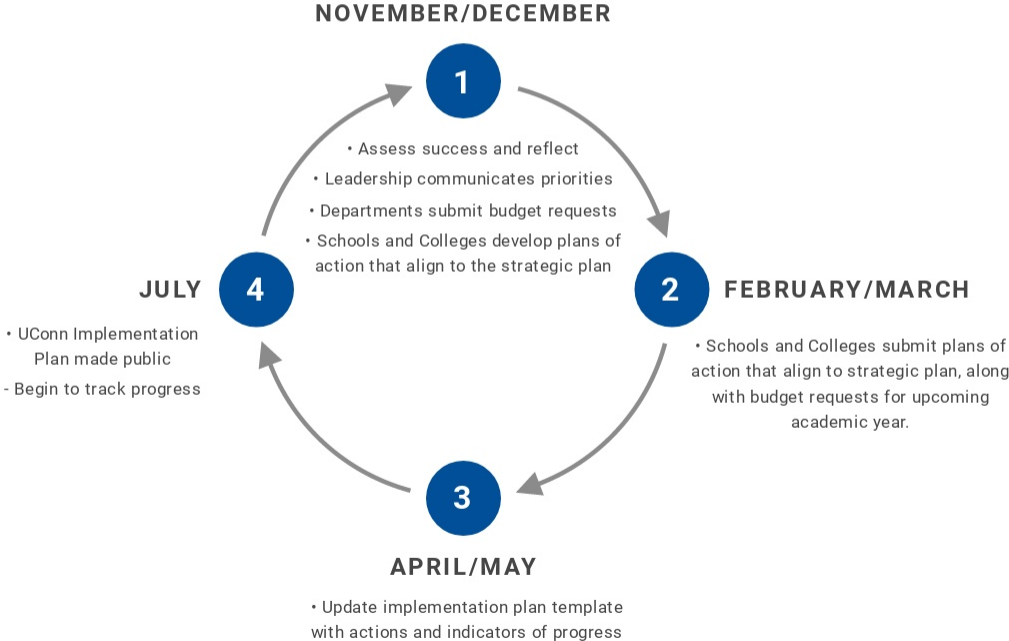
## PRIORITY ACTIONS INCLUDE:

- Expand opportunities for early college experiences and lifelong learning to empower a diverse range of learners.
- Strengthen pipeline programs to provide equitable access to national caliber education for all of Connecticut's students.
- Cultivate an environment that promotes belonging and inclusion across cultures, identities, and abilities, and empowers each individual to feel connected to the Husky community.
- Recruit diverse faculty and staff and strengthen strategies that increase their retention.
- Support career progression and professional growth for staff, faculty, teaching and research alike, across all campuses.

# Implementation

Each year units across UConn will participate in a strategic plan implementation process whereby they define their contributions to moving this plan forward. This process will build on existing annual planning processes at UConn and be aligned with resource allocation decision-making.

While the annual action planning process may be adapted over time to optimize engagement and effectiveness, the envisioned process is outlined in the following diagram.



# Key Performance Indicators (KPIs)

Prior to this planning process, our President identified four university-wide key performance indicators (KPIs) for UConn to strive for over the next 5-10 years. During year one of implementation, we will identify additional KPIs that represent the breadth of actions across initiatives. KPIs will help us assess progress related to the collective activities of this plan and be tracked and shared annually via a strategic plan dashboard.

## President's KPIs

- **90% 6-YEAR GRADUATION RATE**
- **\$500M IN RESEARCH FUNDING**
- **\$1B ENDOWMENT FUNDING**
- **CARBON NEUTRAL ORGANIZATION**



# Steering Committee Members

**ANNE D'ALLEVA (CO-CHAIR)**

Provost and Executive Vice President for Academic Affairs

**PAMIR ALPAY (CO-CHAIR)**

Vice President for Research, Innovation & Entrepreneurship

**LAURA BURTON**

Department Head, Educational Leadership, Neag School of Education

**SANDY CHAFOULEAS**

Board of Trustees Distinguished Professor, Neag School of Education

**INDRAJEET CHAUBEY**

Dean, College of Agriculture, Health and Natural Resources

**MO COTTON KELLY**

UConn Foundation Chief Operating Officer and Senior Vice President for Stakeholder Engagement

**LAURA CRUICKSHANK**

Associate Vice President, Master Planner and Chief Architect

**FANY HANNON**

Interim Dean of Students

**OFER HAREL**

Interim Dean, College of Liberal Arts and Sciences

**JONATHAN HEIDEN**

President of Undergraduate Student Government

**FUMIKO HOEFT**

Campus Dean, Chief Administrative Officer, Waterbury

**ANDREA KEILTY**

Chief of Staff, UConn Health

**GLADIS KERSAINT**

Vice Provost for Academic Affairs

**GEORGE KUCHEL**

Chief of Geriatric Medicine, Director UConn Center on Aging

**TRICIA LEAHEY**

Director of InCHIP

**MICHAEL LYNCH**

BOT Distinguished Professor of Philosophy, Provost Professor of the Humanities

**EBONI NELSON**

Dean, School of Law

**MARK OVERMYER-VELÁZQUEZ**

Campus Dean, Chief Administrative Officer, Hartford

**ESSAM BORAIEY**

Graduate Student Senate

**LESLIE SHOR**

College of Engineering Associate Dean for Research and Graduate Education

**DEL SIEGLE**

Lynn and Ray Neag Endowed Chair for Talent Development

**DAVID SOUDER**

School of Business Senior Associate Dean for Faculty and Research

**FRANK TUITT**

Vice President and Chief Diversity Officer

**DAN WEINER**

Vice President for Global Affairs

**CARA WORKMAN**

Director of University Events and Conference Services

# Working Group Members

## PROMOTING HOLISTIC STUDENT SUCCESS

**JENNIFER LEASE BUTTS (CO-CHAIR)**  
Associate Vice Provost for Enrichment Programs, Director of the Honors Program

**TADARRAYL STARKE (CO-CHAIR)**  
Associate Vice Provost for Student Success

**MAUREEN ARMSTRONG**  
Associate Dean of Students, Director, Dean of Students Office

**JOSEPH BRIODY**  
Assistant Vice President for Student Affairs & Executive Director of Student Activities

**MICHAEL FINIGUERRA**  
Associate Professor in Residence, Ecology and Evolutionary Biology Department

**KATHY FISCHER**  
Associate Director, Women's Center

**MANSOUR NDIAYE**  
Assistant Dean, Executive Director, CLAS Academic Services

**JONELLE REYNOLDS**  
Director of Diversity and Inclusion Initiatives

**LISA WERKMEISTER ROZAS**  
Professor, Director of the BSW Program

## EXPANDING RESEARCH IMPACT

**LINDSAY DISTEFANO (CO-CHAIR)**  
Associate Vice President for Research Development and Professor in the Department of Kinesiology

**RAJ LALLA (CO-CHAIR)**  
Professor and Associate Dean for Research, School of Dental Medicine

**EMMANOUIL ANAGNOSTOU**  
Interim Associate Dean, College of Engineering, Director, Eversource Energy Center

**KIM DODGE-KAFKA**  
Assistant Dean for Research Planning and Coordination at UConn Health, Professor of Cell Biology, Center for Cardiology

**AMY GORIN**  
Vice Provost for Health Sciences and Interdisciplinary Initiatives, Professor of Psychological Sciences

**DANIEL SCHWARTZ**  
Director of the Center for Open Research Resources & Equipment (COR<sup>2</sup>E) and Associate Professor of Physiology & Neurobiology

**STEVEN SUIB**  
Director, Institute of Materials Science. Board of Trustees Distinguished Professor. Chemistry Department

**ANTHONY VELLA**  
Professor and Chair, Boehringer Ingelheim Chair in Immunology

## POWERING A THRIVING CONNECTICUT

**JIT BANERJEE (CO-CHAIR)**  
Associate Vice President for Research Innovation and Entrepreneurship

**JENNIFER ORLIKOFF (CO-CHAIR)**  
Campus Dean, Chief Administrative Officer, Stamford

**JESSICA CHRABASZCZ**  
Executive Associate AD, Competitive Excellence

**LEILA DANESHMANDI**  
Assistant Professor-in-Residence of Innovation and Entrepreneurship, Biomedical Engineering, School of Engineering

**FRANK GIFFORD**  
Associate Vice President for Development, UConn Foundation

**JIM LOWE**  
Associate Vice Provost and Executive Director, Center for Career Development

**DAVID NOBLE**  
Director of the Peter J. Werth Institute for Entrepreneurship & Innovation

**STEPHANIE REITZ**  
University Spokesperson and Manager of Media Relations

**ANNEMARIE SEIFERT**  
Campus Dean, Chief Administrative Office, Avery Point

**NGOZI TAFTE**  
Associate Vice President for Global Affairs

# Implementation Members

**JENNIFER DINEEN (CO-CHAIR)**  
Associate Professor in Residence, School  
of Public Policy

**BRENTON GRAVELEY (CO-CHAIR)**  
Professor and Chair, Genetics and Genome  
Sciences, Director, UConn Stem Cell  
Institute

**ROBERT BIRD**  
Professor of Business Law, Eversource  
Energy Chair in Business Ethics

**LAKEESHA BROWN**  
Chief Human Resources Officer

**KATE CLARK**  
Director of Academic Finance and  
Administration in the Office of the Provost

**ROBERT CORBETT**  
Executive Director & Director of Real Estate  
and Regional Projects

**KIMBERLY FEARNEY**  
Associate Vice President and Chief  
Compliance Officer

**KENT HOLSINGER**  
Vice Provost for Graduate Education and  
Dean of The Graduate School

**JOE THOMPSON**  
Associate Vice President of University  
Business Services and Chief Procurement  
Officer

**JEREMY CAMPBELL**  
Director of Financial Planning and Analysis

**STANLEY NOLAN**  
Interim Associate Vice President, UConn  
Facilities Operations