



## **UConn and UConn Health Briefing 2025-2026**

This document is intended to provide a glimpse of the University of Connecticut. Most information included in this document is from Fiscal Year 2025, the most recent year for which complete information is available. As available, Fiscal Year 2026 is used for enrollment, faculty, staff and student data. For a more comprehensive look at the University of Connecticut, visit [uconn.edu](http://uconn.edu) or [health.uconn.edu](http://health.uconn.edu).

# From the President

I am honored and humbled to serve as President of the University of Connecticut and UConn Health. UConn strives to be a place where all students, regardless of their zip codes and countries they were born and raised in, will have equal opportunities and be fully prepared for their life journey upon graduation.

Each year, UConn is hitting new highs in academic excellence, creativity, research, global engagement, partnerships, and entrepreneurial activities. With the support of our state government, communities, and industry, we will continue to keep our students at the center of who we are and prepare them not just for good jobs, but also for leadership roles in addressing societal challenges.

We strive to teach our students the skill sets of creativity, innovation, and entrepreneurship as they explore the opportunities and decide their future paths. I will work hard alongside our excellent and committed faculty, staff, alumni, and donors to positively impact our students, the university community, and the State of Connecticut.

Thank you for your support of our university.



Dr. Radenka Maric  
President



**STUDENTS FIRST ▪ UCONN ALWAYS ▪ HUSKIES FOREVER**



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**We are Connecticut's land grant  
public university**

**We exist to serve the State of  
Connecticut and its citizens**

## What We Do

- We promote social and economic mobility and equity of access to a college education
- We educate Connecticut's professional workforce
- We drive economic development by supporting businesses, discovery and innovation, and entrepreneurship
- We promote the public health and wellbeing

We are Connecticut's  
land grant public  
university

We exist to serve the  
State of Connecticut  
and its citizens

We Are

**UConn  
NATION**

EST.  1881

## What We Do

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- We educate Connecticut's professional workforce
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- We promote the public health and wellbeing

# University Strategic Plan: Envisioning 2034

## Strategic Goals



Promoting Holistic Student Success

Expanding Research Impact

Powering a Thriving Connecticut

## Areas of Focus

Student Success Journey

Excellence in Research, Innovation, and Engagement

Wellness of People and Planet

Seven World-Class Campuses, One Flagship University

Husky Pride and Resilience

A Stronger, More Inclusive University

# Strategic Plan KPIs

15 key performance indicators with a 2030 milestone to ensure the University achieves the overarching goals of the plan

| KPI Examples  | 2024 Level | 2025 Level | 2030 Target |
|---|------------|------------|-------------|
| Undergraduate 6-year Graduation Rate (US News)  | 83%        | 84%        | 90%         |
| 5-Year Rolling Average Student Prestigious National and International Scholarships                  | 33         | 34         | 38          |
| Percentage of undergraduate students concerned or very concerned about accumulated educational debt | 46%        | 44%        | 41%         |

| KPI Examples   | 2024 Level | 2025 Level | 2030 Target |
|--|------------|------------|-------------|
| Total Research Awards  | \$368M     | \$314M     | \$500M      |
| Faculty National Academy Memberships                           | 6          | 6          | 14          |
| Endowment Market Value   | \$634M     | \$670M     | \$1B (FY32) |
| UConn Impact on Statewide Economic Output                      | \$8.5B     | \$8.7B     | \$9.2B      |
| Net Carbon and Carbon Equivalent Emissions (EPA Scopes 1, 2,3) | 116K       | 120K       | Net Neutral |

## “Monitor” KPIs

~50 indicators that monitor the ongoing operational health of the university and where we may already be in line or above national averages

# 34,400+

**STUDENTS**

\*including UConn Health

# 299,631

**ALUMNI GLOBALLY**

Alumni live in 99% of Connecticut towns



# \$8.7B

**ECONOMIC IMPACT TO THE STATE** (including UConn Health)

**14** SCHOOLS AND COLLEGES

**82** RESEARCH CENTERS AND INSTITUTES

**7** LOCATIONS: STORRS, AVERY POINT, HARTFORD, STAMFORD, WATERBURY, UCONN LAW + UCONN HEALTH

## RANKINGS

**# 32** U.S. News & World Report Top Public Universities

**# 22** Among National Public Research Universities for First-Year Retention

**# 2** GreenMetric U.S. Sustainability Ranking

**# 40** Wall Street Journal Top Public Universities

# 116

COUNTRIES CALLED HOME BY UCONN STUDENTS



# 49

U.S. STATES REPRESENTED IN OUR STUDENT BODY

# 9,971



**DEGREES AWARDED IN FY25**

UConn Briefing 2025-2026

5,693 Bachelor's  
1,827 Master's  
408 Doctorates  
529 Graduate/Professional Certificates  
191 Law (J.D., LL.M.)

115 Medicine  
52 Dental  
84 Pharm. D.  
40 6 Yr. Education  
32 2 Yr. Agriculture

**\$3.6B** **ANNUAL OPERATING BUDGET** (including UConn Health)

# UConn

## UCONN BY THE NUMBERS

(STORRS & REGIONALS)

# 33,758

TOTAL STUDENTS,  
excluding Medicine & Dental Medicine

# 26,191

Undergraduates  
6% international

# 7,567

In Graduate and  
Professional Programs

# 9,433

FIRST GENERATION STUDENTS  
(8,913 associates, bachelor and  
undergrad non-degree)

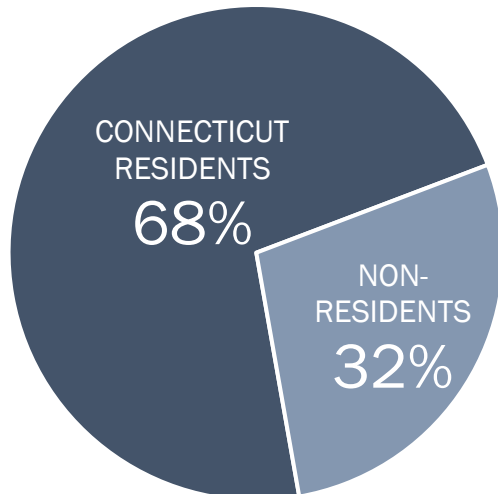
# 17,854

STUDENTS RECEIVING  
SCHOLARSHIPS/GRANTS

# 169

CT TOWNS  
REPRESENTED IN  
STUDENT BODY

Undergraduates - Storrs and  
Regional Campuses



# #2

Among National Public  
Research Universities for  
Time to Degree,  
with a 4.1-Year Average

# 3,578

STAFF MEMBERS (FULL-TIME ONLY)

# 1,672

FACULTY MEMBERS (FULL-TIME ONLY)

# Connecticut's Intellectual Engine

## Our graduates serve Connecticut communities

**68%** of practicing dentists in Connecticut have completed dental training at UConn

**70%** of School of Medicine and residency graduates practice medicine in Connecticut

**71%** Of UConn's engineering graduates remain in Connecticut, with a total of 88% staying in the northeast



Some of many professions impacted by UConn graduates

|   | Enrollment<br>Fall 2025 | Degrees<br>Awarded<br>2024-2025 |
|---|-------------------------|---------------------------------|
| <b>Physicians</b><br>School of Medicine                     | <b>461</b>              | <b>115</b>                      |
| <b>Dentists</b><br>School of Dental Medicine                | <b>205</b>              | <b>52</b>                       |
| <b>Nurses</b><br>School of Nursing                          | <b>1,261</b>            | <b>414</b>                      |
| <b>Engineers</b><br>School of Engineering                   | <b>5,083</b>            | <b>1,069</b>                    |
| <b>Teachers &amp; Educators</b><br>Neag School of Education | <b>841</b>              | <b>645</b>                      |
| <b>Social Workers</b><br>School of Social Work              | <b>575</b>              | <b>196</b>                      |
| <b>Attorneys</b><br>School of Law                           | <b>567</b>              | <b>191</b>                      |
| <b>Pharmacists</b><br>School of Pharmacy                    | <b>626</b>              | <b>163</b>                      |

*In addition to the professions listed in the table, UConn supplies graduates in many other areas, such as business, agriculture, conservation, counseling, public policy, speech and hearing, family sciences, human health, that are important to CT's future.*

# UConn's Impact on Connecticut's Workforce



**77%**  
of graduates  
from CT take  
jobs in the state

**\$67,500**

Average yearly starting salary for UConn graduates, higher than the national average

### Top Employers for UConn Grads\*

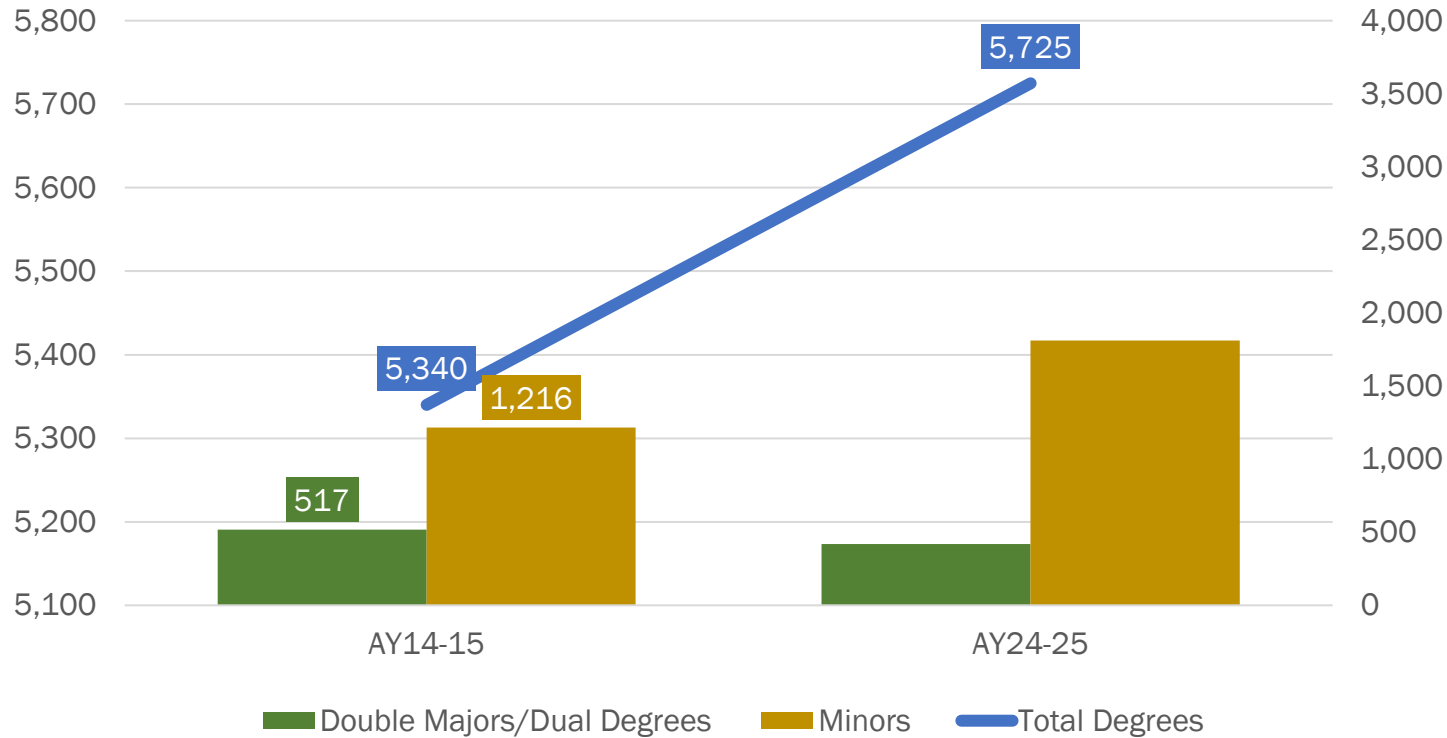
- Amazon - 466
- Cigna - 485
- Collins Aerospace - 378
- CVS Health/Aetna - 932
- Deloitte - 352
- Ernst & Young LLP - 182
- General Dynamics Electric Boat - 539
- Hartford Healthcare - 658
- KPMG - 127
- Lockheed Martin - 239
- Pratt & Whitney - 1,088
- PricewaterhouseCoopers - 270
- Raytheon Technologies - 254
- Synchrony - 93
- The Hartford - 512
- Travelers - 1,117

*\*Based on LinkedIn profiles. We believe these numbers are underrepresented by 40-50%.*



# UConn's Impact on Connecticut's Workforce

## Undergraduate Degrees Conferred



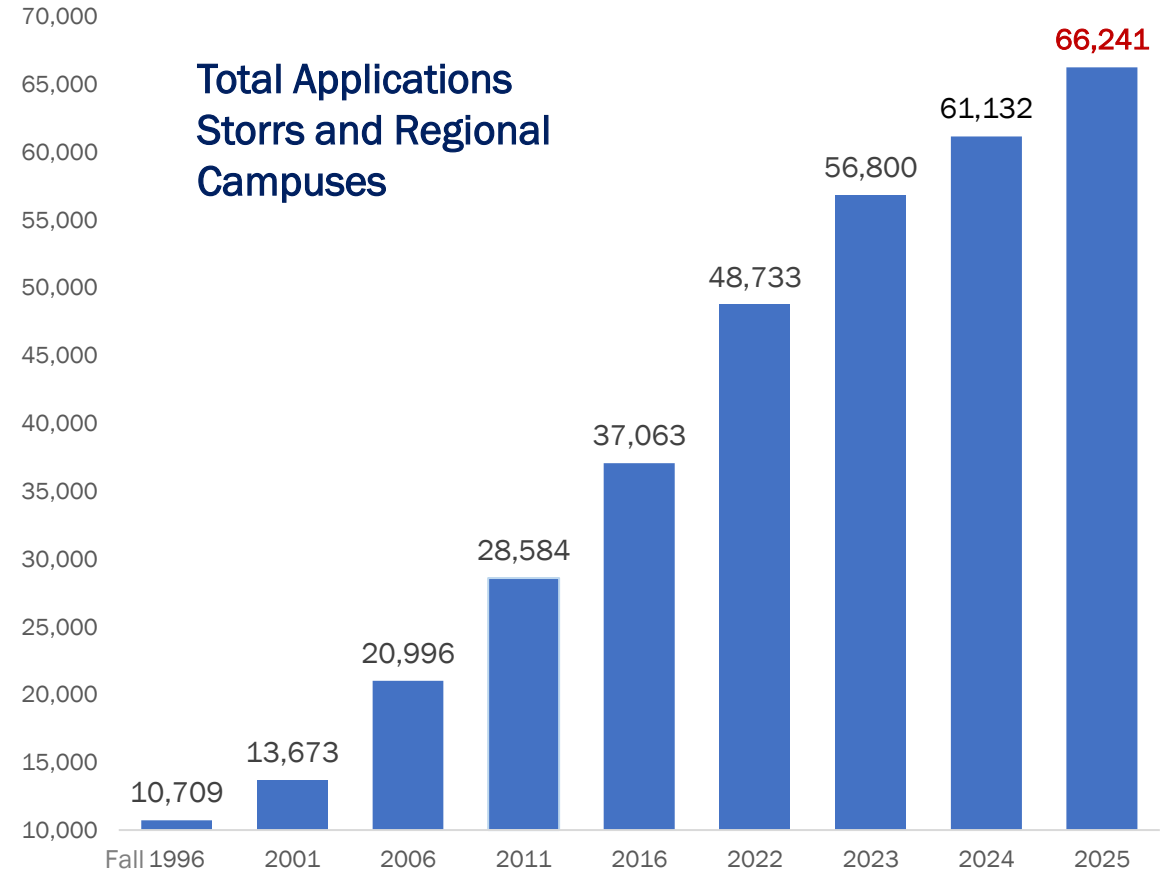
Since AY14-15, annual undergraduate degrees conferred has increased by 7% (~400) and 49% (~600) more students are graduating with a minor

# UConn is in Demand

Demand for a UConn education is strong and highly competitive

...and the quality of the first-year student class is highly competitive.

Nearly 66,300 applications for Fall 2025



**174** Valedictorians and Salutatorians Storrs & Regionals

**1325** Mean SAT\* score of Storrs Campus entering first-year students for fall 2025

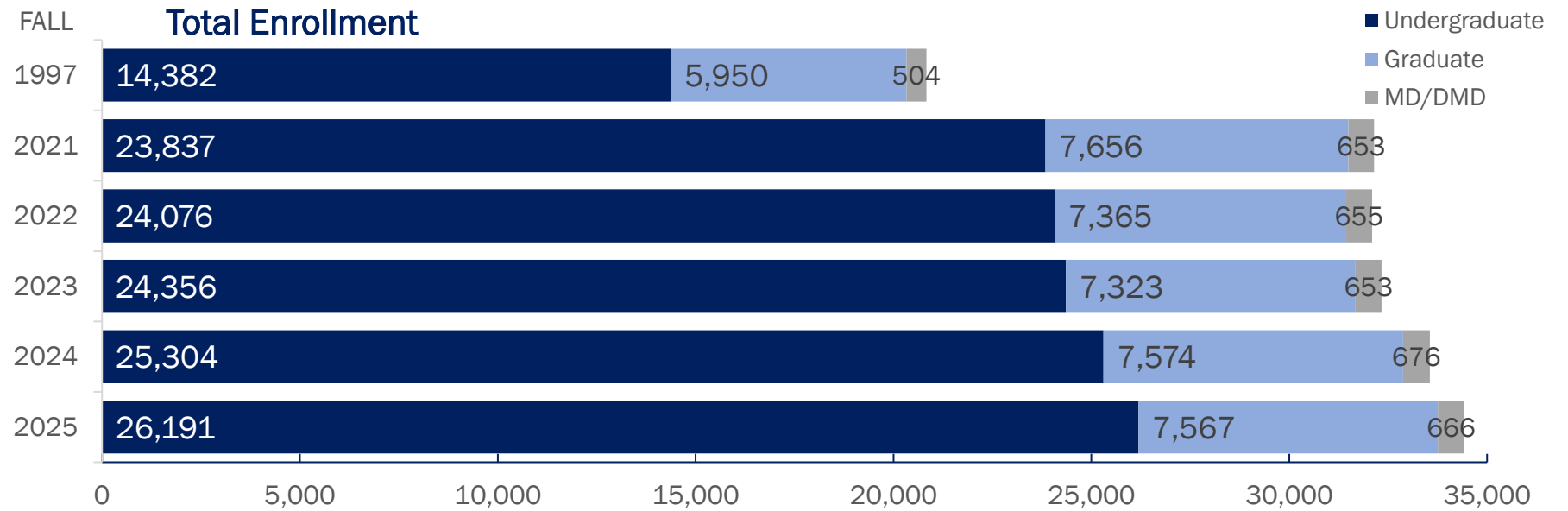
Connecticut mean SAT: **989**

National mean SAT: **1029**

\*SAT Data: Standardized test average represents students who elected to submit test scores as part of their application materials.

# Enrollment Growth

**79% Increase**  
 In undergraduate enrollment since 1995



- Future enrollment growth strategy will focus on maximizing net revenue using a combination of rates, residency mix, financial aid and on and off campus housing options.

| Fall Residency (All Campuses) | 2001 | 2006 | 2011 | 2021 | 2025 |
|-------------------------------|------|------|------|------|------|
| In-State First Year           | 74%  | 76%  | 75%  | 71%  | 62%  |
| Out-Of-State First Year       | 26%  | 24%  | 25%  | 29%  | 38%  |
| In-State Undergrads           | 81%  | 80%  | 80%  | 76%  | 68%  |
| Out-of-State Undergrads       | 19%  | 20%  | 20%  | 24%  | 32%  |

# UConn Student Success

UConn is among the best in the nation at graduating students in four years.

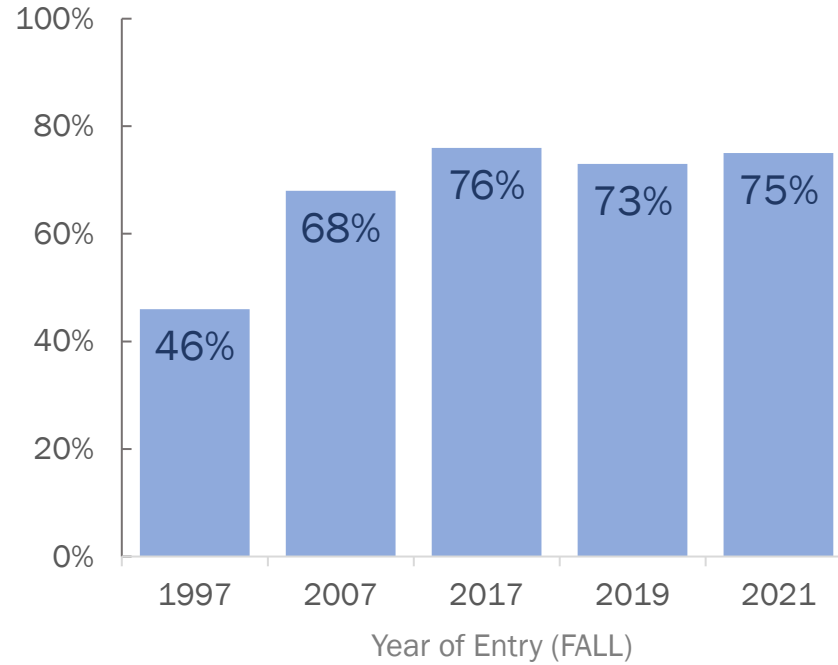
**4.1 Years**

Average time to degree, ranking UConn 2<sup>nd</sup> among national public research universities

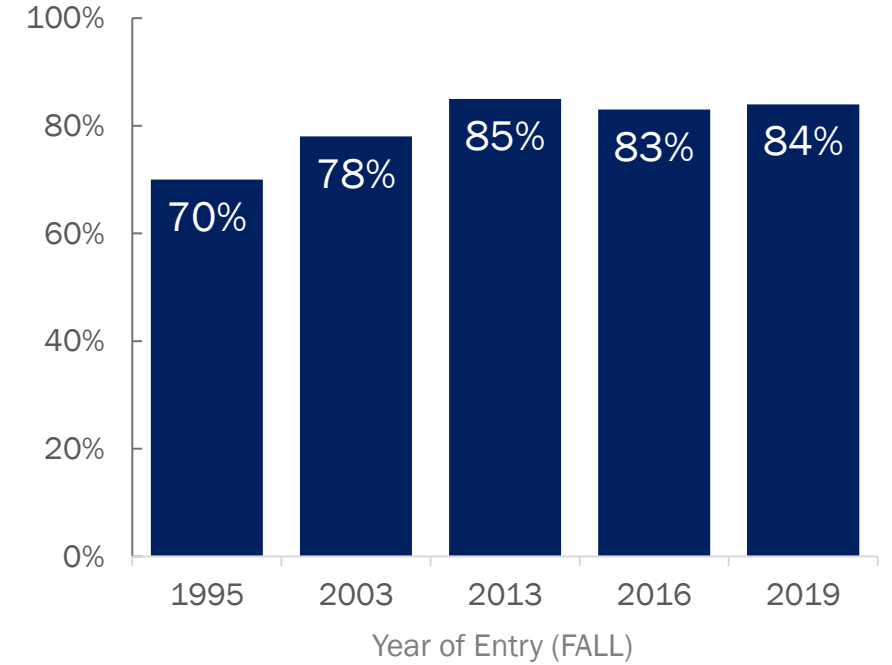
**84%**

6-year graduation rate for the fall 2019 entering cohort (in 2025)

4-Year Graduation Rate Trend



6-Year Graduation Rate Trend



\*Data: Storrs Campus

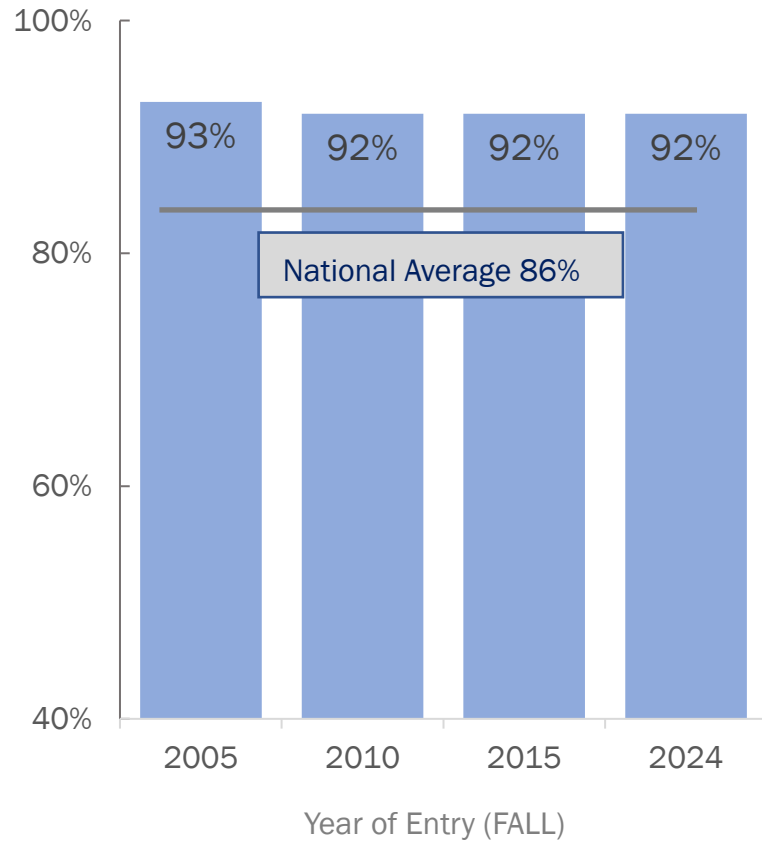
# UConn Student Success

First-year student retention rates are among the highest in the nation.

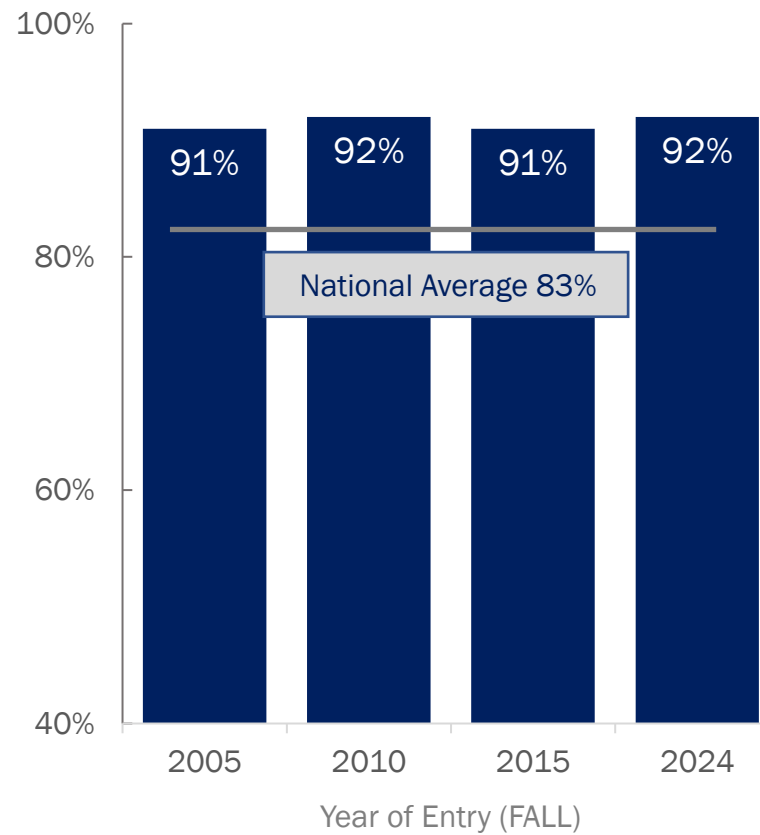
**22nd**

Among national public research universities

## All First-Year



## Minority First-Year



Based on national data from the Consortium for Student Retention Data Exchange (CSRDE). Storrs campus data.



## CURRENT HIGH SCHOOL STUDENTS

UConn Early College Experience (UConn ECE) is the nation's oldest concurrent enrollment program and Connecticut's only NACEP accredited program that allows Connecticut high school students to take UConn courses for both high school and college credit. Students benefit by taking college courses in a setting that is both familiar and conducive to learning. UConn accounted for **70%** of the state's entire high school dual credit enrollment opportunities in FY24.

**19,886**



HIGH SCHOOL STUDENTS



**193**

HIGH SCHOOL PARTNERS

**92**



UNIQUE COURSES

**42**



DISCIPLINES

### We ensure that:

- UConn courses offered in the high school are as rigorous as courses offered on campus
- Students are held to the same expectation and standards of achievement as on-campus students
- Instructors meet the same requirements for on-campus adjunct faculty and are provided support by faculty in their discipline

NATIONS LONGEST  
RUNNING CONCURRENT  
ENROLLMENT PROGRAM:  
Since 1955

ACCREDITED BY THE  
NATIONAL ALLIANCE OF  
CONCURRENT ENROLLMENT  
PARTNERSHIPS

Approximately



**1,180+**

Active UConn ECE Instructors

**31.5%**

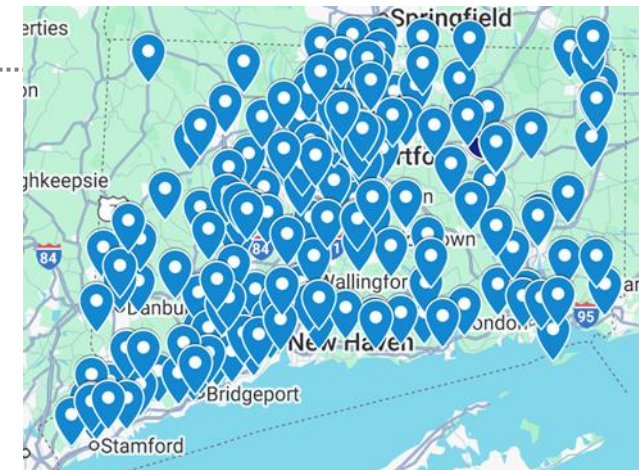
Of the UConn  
Class of '26  
are UConn ECE  
Alumni



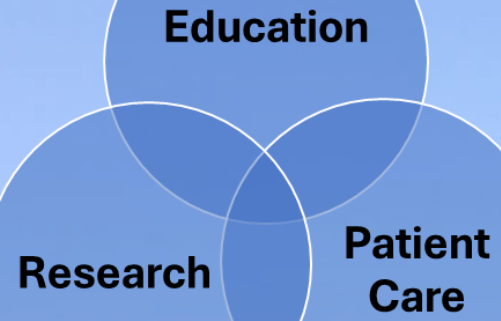
**114,016**

Annual Credit Hours Taught

### FY24-25 Partner Schools



**UConn**



# UConn Health Snapshot

Integrated Tripartite Mission



**EDUCATION**



**RESEARCH**



**PATIENT CARE**

**\$3.6B**

**ECONOMIC IMPACT  
TO THE STATE**

**5,800**

**FULL- AND PART-TIME  
EMPLOYEES**

**\$1.8B**  
**ANNUAL  
OPERATING  
BUDGET**

**NEARLY 1/4**  
Of inpatient hospital  
and outpatient visits  
are from patients  
enrolled in Medicaid.

**973**

Medical and dental  
school graduates  
placed in central  
Connecticut hospitals  
for residency,  
addressing a critical  
workforce need and  
attracting **\$192.6M**  
in federal funds annually.

## UConn Health includes:

- UConn School of Medicine
- UConn School of Dental Medicine
- The Graduate School (Biomedical Sciences, Public Health, Clinical & Translational Research, Dental Sciences)
- John Dempsey Hospital
- UConn Medical Group (outpatient Services)
- UConn Dental Clinics
- Research Laboratories
- Technology incubation facilities for startup companies

## CT'S LARGEST PROVIDER

of dental services to  
Medicaid recipients and the under-and uninsured.

UConn Health is a major supplier of  
health care professionals and biomedical  
science professionals for the state.



## School of Medicine

461 Students  
861 Residents

## School of Dental Medicine

206 Students  
112 Residents

### Highlights

- Shared Biomedical Sciences Curriculum in Years 1-2
- Early Clinical Exposure
- Curriculum Reform
- Team-Based Learning
- Outstanding National Boards Performance
- Outstanding and growing graduate medical education programs for residency physician training-ranked in the top ten percent of all GME programs in the country
- Leadership in Undergraduate & Graduate Medical & Dental Education
- Continuing Medical Education Accreditation with Commendation
- Statewide Community Partnerships & Community Outreach Programs

# The Schools of Medicine (SOM) and Dental Medicine (SODM) Provide Value for the State and its Residents

- **Demand:**

- SOM had 5,734 applicants for 114 spots
- SODM had 1,735 applicants for 52 spots

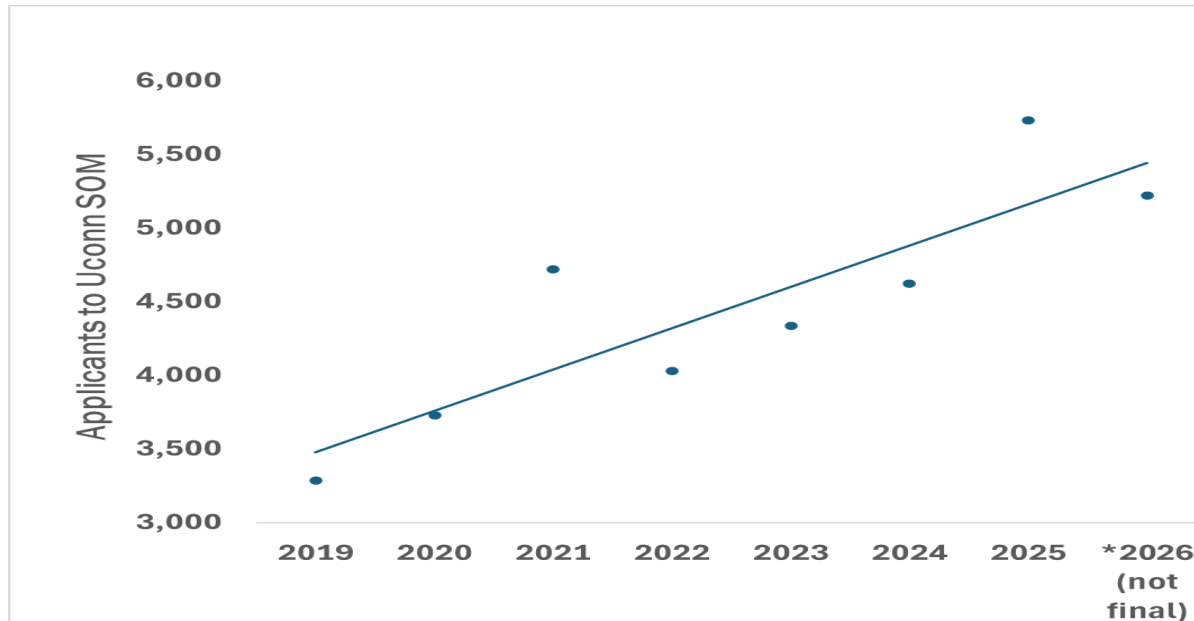
- **Growth:**

- SOM increased class size by 3.6% since 2019
- SODM increased its class size by 9% since 2019



Increasing number of applications to UConn SOM.

74% increase in 2025 since 2019



- **Workforce Development:**

- ~70% of SOM and 58% of SODM incoming students are CT residents;
- 37% of MDs practicing in CT
- 68% of dentists practicing in CT



# The Graduate School at UConn Health

213 Ph.D. Students

142 Master's Students

17 Graduate Certificate Students

## Programs

Public Health (Ph.D., MPH)

Clinical & Translational Research (MS-CTR)

Dental Sciences (MS)

Biomedical Science (Ph.D.)

- Cell Biology
- Genetics & Developmental Biology
- Immunology
- Molecular Biology & Chemistry
- Neuroscience
- Skeletal Biology & Regeneration
- Systems Biology

## Combined Degree Programs

### MD

- MD/PH.D.
- MD/MPH
- MD/MS-CTR

### DMD

- DMD/Ph.D.
- DMD/MPH
- DMD/MS-CTR

# Graduate Medical Education / Residency Training

## A Critical Resource to CT Hospitals & the State

**861**

Medical Residents

**112**

Dental Residents

**\$192.6M**

Federal funding coming to hospitals in the State of CT

### UConn Residency Programs:

- Build CT's medical and dental workforce
- Contribute to the **quality of healthcare** in CT
- Bring in **additional Medicare reimbursement revenues** to the State

| Hospitals FY24       | Federal Reimbursement |
|----------------------|-----------------------|
| CT Children's        | \$3.5M                |
| Hartford Hospital    | \$86.6M               |
| Hosp of Central CT   | \$12.5M               |
| UConn JDH            | \$54.0M               |
| St. Francis Hospital | \$36.0M               |
| <b>TOTAL</b>         | <b>\$192.6M</b>       |

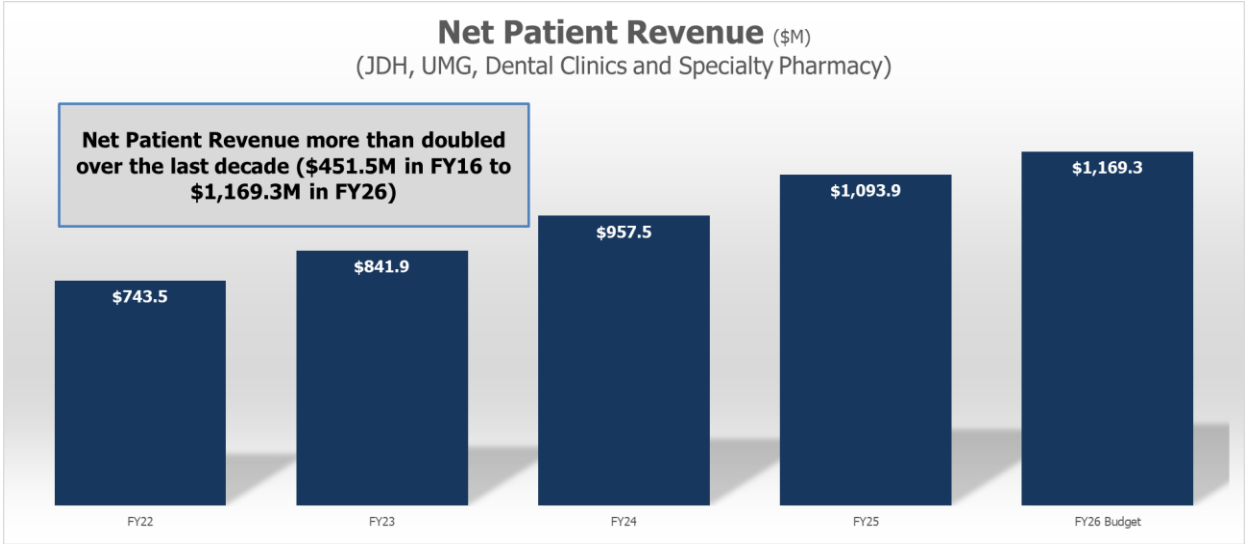
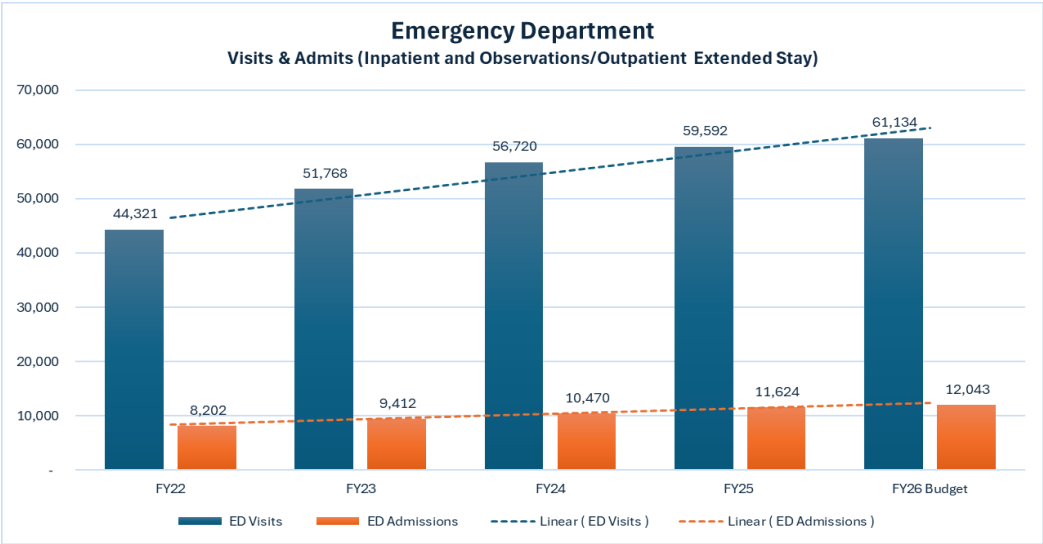
### UConn residents provide care in communities across Connecticut:

- Bridgeport
- Bloomfield
- Cheshire
- Danbury
- Derby
- East Hartford
- Enfield
- Farmington
- Glastonbury
- Hamden
- Hartford
- Manchester
- Meriden
- Middletown
- New Britain
- New Haven
- Newington
- Newtown
- Norwich
- Plainville
- Putnam
- Rocky Hill
- Storrs
- Suffield
- Torrington
- Uncasville
- Waterbury
- West Hartford
- Willimantic

# The Patient Care Enterprise Provides Heavily Demanded State-of-the-Art Care



| State Rank | Hospital                    | City       | Patient Experience Award |
|------------|-----------------------------|------------|--------------------------|
| 1          | Yale New Haven Hospital     | New Haven  |                          |
| 2          | Midstate Medical Center     | Meriden    |                          |
| 3          | UConn John Dempsey Hospital | Farmington | ✓                        |
| 4          | Hartford Hospital           | Hartford   |                          |
| 5          | Griffin Hospital            | Derby      |                          |



# UConn Health: Key Service Statistics (FY25)

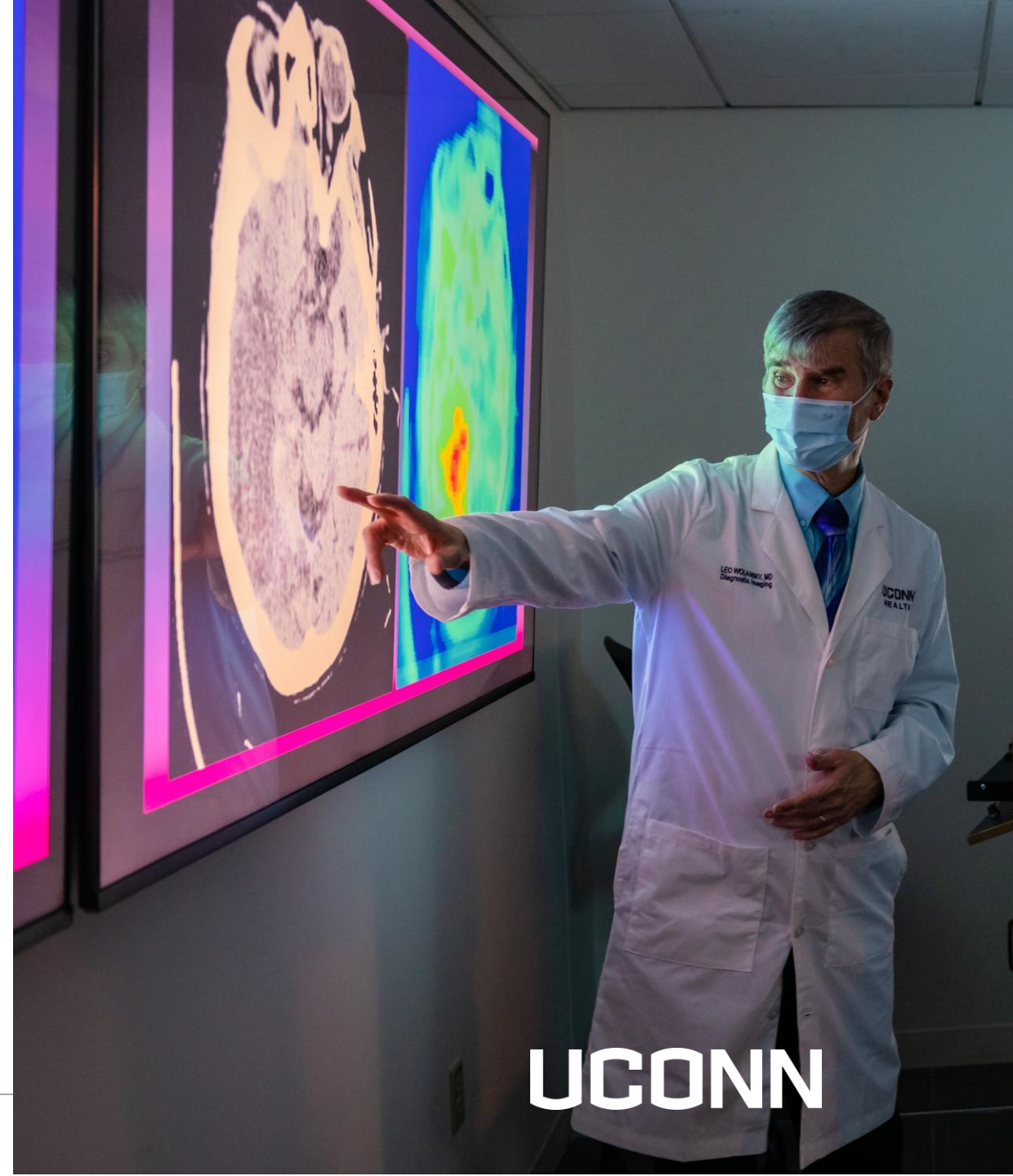
**~1.6 million**  
OUTPATIENT VISITS\*

**81,246**  
DENTAL CLINIC VISITS AT  
UCONN HEALTH SITES\*

**~17,716**  
HOSPITAL DISCHARGES

UConn Health physicians, dentists, residents, medical and dental students **provide thousands of hours of free healthcare** to Connecticut's most medically vulnerable citizens

*\*Some outpatient visits will generate multiple patient services in a given day.*



# Clinical Services

All UConn Health clinical care venues serve as sites for teaching and learning and are essential for attracting talented faculty who teach, do research, and provide patient care.

## 22 Patient Care Locations in 11 Towns



**John Dempsey Hospital (JDH):** Acute care, University teaching hospital licensed for 257 beds.

**UConn Medical Group (UMG):** Among the largest multi-specialty faculty clinical group practices in the region.

**University Dentists and UConn Dental Clinics:** Faculty and resident dental care practices.

**Urgent Care:** Treating a range of non-life-threatening illnesses and injuries that need prompt attention with no appointment.

# UConn Health: An Essential Healthcare Provider for CT's Underserved Citizens

In FY25 alone, UConn Health provided

**\$119M**

in under-reimbursed care for Connecticut residents.



- Nearly 1/4 of UConn Health's inpatient hospital and outpatient visits are from patients enrolled in Medicaid.
- UConn Health is CT's leading provider of Specialty Services including surgeries to Medicaid recipients. E.g. In Orthopedics, UConn's payer mix is 28.4%.
- **#1 Provider in the State** of Dental Services to Medicaid recipients and the under- and uninsured.
- UConn physicians, dentists, residents, and medical and dental students **provide thousands of hours of free healthcare annually** to Connecticut's most medically vulnerable citizens.

# UConn Health: A Resource for the Community and the State

## Health Career Opportunity Programs - Aetna Health Professions Partnership Initiative

<https://health.uconn.edu/hcop/>

Comprehensive program of educational enrichment and support activities for students and trainees with a focus on underrepresented and first-generation students applying to medical and dental schools, graduate programs in biomedical sciences, nursing, pharmacy, and allied health programs.



- STEM Education for Urban Middle School Students – Great Explorations Middle School Program
- Doctors Academy College Prep Program for URBAN High School Students
- Statewide High School Student Research Apprenticeship Program
- Statewide Mini Medical/Dental High School Program
- Statewide Bridge To The Future Science Mentorship Program-Middle School, High School and College Students
- Statewide Pre-College Enrichment Programs for entering freshmen
- Statewide Health Disparities Summer Research Fellowship Program
- Statewide Medical and Dental School MCAT/DAT Preparatory Program
- Statewide Summer Research Fellowship Program
- Health careers enrichment sessions with LMSA, SNMA, SNDA/HSDA for partnering Hartford Schools and the Boys & Girls Clubs of Hartford

# UConn Health: A Resource for the Community and the State

## CT Area Health Education Center (AHEC) Network: Community Service and Workforce Development

In 2024-25, engaged over 18,000 learners in pipeline programming, clinical training and continuing education, as well as community education.

2025-26 programs include:

- Interprofessional Education Program free community-based clinics with partners (Hartford, New London, Norwich and Willimantic)
- CT AHEC Network Pipeline Programs: Youth Health Service Corps, Collegiate Health Service Corps, and STEM programs for high school students including sponsorship of the annual CT Junior Science & Humanities Symposium at UConn Health in Farmington
- CT AHEC Urban Service Track/AHEC Scholars Program – provides 40+ community-based programs annually (throughout CT), including Smalley Elementary School collaboration and Pathways/Senderos Teen Pregnancy Prevention Program (New Britain)
- Health promotion education in K-12 (oral health, nutrition, tobacco and other substance use, and more)
- New England Nursing Preceptor Academy
- CT Student Loan Repayment Program administration including professional development (financial and wellness coaching and free CMEs/CEs)



# UConn Health: A Resource for the Community and the State

## Community Service Focused

Initiatives to prepare the next generation of health care providers, grow the number of under-represented minorities enrolled in healthcare education, and increase the number of healthcare professionals practicing in urban settings and other areas across the state.

UConn physicians, dentists, residents, medical and dental students provide thousands of hours of free healthcare to Connecticut's most medically vulnerable citizens, for example:

- South Park Inn Medical/Dental Clinic (Hartford)
- Camp Courant Dental Screening Program
- CT Mission of Mercy
- Special Olympics Healthy Athletes/Special Smiles
- SHA/SHIP – Students/Faculty assisted CT DPH with community input survey
- UConn Storrs assisted DPH with section on climate change and health in CT
- Hartford North End Health & Wellness Screening Events-UConn Schools of Medicine and Dental Medicine working with the City of Hartford, DHHS and local community organizations provide health education & screening events focused on Oral Cancer, Diabetes & hypertension at Keney Park in Hartford.



# UConn Health Academic and Research Collaboration/Affiliation with JAX-GM

## Exceptional Education Opportunities

- 18 JAX faculty have UConn graduate faculty appointments
- 22 UConn Biomedical Science PhD students are performing their dissertation research with JAX faculty. 2 dual degree students recently completed their dissertation work and are back in the clinical years
- 149 lab rotations have been completed with JAX faculty
- 29 students have graduated from the UConn SOM/JAX Doctoral Program with PhDs (this includes dual degree students)
- UConn/JAX awarded \$1.2 million training grant from the National Human Genome Research Institute to train future generation of genomic scientists. Renewal application for the T32 grant recently submitted.
- 5 students awarded NIH F30 grant
- 3 students awarded American Heart Predoctoral Fellowships
- 1 student awarded an American Hematology Society Fellowship
- Partnering with JAX with submission of a Medical Scientist Training Program to train the next generation of physician scientists
- Held 9<sup>th</sup> Annual UConn/JAX Postdoctoral Research Day
- Held 3<sup>rd</sup> Annual Research Cores and Resources Fair

## Joint Single Cell Genomics Center

- Continued investment in equipment-based research core with cutting edge, state-of-the-art research equipment
- Many grants awarded to UConn/UConn Health faculty using the Center

## UCH/JAX Collaborative Faculty

- Recruited 4 Joint UConn/JAX hires (1 resigned May 2020)  
Total start-up commitments for 4 hires > \$5.7 million
- 1 “hybrid joint” between CCMC/UCH/JAX

## UConn/JAX COLLABORATIVE GRANTS FY14- PRESENT

| Joint Grant Submissions                        | Value (\$M)    |
|--|----------------|
| JAX with sub to UConn SOM                      | \$62.0         |
| JAX with sub to UConn Storrs                   | \$1.2          |
| UConn SOM with sub to JAX                      | \$83.9         |
| UConn Storrs with sub to JAX                   | \$3.8          |
| <b>Total committed awards FY14 to present:</b> | <b>\$150.9</b> |

# UConn Health Academic and Research Collaboration/Affiliation with JAX-GM

## Recent Highlights

### UConn-JAX Symposium on Artificial Intelligence (AI)

- Inaugural UConn-JAX symposium with faculty from SOM, SDM, College of Engineering was held to highlight and strengthen research in artificial intelligence (AI) in healthcare and medicine. The symposium entitled “Leveraging AI, Data Science, and Computing in Healthcare and Medicine, brought together researchers, engineers, and clinicians from UConn Health, UConn Storrs, and The Jackson Laboratory for Genomic Medicine. This event aimed to further expand collaborations and catalyze the integration of AI into the future of medicine.

### JAX, Connecticut Children’s and UConn Health partner to advance pediatric gut health

- Investigators at the Jackson Laboratories (Dr. Sasan Jalili), Connecticut Children's (Drs. Jeffrey Hyams and Jonathan Salazar) and UConn Health (Dr. Justin Radolf) are developing an in vitro model for ulcerative colitis using an organ-on-a-chip platform. The project uses epithelial cells derived from colonic biopsies of ulcerative colitis patients seen at Connecticut Children's to deconvolute the dysregulated inflammatory response to intestinal microbiota that is believed to trigger the disease process.

### UCH/JAX Collaborative Faculty

- UConn SOM/JAX Collaborative Faculty member Dr. J. Travis Hinson received a Catalyze grant from the National Heart, Lung, and Blood Institute, National Institutes of Health, to develop a gene therapy to help individuals with heart failure. The ultimate goal of the grant is to create the first TNNT2-targeted gene therapy for cardiomyopathy as a precision cardiovascular medicine approach ([link to UConn Today article](#)).

# UConn Health

## Rapid Inclusive Strategic Planning (RISP)

### UConn Health Strategic Goals



#### **Clinical Excellence**

Be the best place in CT for patient care (quality, safety and experience)



#### **Clinical Growth**

Expand geographic scale, patient volume and health care services statewide



#### **Financial Strength**

Thrive financially and reduce dependence on State funding



#### **Research Growth**

Become a top ranking academic medical center for translational research, clinical trials and commercialization of research

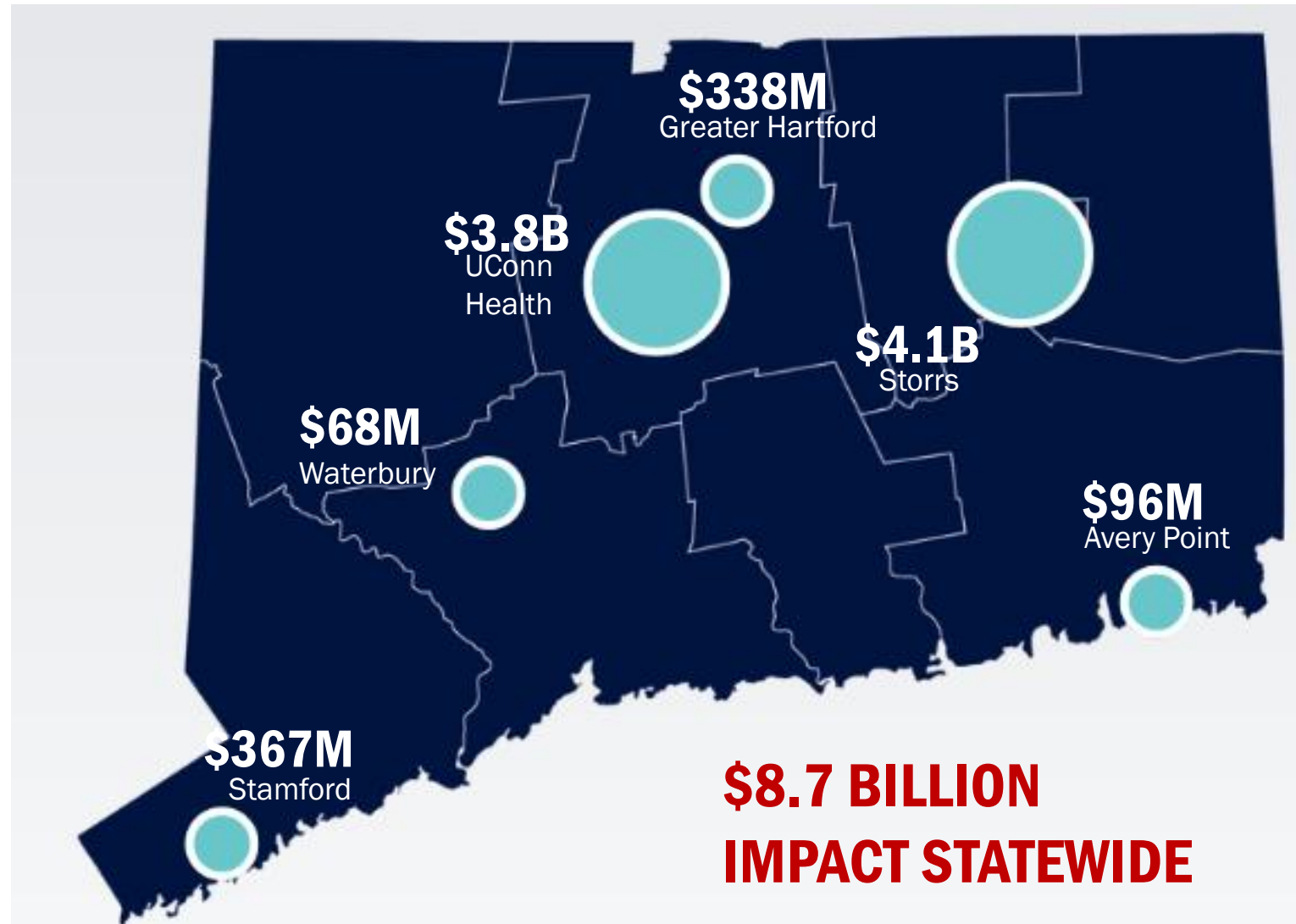


#### **Prioritizing People, Culture, & Community**

Be the employer of choice and be relevant to our state and communities

# Connecticut Community Impact

UConn generates economic impacts that ripple throughout Connecticut, affecting business and industry, households, and the rich variety of people who contribute to the state's prosperity. From the number of students attending the University, to the dedicated faculty and staff working to make UConn what it is today



# UConn has an Outsized Impact on Connecticut 's Economy

UConn contributes **\$8.7** Billion annually to the state's economy

**\$1.84**



Economic Output generated for every dollar UConn spends



**\$437M**

State and Local Tax Revenue



**\$2,377**

Generated for Every CT Resident



**49,020**

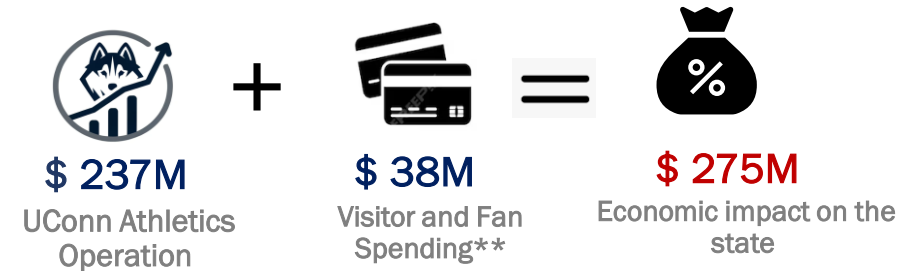
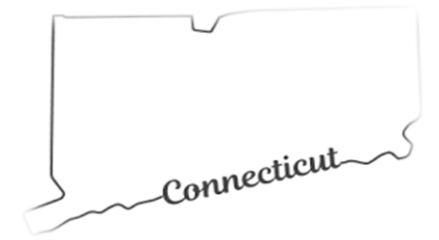
UConn-supported Jobs

Note: Economic impacts include direct, indirect, and induced spending effect. FY 2025 data.

# Athletics Economic Impact

## Excellence in Athletics 2024-25 highlights:

- 12<sup>th</sup> national championship for women's basketball
- Undefeated Big East regular season and tournament title
- Football achieved bowl eligibility
- Men's basketball returned to NCAA Tournament play



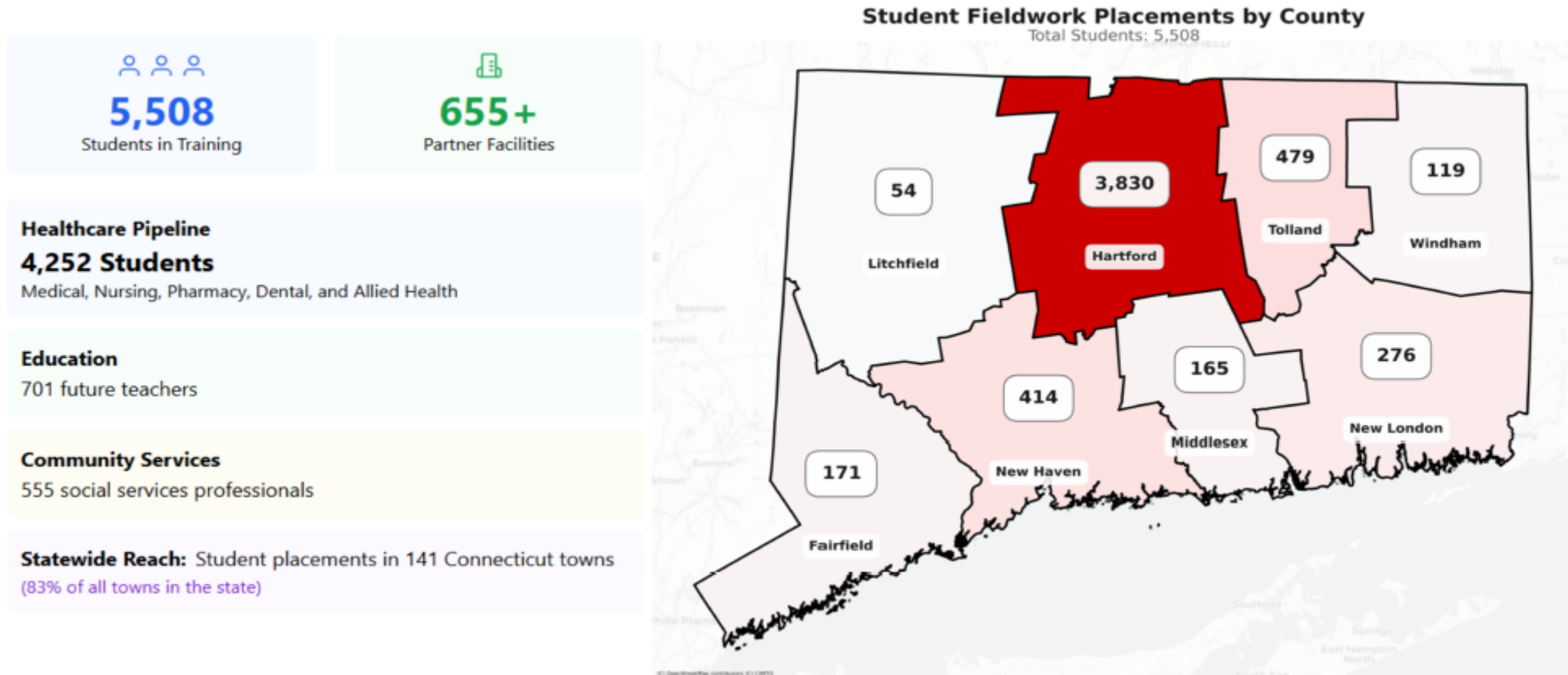
### Total Economic Impact by Sport

| Sport              | Total Impact (in Millions) |
|--------------------|----------------------------|
| Football           | \$ 58                      |
| Men's Basketball   | 62                         |
| Women's Basketball | 48                         |
| All other Sports   | 107                        |
| <b>Total</b>       | <b>\$ 275M</b>             |

\*\*Visitor and Fan spending includes Lodging, Transportation (including parking), dining and retail spending.

# UConn's Student Fieldwork Placements

Workplace training gives students practical experience while benefitting Connecticut communities



*\*Students may have multiple student placements within an academic year*

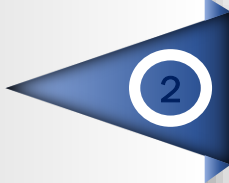
# UConn Research: An Innovation Economy Pipeline

## Goals for Research and Scholarship





1

Become regional innovation powerhouse



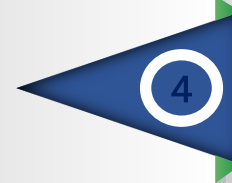

2

Increase UConn's reputation and rankings as an R1 institution




3

Substantially increase research awards



4

Become a member of AAU



Areas targeted to support institutional growth and transformative impact

# UConn's Research Enterprise

UConn generates new discoveries that move through translational stages toward commercialization, investment, new companies, and new jobs for Connecticut.

## 2025 Carnegie Classification, Research Activity Designation:

- Research 1: Very High Research Spending and Doctorate Production
- 135 public institutions in this category

To remain competitive and viable, UConn is aligning research with federal priorities that are areas of strength for the university:

- National Security
- Artificial Intelligence
- Biosciences
- Quantum Information Science
- Health, Wellness, and Quality of Life



UConn partners with 165 institutions worldwide and is one of only three U.S. members of the Universitas 21 network.

UConn has impressive facilities for research and scholarships including healthcare facilities, laboratories, incubators, and a technology park.



# Research Awards and Expenditures (in millions)

**10%**

Increase in Awards since FY20

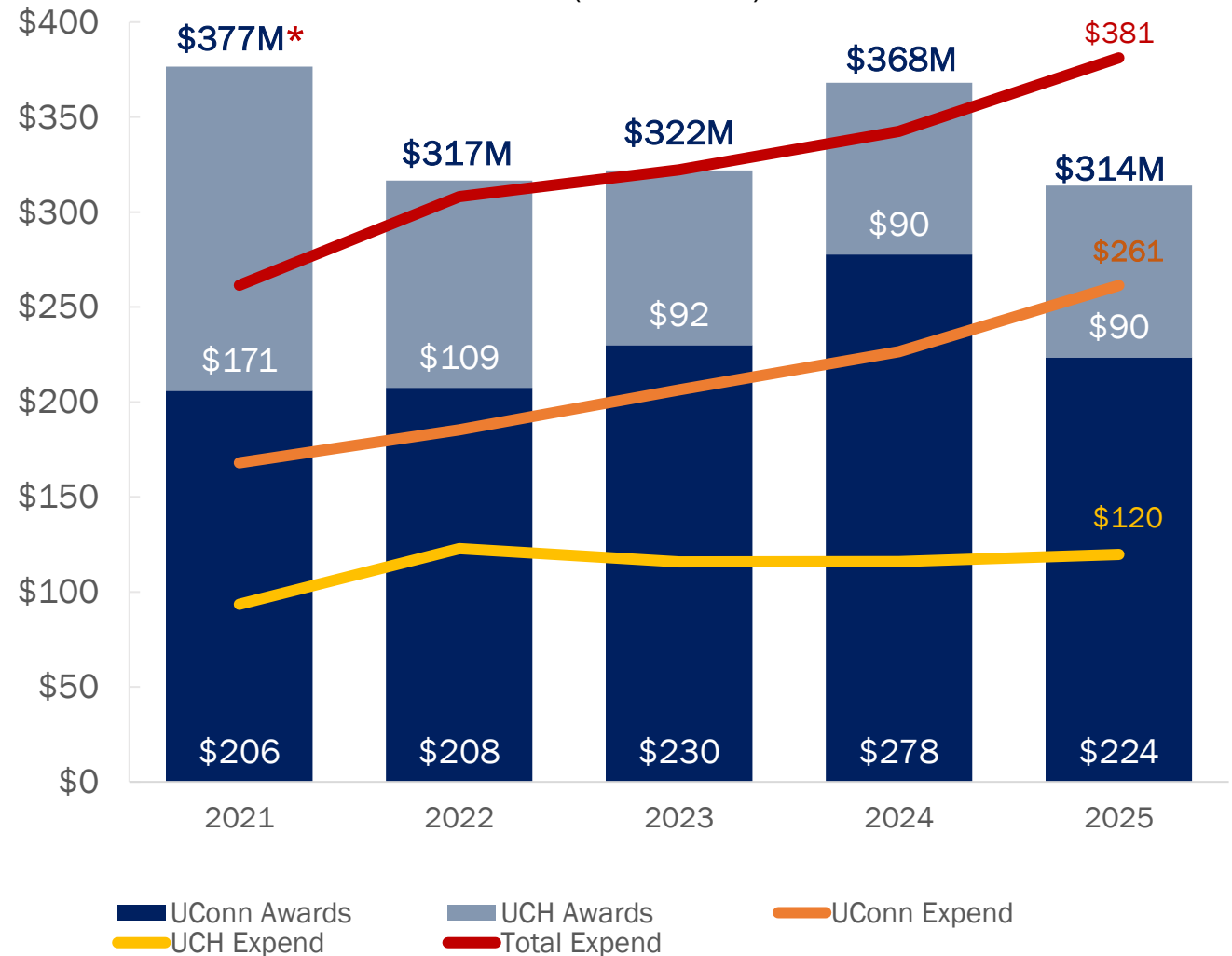
Research awards totaled more than

**\$314.1M**

in FY25 with 2,241 proposals submitted (UConn and UConn Health) and awards averaging \$427K per award.

## Research Awards and Expenditures

(in millions)



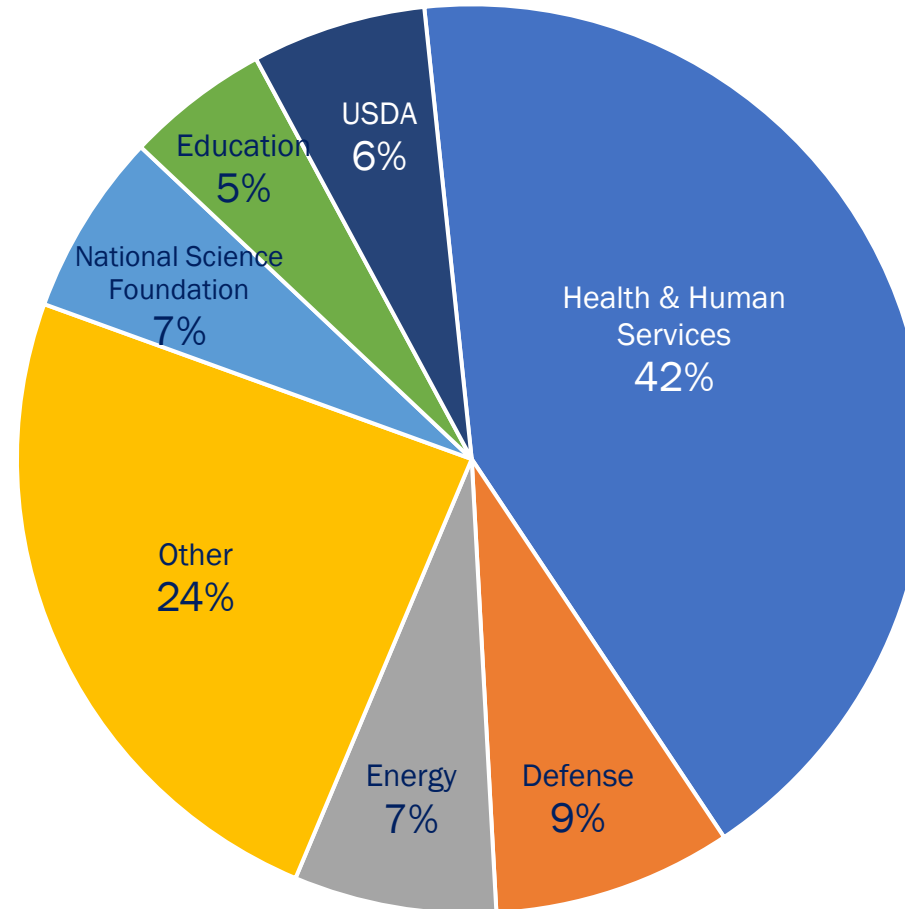
*Includes all sponsored activity*

\*In 2021, UConn Health received a \$40M award from NSF, the largest in UConn history

# Research Awards in FY25 By Source

Federal and industry grants fund groundbreaking basic and applied research to fuel new discoveries and the development of promising technologies.

Sources of FY25 Federal Funds



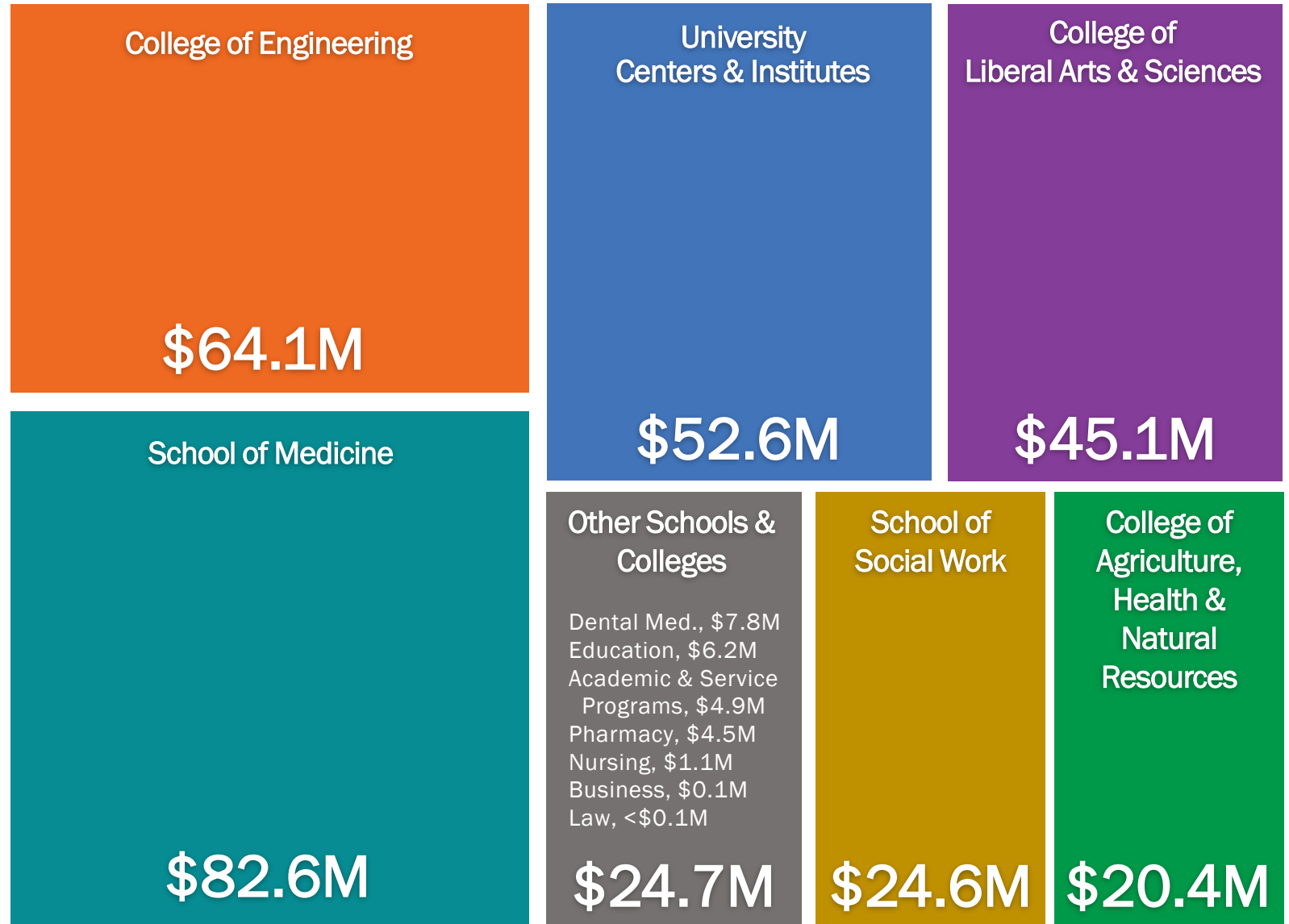
*\* National Institutes of Health accounts for 88% of HHS funding.*

# Research Awards in FY25

By Managing School/College

## \$314.1M

Total New Awards



# UConn Supports Economic Development through Industry Collaboration and Innovation

## INSTITUTE OF MATERIALS SCIENCE INDUSTRIAL AFFILIATES PROGRAM

*Organizations served, past 3 years*

**75** companies

**10** universities and scientific/ technical organizations, such as Yale and CCAT

## COLLEGE OF ENGINEERING SENIOR DESIGN

*Organizations supported, past 3 years*

**250+** companies

**40+** government, municipal, and nonprofit organizations

## INDUSTRIAL PARTNERSHIP BUILDING TECH PARK

*Companies served, past 3 years*

**310** companies, including:

**210** small and medium enterprises (SMEs)

## TECHNOLOGY INCUBATION PROGRAM

*Companies served*

**32** Current (14 graduates in FY25)

**90** past three years



# Commercialization & Company Creation

UConn's programs support IP and new venture development, and incubator startups. This drives research and innovation success, leading to technology commercialization, the creation of new companies and jobs, and economic growth in Connecticut.



FY 2025

**22** PATENTS ISSUED

**117** INVENTION  
DISCLOSURES

Support IP  
Development

New Venture  
Development

Incubate  
Startups

**UConn TIP:**  
**Technology Incubation Program**

FY 2025

**\$108M**  
FUNDS RAISED BY TIP  
COMPANIES

**286**  
TIP COMPANY  
EMPLOYEES

**33**  
COMPANIES IN TIP

**13%**  
OF COMPANIES ARE  
WOMEN OWNED

**UConn**

# UConn Research and Innovation: Technology Incubation Program (TIP)

**2021 Winner**

International Business Innovation Association (InBIA) Randall M. Whaley Award

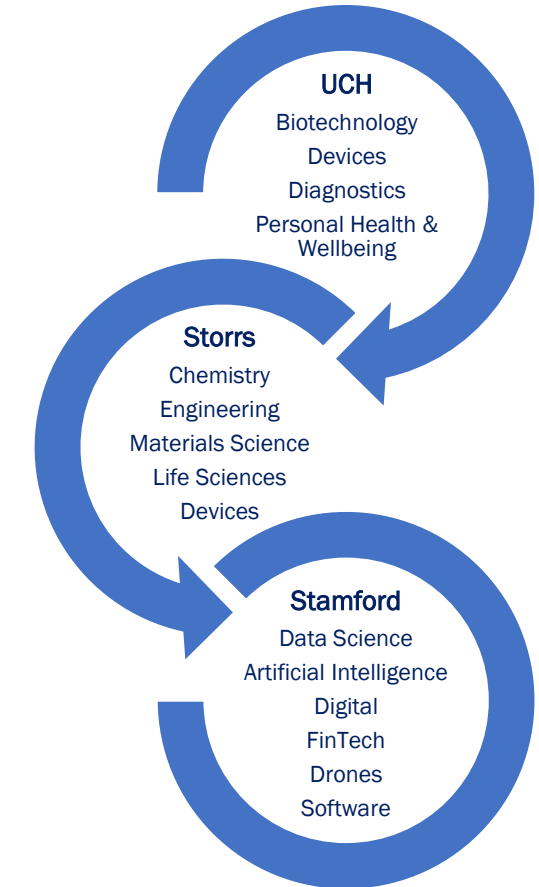
**174**

Companies have participated since 2003

| FY25 TIP                                | Total                | UConn Health         | Storrs            |
|---|----------------------|----------------------|-------------------|
| Raised in Debt & Equity Funding         | \$83M                | \$82M                | \$1M              |
| Raised in Revenue from Sales and Grants | \$24M                | \$23M                | \$1M              |
| Companies Located at the Incubator      | 33                   | 26                   | 7                 |
| Full-time (FT) and Part-time (PT) Jobs  | 164 (FT)<br>122 (PT) | 151 (FT)<br>113 (PT) | 13 (FT)<br>9 (PT) |
| Incubator Space Occupied                | 85%                  | 86%                  | 84%               |
| Taxes Paid                              | \$3.15M              | \$2.97M              | \$180K            |

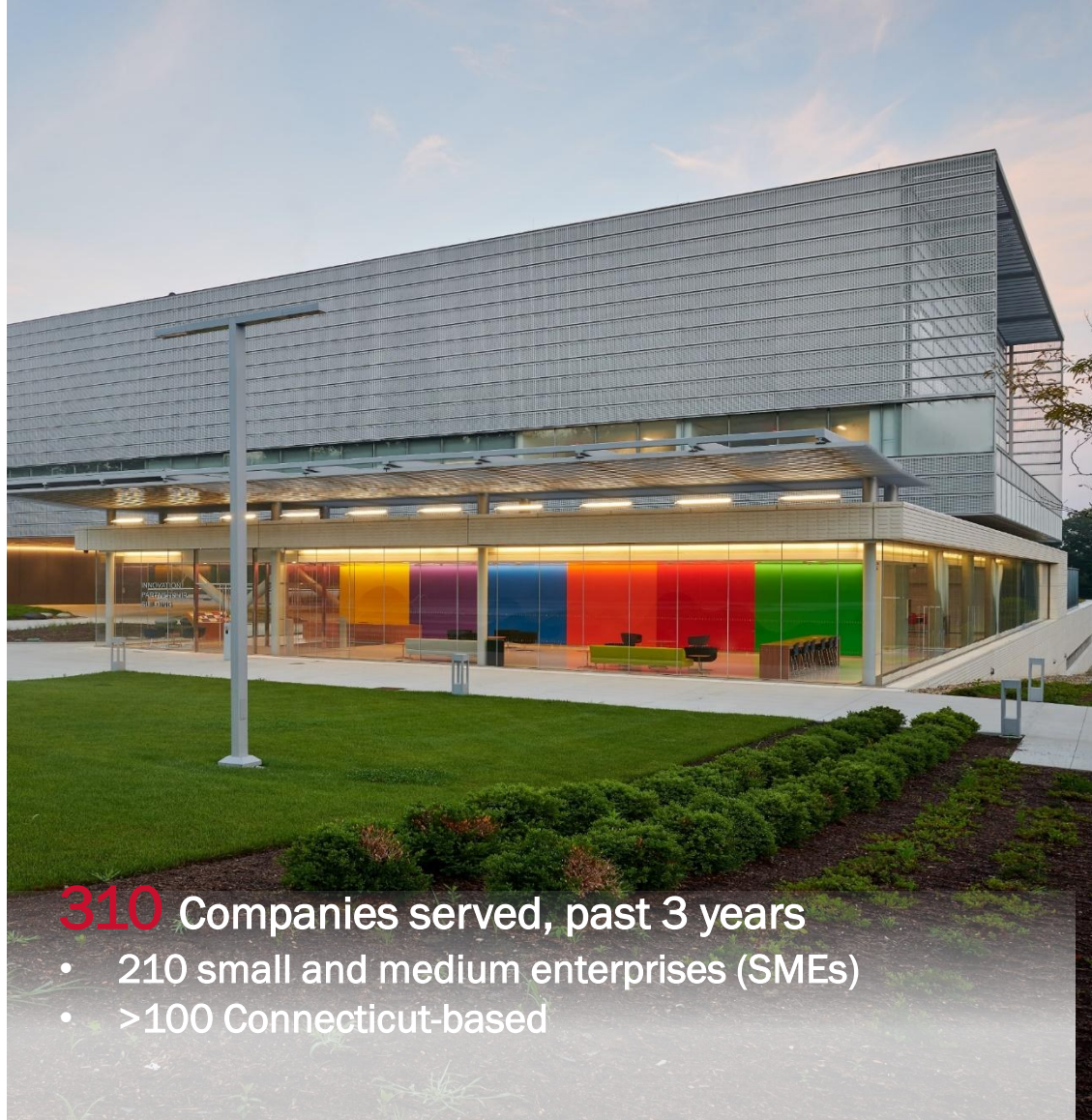
*\*Stamford space is no longer leased, start ups are now digital.*

TIP moves technology from the lab to the market at UConn and UConn Health.



# Federal & Industry Funding

Over **\$450M** Federal and Industry Partnership Total Funding, Including These Selected Partnerships



**310** Companies served, past 3 years

- 210 small and medium enterprises (SMEs)
- >100 Connecticut-based

**\$15.5M**  
Pratt & Whitney Additive Manufacturing Center (PW AMC)

**\$28M**  
UConn –Thermo Fisher Scientific Center for Advanced Microscopy and Materials Analysis (CAMMA)

**\$6.2M**  
Collins Aerospace Center for Advanced Materials

**\$8.3M**  
Comcast Center of Excellence for Security Innovation (CSI)

**\$66.9M**  
Eversource Energy Center

**\$28.6M**  
Project Daedalus Air Force Advanced Manufacturing Initiative

**\$82.9M**  
Pratt & Whitney Institute for Advanced Systems Engineering (PW-IASE)

**\$19M**  
Reverse Engineering Fabrication Inspection and Non-destructive Evaluation (REFINE)

**\$3.4M**  
Synchrony Financial Center of Excellence in Cybersecurity

**\$14.4M**  
Connecticut Center for Applied Separations Technologies (CCAST)

**\$101M**  
National Institute for Undersea vehicle Technology (NIUVT)

**UConn**  
INNOVATION PARTNERSHIP BUILDING  
As of 6/30/25



# Budget Impacts Excellence

Threats to UConn's budget will impact student success, affordability, patient care and national reputation.

## Pressures on the budget



### **Growing Student Needs**

Higher demand for student support services (mental health, academic advising, success coaches, etc.)



### **Tuition Constraints**

Limited ability to raise tuition without pricing out prospective students



### **Expanding Financial Aid Requirements**

Students increasingly reliant on institutional financial assistance



### **Rising Operating Pressures**

Increased costs for IT infrastructure and cybersecurity, compliance, regulations



### **Escalating costs for outsourced contracts**

Inflation on necessary contracts drives up expenses

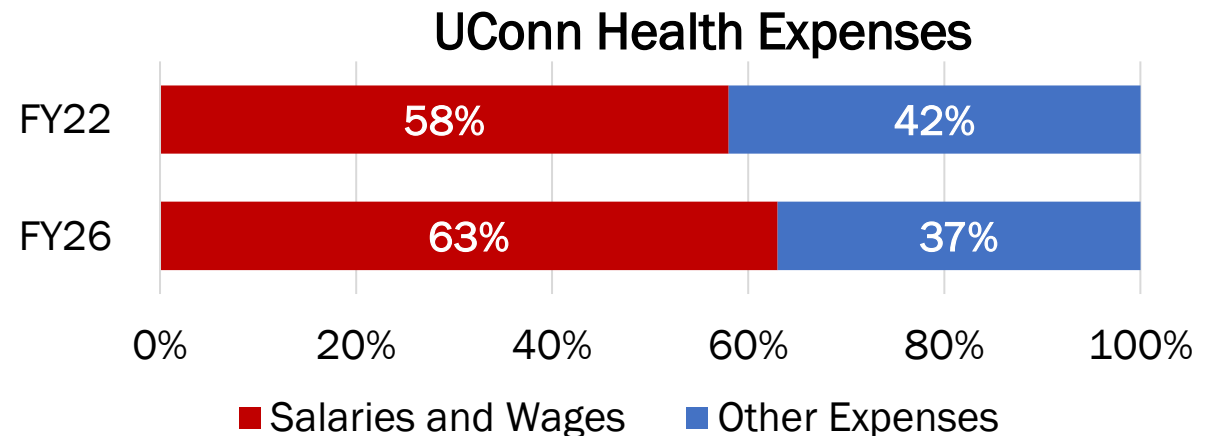
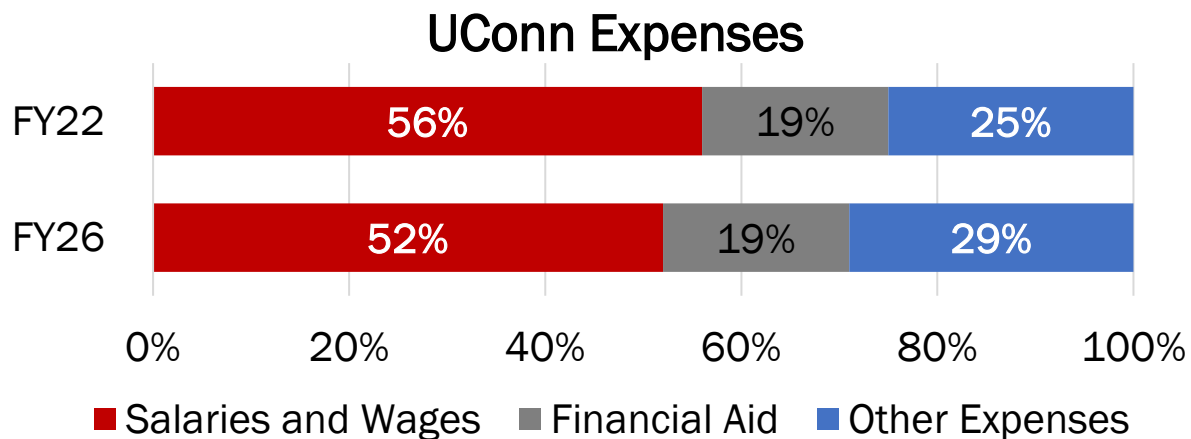
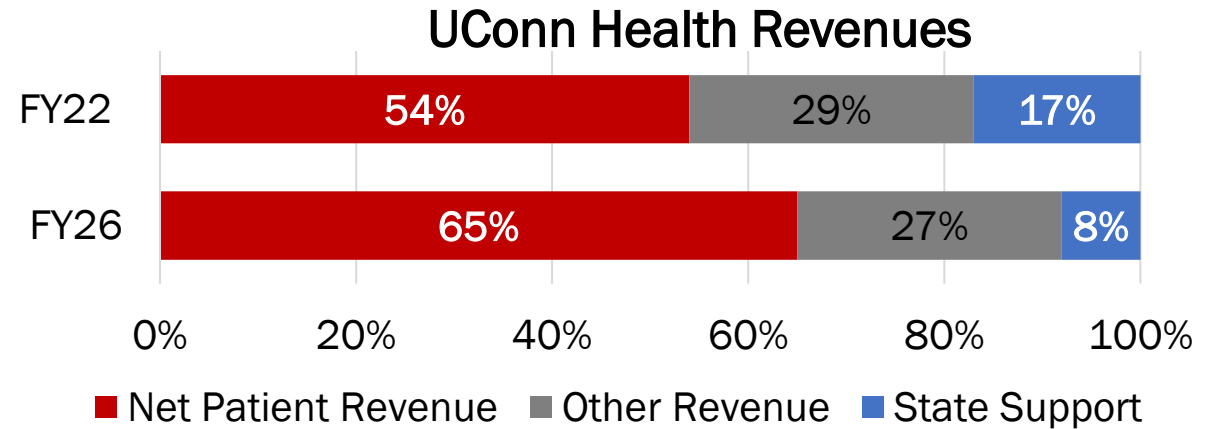
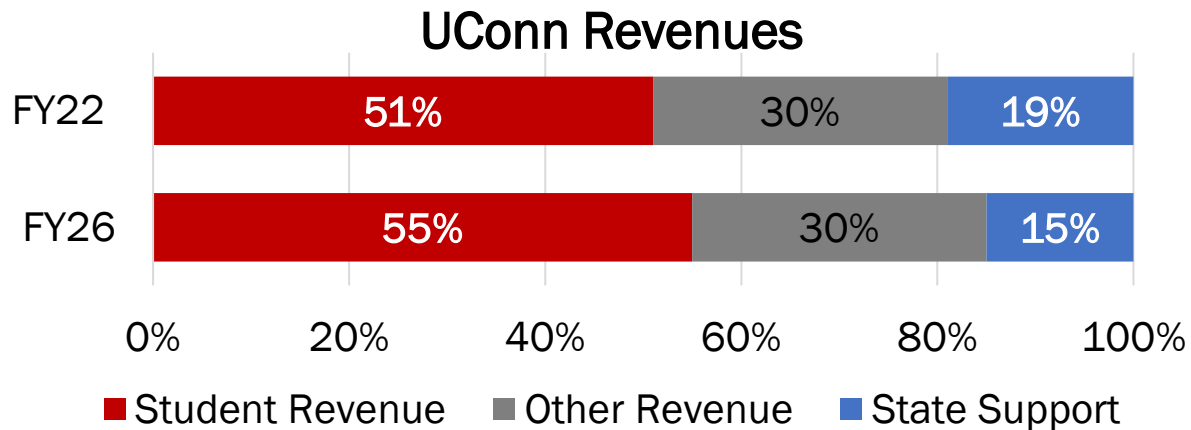


### **Patient Revenue**

Federal match; Medicare/Medicaid reimbursement; 340B eligibility & restrictions; payer mix and volume changes

# Revenue and Expenditure Breakdown

The largest portion of UConn's revenues comes from the students in the form of tuition and fees and for UConn Health from clinical revenues.



# FY26 Budget Overview – UConn and UConn Health

## ➤ Major budget assumptions:

- No tuition rate increase
- Reduced state support
- Reduced federal grant revenue

## ➤ Risks:

- State funding cuts
- Federal changes to Medicaid/Medicare & Student Financial Aid
- Additional tariffs
- Financial market impact on fundraising
- International enrollment

## ➤ Revenue drivers

- Tuition and fee revenue due to growing enrollment & residency mix
- Improved clinical revenues

## ➤ Expense drivers

- Salaries and wages/faculty hiring
- Student financial aid support
- Service and supply inflation/tariffs

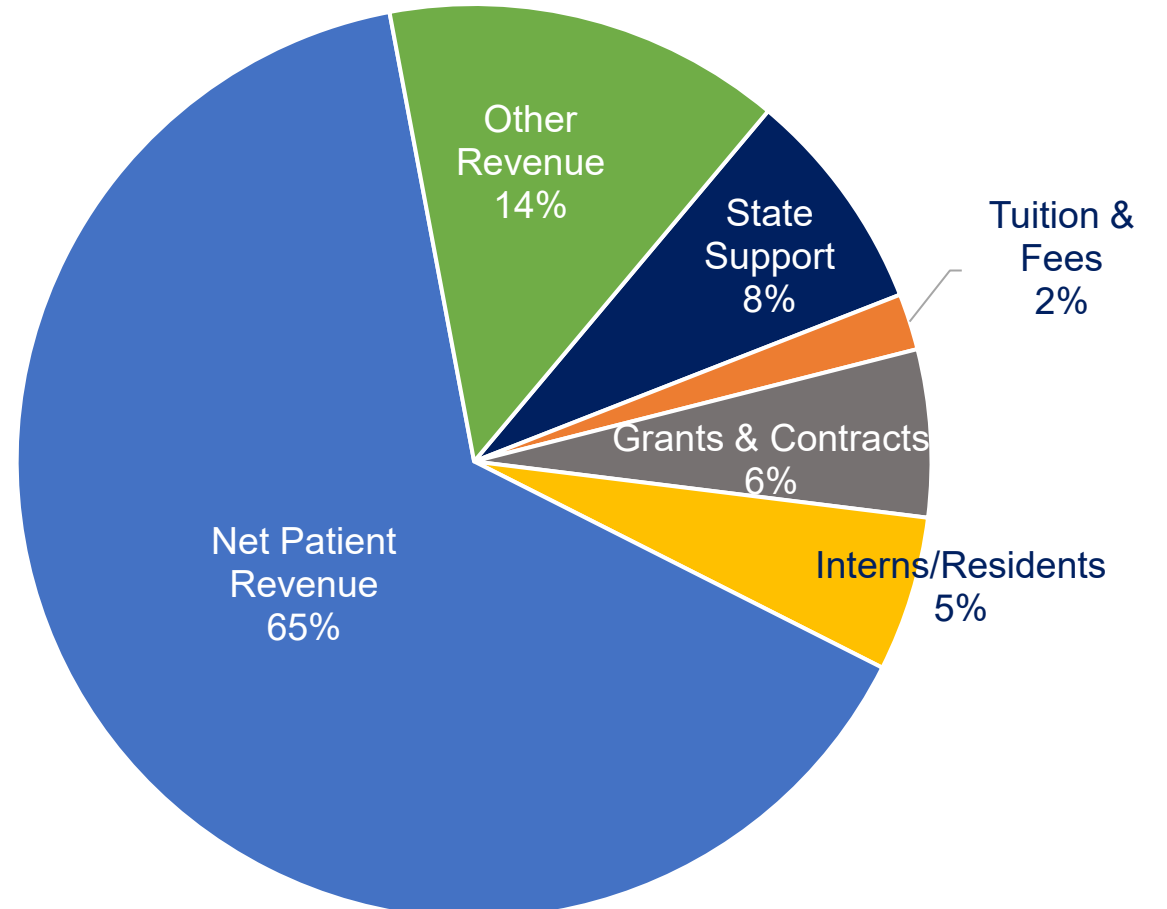
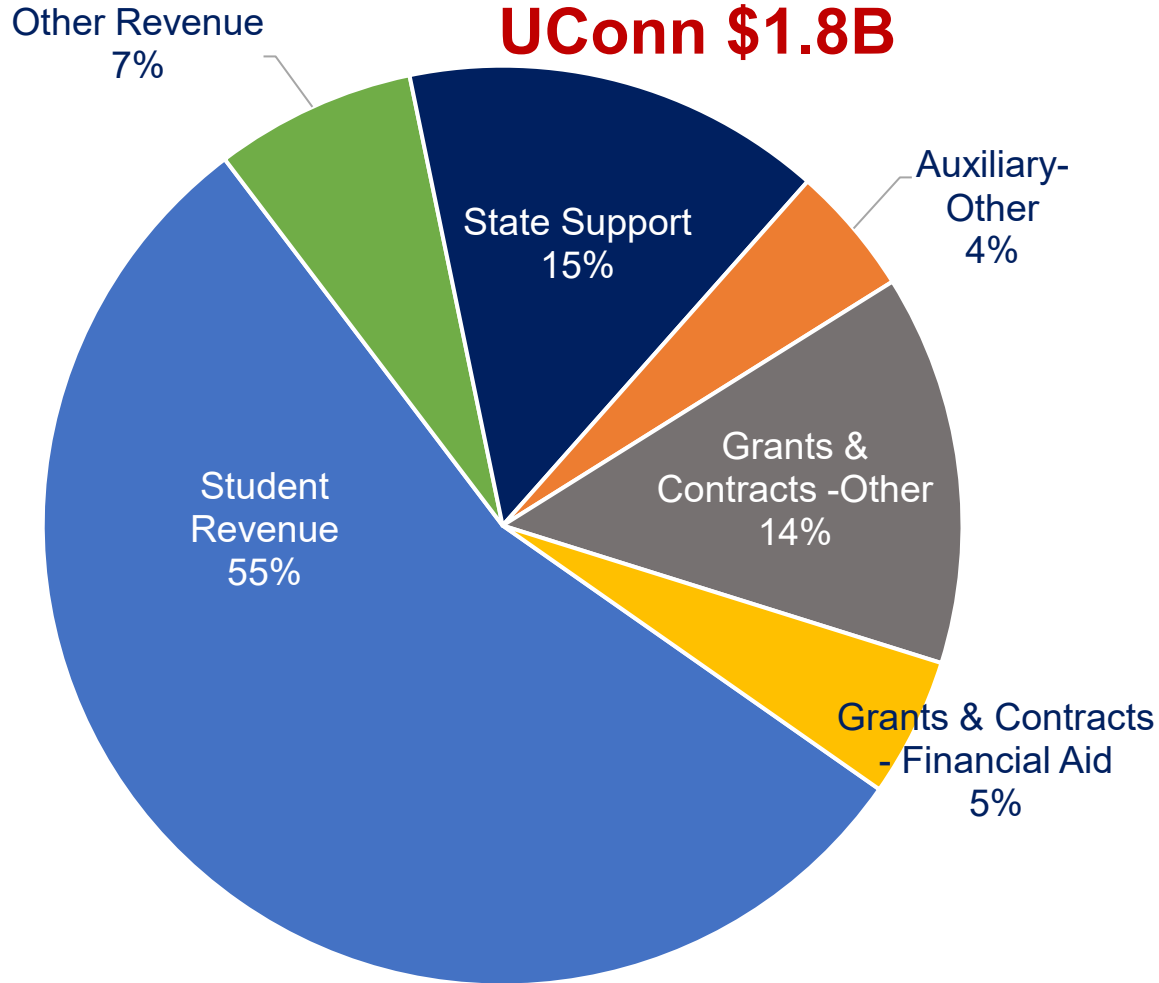
# FY26 Revenues

(Q1 Forecast)

## \$3.6B

### UConn \$1.8B

### UConn Health \$1.8B



*Other = Sales and service revenue, study abroad, gifts/ endowments, etc.*

*Other = Auxiliary services, gifts/endowments, external contract revenue and internal income (offset by internal expenses)*

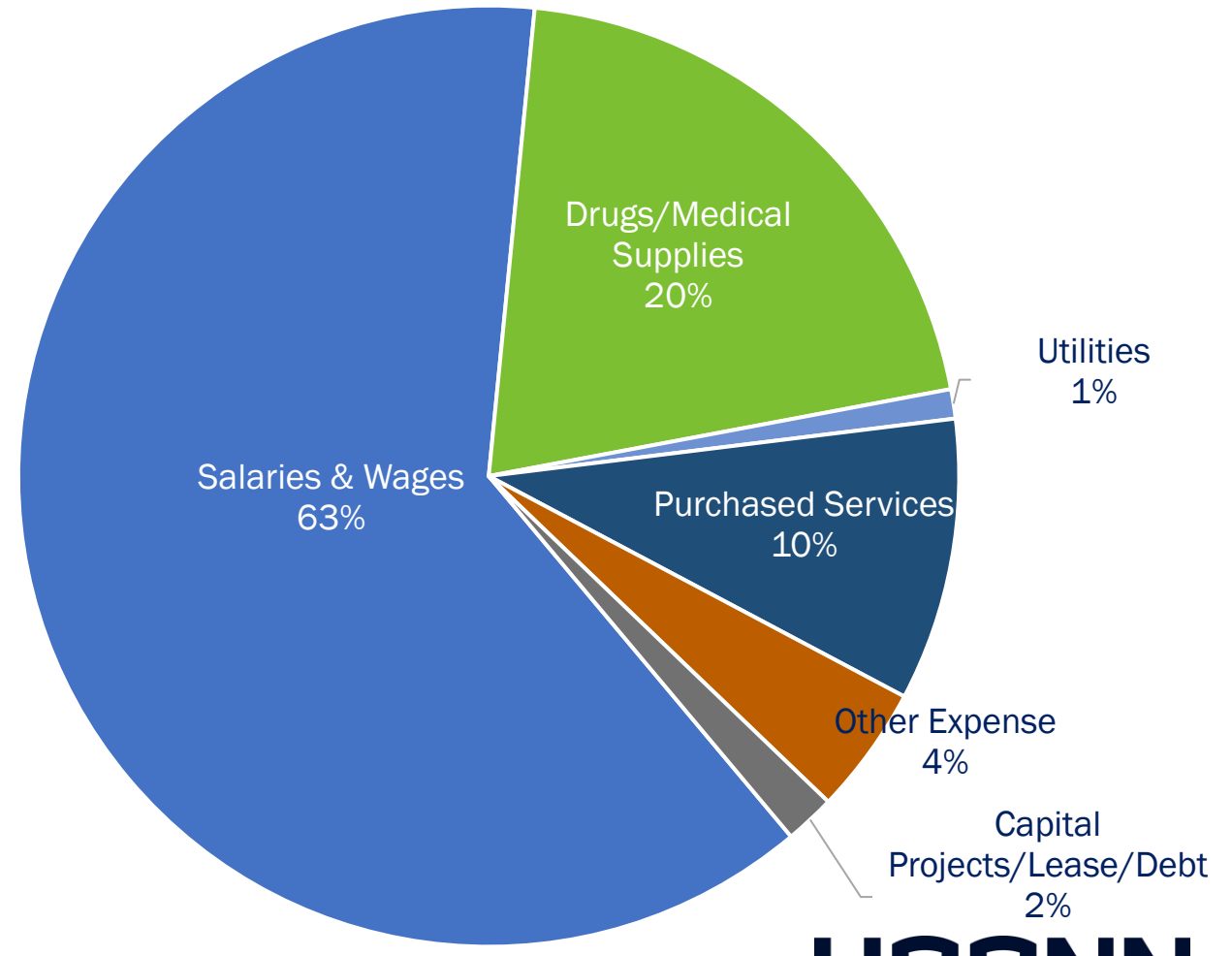
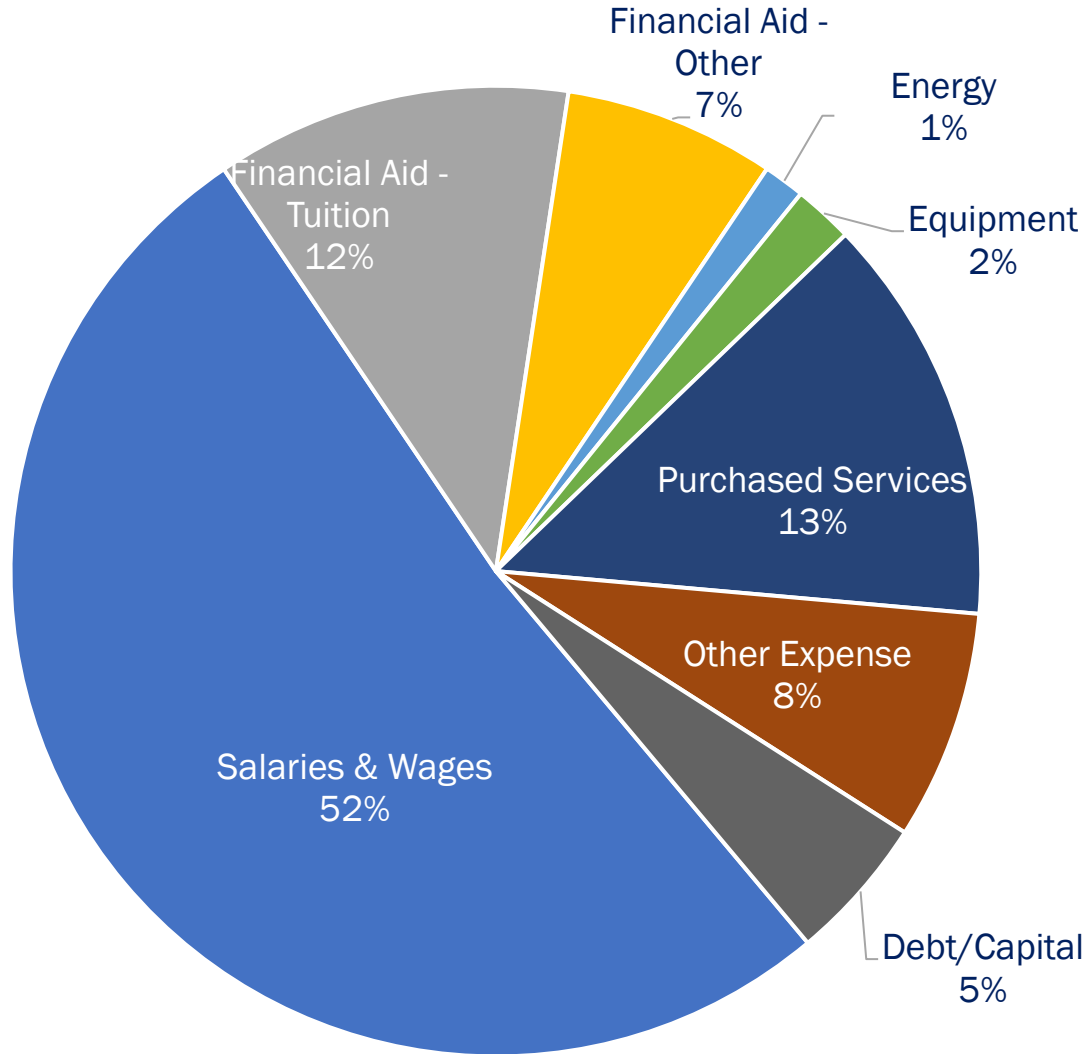
# FY26 Expenses

(Q1 Forecast)

# \$3.7B

## UConn \$1.8B

## UConn Health \$1.9B

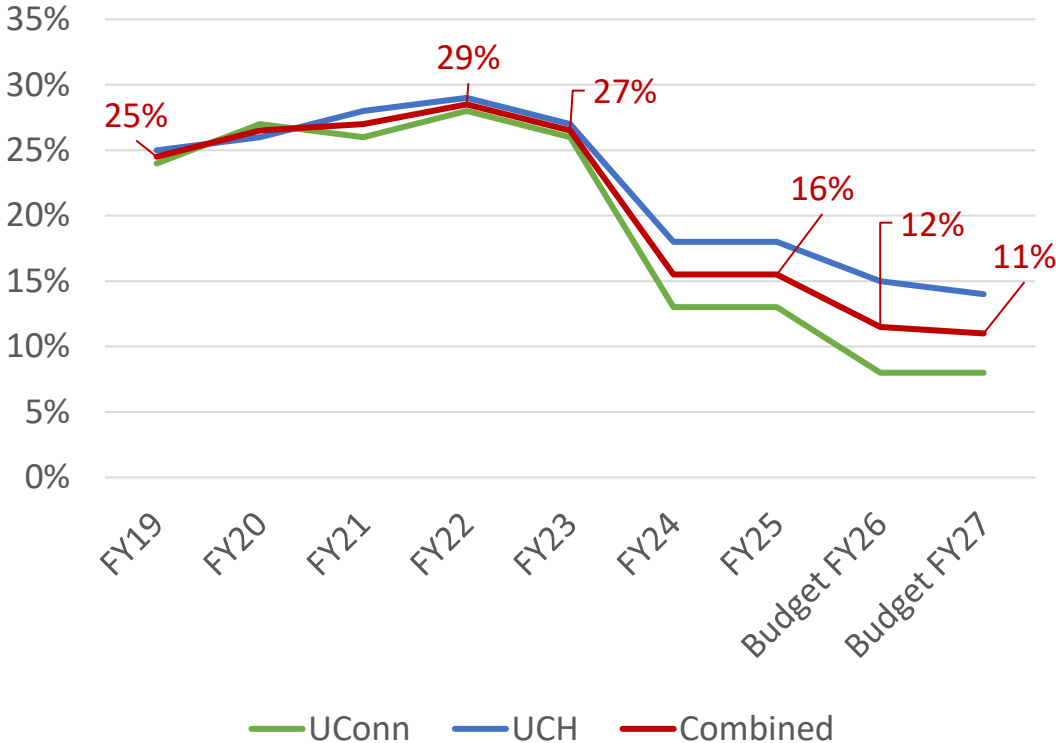


# How does UConn spend State funds?

In FY26, the State is supporting 12% of UConn's total combined budget

15% of UConn budget  
8% of UConn Health budget

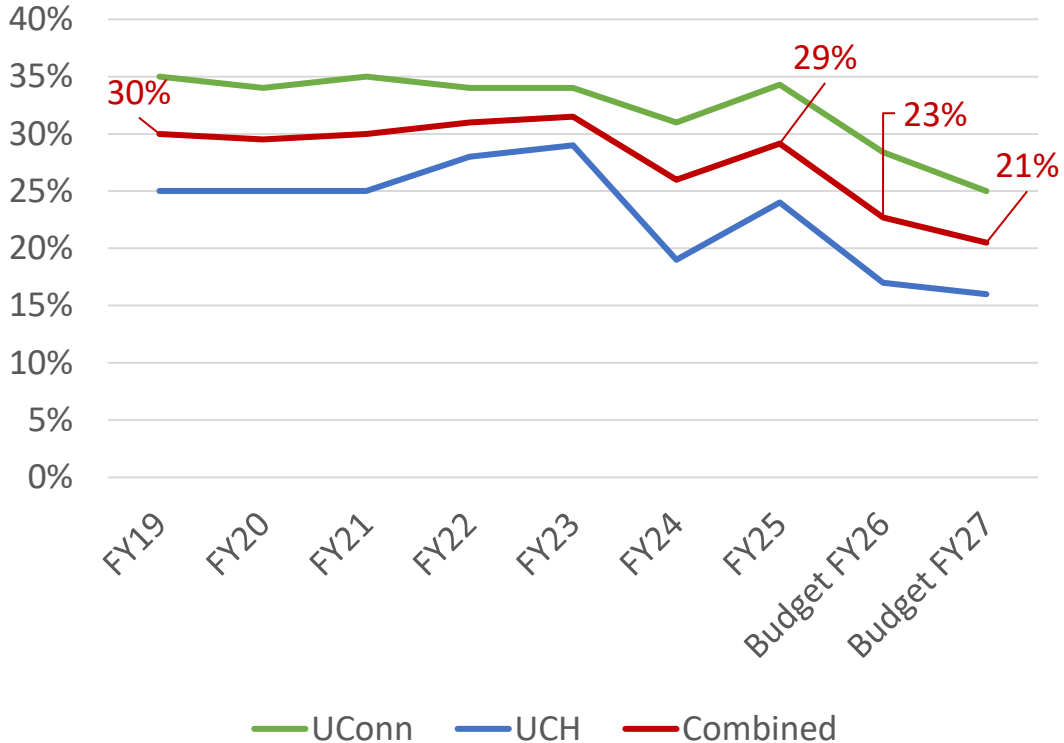
Percent of budget funded by the State



State support is only used for salaries and covers:

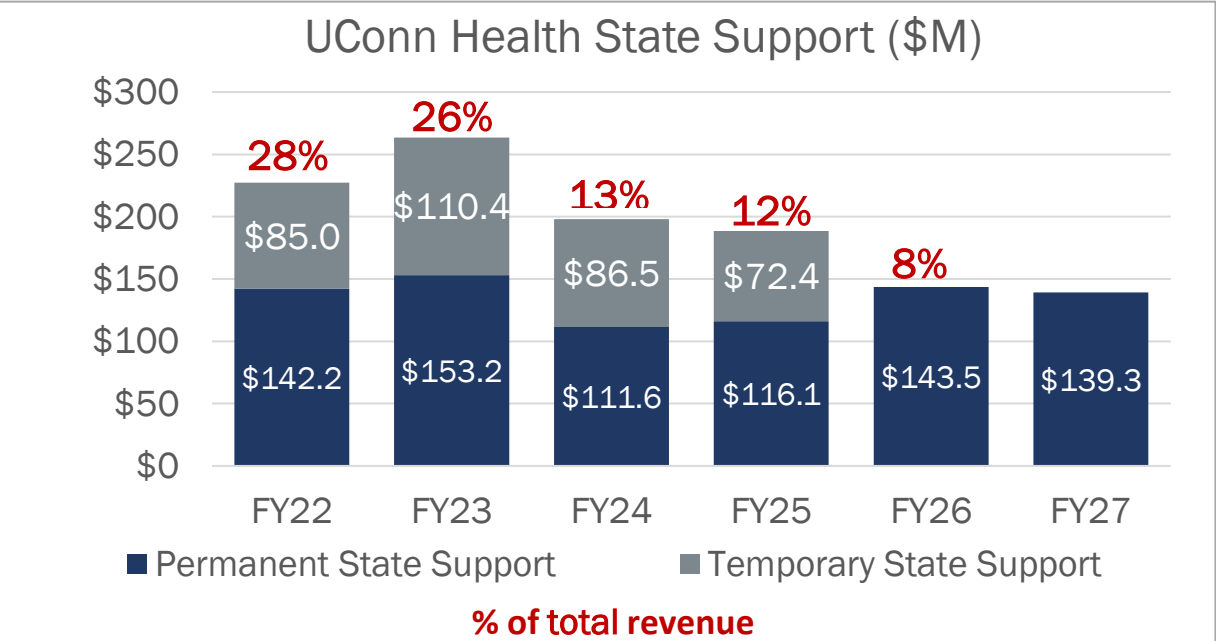
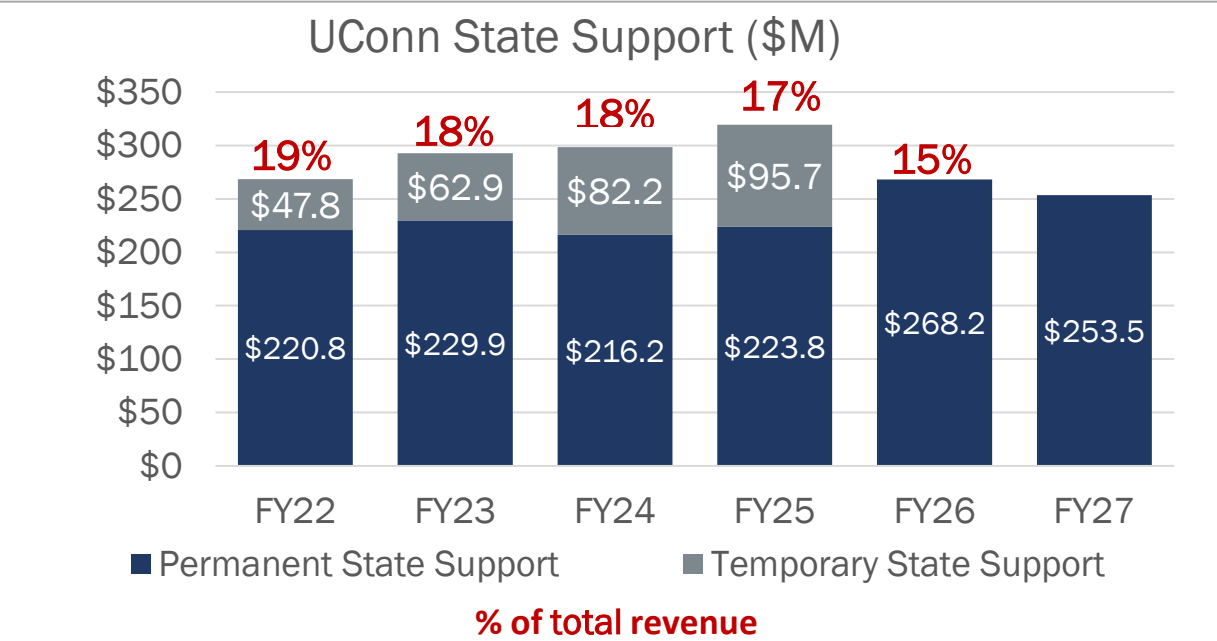
23% of total employee salaries  
(28% at UConn and 17% at UCH)

Percentage of employee salaries funded by the State over time



# State Support

The University is grateful for the support provided by the State in FY26; however, this level of funding will require UConn to continue to implement strategic financial improvement plans over the next five years.



**State Funding Risk:**

- The Governor may reduce State agency allotments by up to 5% without General Assembly approval.
- The adopted State budget includes lapse language allowing OPM to reduce State agency allotments by up to \$89.2M in FY26 and \$88.7M in FY27 to achieve savings.

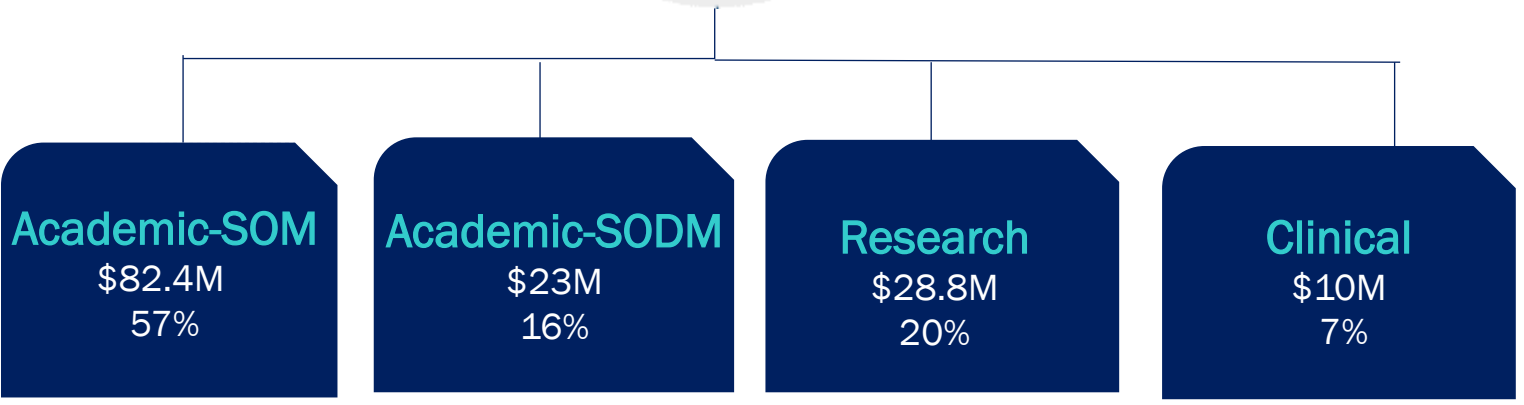


# UConn Health

## State Funds Allocation FY26



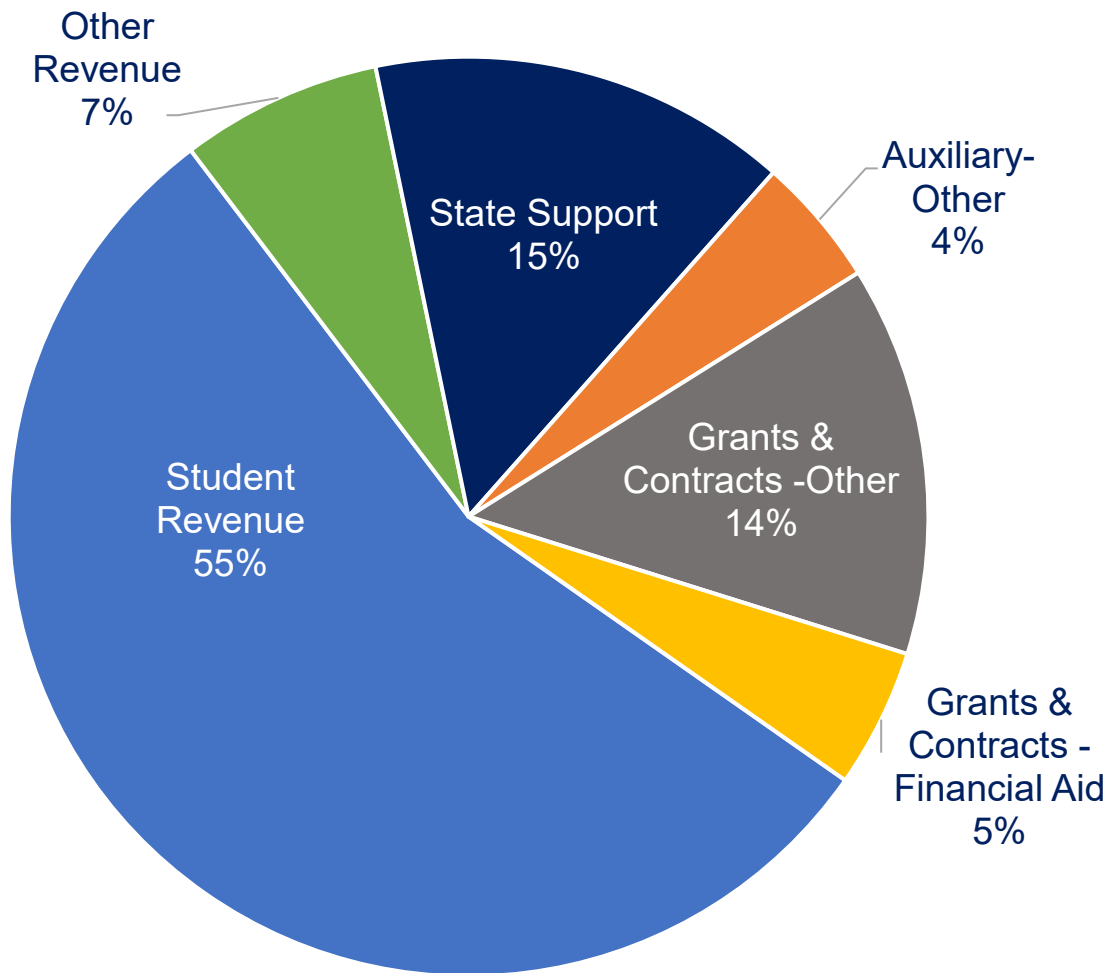
|                                   |              |
|-----------------------------------|--------------|
| State Support Salary              | \$143.5      |
| State Support FB                  | .8           |
| <b>Total State Appropriations</b> | <b>144.3</b> |



Because UConn John Dempsey Hospital (JDH) is state run, approximately \$40 million of federal funds from the Centers for Medicare and Medicaid Services (CMS) is available to the Connecticut Department of Social Services (DSS). Currently, these funds are paid to DSS by the federal government via the Federal Medical Assistance Percentage. This benefit is not afforded to the state through private healthcare providers. If UConn JDH were to become a private hospital, Connecticut may no longer be eligible for this federal program.

# UConn FY26 Revenues

(Q1 Forecast)



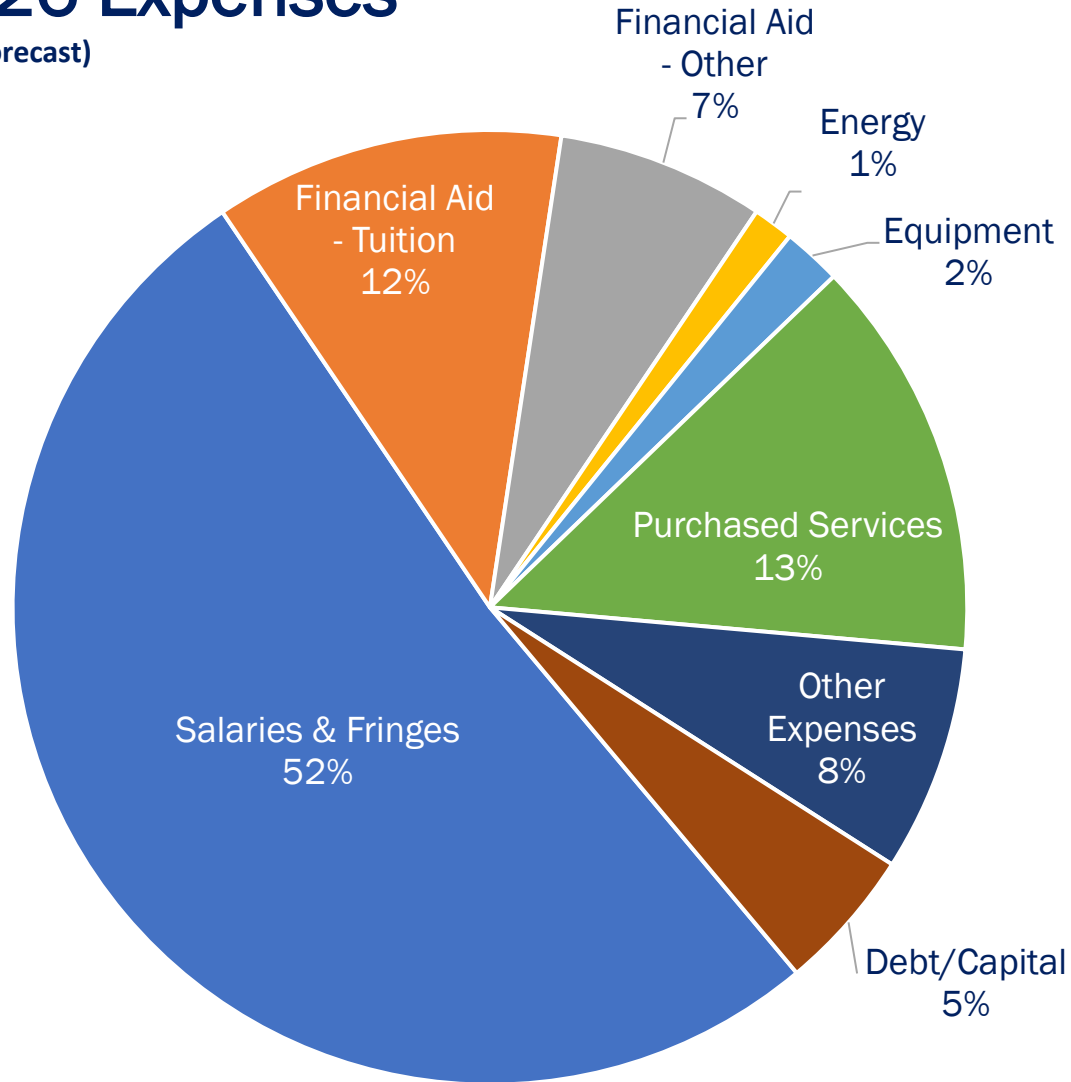
Note: Use of decimals may result in rounding differences.

| UConn                              |                   |
|------------------------------------|-------------------|
| Total State Support                | \$ 269.2          |
| Student Revenue                    | 1000.3            |
| Grants & Contracts - Financial Aid | 89.0              |
| Grants & Contracts - All Other     | 250.0             |
| Auxiliary Enterprise               | 83.0              |
| Other Revenue                      | 128.9             |
| <b>Total Current Fund Revenues</b> | <b>\$ 1,820.4</b> |

- 15%** Of total budget is funded by State support
- 55%** Of total revenue is funded by students and their families through tuition, fees, housing and dining.

# UConn FY26 Expenses

(Q1 Forecast)



Note: Use of decimals may result in rounding differences.

| UConn                              |                   |
|------------------------------------|-------------------|
| Salaries & Fringes                 | \$ 946.2          |
| Financial Aid - Tuition            | 217.4             |
| Financial Aid - Other              | 129.0             |
| Energy                             | 25.3              |
| Equipment                          | 36.4              |
| Purchased Services                 | 249.2             |
| Other Expenses                     | 140.1             |
| Debt/Capital                       | 88.6              |
| <b>Total Current Fund Expenses</b> | <b>\$ 1,832.2</b> |

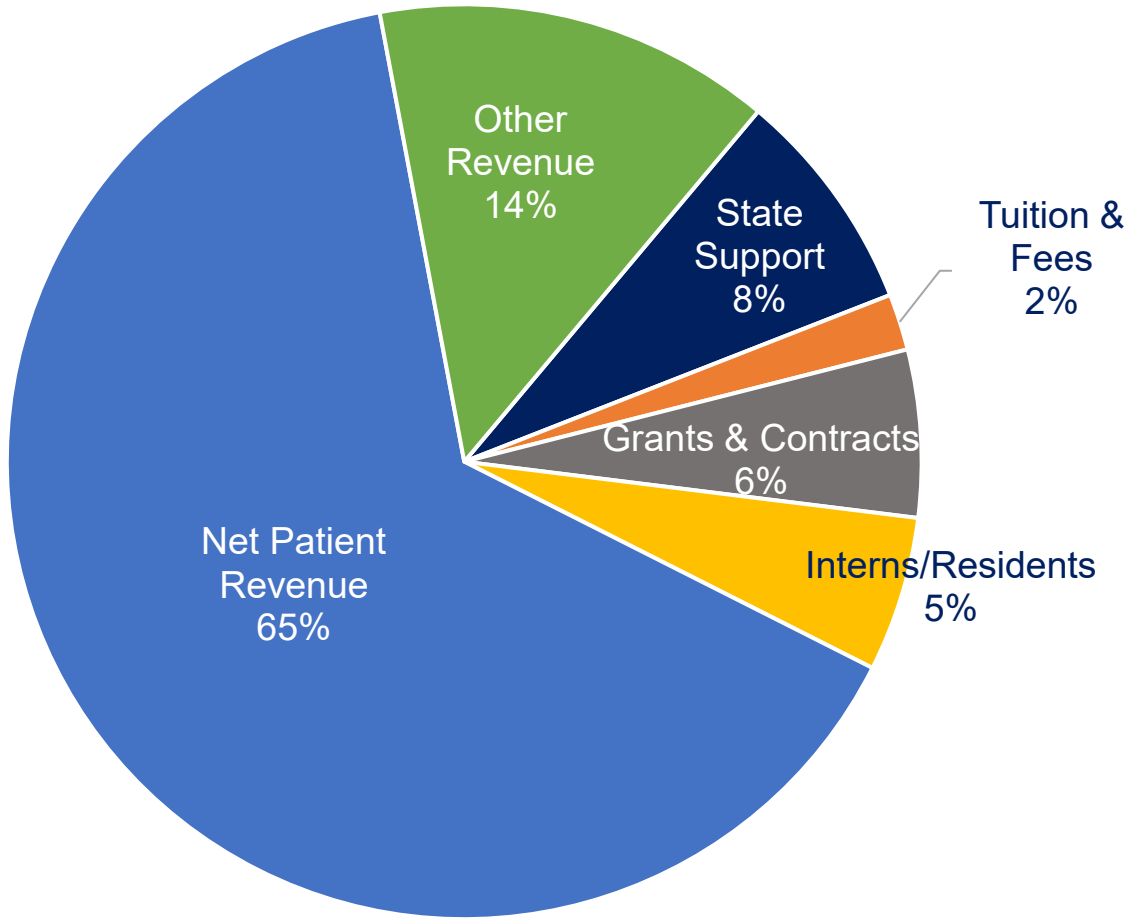
**52%**

Of total expense is allocated to personnel costs.

Student financial aid commitment is strong with a **10.8%** increase over FY25 in tuition funded aid.

# UConn Health FY26 Revenues

(Q1 Forecast)



Note: Use of decimals may result in rounding differences.

| UConn Health                       |                   |
|------------------------------------|-------------------|
| Total State Support                | \$ 144.3          |
| Tuition & Fees                     | 36.1              |
| Grants & Contracts                 | 107.4             |
| Interns/Residents                  | 99.5              |
| Net patient Revenue                | 1,172.4           |
| Other Revenue                      | 255.5             |
| <b>Total Current Fund Revenues</b> | <b>\$ 1,815.3</b> |

**8%**

Of total budget is funded by State support

**65%**

Of total revenue is funded by patients.

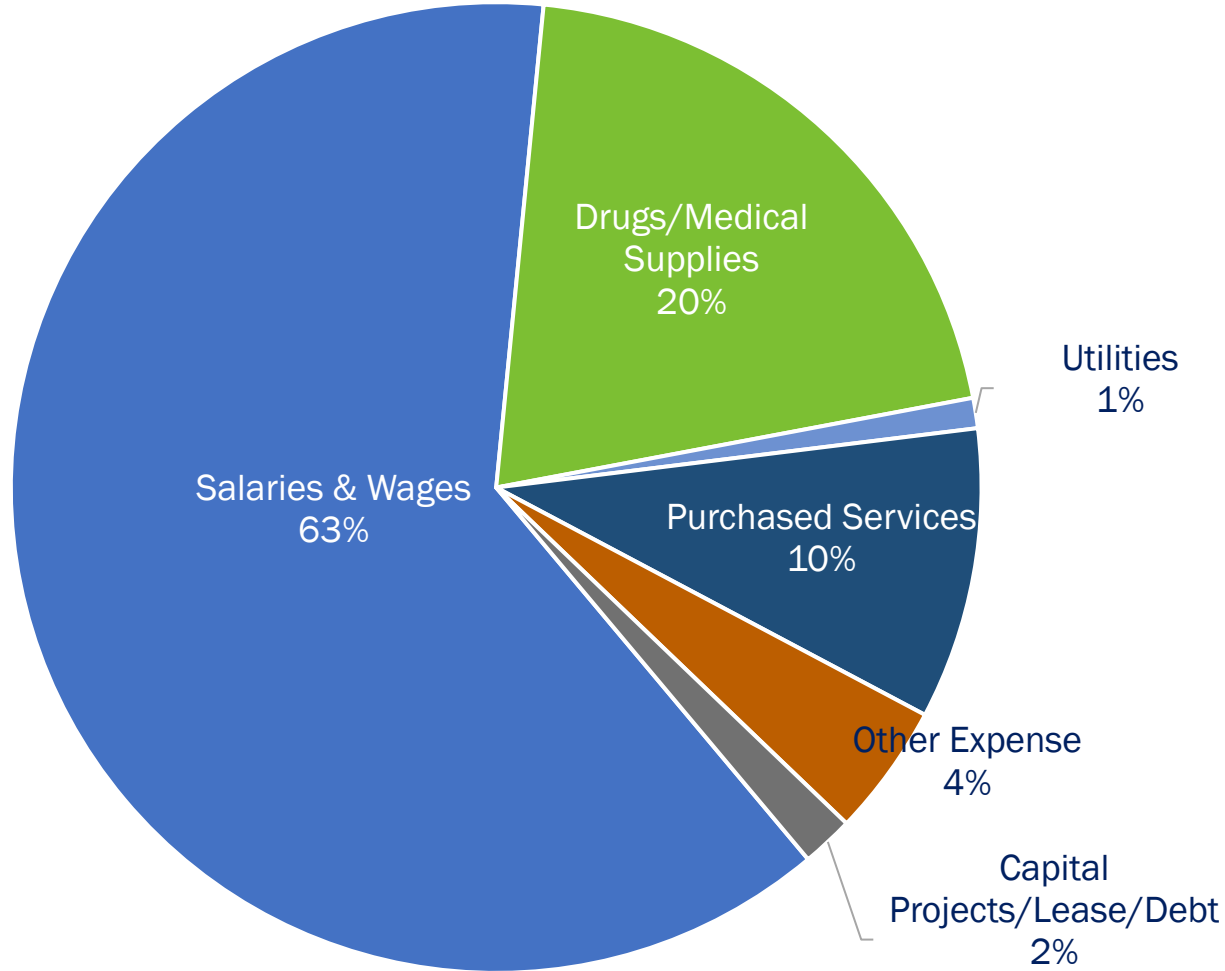
**17%**

Of total employee salaries are funded by state support

“Other Revenue” includes auxiliary services, gifts/endowments and internal Income (offset by internal expenses)

# UConn Health FY26 Expenses

(Q1 Forecast)



| UConn Health                       |                   |
|------------------------------------|-------------------|
| Salaries & Wages                   | \$ 1,156.3        |
| Drugs/Medical Supplies             | 377.8             |
| Utilities                          | 18.6              |
| Interest Expense on Debt Service   | 0.0               |
| Purchased Services                 | 179.2             |
| Other Expenses                     | 81.3              |
| Capital Projects/Lease/Debt        | 31.8              |
| <b>Total Current Fund Expenses</b> | <b>\$ 1,845.0</b> |

**63%** Of total expense is allocated to personnel costs

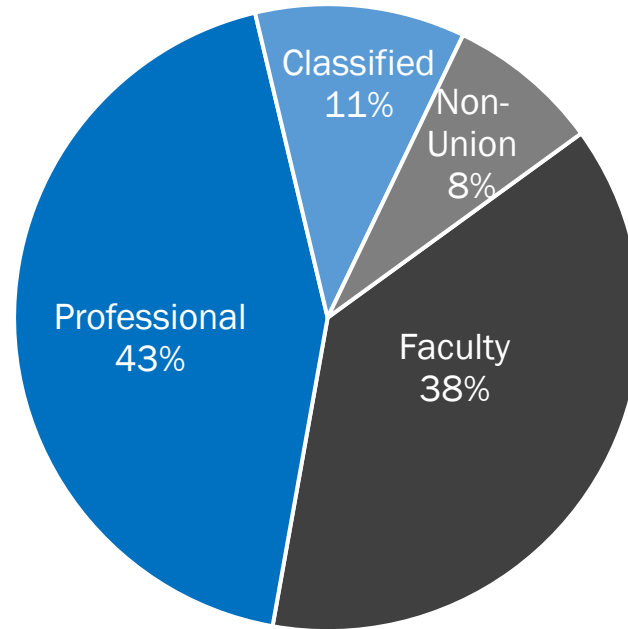
Note: Use of decimals may result in rounding differences.

*Other Expenses includes items such as, medical contractual support, utilities, insurance and repairs/maintenance.*

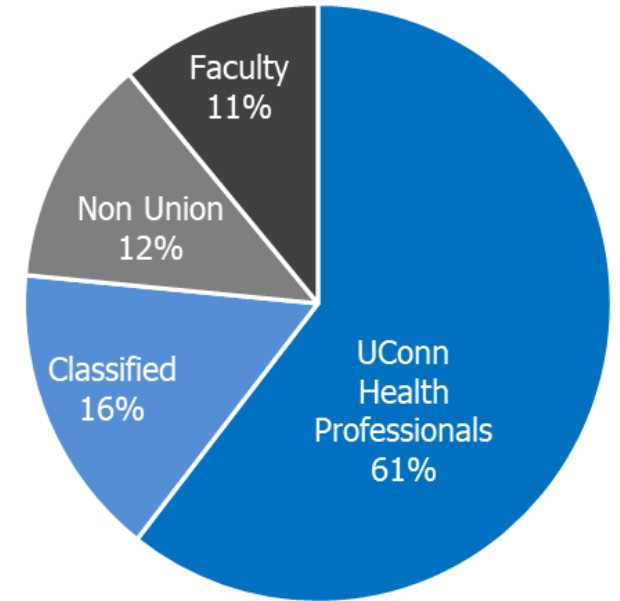
# Faculty and Staff

UConn is fortunate to have a dedicated staff within each department who strive to enrich the UConn experience within their areas of expertise. UConn is committed to fostering a multicultural and inclusive workplace that recognizes and embraces the unique talents and contributions of our diverse workforce.

**UConn**  
**Faculty and Staff Positions Fall 2025**  
Total Positions (FTE): 5,443  
Including 544 grant funded positions



**UConn Health**  
**Faculty and Staff Positions Fall 2025**  
Total Positions (FTE): 5,988  
Including 440 grant funded positions



# Administrator Ratio Comparisons

The data on ROI and operational efficiency confirm that UConn provides an excellent “bang for the buck” as a leading university and dedicated steward of CT resources. The ratios of Students-to-Administrators and Faculty-to-Administrators tell a similar story.

**302** students and  
**18** faculty for every  
one administrator

University of Connecticut  
Ratio of Fall 2024 Student FTE to IPEDS Management Staff Category FTE  
and Ratio of Fall 2024 Faculty FTE to IPEDS Management Staff Category FTE

| School                                      | Student to Administrator Ratio |
|---|--------------------------------|
| University of Maryland-College Park         | 395.9                          |
| <b>TOTAL STORRS &amp; REGIONAL CAMPUSES</b> | <b>301.7</b>                   |
| Stony Brook University                      | 169.3                          |
| Florida State University                    | 126.2                          |
| University of North Carolina at Chapel Hill | 109.2                          |
| North Carolina State University at Raleigh  | 109.2                          |
| University of Massachusetts-Amherst         | 94.6                           |
| Virginia Tech                               | 90.7                           |
| William & Mary                              | 76.3                           |
| University of California-Irvine             | 70.8                           |
| University of California-Santa Barbara      | 63.2                           |
| University of California-San Diego          | 62.8                           |
| University of California-Berkeley           | 57.4                           |
| University of California-Davis              | 57.1                           |
| University of California-Merced             | 49.6                           |
| Purdue University Global                    | 48.9                           |
| Rutgers University-New Brunswick            | 47.8                           |
| University of Wisconsin-Madison             | 42.5                           |
| University of California-Los Angeles        | 41.2                           |
| University of Washington-Seattle Campus     | 40.7                           |
| Pennsylvania State University               | 40.2                           |
| Texas A & M University-College Station      | 38.9                           |
| University of Illinois Urbana-Champaign     | 38.5                           |
| University of Georgia                       | 38.3                           |
| University of Florida                       | 35.9                           |
| University of Minnesota-Twin Cities         | 33.6                           |
| Georgia Institute of Technology             | 26.7                           |
| Michigan State University                   | 25.0                           |
| University of Michigan-Ann Arbor            | 23.9                           |
| University of Pittsburgh                    | 21.0                           |
| The University of Texas at Austin           | 20.6                           |
| Ohio State University                       | 17.3                           |
| University of Virginia                      | 14.8                           |

| School                                      | Faculty to Administrator Ratio |
|---|--------------------------------|
| University of Maryland-College Park         | 23.3                           |
| <b>TOTAL STORRS &amp; REGIONAL CAMPUSES</b> | <b>18.2</b>                    |
| Stony Brook University                      | 17.6                           |
| University of North Carolina at Chapel Hill | 8.5                            |
| North Carolina State University at Raleigh  | 6.5                            |
| William & Mary                              | 6.5                            |
| Florida State University                    | 6.3                            |
| Virginia Tech                               | 5.7                            |
| University of Massachusetts-Amherst         | 5.5                            |
| University of Washington-Seattle Campus     | 5.2                            |
| University of California-San Diego          | 5.0                            |
| University of California-Irvine             | 4.9                            |
| University of California-Davis              | 4.5                            |
| University of California-Los Angeles        | 4.5                            |
| Rutgers University-New Brunswick            | 4.3                            |
| University of Wisconsin-Madison             | 4.0                            |
| University of Michigan-Ann Arbor            | 3.7                            |
| University of Pittsburgh                    | 3.5                            |
| Pennsylvania State University               | 3.3                            |
| University of Minnesota-Twin Cities         | 3.3                            |
| University of California-Berkeley           | 3.2                            |
| University of California-Santa Barbara      | 2.9                            |
| University of California-Merced             | 2.5                            |
| University of Florida                       | 2.5                            |
| University of Georgia                       | 2.3                            |
| University of Illinois Urbana-Champaign     | 2.2                            |
| Purdue University Global                    | 2.1                            |
| Texas A & M University-College Station      | 2.0                            |
| Ohio State University                       | 1.9                            |
| Michigan State University                   | 1.7                            |
| University of Virginia                      | 1.6                            |
| The University of Texas at Austin           | 1.2                            |
| Georgia Institute of Technology             | 1.2                            |

FTE Calculated by adding the full-time to 1/3 of the part-time

Note: Data provided to IPEDS Human Resources Survey Management Category may not be consistent among schools.

Source: IPEDS Data Center Fall 2024 Human Resources Survey, and Fall 2024 IPEDS Enrollment Survey. Top 32 Institutions are from the latest (September 2025) published edition of U.S. News "Best Colleges."

Source: IPEDS, US Dept of Education

# Cost of Attendance

UConn provides an excellent education at affordable costs, with in-state rates that are much lower than other regional alternatives.

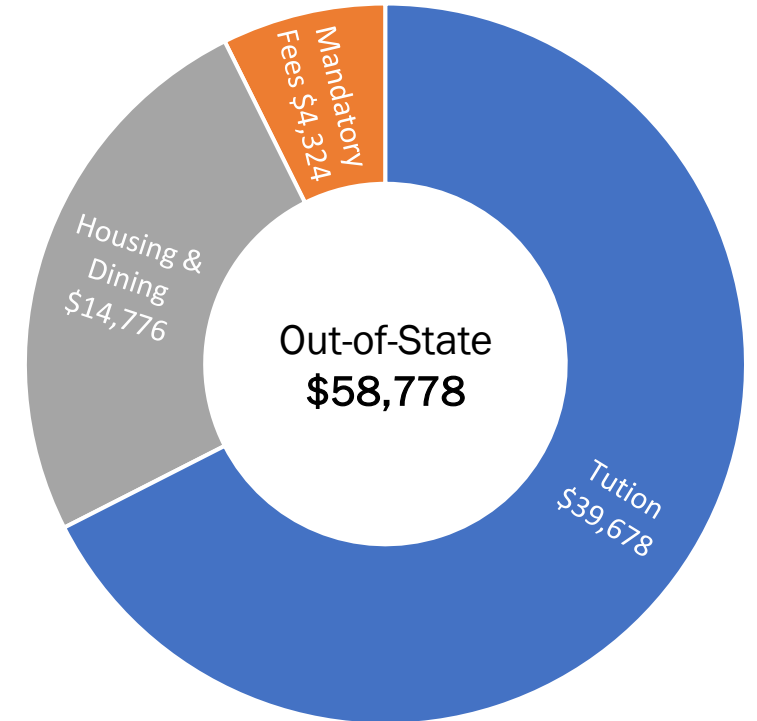
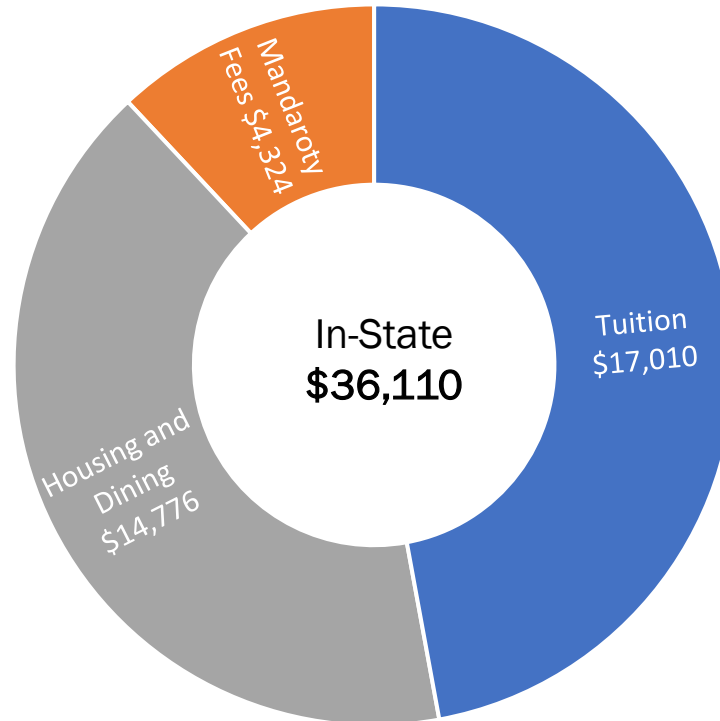
## FY26 Direct Cost of attendance\* for Typical UConn Undergrads at Storrs

### Top 50 (#43)

Best Value Public College for return-on-investment (ROI) out of 209 schools ranked by the Princeton Review (2024) (incl. public and private)

### #72

Out of 747 public colleges in NICHE Best Value Colleges in America ranking

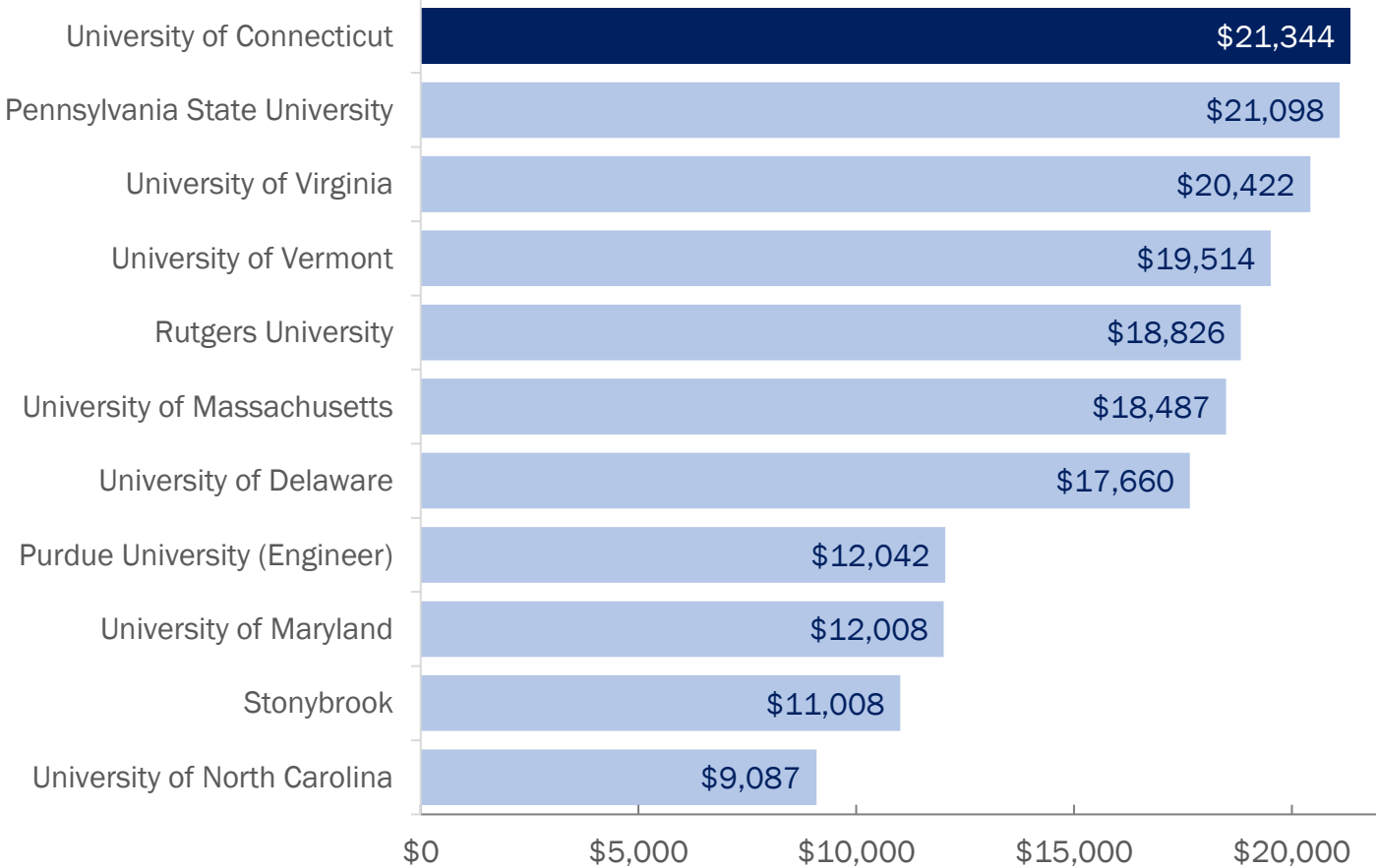


\* Does not include costs for books, supplies, transportation, etc.

# Affordability

In FY26 and beyond, UConn cannot fill the budget gap through student funds alone.

### FY26 Undergraduate Tuition and Fees Public Flagships (In-State Rates)



# Undergraduate and Graduate Financial Aid (in \$ millions)

|   | FY22           | FY26 Est.      | Change      |
|---|----------------|----------------|-------------|
| 1st Generation Students (associate, bachelor and undergrad non-degree only) | 7,321          | 8,913          | +22%        |
| University Supported*   | \$163.8        | \$232.4        | +42%        |
| Federal (Pell/SEOG)   | 74.5           | 57.9           | -22%        |
| Other***  | 20.9           | 35.0           | +67%        |
| State (includes R. Willis Scholarship)**                                    | 9.9            | 8.2            | -17%        |
| <b>Total Aid</b>  | <b>\$269.1</b> | <b>\$333.6</b> | <b>+24%</b> |

Student need continues to grow and is the single greatest reason students leave

16.5% of University tuition revenue is set aside in FY26 for need-based aid (15% is required)

\*University-supported aid includes undergraduate and graduate aid funded by tuition, departmental revenue, and work-study.

\*\*State ARPA funds were added to the R. Willis Scholarship program in FY23-FY25.

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

# Need-Based Support

Aid packages are tailored to individual student needs and typically combine scholarships, grants, loans and work study. Most students use a combination of aid sources.

**\$107.2M**

In tuition waivers, in addition to aid packages, and student employment

**\$101.8M**

In need-based grants budgeted for undergraduate and graduate students, FY26.

**\$28,506**

Debt upon graduation for UConn students. Low compared to the **National average of \$39,075** and **state average of \$36,837**



## Social Mobility & Value of Connecticut Universities

- After Yale, graduates of UConn’s campuses in Waterbury, Hartford, Avery Point and Stamford saw **the highest 10-year ROIs in the state, between \$273,000 and \$296,000.**
- **UConn is a top-tier CT institution for Economic Mobility** with strong outcomes for low-income students.
- **Economic Mobility Index (Third Way):** EMI+25% at UConn, reflecting strong access and outcomes for pell/low-income students.
- **Years to pay down total net cost:** ~1.0 year for UConn-an indicator of fast time-to-value for graduates from lower-income backgrounds.
- **Return on Investment context** The Georgetown CEW Return on Investment framework evaluates long-term value by comparing a program’s net cost with graduates’ earnings 10 to 40 years after enrollment. This long-horizon approach aligns with UConn’s mission as a public flagship, emphasizing affordability and strong post-graduation outcomes.

Sources: Third Way EMI; Georgetown CEW ROI

# Strategies for Growth and a Balanced Budget

- Continue to expand economic activity in the state.
- Continue implementation of financial sustainability plan, inclusive of the strategic enrollment plan.
- Increase efficiency in the delivery of education through faculty ratios, advising, class size and modality (in person vs. online).
- Grow fundraising through a \$1.5 B campaign and grow the endowment to \$1B.
- Increase research awards to \$500M/year.
- Generate new revenue, for example through clinical growth and strategic partnerships.



*Elisabeth DeLuca School of Nursing faculty and staff at the beam signing ceremony on October 27, 2025. (Coral Aponte/UConn Photo)*

# UConn is Responding to the 2025 Governor's Workforce Strategic Plan

## DRIVE GROWTH

- Grow our workforce and economy with a collaborative, industry-driven workforce system that fills immediate and long-term workforce needs.

## BUILD SKILLS

- Develop a workforce skills ecosystem where people thrive and businesses grow.

## EXPAND ACCESS

- Strengthen our workforce by removing barriers to education, employment, and opportunity.



For updated information on the Governor's report, scan here:

*By building robust infrastructure and support structures today, we're advancing our state's future – creating pathways to growth for our economy, businesses, communities, and people.*

*A sustainable workforce system aligns around our greatest strength: the unique, capable workforce that moves Connecticut forward. With the right alignments and focus, this workforce can power shared success: connecting employers with the skilled talent they need and building an economy where people from all backgrounds can live, work, and thrive in our state.*

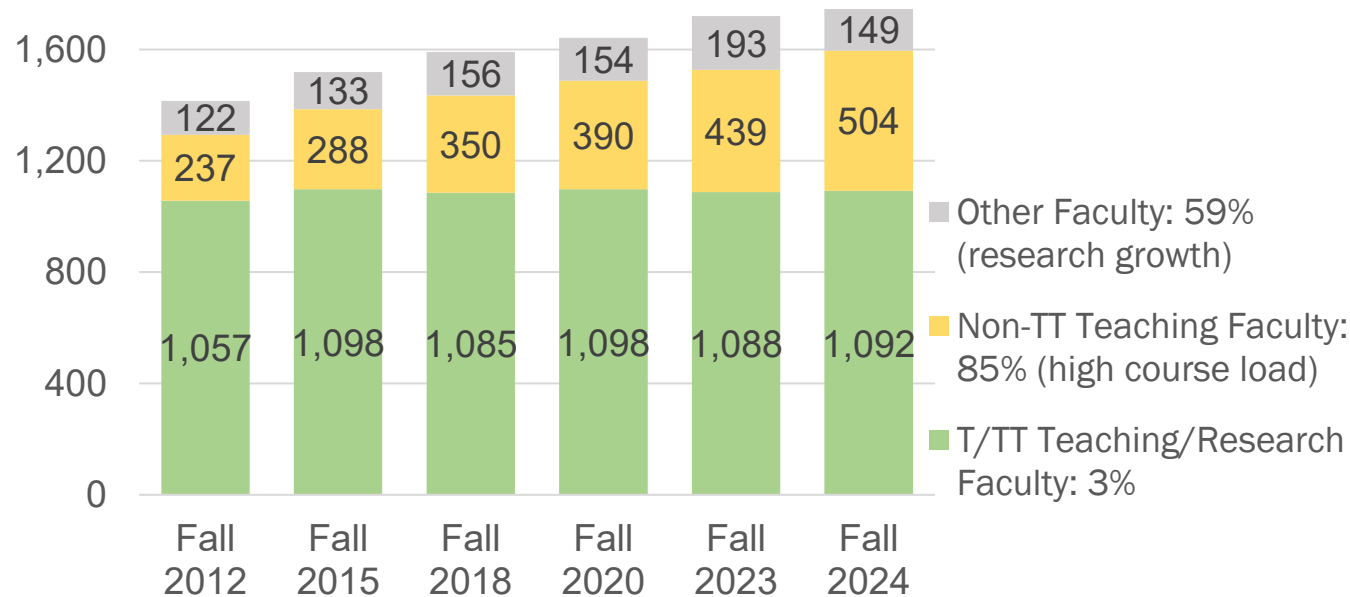
WORK FORWARD: PATHWAYS FOR GROWTH, 2025 Governor's Workforce Strategic Plan

**UConn**

# Increase Efficiency in Delivery of Education

UConn is committed to student success and is ensuring academic quality and appropriate support services. In an effort to minimize inflation in cost of attendance, UConn is pursuing all means available to maximize efficiency in utilizing existing teaching capacity.

Growth in Faculty



| Fiscal Year | Student to Faculty Ratio | Average Class Size |
|-------------|--------------------------|--------------------|
| FY21        | 16                       | 37                 |
| FY22        | 15                       | 35                 |
| FY23        | 16                       | 37                 |
| FY24        | 16                       | 40                 |
| FY25        | 17                       | 37                 |

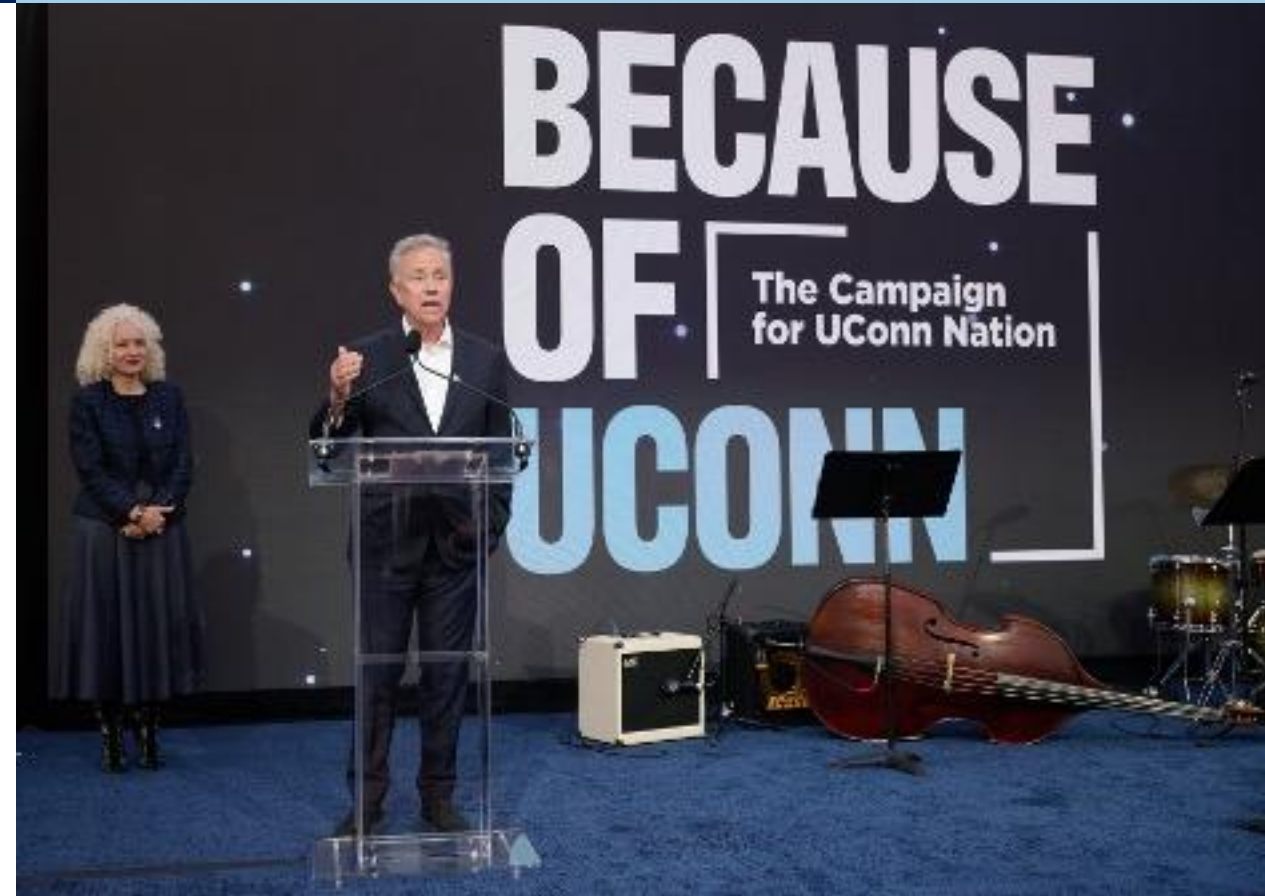
# FY25: Milestones in Giving

- Launched **Because of UConn** in April with a goal of reaching \$1.5B by 2030
- **Raised \$144M** - 15% growth in dollars & 18% in gifts over FY24
- **Record \$50M+ for Athletics**
- Increased average raise per fundraiser to \$3M from \$2M since FY20
- **Reached 99% of contactable alumni**
- **Grew endowment to \$668M** & exceeded \$100M in cash for the first time

## The Road Ahead:

FY26 has the strongest fundraising start in history, tracking 239% ahead of average with a goal of \$145M+. **We are projecting to exceed our campaign goal by \$250M.**

# Because of UConn



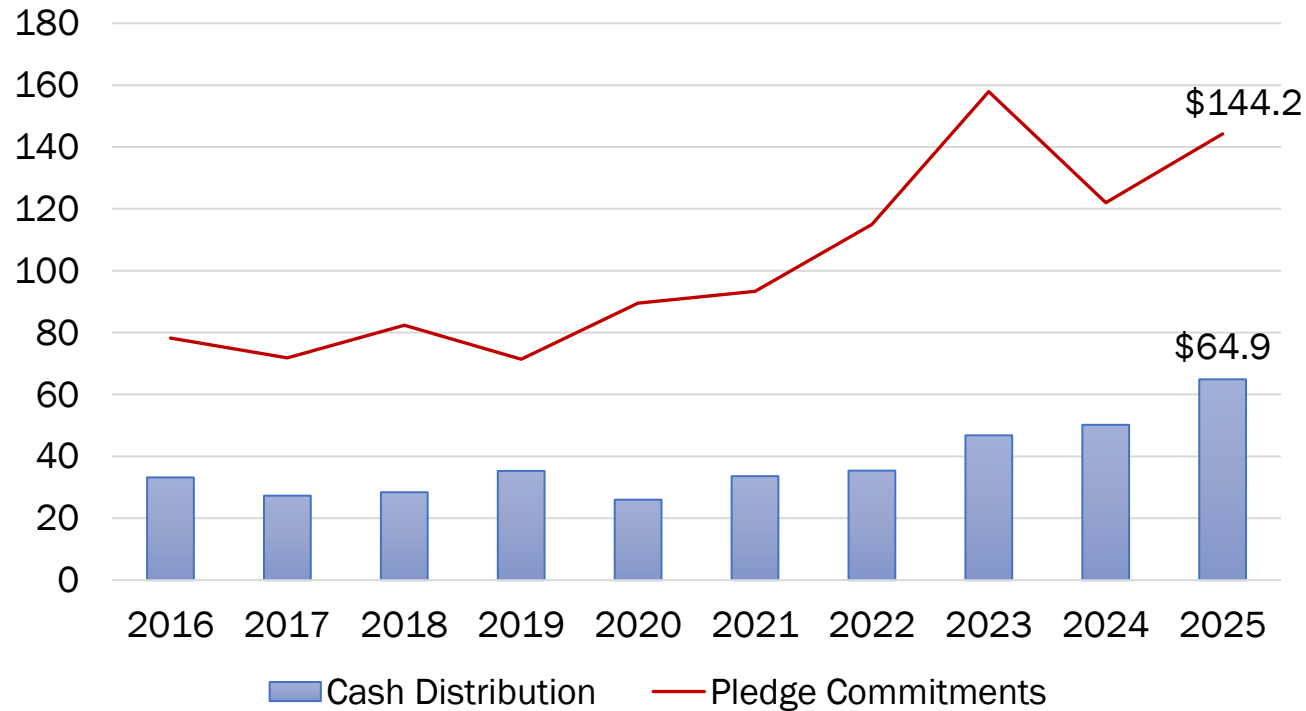
- **Raised \$778M to date—51% to goal.**
- **Additional goals:**
  - ✓ grow the endowment to \$1B
  - ✓ reach 100,000 donors
  - ✓ meet 1.2M engagement points

\* FY25 results are unaudited

# Increase Fundraising and Grow Endowment

Over the last five years over \$757M has been raised to support the University

UConn Foundation  
Historical Pledges and Distributions (in millions)



Of the **\$144.2M** in new gifts and commitments:

- 21% is for scholarships
- 43% is for program support
- 35% is for Athletics
- 1% is for faculty support

Increasing the level of financial aid support for students, internship opportunities and capital investments continues to be a priority for UConn.

# Increase Research Activity

UConn and UConn Health

A proposal can take up to two years (or more!) from development to award.

Securing research funding is highly competitive, and UConn faculty compete with researchers at institutions across the country for grants.

Typical NSF/NIH Funding Timeline:



| Research | Proposals Submitted | Average Proposal \$ | Hit Rate | Average Award Size |
|----------|---------------------|---------------------|----------|--------------------|
| FY15     | 1,489               | 439,484             | 25.00%   | 263,119            |
| FY17     | 1,375               | 441,849             | 31.46%   | 271,983            |
| FY19     | 1,269               | 552,818             | 31.79%   | 337,807            |
| FY21     | 1,353               | 578,415             | 37.50%   | 381,008            |
| FY23     | 1,332               | 713,578             | 35.91%   | 394,520            |
| FY24     | 1,350               | 703,704             | 34.35%   | 452,432            |
| FY25     | 1,358               | 721,356             | 38.00%   | 426,240            |
| FY26 est | 1,391               | 752,462             | 40.00%   | 440,928            |

# Next Generation Connecticut Overview

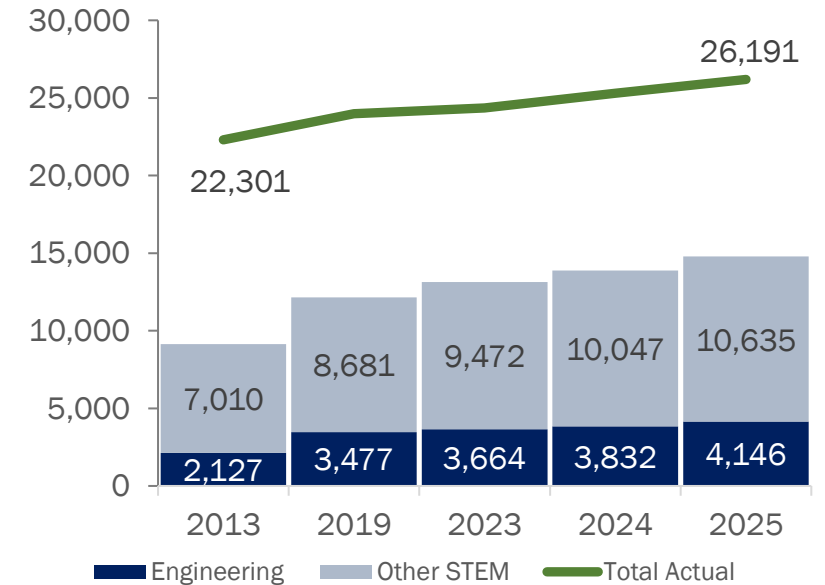
UConn's campuses continue to be transformed by the modernization, rehabilitation, and expansion of the University's physical plant through the NextGenCT initiative.



Approved in 2013, NextGenCT is an ambitious plan (FY15-FY31) to improve UConn's STEM capabilities. Specifically, the initiative is designed to:

- Build STEM facilities including classrooms, equipment, and laboratories.
- Upgrade aging infrastructure to accommodate faculty and students.
- Hire new faculty & enroll more undergraduates primarily in STEM areas (dependent on new state operating funds).
- Increase research and innovation.

Undergraduate Enrollment (Fall)



Undergrad STEM enrollment increased by **62%** since FY13

Engineering enrollment increased 95% to 4,146

# Next Generation Connecticut: Tech Talent Pipeline

UConn is the primary engine that feeds the tech talent pipeline in the State to support innovation and economic growth.

The Connecticut Department of Labor expects a 18.8% overall increase in engineering employment between 2022 and 2032.

- UConn produces **59%** of the Engineering degrees for the state
- A recent survey shows nearly **93%** of UConn Engineering graduates are either employed or continuing their education within 6 months of their graduation

|  | Fall<br>2025 Actual | Change from<br>FY13 |      |
|--|---------------------|---------------------|------|
| First Year Applications: Total           | 58,195              | 26,832              | +85% |
| Storrs Undergraduates: STEM              | 12,736              | 4,711               | +59% |
| Storrs Undergraduates: Total             | 21,042              | 3,514               | +20% |
| Undergraduates (all campuses): Total     | 26,191              | 3,890               | +17% |
| Graduate: Total                          | 6,867               | 254                 | +4%  |
| Bachelor's Degrees: STEM (FY25)          | 3,231               | 844                 | +35% |
| Bachelor's Degrees: Total (FY25)         | 5,693               | 571                 | +11% |
| Masters & Doctoral Degrees: STEM (FY25)  | 879                 | 287                 | +49% |
| Masters & Doctoral Degrees: Total (FY25) | 2,235               | 368                 | +20% |



# UCONN 2000 Overview

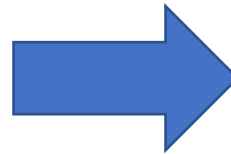
**\$964M remains  
FY26-FY31**

UCONN 2000 was enacted to attract and retain CT's high-achieving students through a dramatic transformation and modernization of the University physical plant.

**36-year program  
split into 3 phases**

**7 Campuses  
4,148 acres  
~16M sqft**

Avery Point  
Farmington  
Stamford  
Waterbury  
Hartford  
Law School  
Storrs



**\$5.89B of State bonds  
averaging \$164M/year  
since 1995**

**Over \$5.3B in capital expenditures since FY96  
from all fund sources.**

| Capital Expenditures (\$M)                           |   |
|--|---|
| \$4,046.5  | State-supported UCONN 2000 GO Bonds                     |
| 269.6  | Other State-supported bonds (i.e. Tech Park, Waterbury) |
| 441.7  | UConn-supported Special Obligation bonds                |
| 565.9  | Non-State funds (i.e. UConn operating funds, gifts)     |
| <b>\$5,323.7M Total Expenditures (as of 9/30/25)</b> |   |

**UConn 2000:** 36 Year program split into 3 phases. Enacted to attract and retain CT's high-achieving students through a dramatic transformation and modernization of the University physical plant.

## Incredible Return on Investment

### UConn ROI

**Over 66,300**

First Year & Transfer Applicants  
Across All Campuses

**62%**

Increase in undergrad  
STEM enrollment since  
2013

**\$3.0B**

Increase in total economic  
impact, from \$5.7 to \$8.7  
in the last 5 years

**11,524**

Increase in undergrad  
enrollment since 1995  
(79%)

UConn produced **59%**  
of engineering undergraduate  
degrees for the state

**174**

New start-up businesses hosted  
by the incubator since 2003; in  
FY25, the incubator hosted 33  
start-ups supporting 286 jobs

### UConn Health ROI

- Served as the catalyst to the expansion of the bioscience industry
- Increased Medicine and Dental Medicine enrollment by 25% since 2013
- Increased access to patient care
- Achieved unprecedented clinical revenue growth from \$356M in FY13 to more than \$1,093M in FY25

# UCONN 2000 Capital Program

## Program Structure:

- Long-term capital planning capability
- Project list in law with annual bond cap authority
- Annual request to Governor to allocate bonds against statutory authority
- Authority delegated to Board of Trustees & University administers program
- State Treasurer & University issue GO bonds as cashflow needed
- Semi-annual reports to the State and Annual audit

## Board of Trustees Process:

- Approval of annual capital budget plan, project list & indentures
- List triggers expenditure plan
  - Projects  $\geq$ \$500k approved at Planning, Design, Final stages by Board; projects  $<$ \$500K approved by Senior Leadership

UCONN 2000 bonds have high credit ratings resulting in debt service savings for the state!



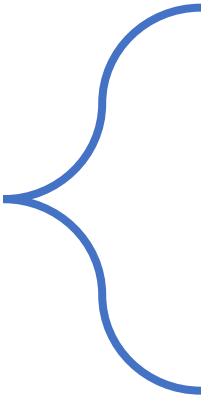
UCONN 2000 has rigorous oversight and audits, Board of Trustees and Executive approvals, biannual reporting to the General Assembly, and regular project scope and budgetary reviews.

# UCONN 2000 State General Obligation Bonds

UCONN 2000 State supported General Obligation bonds have historically funded the majority of the capital budget.

| Bonding Schedule (\$M)         |           | Phase I          | Phase II | Phase III | Status   |
|--------------------------------|-----------|------------------|----------|-----------|----------|
| UConn                          | FY96-FY99 | \$382.0          |          |           | Complete |
| UConn                          | FY00-FY05 |                  | \$580.0  |           |          |
| 21 <sup>st</sup> Century UConn | FY05-FY14 |                  |          | \$627.2   |          |
| Bioscience CT                  | FY05-FY19 |                  |          | 825.9     |          |
| NextGenCT                      | FY15-FY31 |                  |          | 2,484.8   | Active   |
| UConn Health                   | FY22      |                  |          | 25.0      |          |
| UCH Joint Venture              | FY26-FY30 |                  |          | 390.0     |          |
| <b>Total</b>                   |           | <b>\$5,314.9</b> |          |           |          |

**\$964M remains in the NextGenCT initiative over the next 6 years (FY26-FY31)**



|      |       |
|------|-------|
| FY26 | 276.0 |
| FY27 | 192.0 |
| FY28 | 158.5 |
| FY29 | 156.5 |
| FY30 | 156.0 |
| FY31 | 25.0  |

Recently, the total UCONN 2000 Program increased by \$4M for Gampel Pavilion Renovations and by \$390M for the UCH Joint Venture

# State Bonding Support Request FY27

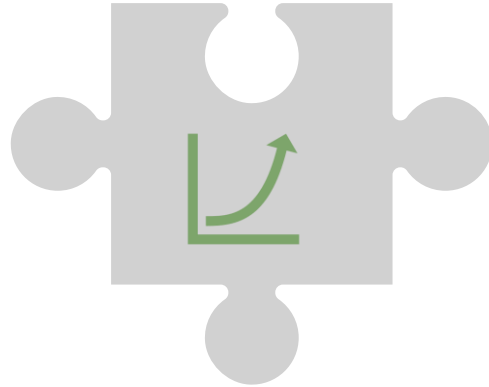
| State GO Bond Funds (\$M) |  | Approved      | Approved      | New Request   |
|---------------------------|--|---------------|---------------|---------------|
| UConn                     |  | FY26          | FY27          |               |
|                           | IT Equipment   | \$5.0         |               | \$10.0        |
|                           | Digital Learning Infrastructure-<br>Regional Campuses          | 3.0           |               |               |
| <b>UConn Total</b>        |  | <b>\$8.0</b>  |               | <b>\$10.0</b> |
| <b>UConn Health</b>       |  |               |               |               |
|                           | Deferred Maintenance   |               | 30.0          |               |
|                           | Clinical Equipment to Enhance<br>Revenue Growth                | 25.0          | 10.0          |               |
|                           | Information Technology Security,<br>Infrastructure & Equipment | 3.0           | 3.0           |               |
| <b>UConn Health Total</b> |  | <b>\$28.0</b> | <b>\$43.0</b> |               |
| <b>Grand Total</b>        |  | <b>\$36.0</b> | <b>\$43.0</b> | <b>\$10.0</b> |

Note: State GO Bonding requires Bond Commission approval

# UConn Capital Program Challenges

## Challenges:

- Workforce - limitations, interruptions or unavailability
- Materials - increasing production timelines, shortages, changing trade policies and prices



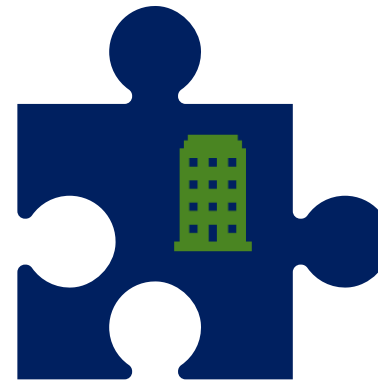
## Facilities Conditions:

- 55% of UConn's footprint is over the age of 25 years old or considered high risk
- **DM needs are \$1.55B at UConn and \$587M at UCH**



## Economy:

- Significant annual escalation
- Will likely moderate but not down to the 4% budgeted in the original plan



## Project Priorities:

- The Facility Condition Assessment is informing project prioritization and development of an updated capital plan

# UConn Facilities Summary and Maintenance Needs

**585**  
BUILDINGS

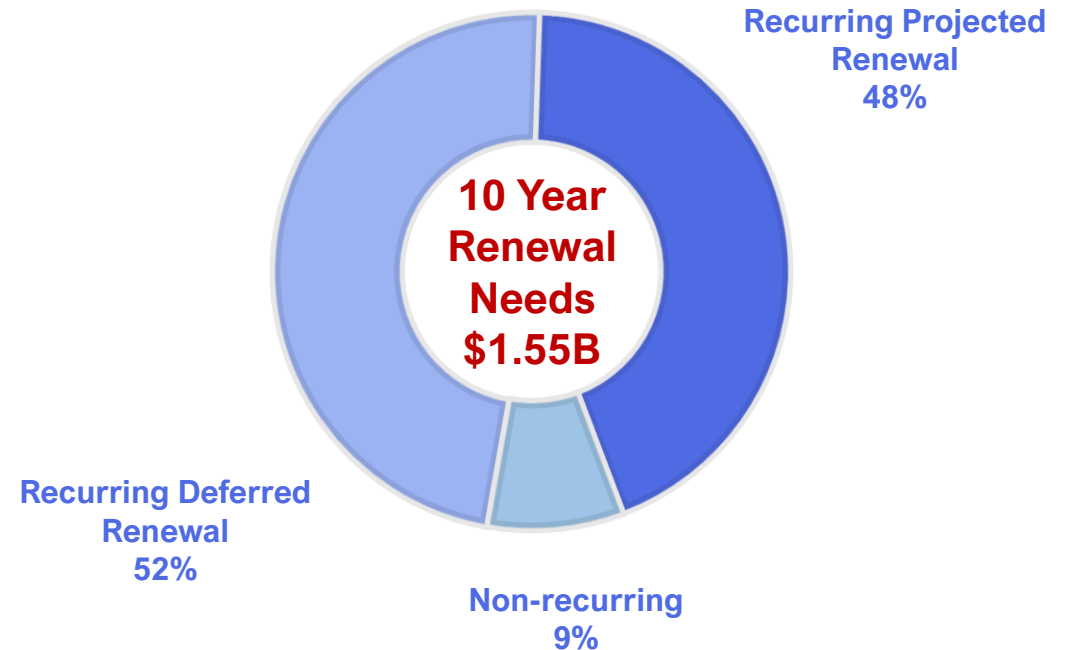
**3,938**  
ACRES ON  
6 CAMPUSES

**14.0**  
MILLION  
SQUARE FEET

UConn will continue to use the Infrastructure Maintenance Fee (IMF) to help address this backlog of DM needs



10 -year renewal needs based upon Building Condition Assessments completed in 2020. Annual inflationary factors have been added to the original cost estimation to reflect current need.



# UConn Health Facilities Summary and Maintenance Needs

**26**  
BUILDINGS

**210**  
ACRES ON  
3 SITES

**3.7**  
MILLION  
SQUARE FEET

**1**   
**\$263M**  
Recurring Deferred  
Renewal

**2**   
**\$276M**  
Recurring Projected  
Renewal

**3**   
**\$48M**  
Nonrecurring

10 -year renewal needs updated to account for items that have aged out over the 7 years of the original 2018 report and unprecedented inflation (20%) on construction costs. Replacement value of buildings updated for inflation.



# UConn Health Deferred Maintenance

**\$155M** of new capital funds authorized in FY22, FY23, FY24, FY25 and FY27

**\$587M** of additional capital funds are needed to address the Deferred Maintenance needs identified in the Facilities Condition Assessment

|   | FY22 UConn<br>2000<br>GO Bonds | FY23 State<br>GO Bonds | FY24 State<br>GO Bonds | FY25 State<br>GO Bonds | FY27 State<br>GO Bonds |
|---|--------------------------------|------------------------|------------------------|------------------------|------------------------|
| Protect Physical Assets                                       | \$5.1                          | \$2.9                  | \$3.5                  | \$3.8                  | \$3.8                  |
| Address Safety &<br>Building/Fire Code issues                 | \$4.1                          | \$3.6                  | \$4.4                  | \$4.0                  | \$4.0                  |
| Replace Building System<br>Components                         | \$4.4                          | \$20.8                 | \$11.7                 | \$12.2                 | \$12.2                 |
| Enable Full Utilization of<br>Space/Upgrade<br>Infrastructure | \$11.4                         | \$12.7                 | \$10.4                 | \$10.0                 | \$10.0                 |
| <b>Total</b>  | <b>\$25.0</b>                  | <b>\$40.0</b>          | <b>\$30.0</b>          | <b>\$30.0</b>          | <b>\$30.0</b>          |

# Major UConn Projects Completed



**UConn Hartford  
Campus**

**\$139M**

3 bldgs. 215,000 square feet  
Completed August 2017



**STEM Research  
Center Science 1**

**~\$175.5M**

200,000 square feet  
Completed Summer 2024



**Connecticut  
Residence Hall**

**~\$202.5M**

227,000 square feet, 652 beds  
Completed Summer 2024



**Student Recreation  
Center**

**\$97.1M**

191,000 square feet  
Completed August 2019



**Gant Building  
Renovation Phase I-III**

**~\$278.5M**

200,000 square feet  
P I-II Completed August 2019,  
May 2021 PIII underway

**Fine Arts Production  
Facility**

**\$35.5M**

30,000 square feet  
Completed April 2020

**Monteith Building  
Renovation**

**\$23.7M**

73,000 square feet  
Completed August 2016

**Werth Residence  
Hall**

**\$95.8M**

212,000 square feet, 730 beds  
Completed August 2016

**Supplemental Utility  
Plant**

**~\$67M**

40,000 square feet  
Completed November 2022

**Engineering and  
Science Building**

**\$92.5M**

115,000 square feet  
Completed October 2017

# Bioscience Connecticut Projects Completed

Making Connecticut a Leader in Bioscience



## New Hospital Tower

169 private patient rooms; New & expanded ED; New operating suite; 400-car staff and patient garages.

Cost:~ \$324M  
Opened: May 2016



## Education Construction

Addition/renovations to Academic bldg. Allowed for 30% enrollment growth in Medical and Dental schools.

Cost:~ \$36M  
Opened: May 2017



## Outpatient Pavilion

306k square-foot, state-of-the-art clinical building; 1,400-car parking garage.

Private financing: TIAA \$203M  
Clinic Opened: Jan 2015  
Garage Opened: Nov 2013



## Jackson Laboratory

New research facility dedicated to personalized medicine, collaborating with regional universities and hospitals.

Opened: Oct. 2014

---

## Clinical Renovations

Renovation and expansion of the Pat and Jim Calhoun Cardiology Center; Renovation of multi-specialty clinics.

Completed: May 2019

## Dental Care Center

Renovation/expansion of clinical facilities for the School of Dental medicine; 174 treatment rooms.

Completed: May 2019

## Research Space Renovation

Renovated 205k of 280k square feet of existing UCH laboratories/research facilities.

Cost:~ \$116M  
Completed: May 2017

## Incubator Lab Addition

28k square-foot laboratory addition to Cell & Genome Sciences Building to foster new bioscience and biotech business startups.

Cost:~ \$19M  
Completed: Jan 2016

# Hospital Joint Ventures

Public Act 25-2 (Nov. 2025 Special Session)  
UConn Health Center Joint Venture Initiative

**Vision:** In partnership with the State, UConn Health will preserve access to healthcare and leverage a one-time opportunity to increase the scale of UConn Health while developing an alternative low-cost, high-quality system in Connecticut, also referred to as the “Community Network”.

The legislation:

- Provides \$390M in UConn 2000 bonds to support the Initiative to acquire, cover deferred maintenance, information technology and equipment, capital improvements and working capital.
- Clarifies that employees of the Joint Venture can organize and collectively bargain and will not be state employees.

**Passed Overwhelmingly!**



| Hospital     | # BEDS     |
|--------------|------------|
| UConn -JDH   | 257        |
| Waterbury    | 357        |
| Day Kimball  | 104        |
| Bristol      | 157        |
| <b>Total</b> | <b>875</b> |

# Waterbury Health JV - the Value Proposition

## The State through UConn Health, will:

- Preserve healthcare access in the Waterbury region
- Prevent misaligned ownership

## UConn Health will at the same time:

- Address UConn Health capacity constraints
- Implement a growth strategy to decrease reliance on state support for the public clinical enterprise
- Expand its clinical and patient-experience excellence to more communities in CT.
- Leverage a one-time opportunity to develop a high-value health system at scale

## Waterbury Hospital & Surrounding Community

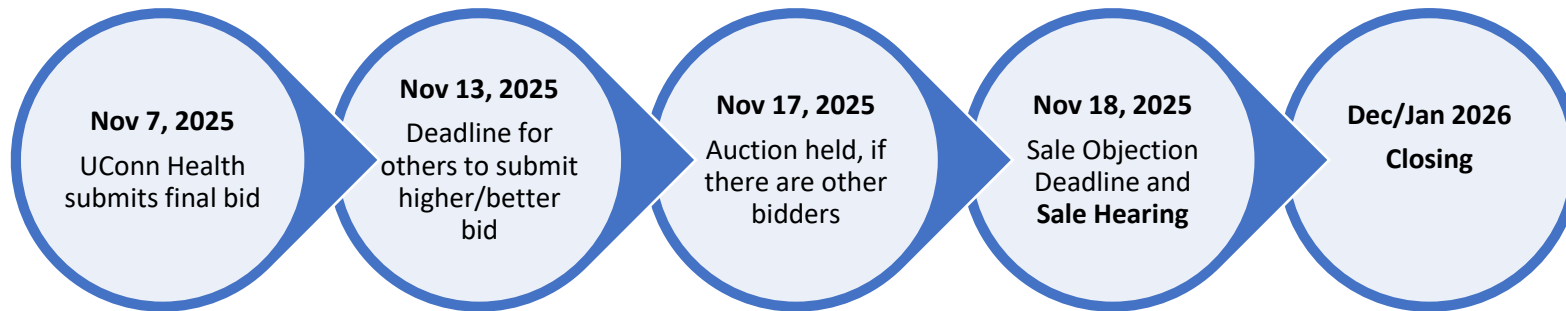
- Increased Access to Care
- Preserve jobs and economic vitality
- Opportunities to expand access to specialists and academic medicine to communities

# Hospital Partnerships - Status

UConn Health, in partnership with the State, is executing on a new growth strategy to preserve healthcare access in CT and to expand the reach of its award-winning care

- **Waterbury Health**

- Part of Prospect Holdings, which has been in bankruptcy court in Texas
- Nov 7 - UCH Bid filed with the court to acquire Waterbury Health & its assets



- An Integration Management Office (IMO) will be retained to ensure operations run smoothly on Day 1 of the partnership and to help establish the systems and team for ongoing success.

- **Bristol Health & Day Kimball Health**

- Discussions underway to develop clinically integrated network

- **Funding Needs** – the legislature approved funding in Special Session last week

# A Scaled Health System

## UConn Health

- ★ UConn John Dempsey Hospital
- 📍 Locations in 12 Towns

## Waterbury Health

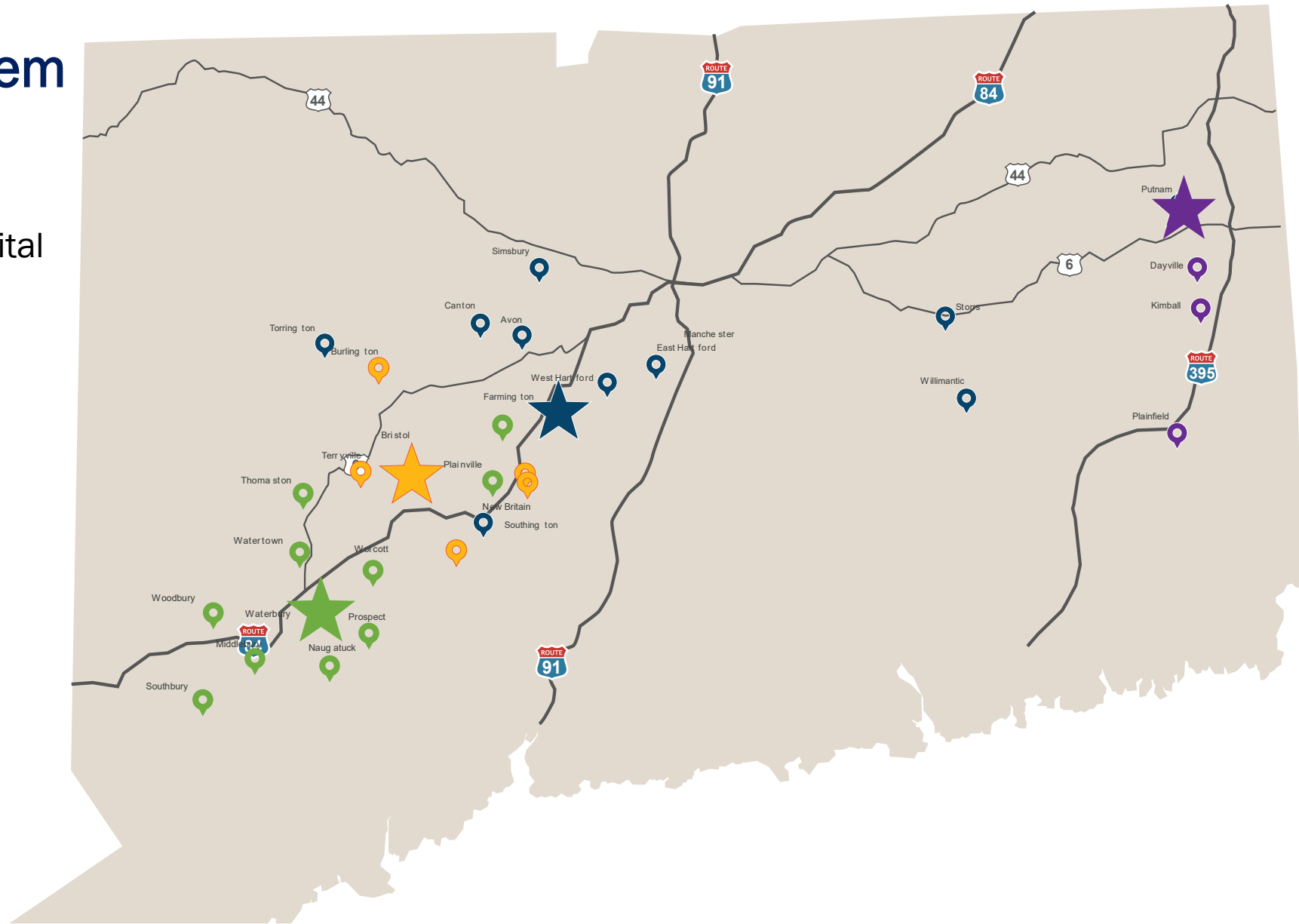
- ★ Waterbury Hospital
- 📍 Locations in 12 Towns

## Bristol Health

- ★ Bristol Hospital
- 📍 Locations in 6 Towns

## Day Kimball Health

- ★ Day Kimball Hospital
- 📍 Locations in 4 Towns



# Total Project Costs/Investments

\$420M investment across all 3 hospitals over the next 5 years:

- \$390M UCONN 2000 Bond Act (proposed)
- \$30M from UConn Health operating capital (as needed)

|                         | Year 1       | Year 2      | Year 3      | Year 4      | Year 5      | Total |              |
|-------------------------|--------------|-------------|-------------|-------------|-------------|-------|--------------|
| <b>Waterbury</b>        |              |             |             |             |             |       |              |
| Capital                 | 74.3         | 16.6        | 18.0        | 19.0        | 20.0        | 147.9 |              |
| EPIC                    | 20.0         | 20.0        |             |             |             | 40.0  |              |
| Working capital support | 31.7         | 19.4        | 12.0        | 1.0         |             | 64.1  |              |
|                         |              |             |             |             |             |       | 252.0        |
| <b>Bristol</b>          |              |             |             |             |             |       |              |
| Capital                 | 10.0         | 8.0         | 10.0        | 20.0        | 20.0        | 68.0  |              |
| EPIC                    | 15.0         | 15.0        | 10.0        |             |             | 40.0  |              |
| Working capital support |              |             |             |             |             | -     |              |
| <b>DK</b>               |              |             |             |             |             |       |              |
| Capital                 | 9.5          | 2.0         | 2.0         | 7.0         | 7.0         | 27.5  |              |
| EPIC                    | 10.0         | 5.0         | 5.0         |             |             | 20.0  |              |
| Working capital support | 10.5         | 2.0         |             |             |             | 12.5  |              |
|                         |              |             |             |             |             |       | 60.0         |
| <b>Total</b>            | <b>181.0</b> | <b>88.0</b> | <b>57.0</b> | <b>47.0</b> | <b>47.0</b> |       | <b>420.0</b> |

Breakeven analysis as per due diligence:

- Waterbury Hospital: 5 years
- Bristol: 1 Year
- Day Kimball: 3 years

**Thank you!**

