

Testimony
Appropriations Committee
President Michael J. Hogan
University of Connecticut
February 13, 2009

Senator Harp, Representative Geragosian, Vice Chairs, Ranking Members, and Members:

I want to thank you for inviting me here today to discuss the proposed biennial appropriation to the University of Connecticut. We all are aware that the financial environment that existed when I testified just a year ago has changed profoundly. National economies expand and contract over time, as we all know, but not many people anticipated the rapid and sharp contraction of the past 12 months.

Before I discuss how the University of Connecticut at Storrs and our regional campuses will manage through these challenging times, I want to share some positive information. Evaluating UConn by any objective metric, one would have to conclude that the University is thriving.

We have enrolled more well-prepared and diverse students than at any time in our history. Competition for admission drove our average SAT score over the 1200 mark for the first time in our history and more than 20% of our freshman class members are from minority groups. Record numbers of highly qualified applicants rightly recognize that our excellent academic offerings, the quality of our campus life, and our cost of attendance make UConn a very competitive value. For example, while UConn is the highest-ranked university in New England, our resident tuition and fees are below the average and below the median in our regional peer group. And, if a Connecticut student chose to go to any of the other nine public flagship universities in this group, they would have to pay a minimum of \$10k more per year.

Also, students who choose to attend UConn are more likely to be retained and more likely to graduate. Our freshman-to-sophomore retention rate is an extremely high 93% and our average time-to-degree is about 4.5 years. These are among the highest and best rates in the nation. And remember, it's the 5th, 6th, 7th year of college that really adds to the cost

These successes, not to mention the ones on the research side, are in no small part due to the generous support of the General Assembly, and its unwavering commitment to excellence in public higher education. We appreciate your leadership and are gratified by the trust you've placed in us to educate and nurture the next generation of Connecticut's leaders.

Now, maintaining this record of success will be difficult going forward. It takes decades to build a world-class university, but only a year or two to bring it down.

Recognizing the challenging times we are in, the University has taken significant actions to reduce expenses, as any responsible unit of state government should do. As a result of the rescissions mandated by the Governor, UConn has reduced its current 2009 budget by over \$12 million. We absorbed this reduction during a period of unprecedented demand for courses caused by a record Fall 2008 freshman class that enrolled 425 more students than the previous year's class.

The over \$12 million in reductions were extremely difficult to execute due to their magnitude, timing, the University's commitment to provide the highest quality academic experience to our students, and our commitment to provide financial aid that is in excess of statutory requirements. Nevertheless, due to the creativity and hard work of the Provost and the leadership of our schools

and colleges, we were successful in managing these reductions, without compromising quality, accessibility, or jobs.

As the economic crisis worsened over the last several months, we spent almost every day, literally, thinking about how to manage a rescission that could be as high as 10% of our state appropriation in FY10. Believe me when I say that we are very grateful to Governor Rell for recognizing the importance of shielding UConn, to the extent she felt possible, and setting our rescission in her proposed budget plan at 5%.

Yet 5% is not trivial and I'd like to take some time to explain how we can mitigate the debilitating effects that such a rescission might have on the University and its students. Let me start by contextualizing the proposed reduction.

The Governor's proposed rescission for the University amounts to \$21.2 million and \$37.7 million in the next two fiscal years. Together with our projected increase in operating costs, this creates a deficit in the University budget of 9% or \$34 million in FY10, and 13% or \$50 million in FY11. Make no mistake these are deep cuts.

The University administration anticipated additional reductions in state support and began taking action even before the proposed rescissions were announced. Last fall, I established a task force comprised of faculty, staff, and administrators to look both at expense reductions and revenue enhancements. In just 12 weeks, this group has already identified \$7 million in permanent cost reductions and incremental revenues that will be fully implemented during FY10. The task force has been so effective, that I have asked that it continue its work indefinitely and look for additional savings and revenue opportunities.

At the same time, we modeled various scenarios of tuition increases, unit budget reductions, program curtailments, and wage concessions in an attempt to close the gap. All of the scenarios will require sacrifice across all University constituencies and may not be achievable without compromising our academic offerings.

We do have alternative revenue streams to which we can turn, including tuition. But even there, our options are limited. On the one hand, it would take a 13.5% increase in tuition, plus \$7M in savings to close a budget gap of this size. An increase of this size in a single year might protect our educational quality, but at a price in access for students that is greater than we want to take. Failing to look to tuition and to increase it at an appropriate level that still protects access would be devastating to the University, its students, and the state over both the short and long run.

On the other hand, a tuition freeze for even one year would reduce the amount of financial aid and it would result in a loss of revenue that would have to be made up by tuition increases in the 10% to 20% range in future years.

Even a projected tuition increase of approximately 6.0% frozen for one year would permanently reduce revenue by approximately \$12.4 million and financial aid by \$3.2 million, if no adjustments were made to future tuition increases. To recoup these funds over a five-year period would require increases of 2.3% per year, added to a normal increase of 6%.

Clearly, when it comes to tuition, we are going to have to find a middle ground – one not so high as to prevent access, but not so low as to pass the burden of today's crisis, like our national debt, onto future generations.

If some suggest that we manage the current crisis without lifting the cap on tuition increases, others have urged that we do so without laying off some portion of our workforce. This suggestion is counter-intuitive, because 100% of our state appropriation is allocated to cover salaries at the University. So obviously, we have to face the possibility of workforce reductions, even if we keep our tuition increase in the normal range of 6%.

Wage concessions, however, are an area we are examining. We have communicated with the leadership of the collective bargaining units with whom we negotiate directly regarding the sacrifices the University must make to manage its budgetary challenges. They are very concerned and want to partner with UConn, but recognize that wage concessions are a viable way to help UConn only to the extent that the savings from such concessions are returned to the University and to the extent that the appropriation is not further reduced by an amount equivalent to any concessions.

If afforded flexibility in responsibly managing tuition and personnel policies, I am confident that we can make the needed sacrifices in a way that will balance protection of accessibility for students, jobs for our workforce, and the quality of our programs. In the absence of such flexibility, more drastic measures will be required.

For instance, many universities around the country are dealing with the fiscal crisis by limiting enrollment, in effect, downsizing the university to its budget. At UConn a reduction of the freshman class by 200 students in the fall semester, equally split between resident and non-resident students would save about \$1.9 million, with the vast amount of the savings attributable to the in-state students who would not be admitted. It's interesting to note that this savings approximates a 1% increase in tuition. That is, every 1% tuition increase we must forego may amount to denying admissions to 100 Connecticut students. This is not an alternative I believe is good for the state. Like tuition hikes at or above the current cap, it lacks balance and covers our debt at the expense of student access.

Besides further erosion of our student-teacher ratio, which is already too high, course offerings will have to become less frequent and class sizes will grow, both of which will extend the time-to-degree and actually add to the cost of the degree for students and their families. These contingencies are being mapped right now.

In addition, we are also prepared if necessary, to consider selling University assets; closing the Graduate School and distributing its services; curtailing weekend dining services; reducing our financial aid set-asides from 17% to the state-mandated level of 15%; and curtailing operating hours in our libraries, museums, recreational facilities, and performance venues.

These alternatives are not approached enthusiastically, but are options that may be needed to allow UConn to sustain and protect, to the extent possible, its core teaching and research missions, should we be limited in our ability to manage budget rescissions through a balanced approach.

That balanced approach is going to involve and has involved some difficult decisions. For instance, we will have cut \$19M from our budget by the end of FY10, through measures that do not require lay-offs, do not limit accessibility, and do not threaten program quality. About \$12M of the \$19M was already cut by leaving positions vacant, re-organizing staffing, and curtailing low-demand services and programs. Another \$7M is being realized through energy conservation, more effective workflow processes, reorganization of graduate student assistantships, generating revenues through an expanded summer session, and more effectively deploying indirect cost recoveries from sponsored research.

We are also looking for ways to save students and their families on the costs of attending UConn, by providing them with more options. For example, we will save junior and senior students living in our apartment housing over \$4,000 each year by creating more housing for them.

We will make \$100M in new scholarships available through the President's Challenge fund – a new scholarship program that has already raised over \$100K in just a few weeks.

We will continue to work with our collective bargaining units to engage them as partners in addressing our budget challenges in a manner that continues to deliver outstanding programs to students, while avoiding lay-offs, which only burden our state's economy more.

We recognize sacrifices are needed – sacrifices on all sides. Students and their parents will have to sacrifice, if they want to continue to enjoy the high quality of education that they currently enjoy at the University of Connecticut. Faculty, staff, and administrators will also have to make sacrifices by working with fewer resources, if they wish to avoid job losses. And all parties will have to work harder to focus the resources we have on the very highest priorities enumerated in the University's Academic Plan. Responsible stewardship of a multi-billion dollar asset is simply not feasible, if even one of these options is taken off the table.

In recent history, the State of Connecticut has invested close to two billion dollars in UConn's campuses. We must have the flexibility to protect this investment, which even now provides significant returns to the state. A recent study by state economist Stan McMillan shows that:

- In 2008, operations at UConn and its Health Center added \$2.3 billion to Connecticut's GDP in fiscal 2008;
- For every state dollar allocated to UConn, including the Health Center, \$5.05 is added to the state's GDP;
- As a result of these operations, the state realized \$76 million more in tax revenues than it spent to fund UConn and its Health Center;
- UConn generated more than 29,000 jobs and brought \$713.5 million to the state;
- Nearly 70% of UConn graduates stay in Connecticut, contributing to our workforce;
- UConn is the primary contributor to the state's talented professional workforce, graduating doctors, dentists, nurses, engineers, teachers, lawyers, pharmacists and scientists, who contribute daily to our economy.

The significant state investments in the University through UCONN 2000 and to our operating budget are paying high dividends; these investments have enabled tremendous enrollment growth of more than 6,000, including more highly prepared students and diverse students, as evidenced by the 87-point rise in SAT scores and 131% increase in freshmen from minority groups.

UConn's visible climb in excellence to its position as the top-ranked public university in New England and one of the top-25 public research universities in the U.S. is a result of the state's investment and this visibility has led to a near-tripling in private support, and a near-doubling of externally funded research.

The University's nationally renowned research in stem cells, fuel cells, and nanotechnology and our technology transfer programs foster innovation and create jobs. In the past decade alone, UConn faculty have been awarded more than 184 patents and over 18 companies have been created from faculty inventions. Furthermore, within 18 months of first receiving state funding, UConn stem cell researchers have recently created two new human embryonic stem cell lines.

This achievement places UConn among a handful of elite universities that have developed this capacity.

It's also important to note that UConn is more than the State's premier public university—it's a 24/7 operation, equivalent to a moderately sized municipality – we not only educate students, we feed them, house them, and ensure their safety. And, the University is also a regional hub providing an array of public services, including utilities and public safety, to neighboring communities who rely on UConn to improve the quality of life for thousands of Connecticut residents who are proud to call us neighbor.

In these difficult times, it becomes more important to find ways to strengthen the role that UConn plays in driving long-term economic growth.

In closing, I would like to return to my message of hope that public higher education brings to our community in this the worst economy in decades.

Investment in an educated citizenry in good economic times is desirable. Investment in difficult economic times is critical. Some have suggested that we are experiencing a global correction of markets and national economies that occur once a century. On this point I agree. We who teach, conduct research, and support public higher education have the responsibility to teach the next generation the skills to not only compete in what will be a new economic paradigm, but the creativity, curiosity, and perseverance to guarantee their success.

We respectfully request that you continue to allow us the kind of flexibility over financial and personnel matters that has brought us to the level of distinction we now enjoy and that will continue to protect our high quality programs and student access to them.

I would be happy to address any questions you may have before also discussing the budget proposal for the University of Connecticut Health Center.

Health Center

The proposed budget for the UConn Health Center (UCHC), if passed, puts us on a path for the closure of the John Dempsey Hospital (JDH) and the serious impairment, if not terminal blow, to the Schools of Medicine and Dental Medicine. The demise of these enterprises will, in turn, severely compromise healthcare services to Connecticut citizens, as well as the research enterprise at UCHC and vitality of all of UConn.

The Governor's proposed appropriation results in a shortfall of \$7 million in FY10 and \$12.5 million in FY11. In addition, the proposed budget fails to recognize \$13 million for FY10 and \$14 million for FY11 in the fringe benefit differential for the employees of JDH. You will recall for the first time in FY09, the General Assembly recognized this unique cost borne by JDH, and had \$3.6 million in the State Comptroller's fringe account allocated to help offset some of that cost.

The result of these cuts, along with the proposed elimination in the DSS budget of reimbursement for routine dental coverage for adults covered by Medicaid or SAGA (estimated at a projected loss for UCHC dental clinics of \$3 million), will be a forecasted deficit in F10 and FY11 of \$21 million and \$30 million. In the absence of additional financial support from the state, the paucity of cash will create a crisis long before the full deficits are incurred.

We suffer from the same maladies I described last year, a small hospital, with higher than market but contractual obligated fringe benefits, an exceptionally challenging payor/service mix, and a

rapidly deteriorating physical plant that was never sized as planned and is now functionally obsolete.

Additionally, the John Dempsey Hospital projects a \$16.8 million deficit in FY 2009 and will seek a deficiency appropriation during this legislative session. (The Governor has not recognized the UCHC deficiency in her budget proposal.)

The report from the Connecticut Academy of Science & Engineering (CASE) laid out options to reverse the downward spiral that currently grips the Dempsey hospital. The report recommended a partnership between UConn and one or more hospitals in the Greater Hartford area to create a regional healthcare system, which would enhance accessibility to UConn's state-of-the-art healthcare treatments and address alarming shortages in physicians and other healthcare professionals that are imminent in the near future, if we stay on the current course.

We embraced CASE's recommendation and we are currently finalizing an integration agreement with Hartford Health Care Corporation, which if implemented, will revolutionize healthcare and economic development in the Hartford region. It will:

- Add treatment capacity and services, as well as access to them;
- Increase the class size in the Schools of Medicine & Dental Medicine addressing forecasted physician and dentist shortages in the state;
- Launch our School of Medicine from a second-tier to first-tier program on the national scene
- Secure jobs in the healthcare sector for the region;
- Catalyze the development of a biomedical economic sector;
- Grow the tax-base in the Greater-Hartford region.

In its report to the General Assembly just over 2 weeks ago, CASE validated the progress that has been made on this partnership and fully endorsed the creation of a 1,100 bed academic medical center

Key to the final integration is approval by the state to cover the fringe benefit differential and a commitment to finance the construction of a replacement 250 bed hospital costing \$475 million over the next five to six years, with approximately \$28 million to be incurred over the biennium.

I firmly believe that this is one of those instances where leadership will overcome the fear of the present and be exchanged for a future of improved healthcare provided by an integrated hospital system that will fuel a robust academic and research enterprise.

Thank you for inviting me here and listening. I would be happy to take any questions you might have.



University of Connecticut

Appropriations Committee Hearing

February 13, 2009

Indicators of Success



- UConn among the top 26 in the nation and rated the top public university in New England for the past 10 years (*U.S. News & World Report*)
- UConn ranked in the top 35 best value public colleges for in-state costs (*Kiplinger's Personal Finance*)
- 94% of recent graduates are either employed or are in graduate/professional schools
- 68% of those working full-time are doing so in CT



Indicators of Success

UCONN

- UCONN 2000 program has completed more than 9.7 million square feet of new & renovated space
- Athletic teams have won 8 NCAA Division I national championships, 38 Big East tournaments & 44 Big East regular season titles since 1995
- UConn Health Center's John Dempsey Hospital honored with a Premier | CareScience Select Practice National Quality Award in 2007
- UConn Health Center's School of Dental Medicine is consistently #1 or #2 in the country by the National Dental Board



UConn's Contribution to Connecticut

UCONN

- Faculty Research, Training & Service:
 - Contributes to Connecticut's economic growth
 - Enhances health, technological advancement & quality of life across the state, the nation & beyond
 - External funding increased 97.7% from FY96 to FY08
- Fuel Cells:
 - CT Global Fuel Cell Center-supported by federal government & major state and other firms
 - Involves 40 faculty in vital cutting-edge research
- Innovative Technologies:
 - Faculty awarded more than 240 patents in the past ten years & over 18 companies have been created from faculty inventions in this time period

UCONNOMY



Sample Statistics

- UConn's ongoing operations add \$2.3B to Connecticut's gross domestic product
- Every state dollar allocated to UConn results in a \$5.05 increase in Connecticut's gross domestic product – a 505% return on investment
- With State support, the University attracts an additional \$713.5M to the Connecticut economy
- Connecticut businesses experience \$3.2B in new sales as a result of the University's ongoing operations

Student Quality & Diversity



Health Center



- Over the last 6 years (fall 2002-2007):
 - School of Medicine applications have increased by 68% (1,776 to 2,976)
 - School of Dental Medicine applications have increased by 79% (870 to 1,557)
 - School of Medicine passing rates on National Exams have been at 100%
 - School of Dental Medicine passing rates on National Exams have been at 100%
- Approximately 35% of School of Medicine graduates practice in the state while 51% of School of Dental Medicine graduates practice in the state

Student Quality & Diversity: Exceeding Expectations



Storrs & Regional Campuses

- Fall 2008 compared to fall 1995 at Storrs:
 - Applications increased 113% (9,874 to 21,058)
 - Freshman enrollment increased 78% (2,021 to 3,604)
 - Freshman minority enrollment increased 131% (308 to 710)
 - SAT scores increased 87 points from fall '96 (1113 to 1200)



- Since 1995, 1,074 valedictorians and salutatorians enrolled at all campuses

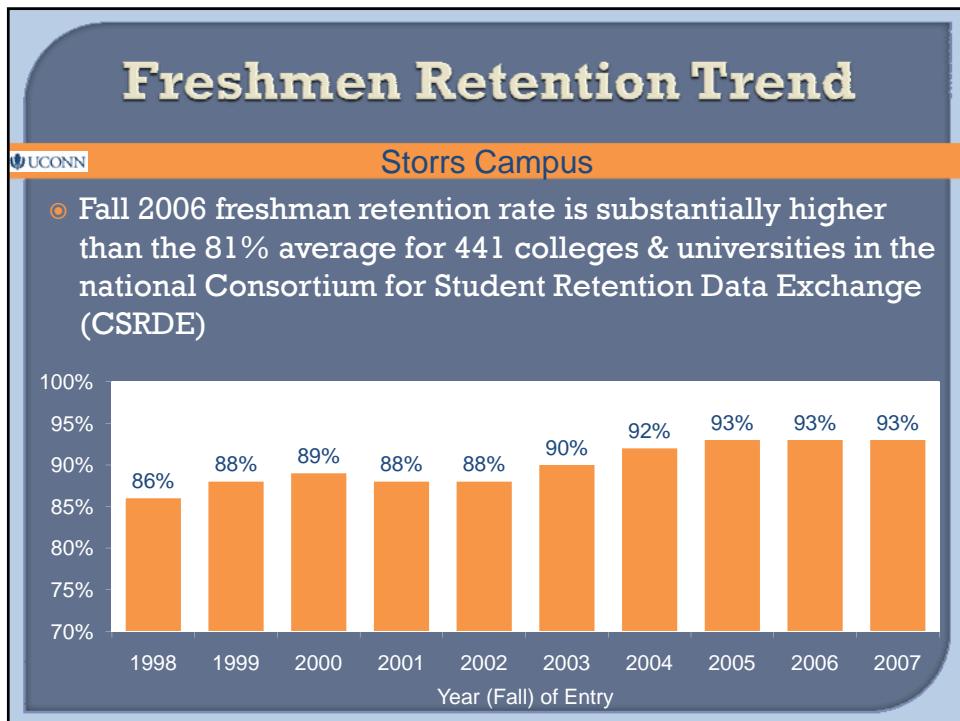
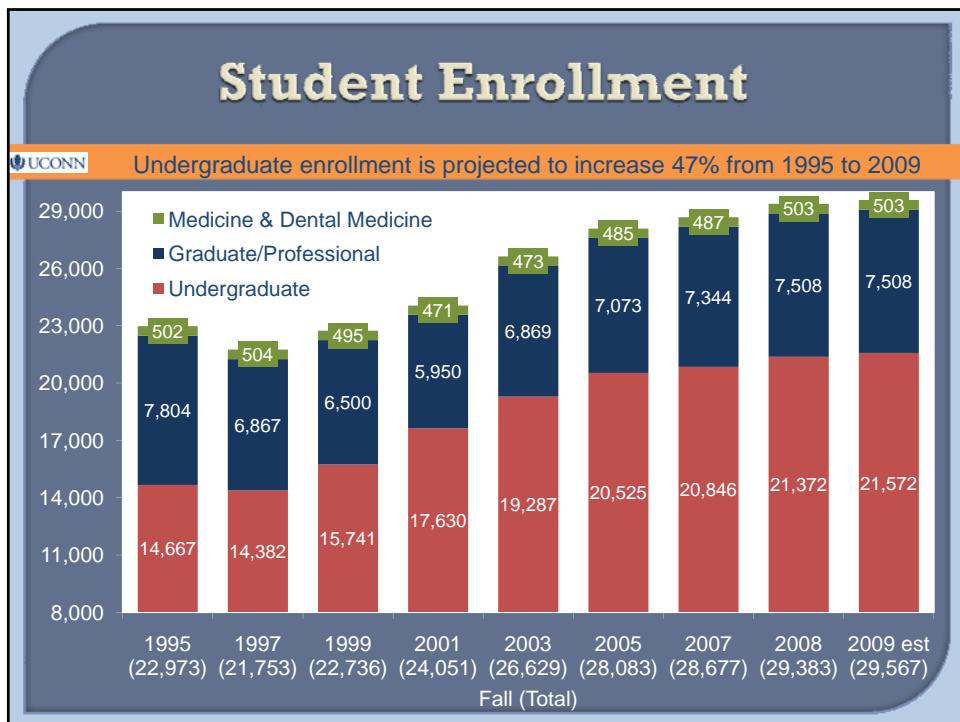
Freshman Application Trends

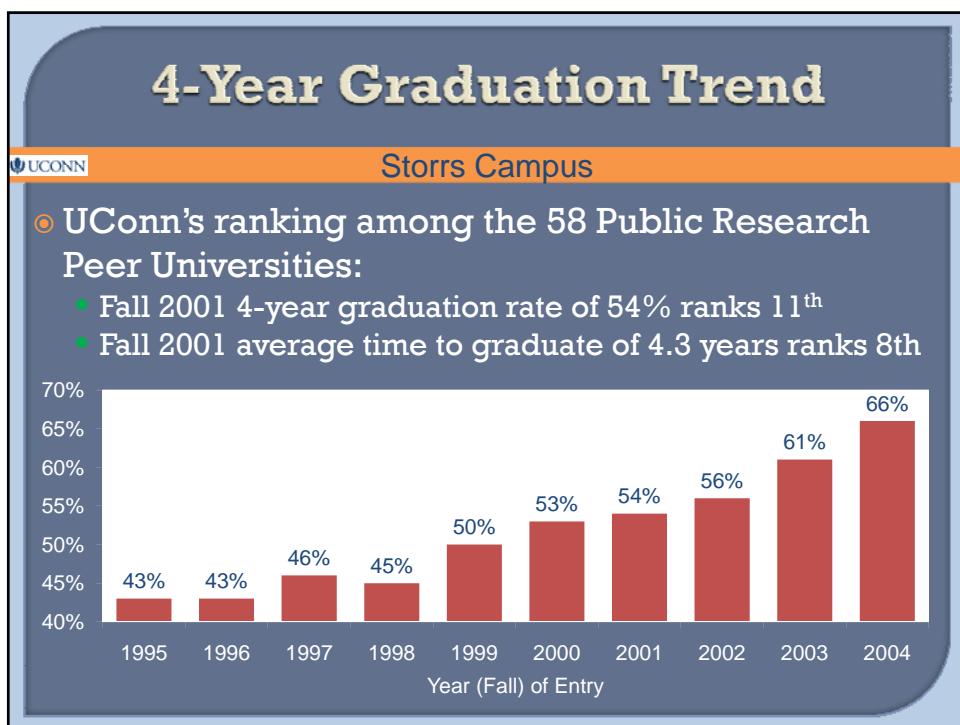
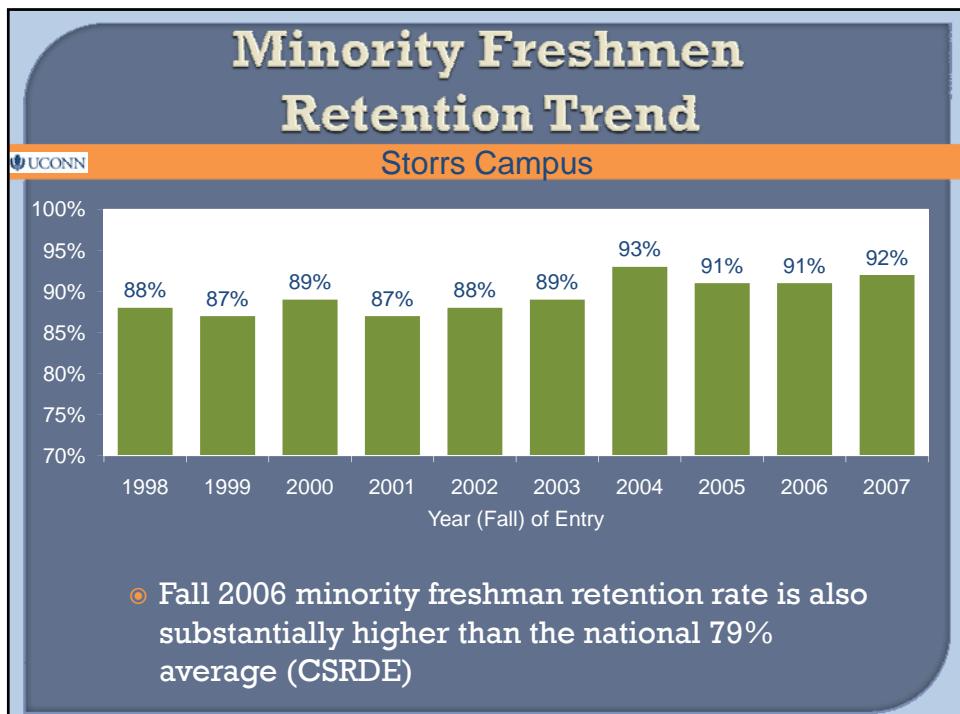


Storrs & Regional Campuses

- At this point, freshman applications are 5% ahead of the same time last year
- Applications have increased 107% from Fall 1995 to Fall 2008







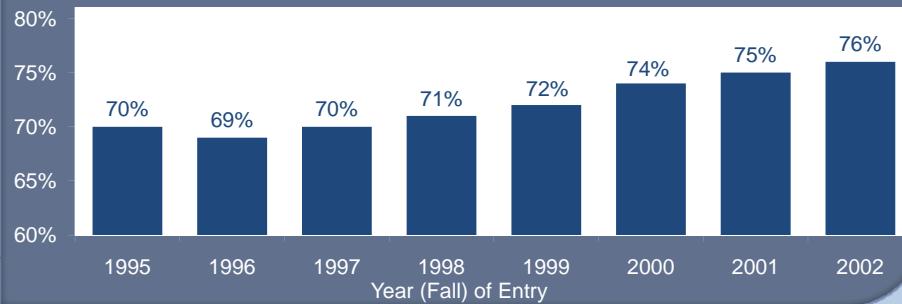
6-Year Graduation Trend



Storrs Campus

○ UConn's ranking among the 58 Public Research Peer Universities:

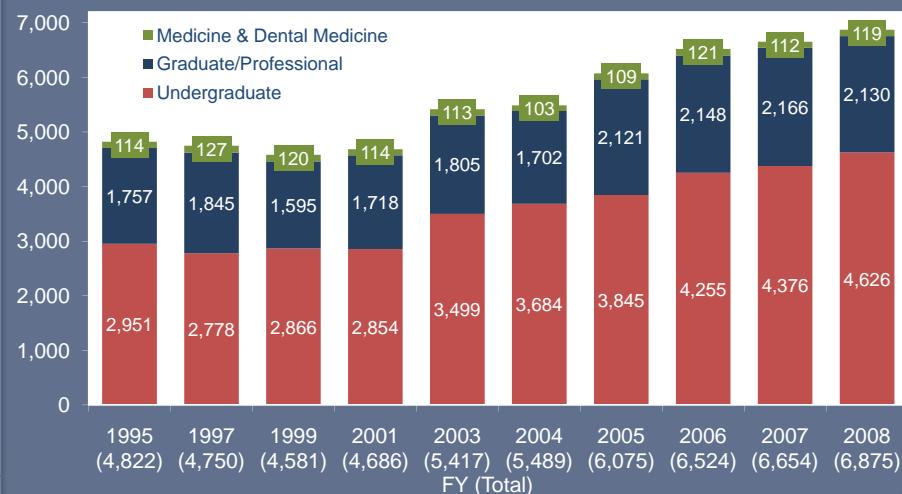
- Fall 2001 6-year graduation rate of 75% ranks 20th
- Fall 2001 6-year minority graduation rate of 68% ranks 22nd



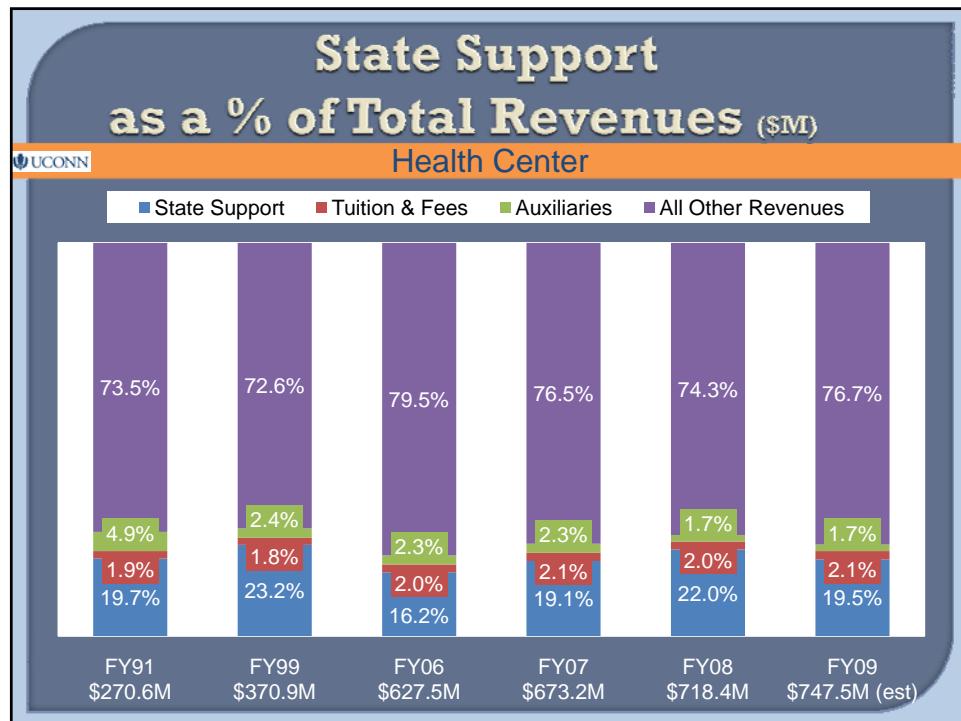
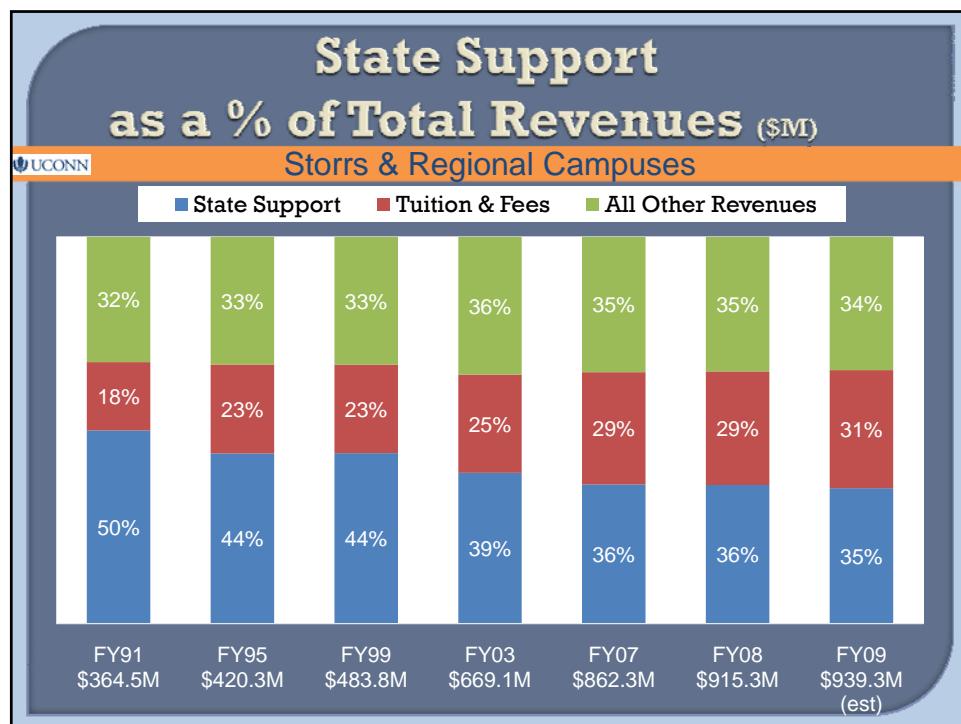
Degrees Awarded



Undergraduate degrees have increased 62% since 2001



Over 109,500 alumni live in Connecticut



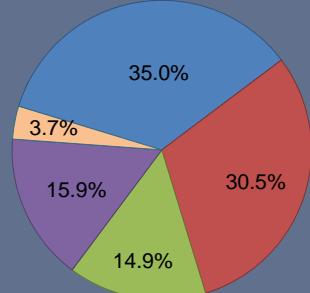
Revised FY 2009 Budget

Approximately \$940 million

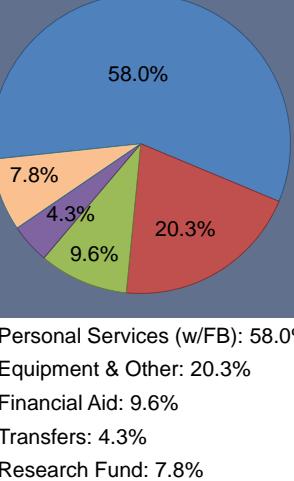


Storrs & Regional Campuses

Revenues



Expenses



- State Support: 35.0%
- Tuition & Fees: 30.5%
- Auxiliaries: 14.9%
- Gifts, Grants & Contracts: 15.9%
- All Other: 3.7%

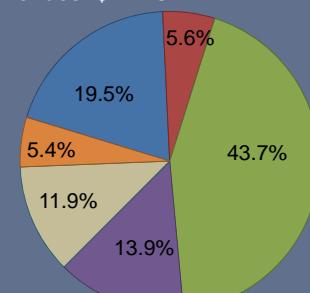
- Personal Services (w/FB): 58.0%
- Equipment & Other: 20.3%
- Financial Aid: 9.6%
- Transfers: 4.3%
- Research Fund: 7.8%

FY 2009 Budget

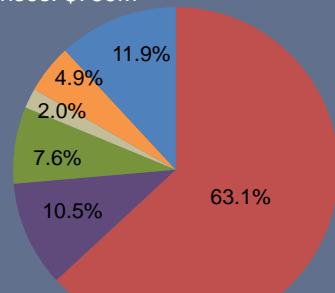


Health Center

Revenues: \$747.5M



Expenses: \$759M



- State Support: 19.5%
- Interns & Residents: 5.6%
- Patient Care: 43.7%
- CMHC: 13.9%
- Gifts, Grants & Contracts: 11.9%
- All Other: 5.4%

- Personal Services (w/FB): 63.1%
- Drugs/Medical Supplies: 10.5%
- Outside & Other Purchases: 7.6%
- Medical Contractual Support: 2.0%
- Medical/Dental House Staff: 4.9%
- All Other: 11.9%

State Appropriations (M)

UCONN

	FY09 Allotment	FY09 Forecast	FY10 Request	FY10 Gov Rec	FY11 Request	FY11 Gov Rec
UConn	\$247.8	\$239.0	\$259.1	\$235.3	\$271.1	\$235.7
UCHC	\$102.0	\$105.0	\$117.8	\$110.7	\$125.7	\$113.1

- UCHC

- Received a \$16.8M deficiency appropriation for FY09
- Fringe benefit differential is \$13M for FY10 and \$14M for FY11
- Funds needed to restore coverage for routine dental services for adults on Medicaid and SAGA are \$3M for FY10 and \$3M for FY11 based on dental clinic volume

Impact of Rescissions

UCONN

Storrs & Regional Campuses

- While we would be guided by our Academic Plan, any rescissions would cause:

- Continued hiring freeze
- Negative impact on student accessibility
- Reduction in course availability
- Decreased student support services
 - Adverse impact on retention and graduation rates
- Reduction in research and outreach
- Diminished economic impact

- Will need to identify additional savings and revenues to maintain the UConn Promise!

CORE Task Force



Cost, Operations & Revenue Efficiencies

- Created by the President in November 2008
- Primary purpose is to help effectively manage the increasingly difficult fiscal environment
- CORE members have reviewed more than 500 suggestions
- Immediate implementation of savings/revenues could generate an estimated \$5-7M in FY10

Non-State Revenue Streams



- Research funding

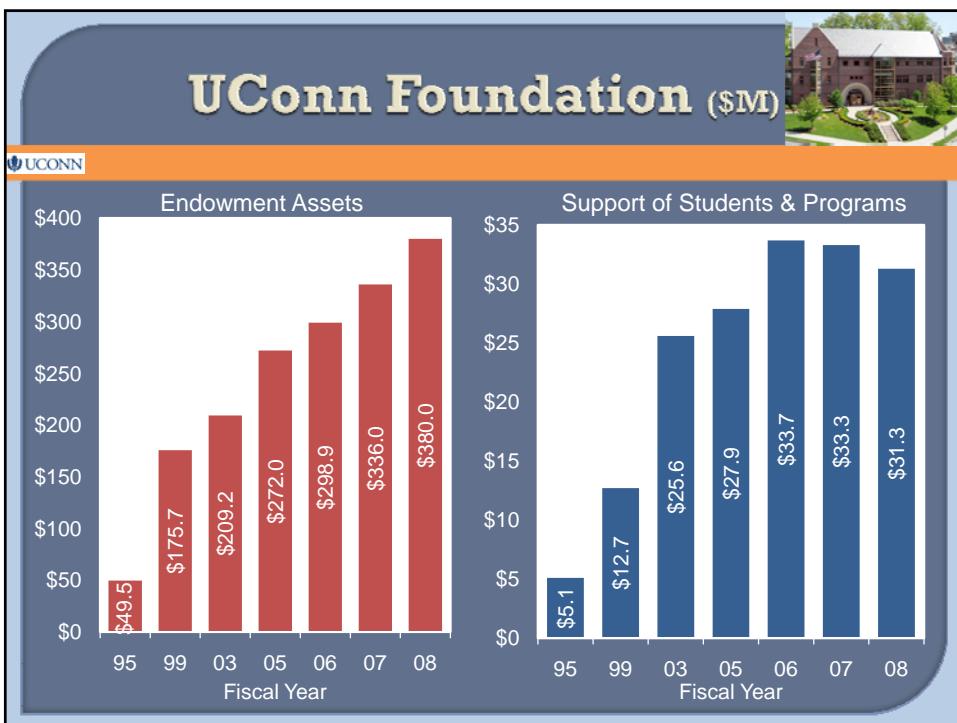


- Private support



- Clinical revenue @ Health Center

- Tuition/fees/room/board @ Storrs & Regionals



UConn's Affordability

FY09 Tuition & Mandatory Fees

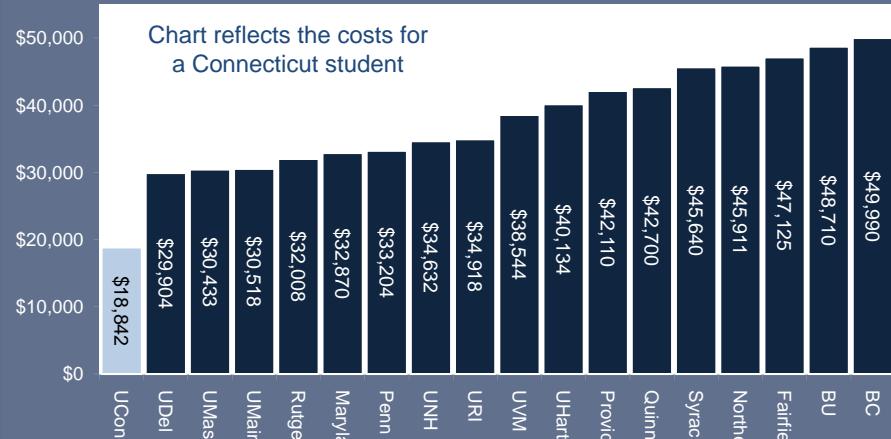
 UCONN

<u>Private Schools</u>	<u>In & Out of State</u>	<u>Public Schools</u>	<u>In State</u>	<u>Out of State</u>
Boston College	\$38,380	Penn State	\$13,706	\$24,940
Boston Univ	\$37,050	Univ Vermont	\$12,844	\$29,682
Fairfield	\$36,075	Univ New Hampshire	\$11,756	\$25,236
Northeastern	\$33,971	Rutgers	\$11,562	\$21,776
Syracuse	\$33,440	Univ Massachusetts	\$10,232	\$21,729
Providence	\$31,300	Univ Connecticut	\$9,338	\$24,050
Quinnipiac	\$30,900	Univ Maine	\$9,100	\$22,510
Univ Hartford	\$28,172	Univ Rhode Island	\$8,678	\$24,776
		Univ Delaware	\$8,646	\$21,126
		Univ Maryland	\$8,445	\$23,516

UConn's Affordability

FY09 Tuition, Fees, Room & Board*

 UCONN



*Board rates reflect the most expensive meal plan available.

Tuition, Fees, Room & Board

Storrs & Regional Campuses				
<u>In-State</u>	FY08 Amount	FY09 Amount	Increase Over FY08	
Undergraduate				
Tuition	\$6,816	\$7,200	5.63%	\$384
Room	\$4,698	\$5,090	8.34%	\$392
Board (Value Meal Plan)	\$3,960	\$4,210	6.31%	\$250
Undergraduate Total	\$17,510	\$18,638	6.44%	\$1,128
Graduate Total	\$19,356	\$20,592	6.39%	\$1,236
<u>Out-of-State</u>				
Undergraduate Total	\$31,454	\$33,350	6.03%	\$1,896
Graduate Total	\$32,838	\$34,812	6.01%	\$1,974

* Board rates reflect the Value meal plan which is the most popular plan available.

National Trends in College Pricing at 4-Year Public Institutions

○ Tuition & Fees:

- National rates 6.4% higher in FY 2009 than FY 2008
 - (UConn 5.49%)
- National increase of 42% from FY 2004 - FY 2009
 - (UConn 37%)
- New England increase of 90% from FY 1998 – FY 2009
 - (UConn 78%)
- National increase of 112% from FY 1998 - FY 2009
 - (UConn 78%)

○ Tuition, Fees, Room & Board:

- National increase of 92% from FY 1998 - FY 2009
 - (UConn 76%)

Source: 2008 Trends in College Pricing, College Board

Total Financial Aid (\$M)



Storrs & Regional Campuses

	<u>FY08</u>	<u>FY09</u> Forecast	% Change (FY08-FY09)
Need-Based Grants	\$54.1	\$59.5	10.0%
University Scholarships	25.4	28.8	13.4%
Non-University Scholarships	5.2	5.8	11.5%
Loans (federal & private)	128.4	140.5	9.4%
Tuition Waivers	<u>41.9</u>	<u>44.3</u>	5.7%
Subtotal	\$255.0	\$278.9	9.4%
Work Study/Student Labor	<u>15.4</u>	<u>17.4</u>	13.0%
Total Financial Aid	\$270.4	\$296.3	9.6%

Tuition Funded Financial Aid (\$M)



Storrs & Regional Campuses

	<u>FY08</u>	<u>FY09</u> Forecast
Total Tuition Funded Financial Aid	\$87.6	\$96.7
Total Tuition Funded as a % of Gross Tuition Revenue	37.8%	38.5%
Tuition Funded Need-Based as a % of Net Tuition Revenue	16.6%	17.2%
DHE Need-Based Set Aside Policy	15.0%	15.0%

Financial Aid Summary



Storrs & Regional Campuses

- All tuition, fees, room & board increases have been accompanied by an off-setting increase in financial aid to ensure that any qualified student can attend the University regardless of financial means



- For FY09, total aid is forecasted to increase 9.6% and need-based grants are projected to increase 10%
- Meet direct educational expenses for the neediest in-state students
- 77% of students (undergraduate and graduate) received aid in FY08

Financial Aid Enhancements



Storrs & Regional Campuses

- Increased commitment to financial aid in FY10
- Lawmakers negotiated an additional \$500 per student in Federal Pell Grants to be provided by the Federal Stimulus Bill pending final approval
- Direct Lending Program
 - Lower cost of borrowing
 - Streamlined process
 - Quicker disbursement to students
 - Students will be insulated from potential funding disruptions
 - More efficient use of staff resources

FY09 Spending Plan Highlights



○ Storrs & Regionals

- Faculty hires
- Undergraduate enrichment
- Course coverage



○ Health Center

- Financial stability



Provost's Priorities for FY09



Storrs & Regional Campuses

Academic Leadership

Undergraduate Enrichment & Diversity

Increased Collaborations

Research: Blueprint for the Future

Faculty Hiring: Continuing Momentum

Implementation of New Initiatives

Re-Phasing of UCONN 2000



Academic Leadership

UCONN



○ Senior academic leadership provided by 13 Deans

- 4 Deans hired in FY 2008: Law, Business, Nursing & Engineering
- 4 new Deans recruited to start in FY 2009: Medicine, CLAS, Social Work & CANR
- Successful completion of these searches has been the highest priority in Academic Affairs



Undergraduate Enrichment

UCONN

Storrs & Regional Campuses

- Honors program expansion – additional 70 students in fall 2008 compared to fall 2007 (\$255k)
- Living & Learning Communities – Honors & Global Houses (\$100k)
- Study Abroad Goals
 - Increase percentage of students who benefit from an international experience from 18% to 30%
 - Forge substantial partnerships with a limited number of prestigious international universities



Academic Advising



○ Institute for Student Success

- Ensures the success of students inside and outside the classroom
- Designed to facilitate student success by assisting with the transition to the University
- Provides advising, counseling and academic support for the first two years and beyond
- 75% of all incoming students participate in the First Year Experience program
- Over 9,000 student advising visits during the last academic year
- Success of the program is measured by the University's high national rankings in retention and graduation rates

Diversity



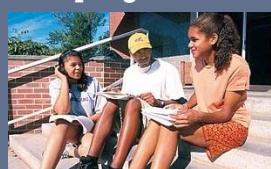
Storrs & Regional Campuses

- Increase the international dimension of teaching & research programs and enhance the range of diversity programming



Increase recruitment efforts for undergraduate international students

Increased diversity in graduate programs



Focused effort to recruit diverse faculty



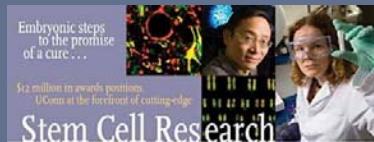
Achieve diversity goals spelled out in various college plans for faculty & students

Increased Collaborations



Inter-Departmental and Inter-Campus

- CICATS (CTSA)-Connecticut Institute for Clinical and Translational Science
- Nanotechnology
- Stem Cell Research: \$16.1M supports 23 researchers
- School of Medicine: post doctoral training for Nursing faculty
- Honors Program: students working in Neonatal Intensive Care Unit
- Pappanikou Center for Excellence in Developmental Disabilities: joint hires



Research: Blueprint for the Future



Storrs & Regional Campuses

- Increase emphasis on focused research areas
 - Eminent Faculty program: Alternative Energy & Fuel Cells
 - \$2M state funding -Eminent faculty hire anticipated (fall 2009)
 - Center for Entrepreneurship program: Business & Law
 - 6 faculty hired (FY08)
 - Nanotechnology: partnering with state agencies
 - Collaboration with foreign institutions
 - Pursuing workforce development for the state
 - Strategic investment in cultural & artistic programming



Faculty Hiring: Continuing Momentum

UCONN

Storrs & Regional Campuses

○ Net new faculty

- 51 in FY06
- 13 in FY07
- 30 in FY08
- 30 in FY09



○ Faculty Hiring Plan

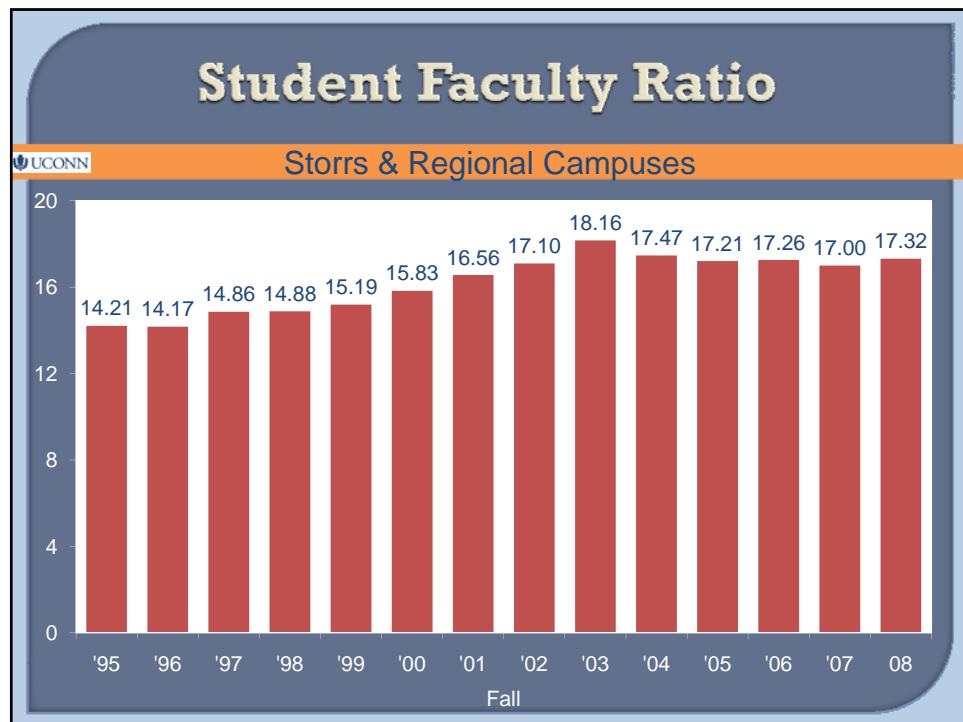
- Currently on hold due to hiring freeze

Faculty Growth

UCONN

Storrs & Regional Campuses





FY 2009 Plan



Health Center

- We have new leadership
- We are pursuing a principal partnership with Hartford Hospital and an academic (education and research) collaboration with the area hospitals in keeping with the CASE recommendations and subsequent legislation
- We are pursuing cost reductions and revenue enhancements
 - After \$78M in cost reductions and revenue enhancements since 2000, low-hanging fruit is gone
 - PwC recommendations fuel new efforts
 - Productivity enhancement and performance improvement is longer-term
 - Revenue enhancement and cost savings initiatives in the FY09 budget total \$9.5M

FY 2009 Plan



Health Center

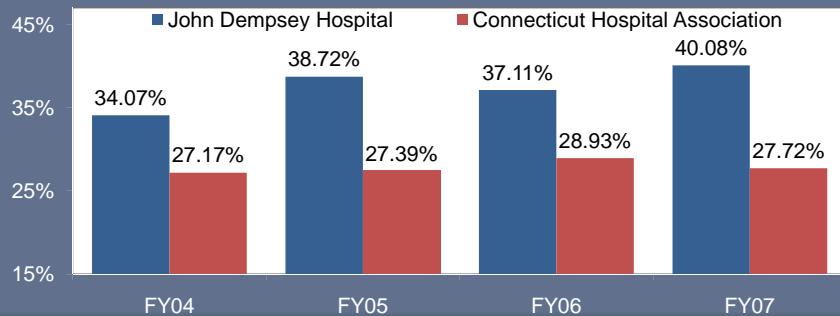
- Structural problems persist
 - JDH is undersized and outdated
 - 116 of 224 beds are low-reimbursement specialty (NICU, newborn, high-risk maternity, psychiatry, Correction) unavailable for med/surg activity
 - For FY08, NICU average loss per case is estimated at \$31,700
 - JDH carries a unique hospital fringe benefit obligation: estimated fringe benefit differential for FY09 is \$13.0M
- Faculty must enhance clinical revenue while still meeting the needs of a comprehensive medical education program
- Absent a clinical partnership or state support of the public service mission, we will have no choice but to implement difficult service and program eliminations.

Fringe Benefit Costs

UCONN

JDH v. CHA Member Hospital Average

- As a state entity, JDH has fringe rates significantly higher than other hospitals
- JDH has absorbed the cost of fringe benefits for its employees - for the first time in FY09, \$3.6M in the state comptroller's fringe account will help to offset some of that cost.
- The dollar value of that differential was \$8.4M in FY 05, \$6.7M in FY 06, 10.7M in FY 07, and is estimated at \$12.5M in FY 08, \$13M in FY 09, \$13M in FY 10 and \$14M in FY11



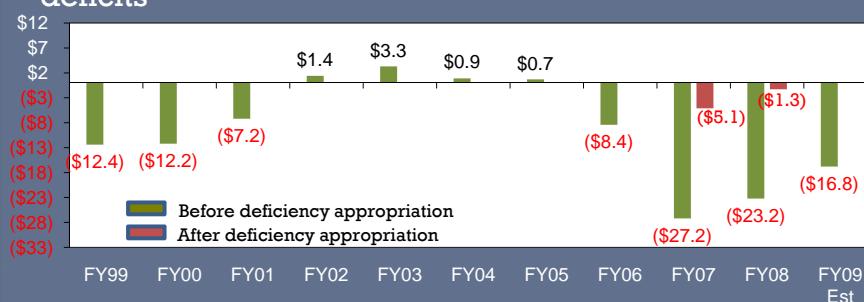
Total Excess / Deficiency (\$M)

(Before Capital Appropriations)

UCONN

Health Center

- Beginning in FY02, the Health Center experienced 4 straight years of improved financial performance & balanced budgets (primarily due to the positive performance of JDH)
- Beginning in FY06, the Health Center experienced annual deficits

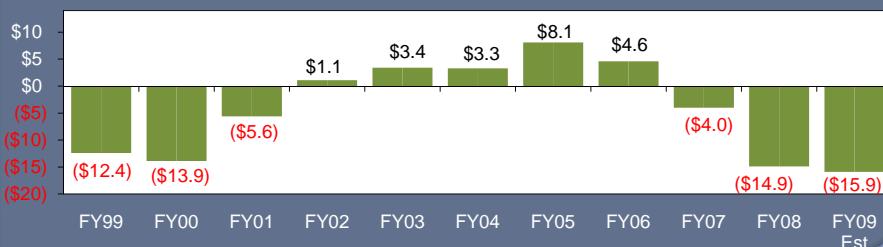


Total Excess / Deficiency (\$M)

UCONN

John Dempsey Hospital

- The performance of John Dempsey Hospital in FY02-FY07 was greatly influenced by positive settlement of Medicare cost reports from prior years
- In FY06, while still generating a margin, the hospital was no longer able to fill the “academic gap”
- By FY07, JDH was in deficit and continues to experience annual deficits

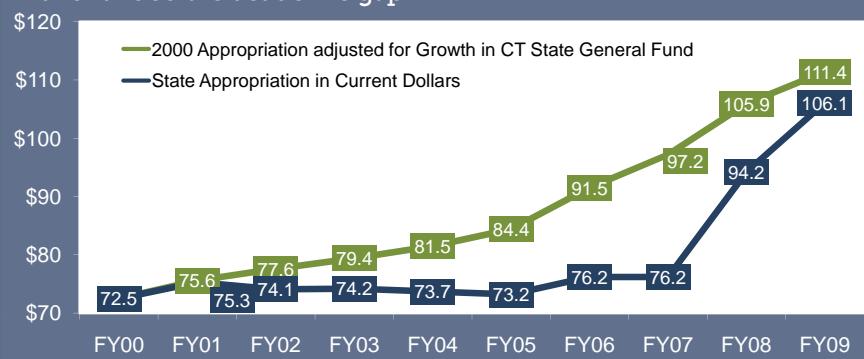


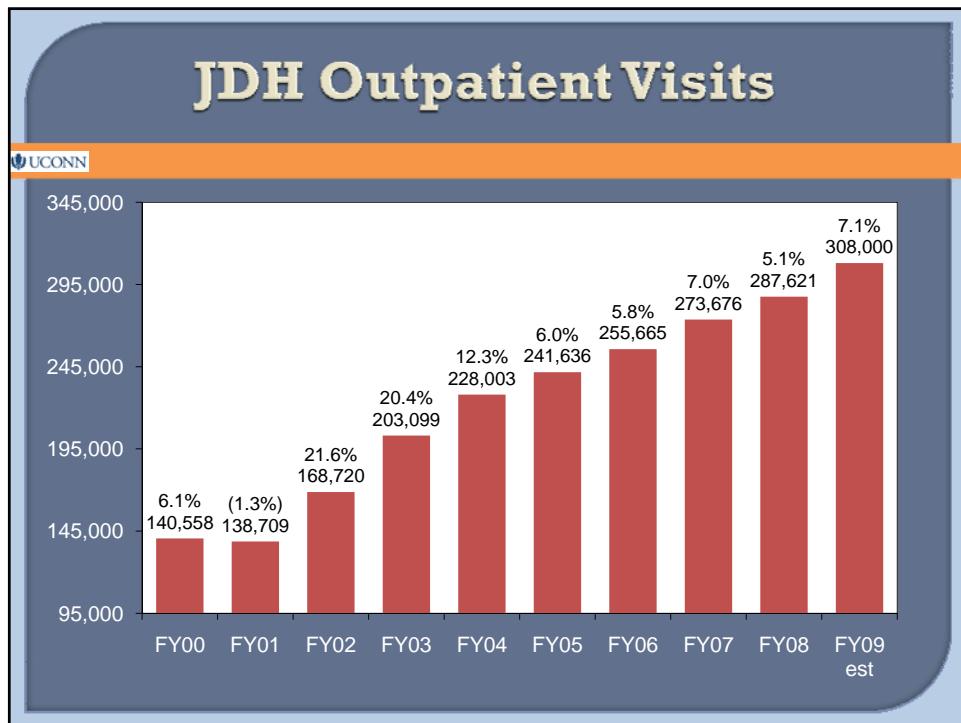
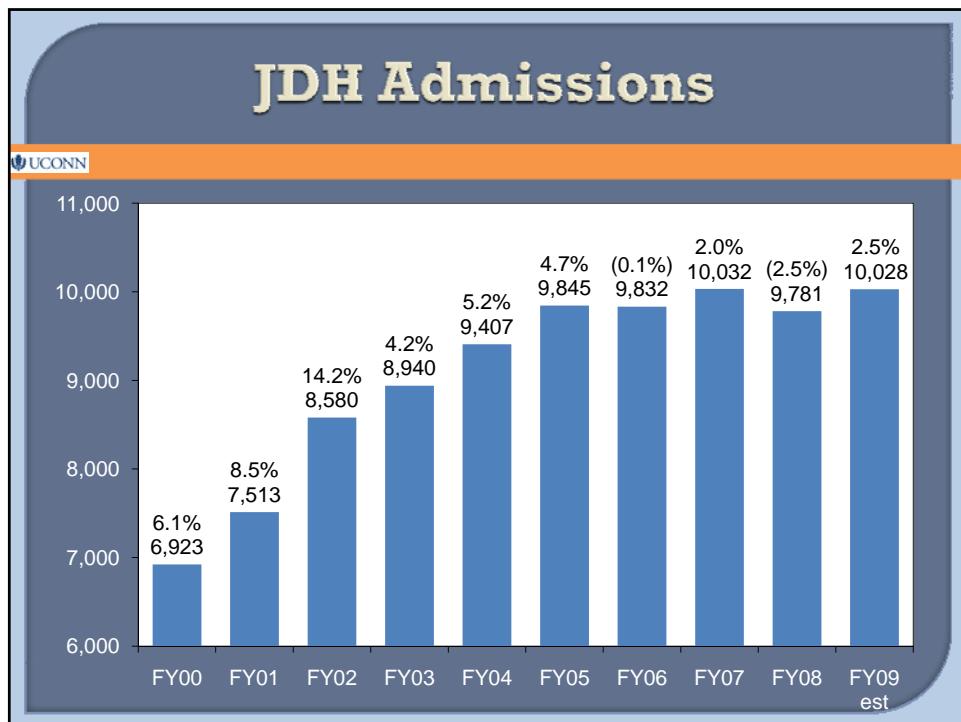
State Appropriation (\$M)

UCONN

Health Center

- From FY00 to FY07, the state appropriation (the mainstay of the academic enterprise) saw an average annual rate of increase of only 0.8%
- In FY08 and FY09, the General Assembly recognized this disparity and funded the academic gap





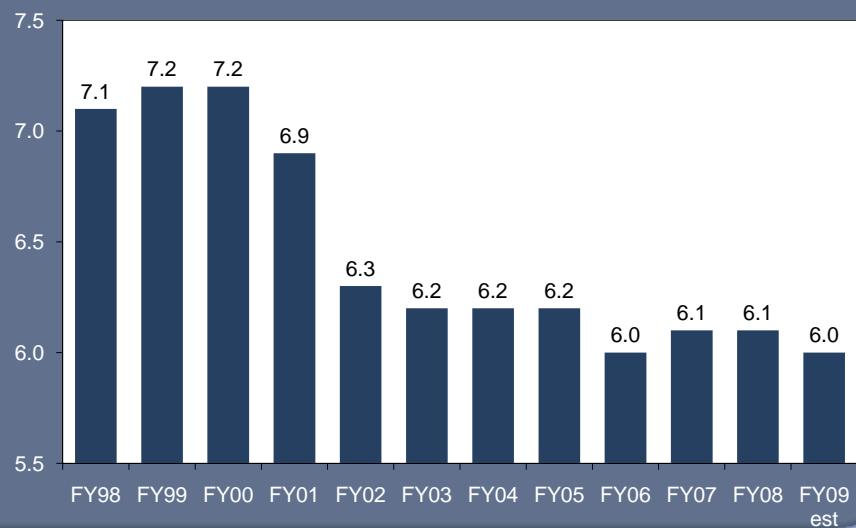
JDH Average Daily Census

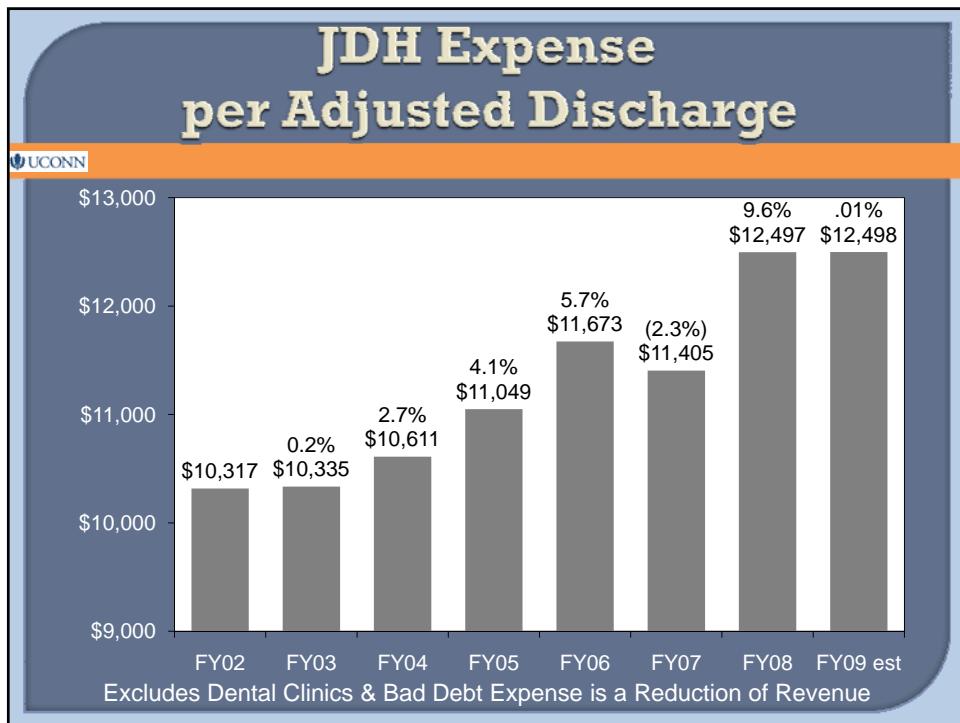
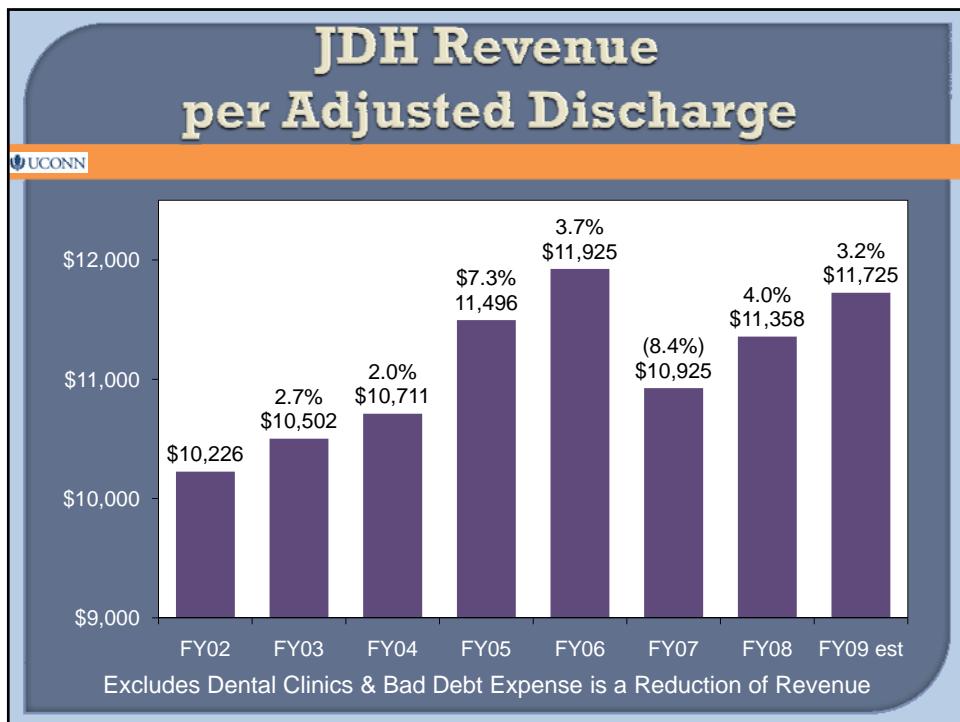
UCONN



JDH Length of Stay

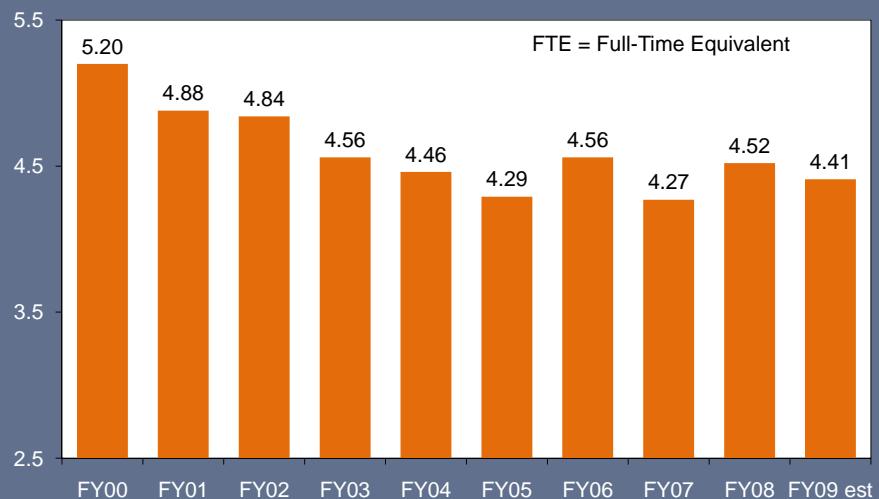
UCONN





JDH FTE's per Adjusted Occupied Bed

UCONN



UConn Promise

UCONN

- The State has made a tremendous investment in UConn
- UConn will continue to...
 - Provide a high quality instructional program
 - Enhance access and diversity
 - Help meet State workforce needs
 - Retain best and brightest students in Connecticut
 - Be a powerful driver of economic development
 - Manage effectively within our resources
- The current economic downturn should not jeopardize the State's investment and the dramatic progress that has occurred at UConn in the last decade!



University of Connecticut
Health Center

KNOW BETTER CARE



University of Connecticut Health Center

February 2009





UCHC'S Primary Mission: Education and Research

- **3 Schools:**
 - Medical School (331 students)
 - Dental School (172 students)
 - Graduate School in bio-medical sciences (342 students)
- **Research:** More than \$90M per year of innovative research is conducted and discoveries are translated into advances in patient care, e.g. cancer vaccines, hormone therapies for Osteoporosis, new materials for Dental Implants, and Stem Cell research
- **Residency Training:** For 675 residents (medical and dental) per year who train in local hospitals
- **John Dempsey Hospital (JDH) and UConn Medical Group (UMG),** the multi-specialty faculty practice, are sites for learning and represent key elements in attracting talented faculty who want to teach, do research and provide patient care



A Worthy Investment

- **Approximately 35% of School of Medicine graduates practice in the State, as do 46% of School of Dental Medicine graduates**
- **Dental School is historically #1 or #2 in the country**
- **For the entering class of 2008, Connecticut residents comprise 75% of the School of Medicine and 56% of the School of Dental Medicine**
- **Total minority enrollment in Fall 2008 is 28.1%**
- **School of Medicine national leader in innovative curriculum**
- **The Health Center has 5062 employees (77% union, 13% faculty, 3% managerial and 7% residents/graduate assistants/student payroll) and generates \$938 million in Gross State Product**



UCHC: A Resource to the Community and the State

- **Service to Medicaid Patients**
 - In FY08, JDH was among the top 5 hospitals in CT in Medicaid inpatient days as a percentage of total inpatient days
 - Largest single provider of dental services to Medicaid clients and the under- and uninsured
 - 66% of patient visits to the UCHC dental clinic in Farmington are Medicaid clients
 - 71% of all student/intern/resident dental care activity is service to Medicaid clients
- **Clinical Service Collaboration:**
 - Dept. of Public Health, Dept. of Correction, Dept. of Mental Health & Addiction Services, Dept. of Veteran Affairs (Rocky Hill), Dept. of Developmental Services
- **Community Service:**
 - South Park Inn Medical Clinic (Hartford)
 - South Marshall Street Homeless Clinic (Hartford)
 - Urban Service Track
 - Connecticut Poison Control Center
 - YMCA Adolescent Girls Medical Clinic (Hartford)
 - Camp Courant Dental Screening Program
 - Migrant Worker Clinic
 - Covenant House (Willimantic)
- **Economic Driver for the Region and State:**
 - Catalyst for Biomedical and Biotech jobs, e.g., Stem Cells



UCHC: Partner & Resource to Other Hospitals

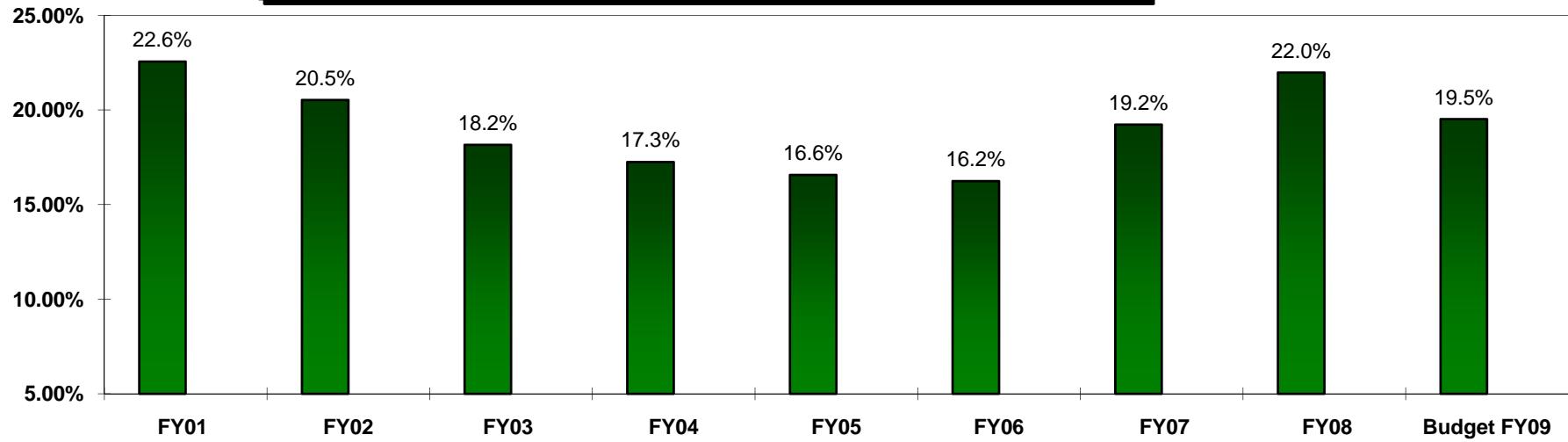
- **Internship/Residency Program**
 - The internship/residency program contributes to the quality of service in the participating hospitals & also drives additional Medicare reimbursement to their bottom line
- **Trained physicians and staff of Waterbury and St. Mary's for regional cardiac surgery and interventional cardiology program**
- **Trained staff and assisted ECHN in establishing a Level II nursery at Manchester Hospital**
- **Pediatric dentistry program at CCMC**
- **Statewide Neonatal Transport Program and Regional Neonatal Intensive Care Unit / In FY07, UConn's Neonatal Transport Program transported 350 neonates to JDH and 15 other hospitals from 98 Connecticut towns**
- **Provide workforce at St Francis/UConn Burgdorf Clinic (Hartford's north end)**
- **Provide cardiac perfusionist services to St. Mary's and Waterbury Hospitals**
- **Regional dental emergency room service**
- **Training site for nursing, allied health schools**



State Support

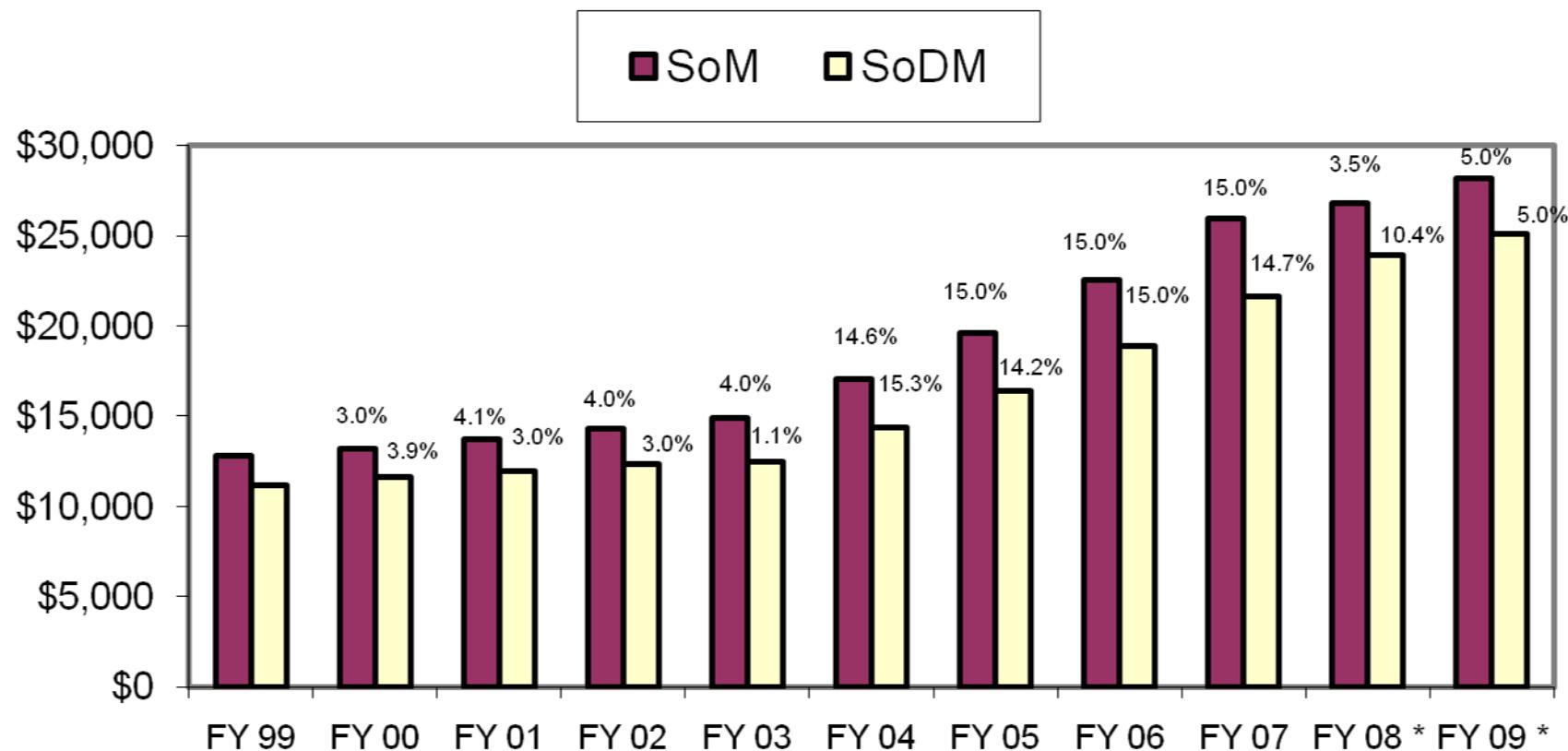
- Traditionally received state general funds support the academic (education and research) enterprise only.
- 19.5% of the Health Center budget is state supported.
- 80.5% comes from other revenues (clinical, research, tuition, philanthropy).

UNIVERSITY OF CONNECTICUT HEALTH CENTER
STATE SUPPORT AS A PERCENT OF TOTAL REVENUES





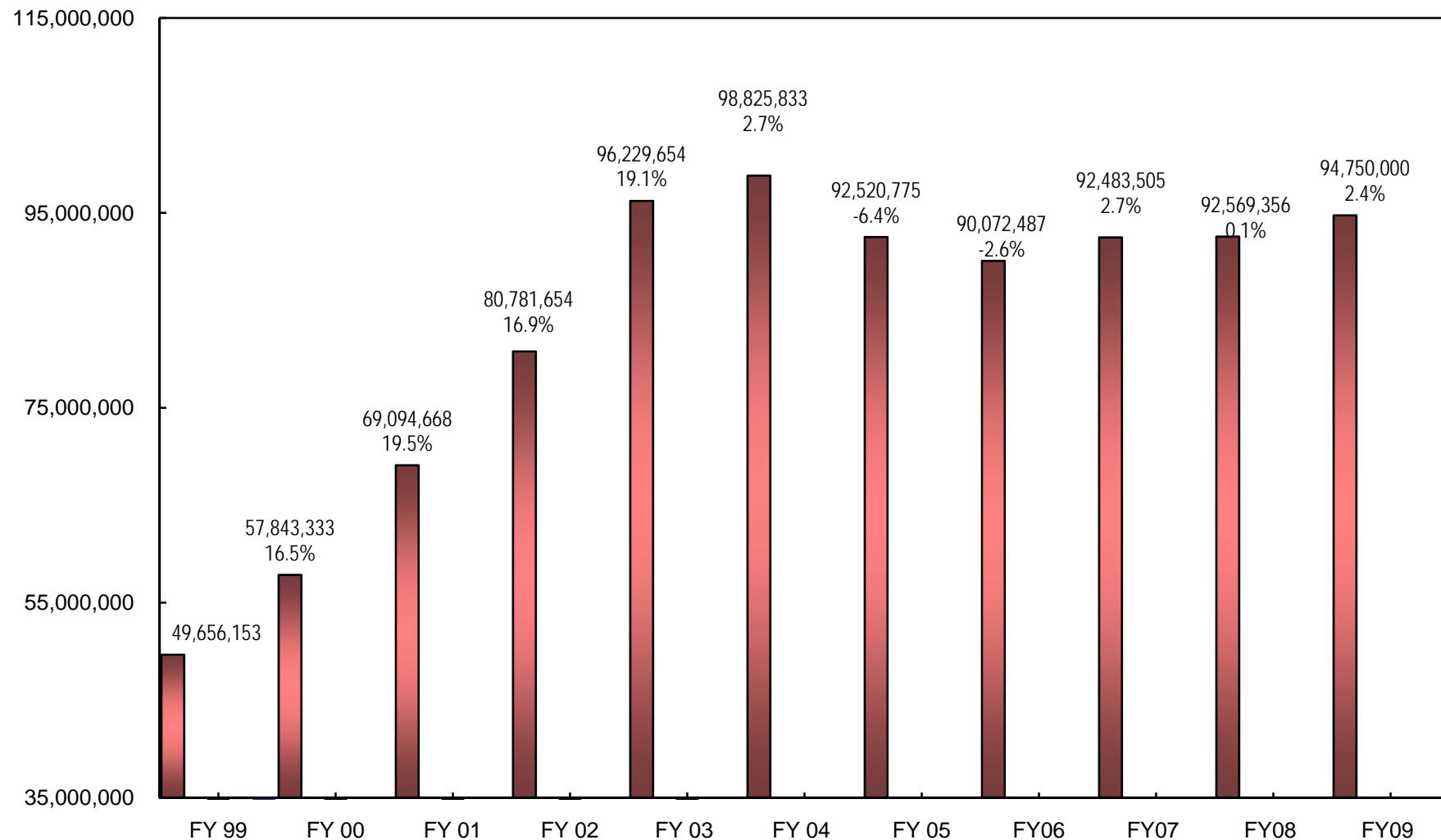
In-state Tuition and Fees



Note: Board of Governors policy requires tuition be set between the 70th - 75th percentiles of U.S. public schools, but with no annual increase higher than 15%.

UNIVERSITY OF CONNECTICUT HEALTH CENTER RESEARCH AWARDS BY FISCAL YEAR

Note: This graph includes the full grant amount (even if multi-year) in the year of the award





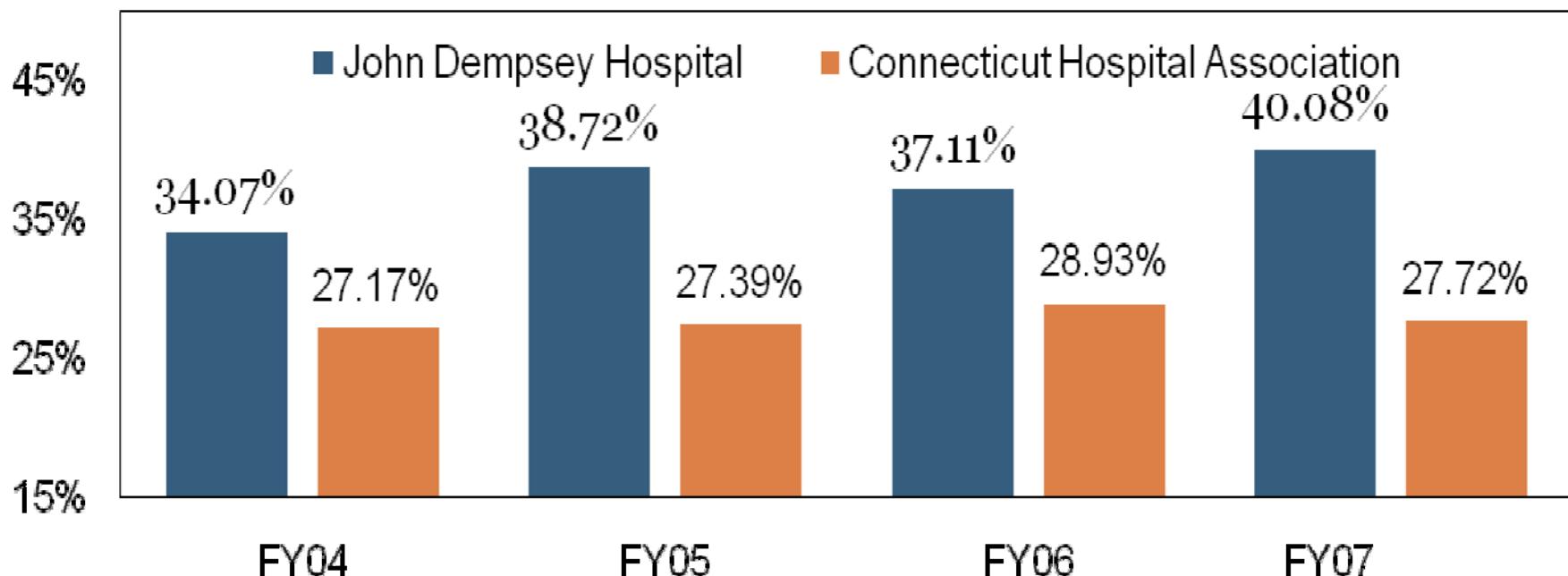
About John Dempsey Hospital (JDH)

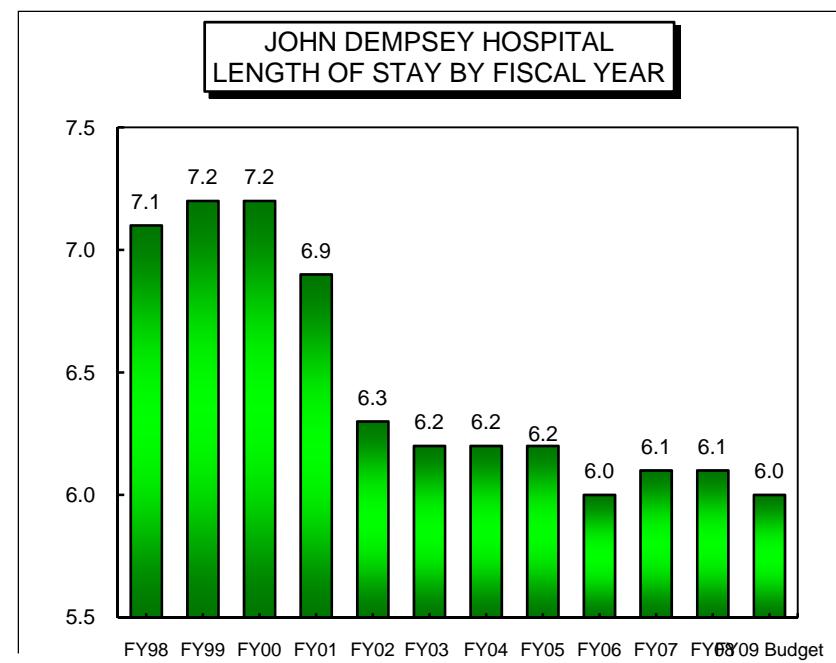
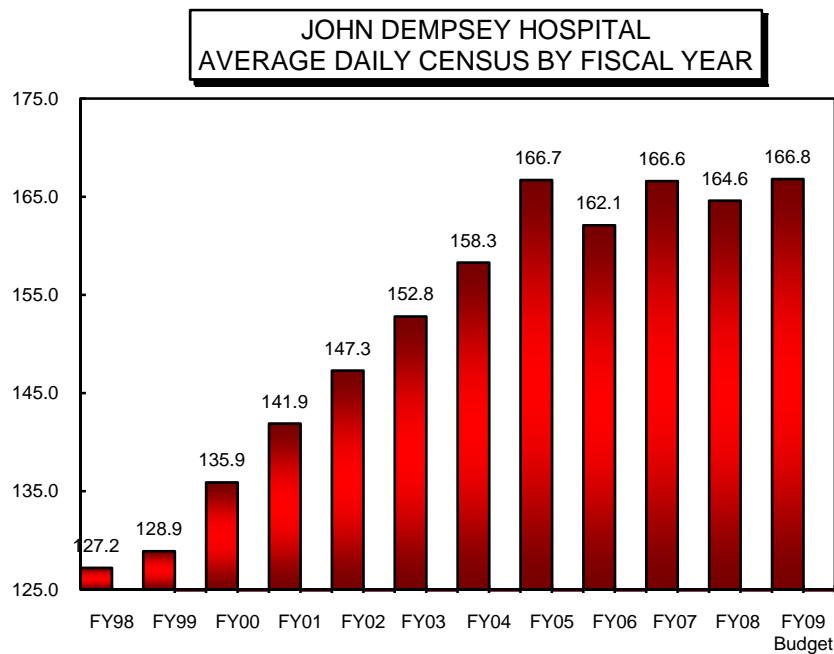
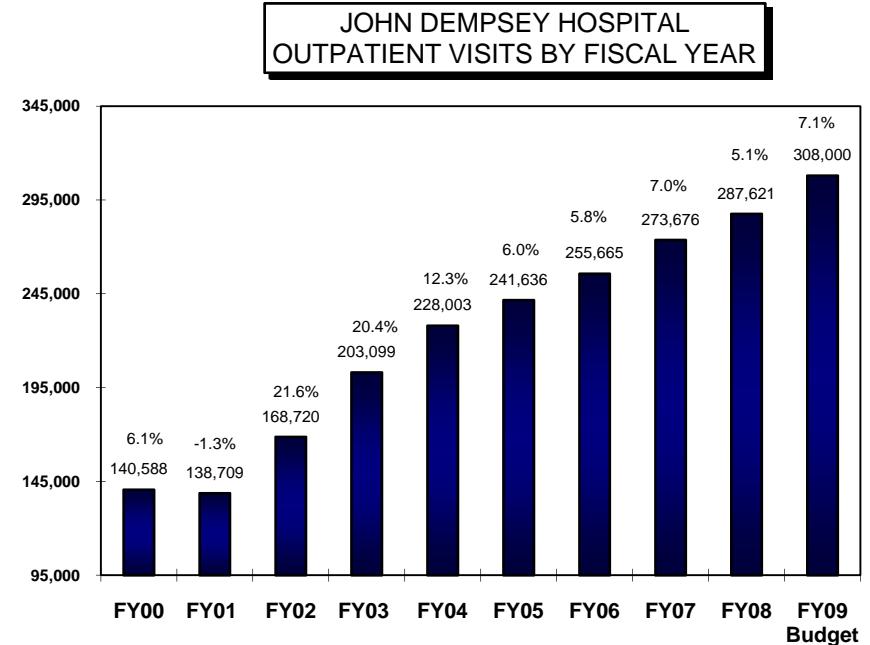
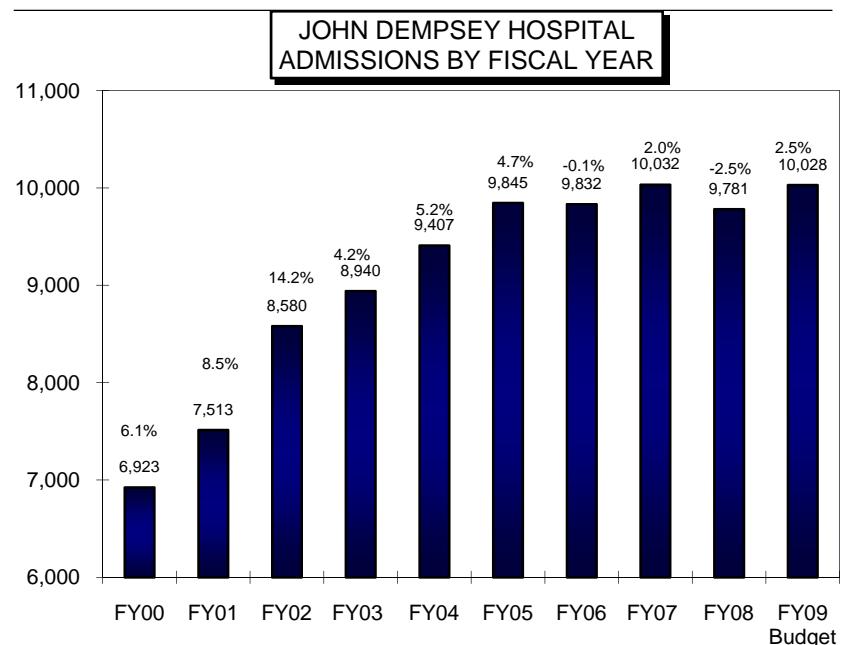
- Opened in 1975, JDH is the only public university acute care hospital in Connecticut and the 2nd smallest academic health center hospital in the United States
- Originally planned at 400 beds, the first phase of JDH was built at 200 beds. The second tower was never built
- Has 224 fully staffed and licensed beds, of which 116 are very specialized (Neonatal, Prison, Psychiatry, Maternity), leaving only 108 medical/surgical (flexible) beds
- Traditionally received no state general fund support for operations or capital program
- Faces the same set of challenges as the state's other 29 acute care hospitals: Medicaid/Medicare cutbacks, uncompensated care, low reimbursement rates, nursing and other health care profession shortages and the realities of an intensely competitive marketplace
- 16.6% of JDH inpatient cases are Medicaid recipients. JDH is in the top five hospitals in Connecticut for Medicaid inpatient days as a percentage of total inpatient days. JDH is a disproportionate share hospital for Medicaid and Medicare

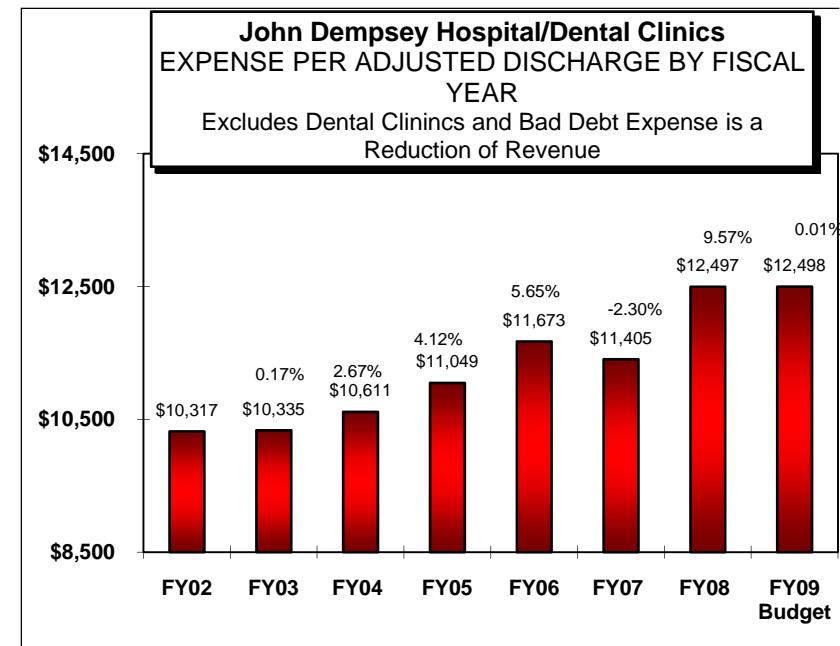
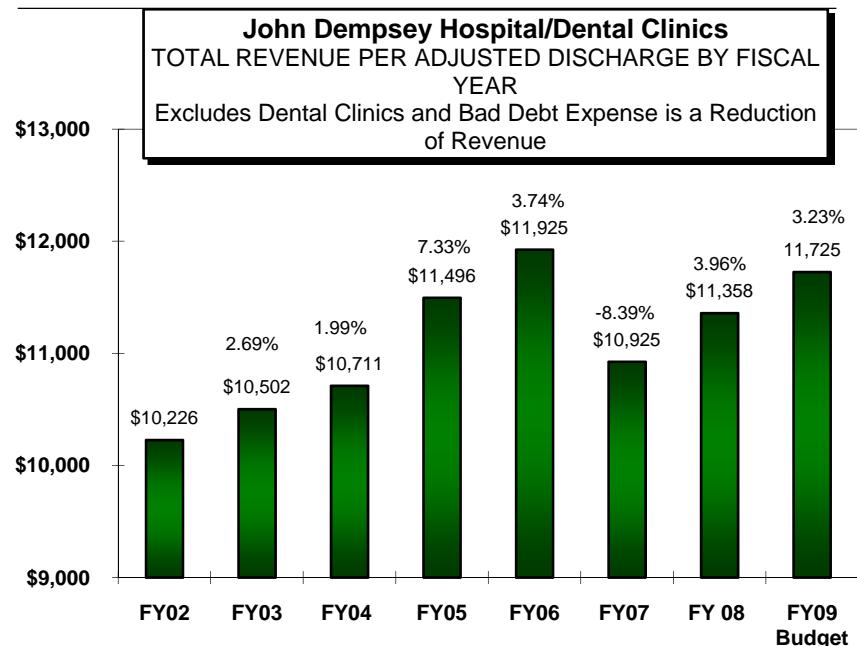


Fringe Benefit Cost JDH v. CHA Member Hospital Average

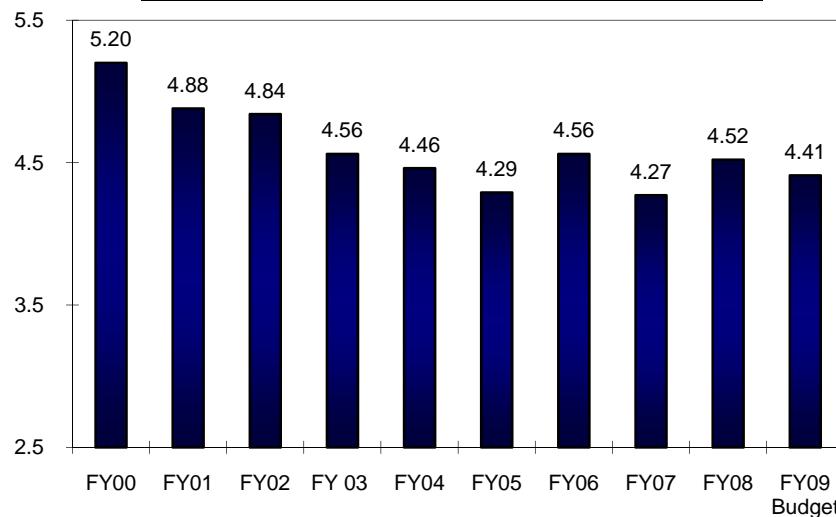
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JOHN DEMPSEY HOSPITAL
 FULL TIME EQUIVALENTS (FTE's) PER ADJUSTED OCCUPIED BED BY FISCAL YEAR





JDH Physical Plant Status

- 30-year-old facility with no major upgrades since it opened
- Undersized and becoming increasingly outdated
 - Inadequate to accommodate today's evolving standards of care and technologies, privacy concerns, and patient/ provider expectations, including operating rooms, inpatient rooms, neonatal intensive care unit, outpatient diagnostic and treatment areas and support spaces
 - Present design precludes efficient staffing ratios (32-bed units) or cost-effective renovation
 - Almost no remaining capacity to accommodate steady increase in admissions, patient days, occupancy rates, as well as emergency room visits, radiology and rehab visits
 - Demand for service will outstrip capacity by 2010



Securing the Future of UCHC and Transforming Health Education, Research and Clinical Care in the Greater Hartford Region

DATE	ACTION
February 2007	UCHC proposes a new hospital
June 2007	General Assembly requires a needs-based analysis of the plan; retains the Connecticut Academy of Science & Engineering (CASE)
March 2008	CASE issues its report to the General Assembly
May 2008	General Assembly requires that UCHC implement CASE plan
June 2008	UCHC issues Solicitation of Interest (SOI)
August 2008	UCHC receives Expressions of Interest (EOI)/affiliation proposals
November 2008	UCHC announces a principal partnership with Hartford Hospital and creation of the Connecticut Health Collaborative
December 2008	UCHC announces plans for a new hospital
January 2009	CASE issues its report to the General Assembly

University of Connecticut
(Storrs & Regional Campuses)

	Fall 1995	Fall 1996	Fall 1997	Fall 1998	Fall 1999	Fall 2000	Fall 2001	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 95-08 Growth
Full-Time Staff Headcount*															
Executive/Administrative/Managerial	100	91	83	84	89	93	92	92	91	98	100	99	101	106	6.0%
Executive/Administrative/Managerial-% of Total	2.6%	2.5%	2.3%	2.2%	2.3%	2.4%	2.3%	2.3%	2.4%	2.4%	2.4%	2.3%	2.4%	2.4%	
Faculty	1,148	1,106	1,040	1,096	1,122	1,121	1,130	1,165	1,107	1,200	1,251	1,264	1,294	1,324	15.3%
Faculty-% of Total	30.1%	30.0%	29.3%	29.2%	28.9%	28.5%	28.3%	28.7%	29.3%	29.9%	30.3%	29.9%	30.2%	30.3%	
Professional & Classified Support	2,562	2,490	2,429	2,576	2,678	2,720	2,776	2,797	2,584	2,717	2,779	2,859	2,893	2,943	14.9%
Professional & Classified Support-% of Total	67.3%	67.5%	68.4%	68.6%	68.9%	69.2%	69.4%	69.0%	68.3%	67.7%	67.3%	67.7%	67.5%	67.3%	
Total	3,810	3,687	3,552	3,756	3,889	3,934	3,998	4,054	3,782	4,015	4,130	4,222	4,288	4,373	14.8%
*Based on IPEDS reporting standards.															
Student Headcount (Census)															
Undergraduate	14,667	14,454	14,382	14,855	15,741	16,681	17,630	18,662	19,287	20,151	20,525	20,784	20,846	21,372	45.7%
Graduate/Professional	7,804	7,351	6,867	6,543	6,500	6,254	5,950	6,711	6,869	6,943	7,073	7,210	7,344	7,508	-3.8%
Total	22,471	21,805	21,249	21,398	22,241	22,935	23,580	25,373	26,156	27,094	27,598	27,994	28,190	28,880	28.5%
Students Housed On-Campus	6,957	7,089	6,898	7,626	8,248	8,674	8,856	10,284	11,053	11,139	11,524	11,647	11,205	11,890	70.9%
Degrees Awarded															Spring 96-08
Bachelor's	2,839	2,757	2,638	2,852	2,802	2,837	2,888	3,477	3,673	3,816	4,231	4,354	4,591		61.7%
Total	4,645	4,623	4,454	4,461	4,478	4,572	4,573	5,304	5,386	5,966	6,403	6,542	6,756		45.4%
State Funding	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	
Total State Support	\$183.1	\$188.3	\$204.2	\$213.2	\$234.9	\$238.4	\$259.4	\$260.9	\$256.5	\$273.1	\$285.7	\$305.9	\$328.2	\$328.9	79.7%
State Support as % of Revenues	43.1%	43.9%	44.8%	44.1%	43.4%	41.1%	41.0%	39.0%	36.6%	35.8%	35.4%	35.5%	35.9%	35.0%	
Student Costs															
Tuition (In-State)	\$3,900	\$4,036	\$4,158	\$4,158	\$4,158	\$4,282	\$4,448	\$4,730	\$5,260	\$5,772	\$6,096	\$6,456	\$6,816	\$7,200	
Mandatory Fees	910	938	1,084	1,172	1,246	1,314	1,376	1,424	1,552	1,718	1,816	1,906	2,036	2,138	
Tuition & Mandatory Fees	\$4,810	\$4,974	\$5,242	\$5,330	\$5,404	\$5,596	\$5,824	\$6,154	\$6,812	\$7,490	\$7,912	\$8,362	\$8,852	\$9,338	94.1% Compounded
Tuition & Mandatory Fee Increases	2.08%	3.41%	5.39%	1.68%	1.39%	3.55%	4.07%	5.67%	10.69%	9.95%	5.63%	5.69%	5.86%	5.49%	5.24%
National Average Tuition & Mandatory Fees	\$2,811	\$2,975	\$3,111	\$3,247	\$3,362	\$3,508	\$3,766	\$4,098	\$4,645	\$5,126	\$5,492	\$5,804	\$6,191	\$6,585	134.3%
New England Average Tuition & Mandatory Fees	\$4,237	\$4,315	\$4,526	\$4,635	\$4,677	\$4,748	\$4,890	\$5,353	\$6,239	\$6,876	\$7,255	\$7,658	\$8,116	\$8,602	103.0%
Room & Board Rates	\$5,124	\$5,302	\$5,462	\$5,544	\$5,660	\$6,062	\$6,298	\$6,542	\$6,888	\$7,404	\$7,704	\$8,266	\$8,850	\$9,504	85.5%
National Average Room & Board Rates	\$3,932	\$4,167	\$4,358	\$4,522	\$4,718	\$4,931	\$5,266	\$5,574	\$5,885	\$6,250	\$6,623	\$7,033	\$7,367	\$7,748	97.0%
Total Student Costs	\$9,934	\$10,276	\$10,704	\$10,874	\$11,064	\$11,658	\$12,122	\$12,696	\$13,700	\$14,894	\$15,616	\$16,628	\$17,702	\$18,842	89.7% Compounded
Total Cost Increases	1.53%	3.44%	4.17%	1.59%	1.75%	5.37%	3.98%	4.74%	7.91%	8.72%	4.85%	6.48%	6.46%	6.44%	5.05%
National Average Total Student Costs	\$6,743	\$7,142	\$7,469	\$7,769	\$8,080	\$8,439	\$9,032	\$9,672	\$10,530	\$11,376	\$12,115	\$12,837	\$13,558	\$14,333	112.6%



Campus Information

Founded 1881

Main Campus: Storrs

5 Regional Campuses:

Avery Point, Greater Hartford, Stamford, Torrington, Waterbury

School of Law and Graduate Business Learning Center: Hartford

School of Social Work: Greater Hartford Campus

Health Center: Farmington

(Schools of Medicine & Dental Medicine, graduate programs,
medical & dental clinics & John Dempsey Hospital)

Land Grant & Sea Grant College, & Space Grant consortium institution
Storrs & Regionals = 4,108 acres; Health Center = 205 acres

UCONN 2000

As of October 2008:

- 99 major projects completed
- \$1.328 billion in construction-related contracts issued
 - 89% of funds to Connecticut contractors
 - 24% of funds to set-aside contractors
- Approximately 9.7 million square feet of new and renovated space completed
- Bond Credit Ratings by Fitch, Moody's and Standard & Poor's remain consistently strong

Academic Programs & Degrees

14 Schools & Colleges

Agriculture & Natural Resources, Business, Dental Medicine, Neag Education, Engineering, Fine Arts, Graduate, Law, Liberal Arts & Sciences, Medicine, Nursing, Pharmacy, Ratcliffe Hicks, Social Work

7 undergraduate degrees: 100 majors

17 graduate degrees: 91 research and professional practice fields of study

5 professional degree programs (J.D., LL.M., M.D., D.M.D., Pharm.D.)

Degrees 2007-08	6,875
Bachelor's	4,591
Master's	1,409
Doctorates	285
Law (J.D., LL.M.)	216
Pharm.D.	103
Medicine	79
Dental Medicine	40
Graduate/Professional Certificates	44
6 Yr. Education	73
2 Yr. Agriculture	35

Degrees by: Female 55% Minority 16%

Total Fall 2008 Student Enrollment: 29,383

16,765 Undergraduate at Main Campus

4,607 Undergraduate at Regional Campuses

21,372 Subtotal Undergraduate

6,583 Graduate (M.A./Ph.D., incl. 355 at Health Center)

726 Law

199 Pharm.D.

331 Medicine

172 Dental Medicine

8,011 Subtotal Graduate/Professional

Fall 2008 Entering Freshmen at Main Campus: 3,604

39% were in top 10% of High School Class

78% were in top 25% of High School Class

55 valedictorians and 76 salutatorians

78% more freshmen than in Fall 95

130% more minority freshmen than in Fall 95

Since 1995: 1,074 valedictorians and salutatorians enrolled at all campuses

Student Characteristics

Characteristics Fall 2008	Undergraduate 21,372	Grad/Professional 8,011
Female	51%	52%
Minority	20%	15%
International ¹	1%	16%
Connecticut Residents ²	80%	71%
Full-time Degree	90%	60%
Part-time Degree	7%	31%
Non-Degree (FT & PT)	3%	9%

¹ 106 countries were represented in the international student population.

² 76% of undergraduates on Main Campus are Connecticut residents.

All 169 Connecticut towns and 47 of 50 states are represented in total undergraduate student body.

SAT Scores and Retention & Graduation Rates

2008 SAT Scores	National High School	Connecticut High School	Storrs Entering Freshmen
Average SAT Total	1017	1022	1200

Main Campus:	All	Minority
Freshmen Retention: 1-Year Rate	93%	92%
Graduation: 4-Year Rate	66%	54%
6-Year Rate	76%	70%

UConn (Main Campus) ranks 20 out of 58 public research universities in graduation rate for all freshmen and 22 out of 58 public research universities for minority freshmen. (Sources: *U.S. News 2009 America's Best Colleges & 2007 IPEDS Graduation Rate Survey*)

UConn (Main Campus) average time to graduate is 4.3 years among those who graduate within 6 years, and ranks 8 out of 58 public research universities.

Total Undergraduate Student Cost 2008-09

	In-State	Out-of-State
Tuition, Fees, Room ¹ & Board ²	\$18,638	\$33,350
Tuition & Mandatory Fees	9,338	24,050
Tuition Only	7,200	21,912

¹ 71% of Main Campus undergraduates live in campus housing (114 residential facilities).

² Board rate shown reflects most popular plan available.

Student Financial Aid 2007-08

Financial Aid Support: \$289.7 million

	Main Campus/ Regional ¹	Health Center
Total Scholarships & Grants	\$84.7 million	\$4.1 million
Total Loans	128.4 million	15.2 million
Total Student Employment	15.4 million	
Total Tuition Waivers	41.9 million	

¹ 37.8% of all tuition dollars are dedicated to financial aid. 77% of students receive aid.

Total Current Funds Budget FY 2009: \$1.7 billion MAIN CAMPUS & REGIONAL CAMPUSES

	In Millions
Revenue	
State Appropriation	\$239.2
State Fringe Benefits	89.7
Student Tuition & Fees	408.7
Gifts, Grants & Contracts	149.8
Sales/Services - Auxiliary Enterprises	29.6
Sales/Services - Educational	16.9
Investment Income	<u>5.4</u>
<i>Total</i>	\$939.3
Expenditures	
Academic Services	\$417.9
Research Services	64.1
Student Services	305.4
Operating, Support & Physical Plant Services	<u>150.9</u>
<i>Total¹</i>	\$938.3

¹The \$1.0 million difference is the repayment to reserves.

HEALTH CENTER

	In Millions
Revenue	
State Appropriation	\$105.0
State Fringe Benefits	40.9
Tuition & Fees	15.8
Gifts, Grants & Contracts	88.8
Auxiliary Enterprises	13.0
Interns & Residents	42.0
Net Patient Care	326.6
Correctional Managed Care	104.2
All other revenues	<u>11.2</u>
<i>Total</i>	\$747.5
Expenditures	
Hospital & Health Services	\$422.7
Academic Services	143.2
Research Services	98.8
Student Services	4.1
Operating, Support & Physical Plant Services	<u>90.2</u>
<i>Total²</i>	\$759.0

²Revenue enhancements and expenditure reductions are planned.

Private Giving

- In FY 08, private fundraising receipts totaled \$56.6 million: \$15.2 million for the Health Center, \$18.7 million for Athletics, and \$22.7 million for Storrs and the regional campuses.
- The Annual Fund raised a record \$5.8 million in FY 08 from 29,006 donors. This amount represents a 21 percent increase over FY 07.
- Alumni contributed \$18.3 million last year. Additional commitments included \$10.7 million from parents and other individuals, \$14.2 million from corporations and \$13.4 million from private foundations.
- At the close of FY 08, the University's endowment, which stood at \$42 million at the start of 1995, was valued at approximately \$317 million; over the past 5 years, the endowment has grown \$108 million, or nearly 52 percent.
- The UConn Foundation established 45 new endowment funds in the past year for students, faculty and program support; the total number of endowments now stands at 1,182.
- The University received \$31.4 million in disbursements from the UConn Foundation in FY 08. Included in this total were \$11.5 million for scholarships, \$9.4 million for faculty support and \$6.1 million for programs and facilities.
- Currently, there are 79 faculty chairs and professorships at the University funded through private endowments.

UConn Alumni

- Approximately 190,000 total Alumni
- Over 109,500 Alumni live in Connecticut
- Among recent bachelor's degree graduates:
97% would recommend UConn to others
94% are either employed or are in graduate/professional school
68% of those working full-time are doing so in Connecticut

Staff Characteristics (Fall 2008)

Number of Full-time & Part-time Faculty & Staff: 9,633

	Main Campus/Regional	Health Center
	4,631	5,002
Faculty:	Female	37%
	Minority	19%
Other Staff:	Female	58%
	Minority	15%
Full-Time:	94%	77%

	Main Campus/Regional	Health Center
Full-time Faculty	1,324	493
Tenured	61%	34%

Percent of full-time faculty with Ph.D. or terminal degree:¹

Main Campus & Regional Campuses	92%
Health Center	94%

¹Percent of faculty with highest degree in field.

	Main Campus/Regional	Health Center
Type of Full-time Employee	4,373	3,837
Faculty ²	30.3%	12.9%
Administrators	2.4%	5.1%
Professional Support	44.6%	44.3%
Secretarial/Clerical	6.9%	15.5%
Para-Professional/Trades	3.6%	17.3%
Service/Maintenance	12.2%	4.9%

²At Main Campus, includes 19 faculty members serving as assistant or associate deans.

	Main Campus/Regional	Health Center
Number of Part-time Faculty and Staff³	258	1,165

³An additional 669 adjunct lecturers teach one or more courses at Storrs and Regional Campuses.

Staff Covered by Collective Bargaining Agreements:

Main & Regional Campuses	91%
Health Center	79%

Research, Training & Public Service

Nationally ranked 77/662 among all institutions and 53/388 among public institutions by the National Science Foundation in research and development spending for FY 07 (latest report).

FY 08 external funding, sponsored activities: \$194.5 million (excluding financial aid):

Main & Regional Campuses:	\$101.9 million (52.4%)
Health Center:	\$92.6 million (47.6%)

Total by Funding Source

Federal: 71% State: 12% Private/Other: 17%

Sponsored Activities at Main & Regional Campuses

Research	81.2%
Education and Training Programs	3.2%
Public Service	15.6%

Sponsored Activities at the Health Center

Research	85.0%
Industry Support	4.8%
Education and Training Programs	9.5%
Other	0.7%

University of Connecticut Web Sites

Main & Regional Campuses - <http://www.uconn.edu>
Health Center - <http://www.uchc.edu>