

AGENDA

University of Connecticut Board of Trustees

ACADEMIC AFFAIRS COMMITTEE February 25, 2025, 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, February 25, meeting, must do so 24 hours in advance of the meeting's start time (i.e., 8:30 a.m. on Monday, February 24) by emailing 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), and all comments will be transmitted to the Committee.

ACTION ITEMS

2. Minutes from the December 10, 2024, Meeting (Attachment 1)
3. Tenure at Hire (Attachment 2)
4. Designation of Emeritus Status (Attachment 3)
5. Sabbatical Leave Recommendations (Attachment 4)
6. Appointment of Associate Professor Sung Yeul Park as the Charles H. Knapp Associate Professor in Electrical Engineering in the College of Engineering (Attachment 5)
7. Advanced Business Certificate in Social Responsibility & Impact in Business (Attachment 6)
8. Graduate Certificate in Child and Youth Behavioral Health (Attachment 7)
9. Program Closures: BA in Applied Mathematical Sciences, BS in Applied Mathematical Sciences, and BS in Mathematics-Physics. (Attachment 8)

10. Program Closures: MA and Ph.D. in Medieval Studies (Attachment 9)

INFORMATIONAL ITEMS

11. Academic Program Inventory (Attachment A)

12. Faculty Consulting Program (Attachment B)

- The University of Connecticut Consulting Program FY24 Annual Report
- Report on the University of Connecticut's compliance with CGS 1-84(r)
Faculty Consulting Program: Report Issued by the Faculty Consulting
Oversight Committee

13. University Senate Representative Report

14. Other Business

15. Executive Session (as needed)

16. Adjournment

PLEASE NOTE: *If you are an individual with a disability and require accommodations, please e-mail the Board of Trustees Office at boardoftrustees@uconn.edu prior to the meeting.*

ATTACHMENT 1

DRAFT MINUTES

**University of Connecticut
Board of Trustees**

**Academic Affairs Committee
December 10, 2024
Virtual Meeting**

Committee Trustees: Jeanine Gouin, Andrea Dennis-LaVigne, Sean Dunn, Bryan Pollard, Philip Rubin

Trustees: Daniel Toscano

University Senate Representatives: Karen Bresciano, D. Betsy McCoach

University Staff: Radenka Maric, Anne D’Alleva, Sarah Croucher, John Elliott, Philip Hunt, Gladis Kersaint, Michael Kirk, Cuihong Li, Leslie Shor, Michelle Williams, Reka Wrynn, Rachel Rubin

Vice-Chair Trustee Gouin called the meeting to order at 8:30 a.m.

1. Public Participation

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

2. Minutes from the October 28, 2024, Meeting (Attachment 1)

On a motion by Trustee Pollard, seconded by Trustee Dennis-LaVigne, the Committee voted to approve the minutes of the October 28, 2024, Meeting. Trustee Pollard abstained from voting on the minutes.

Requested by Provost D’Alleva, on a motion by Trustee Rubin, seconded by Trustee Pollard, the Committee voted to amend the agenda to include the Master of Science in Supply Chain Management in the School of Business as a new agenda item #6.

3. Tenure at Hire (Attachment 2)

On a motion by Trustee Pollard, seconded by Trustee Rubin, the Committee voted unanimously to recommend Agenda Item #3 to the full Board for approval.

4. Designation of Emeritus Status (Attachment 3)

On a motion by Trustee Rubin, seconded by Trustee Dennis-LaVigne, the Committee voted unanimously to recommend Agenda Item #4 to the full Board for approval.

5. Sabbatical Leave Recommendations (Attachment 4)

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

6. Master of Science in Supply Chain Management in the School of Business (Attachment 5)

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

7. Appointment of Dr. Song Han to the Pratt & Whitney Associate Professorship in Advanced Systems Engineering in the College of Engineering (Attachment 6)

On a motion by Trustee Rubin, seconded by Trustee Dennis-LaVigne, the Committee voted unanimously to recommend Agenda Item #7 to the full Board for approval. Trustee Pollard abstained from voting.

8. Program Closure: Graduate Certificate in Global Health (Attachment 7)

9. Program Closure: Graduate Certificate in Obesity Prevention and Weight Management (Attachment 8)

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

10. Program Closure: Master of Arts in Politics and Popular Culture (Attachment 9)

There was a general discussion regarding the process for removal of a program from the State Inventory and application systems within the University.

On a motion by Trustee Dennis-LaVigne, seconded by Trustee Rubin, the Committee voted unanimously to recommend Agenda Item #10 to the full Board for approval.

INFORMATIONAL ITEMS

11. Fall 2024 Report on Review of Programs with Low-Completion Rates (Attachment A)

Provost D'Alleva gave an update on the review of programs with low-completion rates. Led by Vice Provost Kersaint and Assistant Vice Provost Croucher, academic deans, department heads, and program faculty have submitted reports in response to this process with outcomes that include continuation, continuation with modifications, suspension, or closure. Provost D'Alleva will continue to provide updates to the Committee as plans for program changes are developed by the relevant academic leaders.

12. University Senate Representative Report

Senate Representative McCoach gave an update on activities in the University Senate including the final stages of the Common Curriculum implementation and a review of its membership including appropriate constituencies.

13. Other Business

There was no Other Business.

14. Executive Session (as needed)

There was no Executive Session.

15. Adjournment

On a motion by Trustee Rubin, seconded by Trustee Dunn, the Committee voted unanimously to adjourn. The meeting was adjourned at 9:14 a.m.

Respectfully submitted,

Alexis Lohrey
Secretary to the Committee

ATTACHMENT 2

UNIVERSITY OF CONNECTICUT
TENURE AT HIRE RECOMMENDATIONS
PRESENTED TO THE BOARD OF TRUSTEES - February, 2025

NAME

DEPARTMENT

SCHOOL/COLLEGE

Effective August 23, 2025

TENURE AS ASSOCIATE PROFESSOR

Steady, Laura

Educational Psychology

Neag School of Education

ATTACHMENT 3

University of Connecticut Department of Human Resources

Emeritus Retirees

February 26, 2025 Board of Trustees Meeting

<u>NAME</u>	<u>TITLE</u>	<u>DEPARTMENT</u>	<u>SCHOOL/COLLEGE</u>	<u>RETIRED</u>	<u>HIRED</u>
<i>Faculty meeting "automatic" criteria for emeritus status</i>					
Macdonald, Gail	Professor in Residence	Journalism	College of Liberal Arts & Sciences	1/1/2025	8/23/2008

ATTACHMENT 4

University of Connecticut Office of the Provost
Sabbatical Leave Recommendations Requiring Board of Trustees Approval
December 11, 2024 Board of Trustees Meeting

SABBATICAL MODIFICATIONS/POSTPONEMENTS

NAME	TITLE	DEPARTMENT	SCHOOL/COLLEGE	PAY	PERIOD
Capshaw, Katharine	Assoc Dean & Professor	English	Liberal Arts and Sciences	Full Change to Full	Fall 2024 Fall 2025
Denes, Amanda	Professor	Communications	Liberal Arts and Sciences	Full Change to Full	Spring 2025 Fall 2025
Li, Cuihong	Director & Assoc Professor	Operations and Info Management	Business	Full Change to Full	Spring 2025 Spring 2026
Kuzovkina-Eischen, Yulia	Professor	Plant Sci and Landscape Arch	Agriculture, Health, Natural Rcs	Full Change to Full	Spring 2025 Fall 2025
Singer, Matthew	Assoc Professor	Political Science	Liberal Arts and Sciences	Full Change to Full	Spring 2023 Spring 2026

SABBATICAL LEAVE REQUESTS


NAME	TITLE	DEPARTMENT	SCHOOL/COLLEGE	PAY	PERIOD
Christensen, Johnnie	Assoc Professor	Communication	Liberal Arts and Sciences	Full	Spring 2026
Codr, Dwight	Assoc Professor	English	Liberal Arts and Sciences	Full	Spring 2026
Dierssen, Heidi	Professor	Marine Sciences	Liberal Arts and Sciences	Full	Spring 2026
Harel, Ofer	Dean	Liberal Arts and Sciences	Liberal Arts and Sciences	Full	Fall 2025
Healey, Mark	Department Head & Assoc Prof	History	Liberal Arts and Sciences	Full	Fall 2025
Huang, Lan-Hsuan	Professor	Mathematics	Liberal Arts and Sciences	Half	AY 2025-2026
Lerman, Alina	Assoc Professor	Accounting	Business	Full	Fall 2025

NAME	TITLE	DEPARTMENT	SCHOOL/COLLEGE	PAY	PERIOD
Madjar, Nora	Assoc Dean & Assoc Professor	Business	Business	Full	Fall 2025
Morawetz, Thomas	Professor - LAW	Law Instruction and Research	Law	Full	Spring 2026
Naknoi, Kanda	Assoc Professor	Economics	Liberal Arts and Sciences	Full	Spring 2026
Nelman, Rod	Assoc Professor	Music	Fine Arts	Full	Spring 2026
Perkoski, Evan	Assoc Professor	Political Science	Liberal Arts and Sciences	Half	AY 2025-2026
Price-Glynn, Kimberly	Assoc Professor	Sociology	Liberal Arts and Sciences	Full	Spring 2026
Roby, Thomas	Professor	Mathematics	Liberal Arts and Sciences	Full	Spring 2026
Schifano, Elizabeth	Assoc Professor	Statistics	Liberal Arts and Sciences	Full	Spring 2026
Somerset, Fiona	Professor	English	Liberal Arts and Sciences	Full	Spring 2026
Smith, Victoria	Assoc Professor	English	Liberal Arts and Sciences	Full	Spring 2026
Stegovec, Adrian	Asst Professor	Linguistics	Liberal Arts and Sciences	Full	Spring 2026
Stevenson, Ian	Assoc Professor	Psychological Sciences	Liberal Arts and Sciences	Full	Spring 2026
Wallace, Scott	Assoc Professor	Journalism	Liberal Arts and Sciences	Full	Spring 2025
Wu, Damin	Professor	Mathematics	Liberal Arts and Sciences	Half	AY 2025-2026
Yang, Chunsheng	Assoc Professor	Lit, Cultures and Languages	Liberal Arts and Sciences	Full	Spring 2026

ATTACHMENT 5

February 26, 2025

TO: Members of the Board of Trustees

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

RE: Appointment of Associate Professor Sung Yeul Park as the Charles H. Knapp
Associate Professor in Electrical Engineering in the College of Engineering

RECOMMENDATION:

That the Board of Trustees approve the appointment of Associate Professor Sung Yeul Park as the Charles H. Knapp Associate Professor in Electrical Engineering in the College of Engineering.

BACKGROUND:

The Charles H. Knapp Associate Professor in Electrical Engineering was established by an endowment from Robert Knapp dated June 20, 2012, to support a nationally or internationally recognized researcher, scholar and teacher at the level of Associate Professor, who has made significant contributions to the field of electrical engineering. This recommendation is made by Dean Ji-Cheng 'JC' Zhao along with the unanimous endorsement of the College of Engineering Dean's Executive Council. The appointment will be effective March 1, 2025 through February 28, 2028.

Associate Professor Park received his Ph.D. in Electrical and Computer Engineering from the Virginia Tech in 2009. He joined the faculty of the Department of Electrical and Computer Engineering at the University of Connecticut as an Assistant Professor in August 2009 and was promoted to Associate Professor in 2015.

Associate Professor Park's innovations in the area of power electronics, energy storage systems, and smart grid technologies with an emphasis on the integration of electrochemical impedance spectroscopy and machine learning into battery management systems have captured interest from many sponsors and led to an NSF CAREER award. Associate Professor has attracted more than \$3 million in research funding from federal sources such as the U.S. Department of Defense, the Department of Energy, and the National Science Foundation. He has published over 50 peer-reviewed and refereed journal articles in high-impact journals. He has graduated six Ph.D. students as major advisor who have all gone on to careers in industry and academia.

ATTACHMENT 6

February 26, 2025

TO: Members of the Board of Trustees

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



RE: Advanced Business Certificate in Social Responsibility & Impact in Business

RECOMMENDATION:

That the Board of Trustees approve the Advanced Business Certificate in Social Responsibility & Impact in Business in the School of Business.

BACKGROUND:

In a world increasingly focused on business practices and sustainability, the Advanced Business Certificate (ABC) in Social Responsibility & Impact in Business (SRIB) from UConn's School of Business opens doors to a diverse array of impactful careers (see the attached Trellis Report, *The State of the Sustainability Profession 2024*). Lightcast comparison data predicts national job growth of 21.6% in positions appropriate to those with graduate degrees in sustainability studies. Students who complete the UConn SRIB Certificate will be equipped with the skills and knowledge necessary to thrive in roles that transcend traditional business boundaries, making a positive difference in the world. They will graduate prepared to take on roles that align with the program's focus on marketing for a better world, corporate social responsibility, sustainability, and ethical decision-making.

The proposed SRIB Certificate will complement the recently launched MS in Social Responsibility and Impact in Business currently offered by the School of Business. The program is intentionally designed to help fill the available open seats in already existing courses for the MS SRIB and MBA degrees. Current students in the Flex, Online, and Executive MBA programs can complete the certificate as part of their MBA program work. Alumni and other interested individuals can seek admission to the graduate certificate as a standalone program.

No additional resources are required to offer this program. The certificate will be offered primarily as an online program. A limited number of courses are offered in-person at the Hartford Graduate Business Learning Center.

This program is under the School of Business AACSB accreditation. The SRIB Certificate will be evaluated routinely and at regular intervals together with the MSSRIB under the AACSB accreditation process.

Advanced Business Certificate in Social Responsibility & Impact in Business (SRIB Certificate)

Graduate Certificate

New Program Proposal, February 2025

School of Business

CIP Code: 30.3301 (Sustainability Studies)

Planned effective term: fall 2025

Introduction

To address growing demands for workforce development in social responsibility in business, the Marketing and Business Law faculty in the Marketing Department, UConn School of Business is proposing a 12-credit Graduate Certificate in Social Responsibility & Impact in Business (SRIB). This Certificate responds to demand from 1) Flex and Online MBA students, 2) Executive MBA students, and 3) alumni and other individuals seeking graduate work in social responsibility and impact in business. The Flex and Online MBA students can complete the certificate as part of their MBA program work. Alumni and other interested individuals can seek admission to the graduate certificate as a standalone program.

Specialized training in sustainability is growing with certifications being offered by private entities such as the Global Reporting Initiative and increasingly by universities. Certificates focused on sustainability and business are increasingly being offered by business schools at universities throughout the United States including Arizona State University, Harvard Business School, Stanford University, and MIT Sloan.

The SRIB Certificate will be of interest to self-starters concerned about social responsibility and impact, or companies seeking to equip their employees with the skills and knowledge to drive positive change through business, including UConn MBA or EMBA alumni and other college graduates with work experience in a business-related field throughout the Northeast and current UConn MBA, EMBA, or other specialized Master students seeking a specialization in corporate social responsibility & impact in business.

Program Information

Location(s)/Modalities

Hartford (Graduate Business Learning Center)

The Advanced Business Certificate is offered primarily as an online program. A limited number of courses are offered in-person.

Catalog Description

The Marketing Department offers an advanced business certificate for business professionals who are interested in social responsibility and impact in business. The Social Responsibility & Impact in Business Certificate is designed to meet the growing demand for professionals with skills to effectively consider social responsibility and impact as part of business decision-making. Students must complete 12 credits.

Certificate requirements: Students will earn the 12-credit graduate certificate by successfully completing the following: Required: MKTG 5115 Required: at least 9 credits from BLAW 5253, BLAW 5254, MKTG 5255, and MKTG 5258.

Program Learning Objectives

Upon completion of the SRIB graduate certificate, students will be able to:

- Embed social responsibility in ethical business models
- 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

Assessment Plan OR Specialist/Programmatic Accreditation

This program is under the School of Business AACSB accreditation. The SRIB Certificate will be evaluated routinely and at regular intervals together with the MSSRIB under the AACSB accreditation process.

Graduate Outcomes

In a world increasingly focused on business practices and sustainability, the Advanced Business Certificate (ABC) in Social Responsibility & Impact in Business from UConn's School of Business opens doors to a diverse array of impactful careers (Trellis 2024; see Appendix A). Students who complete the Certificate are equipped with the skills and knowledge necessary to thrive in roles that transcend traditional business boundaries, making a positive difference in the world. They are well-prepared to

take on roles that align with the program's focus on marketing for a better world, corporate social responsibility, sustainability, and ethical decision-making. Specifically, the ABC in Social Responsibility & Impact prepares students for positions such as Corporate Social Responsibility Manager, Marketing Strategist, Environmental and Social Governance Analyst/Officer/Controller, CSR Communications Specialist, Sustainability Consultant, Social Impact Entrepreneur, Government and Policy Advocate.

Standard Occupational Codes (SOC) intersecting with potential employment for graduates of the program include:

Below is a listing SOC that may intersect with

- ✓ 11-2000 Advertising, Marketing, Promotions, Public Relations, and Sales Managers
- ✓ 11-9120 Natural Sciences Managers
- ✓ 11-9150 Social and Community Service Managers
- ✓ 13-1040 Compliance Officers
- ✓ 13-1110 Management Analysts
- ✓ 13-1160 Market Research Analysts and Marketing Specialists
- ✓ 13-2010 Accountants and Auditors
- ✓ 13-2050 Financial Analysts and Advisors
- ✓ 19-1090 Miscellaneous Life Scientists
- ✓ 19-2040 Environmental Scientists and Geoscientists
- ✓ 19-3090 Miscellaneous Social Scientists and Related Workers
- ✓ 21-0000 Community and Social Service Occupations
- ✓ 23-0000 Legal Occupations
- ✓ 27-3030 Public Relations Specialists

Careers may span a wide range of industries, across public and private sectors.

Projected Enrollment, Resources, and Evaluation

Staffing

The SRIB Certificate is housed within the Marketing Department in the School of Business. The MS in Social Responsibility MSSRIB academic director and program manager will administer the Certificate Program. No additional support beyond that provided to MSSRIB will be needed.

Students

Student intake occurs in Fall, Winter, Spring, and Summer. Initial enrollment in Fall 2025 is expected to be at 3, growing to 10 by Fall 2028. The program is intentionally designed to help fill the available open seats in already existing courses for the M.S.in Social Responsibility & Impact in Business and MBA degrees.

Prospective students must have completed 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.

International Students

The SRIB Certificate Program does not support student visas.

Library or ITS resources

No additional resources will be needed, the SRIB Certificate is offered in tandem with the M.S. in Social Responsibility & Impact in Business.

Program Evaluation

Internally, the program will be evaluated in the following ways:

1. Course content, 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).
3. Alums and managers at hiring companies.

UConn Alum	Company	Location
Brian Paganini	Quatum Organics	CT
Jessica Weaver	CT State Treasurer's Office	CT
Bryan Dougherty	Orsted	Denmark
Larry Seiler	Ozone Renewables	NY
Jeff Levins	Charter	CT
Sarah Cusano	Alliance Advisors	MA
Jason Harris	NovoHydrogen	UT
Lee McChesney	MSA Safety	OH
Radhika Kanaskar	Microsoft	WA
Lily Stiffler	Jones Street Investment Partners	MA
Liz Willson	Potential Energy Coalition	MA

Duygu Ozcan	Henkel	CT
Benjamin North	CT DEEP	CT
Brian Farnen	CT Green Bank	CT
Margo Bailey	Pratt & Witney	CT
Emily Dodson	Fair Labor Association	D.C.
Devang Patel	Avangrid	CT
Steve Cristos	SAP	NY
Nic Lincon	Savion	MO

Appendices

Appendix A: *The State of the Sustainability Profession 2024: Trellis Report*

Appendix B: Lightcast Comparative Data for Graduate Programs in Sustainability Studies

The State of the Sustainability Profession 2024



About the State of the Sustainability Profession

This is our eighth biennial State of the Sustainability Profession report. First published in 2010 (under our former name GreenBiz), the report looks at the evolution of the role of the sustainability leader in today's business world. We conducted an in-depth online survey of the Trellis Intelligence Panel in late 2023 to find out key trends in the field, including how much sustainability executives earn, where they work and what they do in the course of their jobs, and compared the findings to prior years. The results published here are based on 1,185 responses, 75 percent of which were from employees of large organizations with revenue greater than \$1 billion. Most of the charts, statistics and conclusions in this report refer to companies with revenue greater than \$1 billion, unless otherwise noted. All salary data refers solely to U.S.-based respondents. A profile of survey respondents is presented in Appendix A.

Acknowledgments

Trellis would like to thank Weinreb Group Sustainability Recruiting and the Global Reporting Initiative for their help expanding the reach of the audience survey that underpins this report. Trellis would like to thank Upwork, the online marketplace for freelancers, for contributing Section 4 “the Freelance Marketplace,” including original data and insights, about freelance sustainability work.

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Introduction

When we conducted our first survey of the sustainability profession in 2010, sustainability was a relatively new concept in the corporate world. The role that we know now didn't exist at the turn of the century. Sustainability wasn't so much a profession as an aspiration, a handful of initiatives to lead a company "beyond compliance."

Even today, as we publish the eighth biennial State of the Sustainability Profession report, the playbook for sustainability executives is still being written. Whether you're new to sustainability or an industry veteran, the world around us is changing fast. The rise in regulations in the U.S. and abroad is moving the communication of a company's sustainability-related activities from a voluntary exercise to a mandatory requirement. General counsels and chief financial officers are becoming more involved as sustainability data needs to be assured to the same extent as financial data. New roles, such as the ESG controller, are being created to ensure regulatory compliance.

The profession is at a crossroads. The sustainability role will not fade away and there will be many more companies hiring such professionals in the next few years. The question for the profession is whether these jobs will be focused on meeting the minimum requirements of compliance or strategically focused on reducing a company's negative impacts and increasing its positive ones.

John Davies

President, Networks

Trellis Group



The Unprecedented Rise of Regulation

Sustainability professionals have long advocated for a common framework of sustainability metrics. A veritable alphabet soup of standards (GRI, IFRS, TCFD, CDP and many more) evolved but reporting remained voluntary. But the last two years have seen a dramatic shift. There has been a significant increase in mandatory sustainability-related legislation in Europe, the U.S. and elsewhere, much of it focusing on reporting sustainability initiatives and targets. As one sustainability professional shared, “It looks like the dog caught the car.”

The caution for large companies considering how to respond to these regulations: “The car always wins.”

In the EU, the governing European Commission passed legislation that requires large companies to publish regular reports on the social and environmental risks they face, and on how their activities impact people and the environment. [Here is an](#)

[overview](#) of the [Corporate Sustainability Reporting Directive](#) (CSRD) and other EU regulations. CSRD will require nearly 50,000 EU companies and around 3,000 U.S. companies to report their climate and environmental impact.

In the U.S., the Securities and Exchange Commission (SEC), which has a mission to protect investors, adopted [rules](#) to enhance and standardize climate-related disclosures by public companies. (It’s on hold as litigation makes its way through the courts.) California also passed legislation ([Senate Bill 253](#) and [Senate Bill 261](#)) that will require companies with revenue above certain thresholds to make climate-related disclosures starting in 2026. The California legislation will affect more than 5,300 companies that do business in the state.

The SEC chose to bypass any requirements for reporting Scope 3 emissions data, which are the result of activities from assets

With the arrival of the most recent regulations, another boom time is upon us.

not owned or controlled by the reporting organization, but that the organization indirectly affects in its value chain via upstream and downstream activities. The CSRD and California legislation require the reporting of scope 3 emissions data, which will increase the need for more consultants and internal resources.

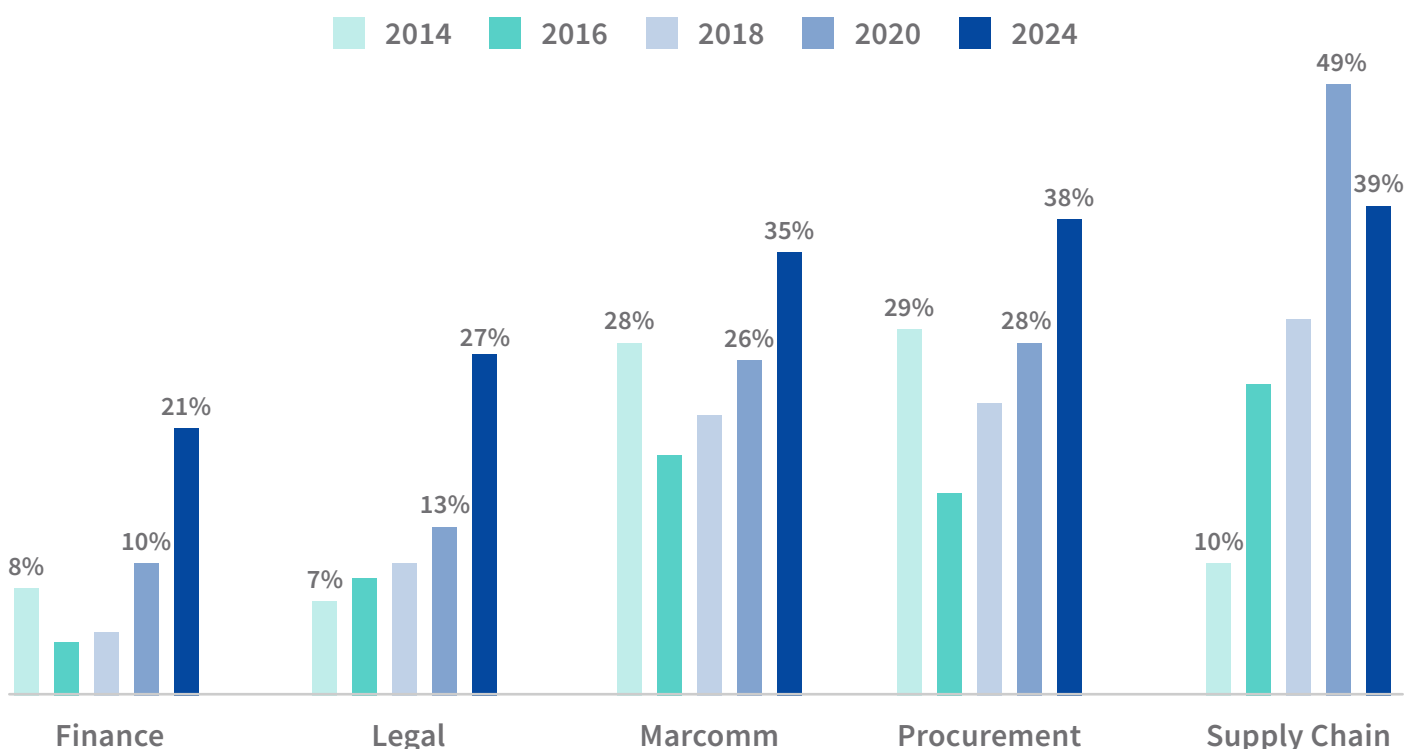
Assuring Sustainability: A \$5.7 Billion Market

While timeframes have been set, there are already legal challenges that could delay implementation of some regulations. But most large companies aren't waiting for the dust to settle because they see the need

to accurately respond to requirements for auditable ESG data — for their stakeholders, if not for their shareholders.

When it comes to sustainability data, spreadsheets no longer cut it. A little more than 20 years ago, when the Sarbanes-Oxley Act mandated certain practices in financial record keeping and reporting for corporations, one result of that legislation created a boom time for compliance and security software, and consultants to aid in implementation. With the arrival of the most recent regulations, another boom time is upon us.

Departments That Added One or More Dedicated Sustainability Resources, Either Full-Time or Part-Time



The ESG reporting software market was worth more than \$905 million in 2021 and will grow to more than \$4.34 billion by 2027, according to research firm Verdantix. It also found that global market spend on carbon management software surpassed \$340 million in 2021 and is growing at a 28 percent compound annual growth rate, expected to reach \$1.4 billion in 2027.

Staffing Response

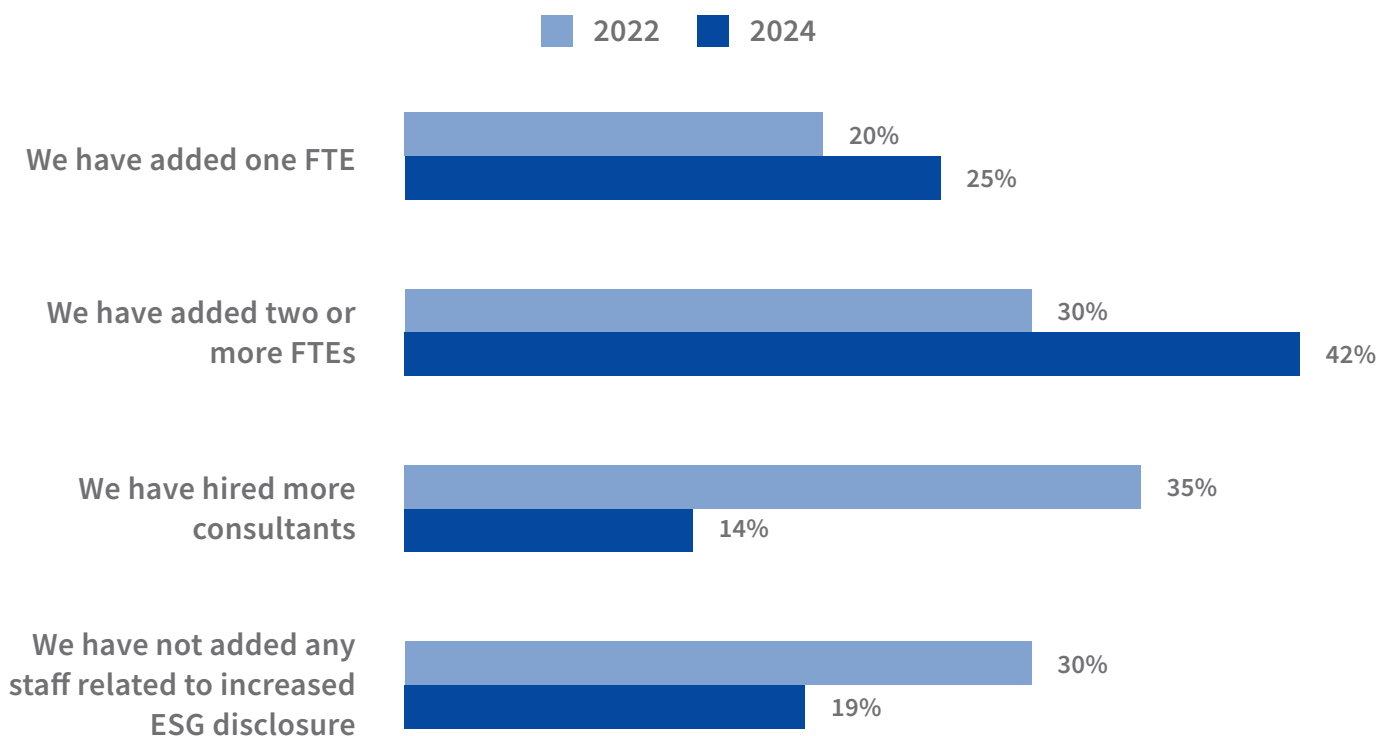
Headcount continues to increase within sustainability teams at large corporations, as 74 percent of respondents reported increased staffing over the past two years, just 2 percentage points lower than 2022. Healthcare saw the biggest increase, with

88 percent of respondents reporting adding employees to their team.

Headcounts are increasing in other departments critical to sustainability efforts as well. We asked whether one or more dedicated sustainability resources were embedded within various functions, and the biggest increases showed up in the finance and legal departments. The number of companies embedding resources in the finance department grew by 11 percentage points. Companies adding sustainability resources to their legal teams grew by 14 percentage points.

General counsels and CFOs are becoming more involved in sustainability and new roles, such as the ESG controller, are being

A Look at Added Staff or Consultants to Handle ESG Disclosures

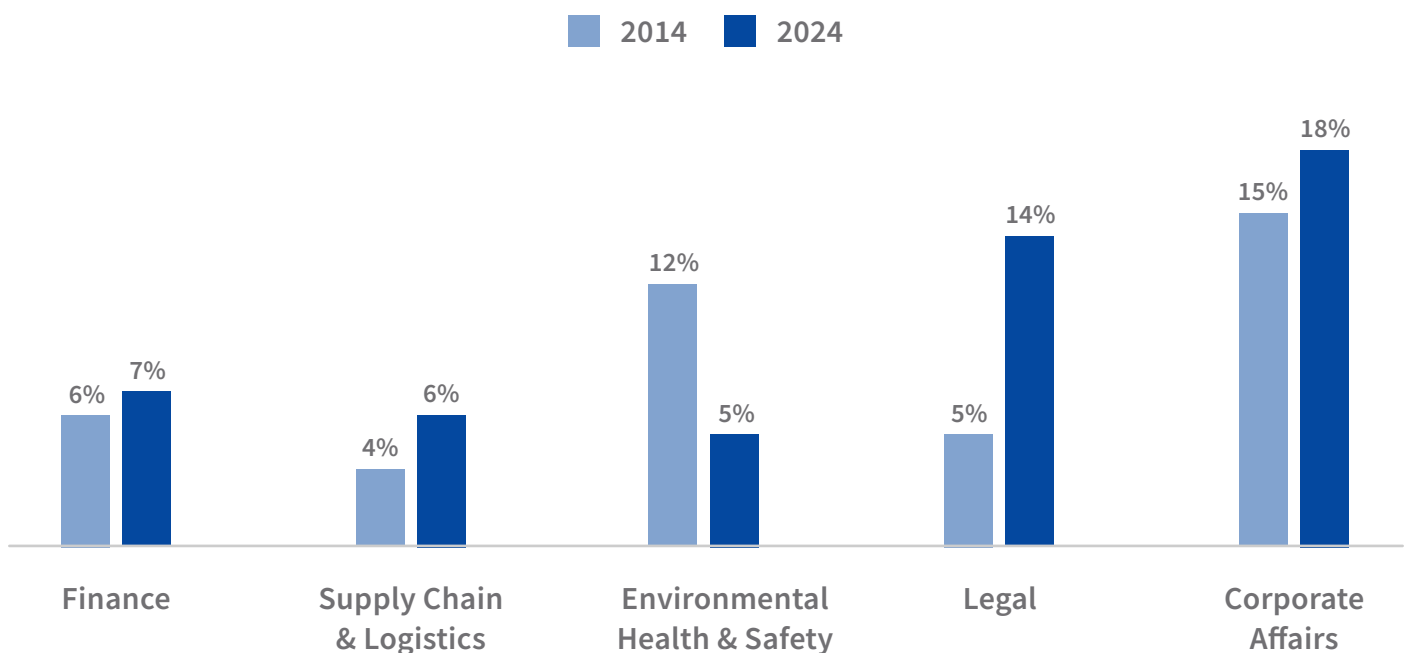


created to ensure regulatory compliance. The title “ESG controller” was virtually non-existent just two years ago. [ESG controllers are on the payroll](#) at more than half of the Fortune 100 companies now, where they oversee data systems and processes that underpin sustainability-related disclosures to regulatory bodies, Trellis reported in March 2024. Twenty percent of respondents in our most recent survey indicated that their organization has created the ESG controller function.

While sustainability staffing in the supply chain was down by 10 percentage points (likely due to COVID-related challenges having faded), the number of employees embedded in procurement rose by 10 percentage points.

Two years ago, we began asking if organizations added staff or consultants as a result of increased requirements related to ESG disclosure. In 2022, 35 percent of respondents had hired more consultants because of increased investor pressure related to ESG disclosures. Another 50 percent had added one or more staff. Two years later, the need for consultants setting strategy for ESG disclosure has decreased as more full-time employees are being brought in to gather data in an auditable way and implement the systems required for reporting ESG data. Only 14 percent of respondents hired consultants, whereas 67 percent added one or more full-time staff.

Where Sustainability Reports Over the Past 10 Years



Restructuring for Regulations

Changes in the corporate sustainability field are also apparent when you look at how sustainability is structured within a corporation. The increase in pending regulations has caused several companies to shift their reporting structures to the general counsel's office. As recently as two years ago, just 7 percent of survey respondents indicated their team reported to the legal department. That has since doubled and this trend will likely continue.

Ten years ago, it was likely that you would find a CSR team reporting into the corporate affairs department or an environmental team reporting into the environmental health and safety group.

Sustainability executives are also rising in seniority within their organizations. The number of high-ranking sustainability executives who report directly to the CEO has risen from 22 percent to 30 percent in the past two years. The industries where this is most prominent are construction, building and real estate, where 39 percent of sustainability executives report to the CEO, and the consumer goods segment, where 40 percent report to the CEO. In contrast, only 12 percent of retail and 17 percent of technology sustainability leaders report directly to the CEO.

Forty-nine percent of sustainability leaders report to an executive who reports to the CEO, while only 4 percent of respondents

can count several layers between them and the CEO.

The elevated role of the sustainability leader doesn't stop with the chief executive. Thirty-one percent of respondents report that the board of directors is briefed on an annual basis about the sustainability program's risks and achievements. Thirty percent brief the board quarterly.

The number of high-ranking sustainability executives who report directly to the CEO has risen from 22 percent to 30 percent in the past two years.

2

The Long Game: Sustainability at a Crossroads

The aim of regulations is to ensure all large organizations report consistent environmental and social impact data, allowing for comparability both within and across sectors. Yet those same regulations can function as a throttling mechanism for more proactive companies. [Motivation is diminishing for sustainability “first movers” to set ambitious public goals](#) such as Science-Based Targets (SBTs) or participate in voluntary indexes and disclosures such as the Dow Jones Sustainability Indices or the Carbon Disclosure Project (CDP), noted Dylan Siegler, head of sustainability at Universal Music Group, in March 2024.

These sustainability leaders are likely rolling back their stated ambitions for fear of being held legally accountable for their outsized ambitions, or to avoid the legal ramifications of not meeting them. In our

survey we asked about “greenhushing,” the term used to refer to companies downplaying or under-communicating environmental or sustainability commitments and performance. Fourteen percent of respondents have started to cut back on the use of terms like “green” and “ESG” in their public communications while 3 percent have completely eliminated the use of those terms.

One of the questions we’ve been asking since 2016 is for respondents to rate on a scale from 1 to 7 how involved their CEO is in the company’s sustainability program. This year CEO engagement is significantly lower than in 2022, falling nine percentage points for those CEOs who were reported to be “very engaged.”

The biggest indication of support (or lack thereof) can be seen in the slower growth of sustainability budgets. In 2022, 74 percent

Fourteen percent of respondents have started to cut back on the use of terms like “green” and “ESG” in their public communications.

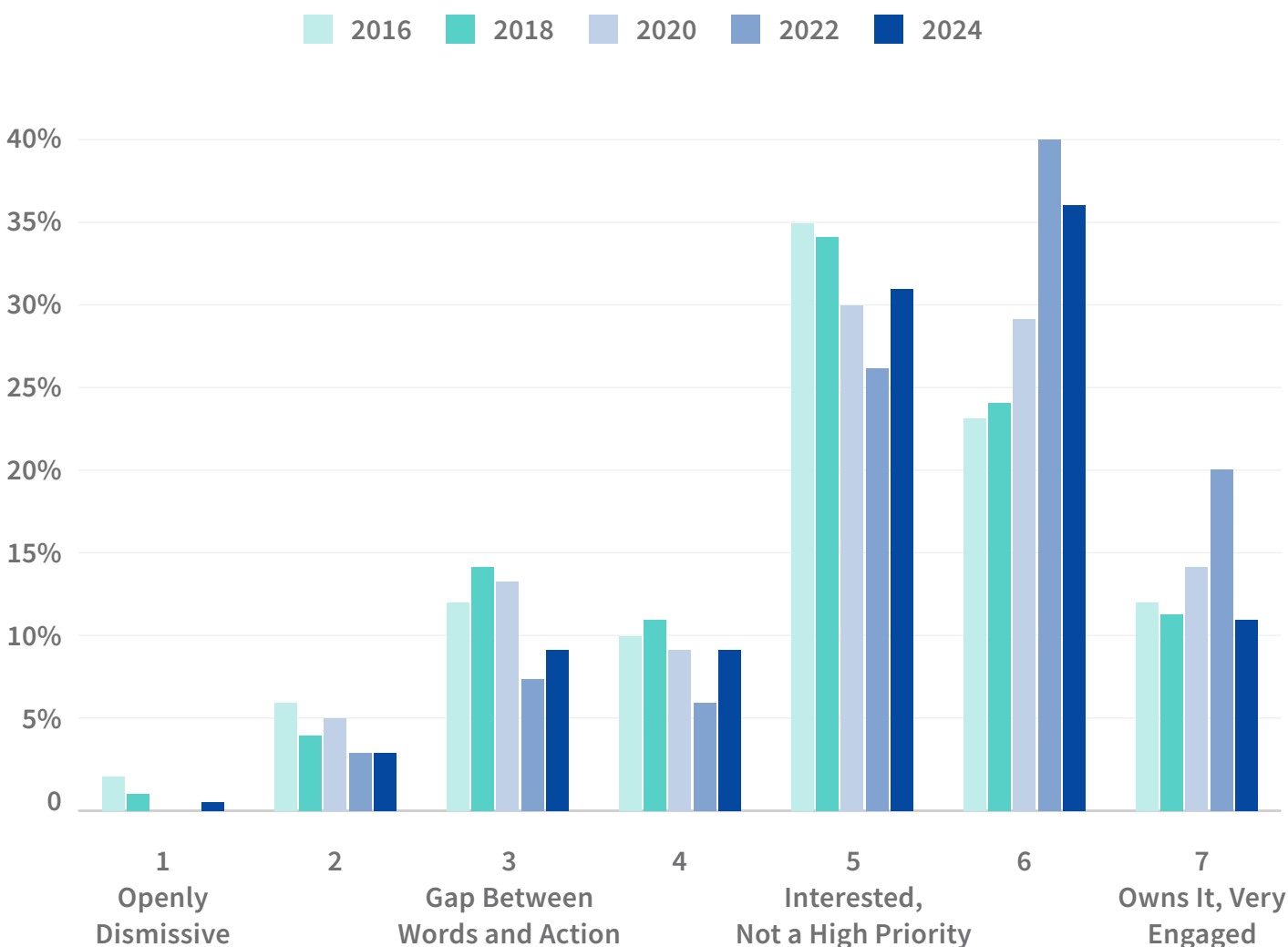
of respondents reported that their budgets had increased whereas only 4 percent saw it reduced. Two years later, only 57 percent saw their budgets increase while 9 percent were scaled back. Teams are being asked to do more with less; it's logical to assume that more of the budget is going to data collection and reporting, reducing the funds available to invest in more proactive measures.

What does all this mean for the sustainability profession? Siegler notes that the bar is

being raised for “bottom-dwellers,” corporate sustainability laggards dragged into the fray by regulated disclosures, the European Parliament’s greenwashing crackdown, and rules such as the EU’s Corporate Sustainability Due Diligence Directive that will govern environmental and human rights within corporate supply chains.

To get a reality check, we previewed some of these research results with our Trellis Network members. There’s no question, they

A Look at CEO Sustainability Involvement Over the Past Eight Years



said, that raising the bar for sustainability laggards is a good thing and may even help the leaders collect better value chain data. Many members discussed automating the data collection and reporting processes and embedding (or should we say offloading) much of that work to other parts of the organization. But some wondered what the sustainability function will look like in 18 to 24 months once disclosure and reporting requirements are embedded elsewhere in the organization.

The next two years may be a slog through software implementations and data assurance fire drills. The best in the sustainability profession will remain positive with the hope that comparability of their program's performance distinguishes companies that have been investing in true progress from those that have barely done the minimum.

As one of our network members noted, it's going to come down to how seriously individual companies are committed to true sustainability versus sustainability as simply a form of corporate reporting. They're asking themselves some existential questions about the types of capabilities they will need in their team, the number of people, and what their roles will be. Will they continue to remain deep in the weeds, focusing on operationalizing reporting and data gathering? Or will they return to focusing on innovation, incubation, and horizon scanning?

**The next two years
may be a slog
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drills.**

3 Hiring Demographics

There is no doubt there will be more companies hiring sustainability professionals to meet the demands of increased regulation. For companies looking to staff up their sustainability department, the past 12 years have shown a marked increase in hiring talent from outside the enterprise. Forty-five percent of new team members were hired from the outside in 2012, whereas at least two-thirds have been brought in from the outside over the past 12 months.

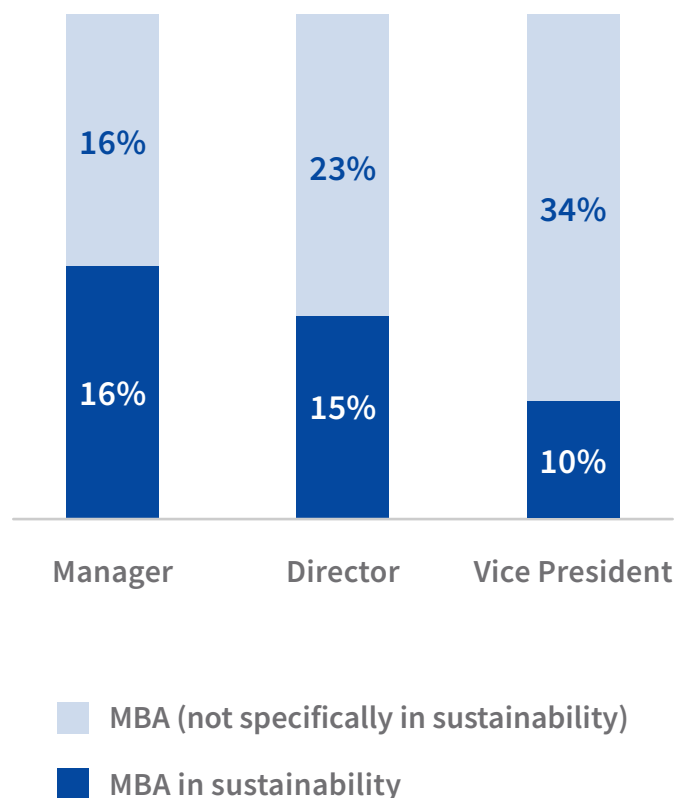
We looked at how sustainability professionals found their jobs to understand how outsiders made it in. Online job boards can be effective entryways for individual contributors and managers (47 percent and 40 percent, respectively, heard about their job this way). At the other end of the spectrum, 39 percent of directors and 47 percent of vice presidents were directly contacted by someone from the company that eventually hired them.

Graduate degrees aren't necessarily the key to unlock these opportunities. Only 32 percent of managers have an MBA, whether specifically in sustainability or not. The numbers are a bit higher for directors and vice presidents (38 percent and 44 percent, respectively). For most professionals, an

MBA is not a requirement for either a job in sustainability or a promotion.

There are some areas where sustainability professionals can benefit from specialized education and training. Year over year, the Global Reporting Initiative's training and certification programs are at the head of

A Look at Sustainability Professionals With Advanced Degrees, by Position



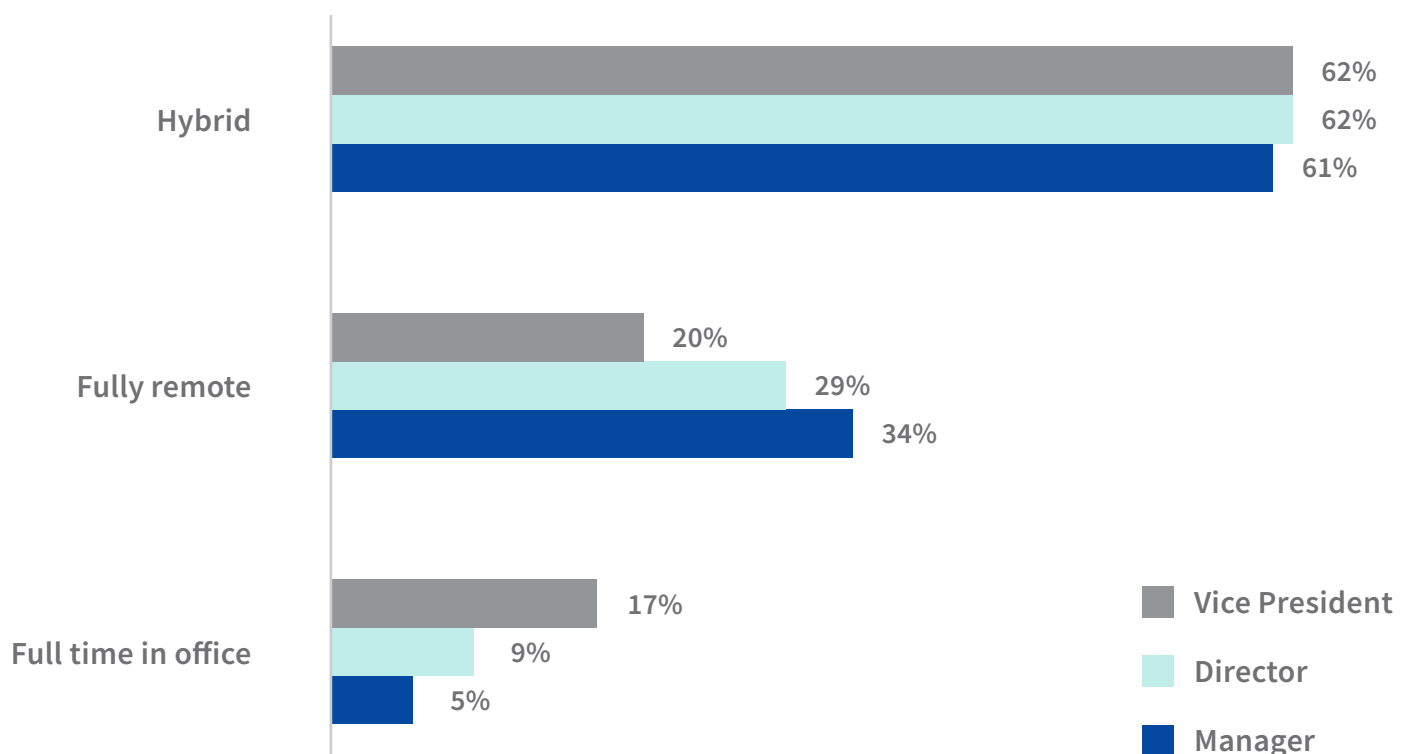
the class for all levels in an organization, according to survey respondents. University-based certification programs are next in line for vice presidents while the LEED green associate certification is most popular for directors and managers.

A key trait of the most successful sustainability professionals is seeking the next opportunities to move their program and their company forward. Vice presidents and directors are focused on understanding more about sustainable finance (40 percent and 38 percent of our respondents, respectively) while managers are more focused on environmental training than sustainable finances (31 percent and 28 percent respectively).

Once inside a company, there's an increasing expectation that a sustainability professional will spend some time working from the office. Anecdotally, we've heard from several candidates that jobs advertised as available for remote work become in-office roles when a local candidate is hired.

Close to two-thirds of sustainability employees are expected to spend some amount of time in the office. The higher the position, the more time in the office: Where 17 percent of vice presidents are expected to be in the office full time, only five percent of managers are expected to come in on a daily basis.

Percentage of Time Spent Working in Office, by Role



Once in the office, sustainability professionals are most likely sitting next to a white female. Sixty-four percent of respondents are female, 35 percent male and slightly less than one percent identify as non-binary, according to our latest survey. The growing number of women in sustainability is a long-term trend best exemplified at the senior-most level, where 31 percent of vice presidents were female in 2010 but doubled to 63 percent in 2024.

As we noted in every previous report, the sustainability profession is overwhelmingly white. Those identifying as Black or African American make up just 1 percent of sustainability professionals. Eighty-one percent identify as white, 10 percent as Asian and 6 percent Hispanic. This is consistent across all levels of the organization.

The growing number of women in sustainability is a long-term trend best exemplified at the senior-most level, where 63 percent of vice presidents were female in 2024.

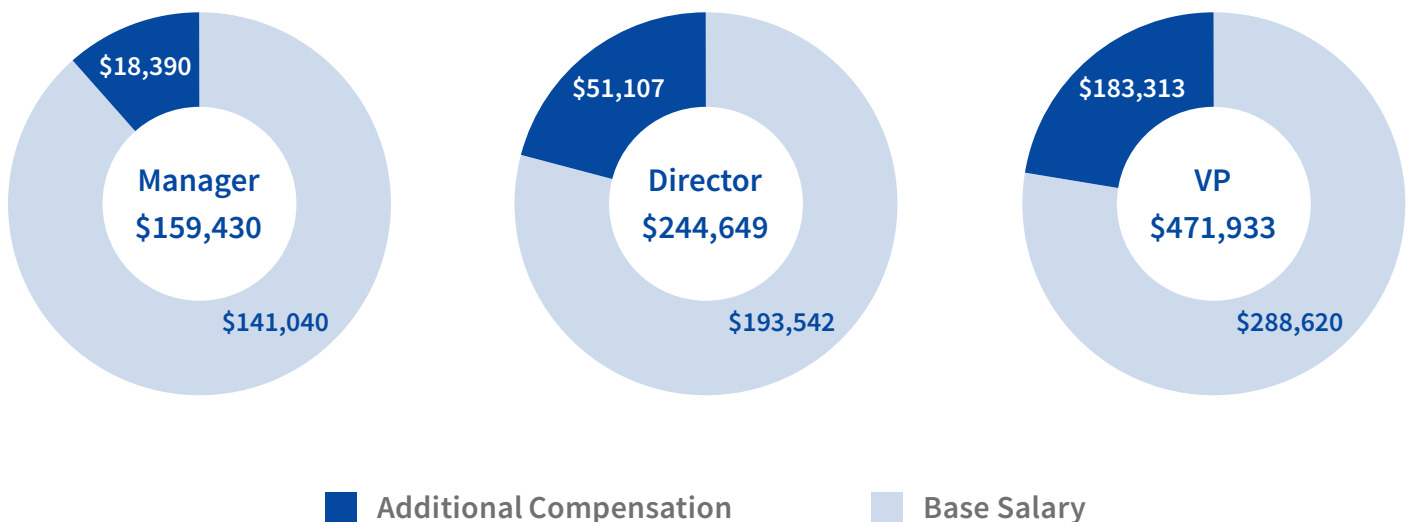
4 Compensation Trends

This biennial report has become the go-to benchmark for compensation trends for those working in the sustainability profession. It's not a perfect tally — titles and salary structures can vary across geographies and even within industries. But after 14 years of collecting and reporting data, our findings are consistent. The average total compensation (base salary plus additional compensation such as bonus, exercised options, etc.) for sustainability managers is \$159,430. For directors, it's \$244,649. For vice presidents, it's \$471,933.

This represents the biggest increases — 37 percent for managers, 21 percent for directors, 50 percent for VPs — in salaries we have seen in the previous 14 years. The base salary in 2022 for managers was \$124,398 and for directors it was \$172,463. VPs took home a base salary of \$253,518, or about \$35,000 less than today.

For base salaries, the median is not far off the average for managers and directors: \$139,500 versus \$141,040 for managers, and \$186,00 versus \$193,542 for directors. There's a much larger base pay gap for vice

Total Compensation by Title



presidents, who have a median of \$260,000 and average of \$288,620. Thirty-four percent of vice presidents have an average base salary greater than \$290,000, and 8 percent report a base of more than \$400,000.

There are regional differences as well. We separated California from the West and New York from the East, as salaries for those two states are significantly higher than the rest of the country. The average salary for a vice president in California is \$365,667, almost \$100,000 more than elsewhere in the West, where the average is \$268,125. The average salary gap is not quite as big between New York (\$333,429) and the rest of the East (\$286,167).

There are similar gaps between base salaries for directors in California and New York when compared to the other states in the region. The one difference is for managers. In California, managers on average earn \$165,719, about \$25,000 more than their peers in the West, who on average earn \$140,694. But managers in New York earn on average \$133,727, slightly less than their peers in the rest of the East, who earn \$138,317.

Four industry sectors provided enough responses to highlight salary trends for their industries: consumer goods (16% of large company respondents), technology (13%), professional services (12%) and financial services (9%). Managers in the technology sector were paid an average of \$167,975 while those in professional services were paid more than \$148,000. Those in financial

services and consumer goods averaged just more than \$130,000.

Directors in the technology industry took home an average \$229,000, far outpacing their peers in professional services (\$208,310), consumer goods (\$195,750) and financial services (\$186,500). Average salaries for vice presidents in technology led the way again (\$390,000), with those in consumer goods (\$328,615) outpacing financial services (\$277,700) and professional services (\$244,167).

Other Considerations

There are other factors that can influence the salary and total compensation package for those working in sustainability:

Age. It shouldn't be a surprise that average salary tends to increase as one gets older. But we're also seeing a significant shift in demographics of sustainability professionals. Seventy-four percent of managers are younger than 40 compared to 66 percent two years ago. There hasn't been much change in the percentage of directors older than 40 (64 percent today versus 60 percent two years ago). Two years ago, 34 percent of VPs were younger than 40 and that has dropped to 20 percent today. The number of VPs older than 50 has remained fairly constant at 35 percent.

Gender. We noted earlier the increasing number of women in sustainability leadership positions — 64 percent of those working in sustainability today are women. Two years ago, female managers earned

slightly more (about \$3,000) than their male counterparts whereas this year the average salary for a female manager is about \$8,000 less than that of their male counterpart.

The same disparity can be seen at the director level where men make \$7,300 more than women in the same role. The one title where this disparity is flipped is that of vice presidents. Female vice presidents make roughly \$22,000 more in base compensation than their male counterparts.

Education. It's difficult to say if education plays a role in salary level because more than 70 percent of those working in sustainability have some sort of advanced degree.

Managers and directors with advanced degrees make slightly more than their peers with only a bachelor's degree. At the vice president level, there's close to a \$50,000 base salary gap between those with a master's degree and those with a bachelor's.

5

The Freelance Marketplace

While green projects make up a small portion of all freelance jobs on Upwork, the steep growth in these projects in the past five years demonstrates a growing need for sustainability freelancers and an expanding environmental client base. For corporate sustainability teams that are stretched thin, freelancers offer highly specialized skills and project-level expertise. For smaller and medium-sized companies, especially those squarely in sustainability fields, freelancers help drive business growth while keeping overhead costs low.

Between 2019 and 2023, green freelance job posts on Upwork increased by over 500%. Upwork defines these as posts that have skill terms related to environmental sustainability. (For consistency, we use the same list of environmental sustainability keywords to query both job posts and freelancer profiles.)

In March 2024, Upwork evaluated job posts on its work marketplace to see which sustainability terms were most prevalent and evaluate trends across green work opportunities. Among 59 sustainability terms evaluated, Upwork found that “sustainability,” “environmental science,”

and “sustainable energy” were most commonly used by clients in job posts. When grouping green job posts into functional categories, Upwork found that client demand was highest for the following:

- Writing and Content Creation
- Renewable and Clean Energy
- Graphic Design and Multimedia
- Business Consulting and Management
- Web, Mobile and Software Development
- Data Science and Analysis

Excluding the renewable and clean energy category, this list largely reflects the top project categories we typically see outside of green jobs on Upwork, with minor variations in rank. Though writing and content creation are the top skills demanded for green projects, this is not the case for general engagements across Upwork, where skills related to web, mobile and software development, and data science and analytics continue to be most in demand. While the renewable and clean energy category is organized more by topic than by work product, it makes up the second largest category based on key terms, showing that

expertise in renewable energy is in high demand, even if the ultimate deliverables requested by clients often relate to the other job categories listed above.

Sustainable Freelancer Earning Trends

Sustainability professionals collectively earned 460% more on Upwork in 2023 than they did in 2019. Growth in freelancer earnings from green projects increased most dramatically between 2020 and 2022 and earnings hit their highest point thus far in early 2023. Earnings growth over this time period was higher than the average increase seen across all job categories.

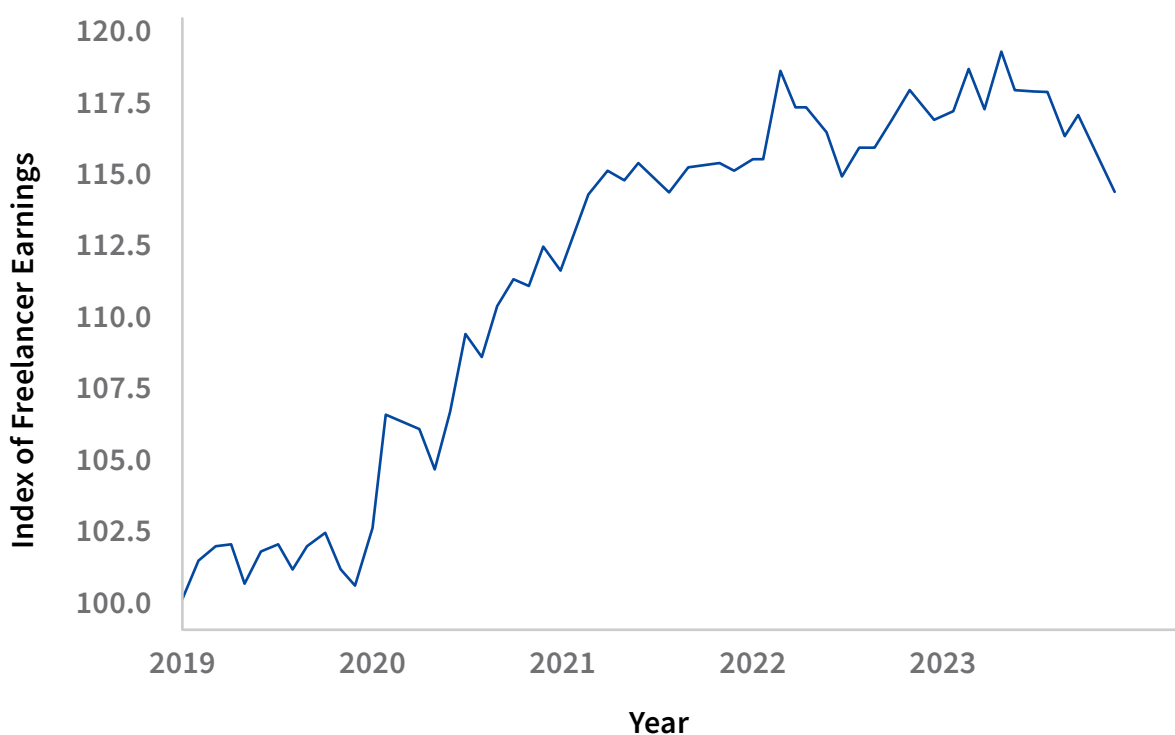
On an hourly basis, sustainability professionals on Upwork earned 47%

more per hour in 2023 than the average freelancer on the platform, indicating that sustainability expertise is highly valued and that demand for sustainability professionals on Upwork may outweigh supply.

Who's Hiring Freelancers

While smaller clients are the largest source of green jobs on Upwork, companies with 51 to 200 employees and those with over 10,000 employees are hiring a larger portion of green talent than we typically see across the platform. Among jobs posted by the largest clients, we find that communications assets are the most in-demand deliverable, followed by market analysis related to emissions, waste streams, and ESG ratings.

Growth in Freelance Earnings Over the Past Five Years



Large clients tend to be more focused on creative and marketing projects, while projects posted by small clients require a broader range of technical and academic skills, such as circular economy expertise and accounting.

Clients spending the most to hire green talent are largely based in the U.S. and Europe. Though further analysis is needed to determine the cause for this, it is likely due to more established sustainability regulations, corporate responsibility programs, and consumer preferences in those regions.

**Sustainability expertise
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supply.**

Conclusion

The sustainability profession is at a crossroads. As regulatory requirements for reporting ESG data increases, investors, value chain partners and consumers will be able to better assess the true performance of an organization. This is an important step that all mid-sized and large companies will be required to take.

The question as we move forward is whether that spells the end of the profession as we currently know it as companies rest on their laurels once they meet the bare minimum of aspiration. Or, as reporting becomes more automated and less onerous, will this baseline set the stage for a renaissance for sustainability professionals who can then lead us into the next green era iteration? We'll know in another two years if we are any closer to an answer.

Appendix A:

Profile of Survey Respondents

The 2024 State of the Sustainability Profession report was based on a survey of the Trellis Intelligence Panel, with additional respondents reached through partnerships with Weinreb Group Sustainability Recruiting and the Global Reporting Initiative (GRI).

Methodology

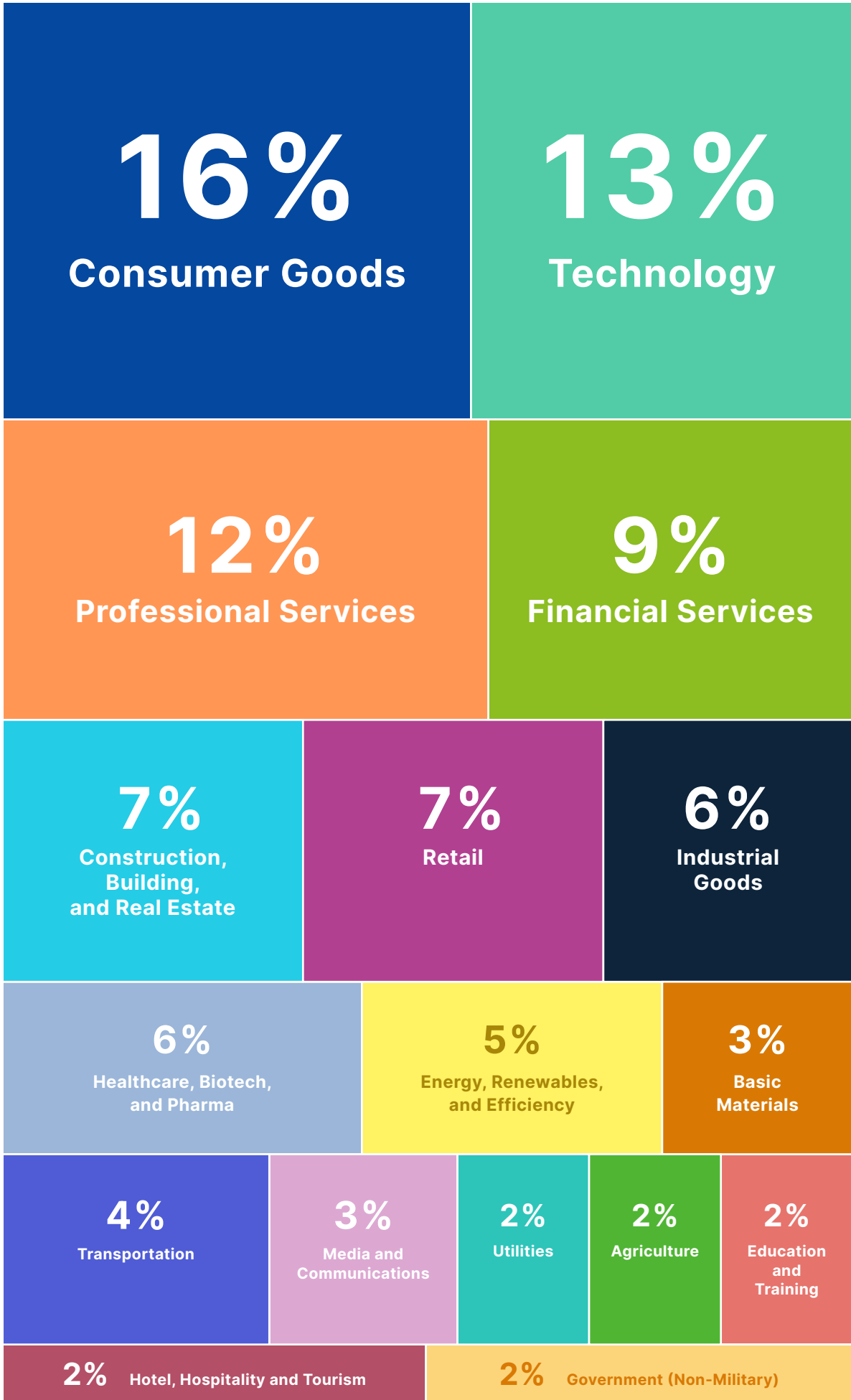
Data for the State of the Profession survey was collected during November 2023 and December 2023. The survey was conducted online and an email link was sent to the panel's members as well as to other participants reached via partnership organizations. All responses were anonymous, and Trellis does not share or sell any collected information.

Respondents

The final tally included 1,185 responses. Of those, 75 percent were employed by large organizations with revenue greater than \$1 billion. Eighty-four percent of respondents from large organizations live and work in the United States.

In terms of individual respondents, the greatest number came from those at a manager or senior manager level, with the next most from the director or senior director levels. For the purposes of our salary analysis, we focused only on managers, directors and vice presidents working in the United States.

Responses from the survey have been analyzed based upon both company size and industry sectors. Below is a breakdown of the types of companies represented, including the percentage of respondents in each sector.



Program Overview

Sustainability Studies

Lightcast Q1 2025 Data Set

January 2025

University of Connecticut - Academic Program Development and Support

Connecticut

Parameters

Completions Year: 2023

Jobs Timeframe: 2021 - 2033

Job Postings Timeframe: Jan 2021 - May 2024

Programs:

Code	Description
30.3301	Sustainability Studies

Regions:

Code	Description
0	United States


Education Level:

Description
Master's degree

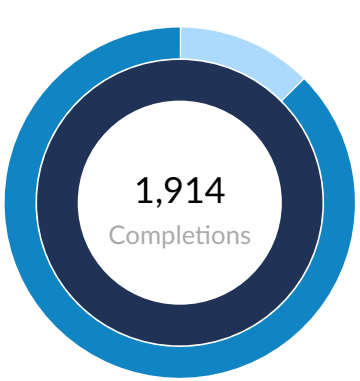
Tuition Type: Tuition & Fees

Graduate Status: Undergraduate

Residency: In-State

<p>82</p> <p>Institutions</p> <p>41% Growth (2019-2023)</p>	<p>1,914</p> <p>Completions</p> <p>89% Growth (2019-2023)</p>	<p>Completions Distribution</p> <p>Average: 23.3</p> <p>1  271</p> <p>Median: 12.5</p>
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Program Overview



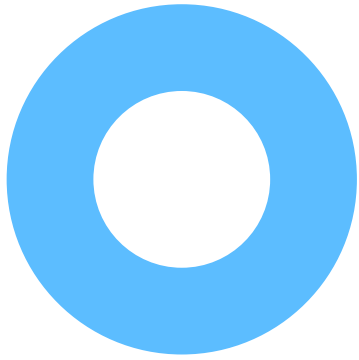
	Completions (2023)	% Completions	Institutions (2023)	% Institutions
● All Programs	1,914	100%	82	100%
● Distance Offered Programs	238	12%	19	23%
● Non-Distance Offered Programs	1,676	88%	63	77%

Market Share by Institution Type



Institution Type	Completions (2023)	Market Share
● Private not-for-profit, 4-year or above	1,023	53.4%
● Public, 4-year or above	891	46.6%

Market Share by Program

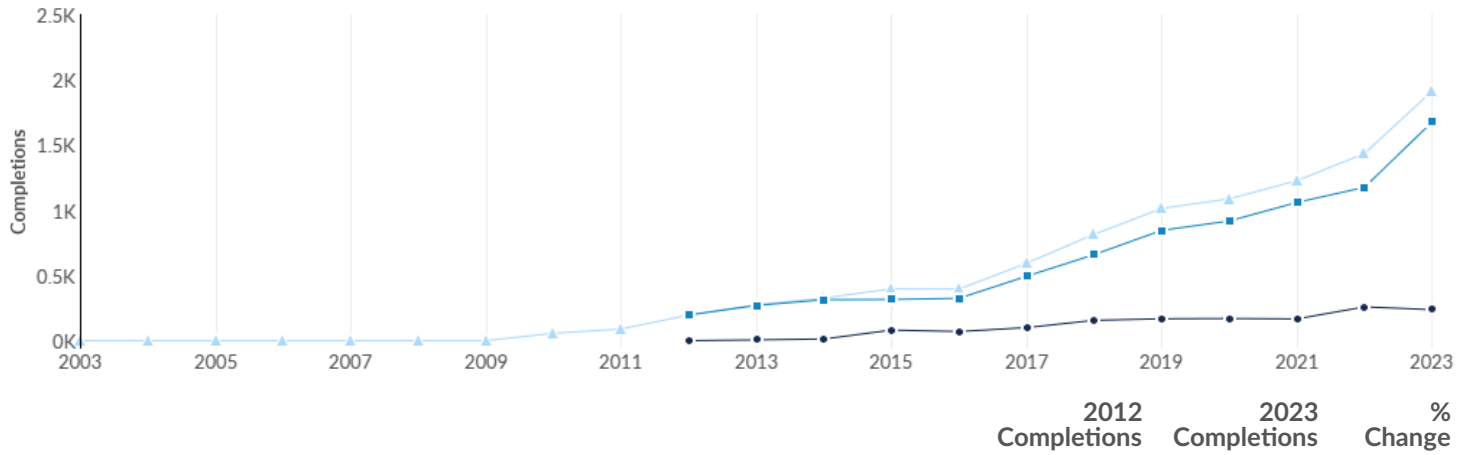


Program	Completions (2023)	Market Share
● Sustainability Studies (30.3301)	1,914	100.0%

Completions by Institution

Institution	Master's Degree Completions (2023)	Growth % YOY (2023)	Market Share (2023)	IPEDS Tuition & Fees (2023)	Completions Trend (2019-2023)
Columbia University in the City of New York	271	40.4%	14.2%	\$68,171	
Harvard University	192	33.3%	10.0%	\$59,076	
Rutgers University-New Brunswick	105	133.3%	5.5%	\$17,239	
University of Illinois Chicago	94	77.4%	4.9%	\$15,816	
University of Michigan-Ann Arbor	83	9.2%	4.3%	\$18,309	
University of California-Berkeley	76	90.0%	4.0%	\$14,850	
University of South Florida	61	-35.8%	3.2%	\$6,410	
Cornell University	47	Insf. Data	2.5%	\$66,014	
Presidio Graduate School	47	17.5%	2.5%	N/A	
University of Illinois Urbana-Champaign	45	7.1%	2.4%	\$18,060	

Regional Trends



	2012 Completions	2023 Completions	% Change
Distance Offered Programs	0	238	Insf. Data
Non-Distance Offered Programs	197	1,676	+750.8%
All Programs	197	1,914	+871.6%

Regional Completions by Award Level



Award Level	Completions (2023)	Percent
Master's Degree	1,914	100.0%

Similar Programs

233

Programs (2023)

357,751

Completions (2023)

CIP Code	Program	Master's Degree Completions (2023)
52.0201	Business Administration and Management, General	104,829
52.1301	Management Science	21,993
52.1399	Management Sciences and Quantitative Methods, Other	15,331
51.0701	Health/Health Care Administration/Management	13,364
51.2201	Public Health, General	12,220
44.0401	Public Administration	11,893
42.2803	Counseling Psychology	9,438
52.0101	Business/Commerce, General	9,050
11.1003	Computer and Information Systems Security/Auditing/Information Assurance	7,660
42.0101	Psychology, General	6,941


Target Occupations

*Filtered by the proportion of the national workforce in these occupations with a Master's degree

898,543 Jobs (2021)*	+21.6% % Change (2021-2033)*	\$38.73/hr \$80.6K/yr Median Earnings	99,373 Annual Openings*
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Occupation	2021 Jobs*	Annual Openings*	Median Earnings	Growth (2021 - 2033)*
Business Operations Specialists, All Other	216,667	23,988	\$38.05/hr	+15.99%
Project Management Specialists	186,233	22,420	\$47.30/hr	+37.81%
Managers, All Other	179,727	18,078	\$50.55/hr	+20.70%
Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	104,113	12,509	\$30.98/hr	+16.66%
Chief Executives	71,979	6,115	\$86.40/hr	+5.96%
Compliance Officers	61,680	6,870	\$36.34/hr	+24.50%
Environmental Scientists and Specialists, Including Health	25,172	2,736	\$37.98/hr	+18.41%
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	20,326	2,692	\$47.76/hr	+24.95%
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	13,640	1,721	\$29.06/hr	+16.46%
Economists	7,902	766	\$55.92/hr	+19.12%
Conservation Scientists	5,712	632	\$32.71/hr	+12.15%
Environmental Science and Protection Technicians, Including Health	3,237	390	\$24.32/hr	+5.00%
Forest and Conservation Workers	1,430	314	\$16.64/hr	+10.21%
Solar Photovoltaic Installers	723	143	\$23.46/hr	+59.20%











Job Postings Summary

<p>609,078</p> <p>Unique Postings</p> <p>1.45M Total Postings</p>	<p>2 : 1</p> <p>Posting Intensity</p>  <p>Regional Average: 3 : 1</p>	<p>52,957</p> <p>Employers Competing</p> <p>1.68M Total Employers</p>	<p>27 days</p> <p>Median Posting Duration</p> <p>Regional Average: 28 days</p>
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There were 1.45M total job postings for your selection from January 2021 to May 2024, of which 609,078 were unique. These numbers give us a Posting Intensity of 2-to-1, meaning that for every 2 postings there is 1 unique job posting.

This is close to the Posting Intensity for all other occupations and companies in the region (3-to-1), indicating that they are putting average effort toward hiring for this position.

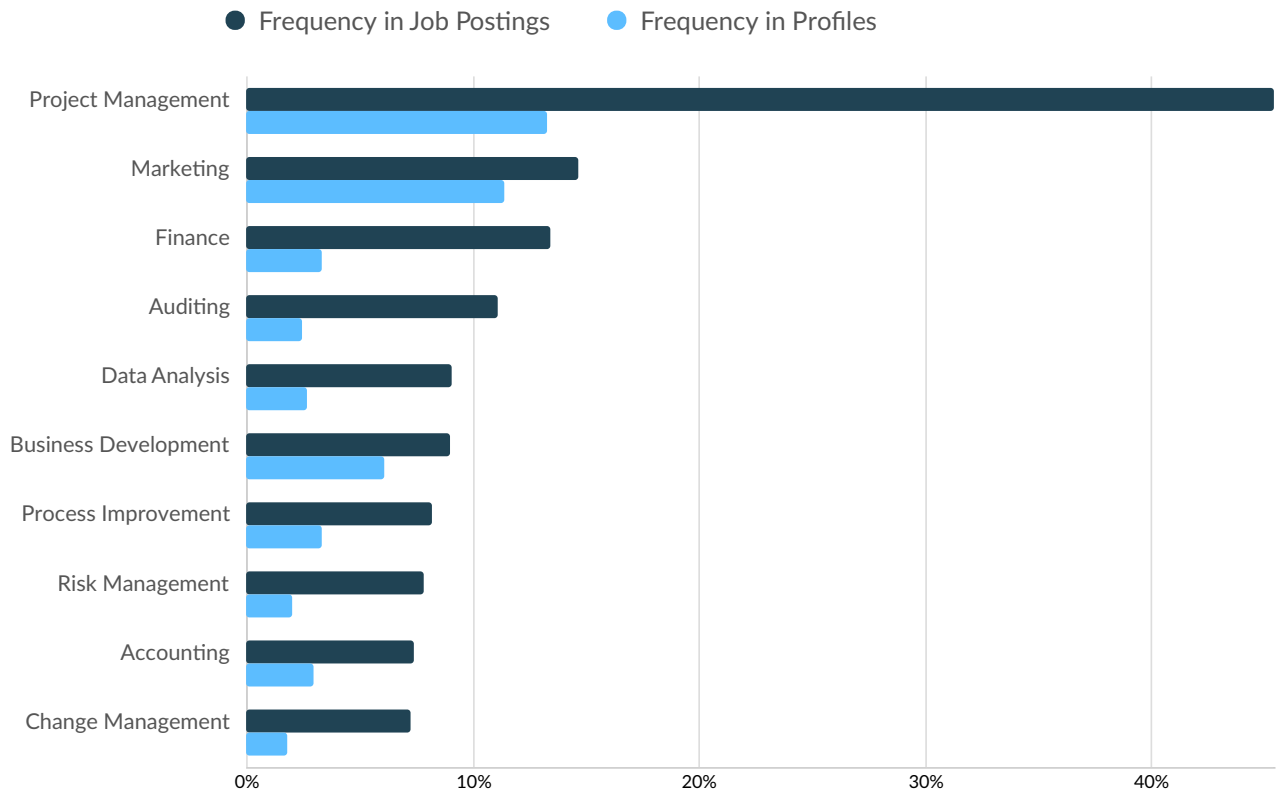
Top Companies Posting

Company	Total/Unique (Jan 2021 - May 2024)	Posting Intensity	Median Posting Duration
Elevance Health	18,110 / 9,064	2 : 1 	30 days
Amazon	12,732 / 5,980	2 : 1 	22 days
Citigroup	13,939 / 5,539	3 : 1 	24 days
Deloitte	7,593 / 5,103	1 : 1 	20 days
Humana	7,140 / 4,185	2 : 1 	29 days
Johnson & Johnson	6,868 / 4,094	2 : 1 	25 days
Northrop Grumman	14,816 / 3,746	4 : 1 	28 days
Guidehouse	4,185 / 3,163	1 : 1 	31 days
United States Department of Veterans Affairs	6,185 / 2,798	2 : 1 	24 days
Takeda Pharmaceutical Company	5,710 / 2,689	2 : 1 	21 days

Top Posted Job Titles

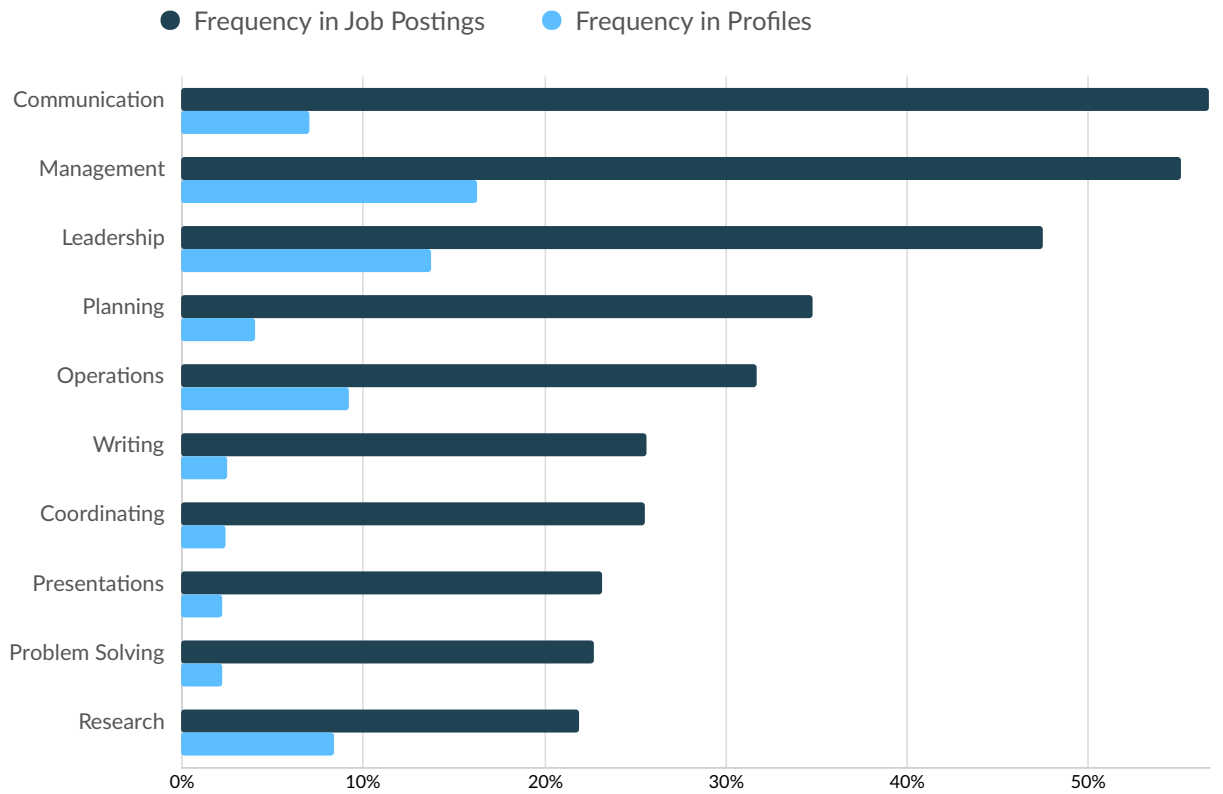
Job Title	Total/Unique (Jan 2021 - May 2024)	Posting Intensity	Median Posting Duration
Project Managers	89,281 / 39,820	2 : 1 	26 days
Program Managers	46,297 / 18,565	2 : 1 	26 days
Program Directors	22,954 / 8,708	3 : 1 	29 days
Program Coordinators	22,882 / 8,131	3 : 1 	29 days
Technical Program Managers	14,066 / 6,160	2 : 1 	21 days
Regulatory Affairs Managers	10,738 / 4,825	2 : 1 	30 days
Technical Project Managers	9,175 / 4,177	2 : 1 	24 days
Project Coordinators	10,983 / 4,134	3 : 1 	28 days
Chiefs of Staff	10,600 / 4,011	3 : 1 	29 days
Program Specialists	10,366 / 3,833	3 : 1 	27 days

Top Specialized Skills



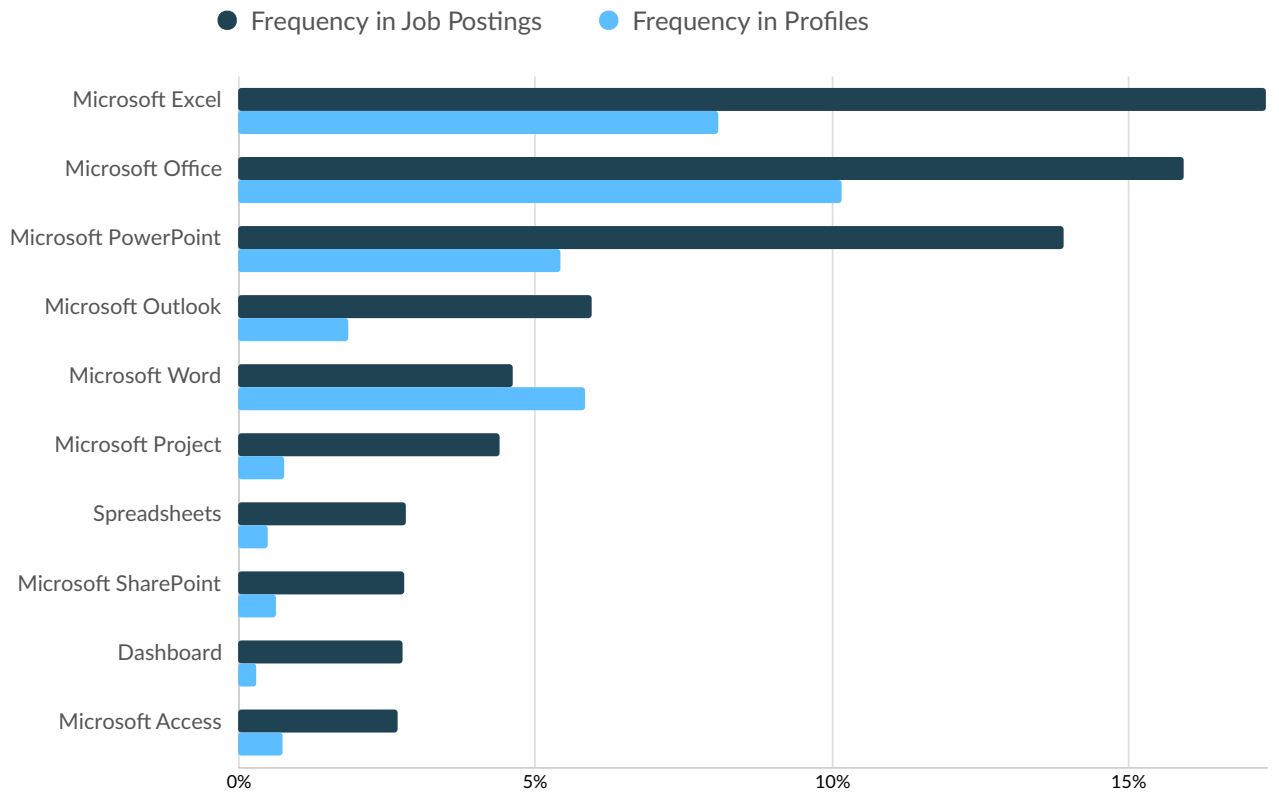
Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Project Management	276,639	45%	2,089,401	13%	+19.8%	Rapidly Growing
Marketing	89,390	15%	1,791,899	11%	+23.0%	Rapidly Growing
Finance	81,933	13%	524,370	3%	+27.3%	Rapidly Growing
Auditing	67,931	11%	389,428	2%	+21.8%	Rapidly Growing
Data Analysis	55,508	9%	425,930	3%	+25.8%	Rapidly Growing
Business Development	55,078	9%	960,895	6%	+5.5%	Stable
Process Improvement	50,037	8%	519,810	3%	+27.0%	Rapidly Growing
Risk Management	47,670	8%	314,608	2%	+26.2%	Rapidly Growing
Accounting	45,275	7%	463,938	3%	+24.0%	Rapidly Growing
Change Management	44,428	7%	284,635	2%	+23.2%	Rapidly Growing

Top Common Skills



Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Communication	345,179	57%	1,111,709	7%	+3.6%	Lagging
Management	335,551	55%	2,563,273	16%	+5.3%	Stable
Leadership	289,325	48%	2,158,995	14%	+8.5%	Stable
Planning	212,025	35%	636,166	4%	+10.9%	Growing
Operations	193,067	32%	1,451,393	9%	+8.1%	Stable
Writing	156,032	26%	403,749	3%	+11.8%	Growing
Coordinating	155,519	26%	381,246	2%	+14.7%	Growing
Presentations	141,297	23%	357,137	2%	+23.0%	Rapidly Growing
Problem Solving	138,481	23%	361,385	2%	+11.3%	Growing
Research	133,753	22%	1,326,692	8%	+17.2%	Growing

Top Software Skills



Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Microsoft Excel	105,575	17%	1,269,813	8%	+17.7%	Growing
Microsoft Office	97,099	16%	1,594,766	10%	+18.5%	Growing
Microsoft PowerPoint	84,784	14%	852,359	5%	+26.1%	Rapidly Growing
Microsoft Outlook	36,325	6%	292,864	2%	+25.0%	Rapidly Growing
Microsoft Word	28,166	5%	917,159	6%	+7.2%	Stable
Microsoft Project	26,877	4%	122,535	1%	+3.4%	Lagging
Spreadsheets	17,149	3%	77,679	0%	+22.2%	Rapidly Growing
Microsoft SharePoint	17,092	3%	100,082	1%	+2.4%	Lagging
Dashboard	16,897	3%	46,648	0%	+25.3%	Rapidly Growing
Microsoft Access	16,463	3%	117,591	1%	+3.9%	Lagging

Top Qualifications

Qualification	Postings with Qualification
Master Of Business Administration (MBA)	87,133
Project Management Professional Certification	71,842
Valid Driver's License	61,632
Security Clearance	14,386
Project Management Certification	11,882
Professional Engineer (PE) License	10,556
Secret Clearance	8,950
Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	8,374
Certified Public Accountant	7,920
Licensed Clinical Social Worker (LCSW)	7,398

Appendix A

Program Selection Details

CIP Code	Program Name
30.3301	Sustainability Studies

Appendix B - Data Sources and Calculations

Institution Data

The institution data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Occupation Data

Emsi occupation employment data are based on final Emsi industry data and final Emsi staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors). Occupational wage estimates are also affected by county-level Emsi earnings by industry.

Lightcast Job Postings

Job postings are collected from various sources and processed/enriched to provide information such as standardized company name, occupation, skills, and geography.

State Data Sources

This report uses state data from the following agencies: Alabama Department of Labor; Alaska Department of Labor and Workforce Development; Arizona Commerce Authority; Arkansas Division of Workforce Services; California Employment Development Department; Colorado Department of Labor and Employment; Connecticut Department of Labor; Delaware Office of Occupational and Labor Market Information; District of Columbia Department of Employment Services; Florida Department of Economic Opportunity; Georgia Labor Market Explorer; Hawaii Workforce Infonet; Idaho Department of Labor; Illinois Department of Employment Security; Indiana Department of Workforce Development; Iowa Workforce Development; Kansas Department of Labor; Kentucky Center for Statistics; Louisiana Workforce Commission; Maine Department of Labor; Maryland Department of Labor; Commonwealth of Massachusetts, Mass.gov; Michigan Department of Technology, Management and Budget; Minnesota Department of Employment and Economic Development; Mississippi Department of Employment Security; Missouri Economic Research and Information Center; Montana Department of Labor and Industry; Nebraska Department of Labor, NEworks; Nevada Department of Employment, Training and Rehabilitation; New Hampshire Employment Security; New Jersey Department of Labor and Workforce Development; New Mexico Department of Workforce Solutions; New York Department of Labor; North Carolina Department of Commerce; North Dakota Job Service; Ohio Department of Job and Family Services; Oklahoma Employment Security Commission; Oregon Employment Department; Pennsylvania Department of Labor and Industry, Center for Workforce Information and Analysis; Rhode Island Department of Labor and Training; South Carolina Department of Employment and Workforce; South Dakota Department of Labor and Regulation; Tennessee Department of Labor & Workforce Development; Texas Workforce Commission; Utah Department of Workforce Services; Vermont Department of Labor; Virginia Employment Commission; Washington State Employment Security Department; West Virginia Department of Commerce; Wisconsin Department of Workforce Development; Wyoming Department of Workforce Services

ATTACHMENT 7

February 26, 2025

TO: Members of the Board of Trustees

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

RE: Graduate Certificate in Child and Youth Behavioral Health



RECOMMENDATION:

That the Board of Trustees approve the Graduate Certificate in Child and Youth Behavioral Health in the School of Social Work.

BACKGROUND:

The Graduate Certificate in Child and Youth Behavioral Health will be offered to current and prospective Individuals, Groups, and Families (IGFP) Master of Social Work (MSW) students. This program will support critical workforce needs in Connecticut, creating a well-trained specialist workforce of social workers prepared to address the worsening child and youth behavioral crisis. The certificate will be offered on the Hartford campus to existing and new students in the MSW program from fall 2025.

The Child and Youth Behavioral Health Graduate Certificate is designed to educate and prepare students for advanced specialized social work practice in serving children and youth with behavioral health needs in Connecticut and beyond. Utilizing best-practices and cutting-edge social work practice theories, students will be immersed in a yearlong practicum providing direct experience in child and adolescent behavioral health that complements dedicated coursework in this area.

The UConn School of Social Work will be the first MSW program in the region to offer such a certificate. Existing faculty expertise and coursework mean that there is minimal cost to the School to launch the program. No additional resources or budget needs are required to launch the program in fall 2025. Current strong partnerships with mental health agencies, clinics, schools, and community-based organizations serving this population will allow students to complete the necessary practicum credit hours to count toward the certificate.

Based on School of Social Work alumni data and the current workforce shortage in children and youth behavioral health, it is expected that graduates will find employment in a wide variety of non-profit, public and for-profit settings including mental health clinics, federally qualified health centers, schools, hospitals, primary and integrated care setting, the Department of Children and Families, and mobile crisis programs.

Child and Youth Behavioral Health

Graduate Certificate

New Program Proposal, February 2025

School of Social Work

CIP Code: 44.0701, Social Work

Planned effective term: fall 2025

Introduction

The UConn School of Social Work is positioned to offer a Graduate Child and Youth Behavioral Health Certificate for current and prospective Individuals, Groups, and Families (IGFP) Master of Social Work (MSW) students in our on-campus program. We would be the first MSW program among our local competitors to offer such a certificate. Adding this certificate will meet a critical need in the State by creating a well-trained workforce of social workers prepared to address the worsening child and youth behavioral crisis. Given our faculty expertise and existing coursework, there is relatively minimal cost to the school to launch this initiative. Our current strong partnerships with mental health agencies, clinics, schools, and community-based organizations serving this population will allow students to complete the necessary practicum credit hours to count toward the certificate. Many of our peer institutions such as the Ohio State University, Rutgers University, University of Michigan, and UNC Chapel Hill offer MSW students specialized areas to build their knowledge and skills in areas such as child and youth services, promoting child and adolescent well-being, the welfare of children and families, and child welfare.

Across the United States, children are facing an unprecedented mental health emergency. According to a 2020 UNICEF report, the US ranked 36th out of 38 high income countries for child wellness as measured by their mental well-being, physical health, and opportunities to develop academic skills.¹ Even before the COVID-19 pandemic brought isolation, America's children were facing an escalating crisis of depression, anxiety, bullying, substance use, violence, and teen suicide, all of which are exacerbated by race-based disparities in prevention, intervention, and treatment of behavioral health challenges. A recent analysis found that as many as one in six children in the United States have been diagnosed with a mental health (MH) disorder and that nearly half of those children have not received MH treatment.² Youth growing up in low socio-economic status environments are at greater risk for developing mental and behavioral disorders than their peers from higher-SES families, as they are more likely to

¹ <https://www.unicef-irc.org/publications/pdf/Report-Card-16-Worlds-of-Influence-child-wellbeing.pdf>

² Whitney, D. G., & Peterson, M. D. (2019). U.S. national and state-level prevalence of mental health disorders and disparities of mental health care use in children. *JAMA Pediatrics*, 173(4), 389-391. doi:10.1001/jamapediatrics.2018.5399

experience trauma and stress that have been identified as risk factors in the development of psychological problems.³

For many families living in poverty, stressors that were present before the pandemic were exacerbated, such as financial and housing instability, food scarcity, limited access to health care, and social isolation.⁴ Black and Latine youth may be particularly at risk for developing behavioral health problems, as poverty rates for these groups are 2 to 2.5 times greater than those of White U.S. youth.⁵ Youth of color face other unique challenges as structural and interpersonal racism in healthcare influence multiple mental healthcare access factors, including referral to trauma-informed services and neuropsychiatric testing. Black and Latine children are 14% less likely than White youth to receive treatment for depression.⁶ Data demonstrates that both males and females in grades 9-12 experience suicidal ideation. Although White males are more likely than Black males to seriously consider suicide (13.8% vs. 10.7%), Black males are more likely to attempt suicide (8.5% vs. 6.4%). Additionally, White and Black females are similar in their likelihood of seriously considering suicide (24.3% vs. 23.7%), but black females are more likely to attempt (15.2% vs. 9.4%).⁷ From 1991-2017, Black high school students reported a 73% increase in suicide attempts, and injuries from those attempts rose 122% for Black adolescent boys.⁸ In 2020, suicide was the third leading cause of death for Black Americans ages 15-24.⁹ Multiple studies show that Black children are punished in schools with suspensions and expulsions at a disproportionate rate, too often leading them to the criminal justice system.¹⁰ Where Latine youth are concerned, the National Institute of Mental Health (NIMH) noted significant disparities in the presence of MH needs and the availability of care, particularly where depression is concerned. The NIMH's review points to the deepening of the crisis due to the disproportionate impacts of the pandemic on Latine and other structurally excluded populations. This research, currently being expanded, identifies experiences that contribute to Latine mental health needs (i.e., racism/discrimination, trauma exposure, and the complexities of immigration) alongside the barriers to accessing care (stigma, lack of culturally relevant services/providers, structural racism, etc.)¹¹ SAMHSA has undertaken similar research on disparities, with similar conclusions, identifying language/culture access issues and the lack of providers from diverse racial and ethnic backgrounds as key contributors to the growing crisis.¹²

³ Peverill M, Dirks MA, Narvaja T, Herts KL, Comer JS, McLaughlin KA. Socioeconomic status and child psychopathology in the United States: A meta-analysis of population-based studies. *Clinical Psychology Review* (2021). 83:1-15. doi: 10.1016/j.cpr.2020.101933.

⁴ https://read.oecd-ilibrary.org/view/?ref=126_126985-nv145m3196&title=COVID-19-Protecting-people-and-societies

⁵ http://www.census.gov/compendia/statab/cats/income_expenditures_poverty_wealth.html

⁶ <https://www.samhsa.gov/data/sites/default/files/reports/rpt29394/NSDUHDetailedTabs2019/NSDUHDetTabsSect11pe2019.htm>

⁷ <https://minorityhealth.hhs.gov/mental-and-behavioral-health-african-americans>

⁸ https://watsoncoleman.house.gov/imo/media/doc/full_taskforce_report.pdf

⁹ <https://minorityhealth.hhs.gov/mental-and-behavioral-health-african-americans>

¹⁰ <https://publications.aap.org/hospitalpediatrics/article/13/5/461/191065/Structural-Racism-in-Behavioral-Health>

¹¹ <https://www.nimh.nih.gov/about/director/messages/2023/supporting-the-mental-health-needs-of-hispanic-and-latino-youth>

¹² <https://www.samhsa.gov/behavioral-health-equity/hispanic-latino>

Over the same period of decrease in accessibility of services, major depressive episodes among Latine ages 12-49 increased from 8.4% to 11.3%. While the need is rising, there are cultural barriers to accessing linguistically and culturally responsive care for this population.¹³

Another population with a deep need for MH services is LGBTQ+ youth. According to a recent survey from the Trevor Project (which included 45% LGBTQ+ youth of color) 42% of LGBTQ+ youth seriously considered suicide in the past year. A significant majority of LGBTQ+ youth reported anxiety and depression, but fewer than half who wanted MH care were able to access it. Seventy percent of respondents rated their own MH as “poor” or “very poor” since the COVID crisis began.¹⁴ The need for LGBTQ+ affirming and trauma-informed services is urgent. In conversations with mental health providers in the Hartford area, we also know that this area of Connecticut has become a destination area for families with LGBTQ+ children and adolescents who are moving from states that are passing hostile anti-LGBTQ+ legislation. According to these providers, we are in urgent need of providers with education and competence in supporting LGBTQ+ youth and their families.

Across the country, regardless of geography or jurisdiction, the mental/behavioral health needs of children and youth are clear and urgent. In the Northeast Corridor, with a highly diverse population of over 50 million, the scope of the need is nothing short of overwhelming. In 2019, 14.4% of Connecticut’s youth ages 12-17 experienced at least one major depressive episode, and 65% of those youth reported not receiving any mental health treatment.¹⁵ In Connecticut, before the pandemic mental health care providers were already struggling to meet the needs of children and youth. In CT, twelve youth died by suicide in 2024 compared to seven total in 2023. In 2022, the Connecticut General Assembly launched a committee focused on children's behavioral health due to increased needs and workforce shortages in the state. The dire workforce situation in Connecticut (CT) was further highlighted in the 2023 report, *The Behavioral Health Workforce for Children, Youth and Families: A Strategic Plan for Connecticut*, which stated that “The current workforce shortage is resulting in long wait lists and delays in care” and “more than one in five positions were vacant and there was a 39% rate of staff turnover in the last year.”¹⁶ Governor Lamont held a roundtable in August 2024 with state agencies and children’s mental and behavioral health organizations to emphasize youth suicide prevention.¹⁷ The need for well-trained social workers in child and youth behavioral health has been continually emphasized through discussions between UConn SSW representatives and leadership teams of Connecticut social service agencies. Community agencies and practicum site partners report escalating client needs in this area and a dearth of staff and expertise. Specializing in child and youth behavioral health will make our students more competitive among graduates from other MSW programs and will help address immediate and long-term needs related to recruitment, retention, diversity, and workforce competencies¹⁸. Ultimately, it will assist in addressing the current workforce shortage

¹³ <https://ps.psychiatryonline.org/doi/10.1176/appi.ps.202100614#>

¹⁴ Seventy percent of respondents rated their own MH as “poor” or “very poor” since the COVID crisis began

¹⁵ <https://mhanational.org/sites/default/files/2022%20State%20of%20Mental%20Health%20in%20America.pdf> p.25

¹⁶ <https://plan4children.org/strengthening-the-behavioral-health-workforce-for-children-youth-and-families-a-strategic-plan-for-connecticut/>, p. 5

¹⁷ <https://www.courant.com/2024/08/30/with-youth-suicides-on-rise-in-ct-mental-health-advocates-and-providers-are-offering-ways-to-help/>

¹⁸ [Intermediate Levels of Care for Children with Behavioral Health Needs :: The Child Health and Development Institute of Connecticut \(chdi.org\)](https://www.chdi.org/intermediate-levels-of-care-for-children-with-behavioral-health-needs)

within child and youth behavioral health services to improve accessibility and availability of care for children and youth in Connecticut.

Program Information

Location(s)/Modalities

Hartford campus, in-person and online.

Professional Licensure/Certification

As the program can be taken only as part of the MSW degree, the certificate will support students' education when seeking licensure as a social worker. However, the graduate certificate is not recognized as a degree that can be used to seek licensure.

Catalog Description

The Child and Youth Behavioral Health Graduate Certificate is designed to educate and prepare students for advanced specialized social work practice in serving children and youth with behavioral health needs in Connecticut and beyond. Utilizing best-practices and cutting-edge social work practice theories, students will be immersed in a yearlong practicum providing direct experience in child and adolescent behavioral health that complements dedicated coursework in this area. Students enrolled in the on-campus MSW program, in the Individuals, Groups and Families (IGFP) concentration will be eligible to participate in the certificate. Students who are seeking to receive the certificate must complete 17 credits of required course and practicum work.

Requirements:

- IGFP 5345 Clinical Conditions with Children and Adolescents (3 credits)
- SPTP 5318: Core Components and Skills for Trauma-Informed Practice with Children and Youth (3 credits)

Required Electives

Select one of the following (3 credits):

- SWEL 5318: Child & Adolescent Trauma and Mental Health
- DSEL 5310: Evidence Based Practice/ Family Intervention: Current Trends
- DSEL 5320 Direct Practice in School
- HBEL 5381: Child Maltreatment: History, Theory, Prevention and Intervention

Other Requirements (8 credits):

Practicum Education: Students will complete an advanced year practicum placement focused on child/youth behavioral health in the student's method concentration, emphasizing preparation for competent, advanced specialized practice.

- IGFP 5353: Advanced Field Education III
- IGFP 5354: Advanced Field Education IV

Program Learning Objectives

The certificate's learning competencies are based on the Council of Social Work Education's Educational Policy and Accreditation Standards and adapted to the population of children and youth with behavioral health needs. Students' completion of the certificate in Child and Youth Behavioral Health will provide them with the opportunity to:

1. Understand the variety of behavioral health challenges and conditions impacting children and adolescents (i.e., ADHD, anxiety disorders and OCD, depressive disorders, eating disorders, etc.).
2. Employ an ecological framework to the study of child and youth behavioral health; Examine how social inequalities such as structural racism, heterosexism, ableism, poverty, trauma, and violence exposure, and health care disparities can impact and contribute to the manifestation of behavioral health challenges and access to treatment. Understand the interactions of these social forces with neurobiological contributions to behavioral health.
3. Develop evidence-based, trauma-informed and culturally appropriate/adapted intervention skills to work with children and adolescents with behavioral health challenges and their families.
4. Demonstrate growing professional practice competence in serving children and youth with behavioral health challenges in professional social work and/or host agency settings. Understand and navigate children's systems of care in the state of Connecticut and beyond.

Assessment Plan OR Specialist/Programmatic Accreditation

The School of Social Work programs are accredited by the Council of Social Work Education (CSWE). As this program is open only to students within the accredited MSW degree, the program is aligned with the Council of Social Work Education's Educational Policy and Accreditation Standards.

Graduate Outcomes

Based on SSW alumni data and the current workforce shortage in children and youth behavioral health, we anticipate that graduates will find employment in a wide variety of non-profit, public and for-profit settings including mental health clinics, federally qualified health centers, schools, hospitals, primary and integrated care setting, the Department of Children and Families, and mobile crisis programs.

- **Standard Occupational Codes (SOC)** that match potential outcomes for graduates include:
 - 21-1020 Social Workers, and specialist social work occupations, including:
 - 21-1021 Child, Family, and School Social Workers
 - 21-1022 Healthcare Social Workers
 - 21-1023 Mental Health and Substance Abuse Social Workers
 - 21-1029 Social Workers, All Other

- **North American Industry Classification System (NAICS)** codes that match potential areas of employment for graduates of the program include:
 - **624000: Social assistance.** This code includes several other codes, including:
 - **624100: Individual and family services**
 - **624110: Child and youth services**
 - **624190: Other individual and family services**

Projected Enrollment, Resources, and Evaluation

Staffing

Courses will be taught by current faculty in the School of Social Work.

Students

Students enrolled in the on-campus MSW program, in the Individuals, Groups and Families (IGFP) concentration will be eligible to participate in the certificate starting in Fall 2025. Incoming students will have the opportunity to indicate their general interest in the certificate program during orientation and initial advising and a program plan will be discussed at that time to ensure students are aware of the requirements. Students will also indicate their interest when completing their practicum planning form for their advanced year placement.

The Office of Student and Academic Services (OSAS) and the Office of Practicum Education (PED) will work together to track and coordinate students who are interested in participating in the certificate program and will ensure eligibility and that certificate requirements are being met through course work and practicum education. The School of Social Work anticipates that returning advanced year students (for Fall 2025) will be eligible to participate if they have completed the appropriate courses and are in a relevant practicum. OSAS and PED will determine eligibility for returning students in Fall 2025.

Budget Projections

There are no additional costs or resources needed to offer this program.

Program Evaluation

Students will be surveyed upon completion of the certificate to assess their satisfaction with the curriculum, preparation for professional practice, and expected contributions to the CT social work field in child and adolescent behavioral health. Survey results will be assessed to determine if any curricular changes would strengthen the certificate program. In addition, practicum instructors of students in the certificate program will be asked to share feedback about the preparedness of their students for professional practice in this field.

ATTACHMENT 8

February 26, 2025

TO: Members of the Board of Trustees

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



RE: Program Closures: BA in Applied Mathematical Sciences, BS in Applied
Mathematical Sciences, and BS in Mathematics-Physics.

RECOMMENDATION:

That the Board of Trustees approve the closure of three majors in the Department of Mathematics: BA in Applied Mathematical Sciences, BS in Applied Mathematical Sciences, and BS in Mathematics-Physics.

BACKGROUND:

The Department of Mathematics in the College of Liberal Arts and Sciences currently offers a total of eight undergraduate majors. These are to be consolidated, with the closure of three majors: Applied Mathematical Sciences (BA), Applied Mathematical Sciences (BS), and Mathematics-Physics (BS). The last term of admission for these majors will be fall 2025, allowing current applicants to matriculate into their major of choice.

These closures relate to a consolidation within the Department of Mathematics. Overall the mathematics major will be strengthened by building a stronger common foundation for all students. The consolidation will also bring the program more in-line with math departments at peer and aspirant institutions. Tracks within the BA and BS in Mathematics will offer students the option to concentrate in Pure Mathematics, Applied Mathematics, or Mathematics Teaching.

The Department of Mathematics will continue to offer majors in Mathematics-Statistics (BA or BS), Mathematics-Actuarial Science (BA or BS), and Mathematics-Actuarial Science-Finance (BA or BS). Although discontinued in the Department of Mathematics, a BS in Mathematics-Physics will continue to be offered through the Department of Physics.

ATTACHMENT 9

February 26, 2025

TO: Members of the Board of Trustees

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

RE: Program Closures: MA and Ph.D. in Medieval Studies



RECOMMENDATION:

That the Board of Trustees approve the closure of the MA and Ph.D. Programs in Medieval Studies.

BACKGROUND:

Graduate degrees in Medieval Studies have been offered at the University of Connecticut for over 50 years. The history of the program goes back to 1967, with the formation of an interdisciplinary Medieval Studies Committee within CLAS. In the spring of 1969, a graduate program offering degrees of Master of Arts and Doctor of Philosophy in Medieval Studies was established, with the admittance of graduate students the following fall. The initial proposal of the Medieval Studies Program included the following descriptions: "This program, intended to provide a synthesis of broad areas of medieval culture and thought as a basis for constructive research in specialized aspects of medieval cultural and intellectual history, is interdepartmental in nature and would include course offerings in the areas of medieval languages and literature..., history, art, philosophy, and philology."

However, there has been a nationwide steady decline in the field. In 2023, across the United States, there was a total of only 29 master's or doctoral completions in the field. At UConn, there were MA Medieval Studies completions in AY 2018-2019, and one the following year. There have been no completions or enrollments in the MA program since this date. The Medieval Studies Ph.D. had two completions in AY2018-2019, three the following year, and one in AY 2021-2022. There is one ABD student currently enrolled in the Ph.D. program.

In December 2024 Medievalist faculty from several departments (English; History; Literatures, Cultures, and Languages; Music; and Art and Art History) met and concluded that the University no longer has sufficient faculty across departments to support graduate students in an interdisciplinary Medieval Studies program. A decision was made to close the MA and Ph.D. programs, effective fall 2025. As the only student in the programs is completing their doctoral studies, no impact on current students is anticipated, and no teach-out plan is required. The Ph.D. program will continue to be included on our State program listings until the final student has completed their degree.

ATTACHMENT A

February 25, 2025

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 including 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, and the addition or removal of locations or modalities 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 Liberal Arts and Sciences:

- Bachelor of Science (B.S.) in Mathematics-Physics name change *to* Mathematical Physics (B.S.); this program is offered through the Department of Physics and the name change tied to program consolidation in mathematics fields across CLAS. Effective term: summer 2025.

ATTACHMENT B

The University of Connecticut Faculty Consulting Program

Fiscal Year 2024 Annual Report

Overview

The University of Connecticut (UConn) is a leading research university with national and international connections. External activities (“faculty consulting”) are a vital route through which faculty bolster connections outside the institution, whether that be for purposes of research, professional practice, or connections with industry. These types of activities are vital for a thriving research university. The policy and procedures related to faculty consulting at UConn are structured to ensure adherence to relevant Connecticut State Statutes and are largely similar to those of comparable public research universities.

Updates to the Policy and Procedures on Consulting for Faculty and Members of the Faculty Bargaining Unit were approved by the Board of Trustees on June 29, 2022. Concomitant to procedural updates was the implementation of the InfoEd platform for the approval of consulting requests. This system is also used for financial conflicts of interest reporting and across research-related activities. Fiscal year 2024 (FY24) was the second full year of InfoEd use.

Oversight for faculty consulting across the university is managed by Faculty Consulting Offices (FCOs) at UConn Storrs/regional campuses and UConn Health. These offices review and approve faculty consulting requests and provide extensive support to faculty. The FCOs collaborate closely with the Office of the Vice President for Research, University Compliance, and, at UConn Health, the Clinical Conflict of Interest Committee. This collaboration is particularly focused on regulatory issues for active researchers, including elements such as consulting requests with high-risk countries, as well as procedures related to faculty affiliated companies.

The FCOs provide extensive support to faculty through information provided on the faculty consulting website and by offering training sessions at different points throughout the year, including those for new faculty at the University. In FY24, the FCOs supported the 750 faculty who submitted requests, provided training to wider groups of faculty to educate about the requirements of the Policy and Procedures on Faculty Consulting, and supported department heads and deans as approvers. Whenever needed, support for these faculty and approvers includes individual meetings, sometimes in partnership with other relevant offices, which allow faculty to receive advice tailored to the context of their activities.

The faculty consulting website was overhauled in FY22. As part of ongoing continuous improvement efforts, new content continues to be added, or existing content is revised to better support faculty needs and current issues. For example, this year, a new webpage was added to provide information on consulting involving an entity from a high-risk country, or where there would be travel to one of these countries.

FY24 Reporting Period

This report provides an overview of faculty consulting activities on all UConn campuses for FY24. UConn Health uses the standard fiscal year of the institution, July 1, 2023 through June 30, 2024. However, the reporting year for FY24 consulting activities for Storrs/regional campuses is May 23, 2023 through May 22, 2024, which aligns with the nine-month faculty contractual year so that faculty are not required to split summer activities into two consulting requests in different reporting years. Reconciliation deadlines remain the same for all campuses. This FY24 report covers the sixteenth full year of operation of the University’s faculty consulting approval program.¹

Each year the UConn Faculty Consulting Oversight Committee files an annual report to the UConn Board of Trustees and subsequently provides this to the to the joint standing committees of the General Assembly having cognizance of matters relating to higher education and government administration. The Consulting Oversight Committee may make recommendations to the University Board of Trustees related to policies and procedures. Based on the FY23 annual report and review of the prior year audit, the Oversight Committee report issued in February 2024 did not offer any recommendations. It noted that the FCOs have consistently responded to audit findings and engaged in continuous improvement throughout the years the faculty consulting approval process has been in place. The Oversight Committee continues to monitor all audit reports related to the program and will issue its next report early in 2025.

Faculty Consulting Office Staffing and Support

Faculty consulting is under the oversight of the Vice Provost for Academic Affairs. Approvals and support for faculty are handled by two different “Faculty Consulting Offices” (FCOs), which are offices in name only. One office covers the UConn Storrs and regional campuses (Avery Point, Hartford, the School of Law, Stamford, and Waterbury). The other office covers UConn Health. In total, 1,907 consulting requests were submitted across all campuses in FY24, involving 743 unique faculty members.

For Storrs and regional campuses, the responsibilities for the FCO represent a small portion of the Assistant Vice Provost for Academic Affairs role. The Storrs FCO handled 62% of the total consulting requests submitted in FY24, involving 68% of the unique faculty across UConn who submitted requests. Although staff support for the FCO was not available in FY24, plans are in place to provide this needed administrative support in spring 2025.

The UConn Health FCO consists of 0.25 FTE for the FCO role and 0.4 FTE for administrative support.² Together, they reviewed, approved, or otherwise processed 38% of the total consulting requests submitted in FY24 (over 700 in total), involving 32% of the unique faculty.

¹ The consulting program was first implemented mid-way through fiscal year 2008.

² Although support is in place for 0.25 FTE for the FCO role, the FCO only currently has 0.1 FTE for their faculty consulting related work.

Beyond processing requests, FCOs collaborate on continuous improvement efforts to enhance the administration of the faculty consulting program, including the implementation of InfoEd in partnership with the OVPR electronic research support (eRA) help desk, providing training materials and presentations for faculty, and updating the faculty consulting website. The FCOs also lead investigations of consulting violations when needed, working with University Labor Relations and Compliance as appropriate.

Performance Outcomes: Storrs and Regional Campus Faculty

In FY24, the UConn Storrs FCO received 1,188 consulting requests. These were submitted by 506 unique individuals, which is approximately 31% of the full-time faculty eligible to consult (Table 1).³ Of these, 836 were approved and reconciled (70.4% of the total);⁴ 58 (4.9%) were provided exceptions as low conflict of interest risk activities submitted after the fact or for slow processing as they worked through the approval process; 53 were approved but did not reconcile on time (4.5%); 35 (2.9%) were withdrawn;⁵ one request related to a FAC with no effort (0.1%); two received sanctions (0.2%); two were denied (0.2%); and 201 requests (16.9%) were stuck in the consulting system, meaning required actions were not taken.⁶ Sanctions and exceptions are documented with formal letters, which are uploaded into the InfoEd system and are stored by the FCO.

The mean amount of time faculty spent consulting during normal work time was 2.1 days, with a maximum of 40 days. Only three faculty spent 30 or more days of normal work time consulting and may have been counting partial days as a single day. Nineteen faculty members (4% of those who consulted) indicated in reconciliation that they used more time during the normal work hours than originally estimated (Table 2), with a mean of 1.4 additional days. Where variance existed between approved consulting during normal work time and reconciled data, reconciliation showed that faculty spent less time on average than they had estimated in their original submission.

Performance Outcomes: UConn Health Faculty

In FY24, the UConn Health FCO received 719 consulting requests. These requests were submitted by 237 unique faculty (Table 3). Six hundred and sixty-one of these were approved (91.9% of the

³ The total number eligible faculty was obtained from the UConn 2024 Fact Sheet. This proportion has remained stable and is the same as was recorded for FY23.

⁴ At the time this report was issued, 267 of the 836 requests did not have the reconciliation information reviewed and approved at the FCO stage.

⁵ A withdrawal is usually at the request of the faculty member (e.g., duplicates, something has changed), or a request is withdrawn after discussion with a faculty member makes clear that the work is not consulting. For instance, faculty sometimes submit requests where there is no remuneration, and they may be directed to report necessary expenses or gifts to the State as the appropriate pathway for their activity.

⁶ InfoEd now sends automated reminders when requests are awaiting approval. However, some requests remain with an approver or returned to the faculty for modification and then not resubmitted. In some cases, staffing limitations have created a backlog issue with some Storrs and regional requests, and limit capacity for repeated email follow up on issues such as resubmitting requests when modifications have been requested. This issue will be resolved in spring 2025.

total), 29 (4.0%) were withdrawn or system errors, and 13 (1.8%) were related to consulting associates with Faculty Affiliated Companies with no effort, one (0.1%) was denied, and 15 (2.1%) were sanctioned. Of the 661 approved requests, 605 occurred (91.5%) and 56 (8.5%) did not occur. Fourteen faculty had 10 or more submissions.

Reconciliation reports were received on time from 100% of UConn Health faculty who engaged in consulting activities and who remained on the payroll when reconciliation reports were due. Seven approved requests submitted by four faculty who left employment with UConn Health were withdrawn. At the time of reconciliation, three requests from UConn Storrs faculty submitted by error to the UConn Health system were identified, and these requests were withdrawn and referred to the Storrs FCO. The mean amount of time spent on consulting during normal work time per faculty member was 2.42 days with a maximum of 30 days.

Twelve faculty members of the total 237 faculty (5.06%), on 13 approved requests, used more time during normal work hours than originally estimated and approved (Table 4). The average overage reported was 1.38 workdays (range 0.1 to 3 days).

The UConn Health FCO issued 15 written counseling (sanctions) to 12 faculty members. These sanctions were for unreported activity or late submissions received after the activity occurred. The FCO determined that all 13 of these requests would have been approved had they been submitted on time. In addition, one request was denied.

Audit Findings

By State statute, the consulting program must be audited by the Office of Audit and Management Advisory Services.⁷ The audit covering FY23 was issued on June 13, 2024. The auditors' overall conclusions were that the University is in compliance with CGS 1-84(r) and the University's Policy on Consulting. The auditors also concluded that the FY23 Annual Report of the Faculty Consulting Office was materially correct.

The audit noted that the review process identified "a few low risk recurring exceptions which do not require management responses." These are the types of very minor issues that will never be eradicated due to human error, e.g., the approval of a request on the same day an activity took place that was not identified at reconciliation and appropriately sanctioned or provided an exception. The auditors provided one moderate and two low risk findings that did require responses.

The moderate risk finding related to the submission of workflows and data integrity. This included 10 consulting requests where the FCO provided all levels of supervisory approvals, requests that were awaiting final review and approval, as well as exceptions for delays in the approval workflow, manual submission of entity names resulting in inaccuracies, and a lack of entity address information in InfoEd.

⁷ All finalized audit reports, FCO annual reports, and Oversight Committee annual reports are posted on the University's consulting web site: <https://consulting.uconn.edu/>
The original audit schedule was twice a year but starting in FY13 the requirement was revised to once each year.

To address the issue of a small number of cases where the FCO had acted as a delegate or approver at multiple stages, the FCOs tightened procedural steps to ensure that appropriate delegates were in place during leadership transitions or to cover periods of leave by an approver. This should mean that there are no future occasions where they would act as delegates for approvers as well as fulfilling the FCO role.

A lack of staff support on the Storrs and regional campus FCO stage has resulted in delays and issues with timing of approvals in some cases, which will be resolved when administrative support is available, which is anticipated for spring 2025. The FY25 audit will confirm if prior year corrective actions were implemented. The FCOs continue to work with OVPR to identify procedural steps to capture address information for new entities, and ensure that previously utilized entity names are chosen from a normalized pick list. This has taken longer than anticipated, but we are actively working with OVPR on updates to the faculty consulting form.

One low risk finding related to a lack of information provided when faculty may have identified material use of University resources.⁸ The FCOs continue to work on ensuring that faculty provide the correct information when submitting requests that indicate material use of University resources, and sending requests back for correction where this question has been checked incorrectly. Updates to the language on the faculty consulting form are currently in production to clarify the distinction between University travel and consulting activities. Training has been provided to department heads at Storrs and regional campuses to ensure that they are aware of the distinctions between consulting activity and University travel so that they can ensure faculty are fully differentiating University travel and faculty consulting, and are able to document these distinctions at the approval stage where relevant.

The other low risk finding relates to faculty affiliated companies (FACs). The audit found that there remained a need to strengthen the review of the submission and reconciliation process related to these entities. In August 2024, Vice Provost Gladis Kersaint wrote a memo to the Provost, Vice President for Research, and Chief Compliance Officer, requesting collaboration on a longer-term policy solution to address issues with faculty affiliated companies. Looking at prior audit reports, concerns related to FACs have been consistently raised via faculty consulting audits for many years, going back at least to FY14. These issues must be addressed by multiple university offices who must collaborate on and address cross-cutting areas of responsibility related to FACs. The FCOs focus solely on the approval of effort with FACs. A University-wide policy is needed to define these entities and better delineate faculty and University roles and responsibilities associated with them. Once this policy is available, the relevant offices can share in the development of procedures that address full compliance for FACs. The FCOs provide substantial support to many faculty in relation to these entities, as relevant to faculty consulting, and look forward to formalizing how FCO support fits with other areas of compliance across the University for these entities.

⁸ This is a very small subset of requests. Only nine requests (0.8% of the total submissions) for the Storrs/regional FCO identified potential use of material resources, some of which were incorrectly identifying allowable use of “idle, non-consumable resources,” as allowed by the Policy and Procedures on Faculty Consulting.

Action Items for FY26

- The Storrs/regional FCO will expand staffing capacity in spring 2025 to better support the needs of 500 faculty (submitting 1,100+ requests) supported by the office each year, including the ongoing training provided to faculty and academic leaders across the University in relation to faculty consulting.
- The FCOs will work with eRA support in OVPR to continue to improve the faculty consulting form. Planned updates include routing requests with high-risk countries to Export Control within the workflow, the collection of address information for new entity submissions, and, in partnership with other relevant units, integrating with the procedures of a University FAC policy.

G Kersaint
S. Croucher
C. Rash
January 15, 2025

Table 1: Storrs and Regional Campuses, Total Number of Submitting Consulting Requests, FY23

Requests	Total	ATHL	BUS	CAHNR	CLAS	ED	ENG	FA	LAW	NURS	PHARM	SW	Other
#	1188	19	48	97	387	110	131	158	23	81	86	15	33
%	100%	1.6%	4.0%	8.2%	32.6%	9.3%	11.0%	13.3%	1.9%	6.8%	7.2%	1.3%	2.8%
Unique faculty	Total	ATHL	BUS	CAHNR	CLAS	ED	ENG	FA	LAW	NURS	PHARM	SW	Other
#	506	5	32	38	180	43	64	41	15	34	25	8	21
%	100%	1%	6%	8%	36%	8%	13%	8%	3%	7%	5%	2%	4%
Requests per faculty member	Total	ATHL	BUS	CAHNR	CLAS	ED	ENG	FA	LAW	NURS	PHARM	SW	Other
mean	2.3	3.8	1.5	2.6	2.2	2.6	2.0	3.9	1.5	2.4	3.4	1.9	1.6
10 or more requests	8	1	0	1	0	0	1	4	0	0	1	0	0

Table 2: Storrs and Regional Campuses Reconciliation Report Variance for Time During “Normal Work Time”

Effort During “Normal Work Time”	
# of faculty with extra days	19
% of faculty with extra days	4%
Minimum variance	0.1
Maximum variance	7

Table 3: UConn Health Requests to Consult

Requests	Total	SoM	SoDM	Storrs⁹
#	719	603	113	3
%		83.9%	15.7%	0.4%
Individual faculty	Total	SoM	SoDM	Storrs
#	237	196	38	3
%		82.7%	16.0%	1.3%
Requests/faculty	Total	SoM	SoDM	Storrs
mean	3.1	3.1	3.0	1.0
median	2	2	2	1
10 or more requests	14	12	2	0

Table 4: UConn Health Reconciliation Report Variance for Time During “Normal Work Time”

Effort During “Normal Work Time”	
Percent of requests involving NWT	45.06%
Range of requested NWT Days	0.1-30 days
Mean NWT per faculty	2.42 days
Exceeding Approved Normal Work Time	
# of faculty with extra days	12
% of faculty with extra days	5.06%
Range of excess NWT days	0.1 to 3 days
Mean excess NWT days	1.38 days

⁹ Incorrectly submitted requests by Storrs or regional campus faculty, which were withdrawn, and requests were submitted to the Storrs/regional InfoEd workflow.

**REPORT ON THE UNIVERSITY OF CONNECTICUT'S
COMPLIANCE WITH CGS 1-84(r)
FACULTY CONSULTING PROGRAM**

February 18, 2025

Report Issued by the Faculty Consulting Oversight Committee

SUMMARY

Since December 2007, in accordance with CGS 1-84(r), the University of Connecticut has had a continuously approved Policy and Procedures on Consulting for Faculty and Members of the Faculty Bargaining Unit. This policy is approved by the Board of Trustees of the University and is overseen and operationalized by the Office of the Provost. The Board of Trustees approved the latest revisions to the policy and procedures in June 2022. “Faculty Consulting Offices” (FCOs) at Storrs and UConn Health oversee the consulting request and approval process and provide training to faculty and approvers.

Since the inception of the University faculty consulting program, as required by CGS 1-84(r), additional controls are provided by the Faculty Consulting Oversight Committee. This committee reviews implementation of the consulting policy and the annual audits conducted by the University of Connecticut Audit and Management Advisory Service (AMAS). The Oversight Committee includes members appointed by the Governor, Legislature, and one member of the Citizens’ Ethics Advisory Board.

Implementing this program required development of policies, procedures, forms and databases; identification and training of staff; and awareness and training of faculty, department heads, and deans. AMAS audits have identified areas where there are deficiencies, resulting in a program of continuous improvement. For many years, there has been strong compliance across UConn with faculty consulting policy and procedures. The FCOs continue to develop improvements addressing new risks and better utilizing available technology in conjunction with partner units across the institution, particularly the Office of the Vice President for Research (OVPR).

The Faculty Consulting Oversight Committee has determined that the University of Connecticut complies with CGS 1-84(r). The oversight required by the Act, including the Faculty Consulting Oversight Committee itself and the audits, has and will continue to perform ongoing review, assessment and improvements to the program.

The Oversight Committee has no recommendations related to the policy and procedures for the Board of Trustees and has concluded that the University has made a committed effort to oversee the process and implement improvements.

BACKGROUND

Public Act (PA) 07-166 (Section 12)¹, approved on June 19, 2007, created a carve out from the portion of the State Ethics Code dealing with consulting. Participating in appropriate consulting

¹ See <http://consulting.uconn.edu/state-statutes/>

activities is viewed as being mutually beneficial for the University and its faculty and the intent of the Act is to enable such activities.

This carve out applies to faculty and members of the faculty bargaining unit (herein fore referenced as “faculty”) of a constituent unit of the State system of higher education. In the context of the Act, “consulting” represents situations in which faculty are compensated for services rendered while not acting as a Connecticut State employee. The request to consult must be based on the faculty member’s expertise in a field or prominence in such field and not due to the State position held. Faculty must receive prior approval before such consulting begins. No other State agency requires prior approval or any such mandated disclosure of outside employment activities.

The Act transfers final authority for approval of such activities to the University. Faculty of the University can seek approval to enter into a consulting agreement with a public or private entity, provided such agreement or project does not conflict with the individual’s employment as determined by policies established by the Board of Trustees for such constituent unit. Approval of activities by the University is required to include disclosure, review and management of conflicts of interest relating to faculty consulting.

Approval for faculty consulting activities, as per relevant Connecticut State statutes, is predicated on a set of requirements being met including significant institutional oversight. The University of Connecticut Board of Trustees (BOT) approved the University’s “Policy on Consulting for Faculty and Members of the Faculty Bargaining Unit,” and reviewed the operational procedures for implementation, on September 25, 2007. The Policy and Procedures define a consistent set of rules for consulting for all the faculty of the University. These documents have been reviewed and revised by the BOT several times since 2007 in order to make improvements to the program.² The most recent updates to the policy and procedures were approved on June 29, 2022. These changes ensured that the language is clear and easy to read and were timed to coincide with the implementation of the InfoEd system for consulting approvals.

The faculty consulting approval system became fully operational on December 15, 2007. All faculty consulting requests are submitted through an online request system. The online form and approval workflow is subject to continuous improvement in response to audit findings, feedback from users, and newly identified risks. Since fiscal year 2023 the faculty consulting approval process utilizes the InfoEd platform administered by Office for the Vice President for Research, with the intent of continued improvements for data sharing.

Requests to consult must be reviewed and approved by each faculty member’s department head, dean, and the provost’s designees (one for each campus). A subset of straightforward consulting activities with clearly established low risk of conflict of interest are eligible for an accelerated approval process that only requires the approval of the department head.

At the end of the fiscal year, each faculty member reconciles each approved consulting request, indicating variances from the requested time spent consulting during the normal work time and confirming any and all appropriate reimbursements for use of University resources, if any.

² The policy and procedures governing consulting may be found at: <https://policy.uconn.edu/>

Violations of the University’s consulting policy and procedures are subject to sanctions issued by the University. Most commonly this is a counseling process due to late submission of a request where the work would have been approved if submitted on time. However, disciplinary action can result from more serious cases where the request would have been denied or where other material non-compliance with the policy and procedures has occurred. Where violations of the policy and procedures relate to activities that would not be approved by the University, or where other potential violations of the Connecticut Code of Ethics have occurred, the Office of State Ethics retains jurisdiction and may determine whether additional sanctions are justified.

AUDITS

As required in CGS 1-84(r), the University’s Office of Audit and Management Advisory Services has conducted audits on the University’s faculty consulting program.³ Per standard practice, management has had the opportunity to provide responses to each audit finding and recommendation. These audits are reviewed by the Joint Audit and Compliance Committee of the Board of Trustees as well as by the Faculty Consulting Oversight Committee.⁴

FACULTY CONSULTING OVERSIGHT COMMITTEE

As required in CGS 1-84(r), the Faculty Consulting Oversight committee meets on an on-going basis to review the University’s compliance with CGS 1-84(r), and to file annual reports regarding such compliance with the University’s Board of Trustees and to the Legislature. This document is the fifteenth in a series of such reports.⁵ The Committee’s responsibility is to ensure that the University complies with the provisions of the Act and the University’s policies and procedures on consulting. It may also make recommendation for improvements to the consulting program.

The membership of the Faculty Consulting Oversight Committee is:

Name	Background
Dennis-Lavigne, A.	Member, UConn Board of Trustees
Chiusano, C.	Citizen’s Ethics Advisory Board
Cobb, C.	Professor, Neag School of Education
Fox, K.	Professor Emerita, School of Business
Freedman, J. (chair)	Former Legislator
Govoni, K.	Associate Dean, College of Agriculture, Health, and Natural Resources
Krisst, I.	Former UConn Administrator
Purkayastha, B.	Associate Dean, College of Liberal Arts and Sciences
Siegle, D.	Professor, Neag School of Education

The Committee last met on January 21, 2025, and reviewed and approved this annual report by email on February 18, 2025. It has reviewed the FY 23 AMAS audit report and the FY 24 annual report of

³ Initially, audits were required twice a year, but legislative changes reduced this to an annual schedule from FY12 onward.

⁴ Copies of past audits may be found at: <https://consulting.uconn.edu/policy-oversight-and-archives/audits/>

⁵ Past reports may be found at: <https://consulting.uconn.edu/policy-oversight-and-archives/audits/>

the Faculty Consulting Offices (attached).⁶ The former was previously presented to the Joint Audit and Compliance Committee of the University's Board of Trustees. The FY 24 annual report will be reviewed at the next meeting of the University of Connecticut Board of Trustees along with this report from the Oversight Committee.

The Committee believes the program was effectively initiated and through ongoing revisions has been improved. In fact, in many regards the program is more rigorous than those governing other State employees not covered by CGS 1-84(r), especially through the requirement for approval prior to the consulting activities taking place.

Annual audits have led to improvements to the Consulting Program including revisions to the consulting request form, enhancements to the training program, improving the clarity and predictability of decision making, and assuring sufficient information is available to inform the decision making of the approvers. As described above, an online request form/approval process has been operational since FY12 and continues to be updated on a regular basis. This system has successfully addressed its objectives. All these actions support compliance with CGS 1-84(r).

Implementation of the consulting program, both in terms of logistics and compliance, has consistently met or exceeded expectations. During the 16 years the faculty consulting program has been operational, audit processes have consistently identified any deficiencies in compliance with CGS 1-84(r) and the University's Policy and Procedures and have reported them to senior management and to the Faculty Consulting Oversight Committee. Audit findings have always been willingly addressed by management, consistent with their full support and keen awareness of the need to fully comply with CGS 1-84(r). Proactive continuous improvements and a collaborative relationship with AMAS in addressing issues support minimal risks identified in the FY23 audit.

The Committee takes note that the number and severity of audit findings has decreased over time. This demonstrates management's commitment to operate the program optimally and in full compliance with the Legislature's intent for the program. The Committee also takes notes that the two Faculty Consulting Offices (Storrs/regional campuses and at UConn Health) work closely together, and partner closely with OVPR and the Office of University Compliance where relevant, creating a consistent and reliable approach to consulting across all the units of the University.

The Oversight Committee did not issue recommendations for improvement based on the audit from FY 2023.

VOLUME OF CONSULTING ACTIVITIES

In FY 24, the sixteenth full year of operations, the Faculty Consulting Office on the Storrs Campus received 1,188 consulting requests from 506 individuals. The UConn Health office received 719 consulting requests from 237 individuals. The FY24 annual report of the University's Faculty Consulting Program is attached.

⁶ The Office of Audit and Managerial Services has found this report to be materially correct.