



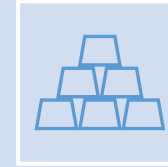
## **UConn and UConn Health Budget Presentation**

**Board of Trustees  
Financial Affairs**

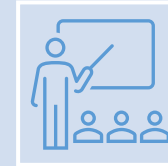


# FY25 Budget Overview – UConn and UConn Health

- We remain grateful to the Governor, the Office of Policy and Management, and the General Assembly for continuous investment in UConn and UConn Health.
- Revenue changes are driven by growing enrollment, tuition and fee rate increases, and improved clinical revenues.
- Expense changes are driven by salary and wage increases, student financial aid support, new faculty hiring, and service and supply inflation.



Consolidated Budget  
(3-6)



Storrs & Regionals  
(7-32)

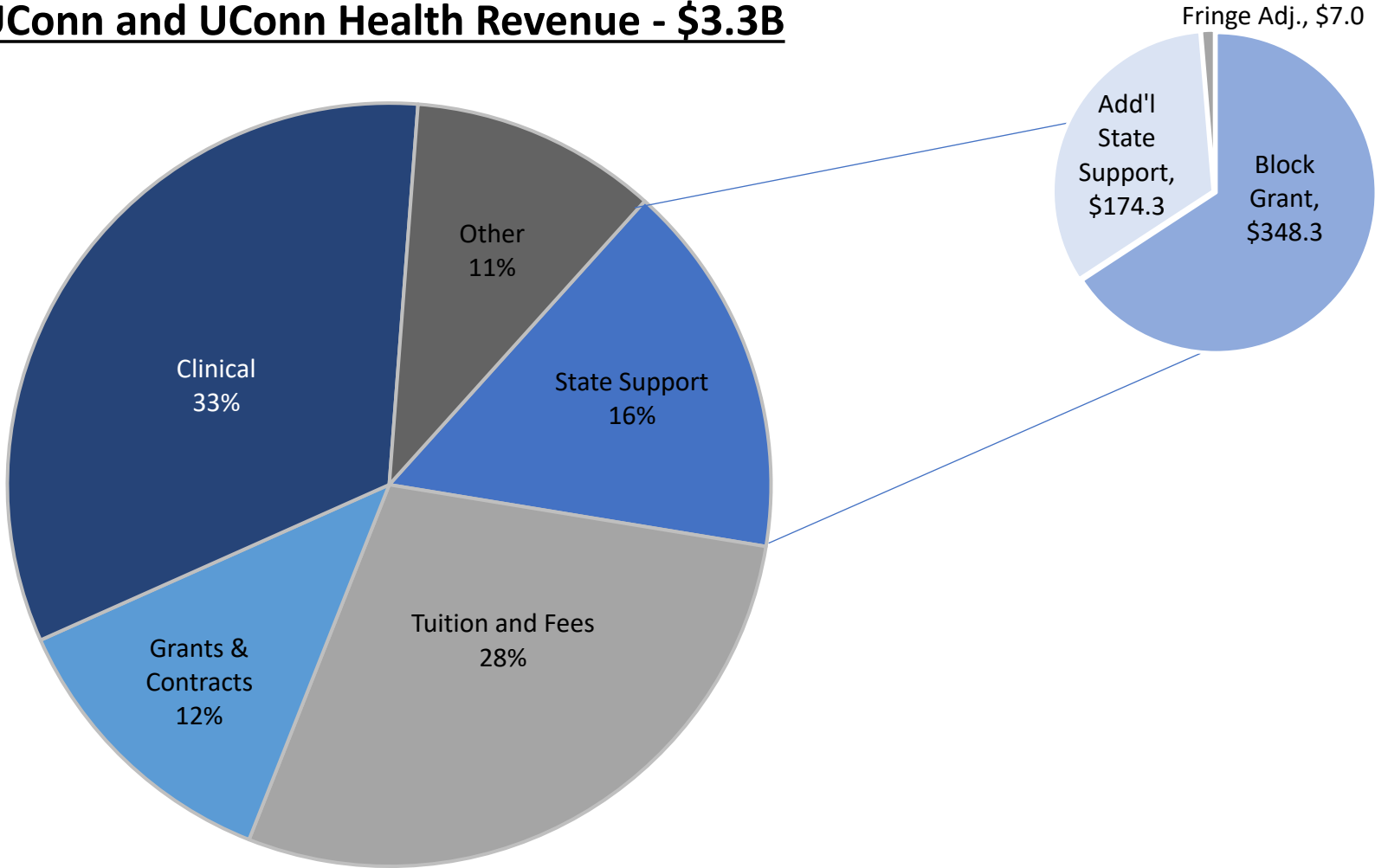


UConn Health  
(33-59)

# FY25 Proposed Operating Budget Consolidated Total

## UConn and UConn Health Revenue - \$3.3B

State Support accounts for 16% of total revenues at UConn and UConn Health combined.



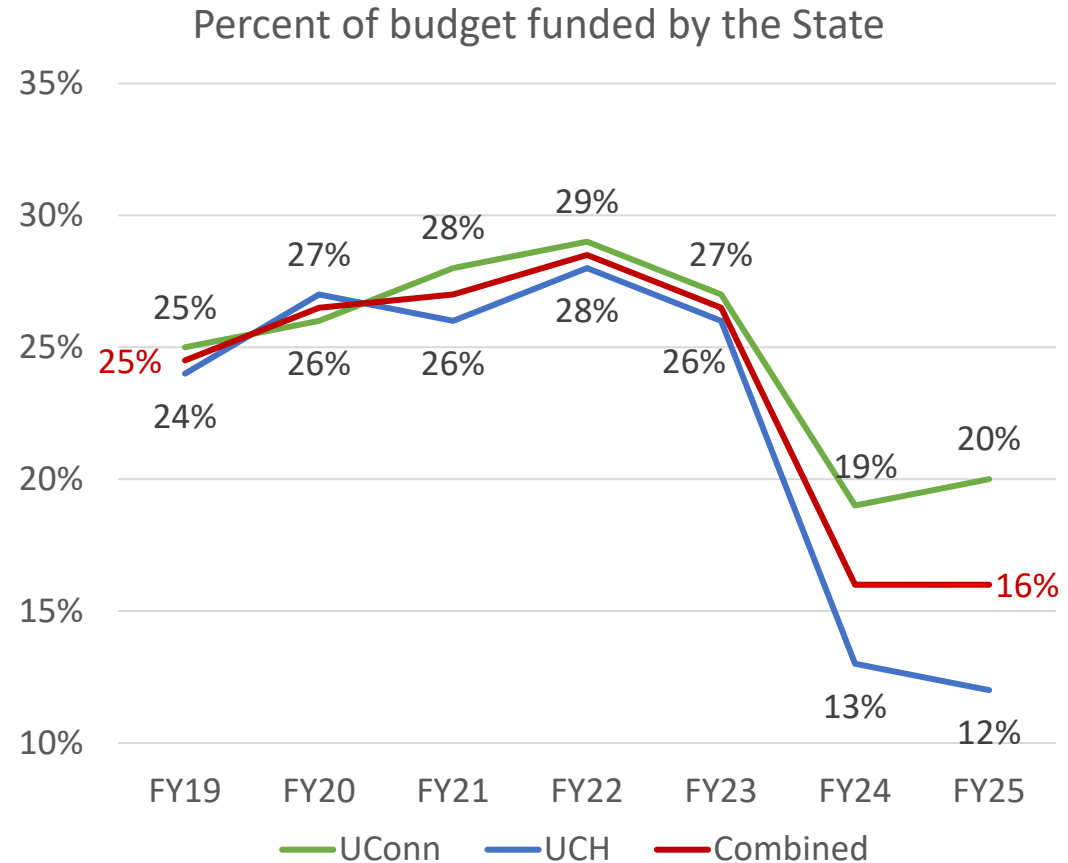
# How Much of UConn's Budget does the State Support?

**16%**

**In FY25, the State is supporting 16% of UConn's total budget**

At UConn and UConn Health, the State supports 20% and 12% of their total budgets, respectively

**20% of UConn's budget**  
**12% of UConn Health's budget**



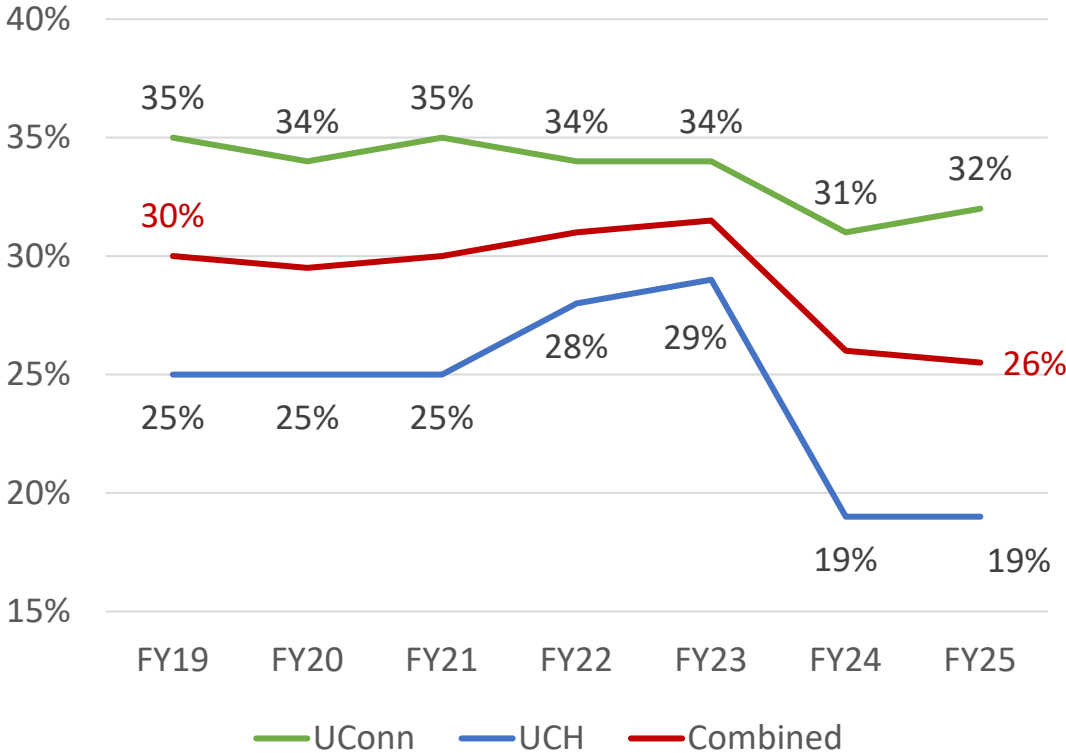
# State Funds are Used to Support Salaries

State support is only used for salaries and covers:

**26%** of total employee salaries

**32% of salaries at UConn**  
**19% of salaries at UCH**

Percentage of employee salaries funded by the State over time



# Higher Education Financial Sustainability Advisory Board (PA 24-81 Sec. 107)

**Purpose: to discuss barriers to meeting state workforce needs, developing economic growth, and achieving or maintaining affordable tuition. Disaggregated information required include:**

## Seven Year P&L

Including the current fiscal year, subsequent fiscal year, and five preceding fiscal years

## Net position

A summary and general ledger account code analysis of the institution's unrestricted net position

## Student Enrollment

The number of full- and part-time enrolled students by in-state and out-of-state

## Cost Drivers

A summary of the institution's cost drivers

## Filled and Vacant Positions

The number of vacant and filled employment positions disaggregated by bargaining unit

## Deficit Mitigation Plan

A detailed plan that eliminates a deficiency if the current or subsequent year's financial report projects

The first meeting will be held by [September 1, 2024](#); and meet at least quarterly thereafter



# Storrs & Regional Campuses

STUDENTS FIRST, EXCELLENCE ALWAYS, HUSKIES FOREVER

# FY24 Forecast

Through one-time salary savings and generous state support, UConn is forecasting a balanced budget for FY24.

- During FY24, the University recognized favorable tuition/fee revenues and significant energy savings.
- These gains offset additional spending in salaries/benefits, travel, and other transfers to capital projects.

UConn Storrs & Regional Campuses	FY24 Forecast	FY24 Revised Budget	Variance	Variance %
State Block Grant	216.2	216.2	-	0.0%
Additional State Support	82.2	82.2	-	0.0%
Adjustments	1.5	-	1.5	-
<b>Total State Support</b>	<b>\$ 299.9</b>	<b>\$ 298.4</b>	<b>\$ 1.5</b>	<b>0.5%</b>
Tuition - Undergraduate	483.0	472.0	11.0	2.3%
Tuition - Graduate	40.9	43.0	(2.1)	-4.9%
Course/Mandatory Fees	166.1	162.1	4.0	2.5%
Grants & Contracts - Financial Aid	78.8	78.8	-	0.0%
Grants & Contracts - Other	206.7	206.7	-	0.0%
Auxiliary Revenue	233.4	231.2	2.2	1.0%
Other Revenues	82.8	80.8	2.0	2.5%
<b>Total Revenues</b>	<b>\$ 1,591.6</b>	<b>\$ 1,573.1</b>	<b>\$ 18.6</b>	
Salary/Benefits	\$ 858.7	\$ 850.4	8.3	1.0%
Financial Aid - Tuition Funded	181.2	181.2	-	0.0%
Financial Aid - Other	101.9	101.9	-	0.0%
Energy	23.3	30.2	(6.9)	-22.9%
Equipment	26.7	24.7	2.0	8.0%
Capital Projects/Debt Payments	94.1	83.9	10.2	12.2%
Other Expenses	305.6	300.7	4.9	1.6%
<b>Total Expense</b>	<b>\$ 1,591.6</b>	<b>\$ 1,573.0</b>	<b>\$ 18.5</b>	
<b>Net Income/(Loss)</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>	<b>\$ -</b>	



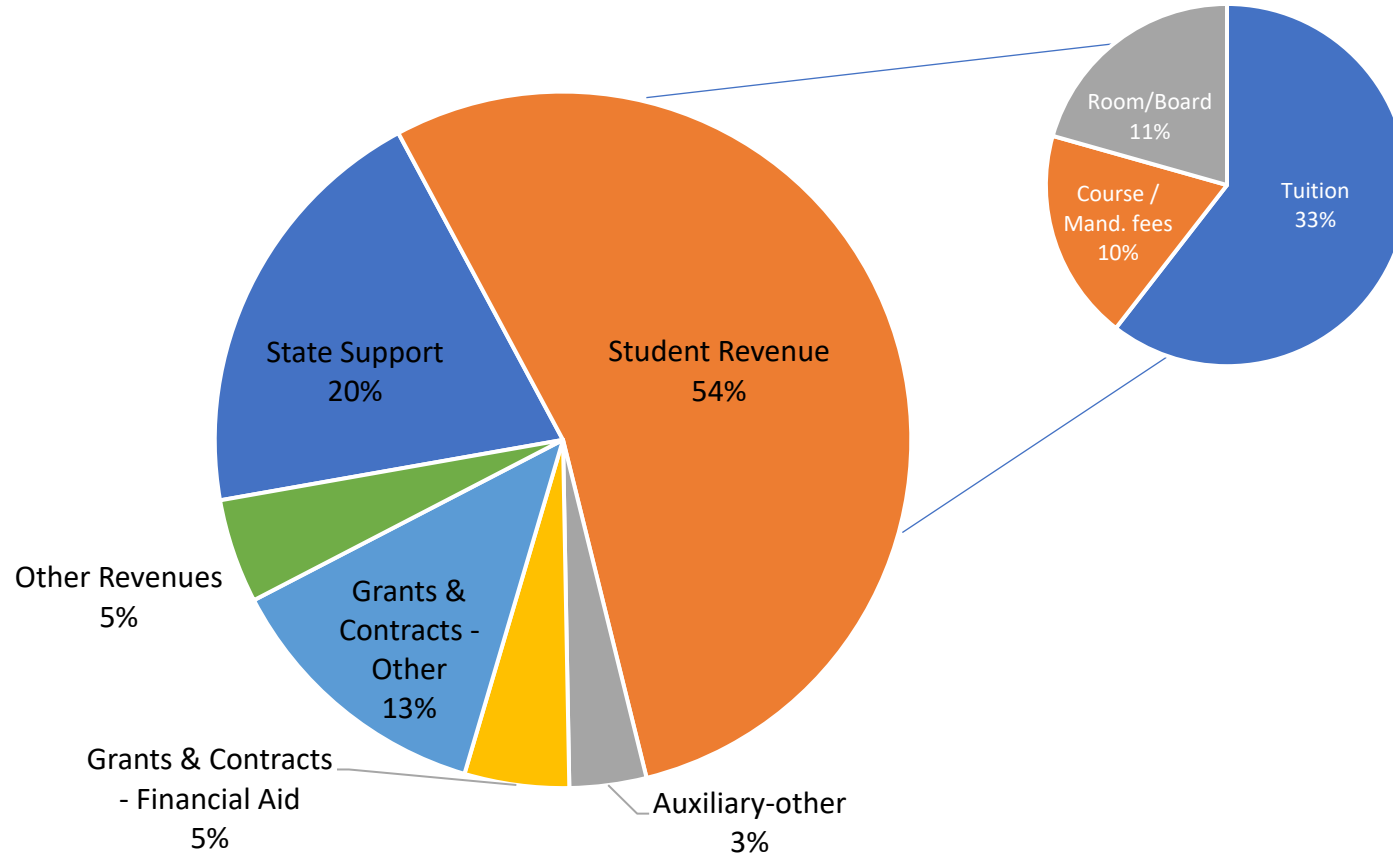
# FY25 Proposed Spending Plan

- UConn will be utilizing prior year funds, reducing expenses, and expecting additional ARPA funds to balance the FY25 budget.

UConn Storrs & Regional Campuses	FY25 Budget	Primary FIP	Secondary Mid Year FIP	FY25 Final Budget	FY24 Forecast	Variance	% Variance
State Block Grant	227.4			227.4	216.2	11.3	5.2%
Additional State Support	88.8		10.0	98.8	82.2	16.6	20.2%
Adjustments (WC/FB reimb)	\$ 1.9			1.9	\$ 1.5	0.4	23.3%
<b>Total State Support</b>	<b>\$ 318.1</b>	<b>\$ -</b>	<b>\$ 10.0</b>	<b>\$ 328.1</b>	<b>\$ 299.9</b>	<b>\$ 28.2</b>	<b>9.4%</b>
Tuition	559.2			559.2	523.9	35.3	6.7%
Course/Mandatory Fees	167.8			167.8	166.1	1.7	1.0%
Grants & Contracts - Financial Aid	80.0			80.0	78.8	1.2	1.5%
Grants & Contracts - Other	211.2			211.2	206.7	4.5	2.2%
Auxiliary Revenue	242.2			242.2	233.4	8.8	3.8%
Other Revenues	82.8			82.8	82.8	0.1	0.1%
<b>Total Revenues</b>	<b>\$ 1,661.3</b>	<b>\$ -</b>	<b>\$ 10.0</b>	<b>\$ 1,671.3</b>	<b>\$ 1,591.6</b>	<b>\$ 79.8</b>	<b>5.0%</b>
Salary/Benefits	\$ 904.3	\$ (4.5)		899.8	\$ 858.7	41.1	4.8%
Financial Aid - Tuition Funded	198.4			198.4	181.2	17.2	9.5%
Financial Aid - Other	108.2			108.2	101.9	6.3	6.2%
Energy	26.2			26.2	23.3	2.9	12.3%
Equipment	37.8			37.8	26.7	11.1	41.5%
Capital Projects/Debt Payments	86.9			86.9	94.1	(7.2)	-7.7%
Purchased Services	194.9			194.9	184.7	10.2	5.5%
Other Expenses	134.3	(3.0)		131.3	120.9	10.4	8.6%
<b>Total Expense</b>	<b>\$ 1,691.1</b>	<b>\$ (7.5)</b>	<b>\$ -</b>	<b>\$ 1,683.6</b>	<b>\$ 1,591.6</b>	<b>\$ 92.0</b>	<b>5.8%</b>
Use of Fund Balance		10.1	2.2	12.3			
<b>Net Income/(Loss)</b>	<b>\$ (29.7)</b>	<b>\$ 17.6</b>	<b>\$ 12.2</b>	<b>\$ 0.0</b>	<b>\$ -</b>	<b>\$ -</b>	
Retirement Costs				\$ 196.8	\$ 213.1	16.2	-100.0%

# FY25 Revenues

## Revenue Budget - \$1,671.3M



- Revenues will increase 5.0% over FY24, mainly driven by additional temporary state support and tuition revenue.
- 54% of total revenue is funded by students and their families through tuition and fees.
- Tuition rate increases and enrollment growth fueled revenues but is partially offset by financial aid needs.

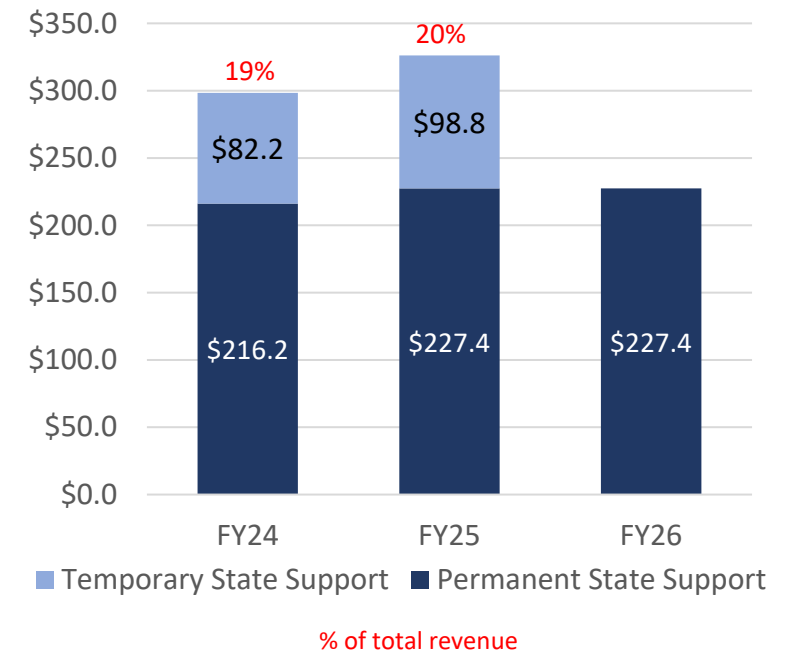
# State Support

The University is grateful for the support provided by the State in FY25. The significant one-time funding in FY25 will require UConn to implement strategic financial improvement plans over the next biennial budget.

State Support (\$M)		
State Support Salary	FY24	FY25
Operating Expenses	\$213.5	\$224.8
Institute for Municipal and Regional Policy	0.6	0.6
Veterinary Diagnostic Laboratory	0.3	0.3
UConn Veterans Program	0.3	0.3
Puerto Rican Studies Initiative	0.2	0.2
Health Services-Regional Campuses	1.4	1.4
<b>Total State Support – Salary</b>	<b>\$216.2</b>	<b>\$227.4</b>
Temporary Operating Support – ARPA	42.2	68.8
Temporary Operating Support - Carry Forward	40.0	20.0
Temporary Operating Support – Mid year ARPA		10.0
<b>Total Additional State Support</b>	<b>\$82.2</b>	<b>\$98.8</b>
Fringe Adjustments (WC,FB reimb.)	1.5	1.9
<b>Total Appropriation</b>	<b>\$299.9</b>	<b>\$328.1</b>

← Temporary funds

State Support (\$M)



\*The State is covering all pension/retirement fringe costs, so those costs have been removed from the budget on both the revenue and expense sides.

# Tuition Revenue

Tuition revenue will grow from increases in rate, residency mix, and enrollment and will generate \$559M in FY25.

UConn is in year 5 of its 5-year tuition plan.

Years 5 – 5 of the current tuition plan rates					
2022-23		2023-2024		2024-2025	
Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident
\$15,672	\$38,340	\$16,332	\$39,000	\$17,012	\$39,680

Tuition Revenue*		
FY23 Actual	FY24 Projection	FY25 Budget
\$492.2M	\$523.9	\$559.1

\* Reflects undergraduate and graduate revenue

Undergraduate Enrollment				
Residency	FY24 Actual		FY25 Budget	
	Count	%	Count	%
In-State	17,593	72%	17,219	69%
Out-of-State Domestic	5,107	21%	5,983	24%
International	1,656	7%	1,618	7%
<b>Total</b>	<b>24,356</b>		<b>24,820</b>	

Increasing out-of-state and international enrollment fuels new revenue growth.

Growth is focused on maximizing “net tuition revenue” (which is revenue after financial aid)

# Student Demand by Major (Based on Deposits)

Overall Storrs deposits are up 6.8% vs last year and Stamford deposits are up 57% vs last year.

Top Five Majors									
Storrs		Stamford		Hartford		Waterbury		Avery Point	
Exploratory	8%	Exploratory	38%	Exploratory	36%	Exploratory	34%	Exploratory	33%
Biological Sciences	8%	Psychology	7%	Biological Sciences	9%	Allied Health	10%	Psychology	8%
Psychology	6%	Biological Sciences	7%	Business Undecided	7%	Biological Sciences	7%	Coastal Studies	8%
Nursing	5%	Political Science	4%	Psychology	7%	Business Admin	7%	Biological Sciences	7%
Computer Science	5%	Computer Science	4%	Allied Health	3%	Psychology	6%	Chemistry	3%

Demand has grown significantly in several STEM fields, particularly:

- Biology
- Pharmacy
- Chemical Engineering
- Nursing
- Economics
- Business



# Fee Revenue

Fee revenue growth is related to enrollment growth and modest rate increases.

Fee Revenue		
\$ M	FY24 Projection	FY25 Budget
Course Fees	\$43.8	\$42.5
Intercession	28.4	29.1
Mandatory Fees	82.0	84.0
Other Fees	11.9	12.2
<b>Total</b>	<b>\$166.1</b>	<b>\$167.8</b>

**Course Fees \$42.5M**  
Includes programs in the Schools of Business, Education, Nursing, Social Work, Engineering, and Law.

**Intercession \$29.1M**  
Includes courses offered during the summer, winter and continuing education revenue.

**Mandatory Fees \$84.0M**  
Includes fees for General University, Infrastructure Maintenance, Tech, and Student Health  
  
The growth reflects increased rate and enrollment growth.

**Other Fees \$12.2M**  
This includes fees such as Application, VISA compliance, late, online course, and enrollment fees.

# Auxiliary Enterprise Revenue

Auxiliary revenues will increase by nearly \$9 million in FY25, driven primarily by revenue generated from the new South Campus residence hall.

Auxiliary Revenue		
\$ M	FY24 Projection	FY25 Budget
Housing	\$105.9	\$114.8
Dining	66.8	68.7
Dining Services/Retail	5.4	5.5
Athletics	35.7	34.7
Parking and Transit	12.0	12.0
Other	7.5	6.5
<b>Total</b>	<b>\$233.4</b>	<b>\$242.2</b>

## Student Housing \$114.8M

Housing rates will increase by 2.75% in FY25, with an anticipated occupancy rate of 100% of ~13,250 beds

## Athletics \$34.7M

Athletics includes Conference, Ticket Sales, and Sponsorship revenues.

## Meal Plans/Dining Services and Retail \$74.2M

Dining rates will increase by 2.75% in FY25, driving revenue favorably and increasing meal plan purchases.

## Parking and Transit/Other \$18.5M

Includes health services fee for service, self-supporting auxiliary enterprises, student, employee and visitor parking.

# Foundation & Investment/Interest Income

Leveraging the Foundation and income from philanthropy will be an area of focus in the coming years for the University.

Foundation & Investment/Interest Income		
\$ M	FY24 Projection	FY25 Budget
Foundation	\$22.6	\$22.8
Investment Income*	0.6	0.6
STIF Interest Income	12.9	12.0
<b>Total</b>	<b>\$36.1</b>	<b>\$35.4</b>

\*Endowment funds held by UConn

UConn has benefited from short-term investment fund (STIF) rates of nearly 5.5%.

FY25 Foundation assumes use of more endowed funds.

UConn will continue to work with the Foundation to maximize distributions.

# Other Revenues

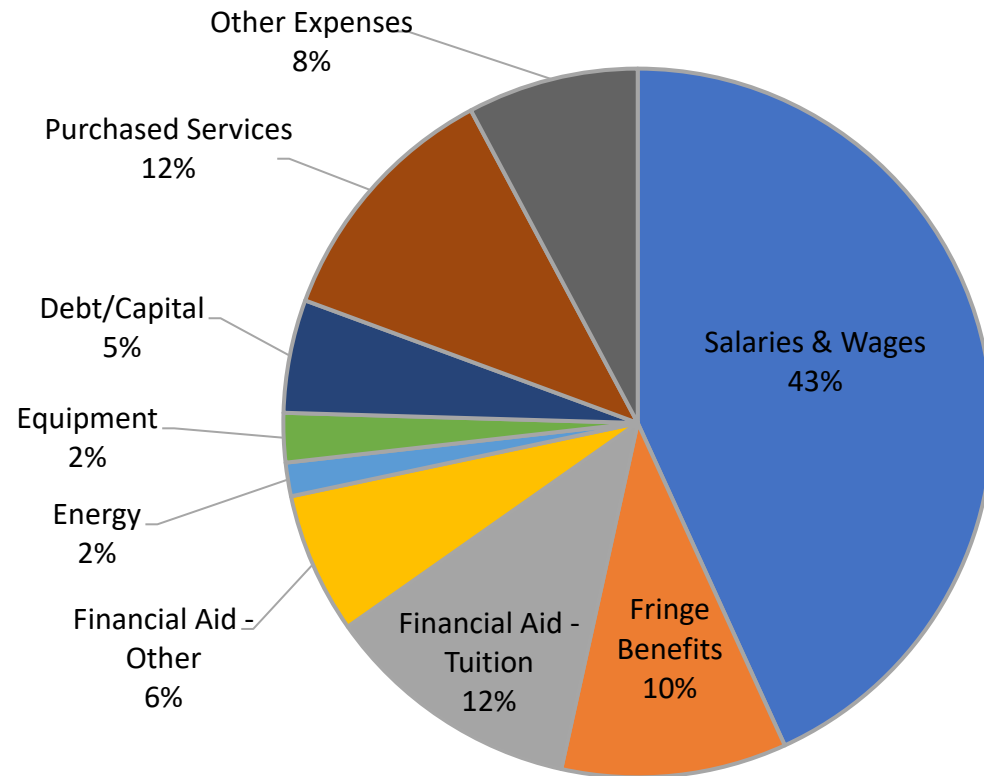
Other revenues are expected to see a slight increase in FY25.

Other Revenues		
\$ M	FY24 Projection	FY25 Budget
Building/Room Rental Income	\$1.5	\$1.5
Renewable Energy Credits	1.9	1.9
Royalties and License Income	1.4	1.4
One UConn Revenues	22.0	23.1
Sales/Services Revenue	15.7	16.4
Other Miscellaneous Revenue	4.2	3.1
<b>Total</b>	<b>\$46.7</b>	<b>\$47.4</b>

One UConn's revenues make up most other revenues. One UConn has been effective in reducing redundancies and achieving cost savings at UConn and UConn Health.

# FY25 Expenses

## Expense Budget - \$1,683.6M



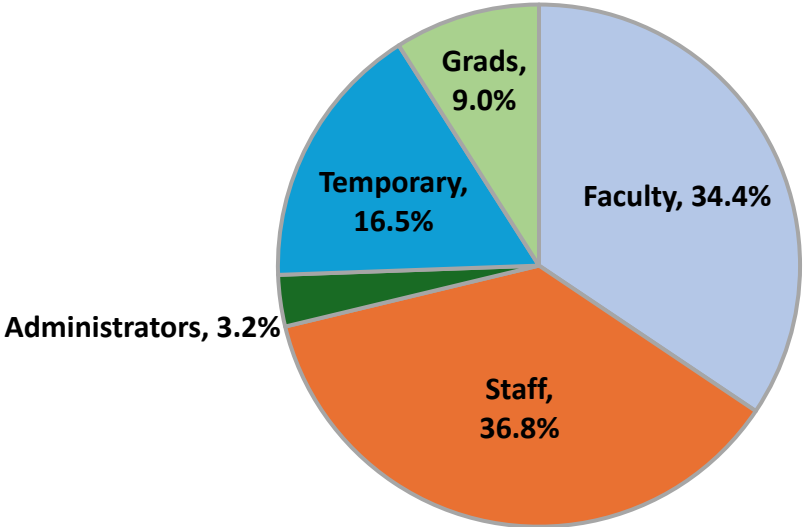
- Expenses will increase 5.8% over FY24 primarily driven by salary and wage increases and financial aid growth.
- 53% of total expense is allocated to personnel costs (salaries & wages + fringe benefits).
- Student financial aid commitment is significant with a 10% increase in tuition funded aid.

# Salaries & Wages

Growth in FY25 is driven by salary and wage increases at 4.5% and faculty hiring.

## Salary Expense Budget - \$727.0M

92% of faculty & staff are covered by collective bargaining agreements



Perm FTE	FY19	FY23	FY24	5 Year Growth
Faculty	1,597	1,623	1,693	6.0%
Staff	3,174	3,228	3,410	7.4%
<b>Total</b>	<b>4,771</b>	<b>4,851</b>	<b>5,103</b>	<b>6.9%</b>

Note: Staff includes 97 top management administrators (IPEDS) which have been decreasing over the last 5 years.

Refills are reviewed and approved strategically.

**Temporary:** includes undergraduate students, adjuncts, overtime, and other professional temporary support

# Energy/Equipment

The FY25 energy budget of \$26.2M assumes an increase in electric price and increased consumption.

\$M	FY23 Actual	FY24 Forecast	FY25 Budget	1-yr increase
Energy	\$27.6	\$23.3	\$26.2	12.3%

The FY25 equipment budget of \$37.8M assumes slight inflation in cost and additional research spend. \$10M of equipment was shifted to bond funds in FY24.

Equipment (\$M)	FY25 Budget
Long term software	\$2.9
General equipment over \$5K	\$14.6
Research equipment	\$8.3
Computers/equipment under \$5K	\$7.3
Other (library, artwork, design)	\$0.6

# Other Expenses - Purchased Services

The FY25 budget of \$194.9M assumes 2% inflationary growth on contracts plus increased operating expenses for new buildings.

### Facilities - \$43.1M

Includes janitorial services, waste management, landscaping and other facilities contracts, etc.

### Dining - \$25.8M

Includes salary and fringe costs for contracted staff.

### Research - \$38.6M

Includes sub-agreements as well as consulting services and lab and facility costs.

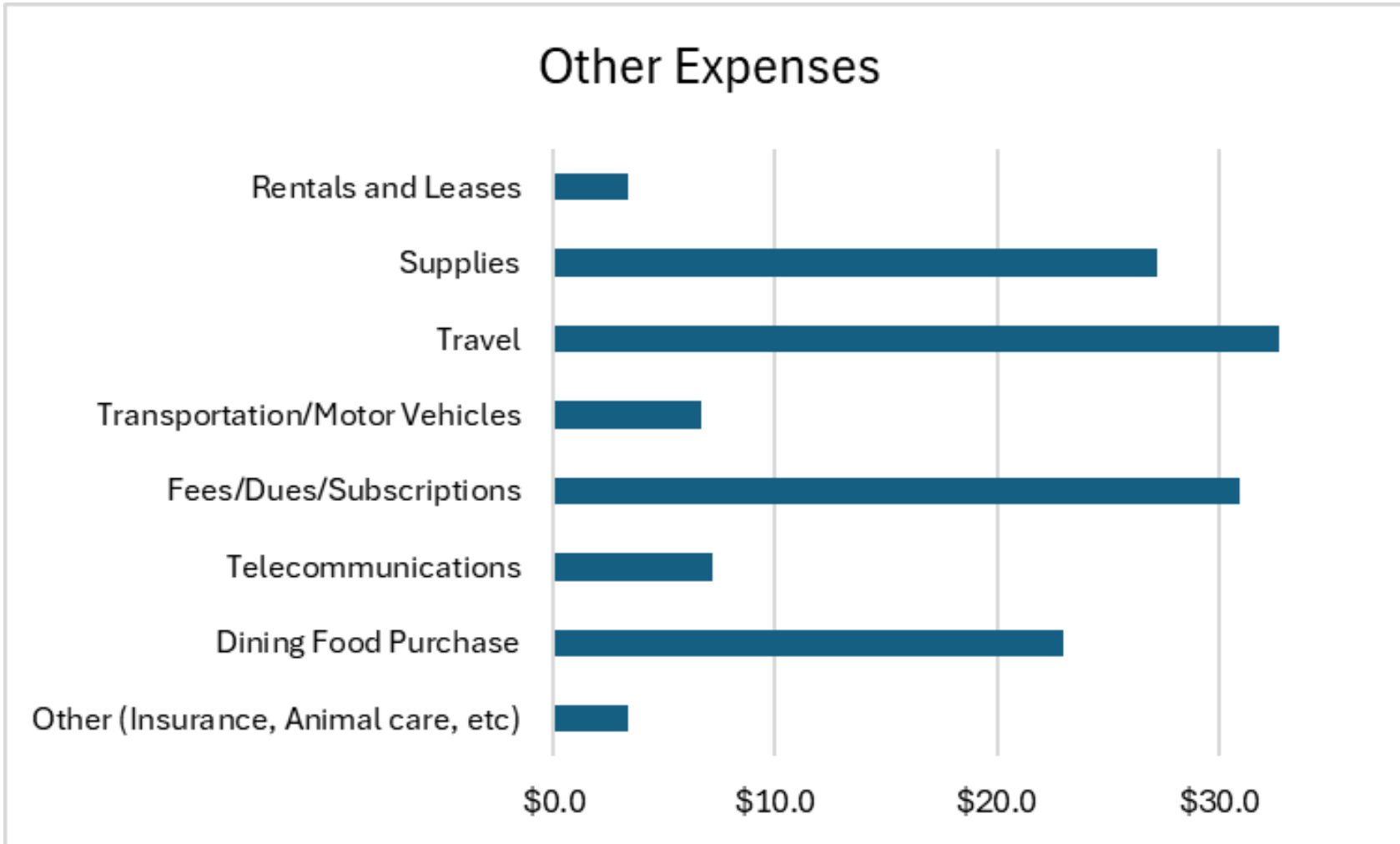
### Other - \$87.4M

Includes Education Abroad, ITS contracts, Foundation support, Athletics payments to CRDA, and game operations.



# Other Expenses

The remaining operating expenses of \$131.3M include various activities among the academic and administrative units.



# Financial Aid Expense

UConn is committed to providing financial aid to ensure student quality and diversity, reflecting a 10% increase in University Supported funds in the FY25 budget.

Financial Aid		
\$ M	FY24 Forecast	FY25 Budget
<b>Total Tuition Funded*</b>	\$181.3	\$198.4
Department revenue	10.8	12.3
State (incl Roberta Willis Scholarship)	5.4	5.1
Federal	65.4	69.7
Other- private/Foundation**	20.2	21.1
<b>Total</b>	<b>\$283.1</b>	<b>\$306.6</b>

\*Tuition Funded includes undergraduate and graduate aid funded by tuition.

\*\* Other funding comes from private sources such as the Foundation and Endowments.

FY25 UConn funded set-aside for need-based aid as a % of tuition revenues is 16.5% (15% requirement). Merit aid is discretionary to the University.

80% of students receive some form of financial aid

# Debt / Capital

The Debt / Capital category (\$86.9M) includes debt service payments for revenue bonds and funds transferred to capital accounts for projects.

Item (\$M)	FY25 Budget	Notes
Debt Payments	\$27.2	Recreation center, stadia, utility, cogen, & housing debt payments
Lease entries (Accounting adjust. GASB 87,etc)	\$15.5	Recent change to be classified as finance leases. Shift to capital funds.
Repair & renovation projects	\$29.2	Facilities and departmental projects (i.e. classrooms, roofs, elevators, boilers, chilled water, sewer, life safety, environmental remediation)
Housing plan re-investment (South Dorm)	\$15.0	Housing/Dining gain

# Future Year Operating Budget Strategy

The new strategic plan will guide the university in developing a flexible five- to ten-year roadmap to financial sustainability.

- Strategically utilize the existing balances held at the University and Foundation as a bridge until new revenues and cost savings are realized, ensuring the financial stability of the university.
  
- Strategic planning discussion to start in July
  - Biennial state request for FY26-FY27
  - Enrollment plan
  - Tuition & fee rate plan

# Vote - FY25 Spending Plan Resolution (Operating)

## **RECOMMENDATION:**

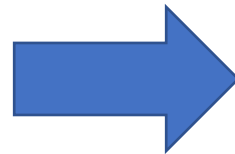
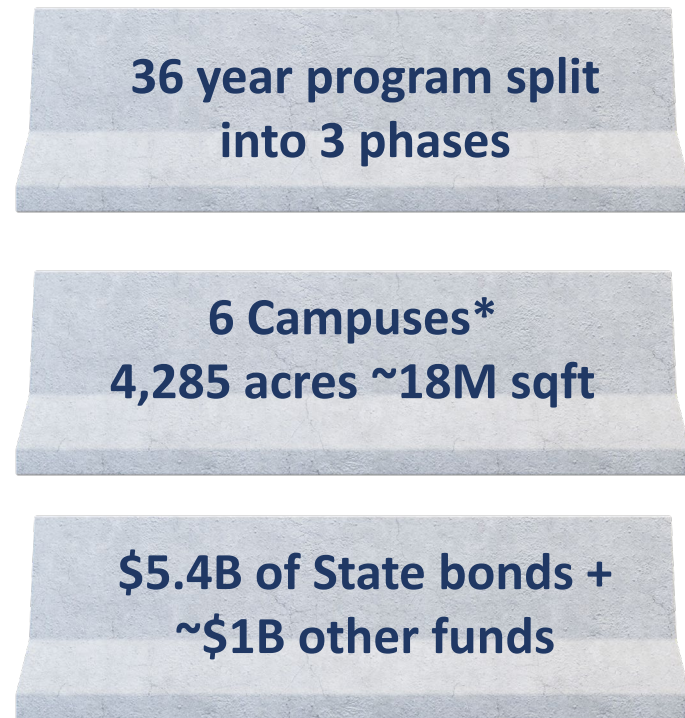
- That the Board of Trustees approve the Spending Plan for Fiscal Year 2025 of \$1,683.6 million for the University of Connecticut, Storrs and Regional Campuses.

## **RESOLUTION:**

- “Be it resolved that the Board of Trustees approve the Fiscal Year 2025 Spending Plan of \$1,683.6 million for the University of Connecticut, Storrs and Regional Campuses.”

# UCONN 2000 Capital Program

The program was enacted to attract and retain CT's high-achieving students through a dramatic transformation and modernization of the University physical plant.



Over \$5.0B in capital expenditures since FY96 from all fund sources.

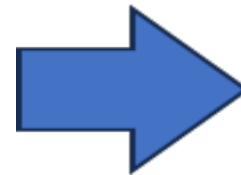
Capital Expenditures (\$M)	
\$3,870.5	State-supported UCONN 2000 GO Bonds
259.6	Other State-supported bonds (i.e. Tech Park, Waterbury)
346.6	UConn-supported Special Obligation bonds
565.4	Non-State funds (i.e. UConn operating funds, gifts)
<b>\$5,042.1M Total Expenditures (as of 3/31/24)</b>	

\*Storrs, Avery Point, Farmington, Hartford, Stamford, Waterbury

# UCONN 2000 Extension

Extension of the UCONN 2000 program **includes an additional \$625M in funding over 7 years** for Storrs and the Regional Campuses.

New Projects (\$M)	New Bonds
Life Sciences Building (aka Science 2)	\$269.5
Torrey Demo	25.0
Gant-Code Repairs & Renovations	100.0
Deferred Maintenance	50.0
Return Hydrogen Hub Funds	12.0
Gampel Renovations	100.0
Field House Renovation (Title IX + DM)	60.0
Coventry Boathouse (Title IX)	0.8
Freitas Renovation (Title IX)	7.0
Tennis Facility (Title IX)	0.7
<b>New Project Total</b>	<b>\$625.0</b>



UCONN 2000 (\$M)	Prior Total	Change	New Total
FY25	44.0	78.0	122.0
FY26	14.0	110.0	124.0
FY27	9.0	107.0	116.0
FY28		103.5	103.5
FY29		101.5	101.5
FY30		100.0	100.0
FY31		25.0	25.0
<b>Total</b>	<b>\$67.0</b>	<b>\$625.0</b>	<b>\$692.0</b>

# Fundraising

- Fundraising goal of \$100M to be raised over 8 years (by FY32)
  - \$40M for operational expenses inclusive of \$10M endowed
  - \$60M for construction expenses
- Reporting of progress towards cumulative milestone targets
  - Annual bond authorization approval to be reduced proportionally if targets not met

Milestone Fundraising Targets (\$M)	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	\$20.0	\$31.5	\$43.0	\$54.5	\$66.0	\$77.5	\$89.0	\$100.0

UCONN 2000 Bond Funded Projects by Statutory Named Lines	Total	By Program	
		Deferred Maint.	Other Improvements
<b>Academic and Research Facilities</b>	<b>\$15.0</b>		
Gant-Code Repairs & Renovations	15.0	15.0	
<b>Deferred Maintenance</b>	<b>102.0</b>		
Coventry Boathouse	0.6		0.6
Freitas Renovations	2.0		2.0
Gampel Renovations	19.0		19.0
Housing Repairs & Improvements	8.0	8.0	
Infrastructure & Building Repairs	3.5	3.5	
NW Quad: Electrical Infrastructure Upgrades	18.0	18.0	
Field House Renovation	28.2	28.2	
IPB Office & Lab Renovation for C2E2	13.6	5.0	8.6
Tennis Facility Improvements	0.7		0.7
Contingency	8.4	8.4	
<b>Equipment</b>	<b>5.0</b>		
Information Technology	5.0	5.0	
<b>Total UCONN 2000 Bond Funded Projects</b>	<b>\$122.0</b>	<b>\$91.1</b>	<b>\$30.9</b>
<b>Other Funded Projects (University, Gifts, SO/GO Bonds)</b>			
Equipment (State GO Bonds)	10.0	5.0	5.0
Gampel Enhancements (State GO Bonds)	10.0	10.0	
Facilities Repairs & Improvements (University)	11.5	11.5	
Programmatic Renovations (University)	6.5	3.3	3.3
<b>Total Other Funded Projects</b>	<b>\$38.0</b>	<b>\$29.8</b>	<b>\$8.3</b>
<b>Grand Total FY25 Capital Budget</b>	<b>\$160.0</b>	<b>\$120.9</b>	<b>\$39.1</b>

## FY25 UConn Capital Budget

- FY25 is year 11 of the 17-year NextGenCT initiative.
- 28% of the capital budget will provide funding for active construction projects.



# Vote - FY25 Capital Resolution

## RECOMMENDATION:

- That the Board of Trustees approve a capital budget of \$160,000,000, as detailed in Attachment A, for Fiscal Year 2025 which is comprised of \$122,000,000 of UCONN 2000 State GO bond funds, \$20,000,000 of State GO bond funds, and \$18,000,000 of University funds. The Administration recommends that the Board of Trustees adopt the Resolution below.

## RESOLUTION:

- “Be it resolved that the Board of Trustees approve the Fiscal Year 2025 capital budget of \$160,000,000 for the University of Connecticut Storrs and Regional Campuses.”

## Vote - FY25 Indentures

- 1) Thirty-First Supplemental Indenture Authorizing University of Connecticut General Obligation Bonds in an amount not to exceed \$122,000,000 plus cost of issuance, plus amounts carried forward from the Thirtieth Supplemental Indenture.
- 2) Thirty-Second Supplemental Indenture Authorizing University of Connecticut General Obligation Refunding Bonds secured by the State of Connecticut's Debt Service Commitment from time to time at such expected debt service savings and terms as future market conditions may warrant at the time of the sale.
- 3) Seventh Supplemental Indenture Authorizing University of Connecticut Special Obligation Refunding Bonds from time to time at such terms as future market conditions may warrant at the time of the sale.



**UConn  
HEALTH**

**Fiscal Year 2025 Budget**

# FY24 Year End Forecast

Note: Use of decimals may result in rounding differences.

UConn Health Center	FY24 Forecast	FY24 Budget	Variance	% Variance
State Support Salary	111.6	111.6	0.0	0.0%
Additional State Support	86.5	86.5	0.0	0.0%
State Support Fringe	0.7	5.3	(4.5)	(639.8%)
<b>Total State Support</b>	<b>\$ 198.8</b>	<b>\$ 203.3</b>	<b>\$ (4.5)</b>	<b>(2.3%)</b>
Tuition and Fees	33.8	33.4	0.4	1.3%
Grants & Contracts	121.6	122.5	(0.9)	(0.7%)
Interns/Residents	82.8	82.8	(0.0)	(0.0%)
Net Patient Revenue	944.0	919.8	24.2	2.6%
Other Revenue	203.1	188.4	14.7	7.3%
<b>Total Revenues</b>	<b>\$ 1,584.1</b>	<b>\$ 1,550.2</b>	<b>\$ 34.0</b>	<b>2.1%</b>
Salaries & Wages	600.9	601.8	(0.9)	(0.1%)
Fringe Benefits	154.7	157.0	(2.3)	(1.5%)
Temporary/Contractual Support	158.7	147.5	11.2	7.0%
Drugs/Medical Supplies	306.3	296.7	9.6	3.1%
Resident and Fellow house staff	68.4	68.6	(0.3)	(0.4%)
Utilities	13.5	14.9	(1.3)	(9.9%)
Interest Expense on Debt Service	8.0	8.0	(0.0)	(0.3%)
Purchased Services	134.8	140.8	(6.0)	(4.5%)
Other Expenses	91.8	87.8	4.0	4.3%
Capital Projects/Debt Payments	36.9	27.0	9.9	26.9%
<b>Total Expenses</b>	<b>\$ 1,574.0</b>	<b>\$ 1,550.2</b>	<b>\$ 23.8</b>	<b>1.5%</b>
<b>Net Income/(Loss)</b>	<b>\$ 10.1</b>	<b>\$ .0</b>	<b>\$ 10.1</b>	

# FY25 Proposed Spending Plan

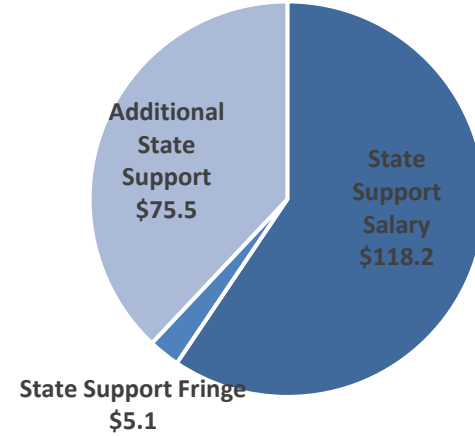
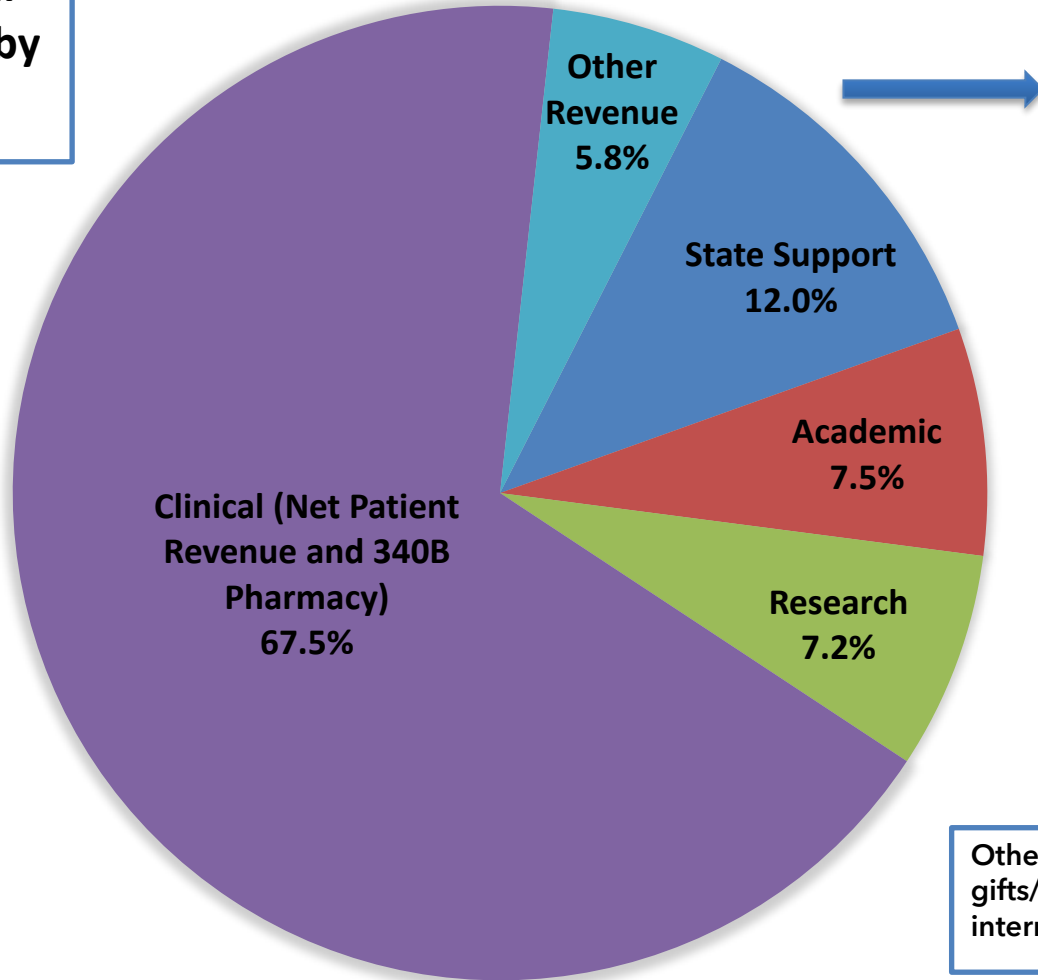
Note: Use of decimals may result in rounding differences.

UConn Health Center	FY25 Budget	Primary FIP	Secondary Mid Year FIP	FY25 Revised Budget	FY24 Forecast	Variance	% Variance
State Support Salary	118.2			118.2	111.6	6.6	5.9%
Additional State Support	65.5		10.0	75.5	86.5	(11.0)	(12.7%)
State Support Fringe	5.1			5.1	0.7	4.4	100.0%
<b>Total State Support</b>	<b>\$ 188.8</b>		<b>\$ 10.0</b>	<b>\$ 198.8</b>	<b>\$ 198.8</b>	<b>\$ (0.0)</b>	<b>(0.0%)</b>
Tuition and Fees	34.2			34.2	33.8	0.4	1.2%
Grants & Contracts	119.2			119.2	121.6	(2.4)	(2.0%)
Interns/Residents	90.2			90.2	82.8	7.4	9.0%
Net Patient Revenue	999.4	4.0		1003.4	944.0	59.3	6.3%
Other Revenue	206.4			206.4	203.1	3.3	1.6%
<b>Total Revenues</b>	<b>\$ 1,638.2</b>	<b>\$ 4.0</b>	<b>\$ 10.0</b>	<b>\$ 1,652.2</b>	<b>\$ 1,584.1</b>	<b>\$ 68.1</b>	<b>4.3%</b>
Salaries & Wages	644.2	(4.2)		640.0	600.9	39.1	6.5%
Fringe Benefits	168.3	(1.3)		166.9	154.7	12.2	7.9%
Temporary/Contractual Support	159.2			159.2	158.7	0.5	0.3%
Drugs/Medical Supplies	332.0			332.0	306.3	25.7	8.4%
Resident and Fellow house staff	77.5			77.5	68.4	9.1	13.3%
Utilities	14.8			14.8	13.5	1.2	9.1%
Interest Expense on Debt Service	8.0			8.0	8.0	0.1	0.8%
Purchased Services	149.9	(4.5)		145.4	134.8	10.5	7.8%
Other Expenses	79.0			79.0	91.8	(12.7)	(13.9%)
Capital Projects/Debt Payments	30.9			30.9	36.9	(6.0)	(16.3%)
<b>Total Expenses</b>	<b>\$ 1,663.8</b>	<b>\$ (10.0)</b>	<b>-</b>	<b>\$ 1,653.8</b>	<b>\$ 1,574.0</b>	<b>\$ 79.8</b>	<b>5.1%</b>
<b>Prior Year Unrestricted Fund Balance</b>	<b>\$ .0</b>		<b>\$ 1.6</b>	<b>\$ 1.6</b>	<b>\$ .0</b>	<b>\$ 1.6</b>	
<b>Net Income/(Loss)</b>	<b>\$ (25.6)</b>	<b>\$ 14.0</b>	<b>\$ 11.6</b>	<b>\$ (.0)</b>	<b>\$ 10.1</b>	<b>\$ (10.1)</b>	
<b>Non-operating pension/retirement costs</b>				<b>\$ 196.6</b>	<b>\$ 211.4</b>	<b>\$ (14.8)</b>	<b>(7.0%)</b>

# FY25 Proposed Spending Plan

Over 67.5% of total revenues is funded by patients

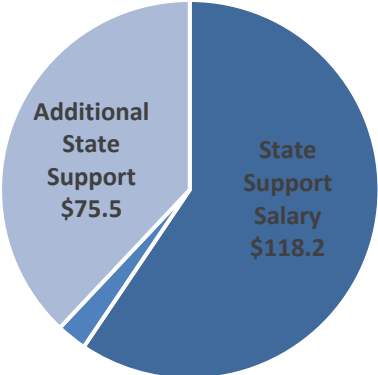
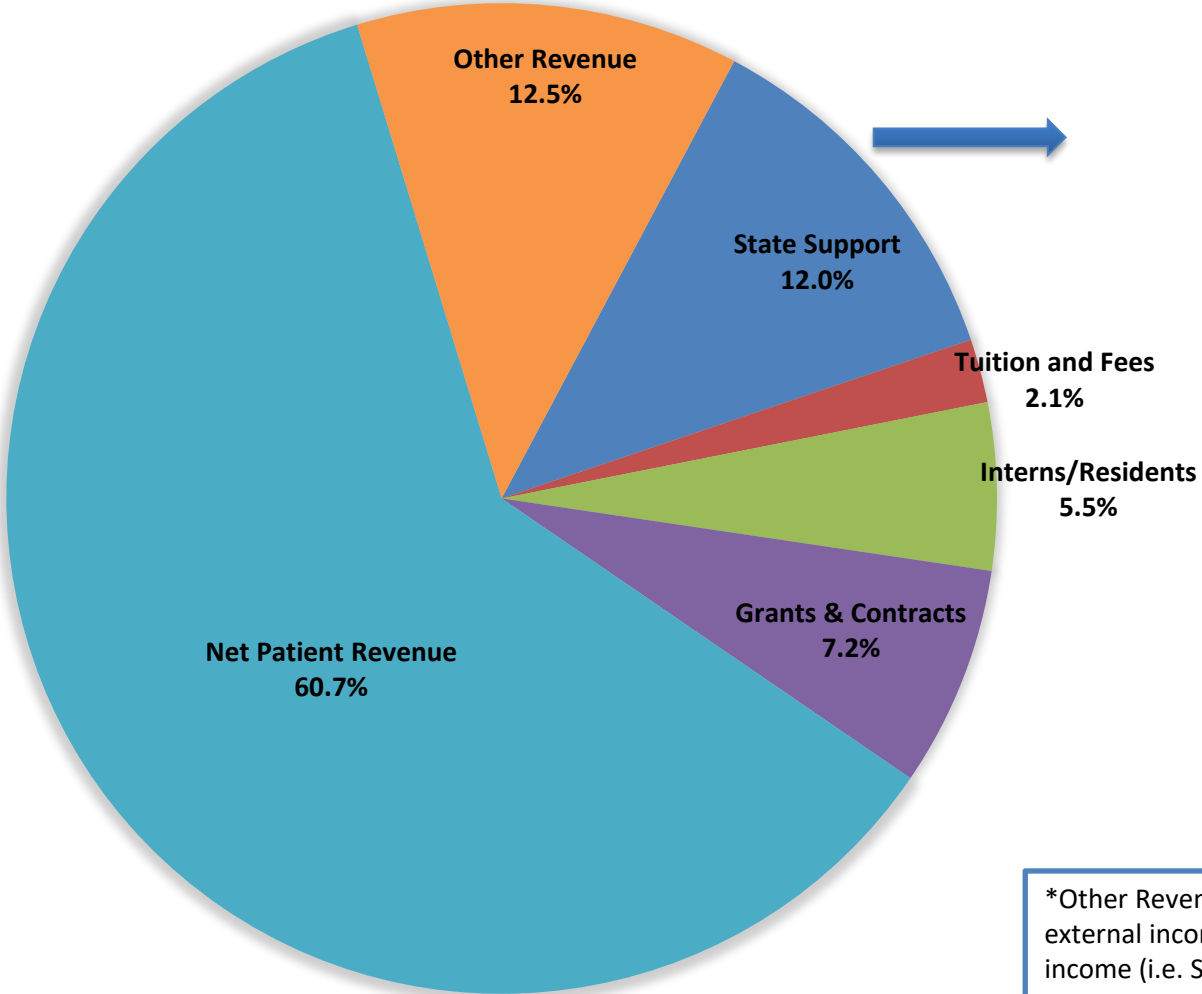
Revenue Budget - \$1,652.2M



Other Revenue includes auxiliary services, gifts/endowments and internal income (offset by internal expense)

# FY25 Proposed Spending Plan

## Revenue Budget - \$1,652.2M



\*Other Revenue includes auxiliary services, contractual external income, gifts/endowments and internal income (i.e. Specialty pharmacy, 340b pharmacy, GME)

# State Support

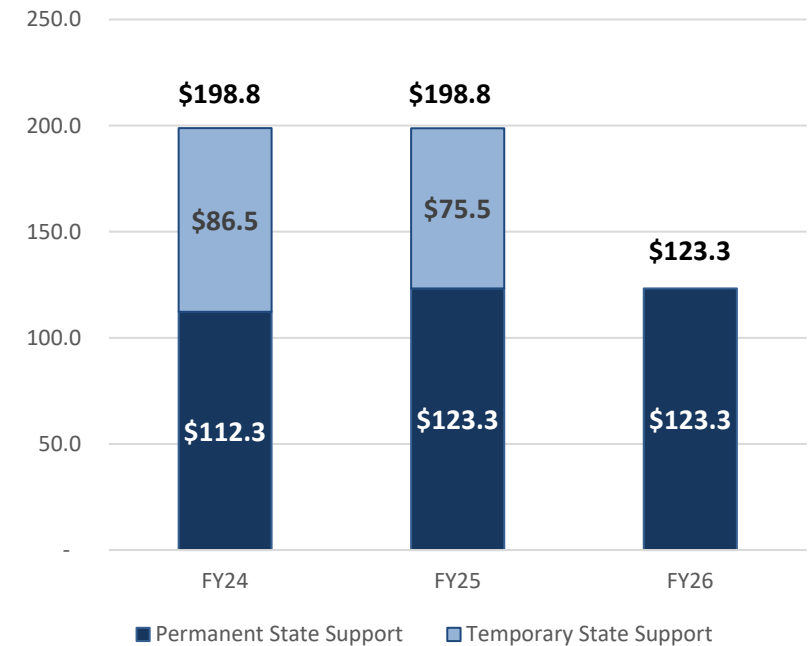
UConn Health is grateful for the generous support provided by the State in FY25. The significant one-time funding in FY25, will require UConn Health to implement Financial Improvement Plans over the next biennial budget.

State Support (\$M)		
State Support Salary	FY24	FY25
Operating Expenses	\$ 111.2	\$ 117.7
AHEC	0.4	\$ 0.4
<b>Total State Support - Salary</b>	<b>\$ 111.6</b>	<b>\$ 118.2</b>
Additional State Support		
Temporary Operating Support - ARPA	\$ 51.5	\$ 48.0
Temporary Operating Support - Carry Forward	35.0	17.5
Temporary Operating Support - Mid year ARPA	-	10.0
<b>Total Additional State Support</b>	<b>\$ 86.5</b>	<b>\$ 75.5</b>
<b>Total Appropriation</b>	<b>\$ 198.1</b>	<b>\$ 193.7</b>
Fringe Benefits*	0.7	5.1
<b>Total State Support</b>	<b>\$ 198.8</b>	<b>\$ 198.8</b>

The State covers all pension/retirement fringe costs, those costs have been removed from the budget on both the revenue and expense sides

Comptroller's Retirement/Pension cost was estimated at \$211.4M in FY24 compared to \$196.6M in FY25

Temporary Funds



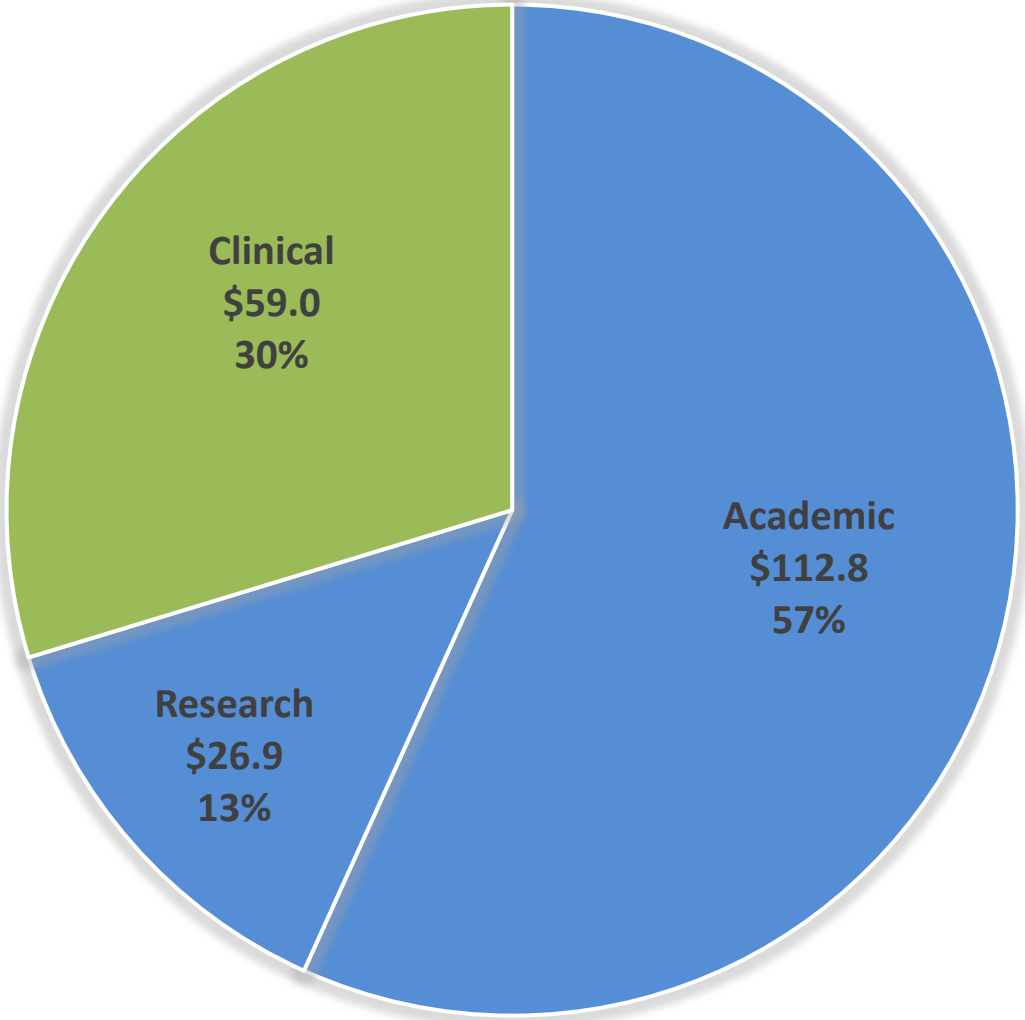
# State Support - Allocation

**70% or \$139.7M of the State Support is used to support the Academic and Research missions**

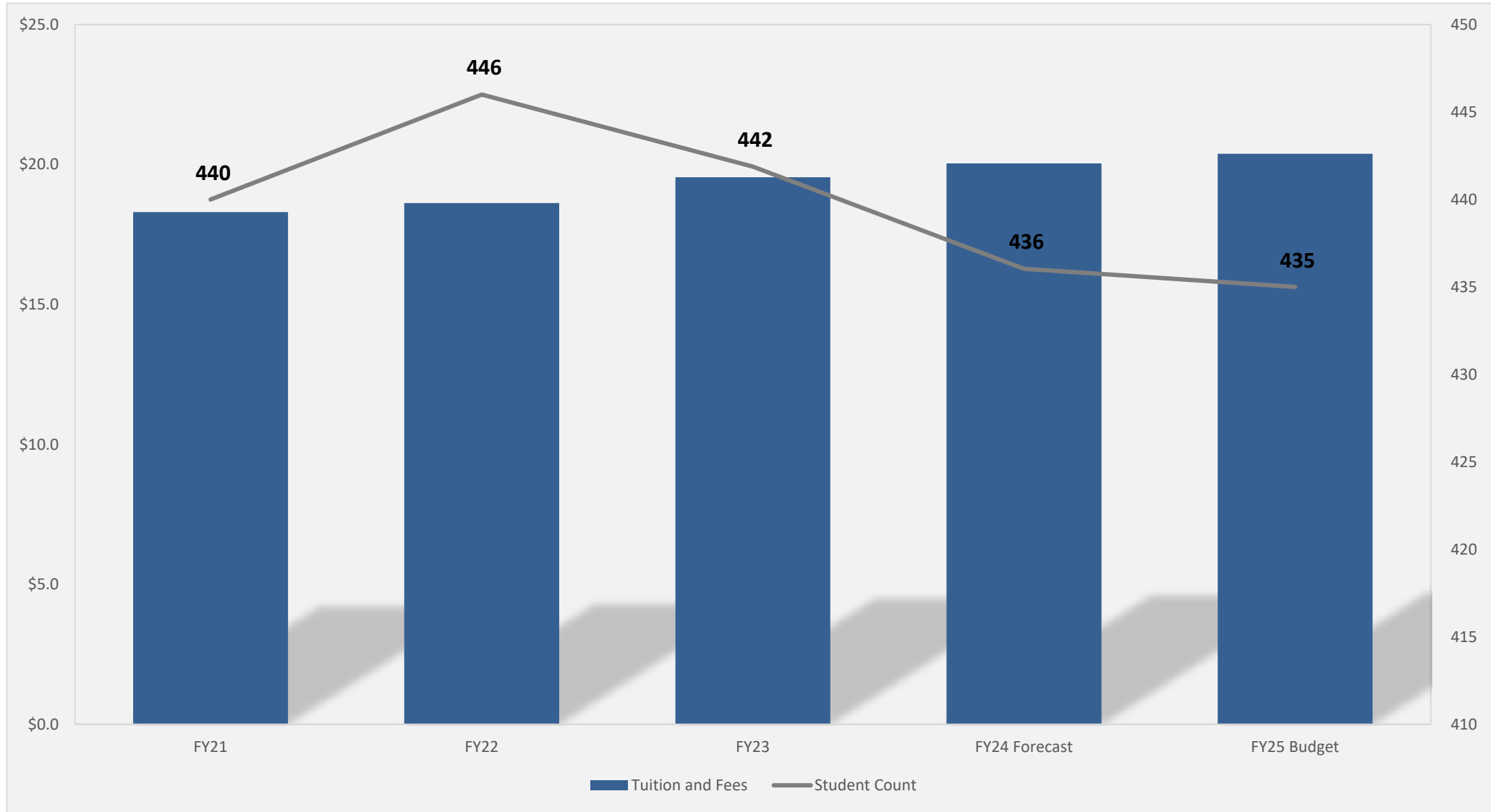
**30% or \$59.0M is allocated to the Clinical operations**

**Academic** = School of Medicine, School of Dental Medicine, and Dental Clinics

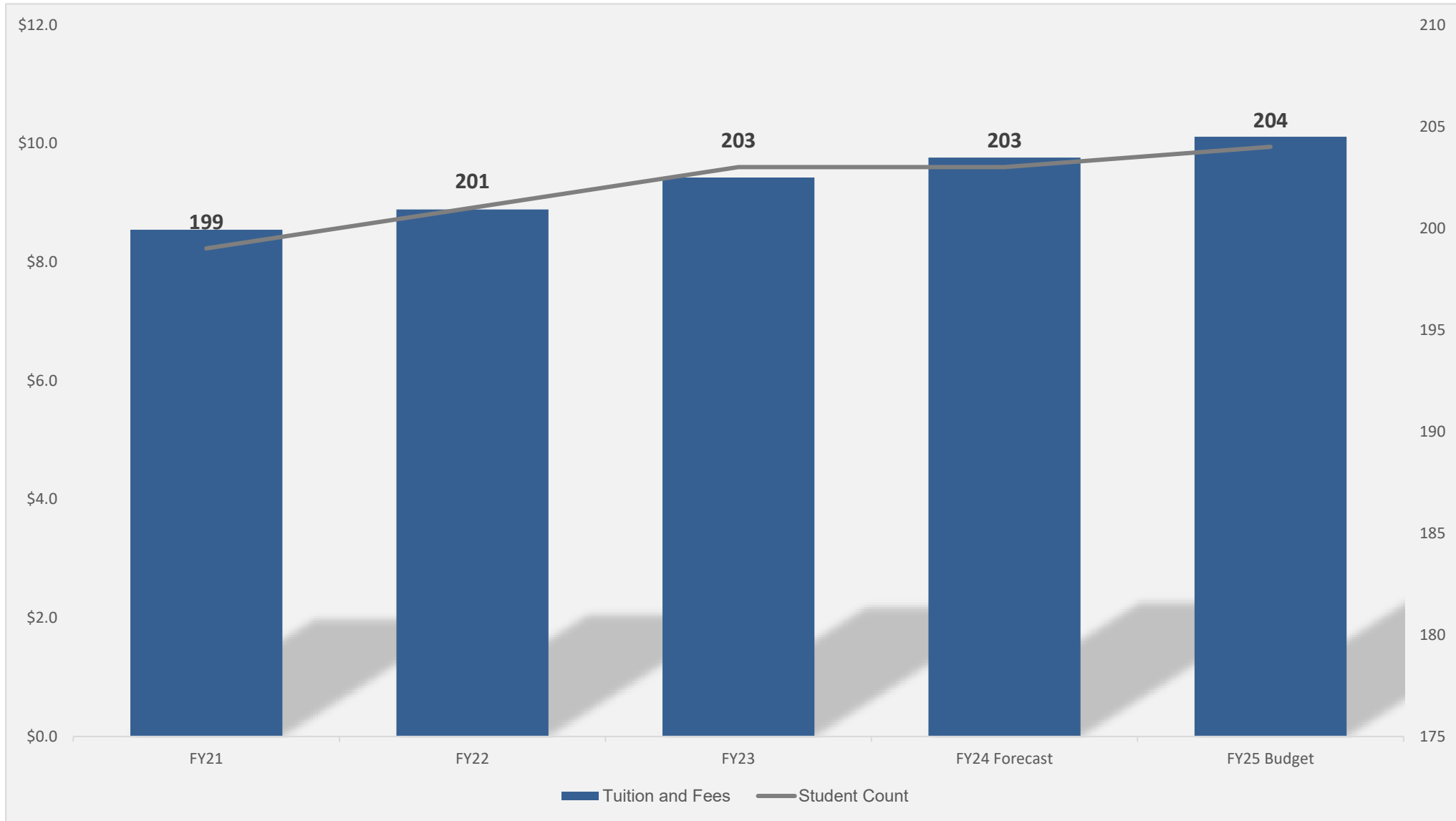
**Clinical** = John Dempsey Hospital, UConn Medical Group, Finance Corp and Institutional support



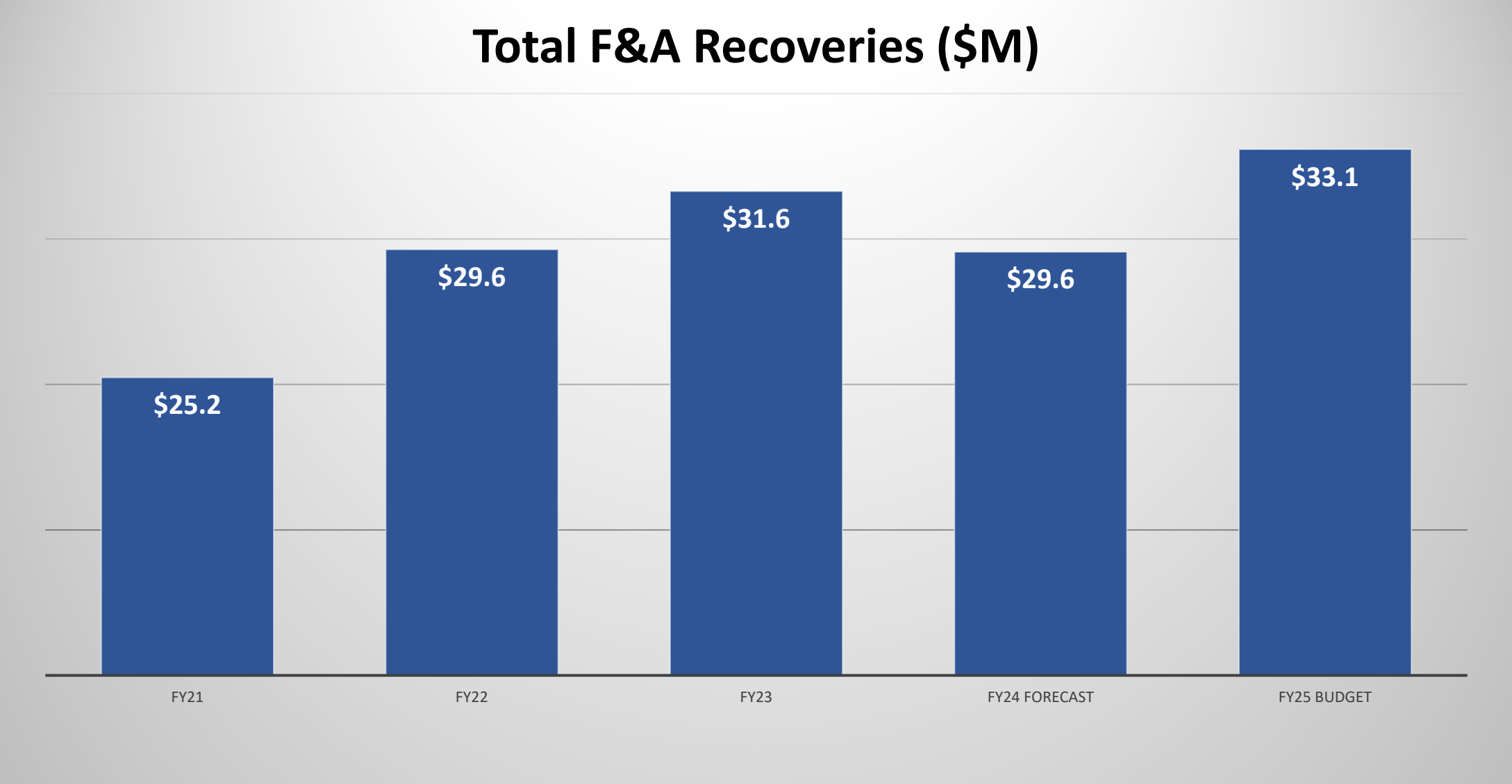
# Tuition and Fees - School of Medicine



# Tuition and Fess - School of Dental Medicine



# Grants and Contracts - Research



# Net Patient Revenue

Net Patient Revenue				
\$ M	FY25 Budget	FY24 Forecast	Variance	% Variance
John Dempsey Hospital	\$ 678.6	\$ 645.2	\$ 33.4	5.2%
UConn Medical Group	154.6	142.4	12.2	8.6%
Dental Clinics	10.5	10.4	0.1	0.6%
Pharmacy	159.6	146.0	13.6	9.3%
<b>Total</b>	<b>\$ 1003.4</b>	<b>\$ 944.0</b>	<b>\$ 59.3</b>	<b>6.3%</b>

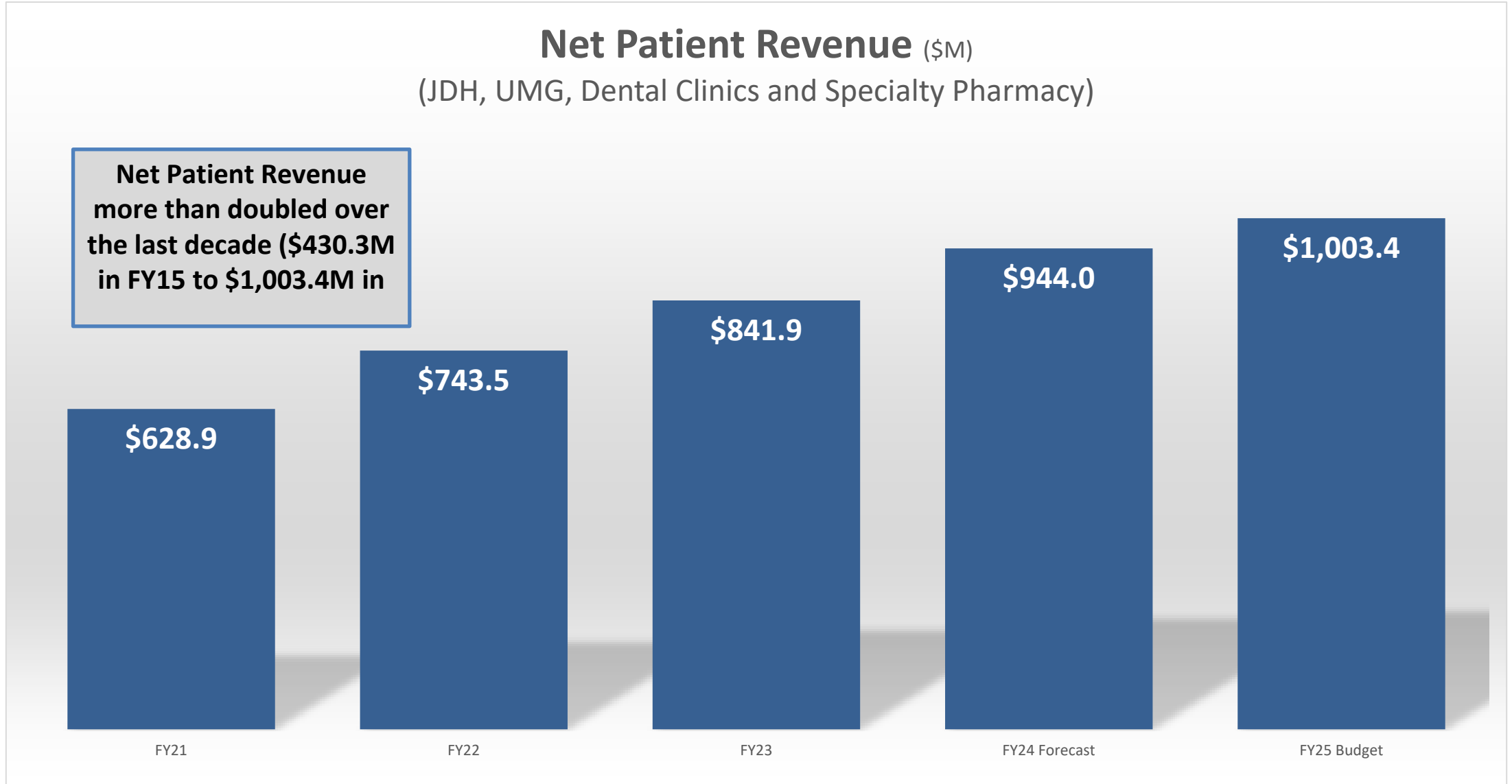
**John Dempsey Hospital (JDH)**  
**\$678.6M**  
 Acute care, University teaching hospital licensed for 234 beds.  
 Inpatient/Outpatient Services and Urgent Care

**UConn Medical Group (UMG)**  
**\$154.6M**  
 Among the largest multi-specialty faculty clinical group practices in the region

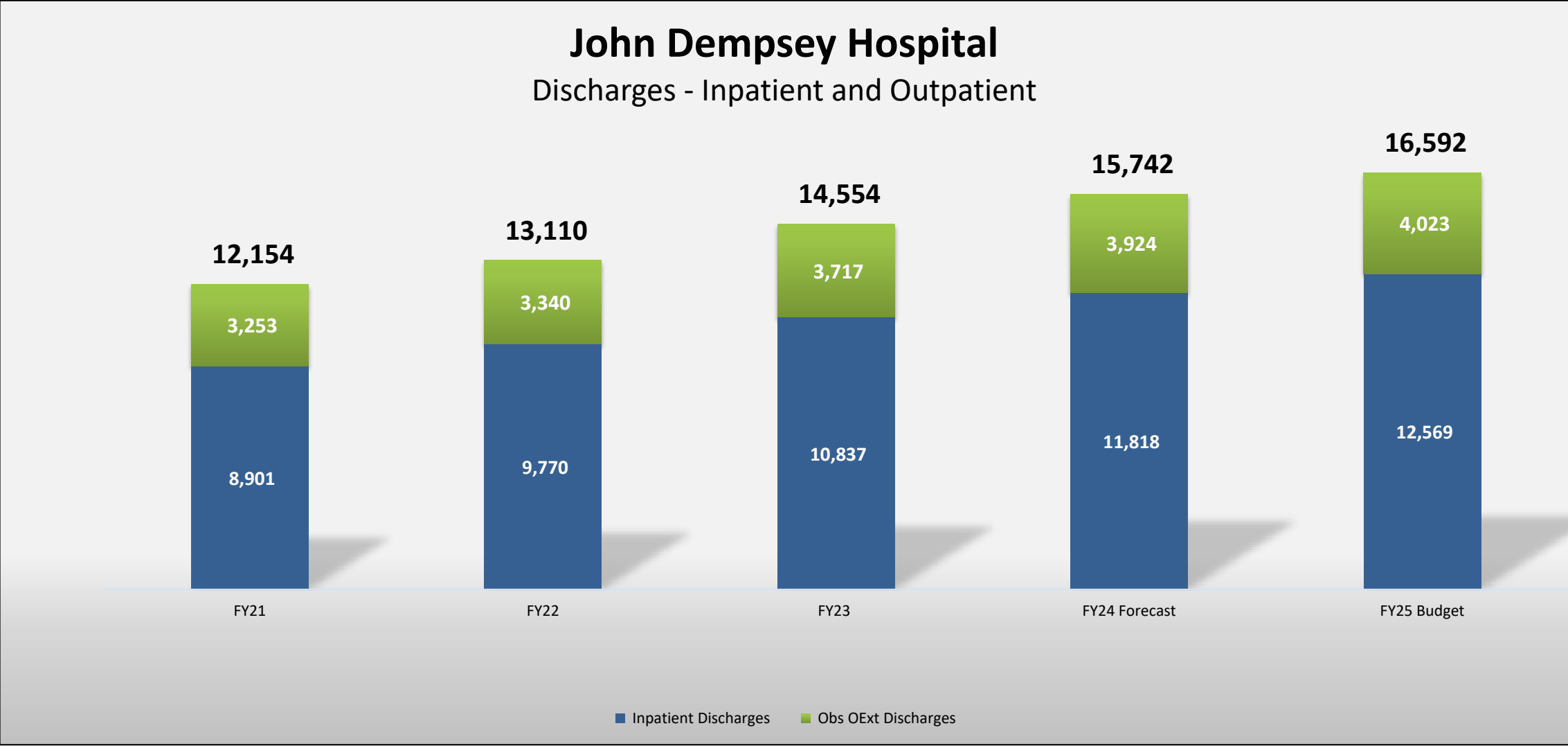
**Dental Clinics (University Dentist and UConn Dental Clinics)**  
**\$10.5M**  
 Faculty and resident dental care practices

**Specialty Pharmacy**  
**\$159.6M**  
 Specialty medication therapy and home infusion program

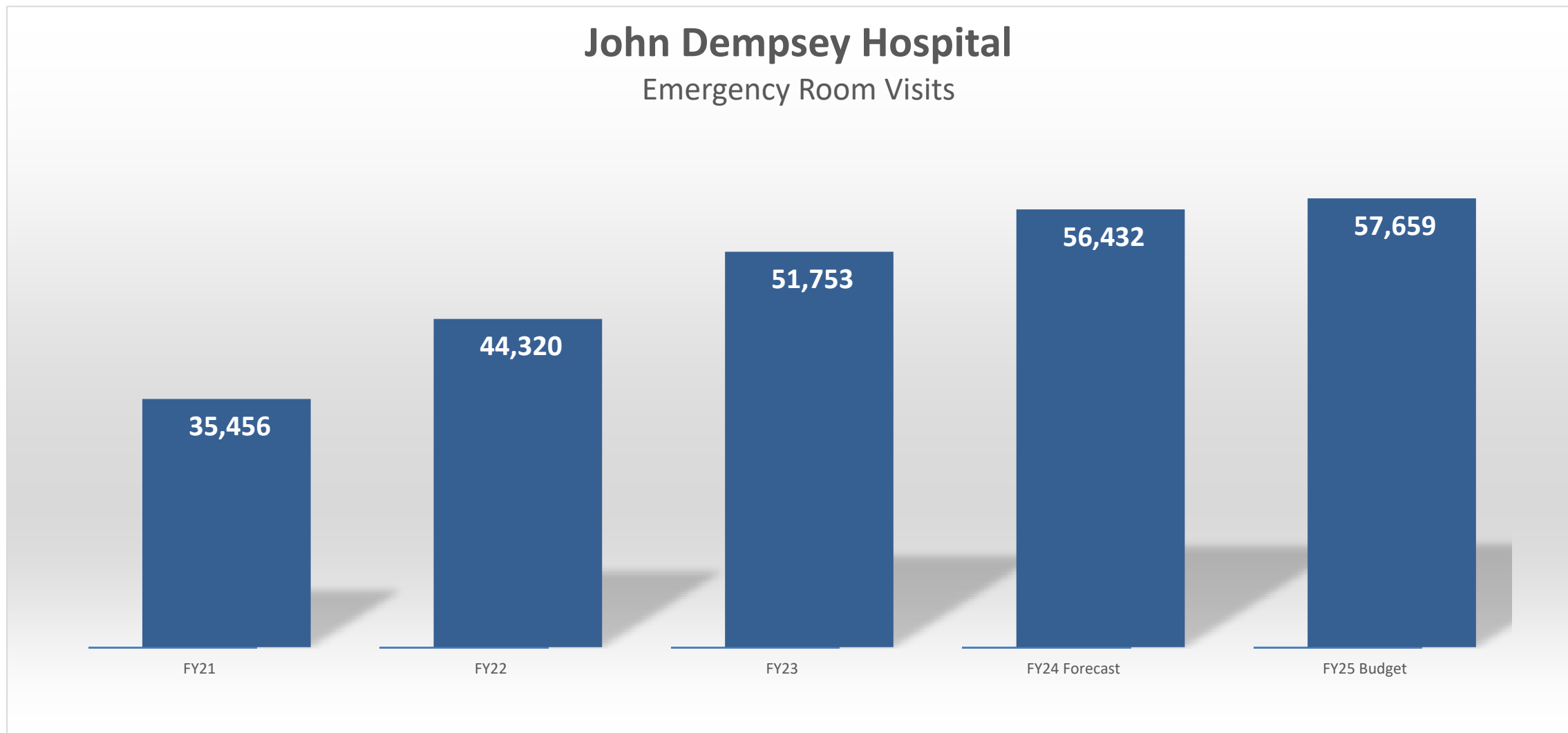
# Clinical



# Clinical

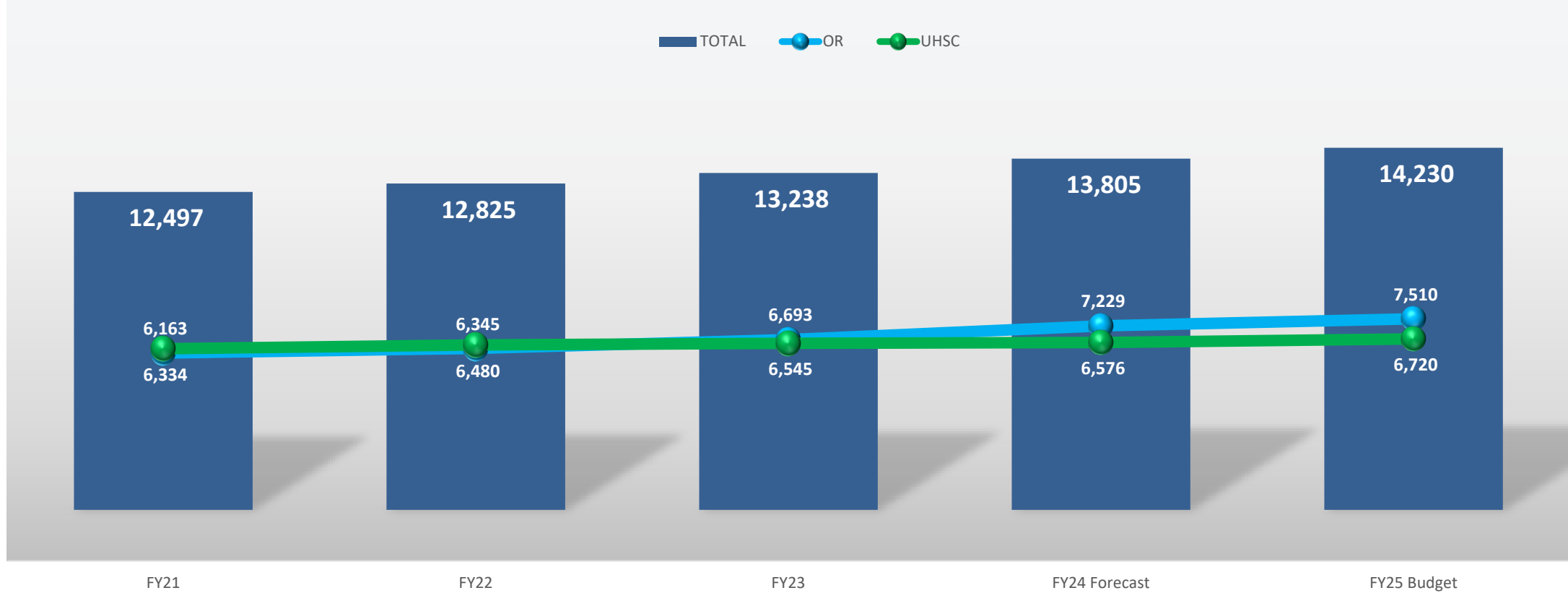


# Clinical



# Clinical

## John Dempsey Hospital Surgical Cases (Main Operating Room and Surgery Center)

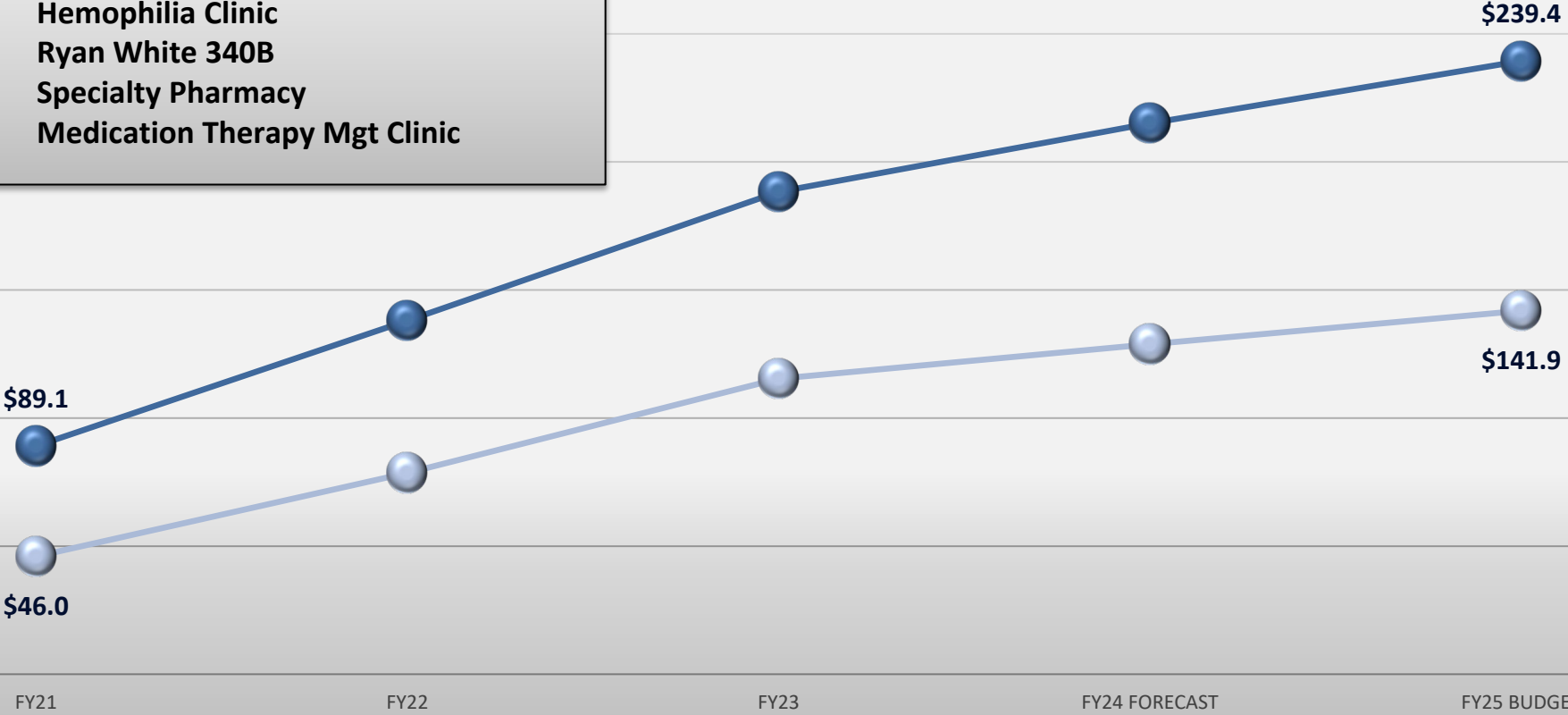


# Clinical

## Pharmacy Revenues and Drugs (\$M)

● Total Revenue ● Drugs

- 340B Contract Pharmacy
- Hemophilia Clinic
- Ryan White 340B
- Specialty Pharmacy
- Medication Therapy Mgt Clinic





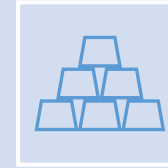
## **UConn and UConn Health Budget Presentation**

**Board of Trustees  
Financial Affairs**

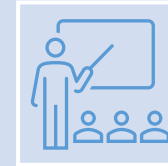


# FY25 Budget Overview – UConn and UConn Health

- We remain grateful to the Governor, the Office of Policy and Management, and the General Assembly for continuous investment in UConn and UConn Health.
- Revenue changes are driven by growing enrollment, tuition and fee rate increases, and improved clinical revenues.
- Expense changes are driven by salary and wage increases, student financial aid support, new faculty hiring, and service and supply inflation.



Consolidated Budget  
(3-6)



Storrs & Regionals  
(7-32)

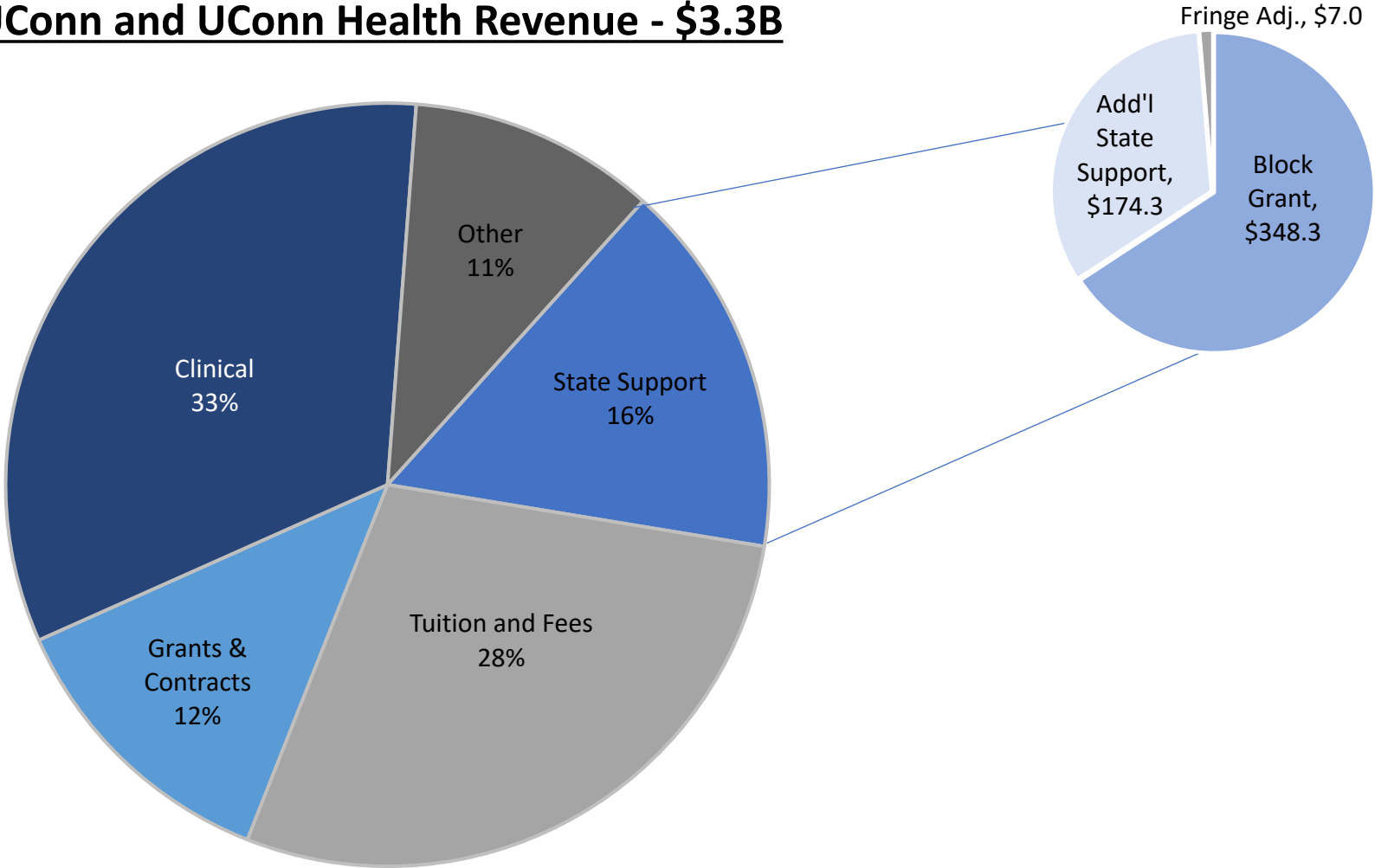


UConn Health  
(33-59)

# FY25 Proposed Operating Budget Consolidated Total

## UConn and UConn Health Revenue - \$3.3B

State Support accounts for 16% of total revenues at UConn and UConn Health combined.



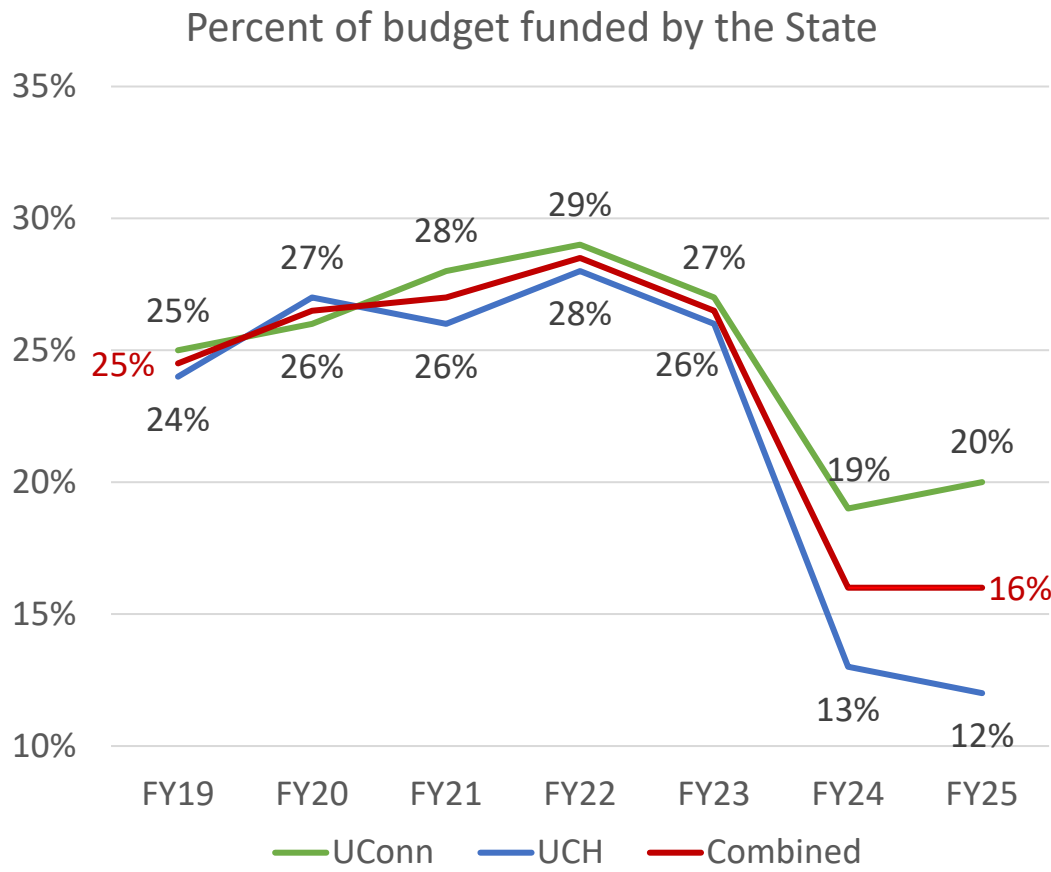
# How Much of UConn's Budget does the State Support?

**16%**

**In FY25, the State is supporting 16% of UConn's total budget**

At UConn and UConn Health, the State supports 20% and 12% of their total budgets, respectively

**20% of UConn's budget**  
**12% of UConn Health's budget**



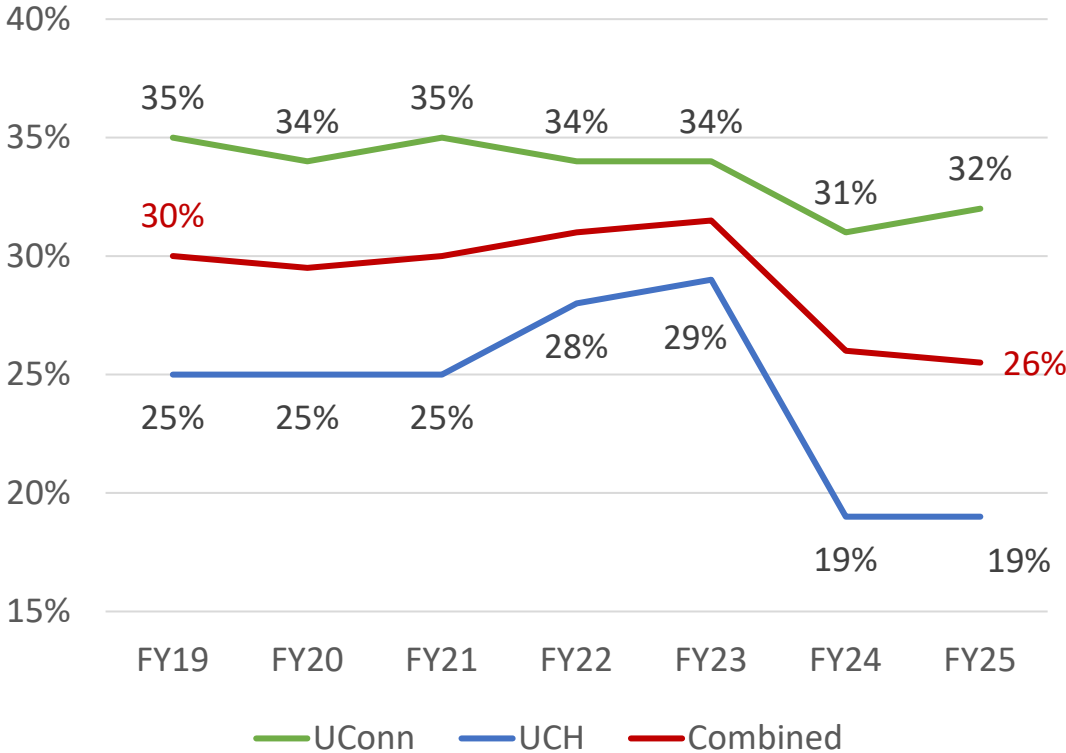
# State Funds are Used to Support Salaries

State support is only used for salaries and covers:

**26%** of total employee salaries

**32% of salaries at UConn**  
**19% of salaries at UCH**

Percentage of employee salaries funded by the State over time



# Higher Education Financial Sustainability Advisory Board (PA 24-81 Sec. 107)

**Purpose: to discuss barriers to meeting state workforce needs, developing economic growth, and achieving or maintaining affordable tuition. Disaggregated information required include:**

## Seven Year P&L

Including the current fiscal year, subsequent fiscal year, and five preceding fiscal years

## Net position

A summary and general ledger account code analysis of the institution's unrestricted net position

## Student Enrollment

The number of full- and part-time enrolled students by in-state and out-of-state

## Cost Drivers

A summary of the institution's cost drivers

## Filled and Vacant Positions

The number of vacant and filled employment positions disaggregated by bargaining unit

## Deficit Mitigation Plan

A detailed plan that eliminates a deficiency if the current or subsequent year's financial report projects

The first meeting will be held by [September 1, 2024](#); and meet at least quarterly thereafter



# Storrs & Regional Campuses

STUDENTS FIRST, EXCELLENCE ALWAYS, HUSKIES FOREVER

# FY24 Forecast

Through one-time salary savings and generous state support, UConn is forecasting a balanced budget for FY24.

- During FY24, the University recognized favorable tuition/fee revenues and significant energy savings.
- These gains offset additional spending in salaries/benefits, travel, and other transfers to capital projects.

UConn Storrs & Regional Campuses	FY24 Forecast	FY24 Revised Budget	Variance	Variance %
State Block Grant	216.2	216.2	-	0.0%
Additional State Support	82.2	82.2	-	0.0%
Adjustments	1.5	-	1.5	-
<b>Total State Support</b>	<b>\$ 299.9</b>	<b>\$ 298.4</b>	<b>\$ 1.5</b>	<b>0.5%</b>
Tuition - Undergraduate	483.0	472.0	11.0	2.3%
Tuition - Graduate	40.9	43.0	(2.1)	-4.9%
Course/Mandatory Fees	166.1	162.1	4.0	2.5%
Grants & Contracts - Financial Aid	78.8	78.8	-	0.0%
Grants & Contracts - Other	206.7	206.7	-	0.0%
Auxiliary Revenue	233.4	231.2	2.2	1.0%
Other Revenues	82.8	80.8	2.0	2.5%
<b>Total Revenues</b>	<b>\$ 1,591.6</b>	<b>\$ 1,573.1</b>	<b>\$ 18.6</b>	
Salary/Benefits	\$ 858.7	\$ 850.4	8.3	1.0%
Financial Aid - Tuition Funded	181.2	181.2	-	0.0%
Financial Aid - Other	101.9	101.9	-	0.0%
Energy	23.3	30.2	(6.9)	-22.9%
Equipment	26.7	24.7	2.0	8.0%
Capital Projects/Debt Payments	94.1	83.9	10.2	12.2%
Other Expenses	305.6	300.7	4.9	1.6%
<b>Total Expense</b>	<b>\$ 1,591.6</b>	<b>\$ 1,573.0</b>	<b>\$ 18.5</b>	
<b>Net Income/(Loss)</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>	<b>\$ -</b>	



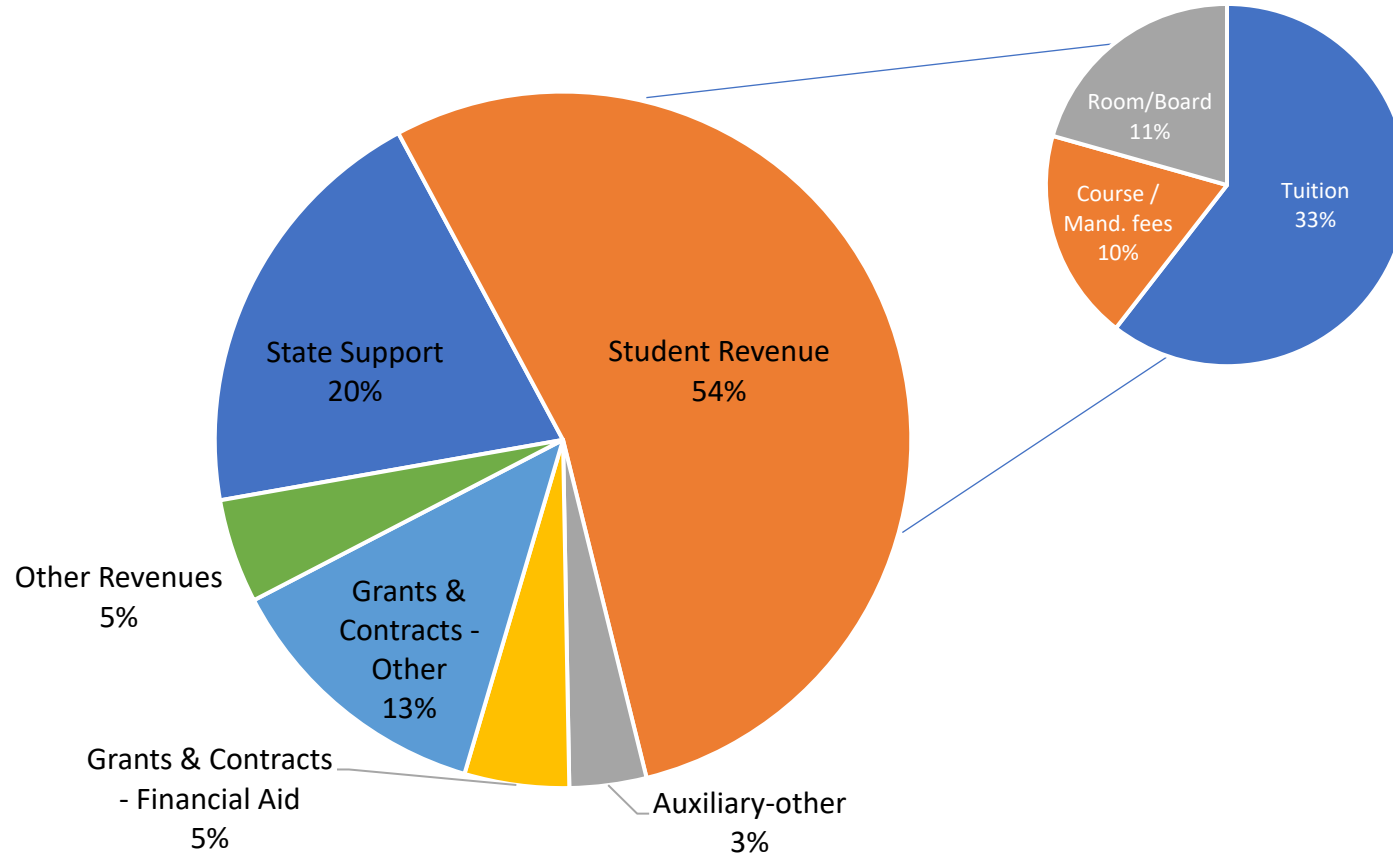
# FY25 Proposed Spending Plan

- UConn will be utilizing prior year funds, reducing expenses, and expecting additional ARPA funds to balance the FY25 budget.

UConn Storrs & Regional Campuses	FY25 Budget	Primary FIP	Secondary Mid Year FIP	FY25 Final Budget	FY24 Forecast	Variance	% Variance
State Block Grant	227.4			227.4	216.2	11.3	5.2%
Additional State Support	88.8		10.0	98.8	82.2	16.6	20.2%
Adjustments (WC/FB reimb)	\$ 1.9			1.9	\$ 1.5	0.4	23.3%
<b>Total State Support</b>	<b>\$ 318.1</b>	<b>\$ -</b>	<b>\$ 10.0</b>	<b>\$ 328.1</b>	<b>\$ 299.9</b>	<b>\$ 28.2</b>	<b>9.4%</b>
Tuition	559.2			559.2	523.9	35.3	6.7%
Course/Mandatory Fees	167.8			167.8	166.1	1.7	1.0%
Grants & Contracts - Financial Aid	80.0			80.0	78.8	1.2	1.5%
Grants & Contracts - Other	211.2			211.2	206.7	4.5	2.2%
Auxiliary Revenue	242.2			242.2	233.4	8.8	3.8%
Other Revenues	82.8			82.8	82.8	0.1	0.1%
<b>Total Revenues</b>	<b>\$ 1,661.3</b>	<b>\$ -</b>	<b>\$ 10.0</b>	<b>\$ 1,671.3</b>	<b>\$ 1,591.6</b>	<b>\$ 79.8</b>	<b>5.0%</b>
Salary/Benefits	\$ 904.3	\$ (4.5)		899.8	\$ 858.7	41.1	4.8%
Financial Aid - Tuition Funded	198.4			198.4	181.2	17.2	9.5%
Financial Aid - Other	108.2			108.2	101.9	6.3	6.2%
Energy	26.2			26.2	23.3	2.9	12.3%
Equipment	37.8			37.8	26.7	11.1	41.5%
Capital Projects/Debt Payments	86.9			86.9	94.1	(7.2)	-7.7%
Purchased Services	194.9			194.9	184.7	10.2	5.5%
Other Expenses	134.3	(3.0)		131.3	120.9	10.4	8.6%
<b>Total Expense</b>	<b>\$ 1,691.1</b>	<b>\$ (7.5)</b>	<b>\$ -</b>	<b>\$ 1,683.6</b>	<b>\$ 1,591.6</b>	<b>\$ 92.0</b>	<b>5.8%</b>
Use of Fund Balance		10.1	2.2	12.3			
<b>Net Income/(Loss)</b>	<b>\$ (29.7)</b>	<b>\$ 17.6</b>	<b>\$ 12.2</b>	<b>\$ 0.0</b>	<b>\$ -</b>	<b>\$ -</b>	
Retirement Costs				\$ 196.8	\$ 213.1	16.2	-100.0%

# FY25 Revenues

## Revenue Budget - \$1,671.3M



- Revenues will increase 5.0% over FY24, mainly driven by additional temporary state support and tuition revenue.
- 54% of total revenue is funded by students and their families through tuition and fees.
- Tuition rate increases and enrollment growth fueled revenues but is partially offset by financial aid needs.

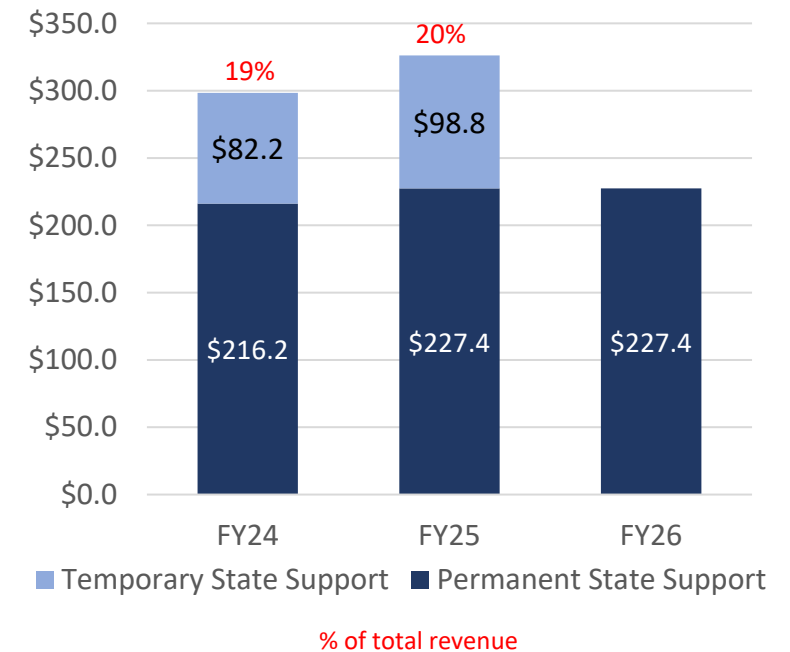
# State Support

The University is grateful for the support provided by the State in FY25. The significant one-time funding in FY25 will require UConn to implement strategic financial improvement plans over the next biennial budget.

State Support (\$M)		
State Support Salary	FY24	FY25
Operating Expenses	\$213.5	\$224.8
Institute for Municipal and Regional Policy	0.6	0.6
Veterinary Diagnostic Laboratory	0.3	0.3
UConn Veterans Program	0.3	0.3
Puerto Rican Studies Initiative	0.2	0.2
Health Services-Regional Campuses	1.4	1.4
<b>Total State Support – Salary</b>	<b>\$216.2</b>	<b>\$227.4</b>
Temporary Operating Support – ARPA	42.2	68.8
Temporary Operating Support - Carry Forward	40.0	20.0
Temporary Operating Support – Mid year ARPA		10.0
<b>Total Additional State Support</b>	<b>\$82.2</b>	<b>\$98.8</b>
Fringe Adjustments (WC,FB reimb.)	1.5	1.9
<b>Total Appropriation</b>	<b>\$299.9</b>	<b>\$328.1</b>

← Temporary funds

State Support (\$M)



\*The State is covering all pension/retirement fringe costs, so those costs have been removed from the budget on both the revenue and expense sides.

# Tuition Revenue

Tuition revenue will grow from increases in rate, residency mix, and enrollment and will generate \$559M in FY25.

UConn is in year 5 of its 5-year tuition plan.

Years 5 – 5 of the current tuition plan rates					
2022-23		2023-2024		2024-2025	
Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident
\$15,672	\$38,340	\$16,332	\$39,000	\$17,012	\$39,680

Tuition Revenue*		
FY23 Actual	FY24 Projection	FY25 Budget
\$492.2M	\$523.9	\$559.1

\* Reflects undergraduate and graduate revenue

Undergraduate Enrollment				
Residency	FY24 Actual		FY25 Budget	
	Count	%	Count	%
In-State	17,593	72%	17,219	69%
Out-of-State Domestic	5,107	21%	5,983	24%
International	1,656	7%	1,618	7%
<b>Total</b>	<b>24,356</b>		<b>24,820</b>	

Increasing out-of-state and international enrollment fuels new revenue growth.

Growth is focused on maximizing “net tuition revenue” (which is revenue after financial aid)

# Student Demand by Major (Based on Deposits)

Overall Storrs deposits are up 6.8% vs last year and Stamford deposits are up 57% vs last year.

Top Five Majors									
Storrs		Stamford		Hartford		Waterbury		Avery Point	
Exploratory	8%	Exploratory	38%	Exploratory	36%	Exploratory	34%	Exploratory	33%
Biological Sciences	8%	Psychology	7%	Biological Sciences	9%	Allied Health	10%	Psychology	8%
Psychology	6%	Biological Sciences	7%	Business Undecided	7%	Biological Sciences	7%	Coastal Studies	8%
Nursing	5%	Political Science	4%	Psychology	7%	Business Admin	7%	Biological Sciences	7%
Computer Science	5%	Computer Science	4%	Allied Health	3%	Psychology	6%	Chemistry	3%

Demand has grown significantly in several STEM fields, particularly:

- Biology
- Pharmacy
- Chemical Engineering
- Nursing
- Economics
- Business



# Fee Revenue

Fee revenue growth is related to enrollment growth and modest rate increases.

Fee Revenue		
\$ M	FY24 Projection	FY25 Budget
Course Fees	\$43.8	\$42.5
Intercession	28.4	29.1
Mandatory Fees	82.0	84.0
Other Fees	11.9	12.2
<b>Total</b>	<b>\$166.1</b>	<b>\$167.8</b>

**Course Fees \$42.5M**  
Includes programs in the Schools of Business, Education, Nursing, Social Work, Engineering, and Law.

**Intercession \$29.1M**  
Includes courses offered during the summer, winter and continuing education revenue.

**Mandatory Fees \$84.0M**  
Includes fees for General University, Infrastructure Maintenance, Tech, and Student Health  
  
The growth reflects increased rate and enrollment growth.

**Other Fees \$12.2M**  
This includes fees such as Application, VISA compliance, late, online course, and enrollment fees.

# Auxiliary Enterprise Revenue

Auxiliary revenues will increase by nearly \$9 million in FY25, driven primarily by revenue generated from the new South Campus residence hall.

Auxiliary Revenue		
\$ M	FY24 Projection	FY25 Budget
Housing	\$105.9	\$114.8
Dining	66.8	68.7
Dining Services/Retail	5.4	5.5
Athletics	35.7	34.7
Parking and Transit	12.0	12.0
Other	7.5	6.5
<b>Total</b>	<b>\$233.4</b>	<b>\$242.2</b>

## Student Housing \$114.8M

Housing rates will increase by 2.75% in FY25, with an anticipated occupancy rate of 100% of ~13,250 beds

## Athletics \$34.7M

Athletics includes Conference, Ticket Sales, and Sponsorship revenues.

## Meal Plans/Dining Services and Retail \$74.2M

Dining rates will increase by 2.75% in FY25, driving revenue favorably and increasing meal plan purchases.

## Parking and Transit/Other \$18.5M

Includes health services fee for service, self-supporting auxiliary enterprises, student, employee and visitor parking.

# Foundation & Investment/Interest Income

Leveraging the Foundation and income from philanthropy will be an area of focus in the coming years for the University.

Foundation & Investment/Interest Income		
\$ M	FY24 Projection	FY25 Budget
Foundation	\$22.6	\$22.8
Investment Income*	0.6	0.6
STIF Interest Income	12.9	12.0
<b>Total</b>	<b>\$36.1</b>	<b>\$35.4</b>

\*Endowment funds held by UConn

UConn has benefited from short-term investment fund (STIF) rates of nearly 5.5%.

FY25 Foundation assumes use of more endowed funds.

UConn will continue to work with the Foundation to maximize distributions.

# Other Revenues

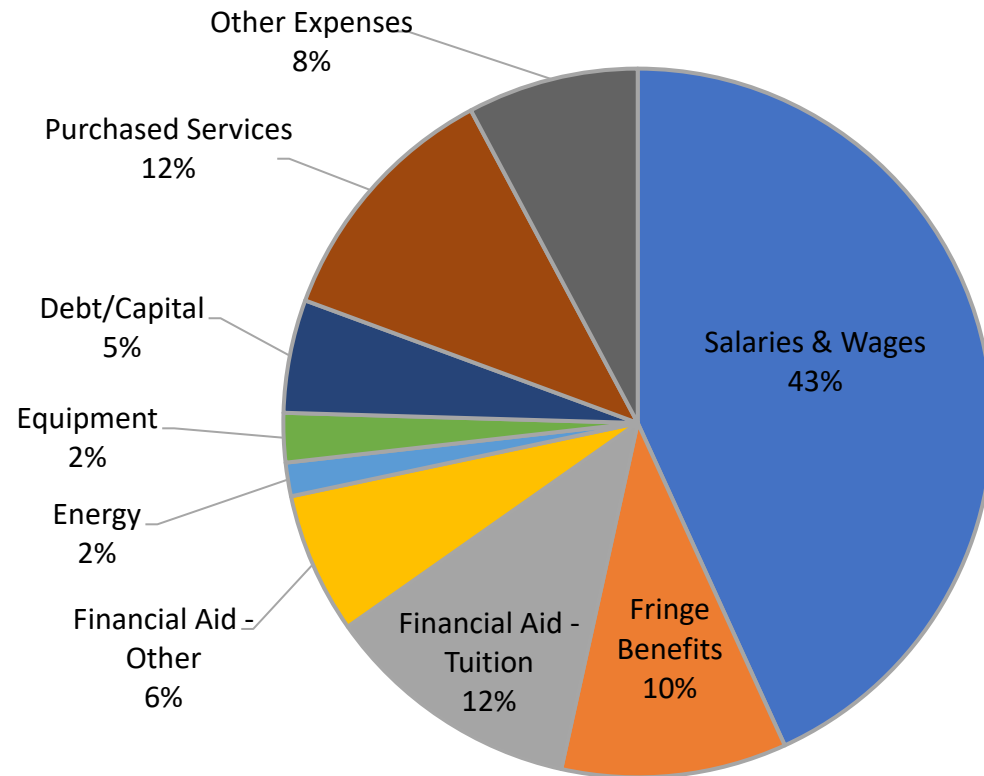
Other revenues are expected to see a slight increase in FY25.

Other Revenues		
\$ M	FY24 Projection	FY25 Budget
Building/Room Rental Income	\$1.5	\$1.5
Renewable Energy Credits	1.9	1.9
Royalties and License Income	1.4	1.4
One UConn Revenues	22.0	23.1
Sales/Services Revenue	15.7	16.4
Other Miscellaneous Revenue	4.2	3.1
<b>Total</b>	<b>\$46.7</b>	<b>\$47.4</b>

One UConn's revenues make up most other revenues. One UConn has been effective in reducing redundancies and achieving cost savings at UConn and UConn Health.

# FY25 Expenses

## Expense Budget - \$1,683.6M



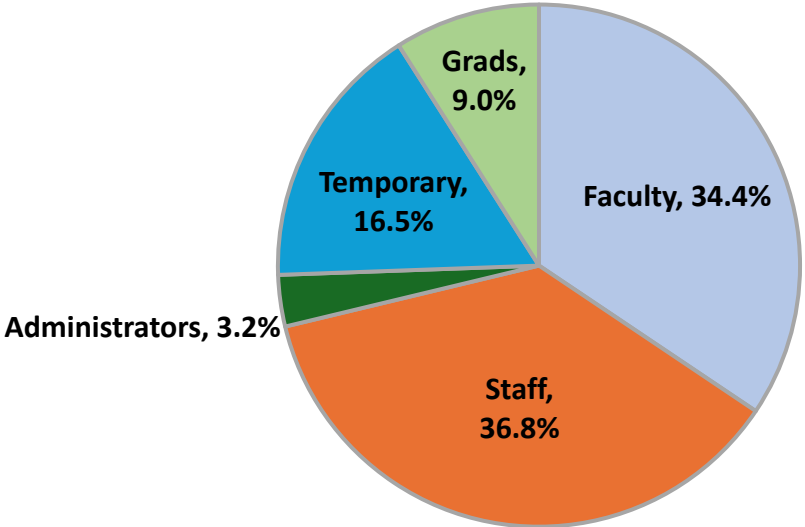
- Expenses will increase 5.8% over FY24 primarily driven by salary and wage increases and financial aid growth.
- 53% of total expense is allocated to personnel costs (salaries & wages + fringe benefits).
- Student financial aid commitment is significant with a 10% increase in tuition funded aid.

# Salaries & Wages

Growth in FY25 is driven by salary and wage increases at 4.5% and faculty hiring.

**Salary Expense Budget - \$727.0M**

92% of faculty & staff are covered by collective bargaining agreements



Perm FTE	FY19	FY23	FY24	5 Year Growth
Faculty	1,597	1,623	1,693	6.0%
Staff	3,174	3,228	3,410	7.4%
<b>Total</b>	<b>4,771</b>	<b>4,851</b>	<b>5,103</b>	<b>6.9%</b>

Note: Staff includes 97 top management administrators (IPEDS) which have been decreasing over the last 5 years.

Refills are reviewed and approved strategically.

**Temporary:** includes undergraduate students, adjuncts, overtime, and other professional temporary support

# Energy/Equipment

The FY25 energy budget of \$26.2M assumes an increase in electric price and increased consumption.

\$M	FY23 Actual	FY24 Forecast	FY25 Budget	1-yr increase
Energy	\$27.6	\$23.3	\$26.2	12.3%

The FY25 equipment budget of \$37.8M assumes slight inflation in cost and additional research spend. \$10M of equipment was shifted to bond funds in FY24.

Equipment (\$M)	FY25 Budget
Long term software	\$2.9
General equipment over \$5K	\$14.6
Research equipment	\$8.3
Computers/equipment under \$5K	\$7.3
Other (library, artwork, design)	\$0.6

# Other Expenses - Purchased Services

The FY25 budget of \$194.9M assumes 2% inflationary growth on contracts plus increased operating expenses for new buildings.

### Facilities - \$43.1M

Includes janitorial services, waste management, landscaping and other facilities contracts, etc.

### Dining - \$25.8M

Includes salary and fringe costs for contracted staff.

### Research - \$38.6M

Includes sub-agreements as well as consulting services and lab and facility costs.

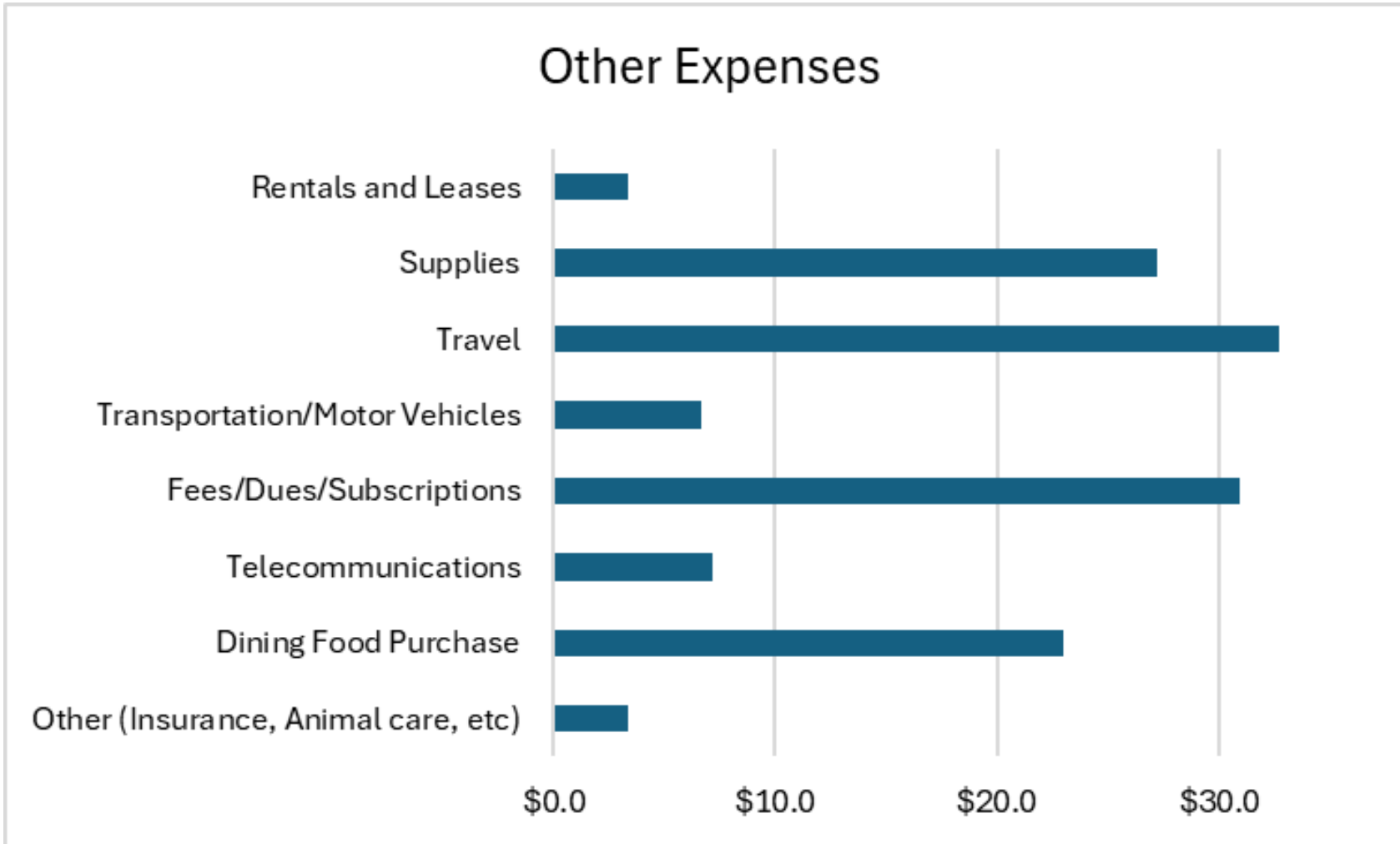
### Other - \$87.4M

Includes Education Abroad, ITS contracts, Foundation support, Athletics payments to CRDA, and game operations.



# Other Expenses

The remaining operating expenses of \$131.3M include various activities among the academic and administrative units.



# Financial Aid Expense

UConn is committed to providing financial aid to ensure student quality and diversity, reflecting a 10% increase in University Supported funds in the FY25 budget.

Financial Aid		
\$ M	FY24 Forecast	FY25 Budget
<b>Total Tuition Funded*</b>	\$181.3	\$198.4
Department revenue	10.8	12.3
State (incl Roberta Willis Scholarship)	5.4	5.1
Federal	65.4	69.7
Other- private/Foundation**	20.2	21.1
<b>Total</b>	<b>\$283.1</b>	<b>\$306.6</b>

\*Tuition Funded includes undergraduate and graduate aid funded by tuition.

\*\* Other funding comes from private sources such as the Foundation and Endowments.

FY25 UConn funded set-aside for need-based aid as a % of tuition revenues is 16.5% (15% requirement). Merit aid is discretionary to the University.

80% of students receive some form of financial aid

# Debt / Capital

The Debt / Capital category (\$86.9M) includes debt service payments for revenue bonds and funds transferred to capital accounts for projects.

Item (\$M)	FY25 Budget	Notes
Debt Payments	\$27.2	Recreation center, stadia, utility, cogen, & housing debt payments
Lease entries (Accounting adjust. GASB 87,etc)	\$15.5	Recent change to be classified as finance leases. Shift to capital funds.
Repair & renovation projects	\$29.2	Facilities and departmental projects (i.e. classrooms, roofs, elevators, boilers, chilled water, sewer, life safety, environmental remediation)
Housing plan re-investment (South Dorm)	\$15.0	Housing/Dining gain

# Future Year Operating Budget Strategy

The new strategic plan will guide the university in developing a flexible five- to ten-year roadmap to financial sustainability.

- Strategically utilize the existing balances held at the University and Foundation as a bridge until new revenues and cost savings are realized, ensuring the financial stability of the university.
  
- Strategic planning discussion to start in July
  - Biennial state request for FY26-FY27
  - Enrollment plan
  - Tuition & fee rate plan

# Vote - FY25 Spending Plan Resolution (Operating)

## **RECOMMENDATION:**

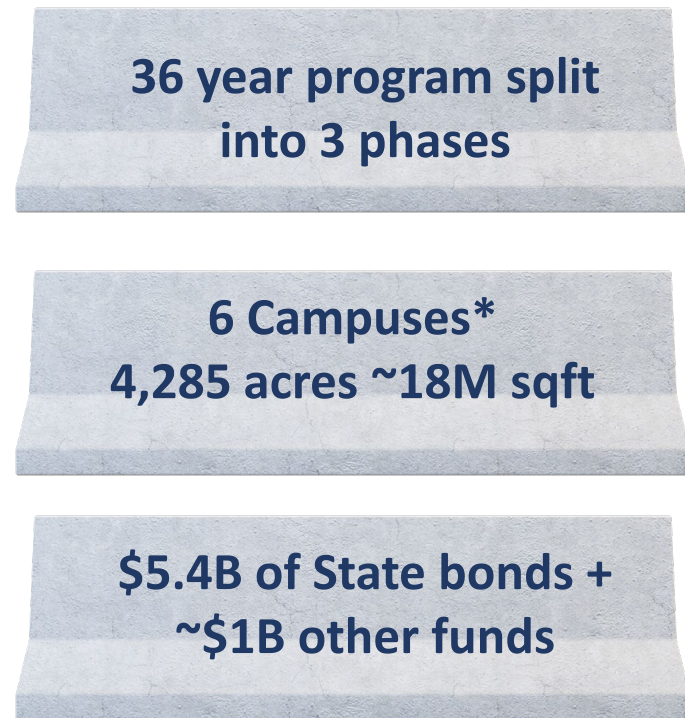
- That the Board of Trustees approve the Spending Plan for Fiscal Year 2025 of \$1,683.6 million for the University of Connecticut, Storrs and Regional Campuses.

## **RESOLUTION:**

- “Be it resolved that the Board of Trustees approve the Fiscal Year 2025 Spending Plan of \$1,683.6 million for the University of Connecticut, Storrs and Regional Campuses.”

# UCONN 2000 Capital Program

The program was enacted to attract and retain CT's high-achieving students through a dramatic transformation and modernization of the University physical plant.



Over \$5.0B in capital expenditures since FY96 from all fund sources.

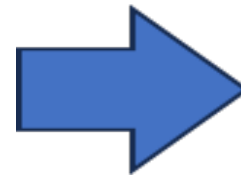
Capital Expenditures (\$M)	
\$3,870.5	State-supported UCONN 2000 GO Bonds
259.6	Other State-supported bonds (i.e. Tech Park, Waterbury)
346.6	UConn-supported Special Obligation bonds
565.4	Non-State funds (i.e. UConn operating funds, gifts)
<b>\$5,042.1M Total Expenditures (as of 3/31/24)</b>	

\*Storrs, Avery Point, Farmington, Hartford, Stamford, Waterbury

# UCONN 2000 Extension

Extension of the UCONN 2000 program **includes an additional \$625M in funding over 7 years** for Storrs and the Regional Campuses.

New Projects (\$M)	New Bonds
Life Sciences Building (aka Science 2)	\$269.5
Torrey Demo	25.0
Gant-Code Repairs & Renovations	100.0
Deferred Maintenance	50.0
Return Hydrogen Hub Funds	12.0
Gampel Renovations	100.0
Field House Renovation (Title IX + DM)	60.0
Coventry Boathouse (Title IX)	0.8
Freitas Renovation (Title IX)	7.0
Tennis Facility (Title IX)	0.7
<b>New Project Total</b>	<b>\$625.0</b>



UCONN 2000 (\$M)	Prior Total	Change	New Total
FY25	44.0	78.0	122.0
FY26	14.0	110.0	124.0
FY27	9.0	107.0	116.0
FY28		103.5	103.5
FY29		101.5	101.5
FY30		100.0	100.0
FY31		25.0	25.0
<b>Total</b>	<b>\$67.0</b>	<b>\$625.0</b>	<b>\$692.0</b>

# Fundraising

- Fundraising goal of \$100M to be raised over 8 years (by FY32)
  - \$40M for operational expenses inclusive of \$10M endowed
  - \$60M for construction expenses
- Reporting of progress towards cumulative milestone targets
  - Annual bond authorization approval to be reduced proportionally if targets not met

Milestone Fundraising Targets (\$M)	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
	\$20.0	\$31.5	\$43.0	\$54.5	\$66.0	\$77.5	\$89.0	\$100.0

UCONN 2000 Bond Funded Projects by Statutory Named Lines	Total	By Program	
		Deferred Maint.	Other Improvements
<b>Academic and Research Facilities</b>	<b>\$15.0</b>		
Gant-Code Repairs & Renovations	15.0	15.0	
<b>Deferred Maintenance</b>	<b>102.0</b>		
Coventry Boathouse	0.6		0.6
Freitas Renovations	2.0		2.0
Gampel Renovations	19.0		19.0
Housing Repairs & Improvements	8.0	8.0	
Infrastructure & Building Repairs	3.5	3.5	
NW Quad: Electrical Infrastructure Upgrades	18.0	18.0	
Field House Renovation	28.2	28.2	
IPB Office & Lab Renovation for C2E2	13.6	5.0	8.6
Tennis Facility Improvements	0.7		0.7
Contingency	8.4	8.4	
<b>Equipment</b>	<b>5.0</b>		
Information Technology	5.0	5.0	
<b>Total UCONN 2000 Bond Funded Projects</b>	<b>\$122.0</b>	<b>\$91.1</b>	<b>\$30.9</b>
<b>Other Funded Projects (University, Gifts, SO/GO Bonds)</b>			
Equipment (State GO Bonds)	10.0	5.0	5.0
Gampel Enhancements (State GO Bonds)	10.0	10.0	
Facilities Repairs & Improvements (University)	11.5	11.5	
Programmatic Renovations (University)	6.5	3.3	3.3
<b>Total Other Funded Projects</b>	<b>\$38.0</b>	<b>\$29.8</b>	<b>\$8.3</b>
<b>Grand Total FY25 Capital Budget</b>	<b>\$160.0</b>	<b>\$120.9</b>	<b>\$39.1</b>

## FY25 UConn Capital Budget

- FY25 is year 11 of the 17-year NextGenCT initiative.
- 28% of the capital budget will provide funding for active construction projects.



# Vote - FY25 Capital Resolution

## **RECOMMENDATION:**

- That the Board of Trustees approve a capital budget of \$160,000,000, as detailed in Attachment A, for Fiscal Year 2025 which is comprised of \$122,000,000 of UCONN 2000 State GO bond funds, \$20,000,000 of State GO bond funds, and \$18,000,000 of University funds. The Administration recommends that the Board of Trustees adopt the Resolution below.

## **RESOLUTION:**

- “Be it resolved that the Board of Trustees approve the Fiscal Year 2025 capital budget of \$160,000,000 for the University of Connecticut Storrs and Regional Campuses.”

## Vote - FY25 Indentures

- 1) Thirty-First Supplemental Indenture Authorizing University of Connecticut General Obligation Bonds in an amount not to exceed \$122,000,000 plus cost of issuance, plus amounts carried forward from the Thirtieth Supplemental Indenture.
- 2) Thirty-Second Supplemental Indenture Authorizing University of Connecticut General Obligation Refunding Bonds secured by the State of Connecticut's Debt Service Commitment from time to time at such expected debt service savings and terms as future market conditions may warrant at the time of the sale.
- 3) Seventh Supplemental Indenture Authorizing University of Connecticut Special Obligation Refunding Bonds from time to time at such terms as future market conditions may warrant at the time of the sale.



**UConn  
HEALTH**

**Fiscal Year 2025 Budget**

# FY24 Year End Forecast

Note: Use of decimals may result in rounding differences.

UConn Health Center	FY24 Forecast	FY24 Budget	Variance	% Variance
State Support Salary	111.6	111.6	0.0	0.0%
Additional State Support	86.5	86.5	0.0	0.0%
State Support Fringe	0.7	5.3	(4.5)	(639.8%)
<b>Total State Support</b>	<b>\$ 198.8</b>	<b>\$ 203.3</b>	<b>\$ (4.5)</b>	<b>(2.3%)</b>
Tuition and Fees	33.8	33.4	0.4	1.3%
Grants & Contracts	121.6	122.5	(0.9)	(0.7%)
Interns/Residents	82.8	82.8	(0.0)	(0.0%)
Net Patient Revenue	944.0	919.8	24.2	2.6%
Other Revenue	203.1	188.4	14.7	7.3%
<b>Total Revenues</b>	<b>\$ 1,584.1</b>	<b>\$ 1,550.2</b>	<b>\$ 34.0</b>	<b>2.1%</b>
Salaries & Wages	600.9	601.8	(0.9)	(0.1%)
Fringe Benefits	154.7	157.0	(2.3)	(1.5%)
Temporary/Contractual Support	158.7	147.5	11.2	7.0%
Drugs/Medical Supplies	306.3	296.7	9.6	3.1%
Resident and Fellow house staff	68.4	68.6	(0.3)	(0.4%)
Utilities	13.5	14.9	(1.3)	(9.9%)
Interest Expense on Debt Service	8.0	8.0	(0.0)	(0.3%)
Purchased Services	134.8	140.8	(6.0)	(4.5%)
Other Expenses	91.8	87.8	4.0	4.3%
Capital Projects/Debt Payments	36.9	27.0	9.9	26.9%
<b>Total Expenses</b>	<b>\$ 1,574.0</b>	<b>\$ 1,550.2</b>	<b>\$ 23.8</b>	<b>1.5%</b>
<b>Net Income/(Loss)</b>	<b>\$ 10.1</b>	<b>\$ .0</b>	<b>\$ 10.1</b>	

# FY25 Proposed Spending Plan

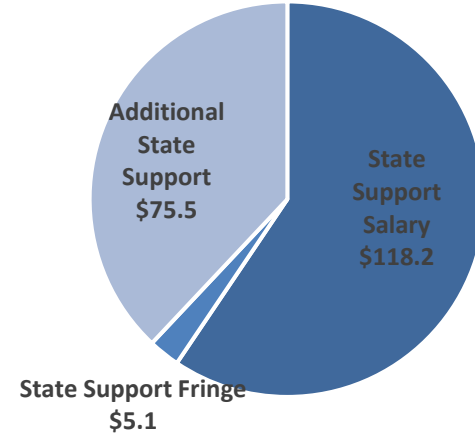
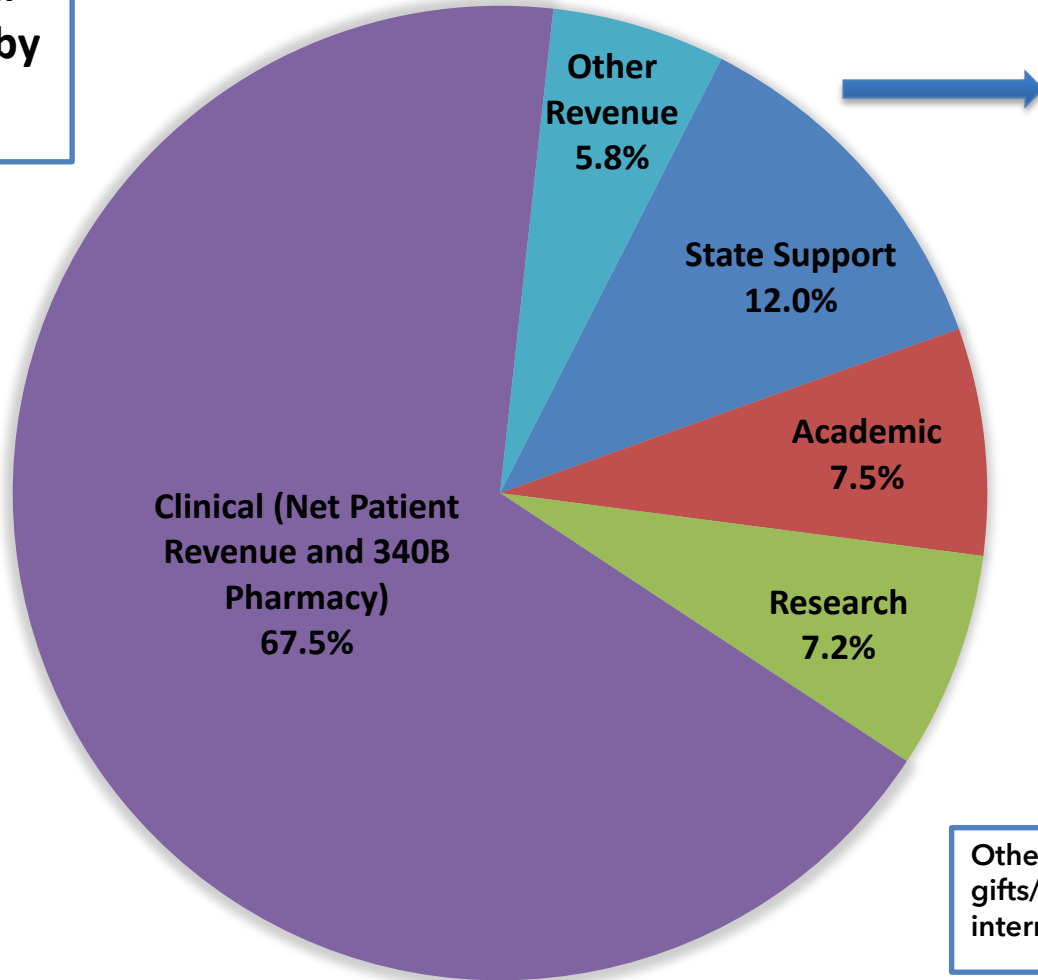
Note: Use of decimals may result in rounding differences.

UConn Health Center	FY25 Budget	Primary FIP	Secondary Mid Year FIP	FY25 Revised Budget	FY24 Forecast	Variance	% Variance
State Support Salary	118.2			118.2	111.6	6.6	5.9%
Additional State Support	65.5		10.0	75.5	86.5	(11.0)	(12.7%)
State Support Fringe	5.1			5.1	0.7	4.4	100.0%
<b>Total State Support</b>	<b>\$ 188.8</b>		<b>\$ 10.0</b>	<b>\$ 198.8</b>	<b>\$ 198.8</b>	<b>\$ (0.0)</b>	<b>(0.0%)</b>
Tuition and Fees	34.2			34.2	33.8	0.4	1.2%
Grants & Contracts	119.2			119.2	121.6	(2.4)	(2.0%)
Interns/Residents	90.2			90.2	82.8	7.4	9.0%
Net Patient Revenue	999.4	4.0		1003.4	944.0	59.3	6.3%
Other Revenue	206.4			206.4	203.1	3.3	1.6%
<b>Total Revenues</b>	<b>\$ 1,638.2</b>	<b>\$ 4.0</b>	<b>\$ 10.0</b>	<b>\$ 1,652.2</b>	<b>\$ 1,584.1</b>	<b>\$ 68.1</b>	<b>4.3%</b>
Salaries & Wages	644.2	(4.2)		640.0	600.9	39.1	6.5%
Fringe Benefits	168.3	(1.3)		166.9	154.7	12.2	7.9%
Temporary/Contractual Support	159.2			159.2	158.7	0.5	0.3%
Drugs/Medical Supplies	332.0			332.0	306.3	25.7	8.4%
Resident and Fellow house staff	77.5			77.5	68.4	9.1	13.3%
Utilities	14.8			14.8	13.5	1.2	9.1%
Interest Expense on Debt Service	8.0			8.0	8.0	0.1	0.8%
Purchased Services	149.9	(4.5)		145.4	134.8	10.5	7.8%
Other Expenses	79.0			79.0	91.8	(12.7)	(13.9%)
Capital Projects/Debt Payments	30.9			30.9	36.9	(6.0)	(16.3%)
<b>Total Expenses</b>	<b>\$ 1,663.8</b>	<b>\$ (10.0)</b>	<b>-</b>	<b>\$ 1,653.8</b>	<b>\$ 1,574.0</b>	<b>\$ 79.8</b>	<b>5.1%</b>
<b>Prior Year Unrestricted Fund Balance</b>	<b>\$ .0</b>		<b>\$ 1.6</b>	<b>\$ 1.6</b>	<b>\$ .0</b>	<b>\$ 1.6</b>	
<b>Net Income/(Loss)</b>	<b>\$ (25.6)</b>	<b>\$ 14.0</b>	<b>\$ 11.6</b>	<b>\$ (.0)</b>	<b>\$ 10.1</b>	<b>\$ (10.1)</b>	
<b>Non-operating pension/retirement costs</b>				<b>\$ 196.6</b>	<b>\$ 211.4</b>	<b>\$ (14.8)</b>	<b>(7.0%)</b>

# FY25 Proposed Spending Plan

Over 67.5% of total revenues is funded by patients

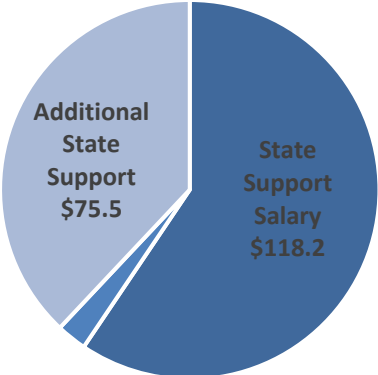
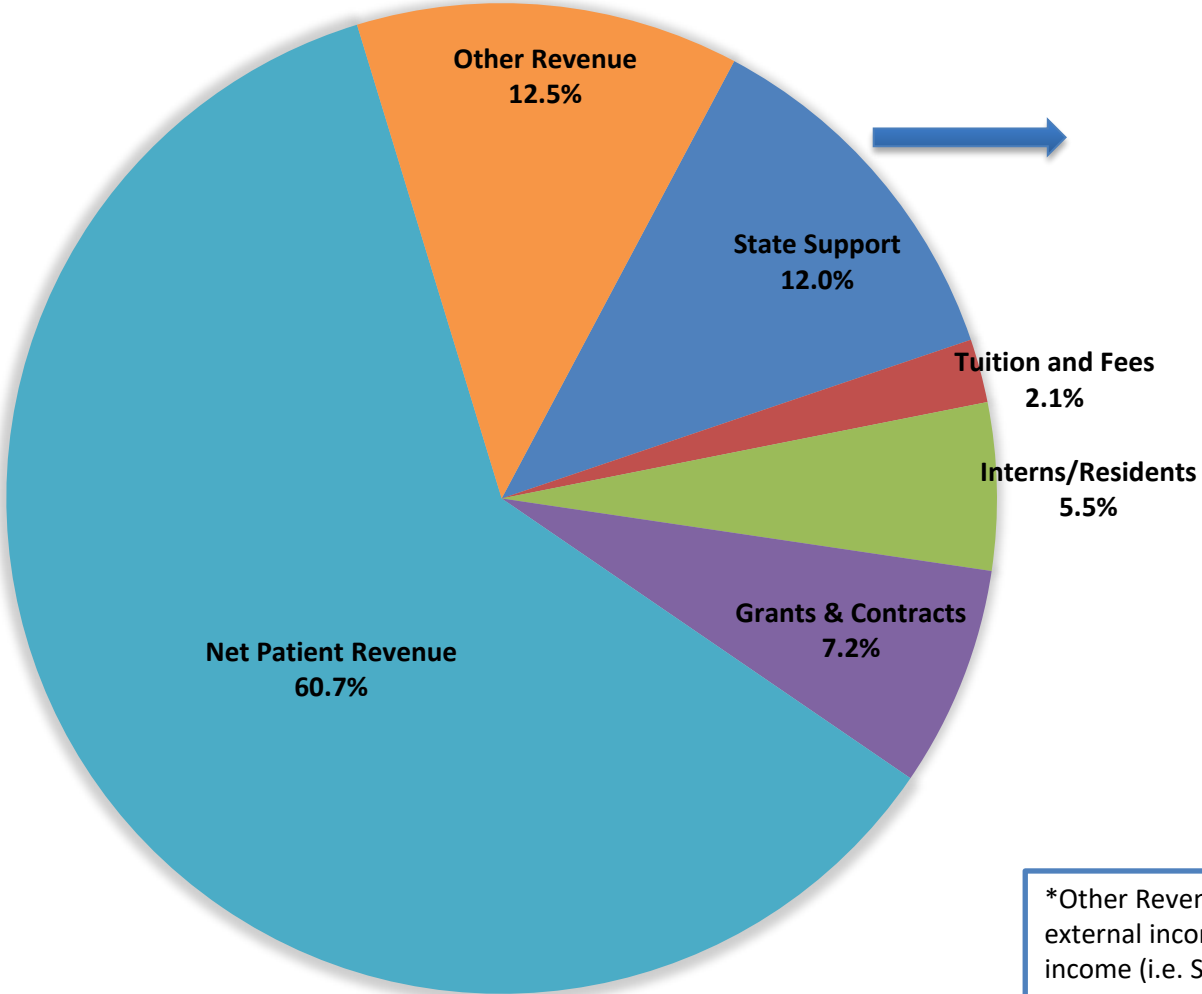
Revenue Budget - \$1,652.2M



Other Revenue includes auxiliary services, gifts/endowments and internal income (offset by internal expense)

# FY25 Proposed Spending Plan

## Revenue Budget - \$1,652.2M



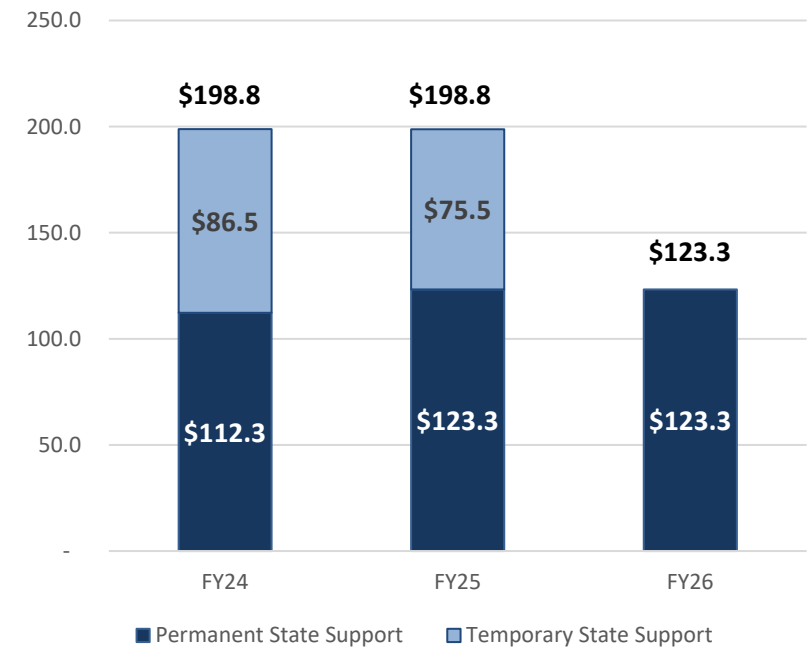
\*Other Revenue includes auxiliary services, contractual external income, gifts/endowments and internal income (i.e. Specialty pharmacy, 340b pharmacy, GME)

# State Support

UConn Health is grateful for the generous support provided by the State in FY25. The significant one-time funding in FY25, will require UConn Health to implement Financial Improvement Plans over the next biennial budget.

State Support (\$M)		
State Support Salary	FY24	FY25
Operating Expenses	\$ 111.2	\$ 117.7
AHEC	0.4	\$ 0.4
<b>Total State Support - Salary</b>	<b>\$ 111.6</b>	<b>\$ 118.2</b>
Additional State Support		
Temporary Operating Support - ARPA	\$ 51.5	\$ 48.0
Temporary Operating Support - Carry Forward	35.0	17.5
Temporary Operating Support - Mid year ARPA	-	10.0
<b>Total Additional State Support</b>	<b>\$ 86.5</b>	<b>\$ 75.5</b>
<b>Total Appropriation</b>	<b>\$ 198.1</b>	<b>\$ 193.7</b>
Fringe Benefits*	0.7	5.1
<b>Total State Support</b>	<b>\$ 198.8</b>	<b>\$ 198.8</b>

← Temporary Funds



The State covers all pension/retirement fringe costs, those costs have been removed from the budget on both the revenue and expense sides

Comptroller's Retirement/Pension cost was estimated at \$211.4M in FY24 compared to \$196.6M in FY25

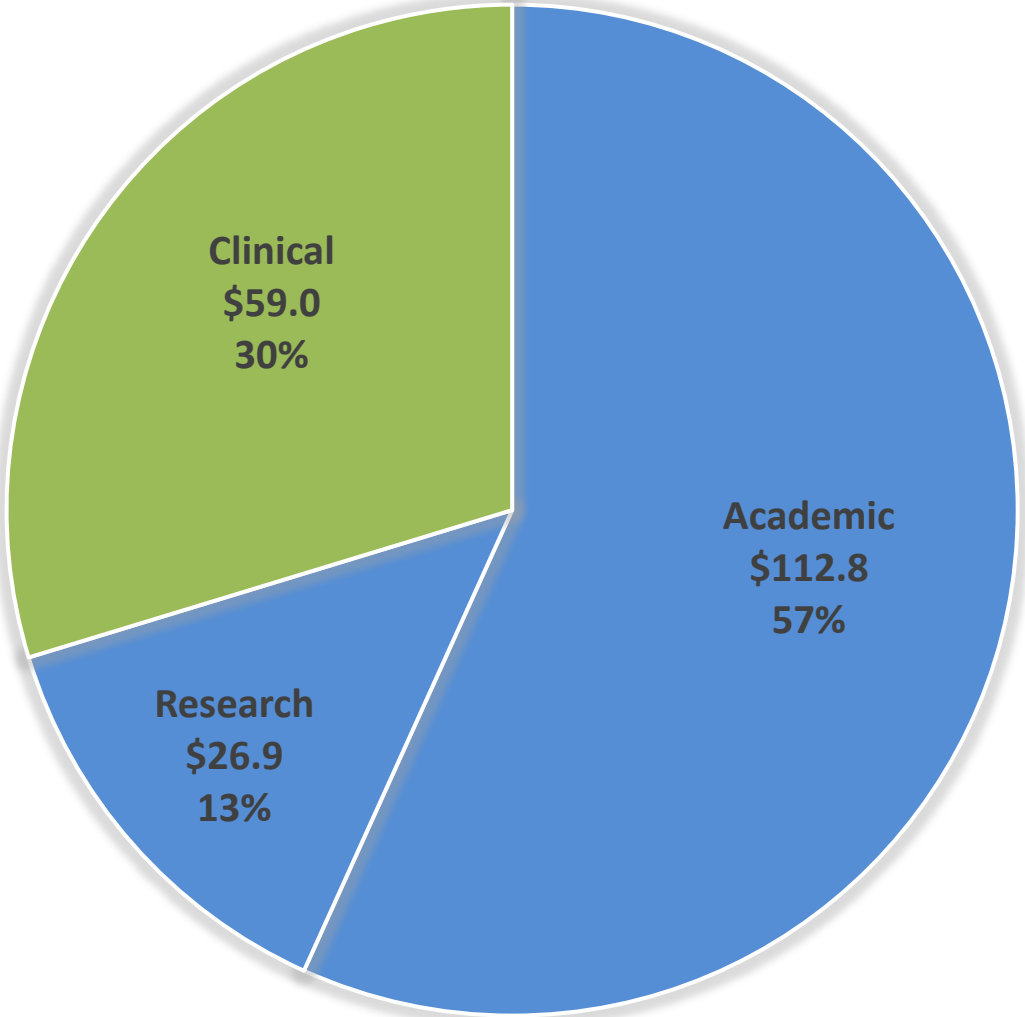
# State Support - Allocation

**70% or \$139.7M of the State Support is used to support the Academic and Research missions**

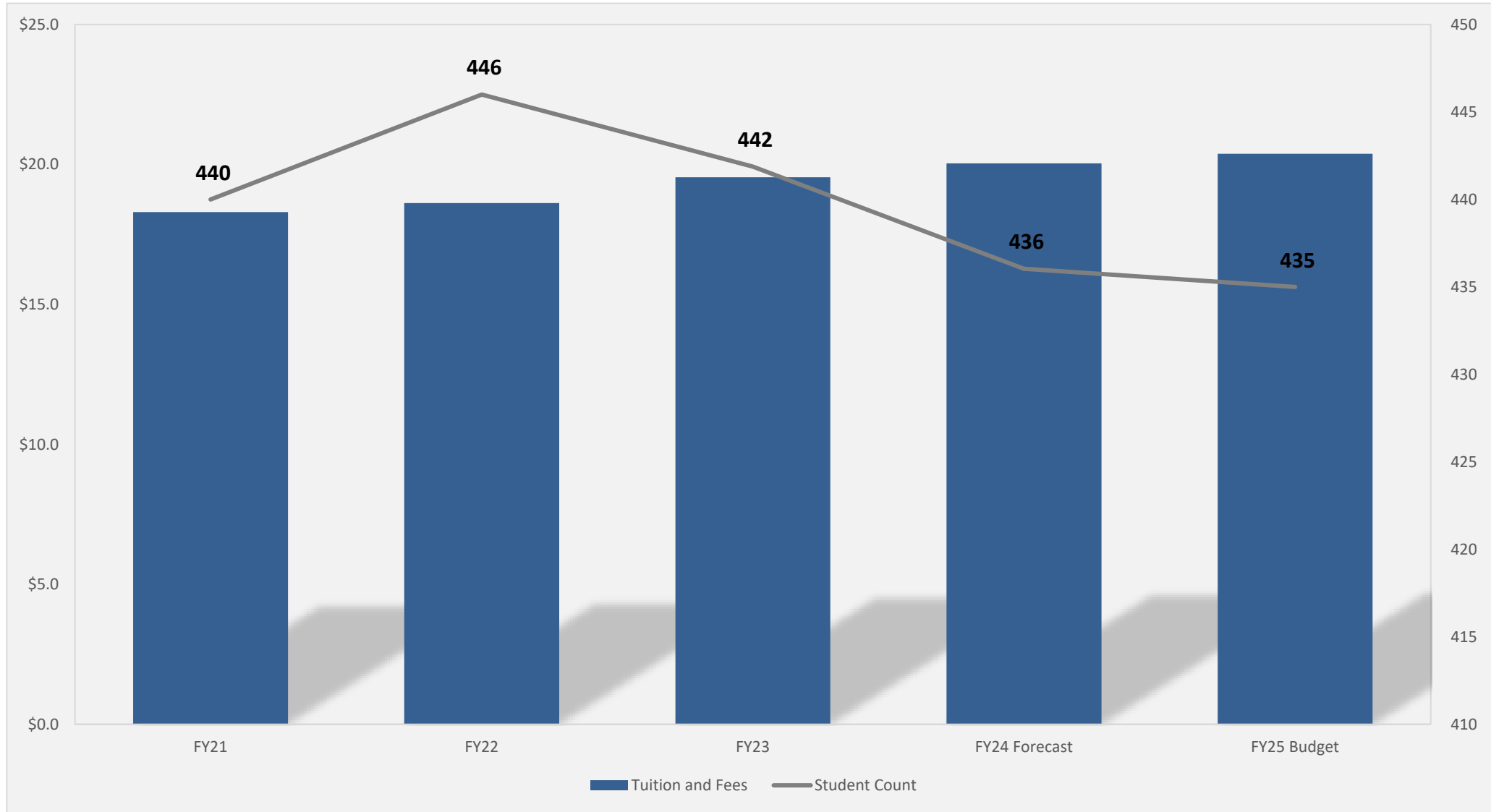
**30% or \$59.0M is allocated to the Clinical operations**

**Academic** = School of Medicine, School of Dental Medicine, and Dental Clinics

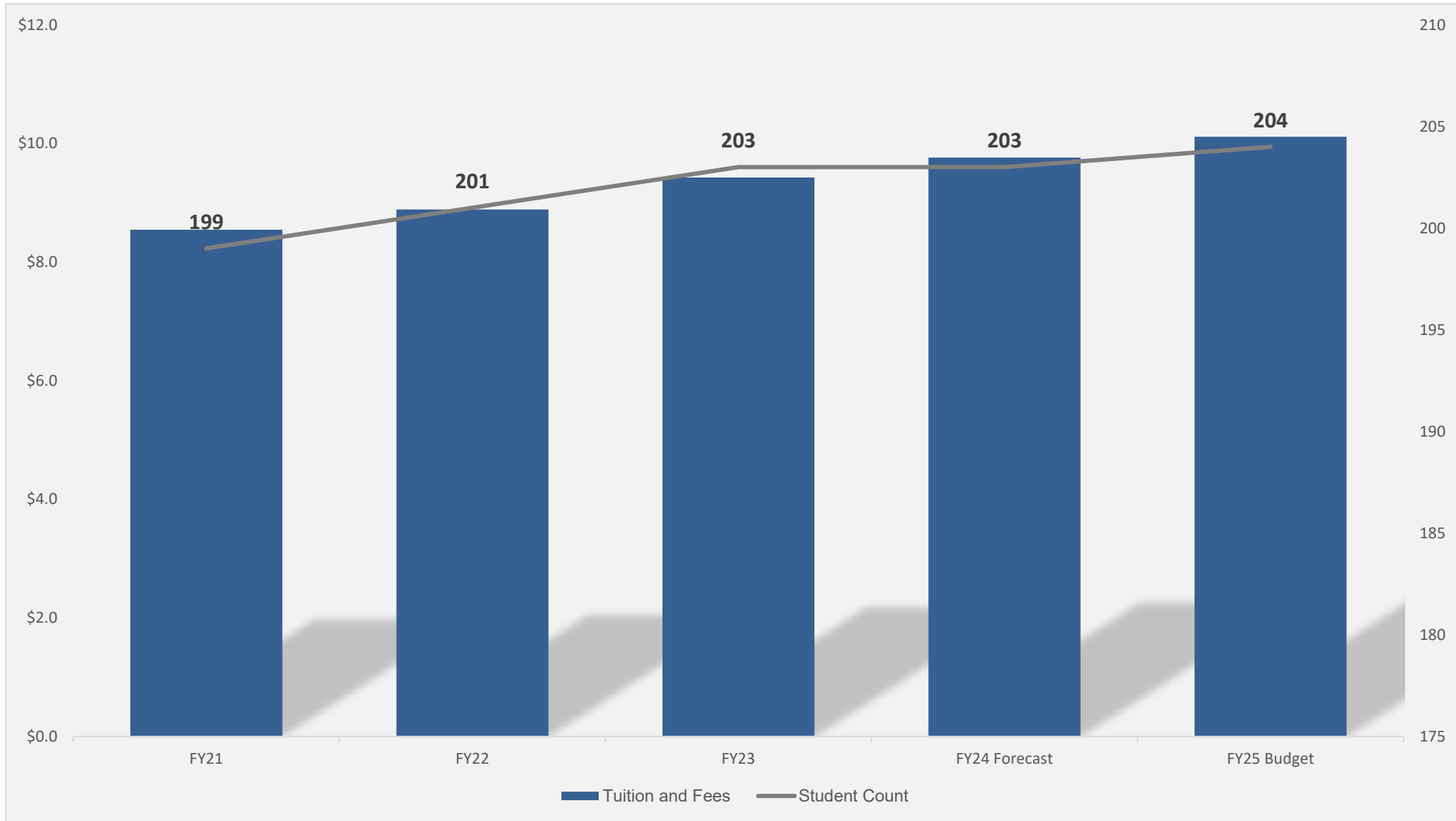
**Clinical** = John Dempsey Hospital, UConn Medical Group, Finance Corp and Institutional support



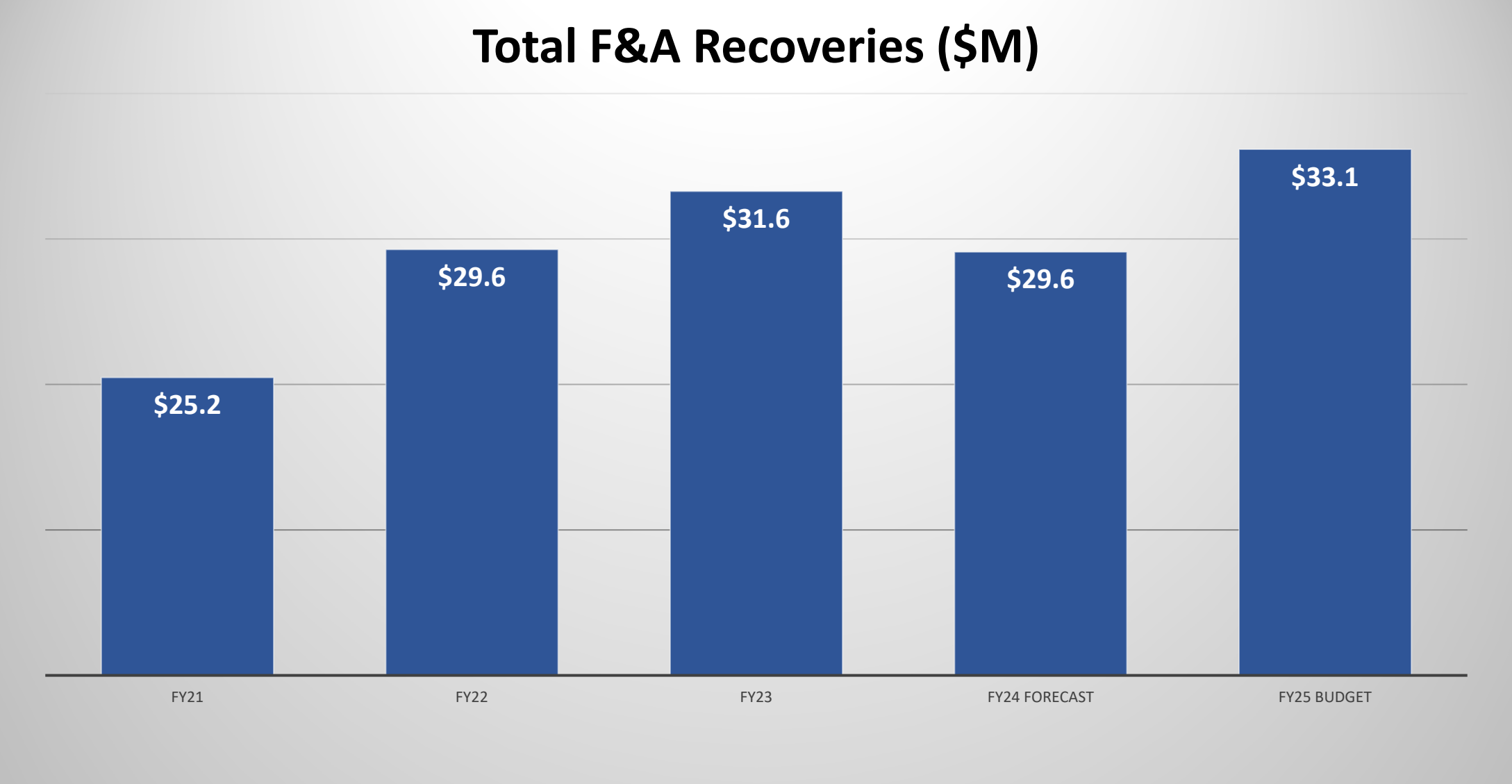
# Tuition and Fees - School of Medicine



# Tuition and Fess - School of Dental Medicine



# Grants and Contracts - Research



# Net Patient Revenue

Net Patient Revenue				
\$ M	FY25 Budget	FY24 Forecast	Variance	% Variance
John Dempsey Hospital	\$ 678.6	\$ 645.2	\$ 33.4	5.2%
UConn Medical Group	154.6	142.4	12.2	8.6%
Dental Clinics	10.5	10.4	0.1	0.6%
Pharmacy	159.6	146.0	13.6	9.3%
<b>Total</b>	<b>\$ 1003.4</b>	<b>\$ 944.0</b>	<b>\$ 59.3</b>	<b>6.3%</b>

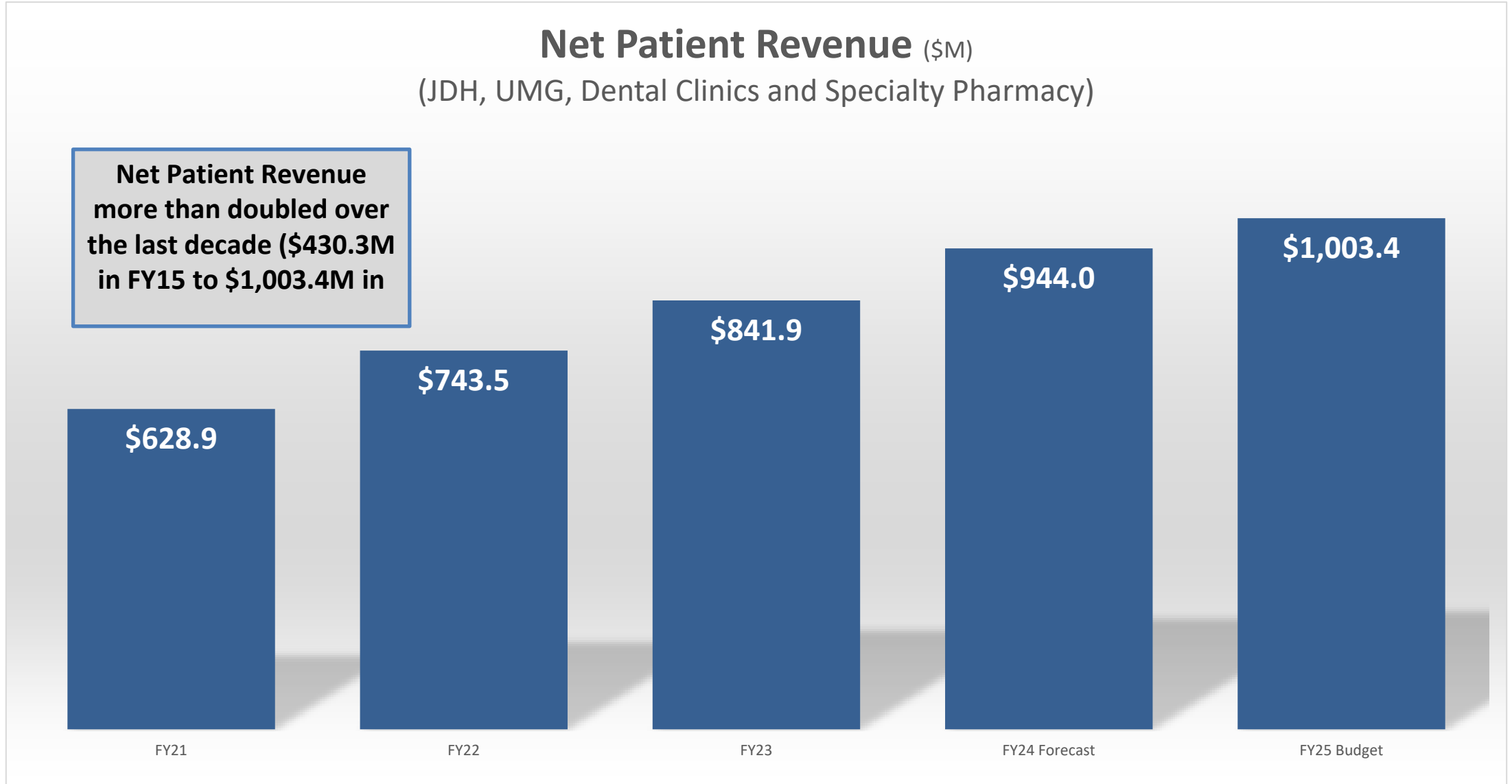
**John Dempsey Hospital (JDH)**  
**\$678.6M**  
 Acute care, University teaching hospital licensed for 234 beds.  
 Inpatient/Outpatient Services and Urgent Care

**UConn Medical Group (UMG)**  
**\$154.6M**  
 Among the largest multi-specialty faculty clinical group practices in the region

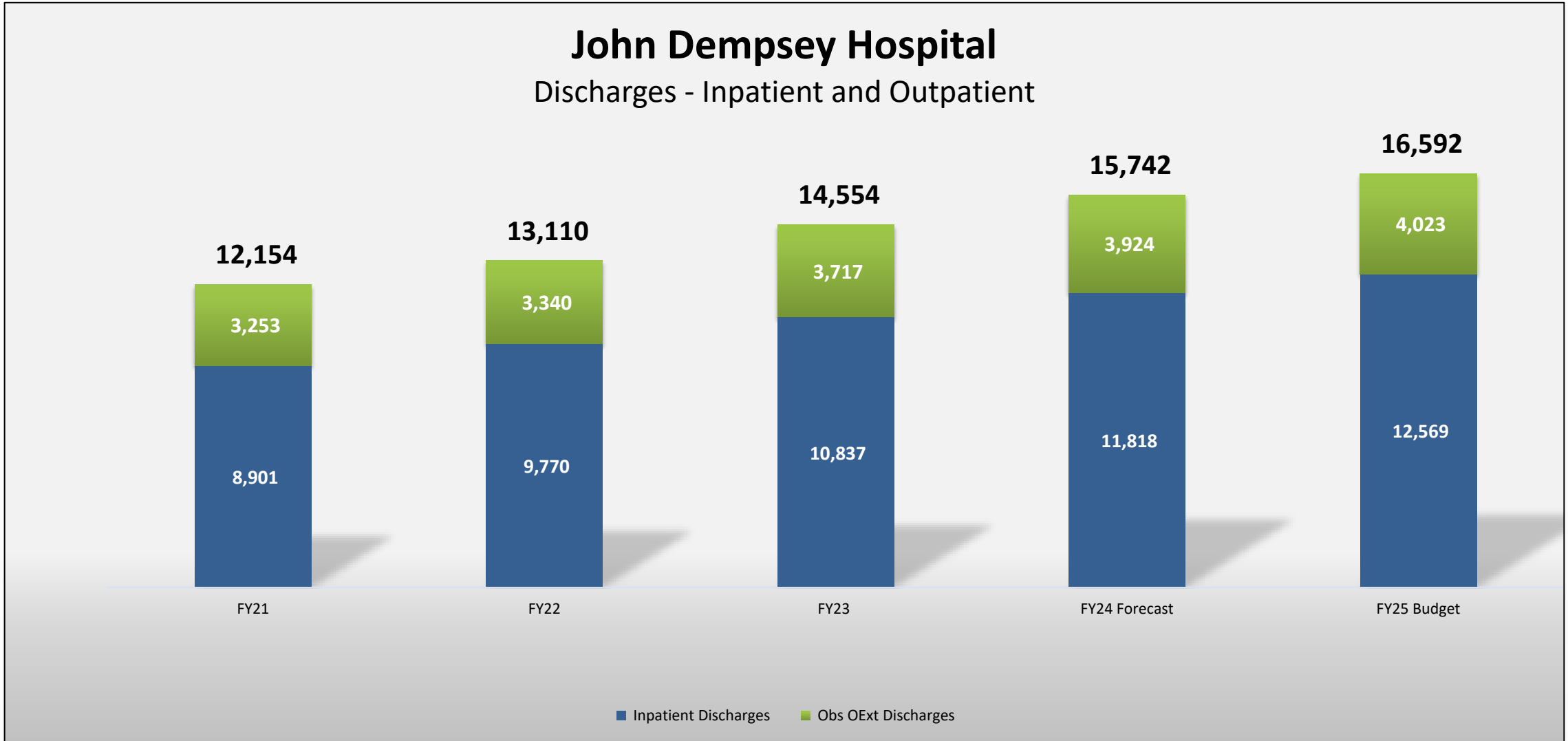
**Dental Clinics (University Dentist and UConn Dental Clinics)**  
**\$10.5M**  
 Faculty and resident dental care practices

**Specialty Pharmacy**  
**\$159.6M**  
 Specialty medication therapy and home infusion program

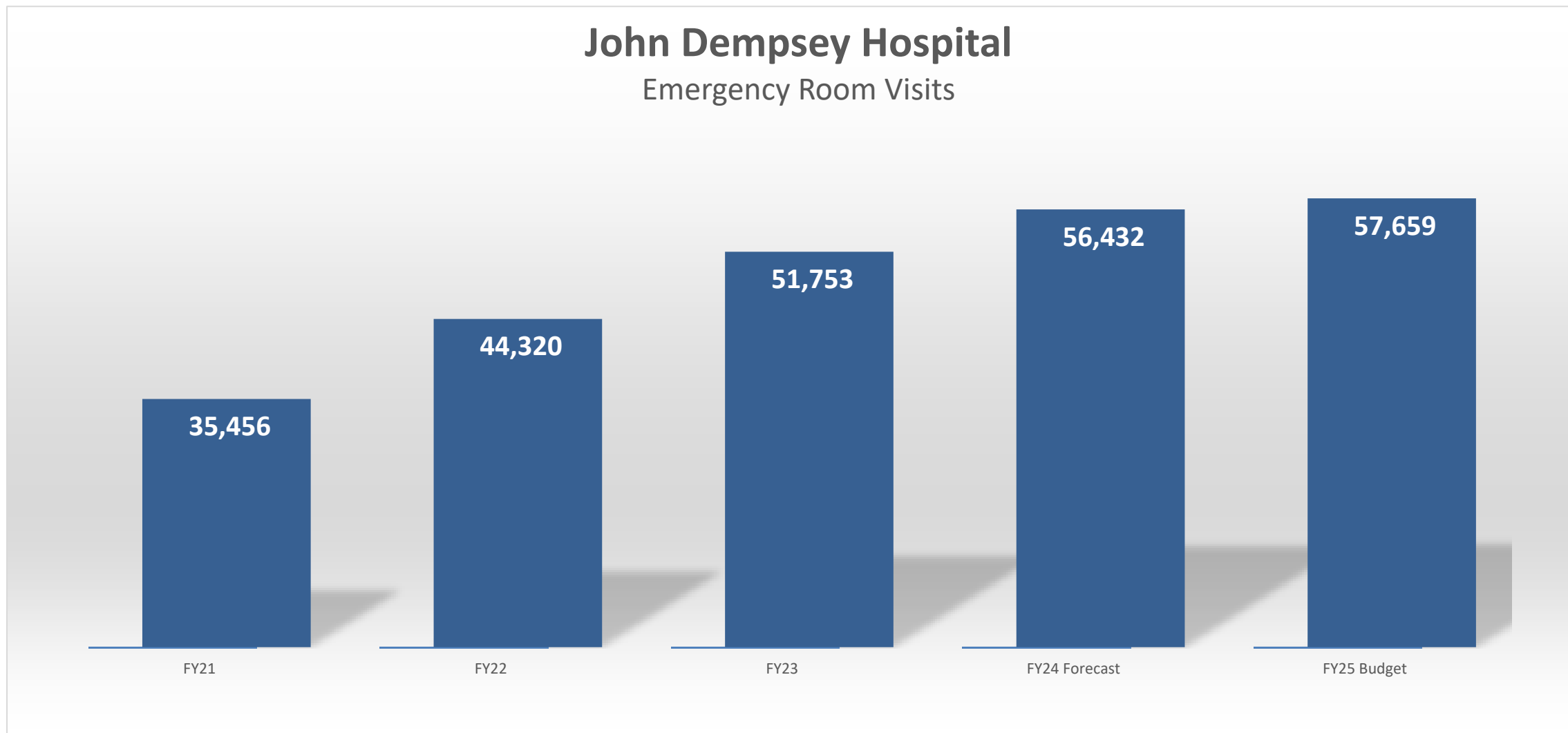
# Clinical



# Clinical

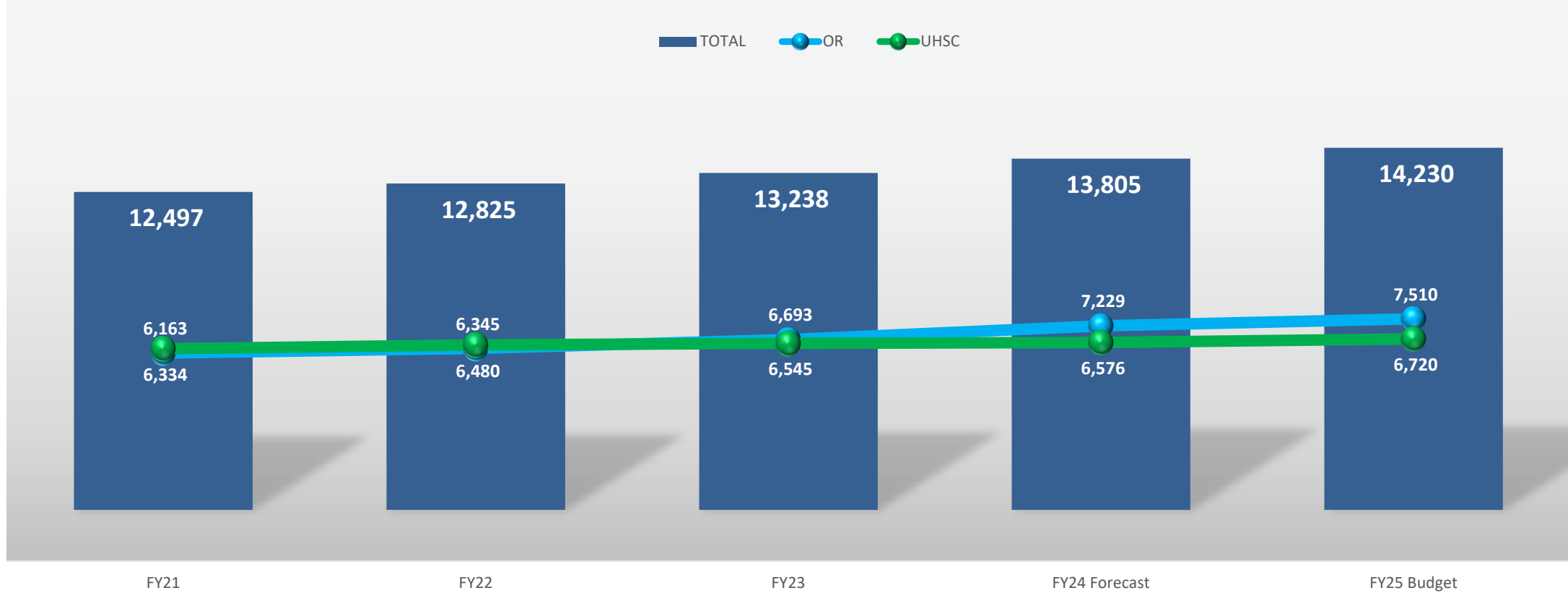


# Clinical



# Clinical

## John Dempsey Hospital Surgical Cases (Main Operating Room and Surgery Center)

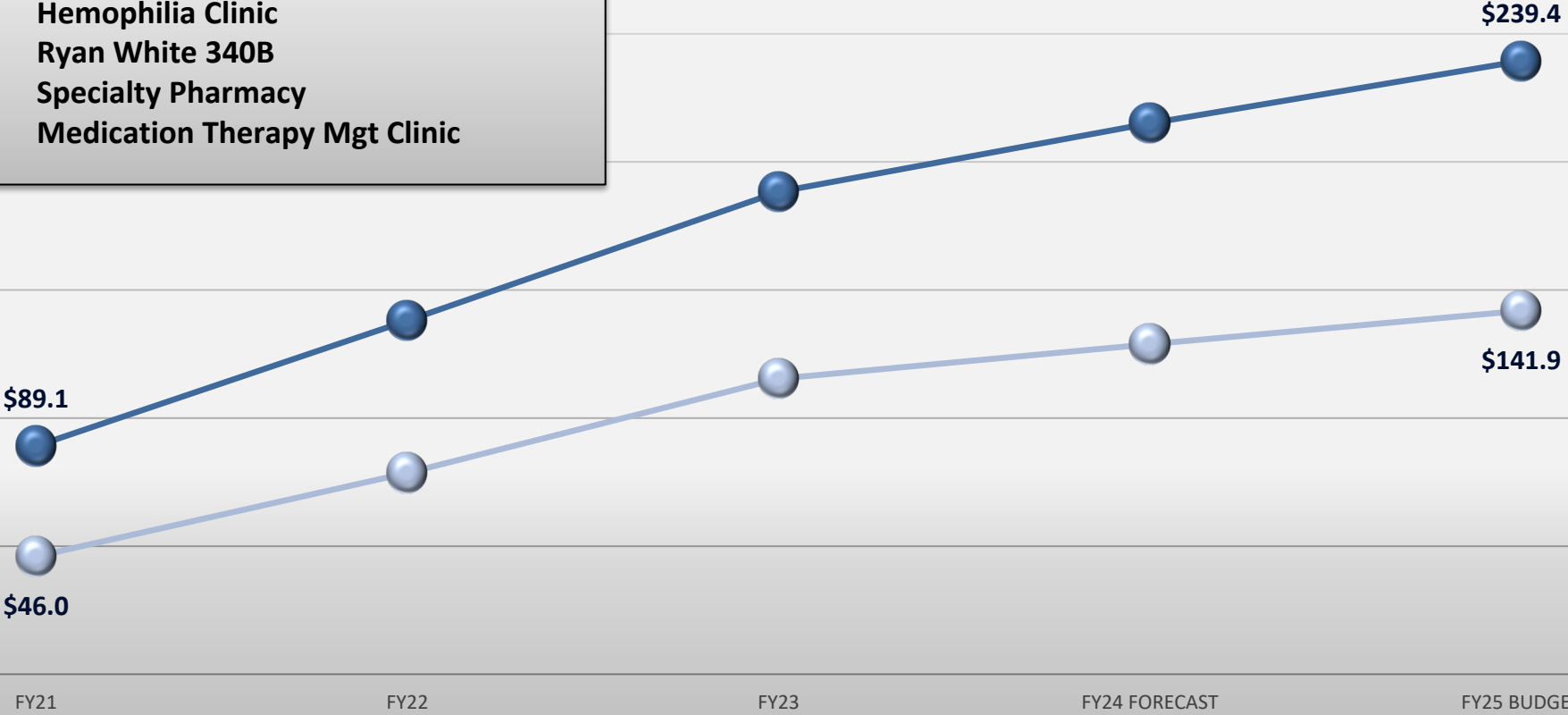


# Clinical

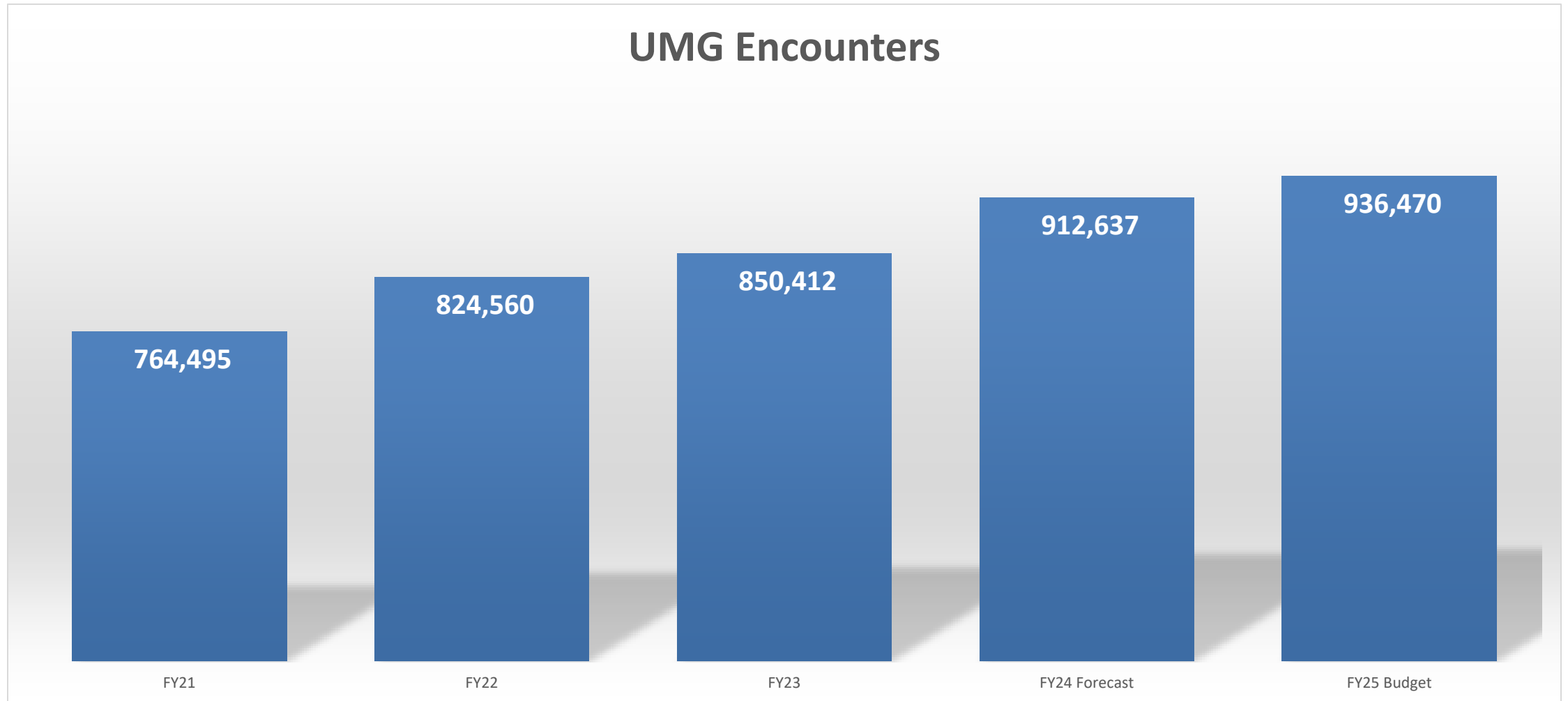
## Pharmacy Revenues and Drugs (\$M)

● Total Revenue ● Drugs

- 340B Contract Pharmacy
- Hemophilia Clinic
- Ryan White 340B
- Specialty Pharmacy
- Medication Therapy Mgt Clinic



# Clinical



# Other Revenue

Other Revenue				
\$ M	FY25 Budget	FY24 Forecast	Variance	% Variance
Auxiliary Services	\$ 15.7	\$ 17.1	\$ (1.4)	-8%
Gift and Endowment Revenue	4.9	5.8	(0.9)	-15.3%
Contractual and Other Income	55.5	50.6	4.9	9.6%
Investment Income	10.0	13.8	(3.8)	-27.8%
Internal Income	120.3	115.7	4.6	3.9%
<b>Total</b>	<b>\$ 206.4</b>	<b>\$ 203.1</b>	<b>\$ 3.3</b>	<b>1.6%</b>

**Auxiliary Services  
\$15.7M**

Creative Child Care, Parking, Family Medicine contracts, Perfusion Services etc.

**Gift and Endowment  
\$4.9M**

Decrease in FY25 due to one-time gifts in FY24

**Contractual and Other Income  
\$55.5M**

JDH 340B external contract pharmacy, NNICU agreement and other contracts/agreements

**Investment Income  
\$10.0M**

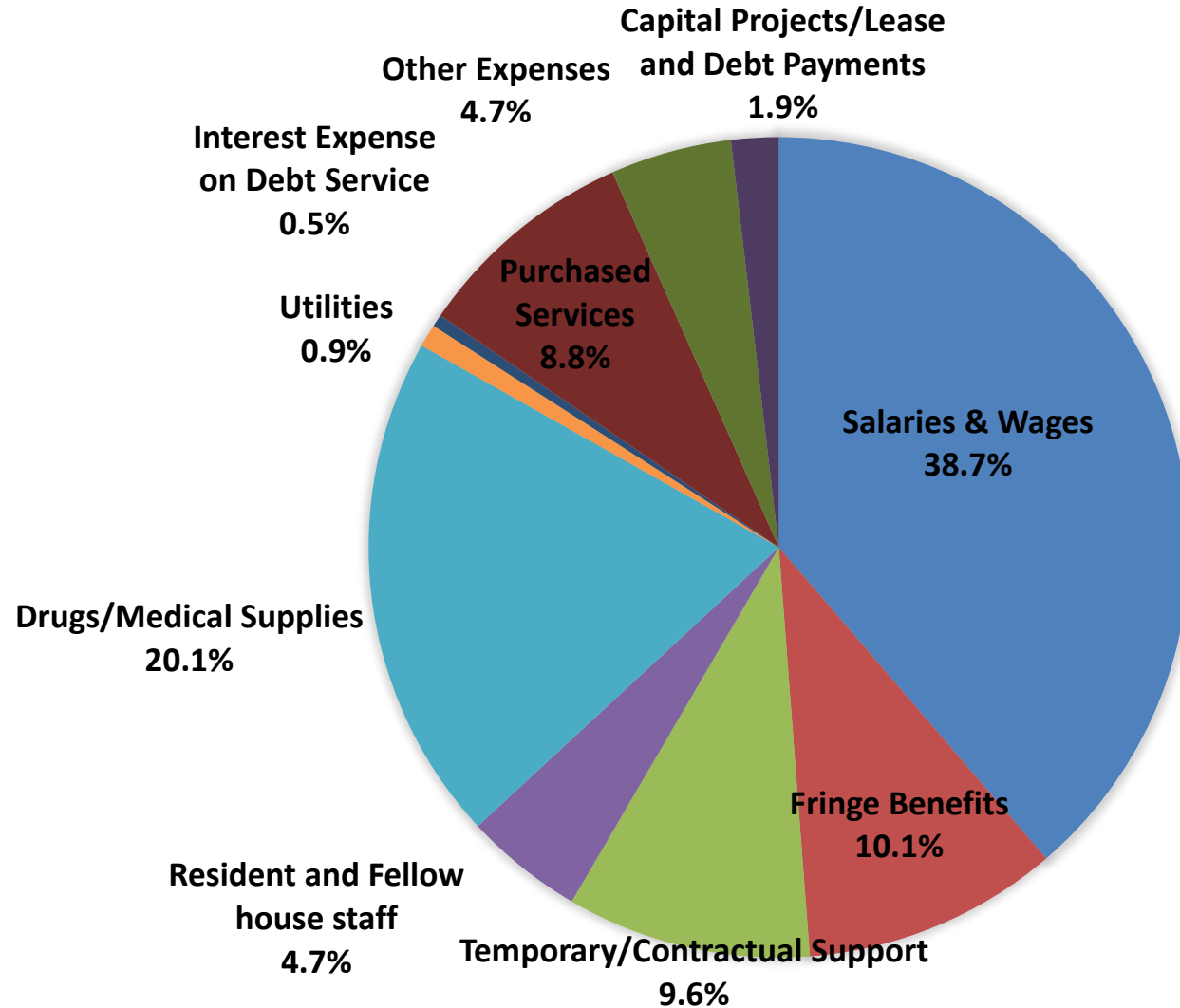
UConn Health has benefited from short term investment fund (STIF) rates of over 5%.

**Internal Income  
\$120.3M**

JDH 340b internal contract pharmacy, JDH/SOM interns and residents, dental house staff and rental fees

# FY25 Proposed Spending Plan

## Expense Budget - \$1,653.8M



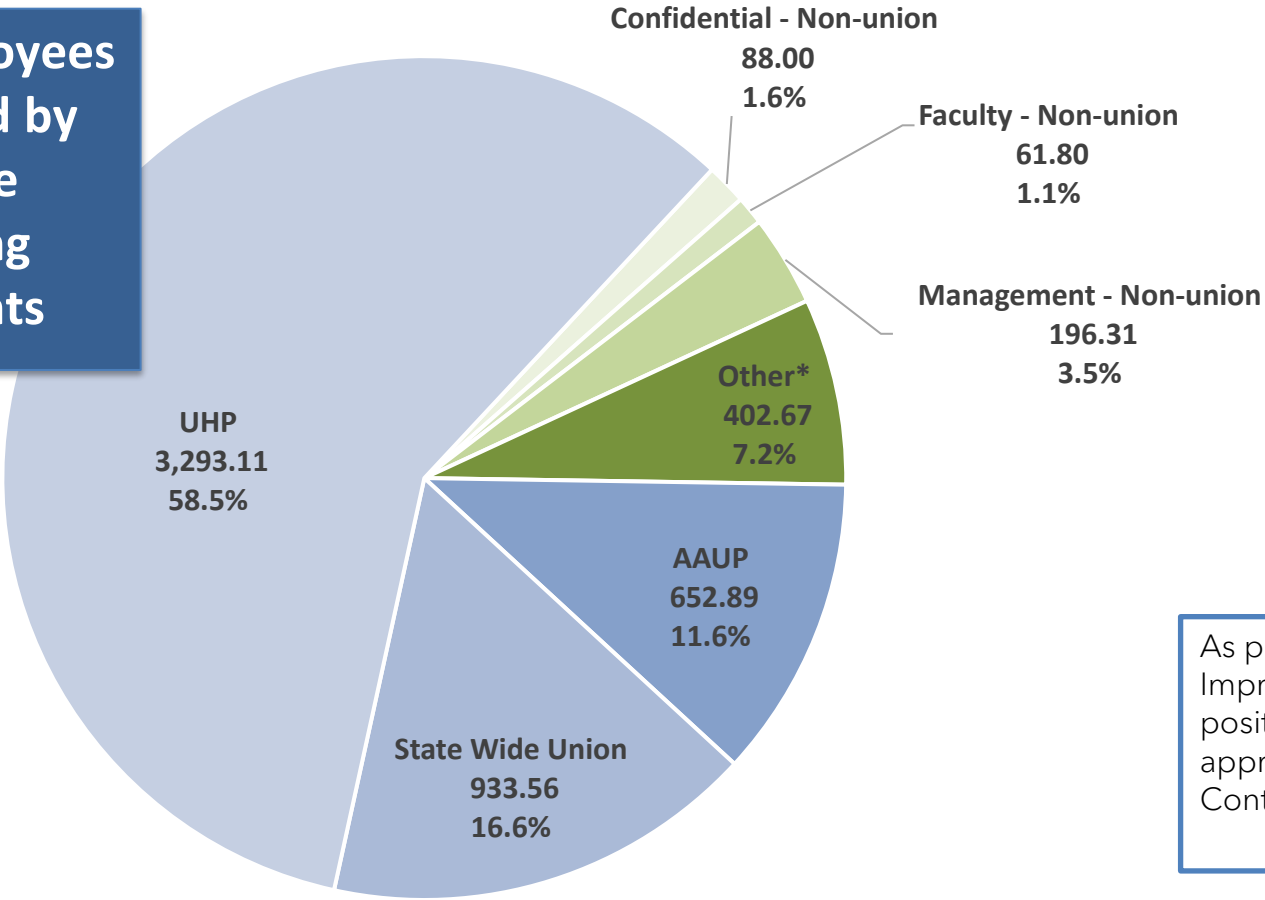
**63.1% of total expense is allocated to personnel cost**  
(Salaries & wages, Fringe Benefits, temporary/contractual support and resident and fellow house staff)

Other Expenses includes items such as Grants Subcontracts, Library E-Resources, Insurance and Repairs/Maintenance

# FY25 Salaries and Wages - \$640.0M – 5,629 FTEs

Growth in FY25 salaries is driven by salary and wage increases of 4.5% and faculty/staff hiring due to clinical volume growth.

**87% of employees are covered by collective bargaining agreements**



As part of the Financial Improvement Plan, vacant and new positions are reviewed and approved biweekly by the Position Control Review Committee

\*Other includes Students, Grad Assistants, Nurse Pros, Residents and Special Payroll

# FY25 Drugs and Medical Supplies

Drugs and Medical Supplies				
\$ M	FY25 Budget	FY24 Forecast	Variance	% Variance
Drugs	\$ 232.9	\$ 213.8	\$ 19.1	8.9%
Medical Supplies	99.1	92.4	6.7	7.2%
<b>Total</b>	<b>\$ 332.0</b>	<b>\$ 306.3</b>	<b>\$ 25.7</b>	<b>8.4%</b>

**Drugs**

Rate increases estimated at 5.0% along with volume increase in JDH, UMG and Pharmacy

**Medical Supplies**

Rate increases estimated at 3.0% along with volume increase in JDH, UMG and Pharmacy

# FY25 Purchased Services

Purchased Services				
\$ M	FY25 Budget	FY24 Forecast	Variance	% Variance
Purchased Services	\$ 145.4	\$ 134.8	\$ 10.5	7.8%
<b>Total</b>	<b>\$ 145.4</b>	<b>\$ 134.8</b>	<b>\$ 10.5</b>	<b>7.8%</b>

**Facilities**

Custodial services, laundry and linen, waste management, landscaping and other facilities contracts

**Clinical Services**

Contract Pharmacy services, food and nutrition, lab and medical services, revenue cycle contracts, offsite rental agreements, medical equipment leasing

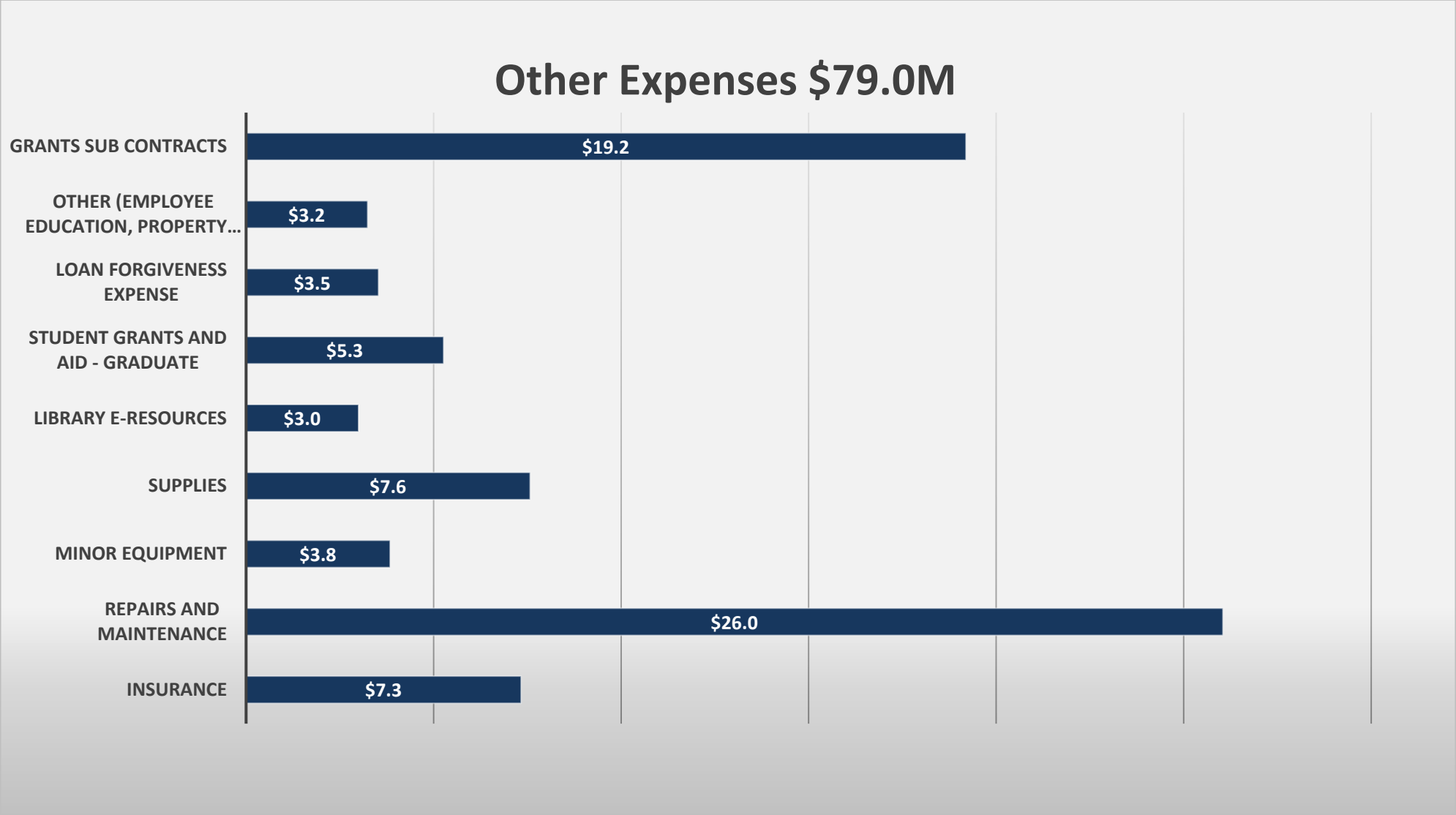
**Research**

Consulting services, lab and facility costs

**Other Services**

Information Technology software/hardware maintenance, IT security contracts, telecom, Public safety, communications, development, Audit services

# FY25 Other Expenses



# FY25 Spending Items to Monitor

## **Staffing**

Employee turnover is greater than historical trends; Overtime, Travel/Temporary Staff, Stipends

## **Other Expenses**

Increased inflationary pressures and supply chain shortages, backorders and outages

## **Patient Revenue**

DSS Supplement/Enhanced payments Federal match

340B eligibility and the restriction of 340B pricing by manufacturers in the Contract Pharmacy realm of our 340B program

Payer mix and volume fluctuations

## **State Support**

Additional state support - Mid-year temporary operating support - possibility of receiving the additional funds in January is unknown

## **FY26 Forward**

Our fiscal year 2026 forecast leaves UConn Health with a shortfall and will require financial improvement plans to generate new revenues and reduce expenses.

# Vote - FY25 Spending Plan Resolution (Operating)

## **RECOMMENDATION:**

- That the Board of Trustees approve the Spending Plan for Fiscal Year 2025 of \$1,653.8 million for UConn Health.

## **RESOLUTION:**

- “Be it resolved that the Board of Trustees approve the Fiscal Year 2025 Spending Plan of \$1,653.8 million for UConn Health.”

# FY25 Capital Budget Spending Plan

<b>State GO Bonds</b>	
Deferred maintenance, code compliance and infrastructure improvements	30.0
System telecommunications infrastructure upgrades, improvements and expansions	3.0
Equipment, library collections and telecommunications	10.0
<b>Total State GO Bonds</b>	<b>\$43.0</b>
<b>UConn Health Operating Funds*</b>	
Campus Renovations	5.0
Clinical Equipment	3.0
Deferred Maintenance	8.0
Information Technology Security and equipment	3.0
Revenue Growth Investment	2.0
Research Capital Use Allowance	8.0
Other/Contingency	8.7
<b>Total UConn Health Operating Funds</b>	<b>\$37.7</b>
<b>Grand Total FY25 Capital Budget</b>	<b>\$80.7</b>

\*Categories/Projects may be redistributed based on UConn Health Capital Prioritization

# Vote - FY25 Capital Spending Plan Resolution

## **RECOMMENDATION:**

- That the Board of Trustees approve a capital budget of 80.7 million for Fiscal Year 2025 which is comprised of \$43.0 million of State GO bond funds and \$37.7 million of UConn Health Operating funds.

## **RESOLUTION:**

- “Be it resolved that the Board of Trustees approve a capital budget of \$80.7 million for Fiscal Year 2024 which is comprised of \$43.0 million of State GO bond funds and \$37.7 million of UConn Health Operating funds.”