The University of Connecticut

Philip E. Austin, President
Mark A. Emmert, Chancellor for University Affairs
Leslie S. Cutler, Chancellor for Health Affairs
Established in 1881
Statutory Authority Chapter 185b, General Statutes
Route 195, Storrs, Conn. 06269
Number of full-time employees: 3,552 and 2,328 (Health Center)
Recurring Operating Expenditures: 1997-98 $445,226,369 +
$378,200,274 (Health Center)
Organizational Structure: Public State University

Mission

Founded in 1881, the University of Connecticut serves as the flagship for higher education and the sole doctoral degree granting public institution in the state. The University serves as a center for research, dedicated to excellence in higher education and fulfillment of its land grant status. It is committed to meeting the educational needs of its undergraduate, graduate, professional and continuing education students and providing the faculty with the means to develop their intellectual capacity through teaching, research and interaction with society. Through the integration of teaching, research and service, the University provides an outstanding educational experience for each student.

The University will serve the state and its citizens in a manner that enhances the social and economic well-being of its communities. It will do so by providing leadership in the pursuit and dissemination of knowledge to all its constituents, recognizing that the continual transmission of knowledge and lifelong learning are essential to Connecticut’s future in a
global context. It will seek to enhance the quality of life and the economic well-being of Connecticut.

**Statutory Responsibilities**

The General Statutes of the State of Connecticut and the Morrill Act of the US Congress have charged the University of Connecticut with the responsibility for the education of Connecticut youth in scientific and classical studies, agriculture and mechanic arts and liberal and practical education. General Statutes have given it "exclusive authority for programs leading to doctoral degrees and post-baccalaureate professional degrees." The University's constitutional mandate, "excellence in higher education," is accomplished in its traditional triad of academic responsibilities: teaching, research and service.

**Public Service**

Central to the University's mission as a land-grant institution, and critical to the establishment of a strong resource base for the enhancement of teaching and research, is the University’s expansion of relationships with the major economic interests of the state. For example, the University began a new and innovative collaboration with Pfizer, Inc. which will construct a $19 million state-of-the-art research facility on University land. The new Center for Excellence will create opportunities for University faculty and students to work with outstanding scientists on projects at the cutting edge of key research fields. The Pfizer collaboration offers a model for subsequent endeavors with other state firms and helps the University fulfill not only its function of academic excellence, but also its role as a major force in Connecticut's economic growth.
President Austin served on the management committee of the MetroHartford Millenium Project, a public-private partnership developing creative initiatives to generate an economic rebirth in the Hartford downtown area and the greater region. The University and the Traveler's Insurance Company established a collaborative program through which the University will offer several credit-bearing courses and non-degree programs at the Traveler's Education Center in downtown Hartford. The courses will be open to employees of all area firms and will focus primarily on areas of interest to people working in Hartford's insurance, financial services and managed care industries.

The University of Connecticut Health Center in Farmington, like its counterpart institutions across the country, has two closely related functions of service and education. As a service provider, primarily through the John Dempsey Hospital, the Health Center represents a major resource not only to the greater Hartford area but to the state as a whole. The hospital recently underwent a rigorous four-day inspection by the Joint Commission on Accreditation of Health Care Organizations, the entity charged with evaluating and accrediting hospitals in the United States. The University received a score of 97 out of a possible 100, which is one of the highest ratings accorded to any hospital in the nation and is a clear affirmation of the quality that prevails at the Health Center.

The Connecticut Distance Learning Association has formed a partnership with the University to use the regional campuses and the University's teleconferencing network to broadcast the Association's monthly meetings to members throughout the state. This partnership provides better service to Connecticut's distance learning professionals.

SNET, Connecticut's largest telecommunications company, and the University have entered into a formal, continuing partnership to create a special collection of SNET historical documents and
photographs at the Thomas J. Dodd Research Center. The SNET collection, when all materials have been transferred, will weigh more than 17 tons and total approximately 2.2 million documents.

The University continues to provide special activities in geography for students across the state, for teacher workshops and for youth programs. A $1 million endowment from the National Geography Education Fund and the Connecticut Resource Recovery Authority this past year supported the work to enhance geography education in Connecticut schools.

**Improvements/Achievements 1997-98**

The recent adoption of a new University symbol, the oak leaf, is an important development since it establishes, for the first time, a singular identity representing the entire institution. Rich in its association with state and University history, the oak conveys strength, endurance and vitality. It provides appropriate representation of the academic excellence at the University. The adoption of this new identity coincides with the transformation now taking place at the University - a transformation that includes UCONN 2000, the Storrs Campus Master Plan, creation of key centers for excellence, and implementation of important collaborations with the Connecticut business community.

Following more than a year of consultation with students, faculty, staff and the community, the University unveiled a Master Plan for the Storrs Campus. The plan creates a new central pedestrian mall, as well as series of "neighborhoods" or quads by using new buildings in concert with existing buildings to square off grassy landscaped areas complete with pathways, lighting and seating to create opportunities for interaction among students, faculty and staff.

Many continuing and new construction projects are the result of the General Assembly’s Public Act 95-230, the law that has
come to be known as **UCONN 2000**. The $1 billion program to rebuild, renew, and enhance the University infrastructure over a ten-year period includes such current capital projects as: a new agricultural biotechnology facility; a new chemistry building; maintenance and expansion of the Gant Science Center; improvement in equipment, library collections, and telecommunications; a new biology and physics building in the Technology Quadrant; underground steam and water upgrade, deferred maintenance and renovations, development of an Undergraduate Education Center; through renovations to the Wilbur Cross building; the Litchfield Agricultural Center; and expansion of the Marine Science and Technology Center at the Avery Point Campus.

The new downtown campus of the University of Connecticut at Stamford has given the University an imposing presence in the southwestern part of the state. The new campus builds on a strong foundation of programs and personnel and is directed toward strengthening MBA, Executive MBA and the Connecticut Information Technology Institute (CITI) programs.

With the financial assistance of Connecticut innovations Inc., the state's technology development corporation, the University began preparations for adding a $2 million research vessel to the Marine Science and Technology Center. The vessel will play a major role in enabling the Avery Point Campus, the state's only higher education institution directly on Long Island Sound, to provide a unique marine-oriented educational experience.

In Fall 1997, 21,753 students were enrolled in degree credit programs in the 13 Schools and Colleges at the Storrs Campus, the regional campuses (Avery Point, Hartford, Stamford, Torrington and Waterbury), the Schools of Law and Social Work in Hartford, and the Schools of Medicine, Dental Medicine, and graduate programs at the Health Center in Farmington. In 1997-98 the University conferred a total of 4,571 bachelor's, master's,
doctoral, law, medicine and dental medicine degrees. George Bush, the 41st president of the United States, was the Commencement speaker at the University's 115th Commencement ceremony.

In addition to the achievements indicated in the Strategic Planning section of this report, the following are illustrative of recent accomplishments of the University's programs:

US News and World Report in August reported the University was the top public university in New England and one of the best twenty public universities in the nation.

UConn was also ranked one of the "most wired" colleges in the nation in a survey by Yahoo: Internet Life.

Graduates in the Ph.D. program in clinical psychology ranked 8th out of 183 clinical programs at universities across the country in scores on a national test for those pursuing careers in the field.

A program designed to introduce accounting majors to real-life situations and practicing professionals has won a prestigious national award from the American Institute of Certified Public Accountants and the American Accounting Association.

The University was chosen over 40 other applicants for a $35 million contract by the US Office of Naval Research. The contract funds the development of the science and technology of nanastructure coatings for ship repairs.

For the third consecutive year, the University's full-time MBA program has been selected by the Princeton Review as one of the best in the country. The University was in the top 8 percent of all the business schools reviewed.

Residency placements of the Health Center's medical students were significantly higher than the national average for Schools of Medicine: 97% were matched to a residency program and 85% were matched to one of their first three choices.
In the 1996 graduating class of undergraduates, 96% were either employed or in graduate/professional school full-time by the fall after graduation. Among those employed full-time, 71% were working in Connecticut and 79% considered the University baccalaureate helpful in applying for jobs.

The University was ranked 9th out of 25 as a "leading source of influence in the field of family therapy" in a study published by the American Association for Marriage and Family Therapy.

The speech/language pathology program in communication sciences ranked 21st out of 224 in the latest ranking of the nation's best graduate school programs by US News and World Report.

Each year many individuals in the University community receive national recognition for their scholarly and research accomplishments. Illustrative recent examples follow:

John L. Allen, geography professor for more than 30 years and a leading authority on the exploration of the American West, was a consultant to a PBS documentary on the Lewis and Clarke Expedition. Anthony T. DiBenedetto, emeritus professor of chemical engineering, is the most recent recipient of the Plueddeman Award for Excellence in Composites Interface Research. Presented once every two years, the Plueddeman is widely acknowledged as the most prestigious award in the area of composites and recognizes a lifetime of outstanding achievement.

Richard D. Brown, professor of history, was awarded a John Simon Guggenheim Memorial Foundation Fellowship for 1998-99. He is one of only 168 artists, scholars and scientists chosen from 3,000 applicants for Guggenheim fellowship awards totaling $5.4 million. Ross Buck, professor of communication sciences, received national television coverage of his research on gender differences in communicating emotions.

Janine Caira, an associate professor of ecology and evolutionary biology, has been named the most outstanding North
American parasitologist for 1998 by the American Society of Parasitologists. For the third consecutive year a University student has received the prestigious Barry M. Goldwater Scholarship Award. The national award, presented to Sarah Donnelly, encourages outstanding students to pursue careers in the fields of mathematics, engineering and the natural sciences.

Samuel Huang, professor of chemistry and materials science, has created an artificial tendon out of biodegradable materials that enables a new tendon to be developed within a shortened recovery period. Bahram Javidi, professor of electrical and systems engineering, with recent research on laser security systems, was elected a fellow of the Institute of Electrical and Electronics Engineers (IEEE). The award, granted to less than one in 1,000 members of the IEEE, is considered one of the most prestigious in the field of electrical engineering.

Wally Lamb, associate professor of English and author of the best seller *She's Come Undone*, published *I Know This Much is True* with a first edition hard cover print run of 250,000 copies, an astounding number in publishing. Julia Sherman, a University alumna, was the recipient of the 1997 Presidential Award for excellence in Science and Mathematics. The award, established in 1983 by the White House and presented by the National Science Foundation, recognizes teachers who are leaders in improving mathematics and science education.

William Stwalley, professor and head of the physics department, received the Optical Society of America's William F. Meggers Award for his outstanding work in spectroscopy. Scott E. Sullivan, a third-year student at the University's Law School, was selected as the National Outstanding Law Student of the Year by *Who's Who: America Law Students*, based on his legal and community achievements.

Eleven intercollegiate student athletes were named All-Americans and three coaches earned Coach of the Year honors. For
the third consecutive year the women's polo team won the National Intercollegiate Polo Championships.

Reducing Waste

Savings from faculty and staff retirements were reallocated to schools and colleges on a new budgeting model that takes into account the priorities identified in the strategic plan and the performance of each unit. The reallocation process has focused resources on the goals of the strategic plan, in areas of undergraduate education, professional education, research and scholarship, partnership with government, industry and the citizens of the state, and diversity.

Aimed at strengthening relationships with the state's business community, the University conducted an assessment of its administrative functions with the assistance of Coopers and Lybrand consultants. The purpose of the study was to ensure that the functions provided at the University are as effective and efficient as they can be, in support of academic programs and student life. The study evolved out of discussions between President Austin and several key business leaders. It was funded by half a dozen Connecticut businesses - Aetna, Fleet Bank, General Electric, Travelers, United Technologies, and Xerox - who have longstanding ties to the University and employ a large number of its graduates. The study focused on the effectiveness of nine administrative areas: financial management, purchasing, payroll, computers and telecommunications, operations and plant management, auxiliary and business services, public safety, human resources and benefits administration, and sponsored research administration. The review compared the University with other Research I, public land grant universities and included benchmarking for 15 institution-wide measures, including total operating costs per student, endowment, research funding,
enrollment trends, retention, and faculty, staff and administrative costs.

An Office of Sponsored Programs was created to combine three administrative units (grants and contracts, contracts and corporations, and administration and regulations) into one organization and physical location. The consolidation is directed toward better access to these services for members of the University community and increased efficiency in the components of sponsored activities.

The Academic Information Technology Planning Committee completed an assessment of the University’s current technology. The committee recommended ways for the University to become a leader in the use and development of information technology and for information technology to be integrated into daily life, enhance productivity, promote and create new opportunities for learning, be actively explored, and be continually renewed.

**Strategic Planning and Initiatives**

The Strategic Plan for the Storrs and Regional Campuses of the University, adopted by the Board of Trustees in 1995, has provided the framework for planning and implementing many strategic initiatives. Initiatives are derived from eight general strategic goals: (1) provide a challenging and supportive learning environment that fosters achievement and promotes excellence in research, scholarship and artistic creativity; (2) recruit and retain outstanding students, faculty and staff; (3) create a physical environment that reflects the University’s expectation of excellence and encourages interaction among a diverse population; (4) enhance a sense of community; (5) allocate and develop resources on the basis of mission, value and performance; (6) streamline administrative functions; (7) promote the University’s role in fulfilling the needs of the state, its
citizens, and its economic institutions; and (8) foster a sense of partnership with the state.

Specific strategic initiatives in 1997-98 addressed the eight goals. Undergraduate education (goals 1, 2, 3 and 4) was strengthened by: improvement in the quality of core curriculum offerings; creation of an Academic Center for Exploratory Students (ACES) to provide academic counseling for students who are undecided about or in transition between majors; expansion of the First Year Experience Program for freshmen; increases in the Honors Program; support for instructional excellence through the Institute for Teaching and Learning; doubling of student participation in the peer-tutoring program in residence halls; and support for student volunteering for community service through the Center for Community Outreach.

Student access (goals 2, 3 and 4) was expanded by: the creation of President’s, Chancellor’s and Dean’s Scholarships to increase full scholarship opportunities for Connecticut students; enhancement of undergraduate recruitment materials to provide better information to prospective students, their families, and high school counselors; pilot testing of the acceptance of bank credit cards for the payment of tuition, room, board and fees; increased funding for multicultural affairs; seed money for multicultural studies institutes to work collaboratively with academic departments; a multi-year agreement with the University of Puerto Rico to expand collaborative activities and cultural exchanges with their students and faculty; permanent funding for the Rainbow Center; establishment of outreach activities in middle and high schools to increase the diversity of individuals entering the health professions; and better accommodations and services for students with physical and learning disabilities.

Economic development and business partnerships (goals 7 and 8) were increased with: the Critical Technology Program which focuses on Biomedical/Biotechnology, Information Technology and
Photonics research leading to commercialization; the Connecticut Information Technology Institute at the Stamford Campus with services for the corporate community and planned academic programs in graduate computer science and undergraduate business; the downtown relocation of the Stamford Campus with three times the space of the former location and an enhanced range of programs and courses; and the recruitment of aquaculture companies for public-private partnerships with marine science programs at the Avery Point Campus. The University's efforts to increase private support have resulted in significant growth in the total endowed assets which have grown from $65 million in 1995 to $118 million as of March 31, 1998. The $20 million in state dollar match to private gifts as provided for in UCONN 2000, is fully committed.

Professional Schools (goals 1 and 2) were enhanced with the implementation of a Doctor of Pharmacy degree and planned additions of Business Administration programs in graduate accounting, undergraduate management information systems and Stamford Campus undergraduate business.

Technology (goals 1, 4, 5, 6) improvements included: continued leadership in the use of instructional technology with renovations to create an additional 10 high tech classrooms; assessment and conversion of centrally supported and operating units’ computers and computer programs to insure compliance with year 2000 requirements; and hiring and retention strategies to attract and keep skilled information technology professionals. The University also began planning for a new student information system and a new library information system.

Service, safety and efficiency (goals 2, 5, 6 and 7) were advanced by: planned physical enhancements and managerial improvements in research animal care and use; restructuring of the parking and transportation system, including a 45% increase in the shuttle bus operation; increased support of environmental
health and safety programs; and increased emphasis on assessment of academic programs and service units to inform institutional planning. Improvements in the personnel information system, staff development, and employee assistance programs also were initiated.

A strategic communication program is being implemented to help the University attract high-achieving students and first-class faculty and staff, and compete more effectively for state dollars, federal grants and private resources. The program is reorienting the public relations/communications functions by establishing a marketing and strategic communications approach for the University.

The University of Connecticut Health Center is in the process of formulating a Strategic Plan for 1999 to 2004. Recent strategic initiatives, derived from the Center’s Strategic Plan of 1993 to 1998, have included: creation of a new curriculum with innovative teaching approaches; focus on selected research areas in molecular biology and developmental genetics, biostatistics and epidemiology, structural biology and imaging sciences, and biomaterials; focus on clinical programs aligned with areas of scientific emphasis; and construction of a clinical research bridge. The Health Center also has been involved in: the building of a clinical system to coordinate inpatient and outpatient care; inclusion of faculty in the governance of the clinical system; identification of and service to new markets that are value added, including Correctional Managed Health Care; partnerships in a state-wide integrated health care delivery network; reconnection with the larger community; development of programs in outcomes, health services, and health policy research; and active involvement in economic development—technology transfer, including the formation of a Center for Science and Technology Commercialization.
**Diversity Enhancement**

The University engages in a variety of activities and efforts to promote and support a diverse and pluralistic environment for students and employees, including: Asian Awareness Month, Black History Month, Latino Awareness Month, Women’s History Month, Women in the Arts Program, Multicultural Awareness Week, lecture series sponsored by ethnic studies institutes, and annual awards to faculty and staff by the President for promoting diversity and multiculturalism. Several centers and academic programs promote an understanding of, and respect for, diversity, multiculturalism, and equity: the Institute for African-American Studies, the H. Fred Simons African-American Cultural Center, the Asian American Studies Institute, the Asian American Cultural Center, the Institute for Puerto Rican and Latino Studies, the Puerto Rican/Latin American Cultural Center, the Women’s Studies Program, the Women’s Center, the Center for students with Disabilities, and the Rainbow Center. The University has maintained a high ranking among State agencies in annual expenditures and total expenditures to women and minority-owned businesses and has continued to enhanced diversity in curriculum development and academic programs.

A partnership was created with the University of Puerto Rico to broaden the relationships UConn's Health Center, Schools of Social Work, Law, Pharmacy and Education, and Department of History have developed in recent years. The agreement gives faculty from the UPR, the largest Hispanic institution in the United States, a base from which they can conduct research projects, important to their constituents in Connecticut and the Northeastern United States. It also increases the opportunities for cultural exchanges between the two institutions.

Minority student enrollment at all levels and campus locations, including the professional schools, was 14.0%, with full-time undergraduate enrollment at 15.5% and full-time
graduate enrollment at 11.7%. Over 94 countries were represented among the 1,071 undergraduate and graduate international students. The 22nd annual Day of Pride Scholarship Awards Banquet again honored a very talented and diverse class of high school seniors in the state, with the top 15 students offered early admission and full four-year scholarships. The full-time work force of 3,455 (as reported in the University’s Affirmative Action Plan) included 14.3% minority faculty and staff. With these and many other programs and initiatives, the University continues to promote and enhance its diversity.