




University of Connecticut  
*Office of the President*

Susan Herbst  
*President*

**TO:** The Board of Trustees

**FROM:** Susan Herbst 

**DATE:** June 23, 2011

As one of my first official acts as President of the University of Connecticut, I write to transmit the University administration's recommended budget for Fiscal Year 2012. At the Budget Workshop we will also be discussing budget recommendations for Fiscal Year 2013.

While I was not directly involved in the preparation of this budget proposal, I was consulted frequently over the past several months as the ultimate recommendations took shape. Moreover, this document reflects extensive outreach to all parts of the University community—students, faculty, staff, and others. I commend Interim President Austin, Vice President Gray and their colleagues—now *my* colleagues—for their efforts to communicate clearly and effectively about the many complex decisions that go into this comprehensive spending plan.

Individually and in aggregate, the hundreds of specific proposals outlined here reflect the University's essential commitment to the service of the State of Connecticut and its 3.5 million people. Specifically, the budget allows us to meet three key goals that I have outlined at every opportunity since my appointment was announced last December:

- *Assuring access to educational excellence.* A hallmark of public higher education is that it be accessible to students at all levels of income. It has been and must remain UConn's goal that no academically-qualified student be kept out of our University due to inability to pay. This budget holds tuition and fee increases to a modest level—at 2.5% the lowest increase since Fiscal Year 2000. Moreover, it assures that financial aid will continue to be available to students in need.

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At the same time, the budget maintains a high quality of education and provides the means to its continuing enhancement through strategic investment in high priority areas. Despite intense cost pressures, the University maintains its commitment to faculty recruitment, with the goal of bringing the undergraduate student-faculty ratio back to the 15:1 ratio that prevailed several years ago. The budget also enables our dedicated student affairs professionals to maintain the high quality of student life that has come to be a hallmark of the UConn experience.

- *Enabling the University to be a key resource for Connecticut's economic growth.* Governor Malloy has eloquently described UConn's role as a key player in his program to revive our State's economy and create a platform for dramatic growth in decades to come. His vision, combined with the support of the General Assembly, allows us to move forward on making our Health Center a focal point for bioscience research along with expanded medical and dental research, education, and clinical care. Due to the initiative and leadership of the Senate President Pro-Tempore, Don Williams, we have also been fortunate to receive legislative authorization to create a long-awaited technology park in Storrs and recruit a second team of "eminent faculty"—that is, outstanding faculty who will work on research with advanced technological and economic development applications. These initiatives will serve as centerpieces for an exciting future. Other, smaller but equally ambitious initiatives are also part of our shared vision. This budget, even as it reflects extremely tight spending in most operational areas, maintains a commitment to research that will not only enrich our academic program at all levels, but contribute mightily to Connecticut's economy. Through carefully targeted increases in areas where we contribute to economic development we strengthen the platform for growth in subsequent years.
- *Outreach to Connecticut's people.* Our primary focus is appropriately on the 30,000 students who are enrolled at our University at the undergraduate, graduate, and professional levels. The education they receive here enables them to contribute greatly to Connecticut's quality of life, health care, and economic growth, as more than 117,000 UConn alumni now living and working in our state are doing today. But as Connecticut's land-grant and sea-grant University we also have a deep responsibility to reach out to the rest of our State through community service and public engagement activities—which we do in fields that include health care, K-12 education, the fine and performing arts, agriculture, and business, among others. Indeed, I was delighted to learn that UConn was recognized for its efforts in 2010 with the Carnegie Foundation's prestigious

“Community Engagement” classification, an honor bestowed on only a limited number of outstanding institutions.

All of us know that the State of Connecticut faces severe short-term fiscal challenges. This budget was developed in the context of a significant reduction in State operating support, a cut we regret but understand and will work with. I applaud those who, in crafting this budget, found economies across the institution. I also thank the faculty and staff who have accepted with good grace the need for inconvenience in some areas and deferrals of worthy plans in others as the University worked to assure ongoing excellence in its core teaching and research mission.

But as one who is a recent arrival from another part of the country, I can say with authority that in comparison with our national peers UConn is doing relatively well. We enjoy strong support across the State, attract greater numbers of highly qualified applicants than ever before, and maintain solid national rankings in virtually all relevant areas. We face challenges, not crises. And we have opportunities that are the envy of universities across the nation.

I believe that this budget gives us a basis on which to address both our challenges and our opportunities. I look forward to working with the Board as we proceed through the coming fiscal year, and I look forward to working with an outstanding faculty, staff and student body as, together, we bring UConn to the next level of excellence.