

ENVISIONING 2034

2024-2034 STRATEGIC PLAN

UConn



UConn is a great university.

This strategic plan positions UConn to build on our history of excellence in academics, research, and outreach to continuously improve in service to our students and our communities. Recognizing that our people are our greatest strength, we leveraged the expertise and commitment of our vast community to learn what we can do better and what our priorities should be.

In preparing this plan, we engaged more than 10,000 people: students, faculty, staff, alumni, industry collaborators, friends of the University, and many others. We collected feedback through surveys, forums, listening sessions, and self-study led by our steering committee, working groups, and implementation planning team. We listened carefully to refine our vision, values, goals, and priority areas of focus. We will continue to engage our community to ensure successful plan implementation.

At its core, this plan centers students in our actions as an institution, signaling that when a student chooses to come to UConn, they will have countless opportunities to connect, learn, and develop. In executing this plan, we will strengthen holistic student success in many ways, including providing increased connections with faculty and staff who can mentor and support them, positioning them for a successful path toward graduation and beyond. We will expand student opportunities to explore research with our world-class faculty, broaden engagement in experiential learning that supports career success, and increase support for student participation in co-curricular activities, including any of our 700 student clubs. Once they graduate, this plan seeks more ways to help students stay connected as Huskies, engaging with them during their pursuit of life and career goals.

This strategic plan promotes investment in our research enterprise to achieve the next level of excellence as an R1 institution. Our faculty members perform transformative research and creative work across disciplines, including the health and biological sciences, physical sciences, engineering and emerging technologies, social sciences, humanities, fine arts, and many others.

Our faculty members collaborate to confront our world's grand challenges, including issues such as climate change, health disparities, and advancing

artificial intelligence, which are highlighted in this plan. Building on our strengths, we will recruit top-tier faculty to lead transformative research efforts and recruit promising graduate students both nationally and internationally. We will build and maintain infrastructure to support their capacity to conduct, translate, and disseminate groundbreaking research, promoting an environment of innovation and entrepreneurship in support of economic development, including reinforcing the state's leadership in emerging technologies and health sciences.

In addition to capturing our goals and aspirations, this plan prioritizes fiscal responsibility and stewardship of resources, including increasing efficiencies and improving opportunities for collaboration inside and outside of the University.

To serve our students, foster innovation, and uphold academic excellence, we prioritize supporting our faculty and staff, celebrating their achievements, and enabling their growth.

We are New England's leading public land- and sea-grant research institution, powered by robust academics, innovative research, a world-class athletics program, and a service-oriented community. Our students come from every town in the state, every state in the nation, and over 200 different countries, all contributing to our vibrant and diverse community.

This 10-year plan is a source of immense pride for me, from the way our students, faculty, staff, alumni, and partners rallied to participate in its creation, to the ambitious goals you see on the following pages. Thank you to the many who joined in the process. UConn is a great university and working together, we will reach new heights.

Students First. UConn Always. Huskies Forever.



PRESIDENT RADENKA MARIC



#1

**Among National
Public Research
Universities for
Time to Degree**

**14
Schools
& Colleges**

**Top 10
Most
Sustainable
Universities**

**\$6.9B
Impact on
Statewide
Economic Output**

**25
National
Championships**

**80+
Research
Centers**



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UConn Land Acknowledgment Statement

The land on which we gather is the territory of the Eastern Pequot, Golden Hill Paugussett, Lenape, Mashantucket Pequot, Mohegan, Nipmuc, and Schaghticoke peoples, who have stewarded this land throughout the generations. We thank them for their strength and resilience in protecting this land, and aspire to uphold our responsibilities according to their example.

The Process

Over the course of our nine-month planning process, more than 10,000 individuals participated, including about 25% of UConn's faculty, staff, and students. A Strategic Planning Steering Committee, composed of 25 faculty, staff, students, and UConn Foundation members, was responsible for ensuring an inclusive, transparent process. This group also took the lead in the development of the vision, values, and three goals of this plan.

Three working groups and an implementation planning team, comprising 38 faculty and staff members, helped shape the six areas of focus and priority actions, considering input that came in many forms, from forums to surveys and individual feedback.

The steering committee co-chairs and the executive director of strategic planning, working closely with the president, shepherded the process, consulting with multiple stakeholders along the way.

In December 2023, the Board of Trustees unanimously adopted the strategic plan, giving UConn its first University-wide strategic plan in 25 years.

MARCH:
Steering Committee Commences

SEPTEMBER:
Survey Sent to Stakeholders
Public Forums Held

EARLY NOVEMBER:
Steering Committee and President Review Areas of Focus
Public Forums Held Virtually

MID-NOVEMBER:
Working Groups Incorporate Feedback
Updated Areas of Focus Shared with Steering Committee and President

AUGUST:
Working Groups and Implementation Planning Team Commence

OCTOBER:
Working Groups Draft Areas of Focus Based on Feedback

DECEMBER:
Board of Trustees Adopts 2024-2034 Strategic Plan

2023 TIMELINE

Mission

As part of this strategic planning process, UConn reflected on its current mission and determined it still stands strong.

The University of Connecticut is dedicated to excellence demonstrated through national and international recognition. As Connecticut's public research university, through freedom of academic inquiry and expression, we create and disseminate knowledge by means of scholarly and creative achievements, graduate and professional education, and outreach. Through our focus on teaching and learning, the University helps every student grow intellectually and become a contributing member of the state, national, and world communities. Through research, teaching, service, and outreach, we embrace diversity and cultivate leadership, integrity, and engaged citizenship in our students, faculty, staff, and alumni. As our state's flagship public university, and as a land- and sea-grant institution, we promote the health and well-being of Connecticut's citizens through enhancing the social, economic, cultural, and natural environments of the state and beyond.



Vision

We are a nationally prominent, globally impactful, land- and sea-grant public university.

Strategic planning sharpened our collective sense of the identity UConn aspires to and the values we want to embody in the coming years. We seek impact on multiple levels, positioning ourselves to be among the country's foremost public universities.

VALUES

ACADEMIC DISTINCTION

We strive for the highest standards in education, research, and scholarship and encourage new discoveries that inspire humanity.

HOLISTIC LEARNING

We provide our students with a rigorous education alongside opportunities to build competencies in emotional intelligence, creative thinking, innovation, entrepreneurship, financial literacy, and other life skills.

INCLUSIVE COMMUNITY

We embrace the diversity of all people for their unique lived experiences and create a culture of belonging, integrity, kindness, justice, and wellness.

LOCAL VITALITY

We engage Connecticut communities to foster a more equitable, healthy, economically vibrant, entrepreneurial, and sustainable future.

GLOBAL IMPACT

We generate solutions to pressing global challenges, including climate change, human rights, and health disparities.



STRATEGIC GOALS

Our 2024-2034 strategic plan comprises three main goals:

PROMOTING HOLISTIC STUDENT SUCCESS

This plan re-envisioned how we support all of our students — undergraduate and graduate — to achieve their goals. It centers the whole needs of students across all that we do, whether within our teaching and learning or across our academic supports and co-curricular and enrichment opportunities. Our intent is to ensure a fulfilling higher education experience toward the goal of graduation while also positioning students for academic, career, and life success once they leave us.

EXPANDING RESEARCH IMPACT

This plan asserts UConn's research preeminence among U.S. public universities in advancing discovery, cutting-edge solutions, and innovation that transforms knowledge, lives, and communities. It outlines key investment areas that build the capacity of our research enterprise, including the recruitment and retention of world-class researchers and scholars at the vanguard of their fields.

POWERING A THRIVING CONNECTICUT

As Connecticut's flagship public university, this plan will deepen UConn's partnerships in service of our state and its communities. It recognizes the breadth of our impact via education, research, and engagement and outreach. It identifies targeted areas of future focus that position Connecticut as a leader in our nation and world in health and wellness, economic development, and environmental sustainability.



AREAS OF FOCUS

The plan's strategic goals will be achieved through pursuing six cross-cutting 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**



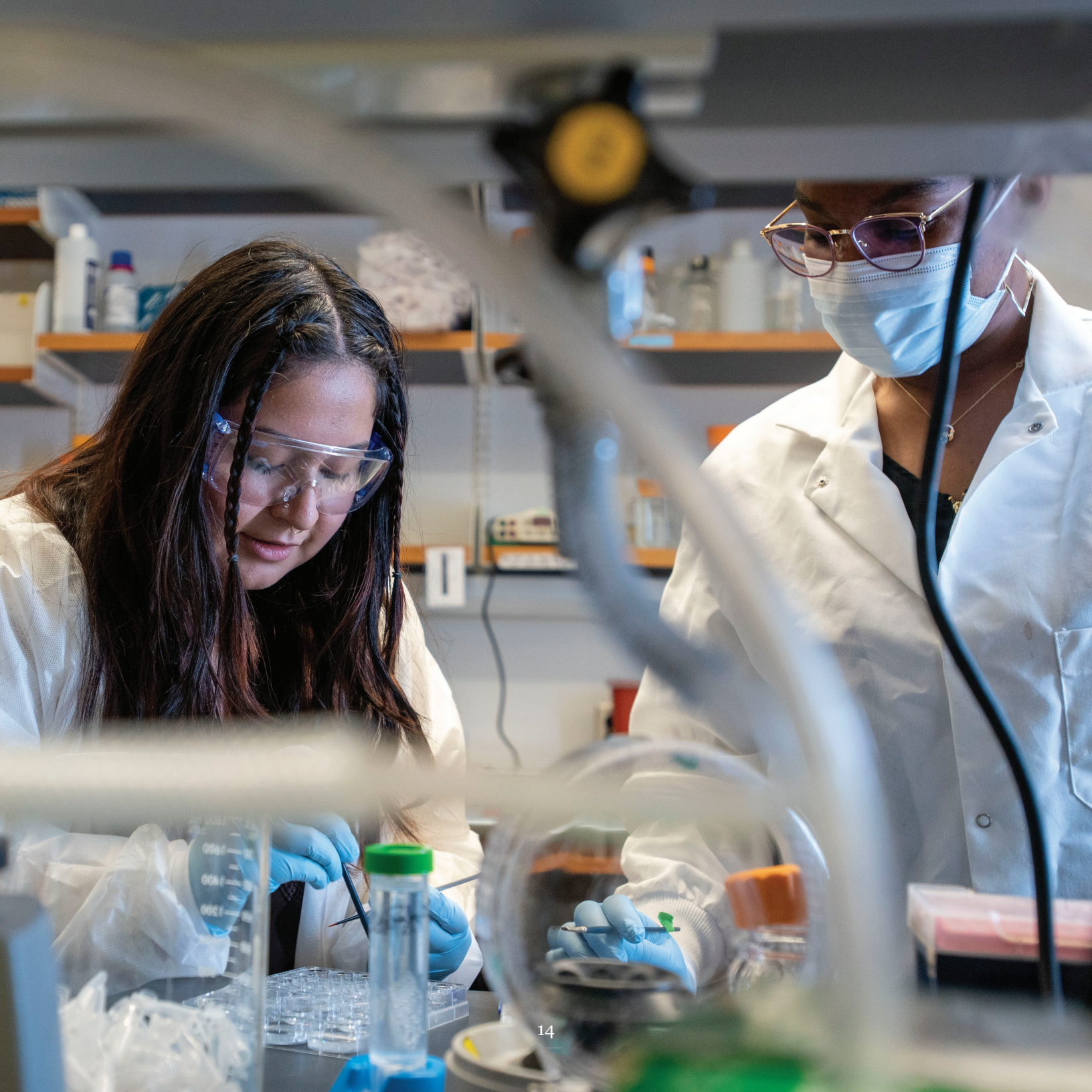
Student Success Journey

Students entrust us to help them achieve greater success in their lives. It is our goal to provide all students with an excellent education, empower them to achieve personal and professional fulfillment, and support their ability to positively contribute to their communities.

We aim to identify strategies to facilitate an enriching student learning experience and timely and equitable academic progression for all students — undergraduate and graduate — from when they first arrive until when they graduate. This area of focus recognizes our critical role in preparing all students to become leaders, innovators, resilient professionals, and global citizens by providing them with teaching, learning, and enrichment experiences that distinguish them among higher education graduates.

PRIORITY ACTIONS INCLUDE:

- Ensure first-year and continued student engagement in high impact co-curricular and enrichment opportunities across campuses.
- Strengthen students' ability to financially navigate undergraduate and graduate school at UConn and develop financial literacy skills.
- Provide culturally competent, sustained advising, helping students to successfully navigate their academic and career pathways, including between undergraduate and graduate programs.
- Foster life and career readiness competencies through academic experiences and co-curricular activities.
- Strengthen learning through investing in excellent teaching, experiential learning, academic support systems, and high-quality mentorship to enhance student performance through their programs of study.



Excellence in Research, Innovation, and Engagement

UConn's greatness is interconnected with its contributions beyond our campuses. Our research and engagement activities fuel knowledge and discovery, accelerate economic growth and innovation across sectors, and change lives.

We will position UConn as a world-class research institution that catalyzes innovation and creativity in our state, nation, and world through training, discovery, and translation. We will define a next generation of research and engagement across all disciplines — from the arts and humanities to STEM programs — for the benefit of humanity. In partnership with industry and the state, we will explore ways to strengthen alignment with Connecticut's economic development and workforce needs, including cultivating an active entrepreneurial environment.

PRIORITY ACTIONS INCLUDE:

- Hire and retain top-talent faculty conducting cutting-edge research and scholarship in areas of existing or emerging strength at the University.
- Invest in research infrastructure and systems development to enable greater collaboration, student engagement, data-informed resource allocation, and accountability.
- Translate and disseminate UConn's impactful research that improves the human experience and contributes to philanthropy, innovation, and entrepreneurship.
- Expand support for entrepreneurial activities (startup formation, IP creation) across all disciplines (arts, humanities, STEM, etc.).
- Ensure academic offerings, research, and experiential learning at UConn that fuels economic development and educates the future workforce in Connecticut, including reinforcing the state's leadership in emerging technologies and health sciences.

Wellness of People and Planet

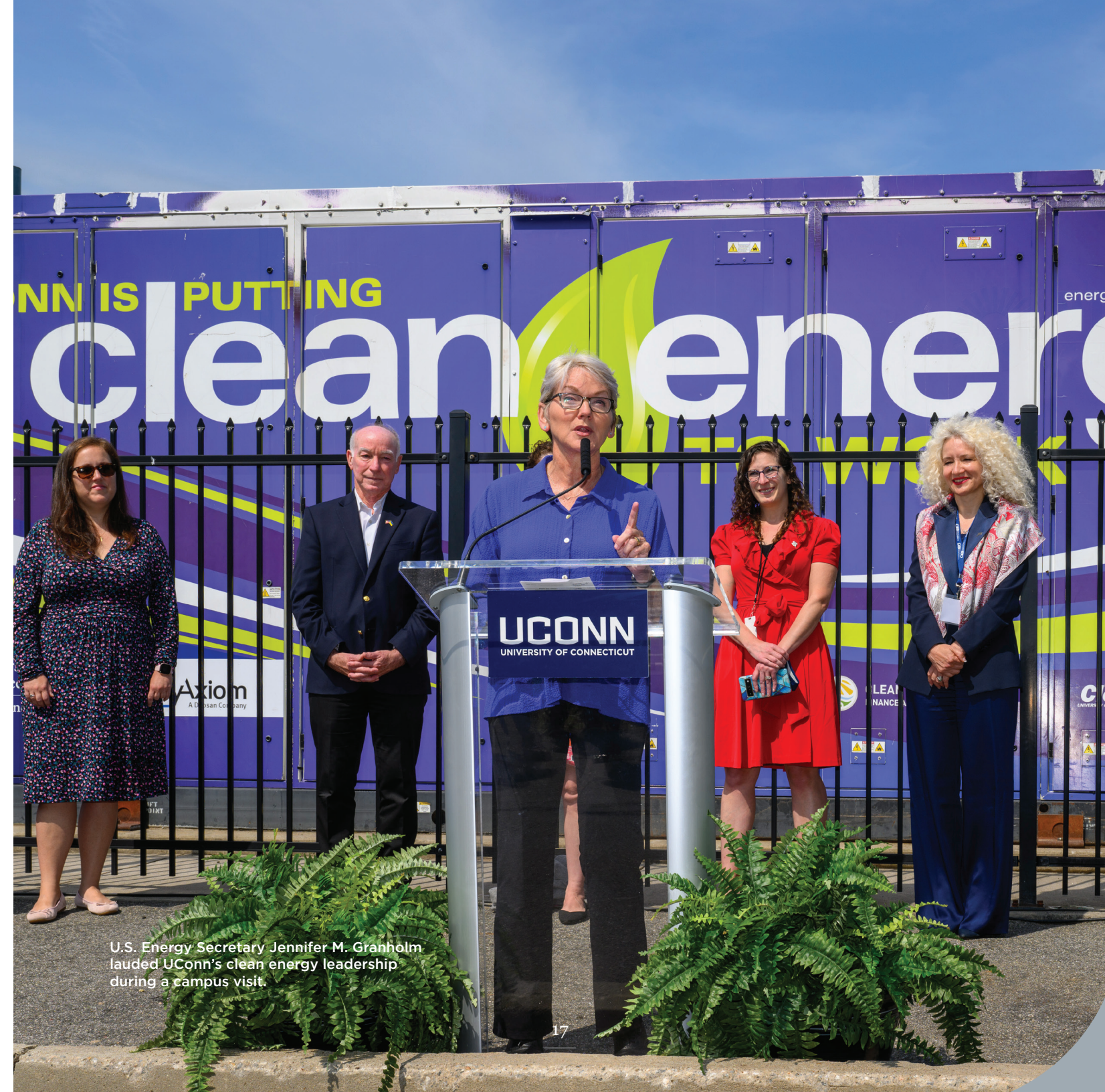
At UConn, we recognize that the well-being of people and the health of our planet are inseparable. Our commitment to a brighter future means fostering the physical, mental, and environmental wellness of our students, faculty, staff, and the world at large.

This area of focus amplifies our actions on both health and sustainability fronts. Our work begins on our campuses, elevating our efforts to address the health and well-being of the UConn community alongside decreasing our carbon footprint. Our focus then extends from local communities to the globe, creating collaborative approaches that improve health equity and wellness and support the transition to clean energy.



PRIORITY ACTIONS INCLUDE:

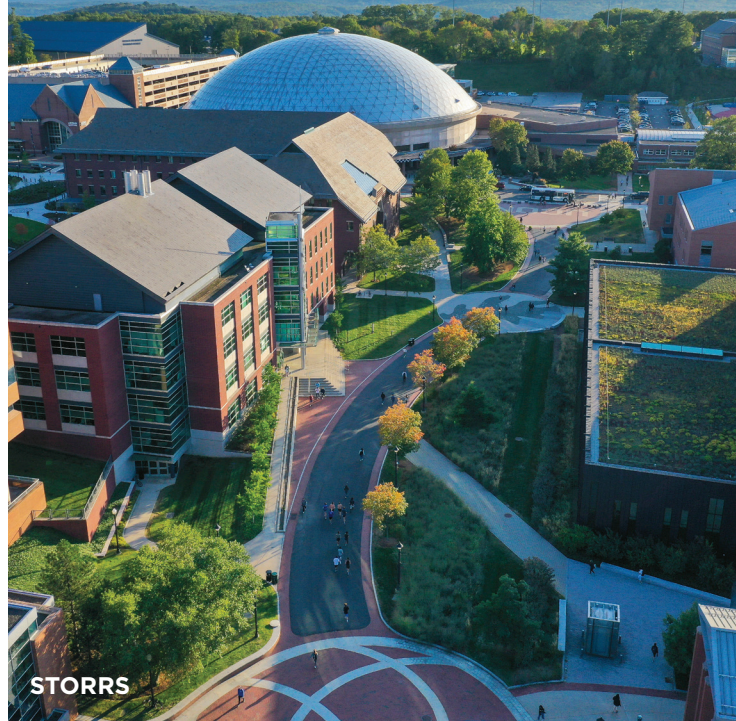
- Improve mental health supports for students, faculty, and staff, promoting caring and healthy campus environments.
- Engage with local communities in research and policy development to address health disparities, food insecurity, and wellness.
- Address UConn's carbon footprint by implementing a student-engaged climate action plan that articulates academic offerings supporting sustainability.
- Strengthen our leadership in sustainability through partnerships with established and startup companies, including expanding our impact through public-private partnerships such as our Future Climate Venture Studio.
- Serve as a key partner in state, national, and international efforts to meet sustainability standards.



U.S. Energy Secretary Jennifer M. Granholm lauded UConn's clean energy leadership during a campus visit.



EVERY POINT



STORRS



HARTFORD



UCONN LAW



STAMFORD



WATERBURY



UCONN HEALTH

Seven World-Class Campuses, One Flagship University

Students entrust us to help them achieve greater success in their lives. During our strategic planning process, many students, faculty, and staff reiterated that the presence of UConn campuses throughout the state is a strength. As Connecticut's flagship university, they expressed the desire for UConn to operate more holistically and efficiently as a university while increasing support for our multiple and unique campuses.

This area of focus balances campus-specific and University-wide needs to enable standout programs across campuses, while ensuring integrated University systems and processes. The goal is that at each of our multiple campuses, our faculty, staff, and students share in the core UConn experience.

PRIORITY ACTIONS INCLUDE:

- Offer signature regional academic and research programs that are destinations within UConn, while also facilitating synergistic academic, research, and outreach programs between campuses.
- Examine the relevance of interdisciplinary and online education, artificial intelligence, and entrepreneurship across disciplines so that our offerings remain competitive nationally and internationally.
- Deliver equitable undergraduate and graduate student support across campuses including mental health services, student advising, and career services and assist in facilitating housing, transportation, and dining options.
- Increase operational efficiencies, reduce redundant systems and processes, and create borderless information technology that enables campus collaboration. Advance analytics and data integration to better serve students.
- Develop efficient and shared facilities that enable 21st century teaching and research.

Husky Pride and Resilience

UConn pride is everywhere. We consistently rank among the top universities and are home to renowned faculty, staff, and academic programs. Our more than 280,000 alumni stay connected and give back in multiple ways, from donations to mentoring our students. Our excellent athletics program has amassed 23 national championships since 1981, providing

Connecticut residents many opportunities to rally around the University and bond as lifelong members of the extended Huskies community.

This area of focus builds on our excellence in key areas that leverage our school spirit, furthering our institutional priorities.



PRIORITY ACTIONS INCLUDE:

- Celebrate faculty, staff, and student contributions to teaching, research, and service.
- Amplify the impact our nationally recognized athletics program has on our school pride and visibility.
- Leverage the Foundation's comprehensive campaign to foster alumni engagement and philanthropic support for institutional priorities.
- Build our alumni community and continue to engage, support, and celebrate their successes with the world as they move forward in their lives and careers.
- Identify and pursue new revenue opportunities, including industry partnerships and joint ventures that expand technology commercialization and startup creation.





A Stronger, More Inclusive University

Our faculty, staff, and students reaffirmed our commitment to diversity, equity, inclusion, and justice (DEIJ) during this strategic planning process. We believe UConn can set the standard across higher education for how to embrace these principles and infuse them across everything we do.

We aim to strengthen community and sense of belonging at UConn, with targeted efforts to increase access to higher education for diverse learners. We also seek to enable equitable career progression and growth for UConn faculty and staff.

PRIORITY ACTIONS INCLUDE:

- Expand opportunities for early college experiences and lifelong learning to empower a diverse range of learners.
- Recruit diverse faculty and staff and strengthen strategies that increase their retention.
- Strengthen pipeline programs to provide equitable access to national caliber education for all of Connecticut's students.
- Support career progression and professional growth for staff, faculty, teaching, and research alike, across all campuses.
- Cultivate an environment that promotes belonging and inclusion across cultures, identities, and abilities and empowers each individual to feel connected to the Husky community.

NEXT STEPS

IMPLEMENTATION

This plan is a framework that will be used in strategic decision making across the University. The first task of implementation will be to establish policies and procedures to ensure our activities align to this plan.

Along with a Key Performance Indicators (KPI) dashboard, a project dashboard will ensure that the activities necessary to achieve these goals are monitored, achieved, or adjusted as needed.

Where there are programmatic gaps, we will allocate existing resources to keep us on track or identify alternative revenue sources to enable success.



KEY PERFORMANCE INDICATORS

Prior to this planning process, our President identified four University-wide key performance indicators (KPIs) for UConn to strive for over the next 5 years, as well as a goal of achieving eligibility for membership in the Association of American Universities (AAU). During year one of implementation, we will identify additional KPIs that represent the breadth of actions across areas of focus. KPIs will help us assess progress related to the collective activities of this plan and be tracked annually via a strategic plan dashboard.

90%
6-Year
Graduation
Rate

\$500M
in Research
Funding

\$1.5B
Endowment
Funding

Carbon
Neutral
Organization



STEERING COMMITTEE MEMBERS

ANNE D'ALLEVA (CO-CHAIR)

Provost and Executive Vice President
for Academic Affairs

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Graduate Student Senate

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Talent Development

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Senior Associate Dean for Faculty
and Research, School of Business

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Vice President and Chief Diversity Officer

DAN WEINER

Vice President for Global Affairs

CARA WORKMAN

Director of University Events and Conference Services

WORKING GROUP MEMBERS

PROMOTING HOLISTIC STUDENT SUCCESS

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Director of the Honors Program

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Dean of Students Office

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Director, Eversource Energy Center

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Department

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Professor and Chair, Boehringer Ingelheim
Chair in Immunology

POWERING A THRIVING CONNECTICUT

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Chair in Business Ethics

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Interim Chief Human Resources Officer

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ROBERT CORBETT

Executive Director & Director of Real Estate
and Regional Projects



For updates on the
implementation of
our strategic plan, visit
strategicplan.uconn.edu.



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CONNECTICUT