Board of Trustees Retreat

7/16/25

Leadership Update

UCONN

The Strategic Plan Informs the President's Operational Priorities (3-5 years)

- Continuous Improvement & Enterprise Effectiveness
- Improve Enrollment Outlook
- Increase Academic and Research Profile
- Support Championship Culture and Competitiveness in Athletics
- Advance Fundraising Efforts and Engagement at the Foundation

Strategic Plan - Top 5 KPIs

KPI Metric	Baseline Metric	Target Goal	Target Date
Undergraduate 6-year Graduation Rate (US News)	83%	90%	2034
Graduate Composite Graduation Rate	75%	78%	2034
Faculty Membership into National Academies	6	14	2030
Total R&D Expenditures	$390M	$500M	2030
Endowment Market Value	$577M	$1B	2032

UCONN

SWOT Analysis

Strengths

+ Student Experience
+ Athletic Success
+ Student Outcomes (Grad Rates, Salaries)
+ Student Demand
+ Faculty Expertise
+ Fundraising Momentum

Weaknesses

– Inflexible Staffing Model
– Decentralized Budget
– Storrs Housing
– High Cost of Attendance
– Lack of a Culture of Accountability
– Leadership Instability
– Under-enrollment at 3 of 4 Regional Campuses

Opportunities

+ Student Success Outcomes
+ Improve Rankings (US News, global)
+ Job Placement/Internships
+ Alumni Engagement
+ Long-term Fiscal Sustainability
+ Industry Engagement/Partnership
+ Fundraising
+ Leveraging Online Programs for Future Growth
+ Capitalizing on Strong Research Capabilities
+ Expanding Global Reach
+ Significant Contribution to CT Economy
+ Community Engagement Initiatives
+ Accreditation and More Rigorous Academic Standards

Threats

– Demographic Decline
– International Student Mobility
– Big Beautiful Bill
– Federal Research Dollar Decline
– State Support Decline
– Financial Sustainability of Athletics Programs
– Competition from Other Institutions and Online Platforms
– Potential Shifts in Educational Preferences and Job Market
– Negative Public Perception and Cost of Education

UCONN | RESEARCH

BOARD OF TRUSTEES MEETING

UConn Readiness for AAU Membership

Data Analysis and Key Findings

Pamir Alpay, Ph.D.

Vice President for Research,
Innovation and Entrepreneurship

Background

We analyzed data from Academic Analytics, NSF HERD*, IPEDS**, and US News and World Report to determine UConn's readiness to join AAU.

Data evaluated include:

- Research funding
- Publications
- Citations
- Faculty honors and awards

UConn data was compared with:

- Current AAU members
- Recently admitted AAU members
- 15 other universities considered top competitors for AAU membership

NSF HERD*: 2022 National Science Foundation Higher Education Research & Development (HERD) Survey, National Center for Science and Engineering Statistics

IPEDS**: Integrated Postsecondary Education Dataset , National Center for Education Statistics

Key Findings

- ✓ UConn is qualified for AAU membership
- ✓ UConn's overall research productivity is comparable to ~25% of AAU members and to the 15 other universities identified as competitors for AAU membership
- ✓ We used multivariate statistical analysis to look at determinants of AAU membership. Across several key fields, honorary awards and grant dollars emerged as the most important independent predictors.

UConn's Quintile Rank Among AAU Members on Research Productivity Measures

	Articles	Honorary Awards	Books	Citations	Conf proc	Grant $	SRI
Agricultural Sciences	5	5	5	5	4	4	5
Biological and Biomedical Sciences	5	4	5	4	5	3	4
Business	4	5	5	5	4	5	4
Education	3	3	1	5	4	5	3
Engineering	4	5	5	4	3	4	4
Family, Consumer and Human Sciences	1	4	5	1	5	4	4
Health Professions Sciences	3	4	2	4	5	4	3
Humanities	4	4	3	5	4	2	3
Natural Resources and Conservation	4	5	5	3	3	5	4
Physical and Mathematical Sciences	4	5	1	5	4	5	4
Social and Behavioral Sciences	4	5	2	5	4	3	4

Key

Quintile 1	Top 20%
Quintile 2	Second 20%
Quintile 3	Third 20%
Quintile 4	Fourth 20%
Quintile 5	Bottom 20%

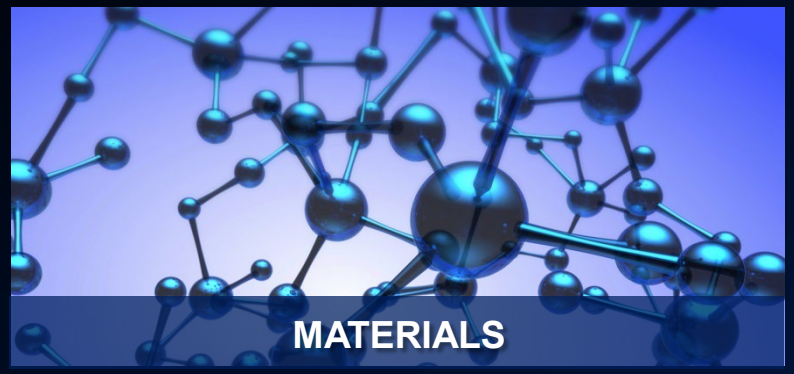
Takeaway: UConn's research productivity is comparable to AAU members'

Source: Academic Analytics 2023 data

Notes:

- All measures are on a per faculty basis.
- SRI (Scholarly Research Index) is a weighted index of other measures. Weights vary by field and determined through factor analysis. The method for constructing this index was revised for the 2023 data release. See https://portal.academicanalytics.com/data-center/videos.
- Academic Analytics data exclude departments from other institutions that do not match to a UConn department.

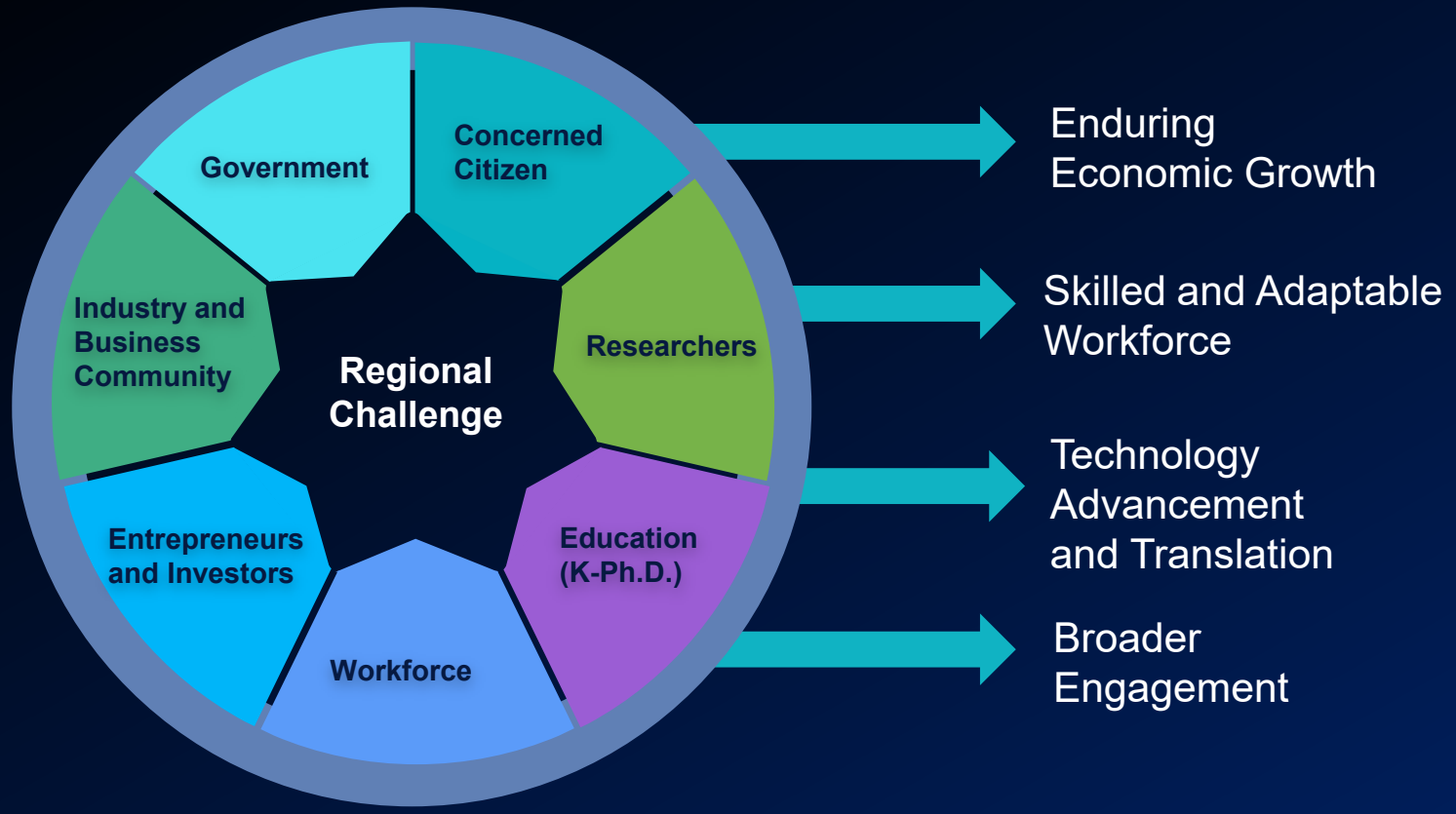
Areas of Research Strength and Priority



NSF Engines Model for Economic Growth Through Science and Technology Development

A large network of stakeholders work together to tackle a major regional economic challenge

Funding:
$160M over 10 years



National Science Foundation

NSF ENGINES
DEVELOPMENT AWARD

Advancing Quantum Technologies (CT)

PROPOSAL #2302908

Dr. Pamir Alpay, Co-Lead
University of Connecticut

Vice President for Research, Innovation
and Entrepreneurship

Dr. Michael C. Crair, Co-Lead
Yale University

Vice Provost for Research
William Ziegler III Professor of Neuroscience

quantumct Yale CONNECTICUT connecticut innovations UCONN

UConn Institute for AI Innovation

VISION

- **Advance** capabilities in AI to promote security and efficiency in consumer, business, and government operations
- **Accelerate** development of market-critical applications across major industry sectors
- **Cultivate** the next generation of AI talent to meet burgeoning demand

SPECIFIC OBJECTIVES

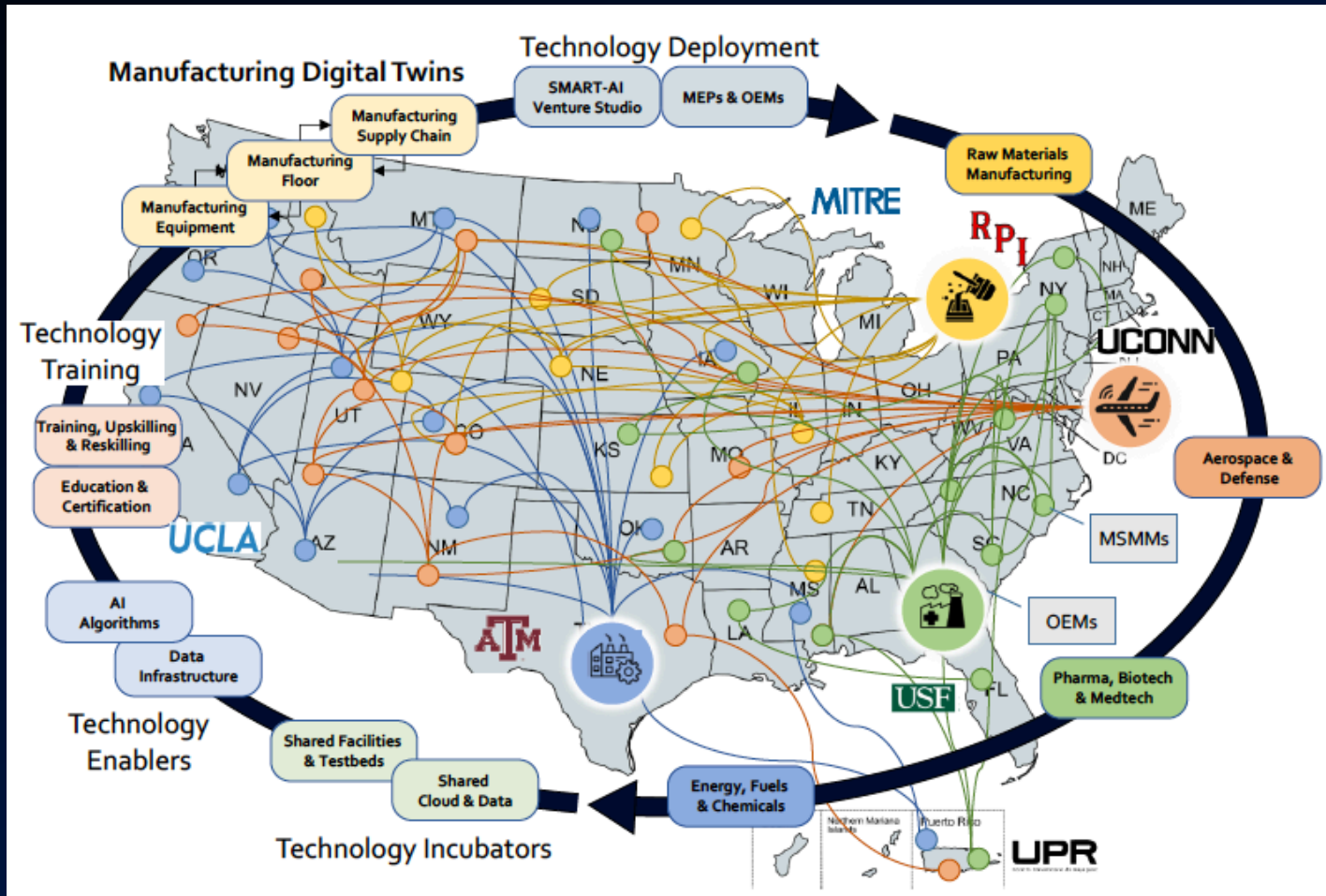
1. **Establish** an advanced AI academic facility capable of supporting educational, research, development, and entrepreneurial initiatives in AI
2. **Recruit** AI Institute leadership and establish the faculty clusters required to advance AI innovation across focus areas
3. **Establish** the AI Institute and **launch** its R&D and workforce development initiatives
4. **Cement** a strategic partnership with a leading technology firm (IBM) to collaborate on all above

UCONN | RESEARCH

Smart AI: A National Center of Excellence on Advanced Manufacturing at UConn

Institute for SMART-AI
Smart Manufacturing Automation Resilience Through Artificial Intelligence

- **MFG USA Institute Application:** $228M with a cost share commitments over $158M. Federal funding request $70M, Dept of Comm. / NIST
- If successful, we will need IBM hardware and software to meet the requirements of the research and work with 150 companies. We are among four teams invited for finals, and the federal government will fun 2 teams with funding of 70M each.



UCONN | RESEARCH

What Do We Need from the Board of Trustees?

- Advocacy for university interests within the broader community
- Consistent and public expression of support for strategic plan priorities and KPI’s
- Alignment of priorities
- Engagement in fundraising