

# AGENDA

## University of Connecticut Board of Trustees

### Academic Affairs Committee April 16, 2024, at 8:30 a.m. Virtual Meeting

Public Streaming Link (with live captioning upon request): <https://ait.uconn.edu/bot>

(A recording of the meeting will be posted on the Board website <https://boardoftrustees.uconn.edu/> within seven days of the meeting.)

Call to order at **8:30 a.m.**

#### 1. Public Participation\*

\* Individuals who wish to speak during the Public Participation portion of the Tuesday, April 16, meeting must do so 24 hours in advance of the meeting's start time (i.e., 8:30 a.m. on Monday, April 15) by emailing [BoardCommittees@uconn.edu](mailto:BoardCommittees@uconn.edu). Speaking requests must include a name, telephone number, topic, and affiliation with the University (i.e., student, employee, member of the public). The Committee may limit the entirety of public comment to a maximum of 30 minutes. As an alternative, individuals may submit written comments to the Committee via email ([BoardCommittees@uconn.edu](mailto:BoardCommittees@uconn.edu)), and all comments will be transmitted to the Committee.

#### ACTION ITEMS

2. Minutes from the February 27, 2024, Meeting (Attachment 1)
3. Promotion & Tenure (Attachment 2)
4. Tenure at Hire (Attachment 3)
5. Sabbatical Leave Recommendations (Attachment 4)
6. Appointment of Professor Jeffrey R. McCutcheon as the General Electric Endowed Professor in Advanced Manufacturing in the College of Engineering (Attachment 5)
7. Renaming the Department of Civil and Environmental Engineering as the School of Civil and Environmental Engineering in the College of Engineering (Attachment 6)
8. Master of Social Responsibility and Impact on Business in the School of Business (Attachment 7)

9. Innovation Faculty Hires and Entrepreneurial Ecosystem Initiative (Attachment 8)  
*Public Act No. 21-111 (An Act Authorizing and Adjusting Bonds of the State for Capital Improvements, Transportation and Other Purposes, Establishing the Community Investment Fund 2030 Board, Authorizing State Grant Commitments for School Building Projects and Making Revisions to the School Building Project Statutes)*

**INFORMATIONAL ITEMS**

10. Reappointments (Attachment A)
11. Academic Program Inventory (Attachment B)
12. Professional Licensure Requirements
13. University Senate Representative Report
14. Other Business
15. Executive Session (as needed)
16. Adjournment

# **ATTACHMENT 1**

## **DRAFT MINUTES**

### **TELEPHONE MEETING ACADEMIC AFFAIRS COMMITTEE**

University of Connecticut  
February 27, 2024

Committee Trustees: Joshua Crow, Jeanine Gouin, Bryan Pollard, Philip Rubin  
Trustees; Dan Toscano  
University Senate Representatives: Joanne Conover, Betsy McCoach  
University Staff: Radenka Maric, Anne D'Alleva, Sarah Croucher, Laura Curran,  
Nathan Fuerst, Amy Gorin, Ofer Harel, Kent Holsinger,  
Bahram Javidi, Kazem Kazerounian, Gladis Kersaint, Eboni  
Nelson, Rachel Rubin, Stephany Santos, Dan Schwartz,  
Michelle Williams, Cristina Wilson, Reka Wrynn

Vice-Chair Trustee Gouin called the meeting to order at 8:32 a.m.

#### 1. Public Participation

No members of the public signed up to address the Committee.

#### 2. Minutes from the December 5, 2023, Meeting

On a motion by Trustee Rubin, seconded by Trustee Pollard, the Committee voted unanimously to approve the minutes of the December 5, 2023, meeting.

There was a request to change the order of agenda items to move Agenda Item #15 Other Business to precede Item #14 Executive Session. After discussion, on a motion by Trustee Pollard, seconded by Trustee Rubin, the Committee voted unanimously to move Agenda Item #15 Other Business before Agenda Item #14 Executive Session.

#### 3. Designation of Emeritus Status

#### 4. Sabbatical Leave Recommendations

On a motion by Trustee Rubin, seconded by Trustee Crow, the Committee voted unanimously to recommend Agenda Items #3 and 4 to the full Board for approval.

#### 5. Establishment of the Department of Geography, Sustainability, Community and Urban Studies in the College of Liberal Arts and Sciences

#### 6. Establishment of the Department of Social and Critical Inquiry in the College of Liberal Arts and Sciences

On a motion by Trustee Rubin, seconded by Trustee Pollard, the Committee voted unanimously to recommend Agenda Items #5 and 6 to the full Board for approval.

7. Appointment of Professor Bahram Javidi to the SNET Professor of Communications and Information Technology in the College of Engineering
8. Appointment of Professor Stephany Santos to the Vergnano Endowed Chair for Inclusion in the College of Engineering
9. Appointment of Professor Cristina Wilson to the Judith M. and Henry M. Zachs Chair in the School of Social Work
10. Naming Recommendation for the Marlene L. Cohen and Jerome H. Fleisch Chair in Vascular Biology in the School of Medicine

On a motion by Trustee Pollard, seconded by Trustee Rubin, the Committee voted unanimously to recommend Agenda Items #7, 8, 9, and 10 to the full Board for approval.

#### 11. Academic Program Inventory

Item #11 was provided to the Committee as an informational item.

#### 12. Faculty Consulting Program

- The University of Connecticut Consulting Program FY23 Annual Report
- Report on the University of Connecticut's compliance with CGS 1-84(r) Faculty Consulting Program: Report Issued by the Faculty Consulting

Item #12 was provided to the Committee as an informational item.

#### 13. U.S. News Reporting for UConn Law

Provost D'Alleva provided an update to the Committee on UConn Law's participation in U.S. News Reporting rankings. Previously, UConn Law had ceased providing information to U.S. News as part of a broader movement by Law Schools to address issues in the ranking system. Beginning with the current cycle of rankings, UConn Law will again participate in providing information to U.S. News to be considered in their rankings of law schools.

#### 14. Other Business

Senate Representative Joanne Conover introduced a letter shared with her by a student related to the importance of small class sizes. There was a general discussion highlighting the role of smaller class sizes in effective teaching and learning, including the impact on students' mental health. President Maric suggested that a future meeting could include discussion of data collected from undergraduate student surveys on academic support.

15. Executive Session

**EXECUTIVE SESSION**

On a motion by Trustee Rubin, seconded by Trustee Crow, the Committee voted unanimously to go into Executive Session at 9:08 a.m. regarding:

1. Preliminary drafts or notes provided the public agency has determined that the public interest in withholding such documents clearly outweighs the public interest in disclosure [CGS Section 1-210(b)(1)]; and

The following Trustees were in attendance: Crow, Gouin, Pollard, Rubin, and Toscano.

The following University staff were in attendance for the Executive Session: Maric, D'Alleva, Kersaint, Rubin, Williams, Wrynn, and Lohrey.

The Executive Session ended at 9:49 a.m., and the Committee returned to Open Session at 9:50 a.m.

16. Adjournment

On a motion by Trustee Pollard, seconded by Trustee Rubin, the Committee voted unanimously to adjourn. The meeting adjourned at 9:51 a.m.

Respectfully submitted,

Alexis M. Lohrey  
Secretary to the Committee

## **ATTACHMENT 2**

**UNIVERSITY OF CONNECTICUT - College of Agriculture, Health and Natural Resources**  
**PROMOTION AND TENURE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

**NAME**

**DEPARTMENT**

**PROMOTION TO PROFESSOR**

Henderson, Jason	Plant Science and Landscape Architecture
Lee, Elaine	Kinesiology
Towe, Charles	Agriculture and Resource Economics

**PROMOTION TO ASSOCIATE PROFESSOR**

Mishra, Neha	Pathobiology and Veterinary Sciences
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**PROMOTION TO ASSOCIATE PROFESSOR AND TENURE**

Park, Sohyun	Plant Science and Landscape Architecture
Tao, Haiying	Plant Science and Landscape Architecture

**PROMOTION TO ASSOCIATE PROFESSOR IN-RESIDENCE (Non-Tenure Track)**

Capetta, Maryclaire	Kinesiology
Diakogeorgiou, Eleni	Kinesiology

**PROMOTION TO EXTENSION PROFESSOR (Non-Tenure Track)**

Worthley, Thomas	Extension
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**PROMOTION TO ASSOCIATE COOPERATIVE EXTENSION EDUCATOR (Non-Tenure Track)**

Ghimire, Shuresh	Extension
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**UNIVERSITY OF CONNECTICUT - School of Business**  
**PROMOTION AND TENURE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

**NAME**

**DEPARTMENT**

**PROMOTION TO PROFESSOR**

Cesur, Resul

Finance

Narayan, Vishal

Marketing

**PROMOTION TO ASSOCIATE PROFESSOR AND TENURE**

Hock, Stefan

Marketing

Kan, Christina

Marketing

Lu, Tao

Operations and Information Management

**PROMOTION TO ASSOCIATE PROFESSOR IN-RESIDENCE (Non-Tenure Track)**

Amati, Alexander

Finance

**UNIVERSITY OF CONNECTICUT - Neag School of Education**  
**PROMOTION AND TENURE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

**NAME**

**DEPARTMENT**

**PROMOTION TO PROFESSOR**

Hadley Dunn, Alyssa	Curriculum and Instruction
Kearns, Devin	Educational Psychology
Lombardi, Allison	Educational Psychology
Montrosse-Moorhead, Bianca	Educational Psychology
Weiner, Jennie	Educational Leadership

**PROMOTION TO ASSOCIATE PROFESSOR AND TENURE**

Player, Grace	Curriculum and Instruction
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**UNIVERSITY OF CONNECTICUT - College of Engineering**  
**PROMOTION AND TENURE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

**NAME**

**DEPARTMENT**

**PROMOTION TO PROFESSOR**

Bazzi, Ali	Electrical & Computer Engineering
Wille, Kay	Civil & Environmental Engineering
Zhang, Liang	Electrical & Computer Engineering

**PROMOTION TO ASSOCIATE PROFESSOR AND TENURE**

Aguiar, Derek	School of Computing
Biyikli, Necmi	Electrical & Computer Engineering
Morgan, Kristin	Biomedical Engineering
Shahbazmohamadi, Sina	Biomedical Engineering
Wang, Xueju	Materials Science & Engineering
Zhu, Yuanyuan	Materials Science & Engineering
Zhang, Yi	Biomedical Engineering

**TENURE AS ASSOCIATE PROFESSOR**

Gupta, Shalabh	Electrical & Computer Engineering
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**PROMOTION TO PROFESSOR IN-RESIDENCE**

Sheikhi, Reza	School of Mechanical, Aerospace & Manufacturing Engineering
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**UNIVERSITY OF CONNECTICUT - School of Fine Arts**  
**PROMOTION AND TENURE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

**NAME**

**DEPARTMENT**

**PROMOTION TO PROFESSOR**

Ivakhiv, Solomiya

Music

**PROMOTION TO ASSOCIATE PROFESSOR AND TENURE**

Scapetis-Tycer, Jennifer

Dramatic Arts

Shao, Sophie

Music

Woodward, Alexander

Dramatic Arts

**UNIVERSITY OF CONNECTICUT - School of Law**  
**PROMOTION AND TENURE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

**NAME**

**PROMOTION TO PROFESSOR AND TENURE**

de Perio Wittman, Jessica

**PROMOTION TO CLINICAL PROFESSOR (Non-Tenure Track)**

Beattie, Mary

**PROMOTION TO ASSOCIATE CLINICAL PROFESSOR (Non-Tenure Track)**

Armstrong, Ashley

Reeves, Rachel

Timm, Rachel

**UNIVERSITY OF CONNECTICUT - College of Liberal Arts & Sciences**  
**PROMOTION AND TENURE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

<b><u>NAME</u></b>	<b><u>DEPARTMENT</u></b>
<b>PROMOTION TO PROFESSOR</b>	
Embrick, David	Sociology
Furtado, Delia	Economics
Ghosh, Debarchana	Geography
Granger, Julie	Marine Sciences
Hancock, Jason	Physics
He, Jie	Chemistry
Leadbeater, Nicholas	Chemistry
Rossberg, Marcus	Philosophy
Russell, Beth	Human Dev and Family Sciences
Whitney, Michael	Marine Sciences
Willen, Sarah	Anthropology
Yuan, Yaowu	Ecology and Evolutionary Biology
Zhao, Jing	Chemistry
<b>PROMOTION TO PROFESSOR AND TENURE</b>	
Gabriel, Dexter	History
Heaslip, Aoife	Molecular and Cell Biology
Li, Sean	Mathematics
McCarron, Daniel	Physics
Ostroff, Linnaea	Physiology and Neurobiology
Paxton, Alexandra	Psychological Sciences
Perkoski, Evan	Political Science
Sarkar, Debapriya	English
Sochnikov, Ilya	Physics
Tabor, Clay	Earth Sciences
Llanera, Tracy	Philosophy
Chen, Xiang	Geography
<b>TENURE AS ASSOCIATE PROFESSOR</b>	
Wallace, Scott	Journalism
<b>PROMOTION TO PROFESSOR IN-RESIDENCE (Non-Tenure Track)</b>	
Blansett, Lisa	English
Finiguerra, Michael	Ecology and Evolutionary Biology
Herrick, Susan	Ecology and Evolutionary Biology
Zane, Sherry	Women's Gender and Sexuality Studies
<b>PROMOTION TO ASSOCIATE PROFESSOR IN-RESIDENCE (Non-Tenure Track)</b>	
Aguirre, Jessica Dafhne	Chemistry
Basaran, Anne	Communication
Chen, Tianxu	Economics
DeCapua, Sarah	English
Divino, Jeffrey	Physiology and Neurobiology
Pathirana, Vindya	Mathematics
<b>PROMOTION TO CLINICAL PROFESSOR (Non-Tenure Track)</b>	
Gallagher, Nicole	Speech, Language, and Hearing Sciences
<b>PROMOTION TO ASSOCIATE CLINICAL PROFESSOR (Non-Tenure Track)</b>	
Wittke, Kacie	Speech, Language, and Hearing Sciences
<b>PROMOTION TO ASSOCIATE RESEARCH PROFESSOR (Non-Tenure Track)</b>	
Vaudrey, Jamie	Marine Sciences

**UNIVERSITY OF CONNECTICUT - UConn Library**  
**PROMOTION AND TENURE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

**NAME**

**DEPARTMENT**

**PROMOTION TO LIBRARIAN 2**

Lee, Thomas

Greenhouse Studios

**PROMOTION TO LIBRARIAN 3**

Grandy, Roslyn

Research Services, Pharmacy

Kraus, Hilary

Research Services

Lim, Edward Junhao

Research Services

Walsh, Renee

Research Services

**UNIVERSITY OF CONNECTICUT - School of Nursing**  
**PROMOTION AND TENURE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

**NAME**

**PROMOTION TO ASSOCIATE PROFESSOR AND TENURE**

Reagan, Louise

**PROMOTION TO ASSOCIATE CLINICAL PROFESSOR (Non-Tenure Track)**

Artigas, Valarie

Bourassa, Denise



**UNIVERSITY OF CONNECTICUT - School of Social Work**  
**PROMOTION AND TENURE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

**NAME**

**PROMOTION TO PROFESSOR**

Libal, Kathryn

## **ATTACHMENT 3**

**UNIVERSITY OF CONNECTICUT**  
**TENURE AT HIRE RECOMMENDATIONS**  
**PRESENTED TO THE BOARD OF TRUSTEES - April 17, 2024**

**NAME**

**DEPARTMENT**

**SCHOOL/COLLEGE**

*Effective August 23, 2024*

**TENURE AS PROFESSOR**

Pedram, Rezamand

Animal Science

College of Agriculture, Health and Natural Resources

## **ATTACHMENT 4**

University of Connecticut Office of the Provost

Sabbatical Leave Recommendations Requiring Board of Trustees Approval

April 17, 2024, Board of Trustees Meeting

**SABBATICAL MODIFICATION REQUESTS**

<b>NAME</b>	<b>TITLE</b>	<b>DEPARTMENT</b>	<b>SCHOOL/COLLEGE</b>	<b>PAY</b>	<b>PERIOD</b>
Lefkowitz, Eva	Department Head & Professor	Human Dev and Family Sciences	Liberal Arts and Sciences	Full Change to Full	Fall 2024 Fall 2026
Okpych, Nathanael	Asst Professor	Social Work	Social Work	Full Change to Full	Spring 2025 Fall 2025

**SABBATICAL LEAVE REQUESTS**


<b>NAME</b>	<b>TITLE</b>	<b>DEPARTMENT</b>	<b>SCHOOL/COLLEGE</b>	<b>PAY</b>	<b>PERIOD</b>
Bercaw Edwards, Mary	Professor	English	Liberal Arts and Science	Half	AY 2024-2025
Bird, Robert	Professor	Marketing	Business	Full	Spring 2025
Bolnick, Daniel	Professor	Ecology and Evolutionary Bio	Liberal Arts and Sciences	Half	AY 2025-2026
Calabrese, Andrea	Professor	Linguistics	Liberal Arts and Sciences	Full	Fall 2025
Couch, Kenneth	Professor	Economics	Liberal Arts and Sciences	Full	Spring 2025
Cruess, Dean	Professor	Psychological Sciences	Liberal Arts and Sciences	Full	Spring 2026
Denes, Amanda	Professor	Communication	Liberal Arts and Sciences	Full	Spring 2025
Fischer, Mary	Assoc Professor	Sociology	Liberal Arts and Sciences	Full	Spring 2025
Li, Baikun	Professor	Civil and Environ Engineering	Engineering	Full	Fall 2024
Mandoiu, Ion	Professor	Computing	Engineering	Full	Fall 2024

<b>NAME</b>	<b>TITLE</b>	<b>DEPARTMENT</b>	<b>SCHOOL/COLLEGE</b>	<b>PAY</b>	<b>PERIOD</b>
Morand, Olivier	Assoc Professor	Economics	Liberal Arts and Sciences	Full	Spring 2025
Reagan, Louise	Asst Professor	Nursing Instruct & Research	Nursing	Full	Spring 2025
Rhoads, Christopher	Assoc Professor	Educational Psychology	Education	Full	Spring 2025

## **ATTACHMENT 5**

April 17, 2024

TO: Members of the Board of Trustees

FROM: Anne D'Alleva, Ph.D.   
Provost and Executive Vice President for Academic Affairs

RE: Appointment of Professor Jeffrey R. McCutcheon as the General Electric  
Endowed Professor in Advanced Manufacturing in the College of Engineering

RECOMMENDATION:

That the Board of Trustees appoint Professor Jeffrey R. McCutcheon as the General Electric Endowed Professor in Advanced Manufacturing in the College of Engineering.

BACKGROUND:

The General Electric Co. committed to support one or more endowed professorships in advanced manufacturing in the College of Engineering, and the Board authorized the naming of one or more professorships on September 27, 2012.

Professor Jeffrey McCutcheon's contributions to research, teaching, and industry collaboration render him an ideal candidate for this distinguished position. The appointment will be effective August 23, 2024, through August 22, 2029.

Dr. McCutcheon boasts a distinguished research career, evidenced by his publication record in high-impact journals. His work in membrane development for water desalination has propelled the field forward, holding immense promise for advancements. His cumulative research funding exceeds \$12M, underscoring his capacity to secure support for pioneering investigations.

Professor McCutcheon's adeptness in cultivating a dynamic learning environment ignites students' passion for chemical engineering. He has mentored over 30 undergraduate research projects and served as the doctoral advisor to 17 Ph.D. students.

Dr. McCutcheon exemplifies a profound commitment to fostering collaboration between academia and industry, bridging the gap between theoretical knowledge and real-world application.

Professor McCutcheon's contributions have been recognized through numerous accolades, including the Permeance Prize for Mid-career Excellence from the North American Membrane Society in 2024 and the prestigious Ed Archuleta Distinguished Lecture Award from the American Water Works Association in 2022.



# **ATTACHMENT 6**

April 17, 2024

TO: Members of the Board of Trustees

FROM: Anne D'Alleva, Ph.D.  
Provost and Executive Vice President for Academic Affairs



RE: Renaming the Department of Civil and Environmental Engineering as the School of Civil and Environmental Engineering in the College of Engineering

RECOMMENDATION:

That the Board of Trustees rename the Department of Civil and Environmental Engineering as the School of Civil and Environmental Engineering in the College of Engineering.

BACKGROUND:

In September 2023, the School of Engineering was renamed to the College of Engineering, recognizing significant growth in enrollment, program offerings and research impact. Along with this renaming came the renaming of the Department of Computer Science and Engineering to the School of Computing and the Department of Mechanical Engineering to the School of Mechanical, Aerospace and Manufacturing Engineering. In addition, there are five departments, including Biomedical Engineering; Chemical and Biomolecular Engineering; Civil and Environmental Engineering; Electrical and Computer Engineering; and Materials Science and Engineering, and over twenty-five centers and institutes within the College.

Over the past two decades, the Department of Civil and Environmental Engineering has seen considerable growth, with undergraduate enrollment increasing from 150 in Fall 2003 to 390 in Fall 2023. Research expenditures have increased from \$5.3M in 2015 to \$12M in 2023 with faculty members leading several successful research centers, including the Connecticut Transportation Institute, National Institute for Underwater Vehicle Technology, and Eversource Energy Center. All these activities resonate with national emphasis on infrastructure, resilience, energy and sustainability, aligning with the University's Strategic Plan.

The transition from a Department to a School of Civil and Environmental Engineering will inspire enhancements that increase the relevance and appeal of civil and environmental engineering educational offerings. These changes will strategically align with evolving professional demands, the expectations of UConn's stakeholders, and the diverse interests and abilities of our students. This renaming will not require any additional resources. The School of Civil and Environmental Engineering will be overseen by a Director, who will report to the Dean of the College of Engineering. The School will function in a manner equivalent to a department within the College, and the School's Director will be hired and evaluated the same way that department heads are hired and evaluated.

# The School of Civil and Environmental Engineering Proposal

## Introduction

The School of Civil and Environmental Engineering (SCEE) is set to transition from a Department, responding to the State of Connecticut workforce needs and global challenges with a vision for sustainable and resilient civil and infrastructure solutions and a commitment to educational excellence. Marked by growth from 150 to 390 undergraduates since 2003, significant rises in research expenditures (\$5.3M to \$12M per year) and graduate offerings, the SCEE aspires to meet an increasing workforce demand highlighted by a projected job increase due to the Infrastructure Investment and Jobs Act. The shift to an independent School aims to enhance educational relevance through specialized undergraduate tracks, an accelerated 5-year master's of science degree, and proposed new major programs in construction management and coastal engineering, alongside interdisciplinary minors. This evolution also entails close industry collaboration, an emphasis on public engagement and service, and an expansion of research capabilities in line with the University's land-grant mission, positioning SCEE as a key player in shaping the nation's infrastructure and environmental future.

A critical backdrop to this transition is an imminent workforce shortage in both the civil and environmental engineering professions. The U.S. Bureau of Labor Statistics predicts a 5% and 6% growth rate, respectively, for civil and environmental engineers, with around 25,000 new positions each year throughout this decade. However, this estimation reflects only replacement needs, neglecting to consider the impact of the Infrastructure Investment and Jobs Act and the vital role civil and environmental engineers will play in its implementation. Moody's estimates that infrastructure projects will generate 883,600 jobs by 2030 and increase per capita income by 10.5% as a result. Conversations are ongoing with the Connecticut Department of Transportation (CTDOT) commissioner and the Public Health Branch Chief at the Connecticut Department of Public Health to actively address this critical gap. Additionally, consulting firms, which are major employers for our students, are requesting lists of soon-to-be graduates early in their senior fall semester to address their hiring needs. Our move to become an independent School is a significant stride towards addressing this imminent need, enhancing capacity to meet industry demand, and playing a pivotal part in securing our nation's infrastructure future.

## Departmental Growth

Over the past two decades, the Department of Civil and Environmental Engineering has seen considerable growth, with undergraduate enrollment swelling from 150 in Fall 2003 to 390 in Fall 2023 (Figure 1). Further increases are projected for AY 24-25, with a commitment to the DOT to increase the civil engineering admissions by 10% in Fall 2024. Our Environmental Engineering Program, accredited in 2003, has grown from an initial 16 students to a current enrollment of 120. A minor degree in construction engineering and management was launched in response to feedback from the Industrial Advisory Board in the 2017-2018 academic year with an enrollment of 28, but now caters to 60 students. The department now offers three Ph.D. programs serving a total of 81 Ph.D. students, compared to 60 in 2013, as well as two master's of engineering degrees, and two graduate certificates.

Research expenditures have increased from \$5.3M in FY15 to \$12M in FY23 (Figure 1), placing us first in research expenditures in 2021 and 2022, and second in 2023 among 55 Storrs campus departments. This was achieved with consistent tenure-track faculty numbers, fluctuating between 22 and 23 in the past 10 years. We have added two full-time and two part-time assistant professors in residence to support

the teaching mission, and nine assistant research professors, who are funded by external sources. Our faculty members lead several successful research centers, including the Connecticut Transportation Institute, National Institute for Underwater Vehicle Technology and Eversource Energy Center. All these activities resonate with national emphasis on infrastructure, resilience, energy and sustainability, aligning with the University Strategic Plan.

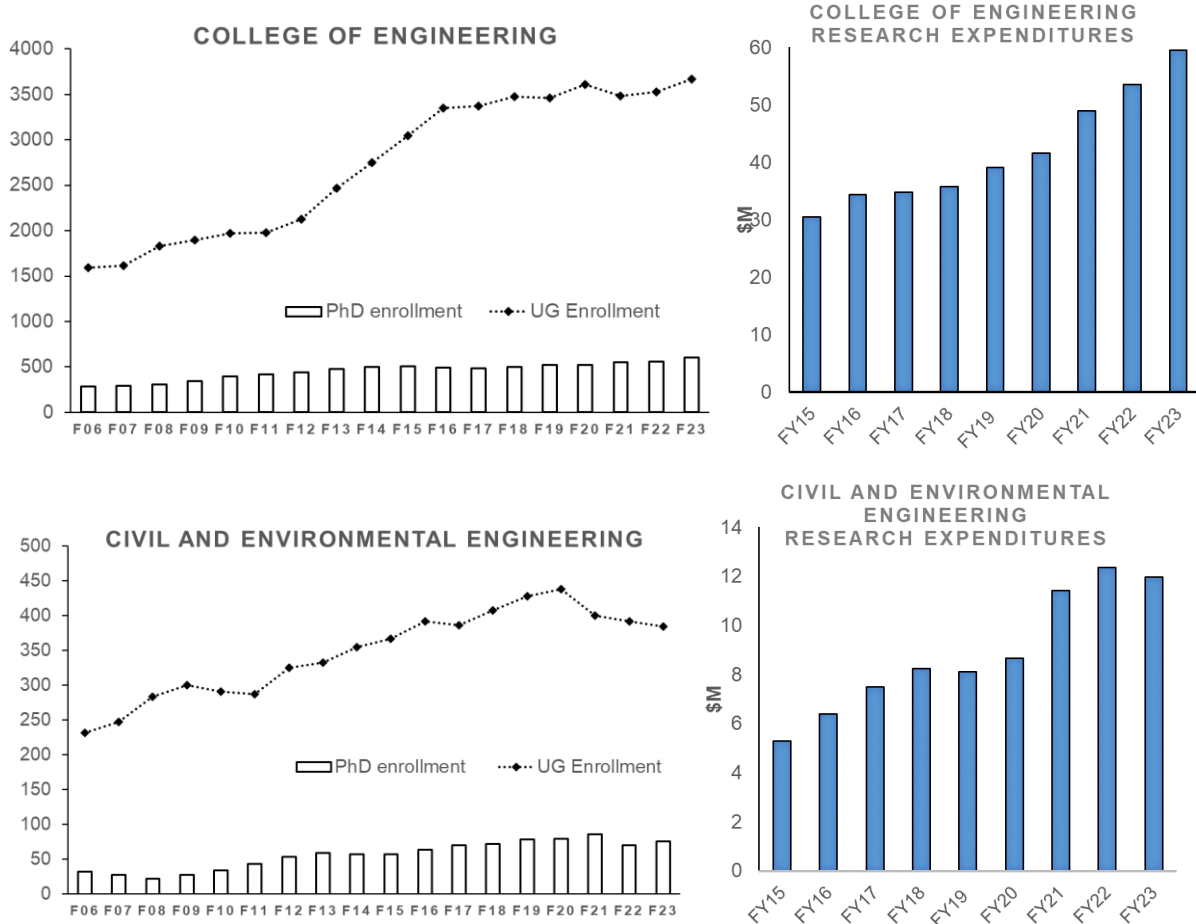


Figure 1: Growth in undergraduate, Ph.D. and research expenditures in the College of Engineering (top) and the Department of Civil and Environmental Engineering (bottom)

### Vision Statement

As we confront the global challenges of urbanization and escalating environmental issues, civil and environmental engineering stand at the epicenter of constructing sustainable solutions for our future. Our vision for the School of Civil and Environmental Engineering (SCEE) commits to continuous improvement in engineering education and nurturing technically proficient, innovative, and publicly engaged engineers.

Recognizing engineers as public servants, we place a premium on their capability to be responsive to individual and community needs. Educating the public on infrastructure design options, prospects for

resilient growth, and methods for sustainable living becomes paramount in this context. ***Transitioning from a Department to a School will increase not only our visibility to industry and peer universities but also our capacity for large-scale collaborations.***

This change will facilitate a dynamic, interdisciplinary educational platform, designed to proactively address both immediate and future challenges in civil, environmental, and infrastructure engineering. It showcases a forward-thinking approach to education in civil and environmental engineering and encourages growing research efforts, thereby creating an adaptive learning environment that aligns with student aspirations, current and future societal needs, and the evolution of scientific knowledge.

## **Proposed Areas of Growth**

The transition from a Department to a School of Civil and Environmental Engineering will inspire enhancements that increase the relevance and appeal of our educational offerings. These changes will strategically align with evolving engineering profession demands, the expectations of our stakeholders, and the diverse interests and abilities of our students.

### Immediate Actions

Short term actions include the introduction of **specialized** tracks in our undergraduate civil engineering program and an accelerated 5-year Master of Science degree for all programs. Specializations in transportation engineering, structural engineering and water resources at the undergraduate level will allow students to take a direct, intense approach to their fields of interest. Additionally, in collaboration with Marine Sciences in CLAS, the introduction of a cross-college undergraduate minor in coastal engineering will better equip our students with essential skills and knowledge to navigate renewable energy and design for climate change.

The advancement of a five-year master's degree program represents a strategic choice to combine broad-based learning with specialized education. The 4+1 track will be based on existing courses and build upon the specialized tracks at the undergraduate level. All these changes will take effect in AY 25-26, as they require courses and curriculum approvals to go through during the AY 24-25.

These changes will be designed and executed in close collaboration with both state and industry partners, to seamlessly integrate experiential learning and professional opportunities and ensure that they are closely aligned with the workforce demands. The primary objective is to integrate exceptional students SCEE into the forefront of research conducted through our esteemed centers, namely, CTI, Eversource, and the National Institute for Undersea Vehicle Technology. This distinctive approach provides students with a seamless transition from their undergraduate to graduate studies, enriching their educational journey and simultaneously fostering mutual benefits for both the students and the research centers.

### Medium-/Long-Term Objectives

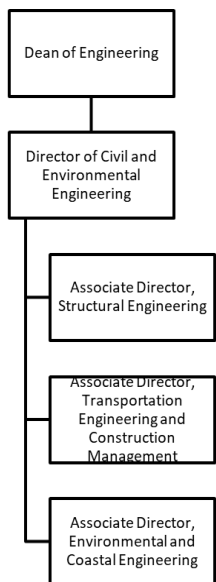
Long term (3-5 year) objectives –which are ambitious and will require additional resources, are aimed at further expansion and refinement of our academic programs. In response to increasing industry demands, we plan to elevate our construction management and coastal engineering minors to comprehensive major programs. Currently, the Northeast lacks a public R1 institution with a major dedicated to construction management and engineering, which opens an attractive prospect for

recruiting students from New England, New York, and New Jersey. Similarly, coastal engineering is only offered by the University of Rhode Island, and only a handful of universities nationwide, while climate-change induced needs are growing rapidly. Additionally, we plan to introduce an interdisciplinary minor in digital design and data visualization in engineering, preparing our students for the evolving technological landscape in the industry. Moving forward, our strategy includes nurturing our programs by tapping into recruitment networks at regional campuses, thereby enriching the diversity of students in our civil and environmental engineering courses, particularly targeting those with a passion for public service and making societal impacts.

As a primarily public-facing profession, we seek to expand our existing partnerships with CAHNR with Extension Faculty in Engineering. This will strengthen our commitment to community engagement within the profession and expand opportunities for service learning and outreach as part of both our curriculum and research endeavors. As the State of Connecticut's land-grant university, UConn has a responsibility to deliver innovative, research-based solutions to enhance the lives of the state's residents, businesses, and communities. The inclusion of extension services in this process will enable the dissemination of new concepts and knowledge, and feedback from amongst the public and potential beneficiaries, fulfilling our commitment to societal growth and development.

This expansion will also bolster our research enterprise and associated graduate programs, as the prestige of our academic and research programs are closely intertwined. Enhanced academic programs will amplify opportunities for partnering with governmental and industrial entities, attracting exceptional faculty specializing in innovative research domains, retaining top-tier graduate students, and increasing our university's presence in national discussions that shape the future of research and development. The transformation into a School of Civil and Environmental Engineering will empower us to amplify and diversify our initiatives, meeting the ever-increasing demands for interdisciplinary cooperation.

### Structure and Timeline



The structure of the School will require no additional resources, with small changes in the existing structure. Currently, the Department operates with a Undergraduate Program Director and an Associate Head for Graduate Education, Research and Equity. The Environmental Engineering Program Director is a member of the Administrative Team but reports directly to the Dean of Engineering. In the new structure, there will be still three administrative roles, reporting to the School Director, who will in turn report to the Dean of Engineering, as shown in Figure 2. This change will take effect in AY 24-25 (August 23, 2024).

The bylaws of the department will be updated to reflect the new structure, with an anticipated approval date of March 6<sup>th</sup>, 2024.

Figure 2: Structure of SCEE

## **ATTACHMENT 7**

April 17, 2024

TO: Members of the Board of Trustees

FROM: Anne D'Alleva, Ph.D.  
Provost and Executive Vice President for Academic Affairs



RE: Master of Social Responsibility and Impact on Business in the School of Business

RECOMMENDATION:

That the Board of Trustees approve the Master of Social Responsibility and Impact on Business in the School of Business.

BACKGROUND:

There is a growing demand from employers, consumers, investors, regulators, and other stakeholders to integrate socially and environmentally responsible and sustainable practices into business organizations, and individuals have shown and increased interest to work for, develop, and create socially responsible organizations and engage in socially responsible consumption. As of Fall 2023, over 500 jobs are posted on LinkedIn for full-time Corporate Social Responsibility (CSR) professionals in Connecticut, and over 400 postings for environmental, social, and corporate governance (ESG) professionals. Across the business enterprise, individuals with skills to effectively consider social responsibility and impact as part of business decision-making are increasingly needed.

Upon completion of the M.S. Program in Social Responsibility and Impact on Business, students will be able to embed social responsibility in ethical business models, use the language of business to engage with stakeholders on social responsibility initiatives, implement practices that have a positive societal impact in business, deploy business strategies to promote environmental sustainability, navigate CSR regulations and gain experience in ESG reporting, respect and facilitate human rights as part of business operations, and drive global innovation in business for positive social change.

Based on the Department of Marketing's successful undergraduate concentration and minor in Social Responsibility & Impact in Business, there will be focused efforts to recruit students majoring in business, political science, economics, communications, and human rights. While there are costs associated with establishing this new program, year 1 net revenues are approximated at \$14,000, with years 2 through 5 revenues increasing from \$345,000 to ~\$1.04 million. Initial enrollment in Fall 2024 is expected at 10, growing to 60 by Fall 2027. This will be a fee-based program located on the Hartford campus.





## Request for New Academic Degree Program

### General Information

Name of degree program:	Social Responsibility & Impact in Business
Name of School/College	School of Business
Type of Proposal:	New
Type of Program:	Master of Science (M.S.)
Anticipated Term Initiation:	Fall 2024
Location:	Hartford
Program Payment Type:	Fee-based
CIP Code:	52.9999

### Justification for the New Program

Today, we are witnessing two phenomena: 1) a growing demand from employers, consumers, investors, regulators, and other stakeholders to integrate socially and environmentally responsible and sustainable practices into business organizations, and 2) increased interest by individuals to work for, develop, and create socially responsible organizations and engage in socially responsible consumption. The Millennial and Gen Z generations (accounting for 43% of U.S., 49% of global populations) are particularly engaged with social responsibility and are a force for change for businesses and marketplaces (2022 Nasdaq). As of Fall 2023, over 500 jobs are posted on LinkedIn for full-time Corporate Social Responsibility (CSR) professionals in Connecticut, and over 400 such postings for environmental, social, and corporate governance (ESG) professionals. Across the business enterprise, individuals with skills to effectively consider social responsibility and impact as part of business decision-making are increasingly needed.

To address these demands and capture a global trend, the Marketing and Business Law faculty in the Marketing Department, UConn School of Business, propose a 30-credit Master of Science in Social Responsibility & Impact in Business (MSSRIB) focused on environmental, social, and economic sustainability. The Marketing and Business Law faculty are well-poised to offer an MSSRIB. Our Business Law and Marketing faculty are globally recognized scholars who bring research and pedagogical expertise to address social responsibility and accountability of business. The curriculum integrates the Department's strengths with the School of Business experience delivering practical, experiential business education in partnership with the Connecticut business community. The curriculum combines a foundation in business fundamentals with specialized knowledge and skills in social responsibility, sustainability, human rights expectations and opportunities for businesses. The initial curriculum has a strong focus on marketing and business law (with elective courses also including accounting and operations and information management), and the expectation is that this curriculum may be extended to include other courses both inside and outside of the School of Business.

The MSSRIB is aligned with the School of Business strategic plan focus on community sustainability and business and society (<https://vision.business.uconn.edu/>), and UConn

initiatives, including President's Committee on Corporate Social Responsibility (<https://csr.uconn.edu/>), The Office of Sustainability (<https://sustainability.uconn.edu/>), and the Business and Human Rights Initiative (<https://humanrights.uconn.edu/areas-of-focus/business/>).

## **Are there similar programs in CT or elsewhere?**

Universities in and outside of the U.S. are beginning to address sustainability (environmental and social) demands by either offering specific courses or specializations. These programs have varying homes in the university system, including for example, environmental engineering, human rights, engineering, public policy, and business. With attention to social responsibility and impact in business, we are on the leading edge. MSSRIB, our proposed program, is differentiated from existing programs in several ways: 1) many programs (e.g., Columbia University Master of Science in Sustainable Management) focus almost exclusively on environmental sustainability. Our MSSRIB program is broader in scope, addressing not only environmental sustainability but also other societal concerns including diversity, equity and inclusion, labor rights, privacy, corporate governance, and business' responsibility for protecting human rights. 2) Many programs are offered by non-business departments (e.g., University of Pennsylvania: Executive Program in Social Impact Strategy). Our MSSRIB has a strong business focus, and the opportunity for undergraduate students in human rights, economics, engineering, as well as other majors to participate in the Accelerated MSSRIB, to acquire the necessary knowledge for a career in business while pursuing their passion for CSR, and 3) Many programs in the United States are advanced MBA or executive-level programs (e.g., Boston University/Brandeis Social Impact MBA; Yale University's Master's Degree in Global Business and Society). As a specialized Master program (vs. an MBA), our proposed program specifically targets early-career professionals and students who are looking for specialization early in their career, a cohort particularly interested in CSR.

## **What are the desired learning outcomes of the program?**

Learning Objectives: Upon completion of our MSSRIB, students will be able to: embed social responsibility in ethical business models, use the language of business to engage with stakeholders on social responsibility initiatives, implement practices that have a positive societal impact in business, deploy business strategies to promote environmental sustainability, navigate CSR regulations and gain experience in ESG reporting, respect and facilitate human rights as part of business operations, drive global innovation in business for positive social change.

## **Program Description**

This 30-credit MSSRIB program balances students' desires for flexibility, convenience, and community with a scalable model that integrates with existing graduate program staff and faculty resources to focus on environmental, social, and economic sustainability.

Learning Objectives: Upon completion of our MSSRIB, students will be able to:

1. Embed social responsibility in ethical business models,
2. Use the language of business to engage with stakeholders on social responsibility initiatives,



3. Implement practices that have a positive societal impact in business,
4. Deploy business strategies to promote environmental sustainability,
5. Navigate CSR regulations and gain experience in ESG reporting,
6. Respect and facilitate human rights as part of business operations, and
7. Drive global innovation in business for positive social change.

Target Audience: The MSSRIB will be of interest to self-starters concerned about social responsibility and impact and seeking to equip themselves with the skills and knowledge to drive positive change through business, including: 1) UConn alumni and other college graduates throughout the Northeast and 2) Current UConn undergraduate students of all majors are an initial target of our Accelerated M.S. program option (which allows them to complete a maximum of 12 credits toward both their undergraduate degree and the MSSRIB degree).

Based on the Marketing Department's successful undergraduate concentration and minor in Social Responsibility & Impact in Business, we propose focused efforts to recruit students majoring in business, political science, economics, communications, and human rights.

MSSRIB Program Delivery: Program delivery begins with online coursework in August with Business Fundamentals for Social Impact (MKTG 5100). Subsequent required and elective coursework is offered in multiple modalities: in-person, hybrid (in-person and online asynchronous), online synchronous, online asynchronous, and online hybrid (a blend of synchronous and asynchronous delivery). Programming also includes in-person community-building experiences. Courses are available during Fall and Spring as well as Winter and Summer sessions.

MSSRIB Time-to-Completion: Students following the recommended course schedule can complete the program in 12 months. Students may extend their time in the program to fit with other life commitments. There are two paths to complete to this Master's degree: 1) MSSRIB for graduate students and 2) Accelerated MSSRIB available to only UConn undergraduates.

#### MSSRIB Curriculum:

Business fundamentals (required 9 credits): MKTG 5100. Business Fundamentals for Social Impact (new course), BLAW 5175. Business, Law, and Ethics in Modern Society, MKTG 5115. Marketing Management

Core knowledge (required 12 credits): BLAW 5253. Sustainability, Markets, and Society, BLAW 5254. Social Responsibility and Accountability in Business (new course), MKTG 5255. Global Issues in Marketing for Social Impact (new course), MKTG 5258. Marketing Strategies for Environmental and Social Impact (new course)

Electives (choice of 9 credits from the following): BLAW 5220. Employment Law in the Modern Organization, BLAW 5252. Business and Human Rights (new course), BLAW 5660.

International Business Law, BLAW 5750. Ethics and Compliance in the Global Organization, BLAW 5790. Revolutionary Technologies and the Social Responsibility of Business (new course), MKTG 5251. Marketing and Digital Analytics, MKTG 5625. Marketing for Global Competitiveness, MKTG 5650. Strategic Brand Management, MKTG 5881. Internship in Social Responsibility and Impact in Business (new course), MKTG 5893 or BLAW 5893. Foreign Study (new courses), OPIM 5113. Distribution and Logistics, OPIM 5114. Sustainable Supply Chain Management: Strategies for Environmental and Social Responsibility (new course), ACCT 5530. Business Reporting of ESG (new course)

Application for MSSRIB for graduate students: Interested applicants with an undergraduate degree will apply to the Graduate School for the MSSRIB. See “Admission Requirements” below.

Accelerated MSSRIB. After completing 54 undergraduate credits, UConn undergraduate students can apply to the Accelerated Master of Science in Social Responsibility & Impact in Business Program through the online Pre-Graduate application through the Graduate School.

### **Proposed Graduate Catalogue Copy**

The Master of Science in Social Responsibility & Impact in Business (MSSRIB) is designed to meet the growing demand for professionals with skills to effectively consider social responsibility and impact as part of business decision-making. Graduates with this degree will be equipped to drive economic sustainability and engage in innovative and impactful business actions to address the environmental, social, and governance challenges of a global society. Students must complete 30 credits to fulfill degree requirements. Required and elective coursework is offered in multiple modalities: in-person, hybrid (in-person and online asynchronous), online synchronous, online asynchronous, and online hybrid (a blend of synchronous and asynchronous). The curriculum also requires in-person experiential learning engagement, such as community-building activities and workshops. The program can be completed on a full-time or part-time basis.

Required Courses (21 credits): MKTG 5100, BLAW 5175, MKTG 5115, BLAW 5253, BLAW 5254, MKTG 5255, and MKTG 5258.

Approved Electives (9 credits required): BLAW 5220, BLAW 5252, BLAW 5660, BLAW 5750, BLAW 5790, MKTG 5251, MKTG 5625, MKTG 5650, MKTG 5881, MKTG 5893 or BLAW 5893, OPIM 5113, OPIM 5114, ACCT 5530. Other electives may be chosen with the consent of the academic director.

Accelerated MSSRIB. After completing 54 undergraduate credits, UConn undergraduate students can apply to the Accelerated Master of Science in Social Responsibility & Impact in Business Program through the online Pre-Graduate application through the Graduate School. Students must then apply for admission to the M.S. for their +1 year. The M.S. program requires 30 graduate credits. Up to 12 credits of the required coursework (MKTG 5100, BLAW 5175,

MKTG 5115, BLAW 5253, BLAW 5254, MKTG 5255, or MKTG 5258) can be taken while the student is an undergraduate and can be applied toward both the undergraduate and M.S. Plans of Study. Students who earn a B- or better in MKTG 3101/BADM 3750 may request a substitution for MKTG 5115.

## **Faculty Involvement**

Marketing and Business Law faculty (including adjuncts) are responsible for the required courses and MKTG and BLAW electives (<https://marketing.business.uconn.edu/> and <https://businesslaw.business.uconn.edu/>). As appropriate, faculty from other departments (e.g., OPIM and ACCT) will teach courses listed as electives.

## **Enrollment and graduate projections**

Student intake occurs once a year in August. Initial enrollment in Fall 2024 is expected at 10 (specifically targeting accelerated Master students), growing to 60 by Fall 2027.

## **Program Evaluation**

MSSRIB will be evaluated routinely and at regular intervals under the AACSB accreditation process. Internally, the program will be evaluated in the following ways: 1) course content, classroom instruction, administration and grading will be evaluated using Student Evaluation of Teaching surveys and other university approved procedures, 2) course content, rigor, and overall implementation will be evaluated for each course by the department head and academic director, both working in close conjunction with the instructor(s), and 3) alums and managers at hiring companies.

## **Program Administration**

MSSRIB is housed primarily within the Marketing Department in the School of Business. An academic director and a program manager will administer the program with support from MSSRIB Task Force. At launch, School of Business, including specialized Masters and Marketing and Communication staff, will support critical initiatives around recruitment, admissions, and logistics. Additional support staff is recommended for hire in Spring 2024. Academic director, program manager, faculty teaching in the program, and School of Business staff in undergraduate and Master's programs will serve as advisors to students.

## **Funding and Financial Resources Needed**

A preliminary budget for support covers start-up costs for Spring 2024 as well as budgeted costs beginning Fiscal Year 2025 (FY25, i.e., the period ending on June 30, 2025).

- Program manager. To coordinate the recruitment, educational progress, and placement of students. Salary plus fringe benefits for FY25 is \$ 20,000. Spring Start-up 2024 is estimated at \$10,000.
- Academic director. This full-time faculty member with research or teaching credentials in CSR and impact will provide oversight of the academic curriculum working with the Program Manager related to student progress and placement of students. Beginning FY

25, supplemental compensation and replacement instruction is estimated at \$ 36,000. Spring Start-up 2024 is estimated at \$16,000.

- Program personnel support. At launch and in subsequent years, we expect support from the undergraduate and Master program staff in student application processing, related centralized logistics, and career counseling. Beginning in FY 2025, costs are estimated at \$23,500. Spring Start-up 2024 is estimated at \$8,200.
- Start-up and ongoing advertising budget (MARCOM). Recruiting and promotion: \$15,000 per year starting in FY 2025. Spring Start-up 2024 is estimated at \$0.
- Recruitment, industry engagement, and program development and travel (Program Manager/Academic Director). \$10,000 per year beginning FY25. Spring Start-up 2024 is estimated at \$2,500.
- Program costs (info-sessions, alumni, speakers, graduation). FY25 estimate: \$10,000; FY26 estimate: \$15,000; FY27: estimate \$20,000.
- Start-up costs for Spring 2024 are estimated at approximately \$36,700, and initial funding will be derived from University School of Business resources.
- Year 1 (FY25) net revenues are approximated at \$14,000, with Years 2 through 5 revenues increasing from \$345,000 to ~\$1.04 million.

## **Consultation with Other Potentially Affected Units**

Consultations within University of Connecticut focused on two focal programs (focused on human rights and sustainability, respectively) that address related topics to the M.S. in Social Responsibility & Impact in Business: Human Rights offers a M.A. and 4+1 Accelerated M.A. and Graduate Certificate, the Department of Natural Resources & the Environment offers Master of Energy and Environmental Management and a Graduate Certificate in Sustainable Environmental Planning and Management. Both Kathy Libal (Director, Human Rights Institute) and Jason Vokoun (Department Head of Natural Resources and the Environment) are supportive of the proposed MSSRIB and look forward to the possibility of working together in the future.

## **Who can apply to this program?**

Internal applicants (current UConn students enrolled in another UConn degree or certificate program), External applicants (individuals who are not currently UConn students)

## **Admission Requirements**

Admission to the program is expected to be competitive.

Minimum requirements include:

- Completed application for admission.
- Official transcripts from all colleges and universities at which the applicant has completed course or degree work.
- An undergraduate degree (B.S. or B.A.) from a 4-year program at an accredited American university or college, or comparable degree from a university outside of the U.S.

# UCONN

- A minimum undergraduate grade-point averages (GPA) of 3.0 for either all 4 years or for the last 2 years.
- Foreign National applicants must meet the English Proficiency requirement for admission set by the Graduate School.
- 

## **Term(s) to which students will be admitted**

Fall

## **Program Director Name**


Gerlinde Berger-Walliser, Associate Professor, Business Law

## **ATTACHMENT 8**



April 17, 2024

TO: Members of the Board of Trustees

FROM: Anne D'Alleva, Ph.D.   
Provost and Executive Vice President for Academic Affairs

RE: Innovation Faculty Hires & Entrepreneurial Ecosystem Initiative at the University of Connecticut (UConn)

RECOMMENDATION:

That the Board of Trustees approve the Innovation Faculty Hires & Entrepreneurial Ecosystem Initiative at the University of Connecticut (UConn).

BACKGROUND:

Pursuant to 10a-104c, as amended by Public Act 21-111, *An Act Authorizing and Adjusting Bonds of the State for Capital Improvements, Transportation and Other Purposes, Establishing the Community Investment Fund 2030 Board, Authorizing State Grant Commitments for School Building Projects and Making Revisions to the School Building Project Statutes*, the University of Connecticut will provide rationale and justification for bond authorizations included in Public Act 21-111 for the University's faculty hiring plan.

The bond funding authorized in Public Act 21-111 followed the enactment of Public Act 19-154, *An Act Concerning Various Initiatives at the University of Connecticut* (now codified as 10a-104c), which encouraged UConn to increase its entrepreneurship and economic development activities and specifically required: (1) The Board of Trustees to develop a new faculty recruitment plan to increase research and new business ventures; (2) UConn's president to oversee development of a plan regarding technology transfer policies and entrepreneurship and innovation at UConn; and (3) UConn's president and Board of Trustees to build and foster a culture of innovation and entrepreneurship at UConn.

In 2020 and 2022, UConn completed its Public Act 19-154 requirements by submitting to the General Assembly bold faculty hiring plans to improve tech transfer, entrepreneurship, and innovation. Funding provided in Public Act 21-111 represents an effort to provide UConn with the resources needed to implement the aspects of these two plans that will have the greatest impact on Connecticut's economy. The full 2024 plan for the Innovation Faculty Hires & Entrepreneurial Ecosystem Initiative at the University of Connecticut (UConn) is attached to this resolution. Implementation of the plan is contingent upon approval of the issuance of funds by the State Bond Commission.

**Innovation Faculty Hires and Entrepreneurial Ecosystem Initiative  
At the University of Connecticut (UConn)  
April 2024**

This report was developed pursuant to 10a-104c, as amended by Public Act 21-111, *An Act Authorizing and Adjusting Bonds of the State for Capital Improvements, Transportation and Other Purposes, Establishing the Community Investment Fund 2030 Board, Authorizing State Grant Commitments for School Building Projects and Making Revisions to the School Building Project Statutes*. It provides a rationale and justification for bond authorizations included in PA 21-111 for the University of Connecticut’s faculty plan required by 10a-104c.

**Executive Summary**

Connecticut has long been considered the birthplace of invention, but its “Yankee Ingenuity” must constantly be nurtured to sustain and grow our state’s economy. Connecticut may wish to replicate the successful model used by burgeoning regional economies like Boston, the North Carolina Research Triangle, and the San Francisco Bay Area that are flourishing because of the investment and human capital generated by public and private research universities, and the technological innovations and new businesses they create on a routine basis. It is no surprise that these successful regional hubs continuously fuel discoveries that are transforming industries by integrating IT, sensors, biotechnology, big data, new materials, and automation as well contributing to long-term economic growth in their states.

Since reaching the record high of \$375 million in new research awards in fiscal year 2021, UConn has sustained award levels in excess of \$300M but much more can and should be done. Public Act 10a-104c, enacted in 2019, requires UConn to foster entrepreneurship and develop a faculty hiring plan to attract faculty skilled in creation of new business ventures. This report responds to that mandate and outlines how the bond funds authorized in PA 21-111 will be used for the Innovation Faculty Hires and Entrepreneurial Ecosystem Initiative. Specifically, it would utilize bond allocations of \$46.1 million over 5 years as indicated below to support faculty compensation, lab start-up costs, venture capital, and other aspects of a robust entrepreneurial ecosystem to be successful.

FY22 - \$ 6,460,000  
FY23 - \$11,729,200  
FY24 - \$14,489,200  
FY25 - \$ 9,220,000  
FY26 - \$ 4,201,600

UConn plans to hire Innovation Faculty in strategic areas such as data science, fintech, clean and renewable energy, genomics, and advanced manufacturing. The first two years of funding in the amount of \$18.2M has formally been requested be placed on a bond commission agenda to begin the program. The University has already demonstrated its commitment to attract and hire Innovation Faculty and has hired 3 new Innovation Faculty who bring entrepreneurial background and startup experience.

## Introduction

State investments have been instrumental in the dramatic growth of UConn and are largely responsible for UConn's meteoric rise to its place among the nation's top 30 public universities in U.S. News & World Report rankings.

The University is a very attractive option for students interested in obtaining a four-year college degree. UConn offers a broad range of academic choices, and students learn from outstanding faculty who are widely recognized for their cutting-edge research and expertise.

More than 57,000 students applied to UConn for the upcoming academic year for 6,050 spots. The University continues to attract a diverse and academically talented freshman class with 192 valedictorians and salutatorians in the current freshman class. The University is proud that nearly 75% of our in-state graduates and 18% of our out-of-state students stay in Connecticut after graduation, where they go on to live, work and contribute to their local communities. In fact, about 149,000 UConn alumni currently work in Connecticut.

UConn is home to some of the most active and innovative researchers in the world. These faculty have a track record in groundbreaking research, innovation, and new business formation that contributes to our state's economy. The Innovation Partnership Building at UConn, which boasts some of the most unique research instrumentation in the country under one roof, is unparalleled in the region. This one-of-a-kind facility helps small businesses and large corporations innovate. Additionally, our business incubation program, aimed at growing faculty and student entrepreneurship activities, has increased dramatically. These incredible successes are a direct result of the landmark state infrastructure investments including UConn 2000, 21st Century UConn, Bioscience Connecticut, and Next Generation Connecticut. Science 1, a world-class teaching and research building funded by 21<sup>st</sup> Century UConn, opened in 2023 as the University's latest facility with a state-of-the-art 2500 sq ft clean room that allows researchers and companies to engage UConn in microelectronic technologies.

The University remains grateful for the enactment of Public Act 21-111 authorizing bond funds to support the hiring of Innovation Faculty at UConn to enhance our ability to create jobs and new businesses. Specifically, the Public Act provides UConn with access to significant resources over five years to hire faculty who have a track record of turning their research discoveries into new technologies, products, and companies. The expectation is their contributions would further strengthen the University entrepreneurial ecosystem and accelerate formation of world class startups.

It is important to note that the bond funding authorized in PA 21-111 was provided following the enactment of PA 19-154, *An Act Concerning Various Initiatives at the University of Connecticut* (now codified as 10a-104c), which encouraged UConn to step up its entrepreneurship and economic development activities and specifically required:

- The Board of Trustees (BOT) to develop a new faculty recruitment plan to increase research and new business ventures;
- UConn’s president to oversee development of a plan regarding technology transfer policies and entrepreneurship and innovation at UConn; and
- UConn’s president and BOT to build and foster a culture of innovation and entrepreneurship at UConn.

In 2020, UConn completed its PA 19-154 requirements by submitting to the General Assembly a bold faculty hiring plan and an aggressive roadmap to improve tech transfer, entrepreneurship, and innovation. Funding provided in PA 21-111 represents an effort to provide UConn with the resources needed to implement the aspects of these two plans that will have the greatest impact on Connecticut’s economy.

### **1. Rationale for Investment in Innovation Faculty Hires and Entrepreneurial Ecosystem**

Connecticut has historically been known as the birthplace of invention and innovation. Connecticut inventors are responsible for many essential inventions having created the cotton gin, anesthesia, submarine, helicopter, color television, portable typewriter, and a range of industrial technologies. However, the technical proficiency that contributed to Connecticut’s economy has declined dramatically. According to the Kauffman Foundation New Economy 2021 Report, Connecticut ranked below the median in new entrepreneurs, opportunity share of new entrepreneurs, early start-up job creation, and early survival of start-ups (start-ups still in operation one year after creation).

It is time to reverse these trends. UConn’s Innovation Faculty Hires and Entrepreneurial Ecosystem initiative is one concrete way for Connecticut to reclaim its legacy of “Yankee Ingenuity” and job creation.

There is strong support for the need and benefits of funding the Innovation Faculty Hires and UConn’s Entrepreneurial Ecosystem Initiative:

- UConn was home to 56 new start-ups in 2023, and 166 companies have participated in our Technology Incubation Program (TIP) since 2003. Since 2003, TIP start-up companies have cumulatively raised \$1.4B, with \$976M in the last 5 years alone. In 2023, the 56 companies in TIP raised \$35.4M in grants and \$77M in equity and debt, paid \$4.36M in taxes, and employed 303 full-time and 145 part-time employees.
- UConn faculty strength in innovating and entrepreneurship is evident by the numbers, in 2023:
  - 93 invention disclosures and 146 patent applications filed,
  - 26 patents issued,
  - 10 faculty-owned startups formed between 2022 and 2023.

As one example of a particularly noteworthy invention from prior years, UConn researchers Jon Goldberg and Charles Burstone revolutionized modern dentistry by developing a fiber-reinforced material now used by dentists around the world. FibreKor® has the strength of metal, but has the look of natural tooth enamel. This technology was named a Top 100 Invention of the 20<sup>th</sup> century.

- National benchmarking highlights the research productivity of our current faculty. However, our faculty size is substantially smaller than our peers, so a focused faculty hiring plan is essential to continue our growth in research expenditures and accomplishments. This is why PA 21-111 is so critical to UConn’s and Connecticut’s future. Increasing faculty, particularly entrepreneurial faculty, will allow us to build on our existing strengths and create even more start-ups and new business ventures.

While UConn has made significant progress, it is committed to doing even more to expand and grow Connecticut’s economy through research, discovery, and innovation. If the Innovation Faculty Hires funding is provided, the University can get started on a proven method of attracting new talent and jumpstarting job creation.

There is strong evidence indicating that the path to a more robust UConn and a brighter economic future is the connectivity between industry and research and development, as is currently occurring in the major regional economies of Boston, North Carolina Research Triangle, and San Francisco Bay Area. These regional economies thrive due to the presence of public and private research universities that have brought in investment capital and developed human capital for an increasingly modern workforce and sparked innovation through research for decades. UConn continues to build strong academic-industry partnerships with Connecticut industries and others from across the US.

As shown in the table below, it is clear that some of the top regional economies in the United States are also home to some of the top research institutions. This table reports the National Science Foundation’s (NSF) Higher Education Research and Development (HERD) Survey data that tracks research spending by universities. It reveals that the regional economies of Boston, the Research Triangle, and Silicon Valley benefited from \$3.0 to \$4.1 billion in research activity in 2022 by its top three research institutions. By comparison, Connecticut benefited from only \$1.5 billion in research activity. Additional research investments will generate additional economic benefit.

### R&D Expenditures 2022 (in \$ millions)

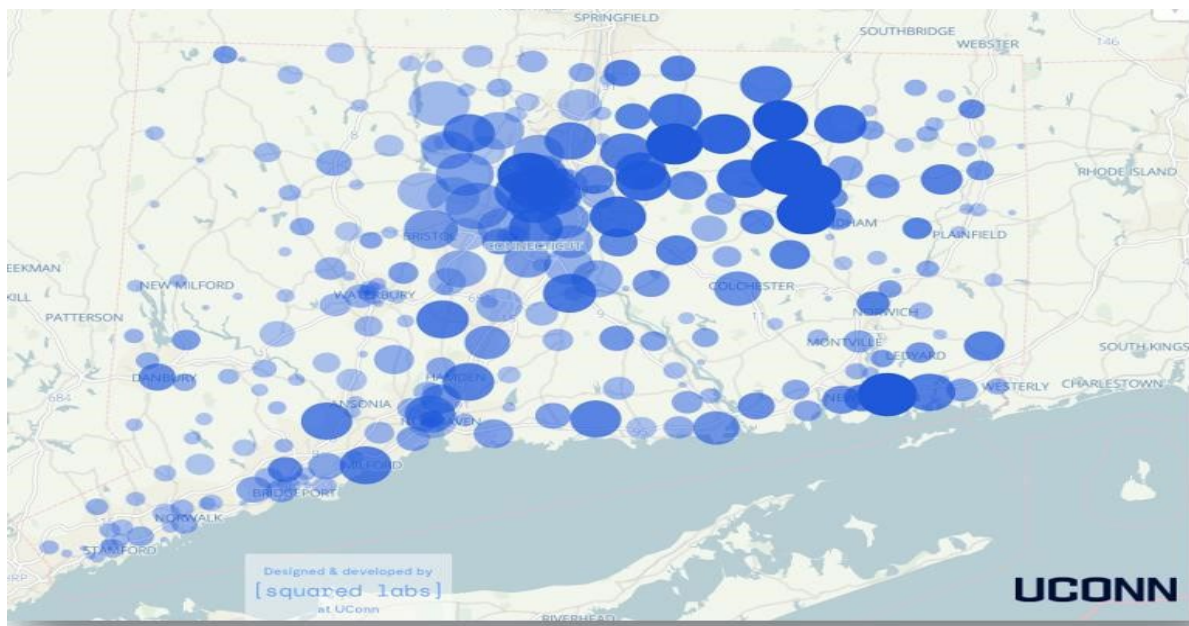
Regional Economy's Top 3 Research Institutions	Total R&D	Life Sciences	Engineering	Physical Sciences	Social Sciences	Non-S&E
<b>Central CT</b>	<b>1,559</b>	<b>1,264</b>	<b>106</b>	<b>69</b>	<b>24</b>	<b>19</b>
Yale	1,191	1,044	37	58	14	9
UConn	368	220	69	11	10	11
<b>Boston</b>	<b>3,023</b>	<b>1,355</b>	<b>587</b>	<b>332</b>	<b>211</b>	<b>195</b>
Harvard	1,308	741	97	119	145	111
MIT	989	128	398	175	54	49
Boston University	725	485	92	38	12	35
<b>Research Triangle</b>	<b>3,335</b>	<b>2,458</b>	<b>313</b>	<b>100</b>	<b>128</b>	<b>88</b>
Duke	1,391	1,175	103	23	41	16
North Carolina-Chapel Hill	1,361	1,021	39	49	78	56
North Carolina State	583	263	171	27	9	15
<b>Silicon Valley</b>	<b>4,172</b>	<b>3,009</b>	<b>349</b>	<b>369</b>	<b>92</b>	<b>119</b>
California-San Francisco	1,806	1,734	-	72	-	-
Stanford	1,385	999	142	102	18	45
California-Berkeley	981	276	207	196	74	75

The table also shows that life sciences is the largest broad field of funded research representing over half of the total. Life sciences R&D spending has also grown by about 25% over the last five years. For all regional economies except Boston, life science research comprises more than 70% of all R&D spending. R&D spending in engineering is a distant second to life sciences with less than 10% of for all regional economies except Boston. Boston's R&D expenditures are more diverse, with 45% in life sciences and 19% in engineering, largely due to MIT's engineering research. Thus, the allocation of R&D in Connecticut's economy is similar to the more successful regional economies in the U.S. It is the amount of R&D investment that differs.

UConn's sustained \$300M+ external research funding is impressive when considering that UConn faculty are competing globally for grant dollars. For every research dollar that UConn attracts in externally sponsored research and spends within the state, 80 cents in economic output is generated elsewhere in the state economy. As research spending grows, the impact of that spending will grow as well.

The second graphic is a screenshot of UConn's Grant Trails website ([www.granttrails.uconn.edu/CT](http://www.granttrails.uconn.edu/CT)), which interactively shows where UConn research grant spending creates economic impact in our state.

*Figure 1. UConn's Grant Trails interactively shows you where research grants that are awarded to UConn faculty are spent in Connecticut*



UConn’s Technology Innovation Program (TIP) helps launch start-ups ready to transform their respective markets and often dedicated to making public good. Through three locations in Storrs, Farmington, and Stamford, TIP offers start-ups mentorship, lab and office space, educational/networking events, access to students, and a variety of other programming. TIP companies have access to UConn’s top research facilities, resources for pitch development, funding seminars, angel investor forums, UConn library, vivarium and guidance from our entrepreneurs-in-residence.

The more research faculty at a university, the more research it can conduct with sponsored funding. More sponsored research with industry leads to research translation and growth in Connecticut’s economy.

While there is considerable work to be done that the PA 21-111 will support, there is evidence to suggest that there is a growing base of an entrepreneurial ecosystem at UConn to build upon. PA 19-154 required the University to develop a plan to recruit eminent faculty and their research staff to support development in key sectors of the state’s economy and accelerate the pace of applied research and development. It also required the University to closely examine its technology transfer and commercialization efforts and make recommendations on how to strengthen these areas.

Following several state-funded initiatives with congruent goals, including the Tech Park, Science 1, Bioscience Connecticut, and the Next Generation Connecticut capital program, the 2019 legislation asked the University to develop a roadmap for how Connecticut could leverage these tremendous investments with an aggressive strategic hiring plan and a plan to build out our entrepreneurial ecosystem to help fuel the state’s economy.

These efforts a) expand resources for research commercialization, patent protection and monetization; b) have great potential for increasing and opening new areas of our research and development (R&D) base; and c) provide training and career opportunities for our talented graduates to join the workforce in Connecticut. **Strategic Content Areas for Investment**

PA 21-111 is timed perfectly with the adoption of the University strategic plan. Early work on this strategic plan in collaboration with the Vice President for Research, Innovation and Entrepreneurship indicates that the University has existing strength and opportunity to grow substantially in areas that align well with traditionally strong and growing economic sectors in Connecticut including:

- Biomedical sciences and engineering
- Clean and renewable energy
- Cybersecurity
- Data science
- Financial technology (Fintech)
- Genomics
- Health and aging, including a focus on biotechnology and drug discovery
- Materials and advanced manufacturing
- Sustainable agriculture

## **2. How UConn will Effectively Leverage Funds from PA 21-111**

Based on the strategic areas noted above, there is great opportunity for UConn to build on its areas of strength, further develop its national reputation, and increase its capacity to closely align with areas of economic growth for the State of Connecticut.

As part of this approach, the University will utilize the bond funds to create a supportive ecosystem of entrepreneurship for all faculty and a plan to hire new faculty whose interests, expertise, and experiences align with areas of strategic interests as they begin to develop new business ventures based on their discoveries and also relocate their existing startups to Connecticut.

### **a. Innovation Faculty Hires**

UConn's strategy for hiring faculty innovators (referred to here as "Innovation Faculty Hires") is to recruit individual faculty from outside the University who have demonstrated excellence in translational research as evidenced in part by outstanding community-engaged scholarship, significant entrepreneurial efforts, and/or exceptional applied research.

Entrepreneurial efforts may include technology transfer, patent portfolio with validated technologies that are investable ideas with potential for commercialization, patent monetization, licensing and technology commercialization through successful start-up formation as evidenced by receiving external funding from Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) funding and venture investments of at least \$5 million. Outstanding applied research may



include work at technology readiness levels at or beyond the proof-of concept stage, or research requiring substantial clinical or extension effort.

Innovation Faculty Hire searches will draw from a wide pool of qualified applicants including those from non-traditional, non-academic career trajectories (e.g., private industry and community organizations). Faculty hires with industry and/or community experience augment our research and enrich the academic experience for our students, while conferring important benefits to Connecticut citizens. To recruit such eminent scientists, the University must pay salaries competitive with the best universities in the nation and provide competitive start-up resources to build new laboratories and purchase sophisticated scientific instruments needed by the new hires.

*i. Criteria for Hires*

Innovation Faculty will be unique by design. While they will be expected to participate in the broader research and teaching mission of the University, there will be a clear recognition that their efforts will be focused on research commercialization and development of viable companies. Given the support proposed for these hires, we are confident we will be able to attract individuals with the right background, work experience, and track record of commercialization and company development.

*ii. Process for Hiring*

UConn is committed to this, and preparation for hiring has already begun in partnership with UConn's academic deans. Three new Innovation Faculty have already been identified and recruited to generate enthusiasm and ensure the expected returns, providing them with the necessary support and infrastructure. Innovation Faculty Hires are clear and built into the hiring plans of our schools and colleges, most importantly there is a clear understanding among each of the deans that Innovation Faculty Hires will differ from traditional hires in a few substantive ways. Specifically, these individuals:

- will often come from both inside and outside of academia, and may not have built their career on traditional publication and grant metrics;
- may come to us through a more traditional national open search, but also may be recruited directly through targeted searches and referrals;
- may require a more extended or abbreviated recruitment period to successfully secure their hiring;
- may be hired with different expectations than many of our more traditional hires, which may include allocation of their duties aligned with providing appropriate time for entrepreneurial activities; and/or
- may be evaluated differently than more traditional hires with emphasis on metrics such as patents, the formation of financially viable companies, large licensing deals with the public and private sectors, and continuing industry partnership directed to joint development and other tangible metrics of impact on the Connecticut economy.
- require commitment from the university to provide the necessary support and infrastructure to make them successful.

Once bond funds are in place, UConn will continue hiring with an open call to deans requesting proposals prior to the start of the fall semester each year. Deans will be encouraged to partner in proposing joint hires across multiple schools/colleges.

These proposals will be reviewed by a committee chaired by the provost that includes:

- vice president for research, innovation and entrepreneurship;
- associate vice president for innovation and entrepreneurship;
- vice president for finance and chief financial officer;
- vice president for diversity and inclusion;
- vice provost for health sciences and interdisciplinary initiatives; and
- two members external to UConn with strong expertise and experience with innovation and entrepreneurship that represent another university in the state and industry.

This committee also will review the progress of each year's hires to support the success of each individual hire and the overall program specific to the articulated innovation and entrepreneurship goals of PA 21-111.

### iii. *Potential Targets for Hiring*

While the level of aggressive recruitment that is necessary for successfully securing Innovation Faculty Hires cannot be fully completed until funding is secured and recruitment can be fully launched, UConn continues to identify and have conversations with several potential targets that have been identified who can either be recruited directly or engaged as a resource to refer potential targets for hiring.

### b. Lab Infrastructure and Equipment Resources

A key component of attracting faculty is resources for their lab infrastructure and equipment that directly support technology development and commercialization efforts. The type of highly successful and highly specialized faculty members UConn will be trying to recruit will be coming from places that have invested heavily in facilities, labs and equipment that make their research and discoveries possible. The University will be unable to entice faculty to relocate to Connecticut unless we are able to give them comparable labs and equipment. PA 21-111 includes \$20 million for this purpose.

### c. Entrepreneurial Ecosystem

PA 21-111 also authorizes funding to support the growth of an entrepreneurial ecosystem at the University. This funding is critical to ensuring that UConn can attract qualified faculty and help them succeed when they arrive. New Innovation Faculty Hires must have the resources and funding needed to allow their new business ventures to grow and flourish and are expected to act as "Influencers" to advise existing UConn faculty as mentors in venture development.

Currently, UConn's entrepreneurial ecosystem is in a growth phase that will benefit tremendously from appropriate funding to entice Innovation Faculty to come to the University and start new companies in diverse areas.

As noted in our Tech Transfer plan, national benchmarking reveals that out of 225 innovation universities, UConn ranked 74<sup>th</sup>. With this ranking, UConn outperformed five of seven University-designated peer universities<sup>1</sup>, underperforming only the University of Georgia (51<sup>st</sup>) and Purdue University (12<sup>th</sup>). However, our own benchmarking has demonstrated certain weaknesses within the entrepreneurial ecosystem, which include a lack of: 1) investible start-ups which are not meeting investment thresholds, and 2) internal seed funding needed to allow the de-risking and maturation of technologies, and 3) investment fund that can be used to seed startups along with syndication with other investors. We believe these focused funds are essential to creating start-ups that meet investible thresholds by providing venture support and internal capital to help them mature. As outlined in PA 21-111, we are seeking support for our entrepreneurial ecosystem in the form of three distinct, but complementary funds:

*i. Proof of Concept (POC) Funds*

This fund provides resources for early-stage proof of concept and technology prototypes. This fund will allow the Office of the Vice President for Research to select promising ideas through a careful vetting process and deploy capital behind these ideas with follow-on funding and project management. This program will also accelerate more disclosures of inventions by faculty and filing of quality patents.

*ii. Entrepreneurial Ecosystem Development Fund*

This fund supports the underlying entrepreneurial architecture at the University across three distinct components that support: a) technology validation, b) start-up formation, and c) initial federal applications for federal Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants.

- **Technology Validation:** In most cases, it is necessary to have a second phase of funding beyond the initial POC funding to mature the technology or de-risk it so it becomes attractive for industry and investors.
- **Start-up Formation:** PA 19-154 directs UConn to encourage and make it easy for faculty to start companies. As a way of internal investment, UConn will invest one-time 1:1 match to a faculty start-up of total not to exceed \$10,000. These start-up formation funds can be used for new business launch, including for consulting services to help with business plan and pitch deck, and attending investor conferences. Start-up companies that receive this funding will be closely monitored and supported through the venture development team at the University.
- **Initial federal applications for SBIR and STTR.** A major limiting step in any start-up is securing the first round of funding. Through federal programs like SBIR/STTR grants,

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<sup>1</sup> **Peers:** University of Delaware, University of Kentucky, University of Kansas, Indiana University, Purdue University, University of Georgia, Michigan State University; Utah not included due to data limitations.

the start-up companies can apply and receive funding in two phases. However, SBIR/STTR grant awards have become very competitive. Most faculty are not trained to write SBIR/STTR grants and fail in the first few attempts. To address this issue, grant-writing support will be provided; evidence suggests that grant awards on the first attempt increase with this type of resource.

*iii.* The UConn Venture Fund

The UConn Venture Fund provides venture capital (VC) for University start-ups and will provide access to later stage venture investments. An independent committee will evaluate start-up applications and objectively decide on funding. Notably, the majority of UConn’s public research peers like Purdue, University of Virginia, and University of Massachusetts that have significant entrepreneurial programs are successful because of their venture capital funds. These funds provide needed capital to help business ventures get started. UConn’s lack of venture capital funds is a major gap, and it is even more evident since all major universities surrounding UConn have a university VC fund that allow them to invest in start-ups and secure the financing needed.

**3. Timeline and Budget**

The budget outlined below provides more details on how UConn will use the funding outlined in the bill.

Faculty Innovation Hires						
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>Faculty Innovation Hires</b>						
Number of Faculty	2	4	4	0	0	10
Faculty salary & fringe: Request	\$760,000	\$2,029,200	\$2,789,200	\$1,520,000	\$501,600	\$7,600,000
Faculty salary & fringe: UConn	\$0	\$250,800	\$1,010,800	\$2,280,000	\$3,298,400	\$6,840,000
Total faculty cost	\$760,002	\$2,280,004	\$3,800,004	\$3,800,000	\$3,800,000	\$14,440,010
<b>Start up: Split over 2 yrs.</b>	\$2,000,000	\$6,000,000	\$8,000,000	\$4,000,000	\$0	\$20,000,000
<b>Entrepreneurial Ecosystem</b>						
Proof of Concept	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
UConn Venture Capital	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
Entrepreneurial Ecosystem Dev Fund	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$3,500,000
<b>Total Request (excl UConn cost)</b>	<b>\$6,460,000</b>	<b>\$11,729,200</b>	<b>\$14,489,200</b>	<b>\$9,220,000</b>	<b>\$4,201,600</b>	<b>\$46,100,000</b>

Specific to the Innovation Faculty Hires, the total cost of this staggered hiring plan for salary and fringe is \$14.44 million over the five years with the budget request outlined in the table above covering \$7.6 million and UConn covering \$6.84 million over that time period. Moreover, after the 5<sup>th</sup> year, UConn would fund the entirety of \$3.8 million annually for the 10 faculty as they continue in their positions. We believe this represents a strong commitment from both the state and UConn to this hiring plan. The \$18.5 million allocated to the Entrepreneurial Ecosystem will be combined with the extensive resources already allocated to this goal at the University as indicated below.

#### 4. Existing Resources

In addition to the \$6.84 million of salary and fringe costs that UConn will fund in the first five years of the program (with all salary and fringe costs funded by the University in subsequent years) as noted in the previous section, there are multiple resources and areas of growing strength at UConn that support the success of expanding the entrepreneurial ecosystem and recruiting 10 Innovation Faculty Hires.

a. Existing Leadership Support and Organizational Infrastructure from the Office of the Vice President for Research and within our Schools/Colleges

UConn's current entrepreneurial ecosystem is led by Technology Commercialization Services (TCS) within the Office of the Vice President for Research. TCS also provides several services to start-ups including:

- Team-based support to educate faculty when starting a company;
- Continuous support to faculty from pre-launch, launch, to post-launch;
- Evaluation of the technology, market, and other criteria by the team to help make a sound judgement on starting quality UConn start-ups;
- Introduction to Entrepreneurs-in-Residence (EIR) and access to a dedicated EIR who will work with new company as a business adviser;
- Support for the faculty member to participate in different entrepreneurial programs and workshops offered by TCS and other organizations;
- Prioritization on TIP space for UConn faculty;
- Introduction to VCs, investment banks and 1:1 meetings with VCs;
- Help with writing and editing of SBIR/STTR grants;
- Assistance with pitch deck development and practice session for VC presentation;
- Hosting services for seminars with invited speakers and events to allow interactions; and
- Introduction to resources available in the community like Connecticut Innovations, CT Next, BioCT, etc.

b. Support for Existing Faculty and Staff

UConn is also taking significant steps to reduce barriers to building a sustainable entrepreneurial ecosystem. As one example, to incentivize faculty to create new businesses, the University has substantially lowered the financial barriers to entry; in most cases UConn is paying for the patent filing costs for startups and charging very low option fees to faculty looking to commercialize their ideas. The University has also instituted a model where option and license fees during start-up formation are applied toward patent fees so that there is immediate relief to faculty.

c. Infrastructure and Investments to Support Innovation and Entrepreneurship

There are multiple examples of infrastructure and investments that can be leveraged in supporting the success of the Innovation Faculty hires. Several well-known examples include the Tech Park,

Bioscience Connecticut, and Next Generation Connecticut. The Technology Incubation Program (TIP) is also a foundational support for faculty entrepreneurs and have continuously supported startups since 2003, including even during the COVID pandemic.

By coupling UConn's world-class research resources, facilities, and business support services to a network of experienced investors and entrepreneurs, TIP helps launch start-ups ready to transform their respective markets. Spread across three campuses -- Farmington, Storrs and Stamford -- TIP is a unique incubator program focused on companies that are in biomedical sciences and healthcare, engineering, AI (artificial intelligence), and Big Data. A unique aspect of TIP is its economic impact in the state of Connecticut through job creation, capital raised, and getting out-of-state start-ups to relocate to the state. An example is a new faculty hire Dr. Alexander Aksenov, who has relocated from UC-San Diego to UConn and will have brought his company to TIP.

*i. UConn Tech Park*

The UConn Tech Park is a high-tech, state-of-the-art applied research facility that promotes expansion of industry partnerships and R&D and economic growth in Connecticut. It comprises 233 acres on our Storrs campus, which are available for industrial development that could benefit from a close relationship to a Tier I public research university. It is home to the Innovation Partnership Building, which houses diverse scientific expertise, industry/academic partnerships, and high-tech equipment.

*ii. Innovation Partnership Building (IPB)*

[The Innovation Partnership Building at the UConn Tech Park](#) is the University's premier center for cutting-edge research and industry collaboration and innovation. The IPB provides an ecosystem that inspires great ideas, pushing the envelope for next generation solutions. Cross-disciplinary research teams develop novel approaches to critical real-world problems in fields ranging from manufacturing to biomedical devices to cybersecurity.

The IPB strengthens Connecticut's economic future by connecting leading industries with outstanding research facilities and fosters new, innovative partnerships with entrepreneurs and with companies of all sizes.

The IPB is a hot spot of technological assets and intellectual energy where exceptional innovation, collaboration and partnerships deliver the future. Its impressive list of strategic partners have invested more than \$100 million in research. Those partners include Raytheon Technologies, Comcast, Eversource, Thermo Fisher Scientific, Synchrony, Pratt & Whitney, and Collins Aerospace.

d. Resources from Philanthropy and Partnerships

*The Werth Institute*

A transformative example of philanthropy that provides a significant resource to draw upon is the Werth Institute. From its transformational \$20 million gift, the Werth Institute has been a leading force for entrepreneurship and innovation at UConn. Now with a second major gift of \$7.5 million, the Werth Institute is on pace to be one of the leading entrepreneurship institutes nationally.

In addition to the opportunities available for faculty, it also has led to a dramatic change in the landscape of student entrepreneurship at UConn. While never previously ranked prior to the Werth Institute, these targeted investments have led to UConn being ranked in the top 50 nationally for both undergraduate and graduate entrepreneurship by The Princeton Review.

Also notable, resume.io carried out a study in which it identified colleges and universities from which the founders of companies in the past 20 years had graduated. The table below shows numbers of founders who graduated from Connecticut universities during that time. UConn ranks second only to Yale in the total number of founders.

University	No. of founders	No. of graduates since 2000
Yale	14,353	323,768
UConn	6,747	161,106
Wesleyan	3,693	34,835
University of Hartford	2,253	49,004
Fairfield University	2,009	40,349
Trinity College	1,869	21,274
Connecticut College	1,528	19,673
Southern Connecticut	1,477	51,885
University of Bridgeport	1,437	34,185
Quinnipiac	1,351	38,490
University of New Haven	1,316	43,538
Sacred Heart University	1,132	38,061
Western CT	792	27,329
Eastern CT	622	24,274

e. CTNext Funding

Since 2018, CTNext has invested over \$6.1M in UConn programs and projects. This investment has helped to create a vibrant entrepreneurial ecosystem across the state from Hartford to Stamford.

These funds supported start-ups in such diverse industries as insurance, manufacturing, fintech, and bioscience as well entrepreneurial ecosystem support for our students and faculty.

One recent venture initiative is Future Climate Venture Studio which is an accelerator model that was built as a partnership between OVPR, CTNext and RGA Ventures to accelerate startup companies mitigating climate change and addressing sustainability by providing capital, connections to industry and investors, making them investor ready and providing technical support from UConn faculty to help the companies de-risk the technologies. The program, funded initially for 2 years, included 12 startups in two cohorts and has also led to the launch of 2 new UConn start-ups in the field.

<b>Project</b>	<b>Department</b>	<b>Total Award</b>
Connecticut Intercollege Partnership for Technology Transfer	Technology Commercialization and Industry Relations	\$ 1,468,565
InsurTech Initiative	Connecticut Entrepreneurship Innovation Center	\$ 72,500
Connecticut Global Entrepreneurship Network	Chemical and Biomolecular Engineering	\$ 55,351
Spurring InsurTech in Connecticut	Connecticut Entrepreneurship Innovation Center	\$ 75,000
Ignite Hartford	Connecticut Entrepreneurship Innovation Center	\$ 13,000
Undersea Supply Chain Consortium Project	Mechanical Engineering	\$ 97,500
Entrepreneurial Student & Mentor Partnership	Werth Institute	\$ 125,000
Enhancing the CT Entrepreneurship Network	Chemical and Biomolecular Engineering	\$ 199,747
StamfordNext 2nd Round	Center for Open Research Resources and Equipment	\$ 2,151,560
2020 Connecticut Experiential Entrepreneurship Research Experience for Undergraduates	Engineering	\$ 200,000
Connecticut Intercollege Partnership for Technology Transfer	Technology Commercialization and Industry Relations	\$ 312,357
Connecticut Global Entrepreneurship Network	Chemical and Biomolecular Engineering	\$ 170,000
Innovate Stamford	Materials Science and Engineering	\$ 566,250
UConn Stamford CoAction Lab (CoAction Lab)	Digital Media and Design	\$ 40,500
Entrepreneurial Student & Mentor Partnership	Werth Institute	\$ 125,000
High Value Talents and Mentors (HVTM)	Technology Commercialization and Industry Relations	\$ 153,000
Title Inspiring Industry 4.0 Innovation through University-Industry Collaboration	Mechanical Engineering	\$ 200,000
Connecticut Global Entrepreneurship Network	Materials Science and Engineering	\$ 130,400
Future Climate Venture Studio	Office of Vice President of Research	\$ 600,000
<b>Total</b>		<b>\$ 6,755,730</b>



**5. Return on Investment (ROI) Supporting this Initiative**

The returns on this new state investment should be significant. One way to measure the returns on this proposed investment is to relate the changes in R&D expenditures to growth in the Gross Domestic Product (GDP). The table below shows how the regional R&D spending of a region’s top research universities is related to regional GDP growth.<sup>2</sup> The first two columns show that the higher the R&D spending, the higher the regional economic growth rate. The third column shows the ratio of GDP growth to R&D spending, and the Central Connecticut ratio suggests that \$100 million in R&D spending is associated with just a 0.107 percentage point increase in GDP, while the other regional economy ratios range from 0.12 to 0.18 percentage points per \$100 million in R&D, with an average of nearly 0.15 percentage points.<sup>3</sup>

	R&D Spending, 2019	GDP Growth, 2015-19	Ratio of GDP Growth to \$100M in R&D Spending
Central CT	1,358	1.70%	.107
Boston	2,783	3.48%	.125
Research Triangle	2,921	5.44%	.186
Silicon Valley	3,602	6.13%	.170
<b>Averages</b>	<b>2,722</b>	<b>4.13%</b>	<b>.147</b>

We estimate an ROI of 13.2% on the \$46.1 million investment we seek. By increasing UConn’s R&D expenditure by \$46.1 million, the change in CT’s GDP is estimated to be \$52.2 million.<sup>4</sup> This increase in GDP materializes as innovation (generated by the increased R&D spending) improves productivity either by enhancing the quality of goods and services, or reducing the cost of their production..

**6. Conclusion**

The Innovation Faculty Hires and Entrepreneurial Ecosystem Initiative represents a shared vision across the University to apply the energy and expertise of new Innovation Faculty Hires, as well as current faculty and students, to support economic and societal benefit for the state.

While much has been accomplished by stimulating Connecticut’s entrepreneurial ecosystem to support our state’s ability to continue to compete globally, it is imperative that UConn does more to

<sup>2</sup> The US Bureau of Economic Analysis provides data on GDP by counties. For each regional economy, we averaged the GDP growth rate for the relevant counties.

<sup>3</sup> The estimated elasticities implied by the ratio of GDP growth to R&D spending are consistent with the estimates in the research literature. See Hall, B.H., J. Mairesse, and P. Mohnen. 2009. “Measuring the Returns to R&D.” National Bureau of Economic Research, Working Paper 15622. [https://www.nber.org/system/files/working\\_papers/w15622/w15622.pdf](https://www.nber.org/system/files/working_papers/w15622/w15622.pdf).

<sup>4</sup> The \$46.1 million in R&D investment would represent a 12% increase in UConn’s \$375 million in 2020 R&D spending. Multiplying this R&D spending increase by the estimated elasticity (= % change in GDP / % change in R&D spending) allows us to estimate the percent change in GDP as a result of the increased R&D spending. We estimate that every 1% change in R&D expenditures lead to a .00199% change in GDP, so we expect that the \$46.1M R&D investment will lead to \$52.2M increase GDP. Dividing this increase in GDP by the original R&D investment and subtracting one produces a return on investment (ROI) of 13.2%.

keep Connecticut's economy strong. This initiative leverages a large number of ongoing University efforts supporting entrepreneurship, innovation, and translational research (e.g., Tech Park/Innovation Partnership Building, Bioscience Connecticut, Next Generation Connecticut, Werth Institute, etc.) that will collectively accelerate new business formation and job creation.

Innovation Faculty Hires will target the recruitment of faculty who have demonstrated excellence in translational research as evidenced in part by significant entrepreneurial efforts. Additionally, UConn's entrepreneurial ecosystem will be strengthened so that new start-ups have the supports they need to be successful. Taken together, this approach will help broaden the entrepreneurial landscape of UConn, strengthen its contribution to economic development in the State, improve the lives of Connecticut residents, and foster innovation and new business creation.

# **ATTACHMENT A**

April 16, 2024

TO: Members of the Board of Trustees

FROM: Anne D'Alleva, Ph.D.  
Provost and Executive Vice President for Academic Affairs



RE: Academic Program Inventory

BACKGROUND:

In accordance with Connecticut General Statutes § 185-10a-35a, authority over establishment of new academic programs, the the Board of Trustees for The University of Connecticut is provided with the authority, “to review and approve recommendations for the establishment of new academic programs at the university.” These programs are reported to the Office of Higher Education, which maintains an inventory of approved academic programs offered by public and independent colleges and universities in Connecticut.

Core information provided on these program listings (credential type, locations and modalities in which programs are offered, program names, and CIP (Classification of Instructional Programs) codes is vital for students and for external reporting.

The Provost presents changes to the name or CIP code of programs, the addition or removal of locations or modalities, and changes to concentrations and minors to the Board for informational purposes. Such changes have already been approved through appropriate shared governance bodies in schools and colleges and by the Council of Deans.

ACADEMIC INVENTORY CHANGES:

College of Arts and Sciences:

- Bachelor of Arts (B.A.) and Bachelor of Science (B.S.) in Geography CIP code change *from* 45.0701 (Geography) *to* 30.4401 (Geography and Environmental Studies), more correctly reflecting the curricular content of the program. Effective term: summer 2024.

The Graduate School

- Doctor of Education (Ed.D.) in Educational Leadership location change *from* Storrs *to* Hartford (with agreement of current students). Effective term: fall 2024.

- Master of Science (M.S.) in Business Analytics and Project Management (MSBAPM), elimination of three concentrations: Actuarial Science; Talent Analytics; and Health Care Analytics (no students currently in the concentrations). Effective term: fall 2024.
- Master of Arts (M.A.) in Geography CIP code change *from* 45.0701 (Geography) *to* 30.4401 (Geography and Environmental Studies), more correctly reflecting the curricular content of the program. Effective term: summer 2024.
- Doctor of Philosophy (Ph.D.) in Geography CIP code change *from* 45.0701 (Geography) *to* 30.4401 (Geography and Environmental Studies), more correctly reflecting the curricular content of the program. Effective term: summer 2024.

## **ATTACHMENT B**

**UNIVERSITY OF CONNECTICUT**  
**TENURE TRACK REAPPOINTMENTS**  
**PRESENTED TO THE BOARD OF TRUSTEES FOR INFORMATION - April 17, 2024**

<b><u>NAME</u></b>	<b><u>TITLE</u></b>	<b><u>DEPARTMENT</u></b>	<b><u>SCHOOL/COLLEGE</u></b>
Connolly, Cristina	Assistant Professor	Agriculture and Resource Economics	Agriculture, Health and Natural Resources
Somers, Jackson	Assistant Professor	Agriculture and Resource Economics	Agriculture, Health and Natural Resources
Tanaka, Shinsuke	Assistant Professor	Agriculture and Resource Economics	Agriculture, Health and Natural Resources
Cooksey-Stowers, Kristen	Assistant Professor	Allied Health Sciences	Agriculture, Health and Natural Resources
Shrestha, Roman	Assistant Professor	Allied Health Sciences	Agriculture, Health and Natural Resources
Valente, Pablo	Assistant Professor	Allied Health Sciences	Agriculture, Health and Natural Resources
Xu, Ran	Assistant Professor	Allied Health Sciences	Agriculture, Health and Natural Resources
Fragomeni, Breno	Assistant Professor	Animal Science	Agriculture, Health and Natural Resources
Upadhyay, Abhinav	Assistant Professor	Animal Science	Agriculture, Health and Natural Resources
Colon-Semenza, Cristina	Assistant Professor	Kinesiology	Agriculture, Health and Natural Resources
Earp, Jacob	Assistant Professor	Kinesiology	Agriculture, Health and Natural Resources
Glaviano, Neal	Assistant Professor	Kinesiology	Agriculture, Health and Natural Resources
Harrison, Steven	Assistant Professor	Kinesiology	Agriculture, Health and Natural Resources
Huggins, Robert	Assistant Professor	Kinesiology	Agriculture, Health and Natural Resources
Kwon, Oh Sung	Assistant Professor	Kinesiology	Agriculture, Health and Natural Resources
Piscitelli, Daniele	Assistant Professor	Kinesiology	Agriculture, Health and Natural Resources
Srinivasan, Sudha	Assistant Professor	Kinesiology	Agriculture, Health and Natural Resources
Brandt, Jessica	Assistant Professor	Natural Resources and the Environment	Agriculture, Health and Natural Resources
Dobbs, Cynnamon	Assistant Professor	Natural Resources and the Environment	Agriculture, Health and Natural Resources
Knighton, James	Assistant Professor	Natural Resources and the Environment	Agriculture, Health and Natural Resources
Witharana, Chandi	Assistant Professor	Natural Resources and the Environment	Agriculture, Health and Natural Resources
Andersen, Catherine	Associate Professor	Nutritional Sciences	Agriculture, Health and Natural Resources
Blackman Carr, Loneke	Assistant Professor	Nutritional Sciences	Agriculture, Health and Natural Resources
Choi, Sangyong	Assistant Professor	Nutritional Sciences	Agriculture, Health and Natural Resources
Fields, Jennifer	Assistant Professor	Nutritional Sciences	Agriculture, Health and Natural Resources
Mathias, Clinton	Associate Professor	Nutritional Sciences	Agriculture, Health and Natural Resources
Qiao, Mingyu	Assistant Professor	Nutritional Sciences	Agriculture, Health and Natural Resources
Fragomeni, Mariana	Assistant Professor	Plant Science and Landscape Architecture	Agriculture, Health and Natural Resources
Smachylo, Julia	Assistant Professor	Plant Science and Landscape Architecture	Agriculture, Health and Natural Resources
Murphy, Francis	Assistant Professor	Accounting	Business
Baloria, Vishal	Associate Professor	Accounting	Business
Chen, Wei	Assistant Professor	Accounting	Business
Docimo, William	Assistant Professor	Accounting	Business
Vakil, Tara	Assistant Professor	Accounting	Business

<b><u>NAME</u></b>	<b><u>TITLE</u></b>	<b><u>DEPARTMENT</u></b>	<b><u>SCHOOL/COLLEGE</u></b>
Xu, Nina	Assistant Professor	Accounting	Business
Zou, Youli	Assistant Professor	Accounting	Business
Van de Minne, Alex	Assistant Professor	Finance	Business
Deng, Yao	Assistant Professor	Finance	Business
Gao, Meng	Assistant Professor	Finance	Business
Zheng, Xiang	Assistant Professor	Finance	Business
Oh, Kyoungio	Assistant Professor	Management and Entrepreneurship	Business
Coles, Ryan	Assistant Professor	Management and Entrepreneurship	Business
Pennington, Keith	Assistant Professor	Management and Entrepreneurship	Business
Rheinhardt, Alexandra	Assistant Professor	Management and Entrepreneurship	Business
Bao, Weining	Assistant Professor	Marketing	Business
Brick, Danielle	Assistant Professor	Marketing	Business
Chambers, Rachel	Assistant Professor	Marketing	Business
Cardonha, Carlos	Assistant Professor	Operations and Information Management	Business
Liang, Chen	Assistant Professor	Operations and Information Management	Business
Lou, Bowen	Assistant Professor	Operations and Information Management	Business
Bai, Miao	Assistant Professor	Operations and Information Management	Business
Sim, Jaeung	Assistant Professor	Operations and Information Management	Business
Xie, Lijia	Associate Professor	Operations and Information Management	Business
Xu, Fasheng	Assistant Professor	Operations and Information Management	Business
Everett, Sakeena	Assistant Professor	Curriculum and Instruction	Education
Filipiak, Danielle	Assistant Professor	Curriculum and Instruction	Education
Chen, Chen	Assistant Professor	Educational Leadership	Education
Freidus, Alexandra	Assistant Professor	Educational Leadership	Education
Isard, Risa	Assistant Professor	Educational Leadership	Education
Caemmerer, Jacqueline	Assistant Professor	Educational Psychology	Education
Davidesco, Ido	Assistant Professor	Educational Psychology	Education
Lynch, Kathleen	Assistant Professor	Educational Psychology	Education
Anglin, Kylie	Assistant Professor	Educational Psychology	Education
Collier, Zachary	Assistant Professor	Educational Psychology	Education
Haynes-Thoby, Latoya	Assistant Professor	Educational Psychology	Education
Posado-Quintera, Hugo	Assistant Professor	Biomedical Engineering	Engineering
Beykal, Burcu	Assistant Professor	Chemical and Biomolecular Engineering	Engineering
Ozkan, Desen	Assistant Professor	Chemical and Biomolecular Engineering	Engineering
Cerrai, Diego	Assistant Professor	Civil & Environmental Engineering	Engineering
Filipovska, Monika	Assistant Professor	Civil & Environmental Engineering	Engineering
Fakhrmoosavi, Seyede Fatemeh	Assistant Professor	Civil & Environmental Engineering	Engineering
Morovati, Vahid	Assistant Professor	Civil & Environmental Engineering	Engineering
Hain, Alexandra	Assistant Professor	Civil & Environmental Engineering	Engineering



<u>NAME</u>	<u>TITLE</u>	<u>DEPARTMENT</u>	<u>SCHOOL/COLLEGE</u>
Lawal, Abi	Assistant Professor	Civil & Environmental Engineering	Engineering
Yang, Qian	Assistant Professor	Computing	Engineering
He, Suining	Assistant Professor	Computing	Engineering
Ding, Caiwen	Assistant Professor	Computing	Engineering
Almashaqbeh, Ghada	Assistant Professor	Computing	Engineering
Song, Dongjin	Assistant Professor	Computing	Engineering
Dori-Hacohen, Shiri	Assistant Professor	Computing	Engineering
Zhang, Wei	Assistant Professor	Computing	Engineering
Wang, Minmei	Assistant Professor	Computing	Engineering
Ghavamnia, Hamed	Assistant Professor	Computing	Engineering
Wang, Zongjie	Assistant Professor	Electrical & Computer Engineering	Engineering
Zuo, Shan	Assistant Professor	Electrical & Computer Engineering	Engineering
Zhao, Junbo	Assistant Professor	Electrical & Computer Engineering	Engineering
Frame, Lesley	Assistant Professor	Materials Science & Engineering	Engineering
Ortalan, Volkan	Associate Professor	Materials Science & Engineering	Engineering
Dupuy, Alexander	Assistant Professor	Materials Science & Engineering	Engineering
Xu, Hongyi	Assistant Professor	Mechanical, Aerospace and Manufacturing Engineering	Engineering
Bilal, Osama	Assistant Professor	Mechanical, Aerospace and Manufacturing Engineering	Engineering
Carbone, Francesco	Assistant Professor	Mechanical, Aerospace and Manufacturing Engineering	Engineering
Tarakanova, Anna	Assistant Professor	Mechanical, Aerospace and Manufacturing Engineering	Engineering
Imani, Farhad	Assistant Professor	Mechanical, Aerospace and Manufacturing Engineering	Engineering
Kim, Kyungjin	Assistant Professor	Mechanical, Aerospace and Manufacturing Engineering	Engineering
Pavlidis, George	Assistant Professor	Mechanical, Aerospace and Manufacturing Engineering	Engineering
Kang, SeungYeon	Assistant Professor	Mechanical, Aerospace and Manufacturing Engineering	Engineering
Duduta, Mihai	Assistant Professor	Mechanical, Aerospace and Manufacturing Engineering	Engineering
Liu, Chang	Assistant Professor	Mechanical, Aerospace and Manufacturing Engineering	Engineering
Athens, Elizabeth	Assistant Professor	Art & Art History	Fine Arts
Degges, Douglas	Assistant Professor	Art & Art History	Fine Arts
Falconi, Jose	Assistant Professor	Art & Art History	Fine Arts
Figueredo, Enrique	Assistant Professor	Art & Art History	Fine Arts
Sancomb, Christopher	Assistant Professor	Art & Art History	Fine Arts
Cassano, Heather	Assistant Professor	Digital Media & Design	Fine Arts
Huang, Sue	Assistant Professor	Digital Media & Design	Fine Arts
Olschan, Samantha	Assistant Professor	Digital Media & Design	Fine Arts
Zhou, Ting	Assistant Professor	Digital Media & Design	Fine Arts
Qi, Zhenzhen	Assistant Professor	Digital Media & Design	Fine Arts
Fellows, Sarita	Assistant Professor	Dramatic Arts	Fine Arts
Majid, Asif	Assistant Professor	Dramatic Arts	Fine Arts
Neighbors, Jacob	Assistant Professor	Dramatic Arts	Fine Arts

<b><u>NAME</u></b>	<b><u>TITLE</u></b>	<b><u>DEPARTMENT</u></b>	<b><u>SCHOOL/COLLEGE</u></b>
Kaplan, Michael	Assistant Professor	Dramatic Arts	Fine Arts
Acevedo, Stefanie	Assistant Professor	Music	Fine Arts
Kim, Janet	Assistant Professor	Music	Fine Arts
McManus, Justin	Assistant Professor	Music	Fine Arts
Humber, Nadiyah	Associate Professor		Law
VanCleave, Anna	Associate Professor		Law
Pantin, Travis	Associate Professor		Law
Faucon*, Casey	Associate Professor		Law
Zubrzycki, Carleen	Associate Professor		Law
Acebo, Nathan	Assistant Professor	Anthropology	Liberal Arts and Sciences
Mayer, Joshua	Assistant Professor	Anthropology	Liberal Arts and Sciences
Ruiz, Hector Camilo	Assistant Professor	Anthropology	Liberal Arts and Sciences
Saha Roy, Sayantan	Assistant Professor	Anthropology	Liberal Arts and Sciences
Seraphin, Bruno	Assistant Professor	Anthropology	Liberal Arts and Sciences
Shoreman-Ouimet, Eleanor	Assistant Professor	Anthropology	Liberal Arts and Sciences
Williams, Sarah	Assistant Professor	Anthropology	Liberal Arts and Sciences
Aksenov, Alexander	Assistant Professor	Chemistry	Liberal Arts and Sciences
Gilmore, Kerry	Assistant Professor	Chemistry	Liberal Arts and Sciences
Hohman, James Nathan	Assistant Professor	Chemistry	Liberal Arts and Sciences
Kienzler, Michael	Assistant Professor	Chemistry	Liberal Arts and Sciences
Cooper, Ressa Amanda	Assistant Professor	Communication	Liberal Arts and Sciences
Hintz, Elizabeth	Assistant Professor	Communication	Liberal Arts and Sciences
Ma, Zexin Marsha	Assistant Professor	Communication	Liberal Arts and Sciences
Page, Tyler	Assistant Professor	Communication	Liberal Arts and Sciences
Suk, Jiyoun	Assistant Professor	Communication	Liberal Arts and Sciences
Yue, Cen	Assistant Professor	Communication	Liberal Arts and Sciences
Callahan, Russell	Assistant Professor	Earth Sciences	Liberal Arts and Sciences
Feng, Ran	Assistant Professor	Earth Sciences	Liberal Arts and Sciences
Heyduk, Karolina	Assistant Professor	Ecology and Evolutionary Biology	Liberal Arts and Sciences
Kremer, Colin	Assistant Professor	Ecology and Evolutionary Biology	Liberal Arts and Sciences
Choi, Sung Hoon	Assistant Professor	Economics	Liberal Arts and Sciences
Cooper, Spencer	Assistant Professor	Economics	Liberal Arts and Sciences
Kim, Harim	Assistant Professor	Economics	Liberal Arts and Sciences
Levin, Remy	Assistant Professor	Economics	Liberal Arts and Sciences
Vidart, Daniela	Assistant Professor	Economics	Liberal Arts and Sciences
Anson, April	Assistant Professor	English	Liberal Arts and Sciences
Booten, Kyle	Assistant Professor	English	Liberal Arts and Sciences
Choffel, Julie	Assistant Professor	English	Liberal Arts and Sciences
Islam, Najnin	Assistant Professor	English	Liberal Arts and Sciences

<u>NAME</u>	<u>TITLE</u>	<u>DEPARTMENT</u>	<u>SCHOOL/COLLEGE</u>
Jones, Briona	Assistant Professor	English	Liberal Arts and Sciences
Menrisky, Alexander	Assistant Professor	English	Liberal Arts and Sciences
Abu, Thelma	Assistant Professor	Geography	Liberal Arts and Sciences
Burton, Christopher	Assistant Professor	Geography	Liberal Arts and Sciences
Park, Yoo Min	Assistant Professor	Geography	Liberal Arts and Sciences
Amador, Emma	Assistant Professor	History	Liberal Arts and Sciences
Maruyama, Hana	Assistant Professor	History	Liberal Arts and Sciences
Plater, Mars	Assistant Professor	History	Liberal Arts and Sciences
Silverstein, Sara	Assistant Professor	History	Liberal Arts and Sciences
Theiss, William	Assistant Professor	History	Liberal Arts and Sciences
Yazdani, Kaveh	Assistant Professor	History	Liberal Arts and Sciences
Burnett, Marketa	Assistant Professor	Human Dev and Family Sciences	Liberal Arts and Sciences
Ferreira van Leer, Kevin	Assistant Professor	Human Dev and Family Sciences	Liberal Arts and Sciences
Kalinowski, Jolaade	Assistant Professor	Human Dev and Family Sciences	Liberal Arts and Sciences
LaRusso, Maria	Assistant Professor	Human Dev and Family Sciences	Liberal Arts and Sciences
Moody, Raymond	Assistant Professor	Human Dev and Family Sciences	Liberal Arts and Sciences
Nwakasi, Candidus	Assistant Professor	Human Dev and Family Sciences	Liberal Arts and Sciences
Rendon Garcia, Sarah	Assistant Professor	Human Dev and Family Sciences	Liberal Arts and Sciences
Zhang, Na	Assistant Professor	Human Dev and Family Sciences	Liberal Arts and Sciences
Crawford, Amanda	Assistant Professor	Journalism	Liberal Arts and Sciences
Granby, Martine	Assistant Professor	Journalism	Liberal Arts and Sciences
Stegovec, Adrian	Assistant Professor	Linguistics	Liberal Arts and Sciences
Allen, Mary E.	Assistant Professor	Literatures, Cultures, and Languages	Liberal Arts and Sciences
Horakova, Ana	Assistant Professor	Literatures, Cultures, and Languages	Liberal Arts and Sciences
Koenig, Raphael	Assistant Professor	Literatures, Cultures, and Languages	Liberal Arts and Sciences
Miller, Yonatan	Assistant Professor	Literatures, Cultures, and Languages	Liberal Arts and Sciences
Manning, Cara	Assistant Professor	Marine Sciences	Liberal Arts and Sciences
Matassa, Catherine	Assistant Professor	Marine Sciences	Liberal Arts and Sciences
Romero, Leonel	Assistant Professor	Marine Sciences	Liberal Arts and Sciences
Erceg, Jelena	Assistant Professor	Molecular and Cell Biology	Liberal Arts and Sciences
Hanlon, Stacey	Assistant Professor	Molecular and Cell Biology	Liberal Arts and Sciences
Milligan-McClellan, Kathryn	Assistant Professor	Molecular and Cell Biology	Liberal Arts and Sciences
Santiago Martinez, Michel Geovanni	Assistant Professor	Molecular and Cell Biology	Liberal Arts and Sciences
Comay del Junco, Elena	Assistant Professor	Philosophy	Liberal Arts and Sciences
Lin, Ting-An	Assistant Professor	Philosophy	Liberal Arts and Sciences
Angles-Alcazar, Daniel	Assistant Professor	Physics	Liberal Arts and Sciences
Colombo, Simone	Assistant Professor	Physics	Liberal Arts and Sciences
Faesi, Christopher	Assistant Professor	Physics	Liberal Arts and Sciences
Le, Anh-Thu	Assistant Professor	Physics	Liberal Arts and Sciences

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Volkov, Pavel	Assistant Professor	Physics	Liberal Arts and Sciences
Sciolino, Natale	Assistant Professor	Physiology and Neurobiology	Liberal Arts and Sciences
Zarkada, Georgia	Assistant Professor	Physiology and Neurobiology	Liberal Arts and Sciences
Ahmed Zaki, Hind	Assistant Professor	Political Science	Liberal Arts and Sciences
Andrews, Talbot	Assistant Professor	Political Science	Liberal Arts and Sciences
Byers, Jason	Assistant Professor	Political Science	Liberal Arts and Sciences
Evers, Miles	Assistant Professor	Political Science	Liberal Arts and Sciences
Gercek, Salih Emre	Assistant Professor	Political Science	Liberal Arts and Sciences
Orozco Mendoza, Elva	Assistant Professor	Political Science	Liberal Arts and Sciences
Buchweitz, Augusto	Associate Professor	Psychological Sciences	Liberal Arts and Sciences
Chaney, Kimberly	Assistant Professor	Psychological Sciences	Liberal Arts and Sciences
Egbert, Amy	Assistant Professor	Psychological Sciences	Liberal Arts and Sciences
Garr-Schultz, Alexandra	Assistant Professor	Psychological Sciences	Liberal Arts and Sciences
Miller, Jonas	Assistant Professor	Psychological Sciences	Liberal Arts and Sciences
Solis, Lorena	Assistant Professor	Psychological Sciences	Liberal Arts and Sciences
Suanda, Sumarga	Assistant Professor	Psychological Sciences	Liberal Arts and Sciences
de la Riva Aguero, Renzo	Assistant Professor	Public Policy	Liberal Arts and Sciences
Hamilton, Christal	Assistant Professor	Public Policy	Liberal Arts and Sciences
Kim, Yusun	Assistant Professor	Public Policy	Liberal Arts and Sciences
Mitre Becerril, David	Assistant Professor	Public Policy	Liberal Arts and Sciences
Yu, Jinhai	Assistant Professor	Public Policy	Liberal Arts and Sciences
Zhang, Ruodan	Assistant Professor	Public Policy	Liberal Arts and Sciences
Aldana Marquez, Beatriz	Assistant Professor	Sociology	Liberal Arts and Sciences
Jacobs, Elizabeth	Assistant Professor	Sociology	Liberal Arts and Sciences
Pryma, Jane	Assistant Professor	Sociology	Liberal Arts and Sciences
Showers, Fumilayo	Assistant Professor	Sociology	Liberal Arts and Sciences
Staggers-Hakim, Raja	Assistant Professor	Sociology	Liberal Arts and Sciences
Talbert, Ryan	Assistant Professor	Sociology	Liberal Arts and Sciences
Thakore, Bhoomi	Assistant Professor	Sociology	Liberal Arts and Sciences
Butler, Lindsay	Assistant Professor	Speech, Language, and Hearing Sciences	Liberal Arts and Sciences
Maggu, Akshay	Assistant Professor	Speech, Language, and Hearing Sciences	Liberal Arts and Sciences
Gu, Yuwen	Assistant Professor	Statistics	Liberal Arts and Sciences
Salvana, Mary Lai	Assistant Professor	Statistics	Liberal Arts and Sciences
Spencer, Neil	Assistant Professor	Statistics	Liberal Arts and Sciences
Zheng, Yao	Assistant Professor	Statistics	Liberal Arts and Sciences