University of Connecticut

Board of Trustees

Budget Workshop

September 23, 2003
FY 2003 Highlights

- Building a 21st Century University
- Adoption of Academic Plan
- Implementation of Signature Programs
- Research Growth
- Enhancement of Student Life
- Collaboration with Faculty, Staff & Students
### FY03 Statement of Operations

Storrs & Regional Campuses  
Unaudited (Dollars in Millions)

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>$650.5</td>
<td>$669.1</td>
<td>$18.6</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td>$650.5</td>
<td>$667.4</td>
<td>$16.9</td>
</tr>
<tr>
<td><strong>Net Gain (Loss)</strong></td>
<td>$0.0</td>
<td>$1.7</td>
<td>$1.7</td>
</tr>
</tbody>
</table>
## FY03 Statement of Operations

**Health Center**  
Unaudited (Dollars in Millions)

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>$512.1</td>
<td>$525.0</td>
<td>$12.9</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td>$511.9</td>
<td>$524.7</td>
<td>$12.8</td>
</tr>
<tr>
<td><strong>Net Gain (Loss)</strong></td>
<td>$0.2</td>
<td>$0.3</td>
<td>$0.1</td>
</tr>
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</table>
Challenging Environment

- State and national economic climate
- Imperative to move into the top ranks nationally
- Increased enrollment & student expectations
- Competitive college & healthcare marketplace
- Contribute to the health and economic well-being of Connecticut

VALUE = QUALITY + AFFORDABILITY
FY 2004 Blueprint

- Refinement of strategic plan at the Health Center and the academic plan at Storrs & Regionals as drivers of the operating and capital budgets

- Health Center
  - Continued enhancement of the connections among teaching, research & clinical activities

- Storrs & Regionals
  - Managing growth
  - Implementing programmatic priorities

- University restructuring to enhance efficiency and accommodate reduced State support
Budget Planning Assumptions

Health Center

- Growth in research
- Growth in clinical operations
- Static enrollment
Budget Planning Assumptions
Storrs & Regionals

- We must continue to provide high-quality living and learning experiences for our students

- Growth in research

- Enrollment & housing limitations
Enrollment will be maintained at a size that permits the proper balance of access for Connecticut’s students, recruitment of excellent students from other states and abroad consistent with our identity as a leading American university, and the assurance of excellence in academic and student life programs.
FY 2004 Proposed Spending Plan

- Adopt FY04 spending plan of $1,243.8 M
  - Storrs & Regionals: $693.0 M
  - Health Center: $550.8 M
FY04 University Revenues

$1,245.0 M

- State Support-$358.5 (28.8%)
- Tuition & Fees-$200.7 (16.1%)
- Investment Income-$3.9 (0.3%)
- Sales/Service-Auxiliary-$118.9 (9.6%)
- Sales/Service-Educational-$11.4 (0.9%)
- Gifts, Grants & Contracts-$205.7 (16.5%)
- Other Revenue-$11.1 (0.9%)
- Patient Care-$225.9 (18.2%)
- Interns & Residents-$30.2 (2.4%)
- Corrections Managed HC-$78.7 (6.3%)
FY04 University Expenditures

$1,243.8 M

- Personal Services-$537.7 (43.2%)
- Fringe Benefits-$155.5 (12.5%)
- Other Expenses-$287.3 (23.1%)
- Equipment-$16.3 (1.3%)
- Student Financial Aid-$61.1 (4.9%)
- Research Funds-$164.1 (13.2%)
- Transfers-$21.8 (1.8%)
FY04 Revenues: $693.9 M
(Storrs & Regionals)

State Support-$260.8 (37.6%)
Tuition & Fees-$191.0 (27.5%)
Sales Services-Auxiliary-$102.8 (14.8%)
Gifts, Grants & Contracts-$117.6 (17.0%)
Investment Income-$2.6 (0.4%)
Sales/Services-Educational-$11.4 (1.6%)
Other Revenue-$7.7 (1.1%)
FY04 Expenditures: $693.0 M

(Storrs & Regionals)

- Personal Services-$304.9 (44.0%)
- Fringe Benefits-$96.0 (13.9%)
- Other Expenses-$136.5 (19.7%)
- Equipment-$5.2 (0.8%)
- Student Financial Aid-$59.2 (8.5%)
- Research Funds-$69.4 (10.0%)
- Transfers-$21.8 (3.1%)
FY04 Revenues: $551.1M
(Health Center)

- State Support-$97.7 (17.7%)
- Investment Income-$1.3 (0.2%)
- Patient Care-$225.9 (41.0%)
- Auxiliary-$16.1 (2.9%)
- Gifts, Grants & Contracts-$88.1 (16.0%)
- Tuition & Fees-$9.7 (1.8%)
- Interns & Residents-$30.2 (5.5%)
- Corrections Managed HC-$78.7 (14.3%)
- Other-$3.4 (0.6%)
FY04 Expenditures: $550.8 M
(Health Center)

- Personal Services-$232.8 (42.3%)
- Fringe Benefits-$59.5 (10.8%)
- Other Expenses-$150.8 (27.4%)
- Equipment-$11.1 (2.0%)
- Student Financial Aid-$1.9 (0.3%)
- Research Funds-$94.7 (17.2%)
Total Revenues by Type
Storrs & Regionals

<table>
<thead>
<tr>
<th>Type</th>
<th>FY91</th>
<th>FY95</th>
<th>FY99</th>
<th>FY02</th>
<th>FY03 (est.)</th>
<th>FY04 (est.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Other</td>
<td>7.4%</td>
<td>14.0%</td>
<td>12.9%</td>
<td>13.5%</td>
<td>3.7%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Aux Enterprise Revenue</td>
<td>14.8%</td>
<td>14.9%</td>
<td>15.5%</td>
<td>17.8%</td>
<td>14.2%</td>
<td>17.0%</td>
</tr>
<tr>
<td>Gifts, Grants &amp; Contracts</td>
<td>10.2%</td>
<td>23.2%</td>
<td>22.9%</td>
<td>23.8%</td>
<td>25.4%</td>
<td>27.5%</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>50.0%</td>
<td>43.4%</td>
<td>44.1%</td>
<td>40.7%</td>
<td>39.0%</td>
<td>37.6%</td>
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<tr>
<td>State Support</td>
<td>17.6%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

FY91 FY95 FY99 FY02 FY03 (est.) FY04 (est.)
Total Revenues by Type
Health Center

All Other: Correctional Managed Health Care, Net Patient Care, Interns & Residents, Investment Income and Other Revenue.
Budget Strategy

- Cost Containment
  - Salary Savings: AAUP, UCPEA, Administration & Law Faculty
  - Program Restructuring (including layoffs)
  - Early Retirement Incentive Plan (ERIP)

- Recognition of External Financial Context

- Revenue Enhancement / Protection
Early Retirement Incentive Plan

- 486 Employees retired
  - 365 Storrs & Regionals
  - 121 Health Center
- State salary “savings”: 50%
- FY04 One-Time Allocation Plans
- Permanent refills will be made consistent with program priorities
Recognition of External Financial Context

- State’s limited financial capacity
  - Block Grant/ERIP Reduction
  - Medicaid/CMHC

- Impact of the economy on private fundraising

- Federal budget impact
  - Research Funding
  - Medicare

Increased self-reliance is not a choice, it is a reality
FY 2004 State Appropriation

Storrs & Regionals
$197.1 M
ERIP Reduction of $7.1 M
= $190.0 M Allotment

Health Center
$74.9 M
ERIP Reduction of $1.1 M
= $73.8 M Allotment
State Allotment Buying Power
(Storrs & Regionals)

- CPI adjustment
- HEPI increment above CPI
- State Allotment adjusted for Inflation

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Allotment</th>
<th>CPI adjustment</th>
<th>HEPI increment</th>
<th>State Allotment adjusted for Inflation</th>
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<tbody>
<tr>
<td>FY91</td>
<td>($143.3)</td>
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<td>$143.3</td>
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<tr>
<td>FY95</td>
<td>($135.5)</td>
<td>$14.4</td>
<td>$1.8</td>
<td>$119.3</td>
</tr>
<tr>
<td>FY99</td>
<td>($151.3)</td>
<td></td>
<td>$6.7</td>
<td>$117.0</td>
</tr>
<tr>
<td>FY02</td>
<td>($186.3)</td>
<td></td>
<td>$13.3</td>
<td>$127.7</td>
</tr>
<tr>
<td>FY03</td>
<td>($192.2)</td>
<td></td>
<td>$15.3</td>
<td>$127.0</td>
</tr>
<tr>
<td>FY04</td>
<td>($190.0)</td>
<td></td>
<td>$17.0</td>
<td>$121.0</td>
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</table>
State Allotment Buying Power
(Health Center)

<table>
<thead>
<tr>
<th>Period</th>
<th>Total Allotment</th>
<th>CPI adjustment</th>
<th>MCS Inflation increment above CPI</th>
<th>State Allotment adjusted for Inflation</th>
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</thead>
<tbody>
<tr>
<td>FY91</td>
<td>($54.5)</td>
<td></td>
<td></td>
<td>($54.5)</td>
</tr>
<tr>
<td>FY95</td>
<td>($59.2)</td>
<td>$6.3</td>
<td>$5.3</td>
<td>($54.5)</td>
</tr>
<tr>
<td>FY99</td>
<td>($67.9)</td>
<td>$12.4</td>
<td>$6.1</td>
<td>($54.5)</td>
</tr>
<tr>
<td>FY02</td>
<td>($74.0)</td>
<td>$18.0</td>
<td>$7.1</td>
<td>($54.5)</td>
</tr>
<tr>
<td>FY03</td>
<td>($73.4)</td>
<td>$19.1</td>
<td>$7.0</td>
<td>($54.5)</td>
</tr>
<tr>
<td>FY04</td>
<td>($73.8)</td>
<td>$20.2</td>
<td>$7.2</td>
<td>($54.5)</td>
</tr>
</tbody>
</table>

Note: The chart shows the state allotment buying power for different years, adjusted for inflation with CPI and MCS inflation increments. The total allotment values are presented in millions of dollars.
Revenue Enhancement / Protection

Continued constraints in state funding mean increased reliance on non-state revenue streams

- Invest in private fundraising
- Protect & grow the external grant revenue stream
- Ensure quality to sustain market demand
  - Health Center = Patient Revenue
  - Storrs & Regionals = Tuition & Fee Revenue
UConn Foundation

Protecting the growth potential of one of our key external revenue streams

Endowment Assets

UConn Foundation Support of Students & Programs

<table>
<thead>
<tr>
<th>FY95</th>
<th>FY96</th>
<th>FY97</th>
<th>FY98</th>
<th>FY99</th>
<th>FY00</th>
<th>FY01</th>
<th>FY02</th>
<th>FY03</th>
</tr>
</thead>
<tbody>
<tr>
<td>$49.4</td>
<td>$64.9</td>
<td>$85.8</td>
<td>$122.7</td>
<td>$175.7</td>
<td>$221.2</td>
<td>$209.0</td>
<td>$196.8</td>
<td>$209.1</td>
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</table>

<table>
<thead>
<tr>
<th>FY95</th>
<th>FY96</th>
<th>FY97</th>
<th>FY98</th>
<th>FY99</th>
<th>FY00</th>
<th>FY01</th>
<th>FY02</th>
<th>FY03</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5.1</td>
<td>$6.2</td>
<td>$8.1</td>
<td>$10.4</td>
<td>$12.8</td>
<td>$18.7</td>
<td>$20.3</td>
<td>$22.3</td>
<td>$25.6</td>
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</table>
Research awards have increased 91% from FY96 to FY03.
<table>
<thead>
<tr>
<th>Health Center</th>
<th>% of FY04 Budget</th>
<th>FY04 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Care</td>
<td>41.0%</td>
<td>$225.9</td>
</tr>
<tr>
<td>State Support</td>
<td>17.7%</td>
<td>$97.7</td>
</tr>
<tr>
<td>Gifts, Grants &amp; Contracts</td>
<td>16.0%</td>
<td>$88.1</td>
</tr>
<tr>
<td>Correctional Managed HC</td>
<td>14.3%</td>
<td>$78.7</td>
</tr>
<tr>
<td>Interns &amp; Residents</td>
<td>5.5%</td>
<td>$30.2</td>
</tr>
<tr>
<td>All Other</td>
<td>5.5%</td>
<td>$30.5</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>$551.1</td>
</tr>
<tr>
<td>Source of Revenue</td>
<td>% of FY04 Budget</td>
<td>FY04 Budget</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>State Support</td>
<td>37.6%</td>
<td>$260.8</td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>27.5%</td>
<td>$191.0</td>
</tr>
<tr>
<td>Gifts, Grants &amp; Contracts</td>
<td>17.0%</td>
<td>$117.6</td>
</tr>
<tr>
<td>Auxiliaries</td>
<td>14.8%</td>
<td>$102.8</td>
</tr>
<tr>
<td>All Other</td>
<td>3.1%</td>
<td>$21.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$693.9</strong></td>
</tr>
</tbody>
</table>
### Approved FY 2004

**Tuition, Fees, Room & Board**

**Storrs & Regionals**

<table>
<thead>
<tr>
<th>Category</th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>% Increase over FY03</th>
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</thead>
<tbody>
<tr>
<td><strong>In-State</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>$13,700</td>
<td>$15,138</td>
<td>7.91%</td>
</tr>
<tr>
<td>Graduate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Out-of-State</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>$24,484</td>
<td>$25,490</td>
<td>9.35%</td>
</tr>
<tr>
<td>Graduate</td>
<td></td>
<td></td>
<td>9.29%</td>
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</tbody>
</table>
University’s Top Competitors
Tuition, Fees, Room & Board
for a Connecticut Student FY 2004

- UCConn
- UMass
- UDel
- Rutgers
- URI
- Penn State
- UMaryland
- UNH
- UVM
- Quinnipiac
- Providence
- Syracuse
- Northeastern
- BC
- BU

Tuition:
- UCConn: $18,714
- UMass: $22,072
- UDel: $22,146
- Rutgers: $22,481
- URI: $24,787
- Penn State: $24,858
- UMaryland: $25,449
- UNH: $26,058
- UVM: $29,368
- Quinnipiac: $30,570
- Providence: $32,245
- Syracuse: $34,420
- Northeastern: $35,356
- BC: $37,150
- BU: $38,194
## University’s Top Competitors
### FY 2004 Tuition, Fees, Room & Board

<table>
<thead>
<tr>
<th>Private Schools</th>
<th>In &amp; Out Of State</th>
<th>Public Schools</th>
<th>In State</th>
<th>Out of State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boston Univ.</td>
<td>$38,194</td>
<td>Univ. of Vermont</td>
<td>$16,316</td>
<td>$29,368</td>
</tr>
<tr>
<td>Boston College</td>
<td>$37,150</td>
<td>Rutgers</td>
<td>$15,967</td>
<td>$22,481</td>
</tr>
<tr>
<td>Northeastern</td>
<td>$35,356</td>
<td>Univ. New Hampshire</td>
<td>$15,698</td>
<td>$26,058</td>
</tr>
<tr>
<td>Syracuse</td>
<td>$34,420</td>
<td>Penn State</td>
<td>$15,236</td>
<td>$24,858</td>
</tr>
<tr>
<td>Providence</td>
<td>$32,245</td>
<td>Univ. Maryland</td>
<td>$14,775</td>
<td>$25,449</td>
</tr>
<tr>
<td>Quinnipiac</td>
<td>$30,570</td>
<td>Univ. Rhode Island</td>
<td>$14,455</td>
<td>$24,787</td>
</tr>
<tr>
<td>Univ. of Connecticut</td>
<td>$13,700</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Univ. Massachusetts</td>
<td>$13,219</td>
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<tr>
<td>SUNY – Stony Brook</td>
<td>$12,764</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Univ. Delaware</td>
<td>$12,616</td>
<td></td>
<td></td>
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</table>
University of Connecticut Health Center

FY 2004
Proposed Spending Priorities & Strategic Plan
Our Goals 2001-2006

- Develop regionally pre-eminent Signature Programs in Cancer, Musculoskeletal Medicine, Connecticut Health, and Cardiology

- Be recognized as a Center for Distinguished Basic Science Research

- Offer outstanding Medical, Dental and Graduate Education through a highly innovative curriculum supported by excellence in Research and Clinical Care.

- Strengthen our healthcare partnership with the State of Connecticut

The School of Dental Medicine’s classes of 2001 and 2003 ranked number 1 in the country in the National Dental Board.
Our Clinical Profitability

- Achieve differentiation through focus on Signature Programs - *Immunotherapy*

- Engage new and retain current health system users through Foundational Programs - *Geriatrics and Women’s Health*

- Maintain and Enable Supporting Specialties - *ED, Derm, Radiology*

- Advance Patient Safety and Satisfaction - *Siemen’s, IOM*

- Implement operational and productivity improvements - *work redesign, clinical incentive, performance improvement*
Our Challenges

- Signature Program Implementation – *people, space, start-up*

- Basic Science Research Strategic Plan Implementation
  - 33 faculty commitments completed
  - 17 faculty commitments remaining

- Business Transformation Through Reorganization of the School of Medicine
  - Developmental Biology – Human Genetics
  - Molecular and Structural Biology

- Continue to Meet Clinical Needs of Service Area – *ED, Geriatrics, Psych*

- State Budget Uncertainties

- Development/Foundation Growth – *FY04 provides for a 20% budget increase to support growth of development*
In FY01, an additional $1.7 million was invested in Stage 1 Strategic Plan – Clinical improvements. These included outreach, access and clinical faculty stabilization.
Signature Programs
FY04 Key New Investments - $2.5 million

Cancer
- Recruit and Hire Cancer Center Director, Clinical Oncologist and Oncology surgeon -
- Provide funding in support of cancer clinical trials expansion - $443K support housing

Cardiology
- Recruit and Hire Research Scientist
- Provide for expansion of clinical space to facilitate program growth

Musculoskeletal
- Recruit Institute Leadership
- Commence construction of the Medical Arts and Research Building

<table>
<thead>
<tr>
<th>Signature Programs</th>
<th>Faculty Recruitment Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Completed</td>
</tr>
<tr>
<td>Cancer</td>
<td>1</td>
</tr>
<tr>
<td>Cardiology</td>
<td>2</td>
</tr>
<tr>
<td>Connecticut Health</td>
<td>1.25</td>
</tr>
<tr>
<td>Musculoskeletal</td>
<td>0</td>
</tr>
<tr>
<td>Foundational Programs Geriatrics</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>4.25</td>
</tr>
</tbody>
</table>
Under the direction of Dr. Bruce Liang, this Signature Program will combine, among other things, the areas of Cardiology, Cardiovascular Biology, Peripheral Vascular Surgery, Interventional Vascular Radiology, and Cardiovascular Surgery. This Center will advance clinical translational work. The genesis for this Signature Program is the Center for Vascular Biology which was an earlier initiative of the Basic Science Research Strategic Plan.
This initiative joins the UCHC research community with community based health centers.

UCHC is the largest provider of Medicaid eligible pediatric dental services in the State; serving 30% of this population and 60% of all DMR clients.

UCHC partnered with the State Department of Public Health to become one of the first sites to initiate small pox vaccinations for healthcare workers.

UCAN Control Asthma Program®
Better Pediatric Outcomes through Chronic Care

Connecticut Health: Spotlight on Asthma
Connecticut Schools, Indoor Air Quality, & Asthma

Connecticut Health produced a series of newsletters whose audience included members of the State legislature.

UCHC partnered with the State Department of Public Health to initiate small pox vaccinations for healthcare workers.
### Basic Science Research Strategic Plans

**Integration of Research Strategic Plans with Signature Programs**

<table>
<thead>
<tr>
<th>Strategic Plan I (1994 -)</th>
<th>Strategic Plan II (2002 -)</th>
<th>Infrastructure Sign. Prog.*</th>
<th>Sign. Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biomaterials/Tissue Engineering + 2</td>
<td>Bone Biology Program</td>
<td>Micro CT</td>
<td>Musculoskeletal + 4</td>
</tr>
<tr>
<td>Dept. of Genetics &amp; Dev. Biology + 2</td>
<td>Dept. of Genetics &amp; Dev. Biology + 2</td>
<td>Genetic modeling of human disease</td>
<td>Microarrays Diagnostic genomics</td>
</tr>
<tr>
<td>Center for Molecular Medicine + 4</td>
<td>Center for Molecular Medicine + 4</td>
<td></td>
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</tr>
<tr>
<td>Center for Immunotherapy + 1</td>
<td>Center for Immunotherapy + 1</td>
<td></td>
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</tr>
<tr>
<td>Center for Vascular Biology</td>
<td>Center for Vascular Biology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cardiology</td>
<td>Cardiology</td>
<td></td>
<td></td>
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<tr>
<td>Dept. of Neuroscience + 3</td>
<td>Dept. of Neuroscience + 3</td>
<td>Molecular Biology Vision &amp; Hearing</td>
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<tr>
<td>fMRI</td>
<td>fMRI</td>
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<td>Alcohol Research Center</td>
<td>Alcohol Research Center</td>
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<tr>
<td>Neurology, Psychiatry</td>
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<tr>
<td>Structural Biology, NMR + 1</td>
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<td>Structural Biology + 3</td>
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<td>CBIT (Microscopic imaging)</td>
<td>CBIT (Microscopic imaging)</td>
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<tr>
<td>Center for Microbial</td>
<td>Center for Microbial</td>
<td>Immunology</td>
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</tbody>
</table>

- Numbers listed are positions to be recruited
- Previously established
- Planned but unrealized
FY04 Key Investments - $2.65 million

- Increased support for the Research Incentive Plan
  + $300K = $1.2 million

- Hiring for Research Strategic Plan Start-up Commitments faculty and non-faculty positions
  + $1.74 million

- Expand IRB Compliance Administration - HIPPA, OHRP, Adverse Events, IRB, COI, Scientific Review (SRC)
  + $300K

- Implement Facilities and Administrative Cost Study
  + $350K

F&A Rate last set in 2000 and now stands at 45%
JOHN DEMPSEY HOSPITAL

Inpatient Admissions
FY03 4.2%
FY04 projected 2.1%

Outpatient Visits
FY03 21.4%
FY04 projected 11.9%

UMG/UCHP

Patient Visits
FY03 – under 6.0% w loss of Pediatrics
FY04 projected 5.1%

Improved financial performance by over $6 million over FY03 for UMG/UCHP

JDH awarded two silver Connecticut Quality Improvement Awards

Pictured above the new Charlotte Johnson Hollfelder Women’s Center opened in September 2002 and the new OR 10 opened in Fall 2002.
Clinical Services
FY04 Key Investments

- Medical Arts and Research Building
- Nursing Redesign – *projected savings* -$2.3 million through reduction in use of agency nurses
- Expansion of Celebrate Women to add a “Seniors” membership marketing program
- Clinical Incentive Compensation Plan
- Continue to Meet Clinical Needs of Service Area
  
  *ED services*  
  *Derm*
  
  *Hospitalist*  
  *Radiology*

In December, 2004, the lower campus will become home to a free standing surgery center building which will be dedicated to the Musculoskeletal Initiatives.

Celebrate Women, membership marketing program, launched in Spring 2002, now has over 5,200 registered members. Of these 3,400 are new to the Health Center.
Education

- **Health Sciences Education Development Center**
  - Enable the development of computer-based education materials
  - Integrate all aspects of curricula
  - Maximize students’ ability to pursue independent learning
  - Support continuing education and public education

- **Primary Health Care: Multiprofessional Model**
  - Strategically elevate the delivery of primary care
  - Implement new curriculum in primary care (SOM and SODM)
  - Improve educational access for community practitioners

- **Ph.D. Program in Public Health**
  - Build on existing Master of Public Health program
  - Integrate epidemiology/biostatistics/health services research
  - National accreditation: 5 years

- **School of Public Health**
  - Research feasibility of creating a UCONN School of Public Health
# Cost Improvement

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<th>FY02</th>
<th>FY03</th>
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<td>FY03 Register</td>
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**FTE Reductions**

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<th>FY00</th>
<th>FY01</th>
<th>FY02</th>
<th>FY03</th>
<th>TOTAL</th>
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<td>total</td>
<td>147</td>
<td>8</td>
<td>35</td>
<td>94</td>
<td>284</td>
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* Dollar amount does not include $1.7 in CMHC FY03 reductions.

incremental impact of prior year improvements
FY04 Action Agenda

1. Move Forward Design and Construction of the Medical Arts Research Building

2. Recruit and Hire Cancer Leader

3. Commence Recruitment of Musculoskeletal Program Leadership

4. Implement School of Medicine and School of Dental Medicine Reorganization

5. Advance Pace of Cancer and Cardiology Signature Program Development

6. Maintain Gains in Clinical Profitability
University of Connecticut
Storrs & Regional Campuses

Proposed Spending Priorities & Academic Plan
Academic Plan

- Arts, Culture & Society from a Local to Global Perspective
- Environmental Sustainability
- Health & Human Service Systems
- Life Sciences
- Innovations in Science & Technology
- Undergraduate Enrichment
Arts, Culture & Society from a Local to Global Perspective

- School of Law
  - $367.5 K to meet the challenge of larger enrollment

- College of Liberal Arts & Sciences
  - $300 K to support new faculty & teaching assistants in Human Rights & Anthropology

- Multicultural Affairs
  - $210 K to advance diversity efforts
Environmental Sustainability

- $150 K to support the Fuel Cell Research Center
- $294 K to broaden interdisciplinary environmental research
School of Nursing
- $140 K for new clinical teaching costs

School of Pharmacy
- $98 K for clinical faculty to be shared with Yale

Neag School of Education
- $162 K to support TCPCG in Stamford & West Hartford
Life Sciences

- College of Agriculture & Natural Resources
  - $112 K on faculty support

- Faculty in Biology & Biochemistry
Innovations in Science & Technology

- $250 K to hire faculty in science and technology
- $200 K university-wide for expansion of applied research “technology transfer” capacity
Undergraduate Enrichment

- $992.5 K for faculty, teaching assistants & adjunct lecturers for high demand courses (especially chemistry, biology & psychology)
- $500 K to support a new Business Minor
- $450 K for Centers for Undergraduate Learning
- $202 K towards enhancement of the Honors Program
- $147 K to address Enrollment Management staffing needs
Fall 2003 Freshman Highlights

- Since Fall 1995 at Storrs:
  - Applications have increased 79%
  - Enrollment has increased by 59%
  - SAT scores have risen 54 points

- Since Fall 1995 at Storrs & Regional Campuses:
  - Minority enrollment has increased from 17.9% to 19%
  - Total valedictorians and salutatorians are 471
Accessibility: Financial Aid

All tuition, fee and room and board increases have been matched by increased financial aid to ensure that no student’s education would be denied or hampered based on financial need.

- Additional $5.8M in aid for FY04
- Eliminated the unmet need gap for the neediest in-state students
- 75% of all UConn students (undergraduates and graduates) receive financial aid
<table>
<thead>
<tr>
<th>Financial Aid</th>
<th>FY 2003</th>
<th>FY 2004</th>
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<tbody>
<tr>
<td><strong>Total Financial Aid (in millions)</strong></td>
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<tr>
<td>Need Based-Grants</td>
<td>$33.5</td>
<td>$35.9</td>
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<tr>
<td>Need Based - Student Labor</td>
<td>$13.0</td>
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<tr>
<td>University Scholarships</td>
<td>$17.1</td>
<td>$19.1</td>
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<td>Non-University Scholarships</td>
<td>$6.3</td>
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<tr>
<td>Loans</td>
<td>$72.8</td>
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<td>Tuition Waivers</td>
<td>$25.4</td>
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<tr>
<td><strong>Total Financial Aid</strong></td>
<td>$168.1</td>
<td>$185.6</td>
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<tr>
<td><strong>Tuition Funded Financial Aid</strong></td>
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<tr>
<td>Need Based Grants/Labor</td>
<td>$20.5</td>
<td>$23.9</td>
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<td>Scholarships</td>
<td>$7.7</td>
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<tr>
<td>Tuition Waivers</td>
<td>$25.4</td>
<td>$29.2</td>
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<tr>
<td><strong>Total Tuition Funded Financial Aid</strong></td>
<td>$53.7</td>
<td>$61.6</td>
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<tr>
<td>Total as a % of Gross Tuition Revenue</td>
<td>37.8%</td>
<td>37.7%</td>
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<tr>
<td>Tuition Funded Need Based %</td>
<td>17.7%</td>
<td>17.8%</td>
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</table>

* DHE policy requires a need-based financial aid set aside of 15%, UConn sets aside 17.8%