Goals

- Implementation of Academic Plan
  ...the next steps

- Achieve consensus on:
  - Metrics
  - Program Priorities
  - Initial Faculty Searches
Purpose of Academic Plan

- Meet the expectations of the students and state for a world-class university
- Provide an educational experience that is unrivalled in its cost-benefit ratio
- Accelerate Connecticut’s ‘Brain Gain’
- Enhance the quality of the state’s workforce
- Strengthen the scientific/technological infrastructure of Connecticut’s economy
Purpose of Metrics

- Ability to compare UConn with peer institutions in a clear and concise fashion
- Identification of factors which characterize the University’s success in meeting its academic goals
- Provides the basis for a consistent resource allocation model
- Serves as a guide for reallocation and hiring decisions at all levels
Implementation of Focused Metrics

- **Undergraduate Education**
  - Freshmen Average SAT
  - 6 Year Graduation Rate
  - Student/Faculty Ratio

- **Research & Graduate/Professional Education**
  - Doctoral Degrees Awarded
  - Post Doctoral Appointees
  - External Research Expenditures

- **Diversity**
  - Minority 6 Year Graduation Rate
  - Faculty: % Underrepresented

- **Resources**
  - Endowment Assets Market Value
  - Alumni Giving Rate

- **Reputation:** Public National University Rank
Freshmen Average SAT
Fall 2002 (Storrs)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Average SAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>UConn</td>
<td>1149</td>
</tr>
<tr>
<td>Iowa State</td>
<td>1122</td>
</tr>
<tr>
<td>Ohio State</td>
<td>1167</td>
</tr>
<tr>
<td>Purdue</td>
<td>1150</td>
</tr>
<tr>
<td>Rutgers</td>
<td>1188</td>
</tr>
<tr>
<td>Georgia</td>
<td>1215</td>
</tr>
<tr>
<td>Iowa</td>
<td>1128</td>
</tr>
<tr>
<td>Minnesota</td>
<td>1130</td>
</tr>
<tr>
<td>Missouri</td>
<td>1178</td>
</tr>
</tbody>
</table>

Peer Average: 1160
6 Year Graduation Rate
Fall 2002 (Storrs)

- UConn: 69%
- Iowa State: 65%
- Ohio State: 59%
- Purdue: 64%
- Rutgers: 72%
- Georgia: 70%
- Iowa: 64%
- Minnesota: 54%
- Missouri: 65%

Peer Average: 64%
Student / Faculty Ratio
Fall 2002

Peer Average

<table>
<thead>
<tr>
<th>University</th>
<th>Student / Faculty Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>UConn</td>
<td>17</td>
</tr>
<tr>
<td>Iowa State</td>
<td>16</td>
</tr>
<tr>
<td>Ohio State</td>
<td>16</td>
</tr>
<tr>
<td>Purdue</td>
<td>16</td>
</tr>
<tr>
<td>Rutgers</td>
<td>14</td>
</tr>
<tr>
<td>Georgia</td>
<td>13</td>
</tr>
<tr>
<td>Iowa</td>
<td>15</td>
</tr>
<tr>
<td>Minnesota</td>
<td>15</td>
</tr>
<tr>
<td>Missouri</td>
<td>18</td>
</tr>
</tbody>
</table>

Total Peer Average: 15
Doctoral Degrees Awarded
FY 2002

Doctoral Degrees Awarded / 100 Faculty FTE

- UConn: 13
- Iowa State: Peer Average: 16
- Ohio State: 18
- Purdue: 19
- Rutgers: 17
- Georgia: Peer Average: 16
- Iowa: 15
- Minnesota: 20
- Missouri: 9
Post Doctoral Appointees
Fall 2001

Post Doctoral Appointees / 100 Faculty FTE

- UConn: 15
- Iowa State: 12
- Ohio State: 8
- Purdue: 12
- Rutgers: 6
- Georgia: 7
- Iowa: 17
- Minnesota: 22
- Missouri: 5

Peer Average: 11
External Research Expenditures
FY 2001 ($K)

External Research Expenditures / 100 Faculty FTE

<table>
<thead>
<tr>
<th>University</th>
<th>FY 2001 ($K)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UConn</td>
<td>$102</td>
</tr>
<tr>
<td>Iowa State</td>
<td>$123</td>
</tr>
<tr>
<td>Ohio State</td>
<td>$115</td>
</tr>
<tr>
<td>Purdue</td>
<td>$120</td>
</tr>
<tr>
<td>Rutgers</td>
<td>$113</td>
</tr>
<tr>
<td>Georgia</td>
<td>$105</td>
</tr>
<tr>
<td>Iowa</td>
<td>$119</td>
</tr>
<tr>
<td>Minnesota</td>
<td>$163</td>
</tr>
<tr>
<td>Missouri</td>
<td>$66</td>
</tr>
</tbody>
</table>

Peer Average: $115
Faculty: % Underrepresented
Fall 2001 (Storrs)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>UConn</td>
<td>6%</td>
</tr>
<tr>
<td>Iowa State</td>
<td>5%</td>
</tr>
<tr>
<td>Ohio State</td>
<td>5%</td>
</tr>
<tr>
<td>Purdue</td>
<td>4%</td>
</tr>
<tr>
<td>Rutgers</td>
<td>6%</td>
</tr>
<tr>
<td>Georgia</td>
<td>6%</td>
</tr>
<tr>
<td>Iowa</td>
<td>4%</td>
</tr>
<tr>
<td>Minnesota</td>
<td>4%</td>
</tr>
<tr>
<td>Missouri</td>
<td>4%</td>
</tr>
</tbody>
</table>

Peer Average: 5%
Endowment Assets Market Value
FY 2003 ($M)

<table>
<thead>
<tr>
<th>Institution</th>
<th>FY 2003 ($M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ohio State</td>
<td>$1,217</td>
</tr>
<tr>
<td>Purdue</td>
<td>$502</td>
</tr>
<tr>
<td>Rutgers</td>
<td>$361</td>
</tr>
<tr>
<td>Georgia</td>
<td>$37</td>
</tr>
<tr>
<td>Iowa</td>
<td>$293</td>
</tr>
<tr>
<td>Minnesota</td>
<td>$535</td>
</tr>
<tr>
<td>Not Available</td>
<td></td>
</tr>
</tbody>
</table>

Peer Average: $434
Alumni Giving Rate
FY 2002 (Storrs)

Peer Average 15%

<table>
<thead>
<tr>
<th>University</th>
<th>FY 2002 Storrs</th>
<th>FY 2002 Storrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>UConn</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>Iowa State</td>
<td>16%</td>
<td></td>
</tr>
<tr>
<td>Ohio State</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Purdue</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Rutgers</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>Georgia</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Iowa</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Minnesota</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>Missouri</td>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>
Rank Among Top 50 Public National Universities

- UConn: 25
- Iowa State: 41
- Ohio State: 22
- Purdue: 20
- Rutgers: 22
- Georgia: 20
- Iowa: 19
- Minnesota: 22
- Missouri: 32
3 Year Goals

- Freshmen Average SAT - Rank 3rd
- 6 Year Grad Rate - Rank 2nd
- Doctoral Degrees - @ Peer Avg
- Post Docs – Rank 2nd
- Research Expenditures - @ Peer Avg
- Minority 6 Year Grad Rate – Rank 1st
- % Underrepresented Faculty – Rank 1st
- Endowment Assets – 30% Increase
- Alumni Giving – 27%
- America’s Best College Rank – Top 20
5 Year Goals

- Rank 1st or 2nd in all categories (except Endowment Assets)
- Modify peer group
Initial Academic Plan
Implementation Steps

- Provost’s Grant Competition
- Program Units
- Metrics by Unit
Provost’s Grant Competition

- 48 pre-proposals submitted in short timeframe
- 7 invited to present full proposals
- Decisions will be announced by November 1, 2004

Proposals for Excellence!
Provost’s Grant Competition

- Collaboratory for Rehabilitation Research
- The Emergence of Humanitarianism: A Program for Research and Teaching
- Enhancing the Global Perspectives of Innovative Science and Technology
- Creation of CIDRIS - Center for Internet Data and Research Intelligence Services to support Multi-disciplinary Internet Research
- A Partnership for Excellence in Structural Biology
- Institute for Biodiversity and Evolutionary Biology
- Forensic-Related Research, Education and Innovation
Program Units

- **Life Science / Technology / Environment**
  - Agriculture, Biological Sciences, Engineering, Pharmaceutical Science, Physical Sciences, Psychology

- **Arts & Culture**
  - Fine Arts, Humanities, Avery Point

- **Health & Human Services**
Program Focus Areas

5 Year Hiring Plan: 150 Faculty

- Life Science/Technology/Environment: 75
- Arts & Culture: 18
- Health & Human Services: 57
Program Focus Areas

1st Year Plan: 30 Faculty

- **Life Science/Technology/Environment:** 17
  - Biology (4), Engineering (4), Physical Sciences (4), Psychology (3), Agriculture (1), Pharmaceutical Science (1)

- **Arts & Culture:** 3
  - Fine Arts (1), Humanities (1), Avery Point (1)

- **Health & Human Services:** 10
  - Business (2), Education (2), Law (1), Family Studies (1), Nursing (1), Political Science (1), Stamford (1), Tri-Campus (1)
Achieving Success in Undergraduate Education

- SAT Scores
  - Continue market-sensitive recruiting
  - Enhance Honors program
  - Build Scholarship Endowment
  - Increase instructional capacity in science/technology to meet needs of high profile students
Achieving Success in Undergraduate Education

Graduation Rate
- Program to increase # of 4 year graduates
- Keep parents informed/involved
- Set 4 year graduation as an advising goal
- Use summer school effectively
- Change language and culture
Stated Goal
- Increase external research awards

Problem
- All classification systems are arbitrary

Question
- Where should hires be targeted to achieve goal?
Arbitrary Assignments to Divisions

- **Biological Sciences**
  - Includes biology departments and Marine Sciences Department in CLAS, biology departments in CANR & Agricultural Experiment Station, School of Pharmacy, School of Allied Health and Bioservices Center

- **Physical Sciences & Engineering**
  - Includes physical science departments in CLAS, School of Engineering, Environmental Research Institute (ERI) and Institute of Materials Science (IMS)

- **Social Sciences & Humanities**

Note: did not split any department or center into 2 divisions
**External Research Expenditures**

<table>
<thead>
<tr>
<th>Expenditures* ($M)</th>
<th>Biological Sciences</th>
<th>Physical Sciences &amp; Engineering</th>
<th>Social Sciences &amp; Humanities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty FTE</td>
<td>221</td>
<td>242</td>
<td>733</td>
</tr>
</tbody>
</table>

| Expenditures/FTE ($K/FTE) | $110 | $97 | $36 |

* Average FY02 & FY03
Caveats

- Cutting edge research is often interdisciplinary (on the cusps of divisions/departments)
- External research awards within divisions are not uniform
- External awards for faculty-driven research more apt to lead to publications & graduate support
## Divisions are not Uniform

<table>
<thead>
<tr>
<th></th>
<th>Social Sciences &amp; Humanities</th>
<th>Psychology</th>
<th>w/o Psychology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures* ($M)</td>
<td>$26.6</td>
<td>$5.6</td>
<td>$21.0</td>
</tr>
<tr>
<td>Faculty FTE</td>
<td>733</td>
<td>57</td>
<td>686</td>
</tr>
<tr>
<td>Expenditures/FTE ($K/FTE)</td>
<td>$36</td>
<td>$98</td>
<td>$31</td>
</tr>
</tbody>
</table>

* Average FY02 & FY03
To increase research expenditures, hires should be focused in: Biological Sciences, Physical Sciences & Engineering and Psychology or In other words: Life Science/Technology/Environment sections of the Academic Plan but “Start ups” will be more costly in lab sciences Research awards will lag 2-3 years behind hires, especially with assistant professors
Achieving Success in Diversity

- Presentation by Ron Taylor in November
- Expand Target-of-Opportunity Pool
- Reward Strong Performance
Timeline

- Focus statements for program units
  - Mid-September

- Metrics at the departmental level
  - October 1st

- Capital budget adjustments & complete financial analysis
  - Mid-October

- Reallocations at Provostial & Decanal levels
  - January Budget Hearings
Conclusion

- University must move to the next level to fulfill expectations
- Investment in faculty is essential
- Hire faculty in areas of highest payoff / greatest demand
- Use existing resources wisely
Achieving Strategic Focus

Neag School of Education Strategic Plan

Health Center Signature Programs
Neag School of Education
Strategic Plan

- Changes 1997 to present
  - Endowment, annual grant expenditures, annual fund, alumni involvement, ranking and reputation

- Strategic Planning
  - Guiding Principles
    - Top twenty schools in the country
    - Meet needs of Connecticut and national school reform
    - Needs infinite, resources finite
    - School-wide focus
    - Specific actions with benchmarks
  - Resource Allocation
    - Strategic investments to increase reputation and resources
    - Program changes/closings
    - Administrative restructuring
    - New revenue streams
Program Changes

◎ Strategic Investments
  ◦ Literacy/Reading, Teacher Education
  ◦ Measurement & Assessment, School Counseling, School Psych, Special Ed, Gifted
  ◦ Exercise Science, Athletic Training, Sports Management
  ◦ Educational Policy, Administrator Prep, Adult Education

◎ Closed / Restructured Programs
  ◦ Sports Sociology, Sports Psychology, Therapeutic Recreation, Fitness Management, Tourism
  ◦ Higher Education PhD
  ◦ Counseling Psychology, Bureau of Educational Research
Way we do business changes

- Administrative changes
  - New Promotion and tenure guidelines
    - Annual review by Department Committee, Department Head, School-wide committee, Dean/Assoc Dean
  - New Merit pay guidelines
  - Restructured dean’s office
  - Comprehensive technology plan
  - Alumni and Development and Marketing Plan

- Future directions
  - Invest Neag endowment to increase research and grants
  - Selective, high quality, revenue generating programs
Signature Programs at UCHC

Achieving Strategic Focus

University of Connecticut Health Center

July 2004
1998-2000 - UCHC suffered significant losses - clinical
- Political debate regarding sustainability of JDH

2000-present - Turnaround - $64 million improvement

2001-today - Strategy = focus, integration
"where is any margin"

Mid 2002 - PwC analysis complete – "Signatures"

Jan. 2003 - Operationalize the Vision – formal infrastructure development and culture change (horizontal integration)

*1994 Research Strategy enabled SP development in 2002
To integrate research, education and clinical strengths within strategically important areas.

“Remarkable Care Through Research and Education”

Desired Result

- Increased research awards, discoveries and commercialization
- Increased economic strength
- Increased clinical activity
- Advance our reputation
Institutes/Type 2 Centers:

Areas of clinical, research and educational synergy that provide state-of-the-science, highest clinical value care to our patients and result in significant advances in medicine.

“Leverage the academic flag”
The Drivers:

- UCHC cannot be “all things clinical to all people”.
- UCHC, an Academic Medical Center, is unique relative to Connecticut’s 32 acute care hospitals.
- There is a need to focus on UCHC strengths – to integrate:
  - Research
  - Education
  - Clinical Activity
- There is a need to break down existing barriers between traditional silos
Why Were Four (4) Signature Program Areas Chosen?

“Remarkable Care Through Research and Education”

1. Inventory of research strengths was completed (immunology, bone biology, genetics, vascular biology, public health, etc.)

2. Leverage our research strengths in areas of clinical service where:
   - Demand is growing.
   - Scientific advances are changing the existing models of care.
   - Translational Research-new knowledge soon becomes current care.

3. UCHC is uniquely positioned to leverage its “bedrock” research efforts – Yale is our only competitor in Connecticut.

4. Foundation / Feeder Programs enable the vision.
Leveraging Our Clinical Strengths

**Foundation / Feeder Activities**
- Women’s Health
- Geriatrics, Center on Aging
- Primary Care, Int. Medicine
- Urgicenter

**Signature Programs**
- Pat & Jim Calhoun Cardiology Center
- Comprehensive Cancer Center
- Musculoskeletal Institute
- Connecticut Health
- Brain + Human Behavior

**Clinical Support Services**
- Emergency Dept.
- Radiology
- Intensive Care
- Surgery
- Rehab. Services
- Pathology

- Create & sustain a culture within which we can establish Signature Programs
- Services necessary to support clinical activity in Signature Programs and feeder activity
How are the Signature Programs Changing the Conventional Structure?

**Conventional Model**
- SOM
- SODM
- JDH

**SP Integrated Model**
- Desired Result: Synergistic outcomes - Better patient care, research, education & economics

**Signature Programs**
- Integration
- Collaboration
- Co-development
- Prevention/Outreach
1. **Communicate Vision**
2. **Inventory**
3. **Aligning Scientists and Clinicians with Signature Programs**
   - Director SP / Academic Department Chief
   - CREAM – % CREAM in specific domain
4. **Infrastructure to Support Collaboration**
5. **Director Recruitment**
   - Liang, Runowicz, and MSI (in process)
6. **Strategic Business Planning**
   - Environmental assessment & market share
   - Financial modeling (with the SP and stretch metrics)
   - Tactics, strategies, accountability/Execution planning
7. **Balanced Scorecard / Key Performance Metrics for Faculty**
   - Key metrics-performance, quality
   - Education on usage / variance analysis
   - Exploit technology
Signature Program Areas of Concentration

Clinical Excellence Built on Research & Education

- Pat and Jim Calhoun Cardiology Center
- Carole and Ray Neag Comprehensive Cancer Center
- Musculoskeletal Institute
Another Area of Concentration

Public Service Programs

A. Connecticut Health
   ▪ Project Aims
     ▪ Provide direct care to the poor and uninsured
       ▪ Dept of Corrections Health Program
       ▪ Dental Clinics
       ▪ Student Services (migrant farm workers, etc.)
     ▪ Educate various populations on health and health care
       ▪ AJ Pappanikou Center for Developmental Disabilities
       ▪ AHEC
     ▪ Conduct research related to significant problems in underserved populations
       ▪ Alcohol Research Center (25 years funding)

B. Public Health
   ▪ Collaboration between Storrs and Farmington – Center for Public Health and Health Policy
Achieving Strategic Focus

“Remarkable Care Through Research and Education”