AGENDA

University of Connecticut
Board of Trustees

Committee for Research, Entrepreneurship and Innovation
Thursday, February 19, 2026, at 1:00 p.m.
Virtual Meeting

Public Streaming Link (live captioning, upon request): https://techsupport.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 **1:00 p.m.**

1. Public Participation*
   *Individuals who wish to speak during the Public Participation portion of the Thursday, February 19, meeting, must sign up 24 hours in advance of the meeting's start time (i.e., 1:00 p.m. on Wednesday, February 18) 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 the public comment to a maximum of 30 minutes. As an alternative, individuals may submit written comments via BoardCommittees@uconn.edu, and all comments will be transmitted to the Committee.

2. Minutes from the December 10, 2025, Meeting

3. Office of the Vice President for Research Updates – Dr. Lindsay DiStefano, Interim Vice President for Research, Innovation and Entrepreneurship

4. Presentation by Michelle Cote, Lead Instructor, Connecticut Center for Entrepreneurship and Innovation, School of Business, and Interim Director, Werth Institute

5. Presentation by Emmanouil Anagnostou, Ph.D., Director, IPB, and American Mathematical Society Fellow

6. University Senate Representative Report

7. Other Business

8. Executive Session (as needed)

9. 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.*

TRANSFORMING
KNOWLEDGE, LIVES AND COMMUNITIES

UCONN
RESEARCH

Board of Trustees Committee for
Research, Entrepreneurship and Innovation

RESEARCH UPDATE

Lindsay DiStefano, Ph.D., ATC

Interim Vice President for Research, Innovation,
and Entrepreneurship (VPRIE)

February 19, 2026

UConn Sponsored Program Metrics
Year to Date Comparison

	FY2024 thru January		FY2025 thru January		FY2026 thru January	
Storrs & Regional Campuses						
Proposals	877	$509.9M	945	$698.1M	807	$493.7M
New Awards	**465**	**$193.6M**	**355**	**$155.5M**	**303**	**$134.3M**
Award Supplements	30	$6.7M	46	$3.9M	28	$2.5M
Active Awards	1,795	$600.8K/awd	2,157	$578.0K/awd	1,886	$632.9K/awd
Indirect Costs		$28.5M		$33.0M		$33.0M
Expenditures		$129.0M		$150.6M		$149.5M
UConn Health						
Proposals	328	$328.5M	371	$408.4M	370	$446.3M
New Awards	104	$59.7M	125	$72.0M	104	$52.8M
Award Supplements	17	$1.6M	11	$1.2M	10	$0.8M
Active Awards	579	$1,082.8K/awd	667	$1,027.9K/awd	627	$1,007.0K/awd
Indirect Costs		$16.8M		$17.5M		$17.0M
Expenditures		$64.3M		$70.3M		$63.8M
Total UConn						
Proposals	1205	$838.4M	1316	$1106.5M	1177	$940.0M
New Awards	569	$253.2M	480	$227.5M	407	$187.1M
Award Supplements	47	$8.3M	57	$5.1M	38	$3.3M
Active Awards	2,374	$718.3K/awd	2,824	$684.2K/awd	2,513	$726.2K/awd
Indirect Costs		$45.2M		$50.5M		$50.0M
Expenditures		$193.3M		$220.8M		$213.3M

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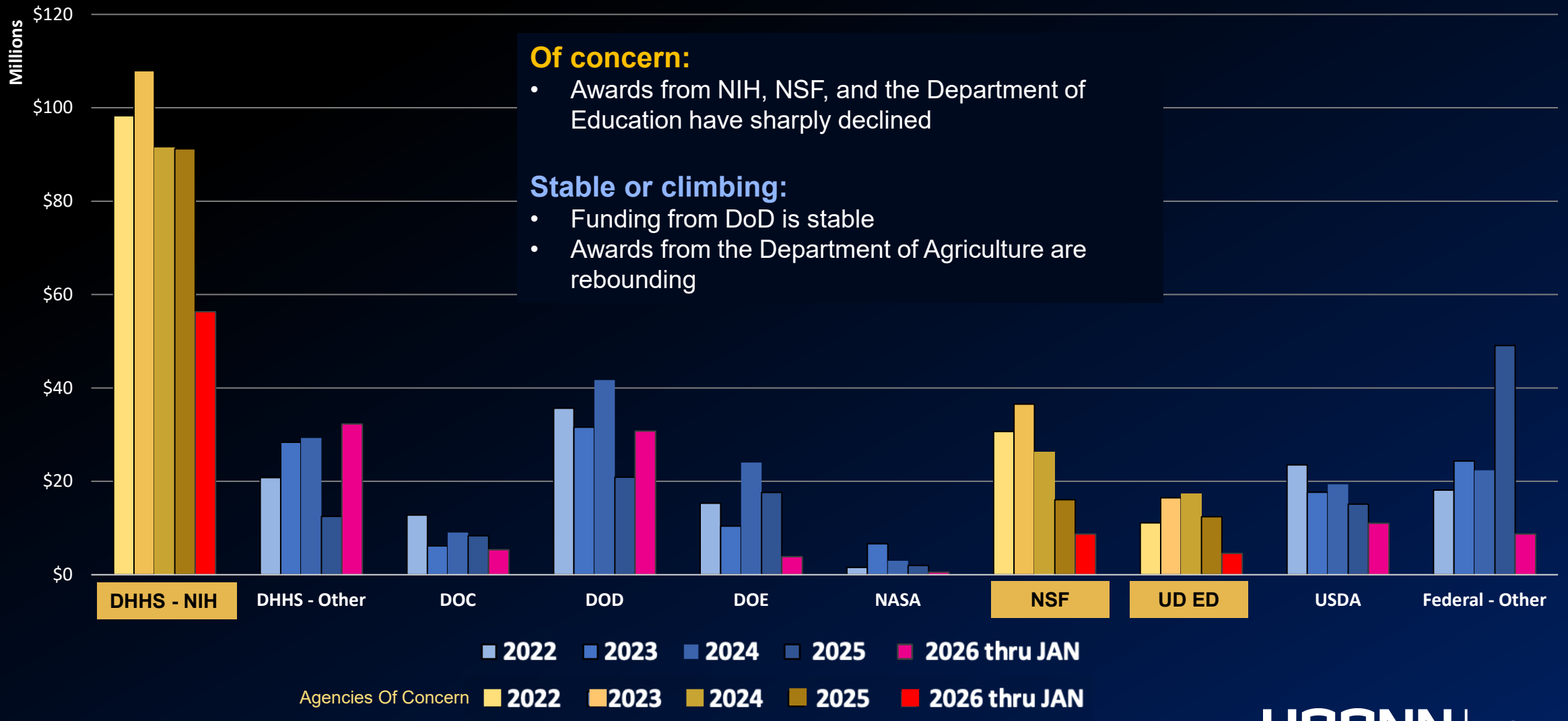
UConn Sponsored Program Services
New Awards by Federal Agencies through January 2026



Of concern:

- Awards from NIH, NSF, and the Department of Education have sharply declined

Stable or climbing:

- Funding from DoD is stable
- Awards from the Department of Agriculture are rebounding

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THANK YOU

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Innovation & Entrepreneurship Taskforce

OCTOBER 2025 - JUNE 2026

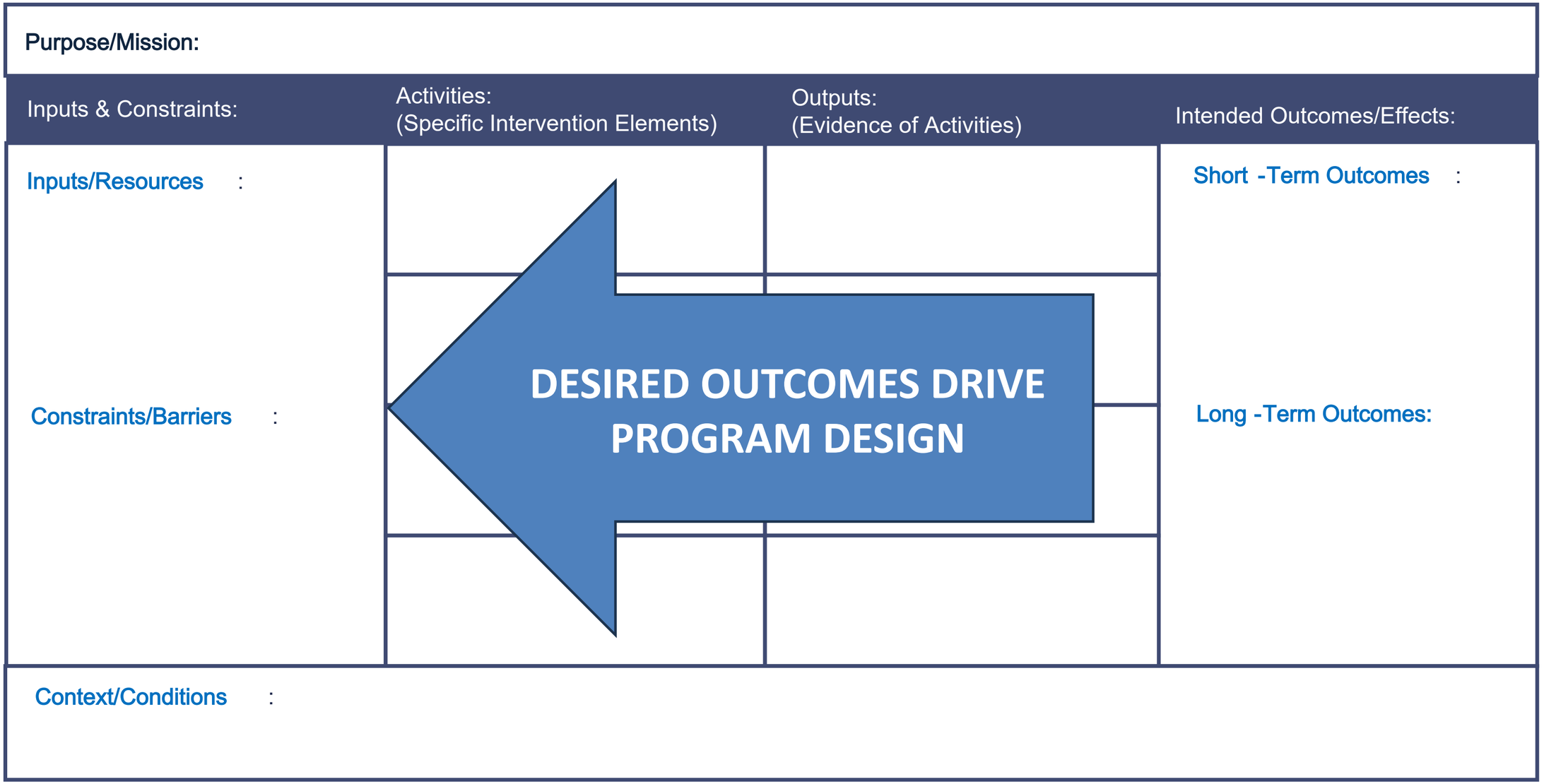
OUR CHARGE:

The Taskforce on Entrepreneurship and Innovation is charged with **conducting a comprehensive review and assessment of entrepreneurship and innovation at UConn.**

This includes academic programming, research initiatives, and faculty, staff, and student support, with the goal of **fostering a vibrant ecosystem that aligns with the university's mission as an R1 institution and as a land grant institution** .

The taskforce will **provide actionable recommendations to the Offices of the Provost and the Vice President for Research** to strengthen and expand efforts in these areas, ensuring the university remains at the forefront of discovery, economic development, and societal impact.

THE LOGIC MODEL: A FRAMEWORK FOR STRATEGIC PLANNING



TASKFORCE WORKING STRUCTURE

Phase 1

December 2025 – January 2026

- SubCommittees document **PURPOSE & OUTCOMES** of I&E activities within their domain
- SubCommittee co-chairs submit group assignments to **Jenna Rowlson**
  - Current program Purpose & Outcomes (12/19)
  - Prioritized SubCommitee Outcomes (1/23)

Phase 2

February 2026

- Taskforce reconvenes to review **OUTCOMES** being invested in across the University & **PRIORITY OUTCOMES** from University Leadership.
- **CONSTRAINTS** to prioritized outcomes & **PHASE 3** Work Explained & Discussed.

Phase 3

March -May 2026

- SubCommittees discuss and propose changes to current **INPUTS, ACTIVITIES** in order to enhance **DESIRED OUTCOMES** and overcome **CONSTRAINTS.**
- Taskforce reconvenes to review and present recommendations for Fiscal/Academic ‘27

PRELIMINARY FINDINGS

DIFFERENT TYPES OF ACTIVITY YIELD DIFFERENT OUTCOMES

	Exploration & Discovery	Creativity & Problem Solving	Innovation	Technology Incubation	Entrepreneurship	Business Sustainability & Growth
Description	First exposure to new ideas	Utilize concepts of creativity and innovation to identify and solve problems	Turn ideas into practical processes or solutions through experimentation, prototyping, and iteration	Refine products and technology through market-based TRLs and regulatory milestones	Evaluate market potential of innovations and build the skills necessary to launch and run a business venture.	Achieve financial sustainability and optimizing commercial potential.
Type of Activity	• Introductory Courses & First Year Programs • Seminars • Guest Talks & Lectures • Innovation Expo	• Design Challenges • Experiential Learning • Pitch Competitions • Makerspace Programming • Werth Innovators	• Technical Courses & Experiential Learning • Senior Design • Industry-Sponsored Research • Hackathons • Social Innovation Challenges	• Industry Research Collaborations • Technology Incubation Program • Invention Disclosures & IP Support	• Accelerators • Startup Competitions & Challenge Programs • Translational Grants	• Incubators • Venture Studios • Innovation Showcases • Investment Partnerships • Service Provider Partnerships
Potential Outcomes	• Awareness • Understanding • Inspiration	• Passion • Confidence • Problem Solving Skills	• Journal Publications • Prizes & Awards • Attracting Top Students	• Patents Filed • Capital Invested • Capital Raised • Licenses Issued • Industry Placements for Grad Students	• Business Leadership Skills • New Businesses Formed • Revenue • Capital Raised • Network Building	• Revenue • Capital Raised • Jobs Created • Awards & Recognition • Attracting Top Faculty

AMOUNT OF ACTIVITY BY TYPE

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	9	**5**	**28**	**10**	**23**	**2**

KEY QUESTIONS & NEXT STEPS:

- HOW MANY STUDENTS AND FACULTY DO EACH OF THESE PROGRAMS REACH/SERVE?
- ARE THERE MORE SIGNIFICANT OUTCOMES FOR EARLY-STAGE EXPLORATION & CREATIVITY PROGRAMMING?
- WHAT WOULD IT TAKE TO ENHANCE OFFERINGS IN CRITICAL PROGRAM CATEGORIES?
- **ARE WE EQUIPPED TO DELIVER THE OUTCOMES THAT ARE MOST IMPORTANT TO THE UNIVERSITY & OTHER CRITICAL STAKEHOLDERS?**

- CREATING LOGICAL PROGRAM PATHWAYS TO SUPPORT INTENDED OUTCOMES
- IDENTIFYING CONSTRAINTS TO INCREASING ACTIVITY IN CRITICAL CATEGORIES

DISCUSSION::

WHAT OUTCOMES ARE MOST IMPORTANT?

APPENDIX

COMMITTEE COMPOSITION & LEADERSHIP:

Academic Programs & Curriculum

Co-Chairs: Kathy Rocha & Amit Savkar

- Kathleen Lombardi
- Tiffany Kelley
- Leila Daneshmandi
- Michelle Cote

Translational Research & Startup Development

Co-Chairs: Leila Daneshmandi & Rahul Kandia

- Amit Kumar
- Mingyu Qiao
- Rajesh Lalla
- Manos Anagnostou
- Joel Levine
- Jennifer Mathieu
- Michelle Cote

Faculty, Staff & Student Engagement

Co-Chairs: Yupeng Chen & Kylene Perras

- Tiffany Kelley
- Leslie Shor
- Amit Savkar
- Jennifer Mathieu
- Michelle Cote

Industry Engagement & Ecosystem Development

Co-Chairs: Mohamad Alkadry & Jennifer Mathieu

- Sean Jeffrey
- Matthew Worwood
- Manos Anagnostou
- Jit Banerjee
- Kylene Perras
- Michelle Cote

WHY START WITH OUTCOMES?

DEFINING OUTCOMES:

Results, consequences, or impacts of having taken action.

Outcomes are often different across various time horizons:

Short Term: Within 5 years

Medium Term: Within 10 years

Long Term: Within 50 years

IMPORTANT: Outcomes  KPIs

KPIs are the ways that we measure if outcomes have taken place

DEFINING PURPOSE:

Explains Why : Defines the core reason for existence, and the context

Defines for Whom?: Focuses the team on creating impact for a specific group of people

Guides decisions: Provides a framework for strategic planning and daily operations .

Inspires and aligns: Motivates partners/participants by giving their work greater meaning and fosters alignment with beneficiaries and partners.

PURPOSE is **different** than a Mission Statement – which includes (the "what" and "how" of a program).

WHAT'S THE CONNECTION?

	Purpose		Outcome
Relationship:	Provides the overarching direction and vision, influencing decisions and actions.	Actions are the << BRIDGE >>	The tangible end -point or evidence of success that demonstrates the purpose has been fulfilled.
Example:	To restore the local river ecosystem to a healthy state.		Improve local water quality ratings from "impaired" to "healthy" within critical river segments.

EXAMPLE: ENTREPRENEURSHIP PROGRAM

Purpose:

The program equips students with the knowledge, skills, and mindset required to navigate uncertainty, mobilize resources, and lead entrepreneurial initiatives in startups, corporate settings, and non -profit organizations.

Outcomes:

By the end of the program, students will be able to:

- Identify and assess attractive entrepreneurial opportunities using market, customer, and feasibility analysis.
- Develop and communicate a compelling business model and go -to -market strategy for a new or existing venture.
- Demonstrate entrepreneurial mindset behaviors, including resilience, experimentation, ethical decision -making, and responsible leadership.

KPIs:

- Percentage of graduates engaged in entrepreneurial roles (founders, early -stage employees, innovation roles) within 1 –3 years of graduation.
- Number of student ventures launched, incubated, or funded (e.g., grants, competitions, angel/VC investment) during or within 1 –2 years after the program.

UCONN TECH PARK

Board of Trustees/
Research, Entrepreneurship and Innovation

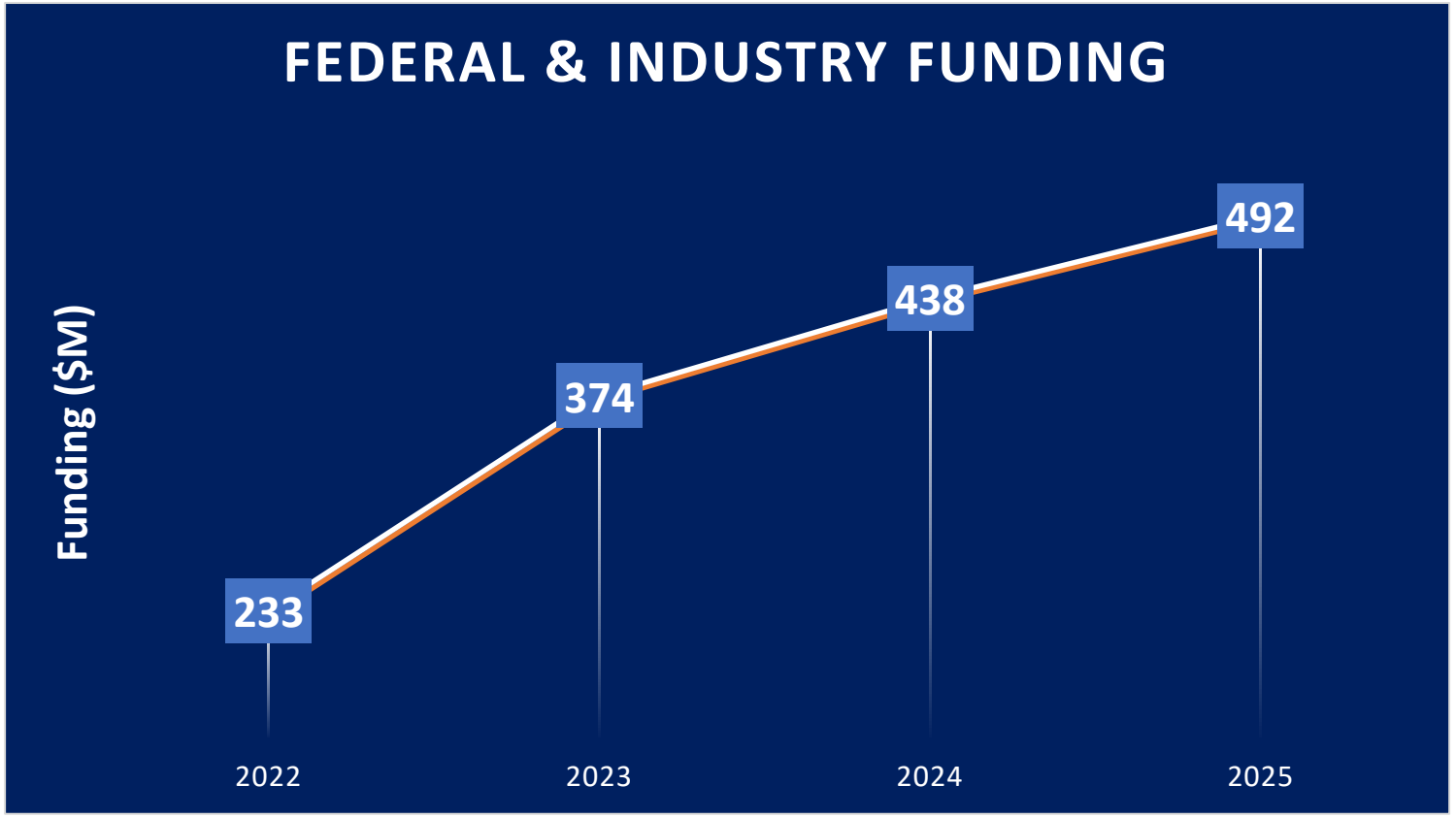
Tech Park Update

Emmanouil Anagnostou

Executive Director, UConn Tech Park
Board of Trustees Distinguished Professor
Eversource Energy Endowed Chair in
Environmental Engineering

Tech Park Growth

22 Research Labs, Centers, and Institutes



At full capacity → expansion planning underway to support continued growth

New Industry Engagement & Investment

Recent Additions

C2E2, including PEARL, CONPEX
- Occupancy began December 2025
- $81.3M in Total Awards (2015–2025)

FLAME Center
- Semiconductor testing & laser technology

Optical Science and Technology Hub
- New center to support projected growth in the optics and photonics sector

ASSA ABLOY
- Sustainable manufacturing focus

Key Industry Partner Outreach – 2025/26

casella WASTE SERVICES

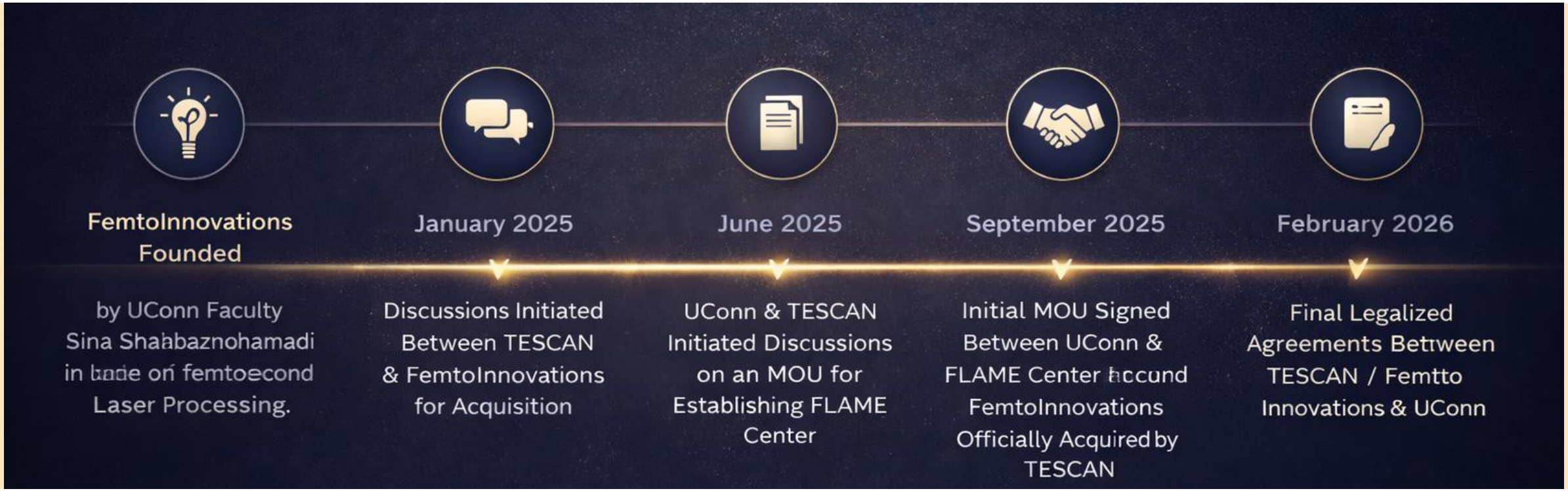
TRANE

Schneider Electric

WATER CORPORATION

The Hartford

FLAME Center Milestones:
Innovative Industry Collaboration



TESCAN: Global Manufacturer of High-Performance Scientific Instrumentation

UCONN TECH PARK

🌎 Global Footprint

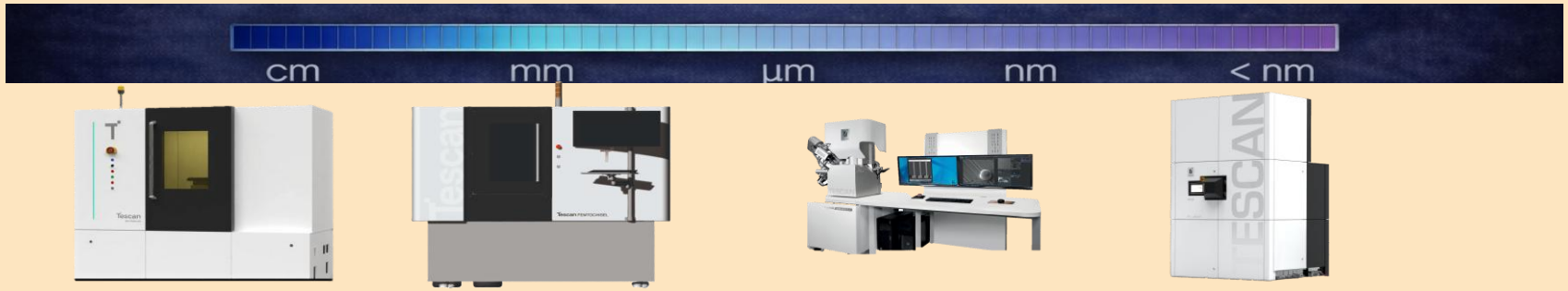
- ✓ Headquarters: Brno, Czech Republic
- ✓ Operations across Europe, North America, and Asia
- ✓ Serving semiconductor, materials science, life science, and industrial markets

💼 Ownership & Strategic Expansion

- ✓ Acquisition agreement by Shimadzu Corporation (~$850M transaction)
- ✓ Positioned for accelerated global growth in semiconductor manufacturing

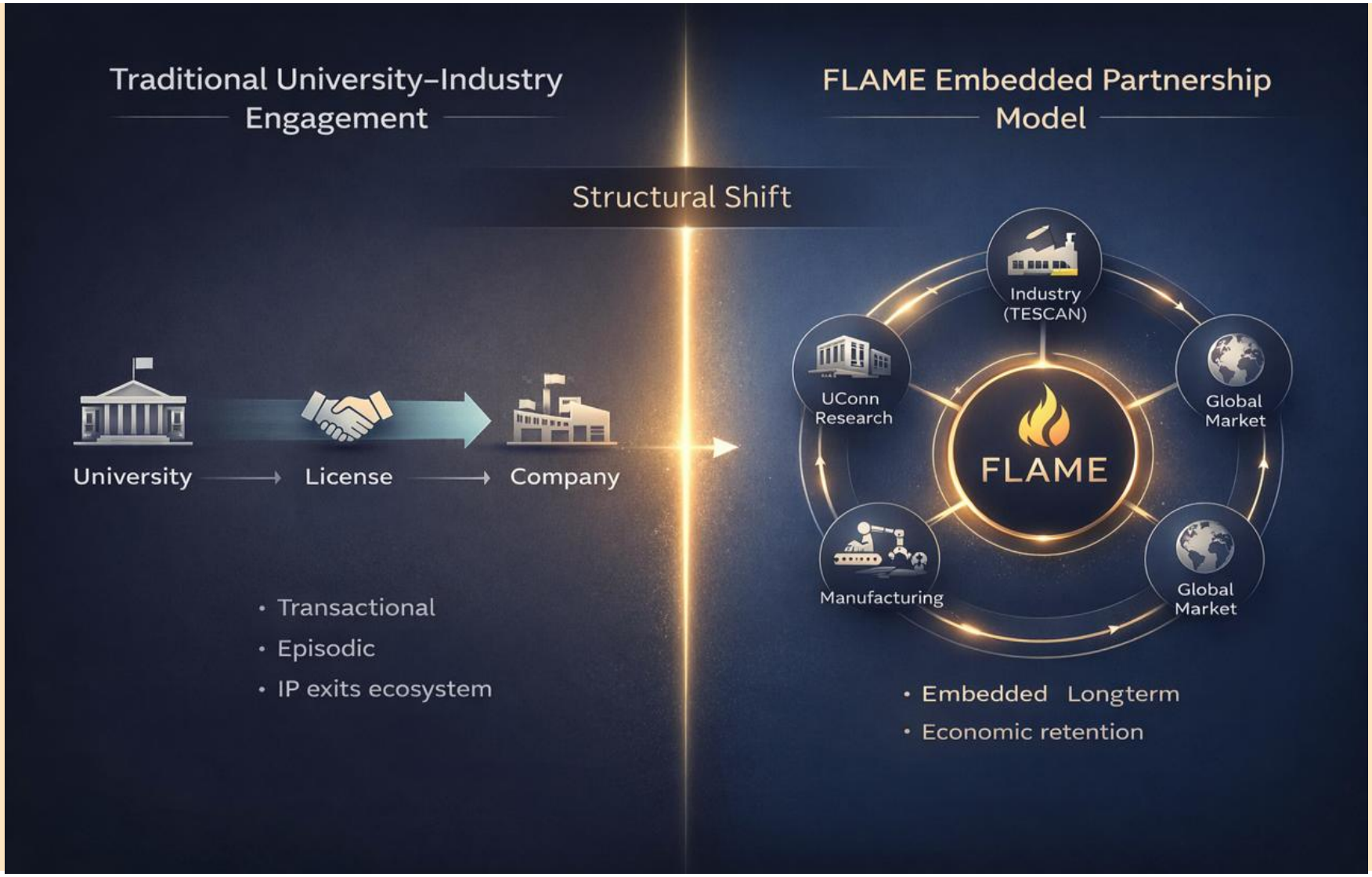
TESCAN
Accelerating the Art of Discovery

The only global manufacturer offering transmission electron, scanning electron, 3D X-ray, laser, and optical microscopes within a single integrated portfolio.



Tescan UniTOM | Tescan FemtoChisel | Tescan Amber & Solaris | Tescan Tensor

What Sets the FLAME Center Apart



FLAME Center – By the Numbers

FLAME Center: Future Vision

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1 U.S. & International Semiconductor Initiatives

- U.S. CHIPS & Science Act
- European Chips Act
- Major Asian national semiconductor programs
  - → Japan, Korea, Talwan, and more.*

2 Strategic Industrial Layer: Shimadzu-TESCAN Alignment

- Shimadzu to acquire TESCAN from Carlyle for $850M
- Expands global instrumentation ecosystem
- Enhances advanced inspection, metrology & analytical integration

3 Manufacturing Co-Location & Scale Expansion

- Expansion of TESCAN manufacturing near IPB
- Grows Connecticut's advanced manufacturing cluster

4 IPB 2.0 – Semiconductor Lifecycle Partner Ecosystem

- At least one strategic industry partner at each stage

Design → Fabrication → Inspection → Verification & Validation → Failure Analysis

→ At least one strategic industry partner at each stage

5 Significant Economic Impact for Connecticut

- Capital investment growth
- Advanced manufacturing jobs
- Federal & private funding leverage
- Workforce pipeline retention
- IP retained within Connecticut

BOT Support and Future Challenges

Industry pace vs university pace

Legal and contracting agility

State engagement to ensure Tech Park remains competitive for high-level industry partnerships

Broader university engagement

Leveraging the semiconductor powerhouse presence at Tech Park

Long-term partnership and engagement planning

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Thank you