

Envisioning 2034

Key Performance Indicators (KPIs)



UNIVERSITY OF CONNECTICUT 2024-2034 STRATEGIC PLAN
Students First, UConn Always, Huskies Forever

Table of Contents

ENVISIONING 2034

- **Envisioning 2034**
 - Overview (slide 3)
 - Core elements (slides 4-6)
- **What is a KPI?**
 - Purpose of KPIs (slide 8)
 - The role of KPIs in Envisioning 2034 (slide 9)
- **UConn's KPIs**
 - Process (slides 11-12)
 - KPIs (slides 13-14)
- **Appendix**

Overview

In 2023, the campus community came together to create Envisioning 2034, UConn's 10-year strategic plan. Over 25% of the campus community provided input to the plan, which was unanimously approved by the Board of Trustees on December 6, 2023.

Core Elements

The plan outlines the university's vision, mission, values, strategic goals, areas of focus and priority actions.

**VISION
MISSION
VALUES**

Why we exist



**STRATEGIC
GOALS**

What we want
to achieve



**AREAS OF
FOCUS**

Goals broken
down by
manageable
theme



**PRIORITY
ACTIONS**

Actions that
operationalize
the areas of
focus

Core Elements (cont.)

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VISION

UConn is a nationally prominent, globally impactful, land-and-sea-grant public university.

MISSION

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.

VALUES

- ACADEMIC DISTINCTION**
- INCLUSIVE COMMUNITY**
- GLOBAL IMPACT**
- HOLISTIC LEARNING**
- LOCAL VITALITY**

Core Elements (cont.)

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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**

30 Priority Actions across the Areas of Focus*

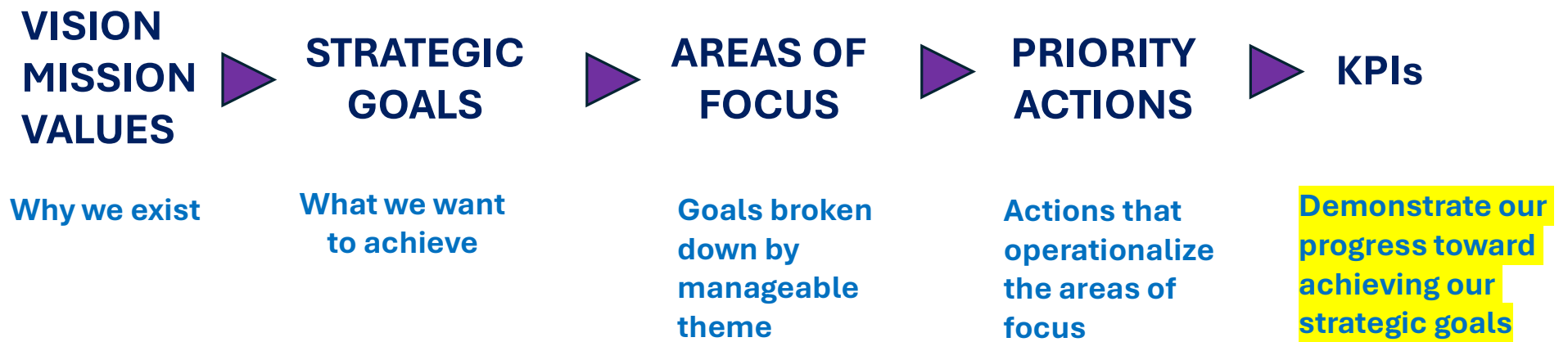
**Priority actions can be found on the strategic planning website.*

What is a KPI?

Purpose of KPIs

- A key performance indicator (KPI) is a quantifiable measure of performance over time.
- Determining, reviewing and evaluating KPIs helps organizations assess if they are on track for achieving their desired goals.
 - ***KPIs are not goals***: they are quantitative tools to measure if an organization is on track to achieving its goals.

The role of KPIs in Envisioning 2034



UConn's KPIs

UConn's KPIs were determined using an iterative, collaborative process

ENVISIONING 2034



**The names of all steering committee, working group and implementation planning team members are listed in the Appendix.*

UConn's KPIs have been shared with the following groups and representatives

President's Senior Leadership Team
Provost's Cabinet
Academic Deans
Campus Deans
Senate Exec Committee
Academic Finance and Personnel Leadership
Dean of Student's Office
Office of Vice President of Research
Student Life and Enrollment
Student Life Leadership Team
Student Health and Wellness

Senate JEDI Committee (Justice, Equity, Diversity and Inclusion)
Office of Outreach and Engagement
University Compliance
Envisioning 2034 Steering Committee
Envisioning 2034 Working Groups
Undergraduate Student Government Storrs
Undergraduate Student Government Hartford
Avery Point Associated Student Government
Stamford Student Government Association
Waterbury Associated Student Government

Two categories of KPIs

“Aim” KPIs

- ✓ 10 major indicators of whether we are achieving our strategic goals. Each has a 2030 milestone.
- ✓ Not static: can evolve overtime as circumstances change, but meant to be a small, focused list.

“Monitor” KPIs

- ✓ Multiple indicators that monitor the ongoing operational health of the university and inform alignment with achieving Aim KPIs and strategic plan goals.

Aim KPIs

Aim KPI	2023 Level	2030 Target
Undergraduate 6-year Graduation Rate (US News)	84%	90%
Graduate Composite Graduation Rate	67%	72%
% Undergraduates Feeling Valued on Campus	75.6%	80%
% Undergraduates Concerned about Debt	46%	41%
Five-Year Rolling Average Student Prestigious National and International Scholarships	33	38
Endowment Market Value	\$593M	\$1B(FY32)
Total Research & Development (R&D) Expenditures	\$368M	\$500M
Faculty Memberships into the National Academies of Science, Engineering and Medicine	6	14
Greenhouse Gas Emissions (measured in tonnes across EPA Scopes 1,2 and 3)	139,888	Net Neutral
UConn Impact on Statewide Economic Output	\$6.9B	\$9.2B

APPENDIX

Steering Committee Members*

ANNE D'ALLEVA (CO-CHAIR)

Provost and Executive Vice President for Academic Affairs

PAMIR ALPAY (CO-CHAIR)

Vice President for Research, Innovation & Entrepreneurship

MARGARET FEENEY

Executive Director for Strategic Planning and Initiatives

LAURA BURTON

Department Head, Educational Leadership, Neag School of Education

SANDY CHAFOULEAS

Board of Trustees Distinguished Professor, Neag School of Education

INDRAJEET CHAUBEY

Dean, College of Agriculture, Health and Natural Resources

MO COTTON KELLY

UConn Foundation Chief Operating Officer and Senior Vice President for Stakeholder Engagement

LAURA CRUICKSHANK

Associate Vice President, Master Planner and Chief Architect

FANY HANNON

Interim Dean of Students

OFER HAREL

Interim Dean, College of Liberal Arts and Sciences

JONATHAN HEIDEN

President of Undergraduate Student Government

FUMIKO HOEFT

Campus Dean, Chief Administrative Officer, Waterbury

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Chief of Staff, UConn Health

GLADIS KERSAINT

Vice Provost for Academic Affairs

Steering Committee Members*

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Travelers Chair in Geriatrics and Gerontology; Director, UConn Center on Aging

TRICIA LEAHEY

Director of InCHIP

MICHAEL LYNCH

Board of Trustees Distinguished Professor of Philosophy, Provost Professor of the Humanities

EBONI NELSON

Dean, School of Law

MARK OVERMYER-VELÁZQUEZ

Campus Dean, Chief Administrative Officer, Hartford

ESSAM BORAËY

Graduate Student Senate

LESLIE SHOR

Associate Dean for Research and Graduate Education, College of Engineering

DEL SIEGLE

Lynn and Ray Neag Endowed Chair for Talent Development

DAVID SOUDER

Senior Associate Dean for Faculty and Research, School of Business

FRANK TUITT

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

JENNIFER LEASE BUTTS (CO-CHAIR)

Associate Vice Provost for Enrichment Programs, Director of the Honors Program

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MAUREEN ARMSTRONG

Associate Dean of Students, Director, Dean of Students Office

JOSEPH BRIODY

Assistant Vice President for Student Affairs & Executive Director of Student Activities

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Associate Director, Women's Center

MANSOUR NDIAYE

Assistant Dean, Executive Director, CLAS Academic Services

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Working Group Members*

Expanding Research Impact

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Assistant Dean for Research Planning

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Director of the Center for Open Research Resources & Equipment (COR²E) and Associate Professor of Physiology & Neurobiology

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Director, Institute of Materials Science; Board of Trustees Distinguished Professor, Chemistry Department

ANTHONY VELLA

Professor and Chair, Boehringer Ingelheim Chair in Immunology

Working Group Members*

Powering a Thriving Connecticut

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Associate Vice President for Research, Innovation, and Entrepreneurship

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College of Engineering

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Development

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STEPHANIE REITZ

University Spokesperson and Manager of Media Relations

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NGOZI TAFFE

Associate Vice President for Global Affairs

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Interim Chief Human Resources Officer

KATE CLARK

Assistant Vice Provost for Academic Finance and Administration

ROBERT CORBETT

Executive Director & Director of Real Estate and Regional Projects

KIMBERLY FEARNEY

Associate Vice President and Chief Compliance Officer

KENT HOLSINGER

Vice Provost for Graduate Education and Dean of The Graduate School, Board of Trustees Distinguished Professor of Biology

JOE THOMPSON

Associate Vice President of University Business Services and Chief Procurement Officer

JEREMY CAMPBELL

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