



University of Connecticut

*Higher Education  
and Employment  
Advancement Committee*

*February 25, 2003*



# Freshman Enrollment

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- Since Fall 1995:
  - Enrollment up 58% at Storrs
  - SAT scores have increased nearly 40 points at Storrs
  - Freshman minority enrollment has increased 61% at Storrs

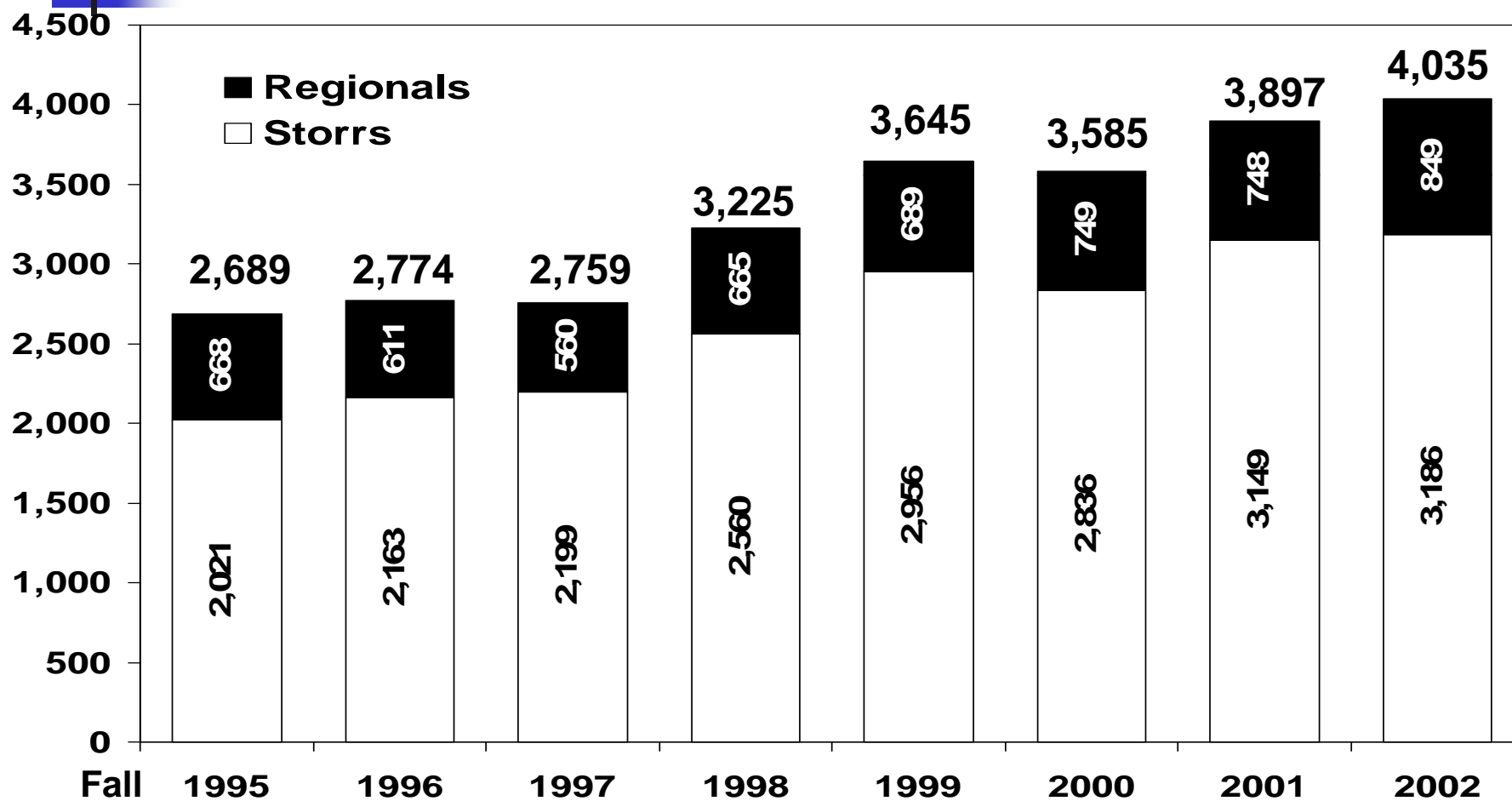


# Freshman Enrollment

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- For Fall 2002 at Storrs:
  - 26% of freshmen were in Top 10% of their high school graduating class
  - 65% of freshmen were in Top 25% of their high school graduating class
- Total valedictorians and salutatorians since Fall 1995 are nearly 400 university-wide

# Freshman Enrollment Growth (Storrs & Regionals)



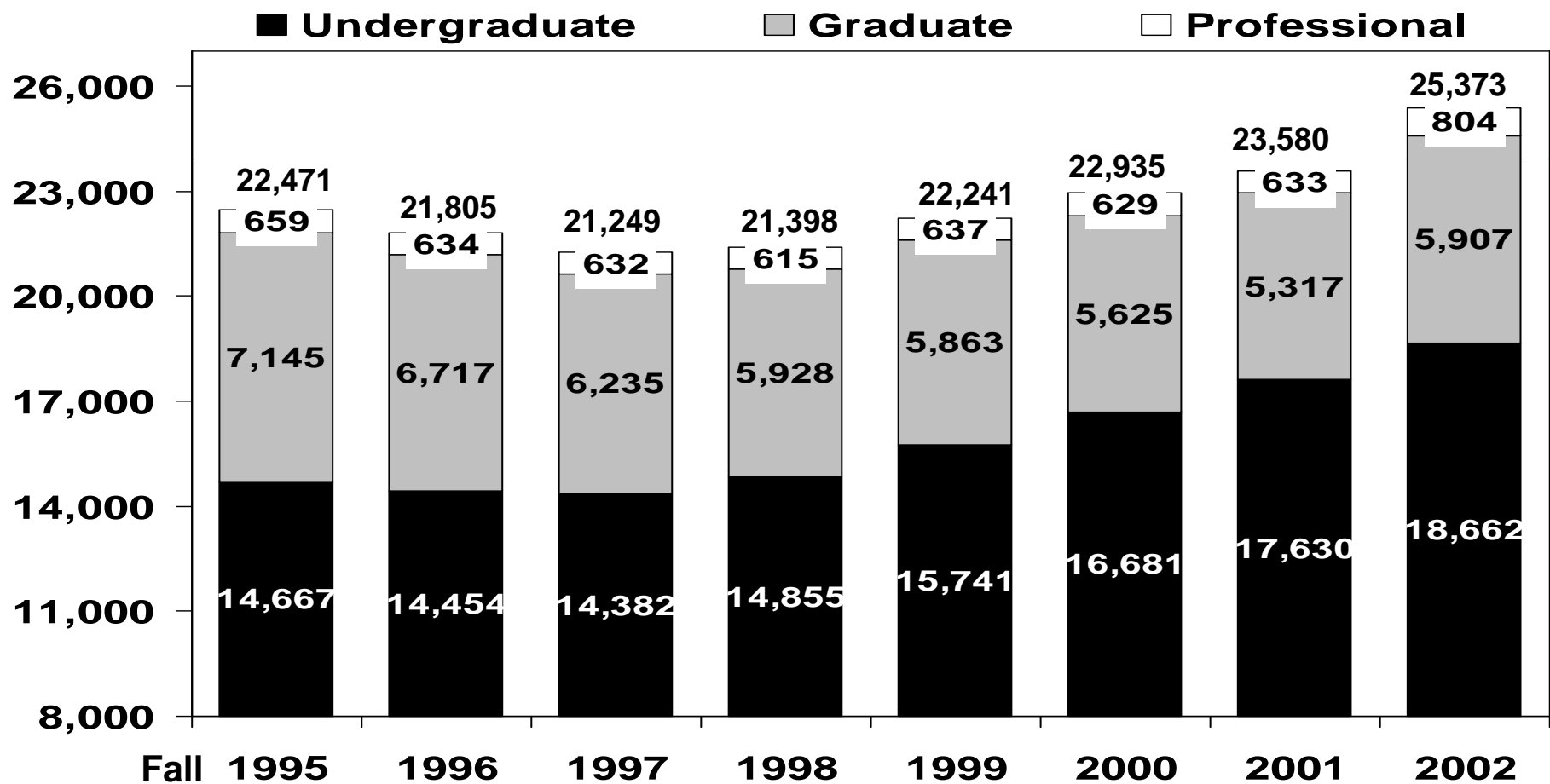
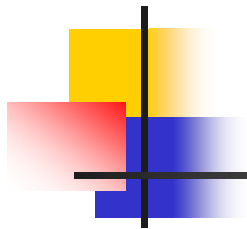


# Retention & Graduation

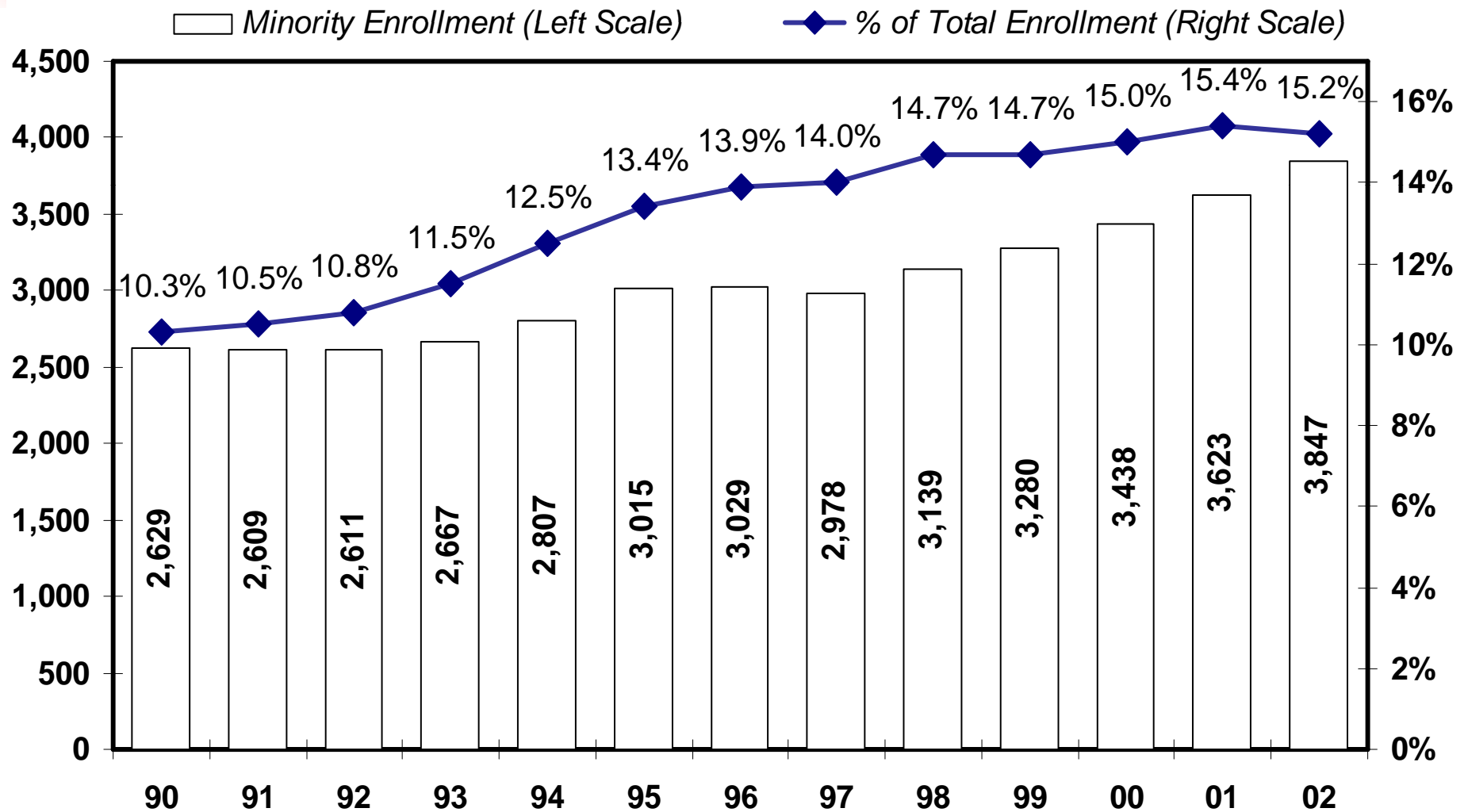
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- UConn students take an average of 4.4 years to graduate as compared to the national rate of 4.7 years
- For Fall 2002, we rank in the Top 20 of National Public Universities in the following categories:
  - Freshman retention: 88%
  - 6 year graduation rate: 69%
  - 6 year minority graduation rate: 65%

# Total Student Enrollment (Storrs & Regionals)



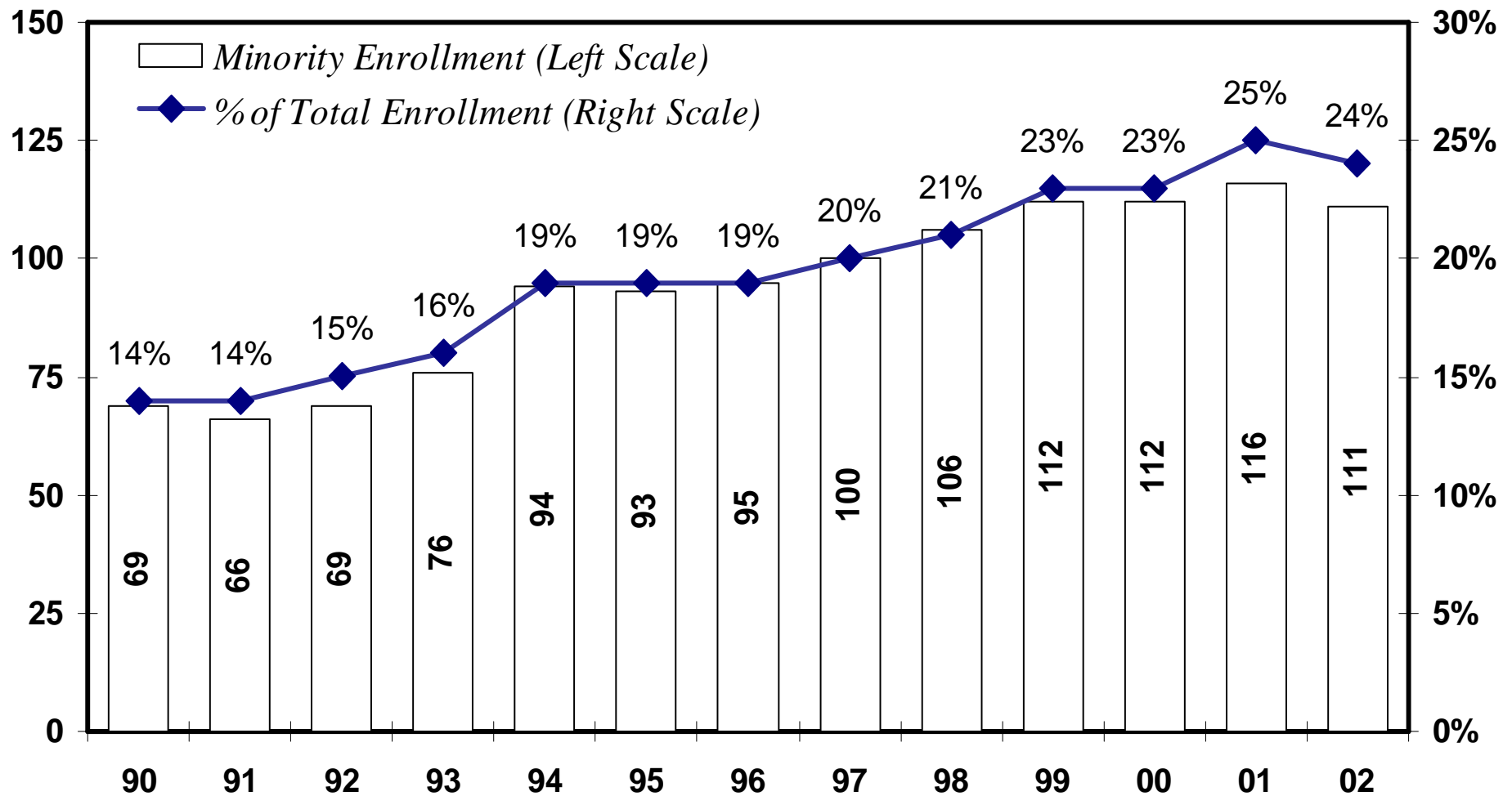
# Minority Enrollment (Storrs & Regionals)



# UConn Health Center

## Schools of Medicine & Dental Medicine

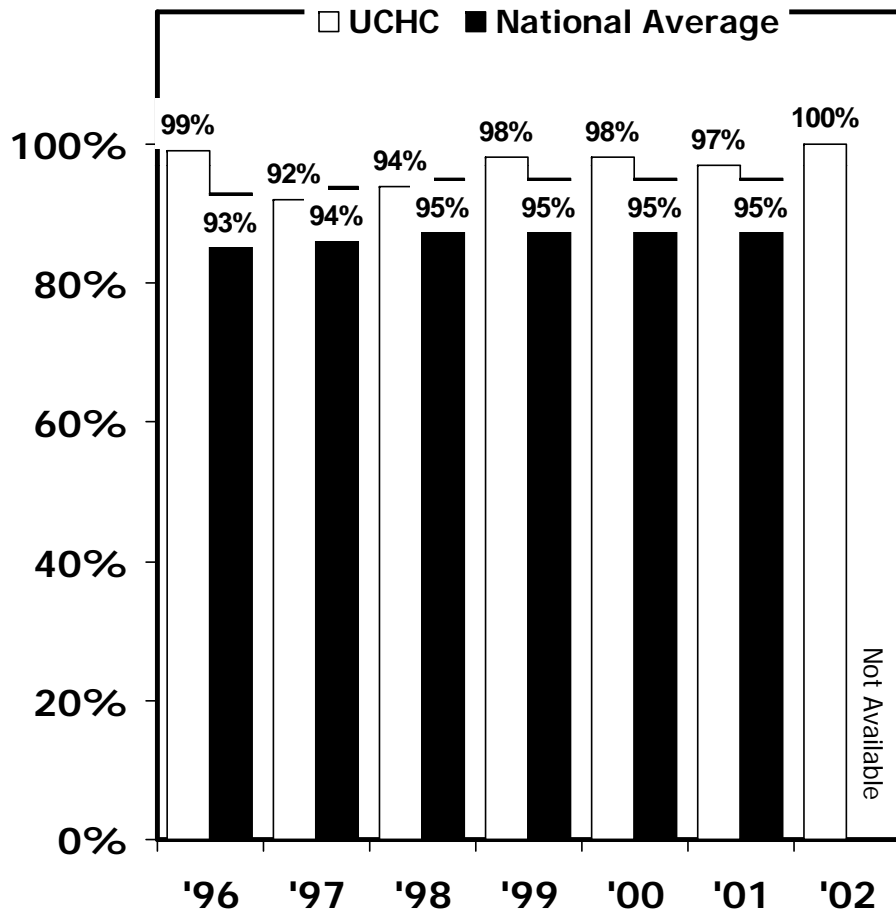
### Minority Enrollment



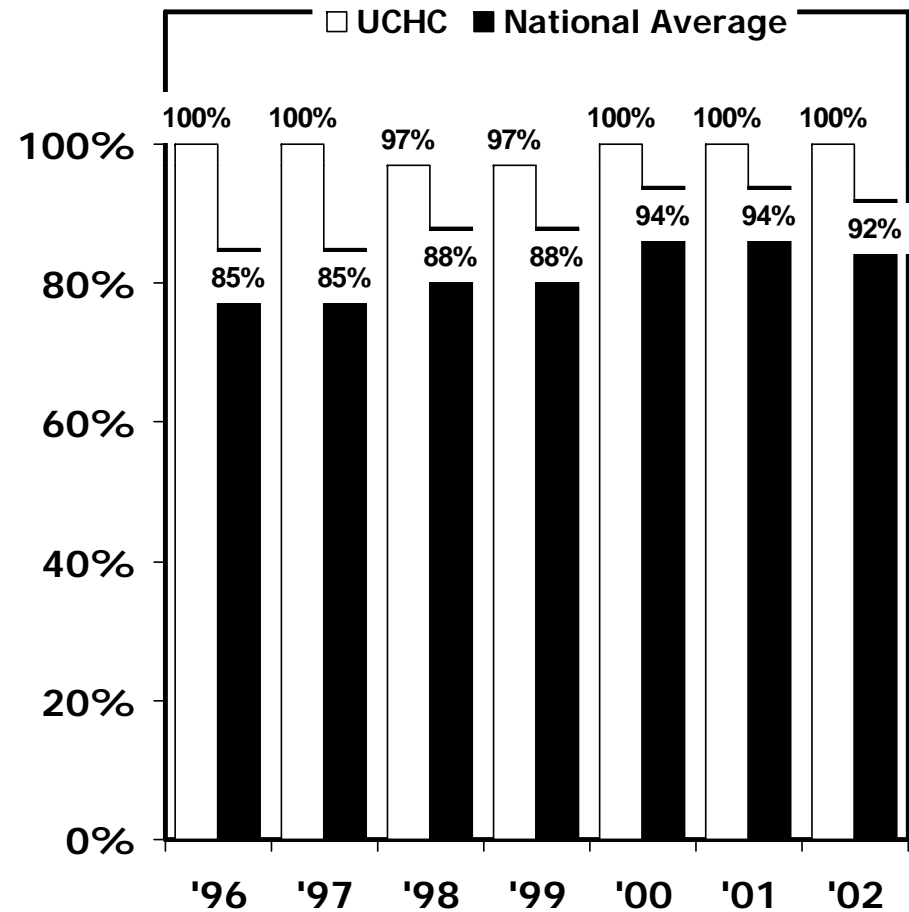


# UConn Health Center Spring Student Passing Rates

National Medical Exam



National Dental Exam





# Enrollment Goal Storrs & Regionals

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- Exceeded Board of Trustee enrollment goal of 25,000 students by Fall 2005 in Fall 2002
- Enrollment will be maintained at a size that permits the proper balance of access for Connecticut's students, recruitment of excellent students from other states and abroad consistent with our identity as a leading American university, and the assurance of excellence in academic and student life programs.



# Planning Assumptions Storrs & Regionals

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- We must continue to provide high-quality living and learning experiences for our students
- Continued reliance on state funding and growth in non-state revenue streams
- Storrs Campus is near capacity for undergraduate students with respect to instruction and on-campus housing
  - Number of students housed on-campus has grown 47% from 7,064 in Fall 1995 to 10,417 in Fall 2002 (Fall 2003 projection is 11,242)
- Regional Campuses have the capacity to grow with marginal additional resource allocation

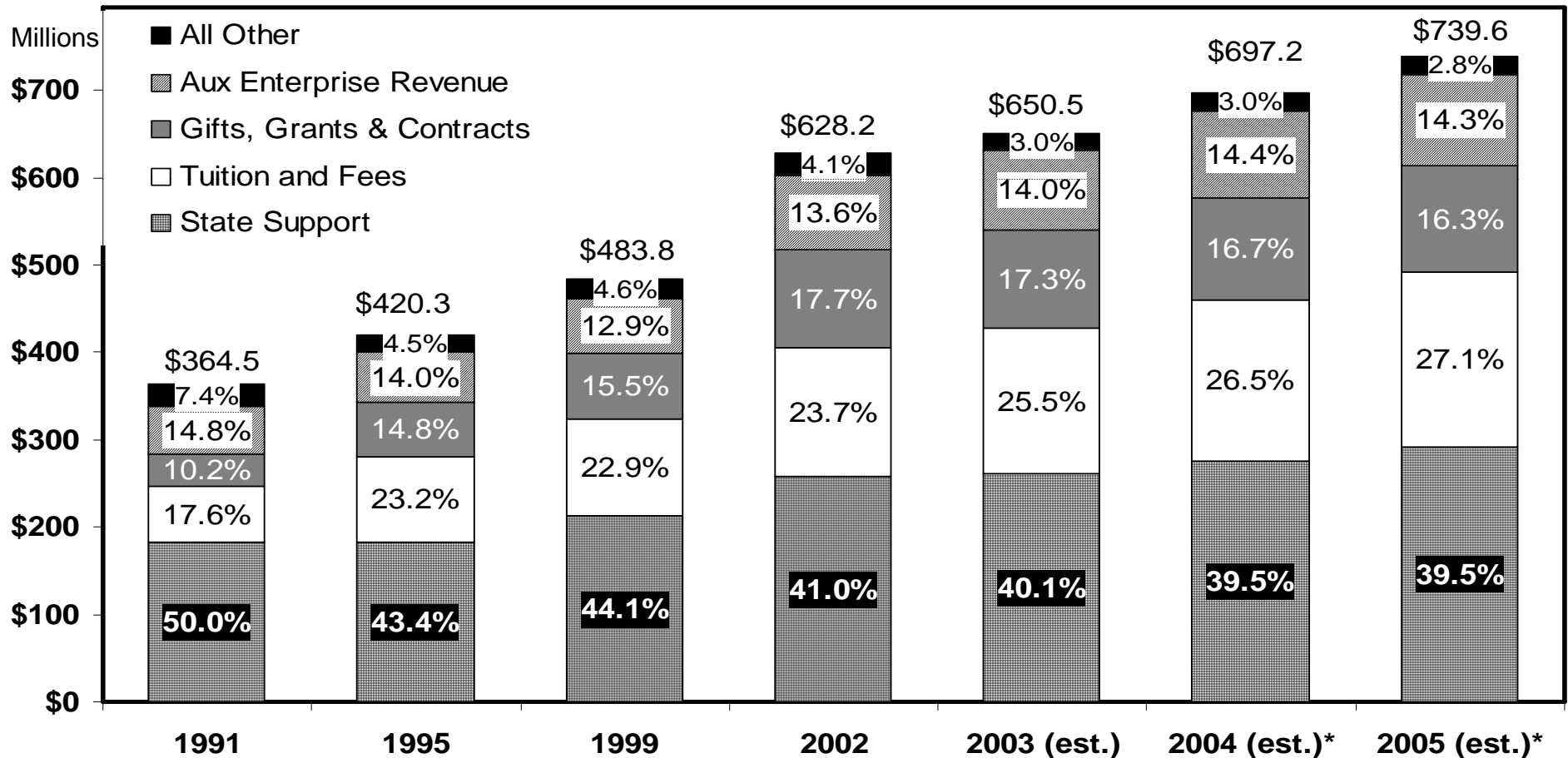


# Challenging Environment

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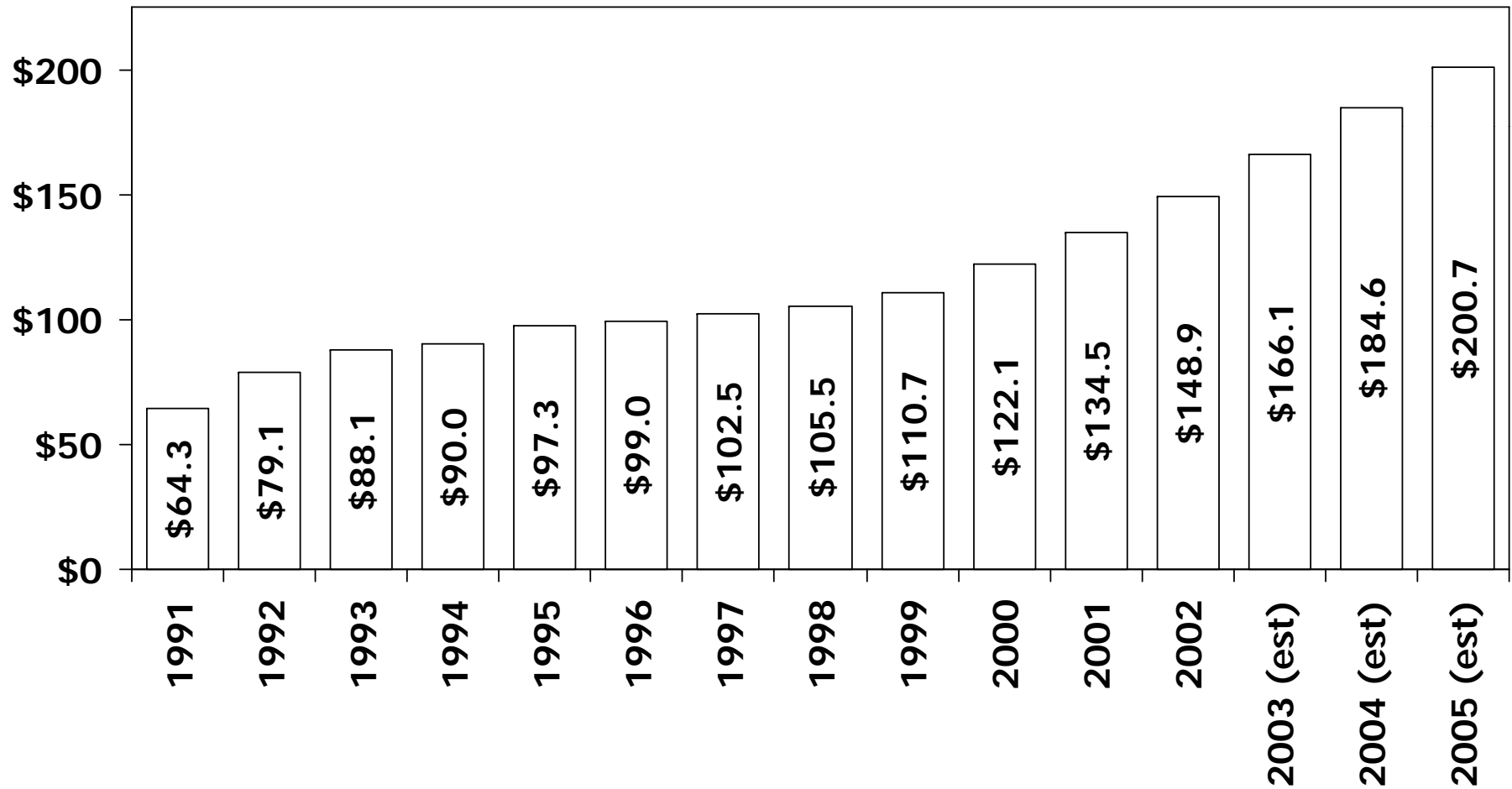
- State and national economic climate
- Imperative to move into the top ranks nationally
- Increased enrollment
- Student expectations
- Competitive college & healthcare marketplace
- **VALUE = QUALITY + AFFORDABILITY**

# Total Revenues by Type Storrs & Regionals

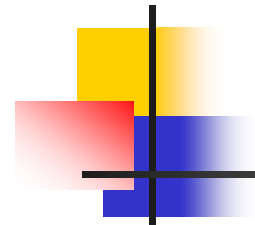


\*Assumes Current Services levels from the State.

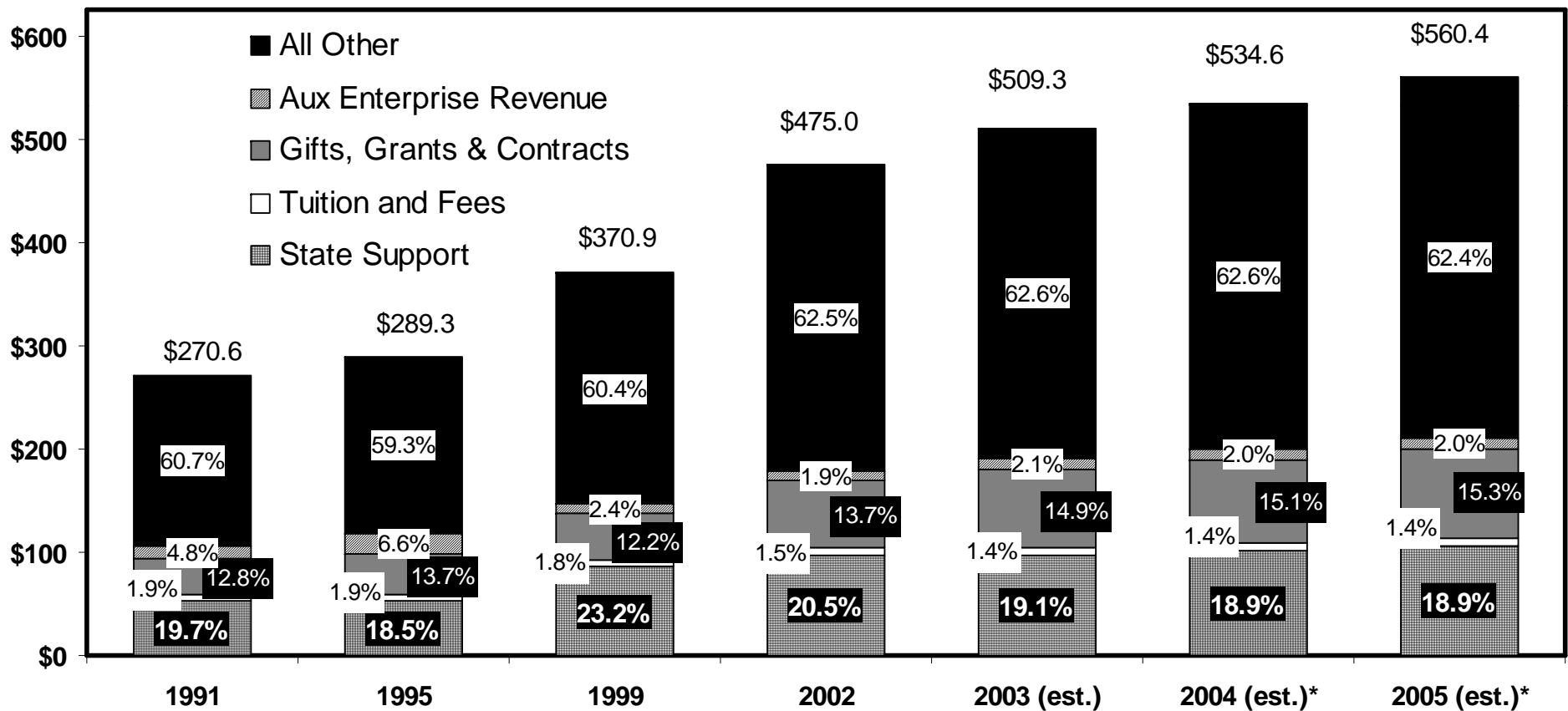
# Tuition & Fee Revenue Storrs & Regionals



# Total Revenues by Type Health Center



Millions



\*Assumes Current Services levels from the State. Excludes requests for Above Current Services for Strategic Plan.



# Budget Strategy

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- Reductions
- Recognition of External Financial Context
- Revenue Enhancement / Protection
- Expenditures for Quality





# Reductions

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- Hiring & expenditure controls in effect University-wide
- \$32.3M reduction in FY03 budget
  - Storrs & Regionals: \$19.6M in FY03
  - Health Center: \$12.7M in FY03



# Recognition of External Financial Context

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- State's diminished financial capacity
  - Block Grant
  - Medicaid
- Impact of market conditions on private fundraising
- Federal budget impact
  - Research Funding
  - Medicare

Increased self-reliance is not a choice, it is a reality

FY 2003



# Adjusted State Support

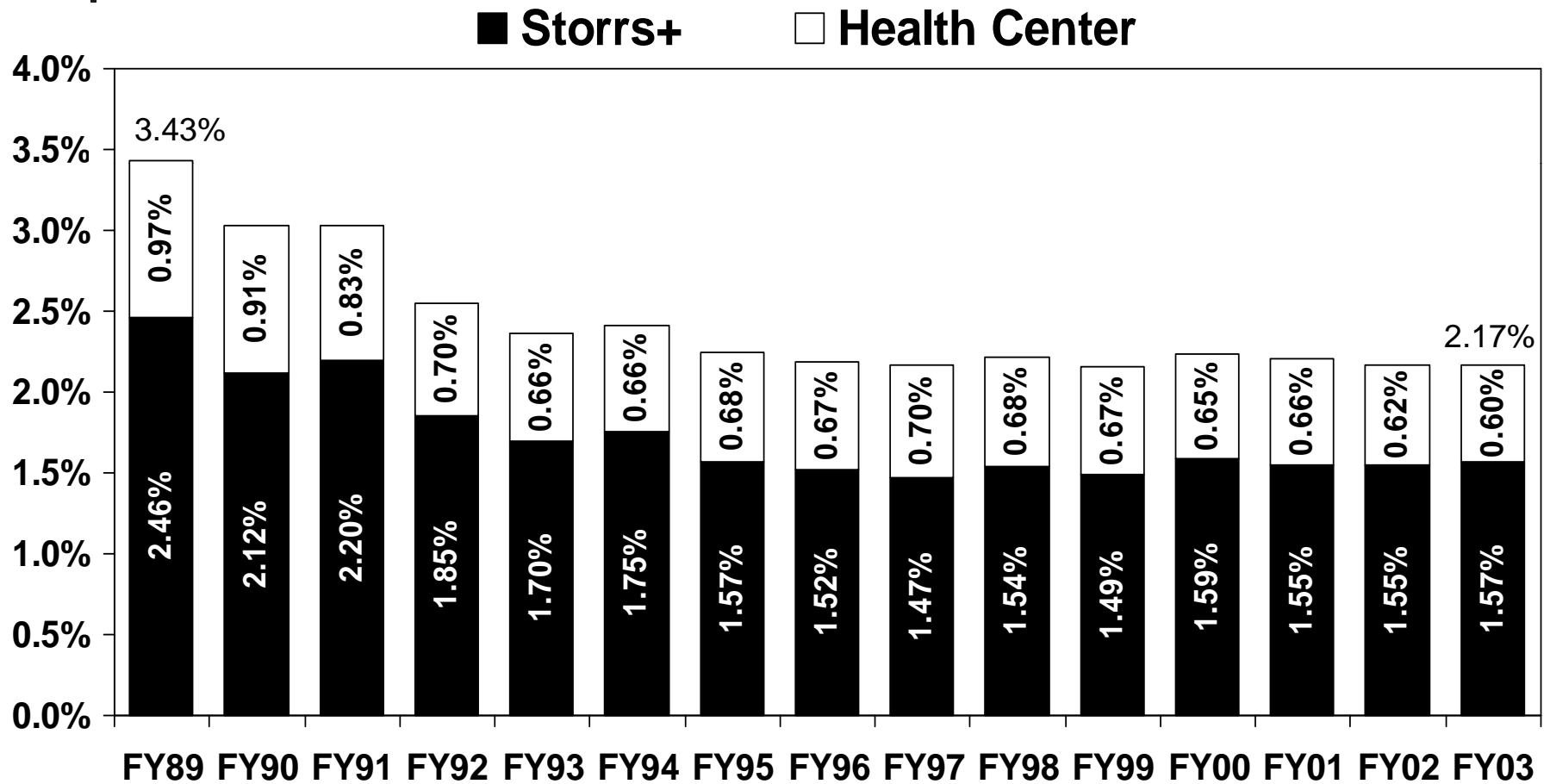
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**\$16.7M Reduction to Original  
Appropriation**

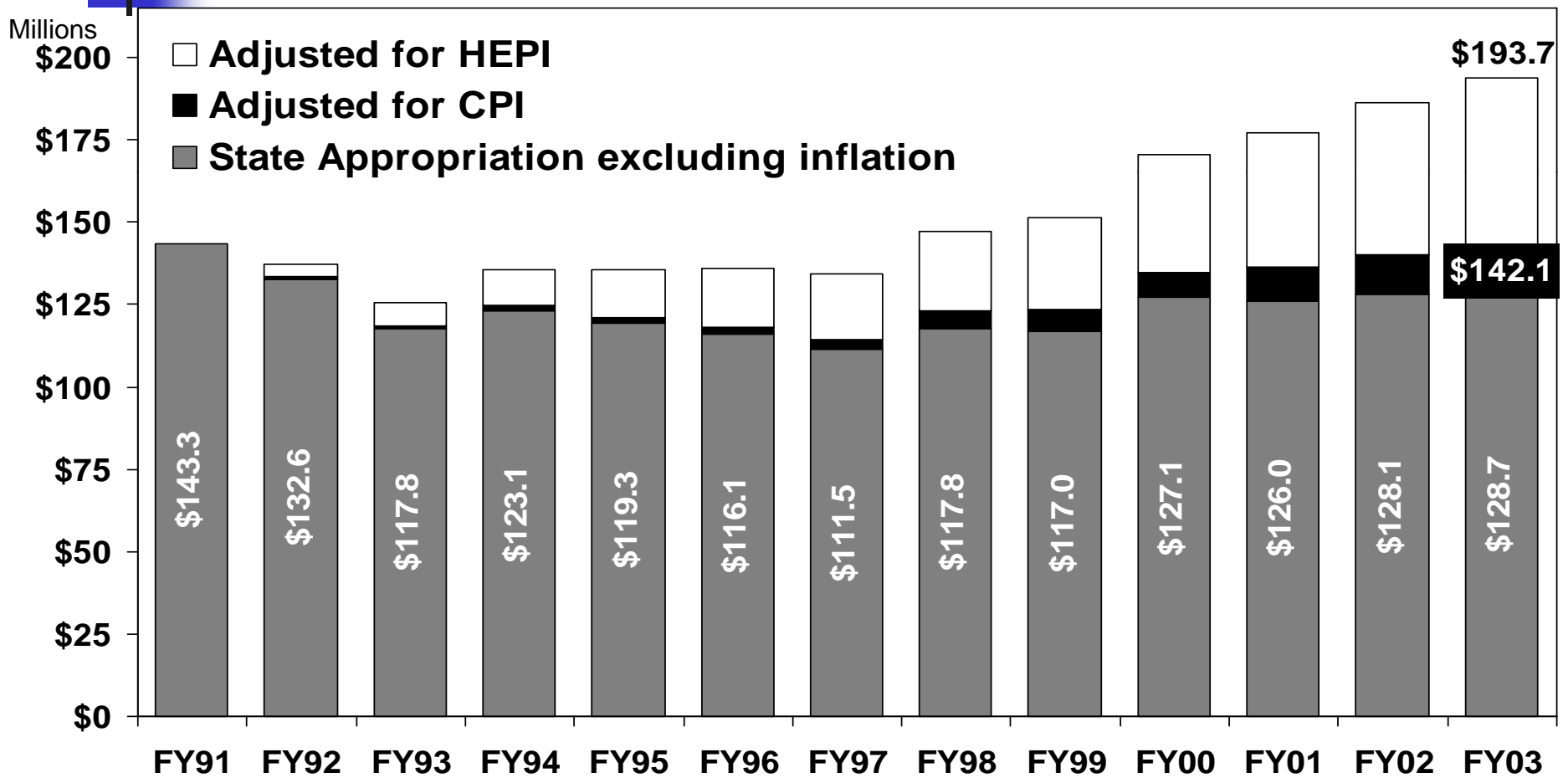
Storrs & Regionals: \$13.8M Reduction

Health Center: \$2.9M Reduction

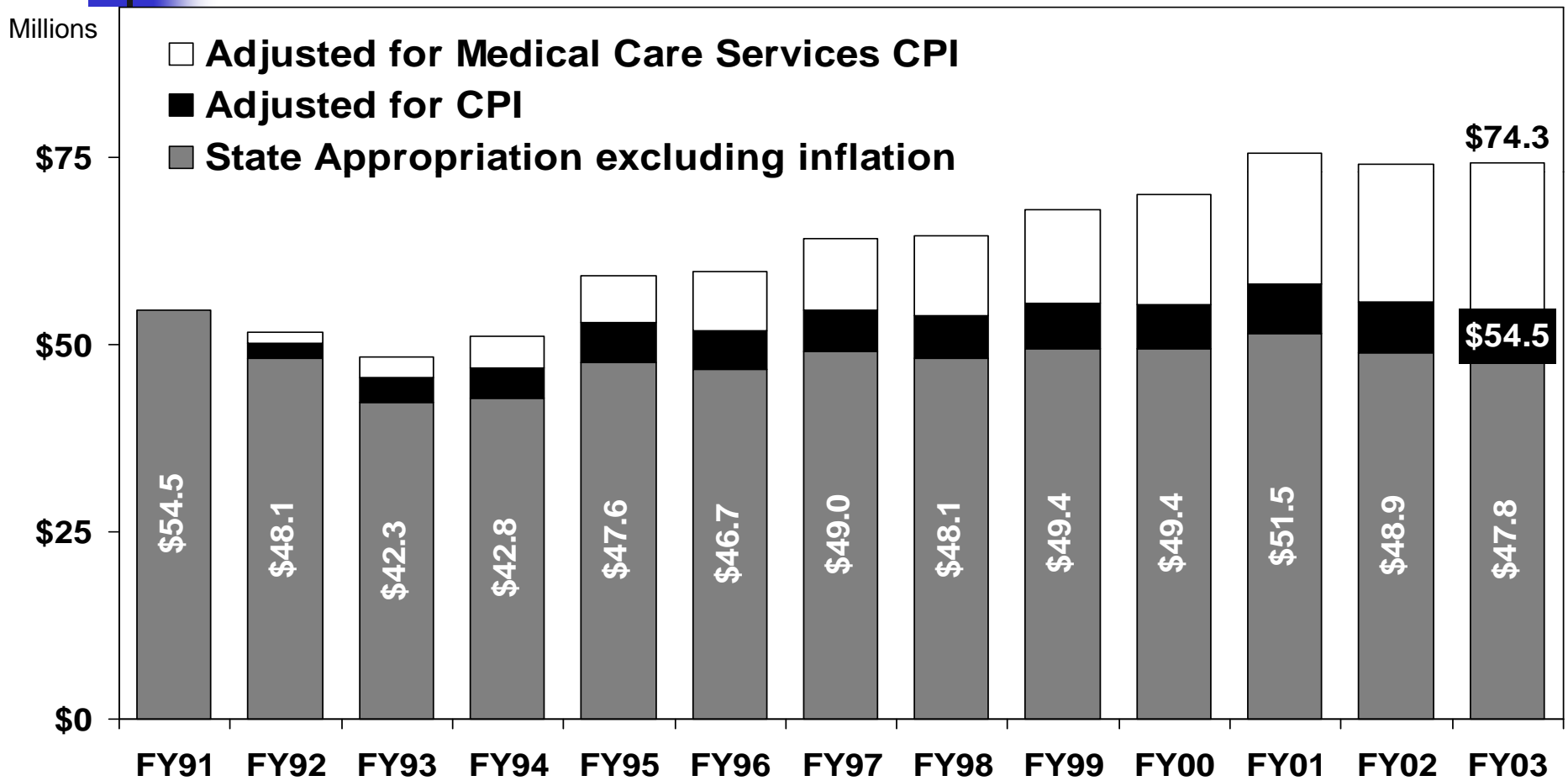
# University Appropriations as a % of State's Total Budget



# State Appropriation (Storrs & Regionals)



# State Appropriation (Health Center)



# Revenue



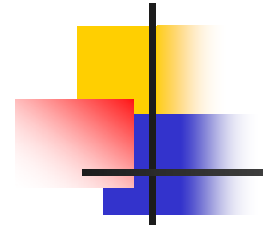
## Enhancement / Protection

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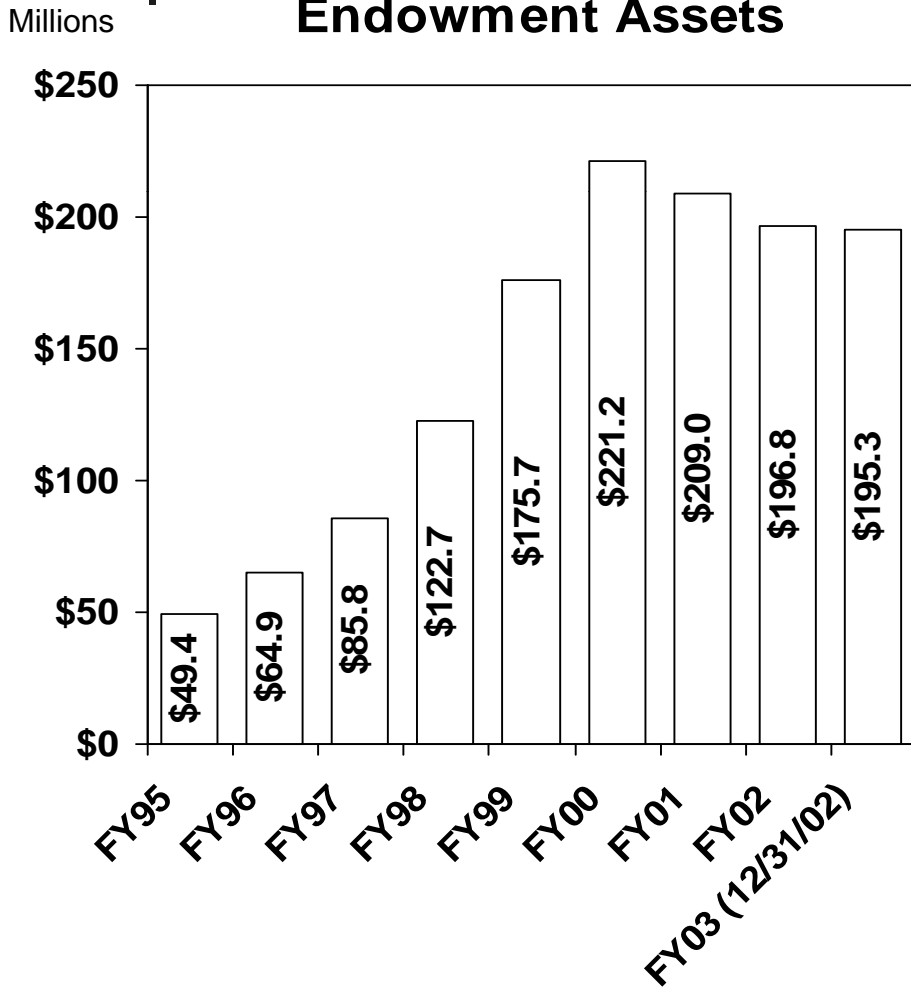
- Investments to protect private fundraising
- Protecting & growing the external grant revenue stream
- Health Center: patient revenue
- Storrs & Regionals: tuition & fee revenue

# UConn Foundation

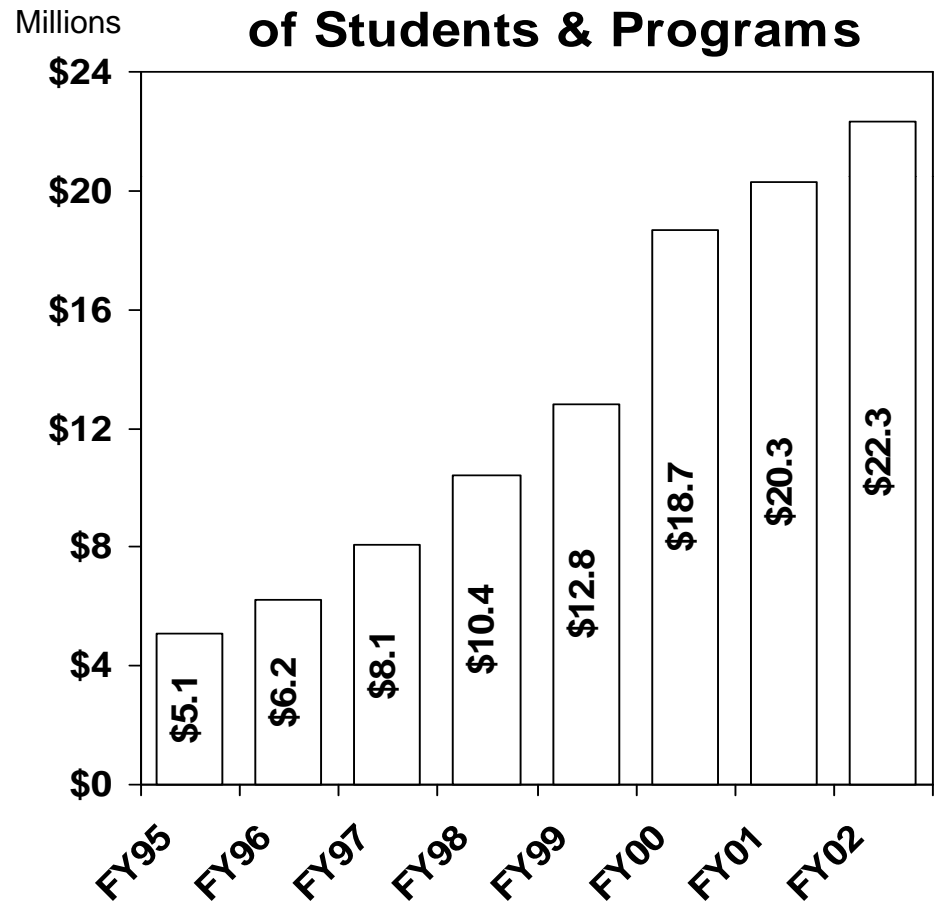
Protecting the growth potential of one of our key external revenue streams



## Endowment Assets

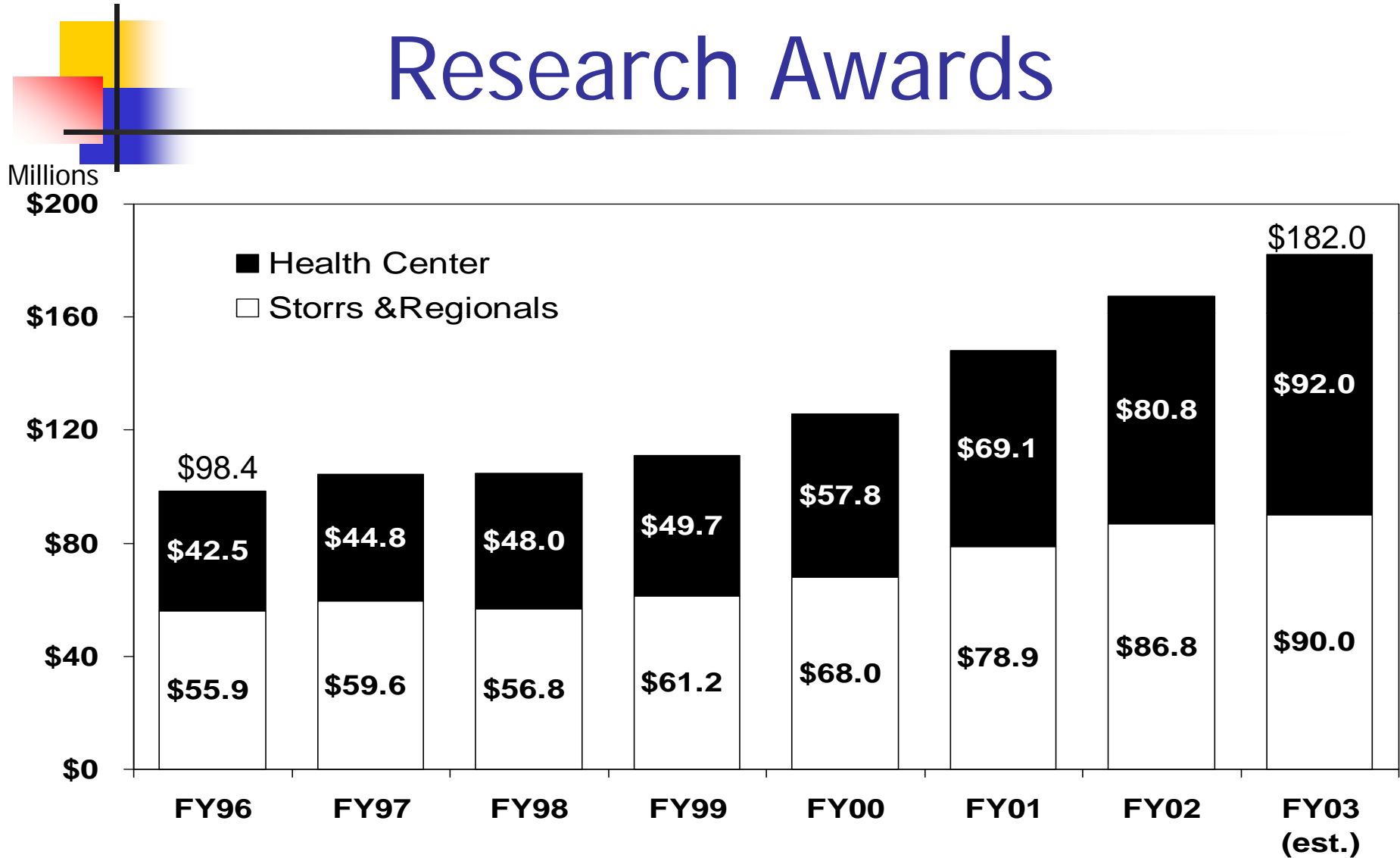


## UConn Foundation Support of Students & Programs





# Research Awards



Research awards have increased 85% since FY96

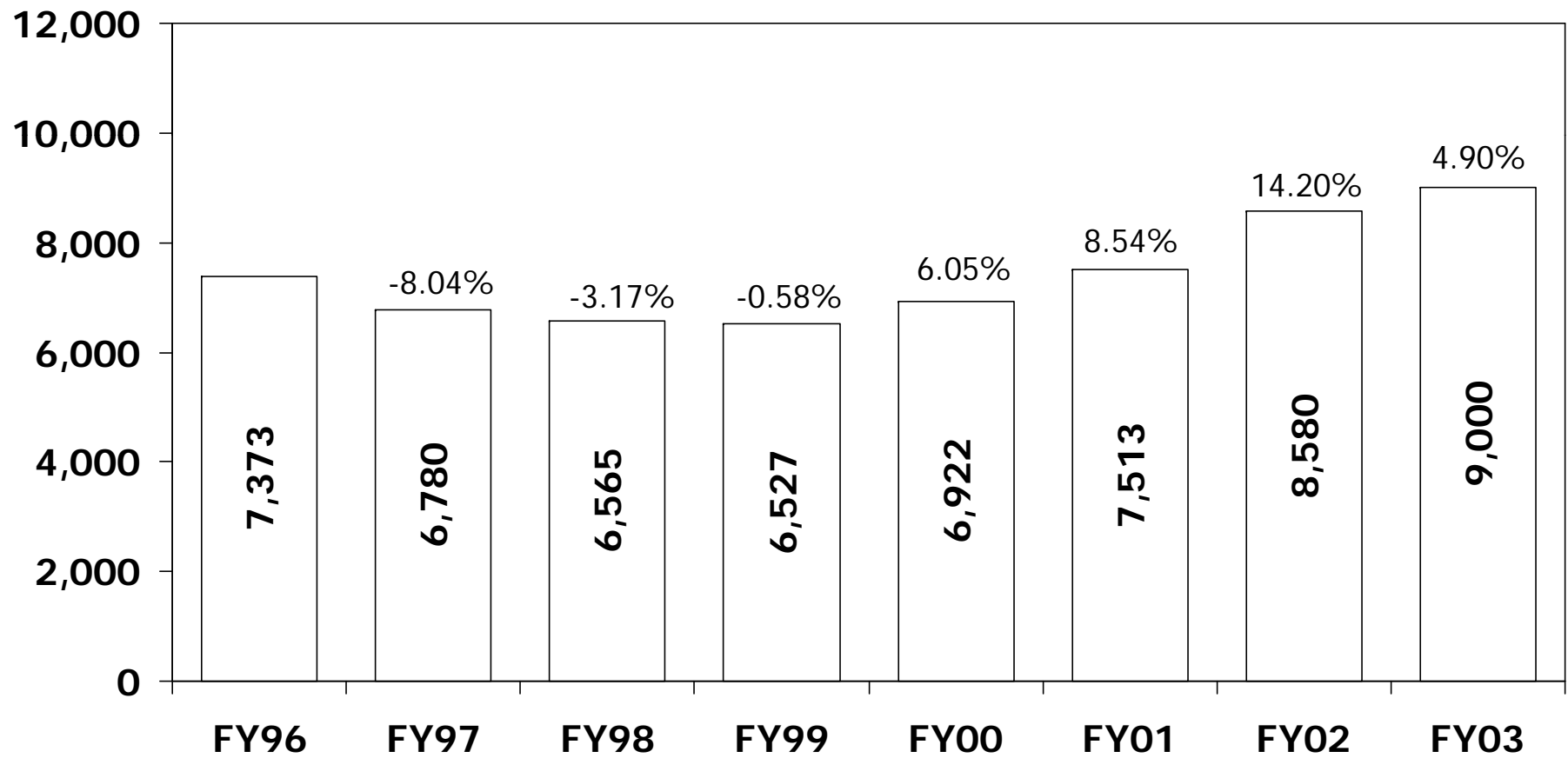


# Health Center FY 2003 Key Revenue Drivers

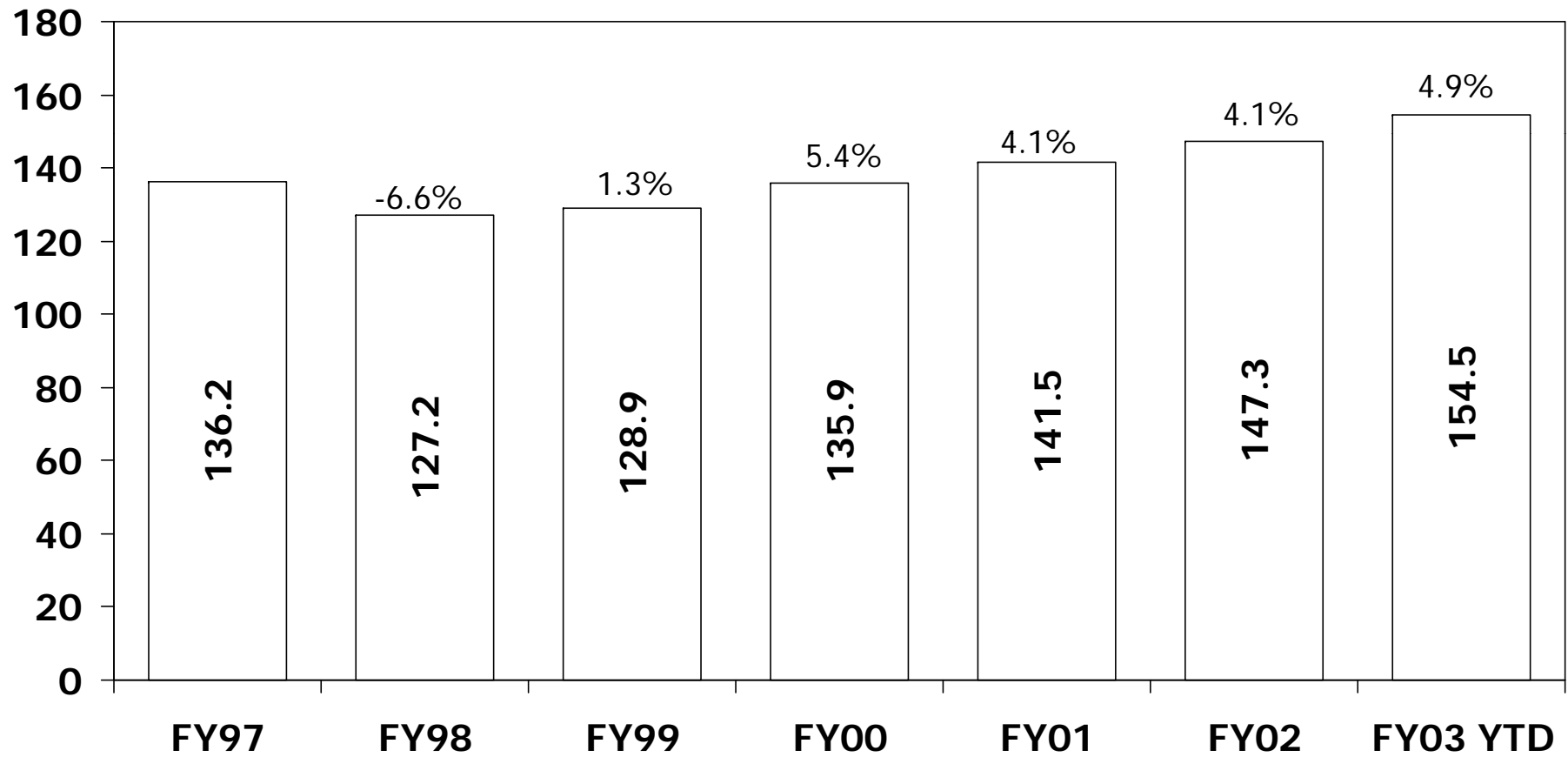
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|                                |                    |
|--------------------------------|--------------------|
| <b>Patient Care</b>            | <b>40.5%</b>       |
| <b>Corrections Managed HC</b>  | <b>15.0%</b>       |
| <b>Interns &amp; Residents</b> | <b><u>5.4%</u></b> |
| <b>Subtotal</b>                | <b>60.9%</b>       |
| State Support                  | 19.1%              |
| All Other                      | <u>20.0%</u>       |
| Total                          | 100.0%             |

# John Dempsey Hospital Admissions by Fiscal Year

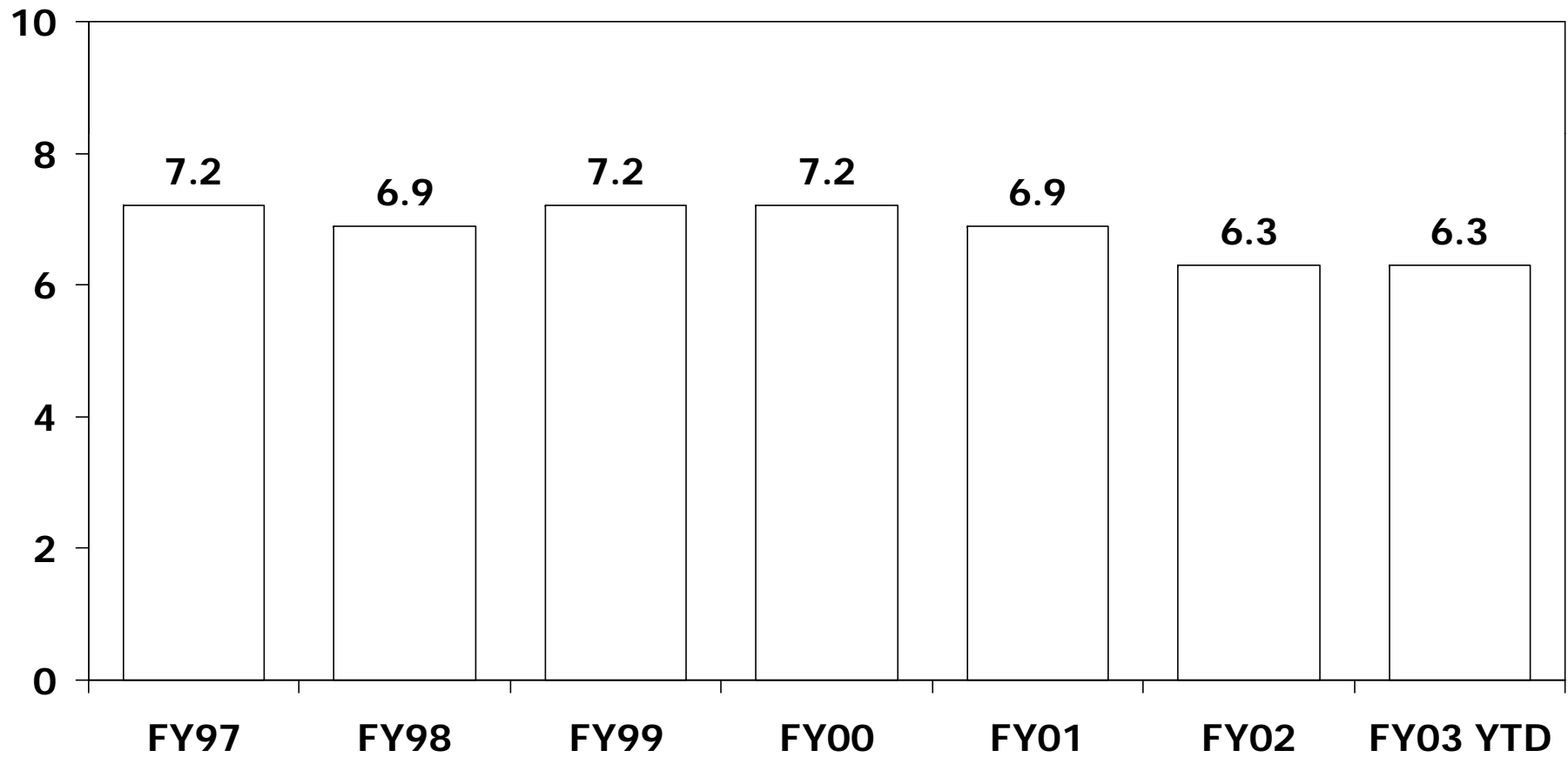


# John Dempsey Hospital Average Daily Census

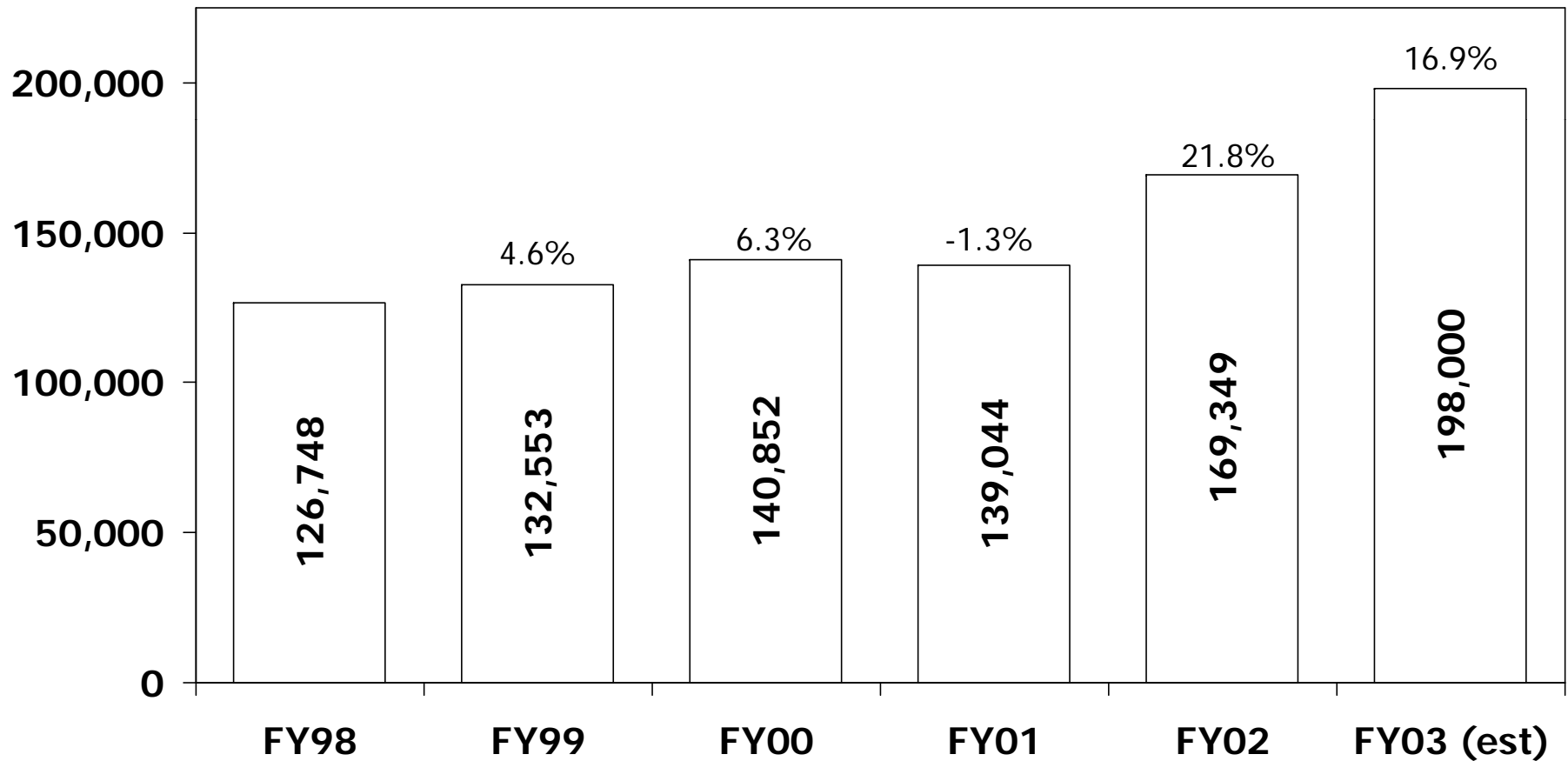
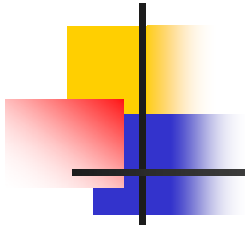


# John Dempsey Hospital

## Length of Stay

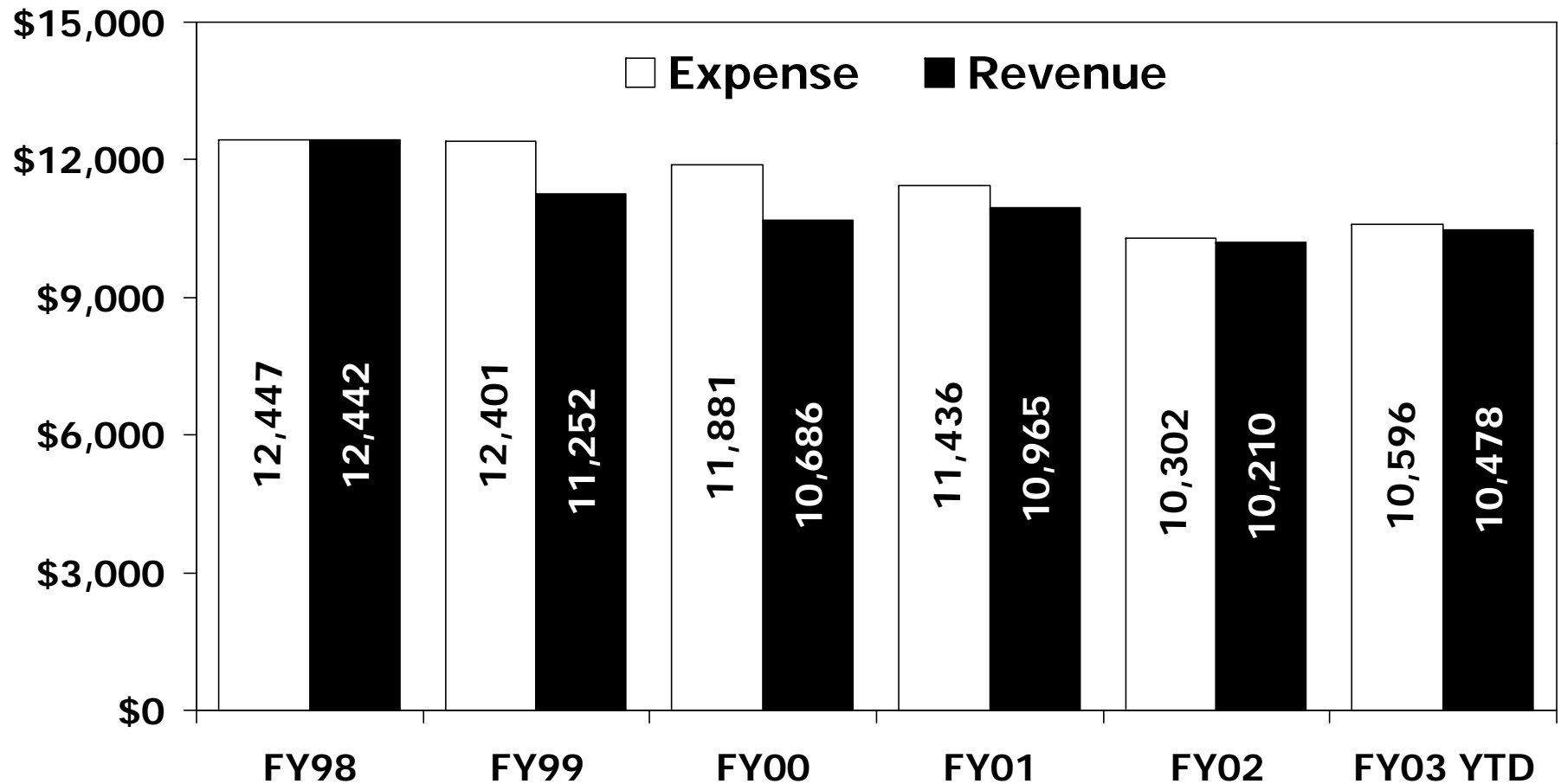


# John Dempsey Hospital Outpatient Visits

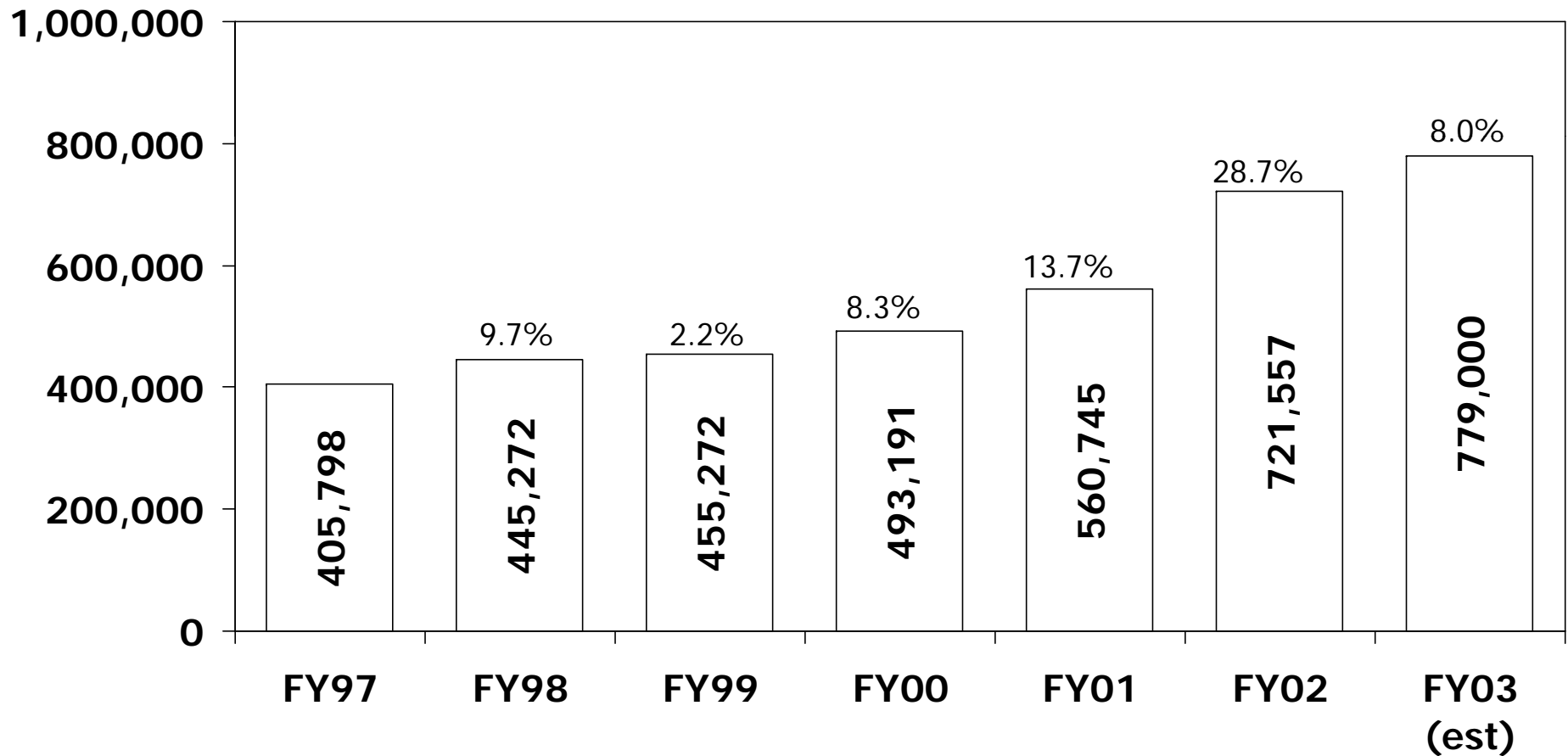
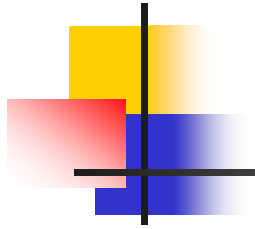


# John Dempsey Hospital

## Expense & Revenue per Adjusted Discharge



# UConn Medical Group Volume (Total Invoices)



\*FY02 includes a full year impact of UConn Health Partners.





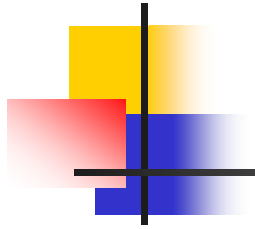
# Storrs & Regionals

## FY 2003 Key Revenue Drivers

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|                           |                     |
|---------------------------|---------------------|
| <b>Tuition &amp; Fees</b> | <b>25.5%</b>        |
| <b>Auxiliary Revenue</b>  | <b><u>14.0%</u></b> |
| <b>Subtotal</b>           | <b>39.5%</b>        |
| State Support             | 40.1%               |
| All Other                 | 20.4%               |
| Total                     | 100.0%              |

# Approved FY 2003 Tuition Adjustment Storrs & Regionals



|                   | <u>Original</u> | <u>Approved</u> |
|-------------------|-----------------|-----------------|
| <b>Tuition</b>    | <b>3.9%</b>     | <b>6.3%</b>     |
| GUF               | 3.8%            | 3.8%            |
| Other Fees        | 3.9%            | 3.9%            |
| Room              | 3.9%            | 3.9%            |
| Board             | 3.9%            | 3.9%            |
| <b>Annualized</b> | <b>3.9%</b>     | <b>4.7%</b>     |

**\*Additional cost for an in-state undergraduate is \$108 more than originally approved by the Board of Trustees on June 29, 2000.**



# Approved Tuition & Fee Increases Storrs & Regionals

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|                         | <b>% Increase<br/><u>FY04 over FY03</u></b> | <b>% Increase<br/><u>FY05 over FY04</u></b> |
|-------------------------|---|---|
| <b>Total Annualized</b> | <b>7.91%</b>                                | <b>6.85%</b>                                |
| Tuition                 | 11.21%                                      | 8.75%                                       |
| GUF                     | 5.80%                                       | 2.20%                                       |
| Other Fees*             | 17.34%                                      | 9.13%                                       |
| Room                    | 5.53%                                       | 5.50%                                       |
| Board                   | 5.03%                                       | 6.53%                                       |

\*Percentage increase includes the new Student Union Building Fee to support the renovation and expansion of the Student Union.

# Approved Tuition, Fees, Room & Board Storrs & Regionals



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**FY 2003**   **FY 2004**   **FY 2005**

## **In-State**

|               |          |          |          |
|---------------|----------|----------|----------|
| Undergraduate | \$12,696 | \$13,700 | \$14,638 |
| Graduate      | \$14,019 | \$15,138 | \$16,176 |

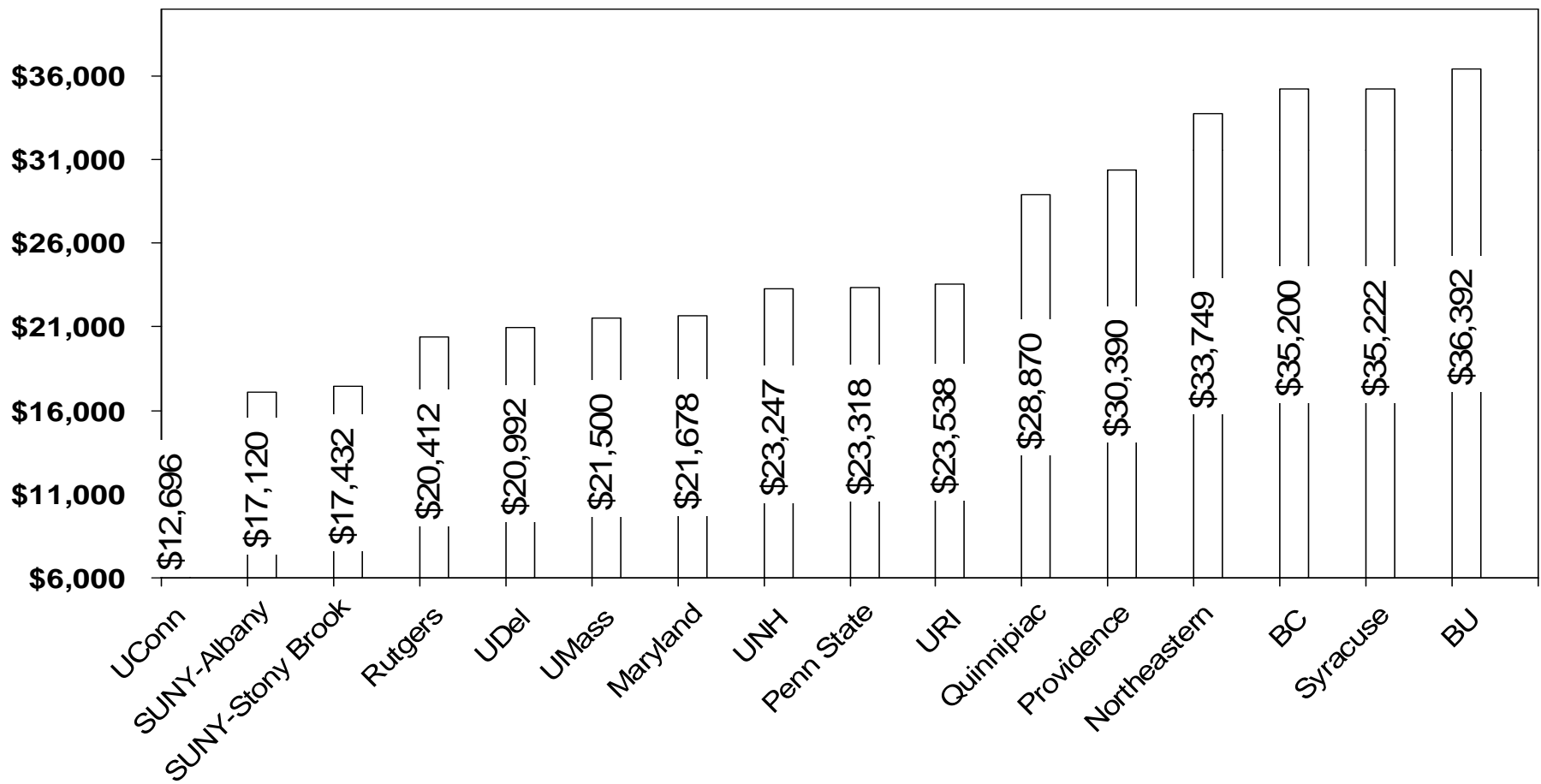
## **Out-of-State**

|               |          |          |          |
|---------------|----------|----------|----------|
| Undergraduate | \$22,391 | \$24,484 | \$26,366 |
| Graduate      | \$23,324 | \$25,490 | \$27,434 |

# University's Top Competitors

## Cost of Attendance

for a Connecticut Student FY 2003





## FY 2003 Tuition, Fees, Room & Board University's Top Competitors

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| <u>Private Schools</u> | <u>In &amp; Out<br/>Of State</u> | <u>Public Schools</u>       | <u>In<br/>State</u> | <u>Out of<br/>State</u> |
|------------------------|----------------------------------|-----------------------------|---------------------|-------------------------|
| Boston Univ.           | \$36,392                         | Rutgers                     | \$14,436            | \$20,412                |
| Syracuse Univ.         | \$35,222                         | Univ. Rhode Island          | \$14,068            | \$23,538                |
| Boston College         | \$35,200                         | Penn State                  | \$14,054            | \$23,318                |
| Northeastern Univ.     | \$33,749                         | Univ. New Hampshire         | \$13,547            | \$23,247                |
| Providence College     | \$30,390                         | Maryland                    | \$12,914            | \$21,678                |
| Quinnipiac College     | \$28,870                         | <i>Univ. of Connecticut</i> | <i>\$12,696</i>     | <i>\$22,391</i>         |
|                        |                                  | SUNY – Stony Brook          | \$12,532            | \$17,432                |
|                        |                                  | Univ. Massachusetts         | \$12,500            | \$21,500                |
|                        |                                  | SUNY – Albany               | \$11,872            | \$17,120                |
|                        |                                  | Univ. Delaware              | \$11,462            | \$20,992                |

# National Tuition and Mandatory Fee Comparisons

## Fiscal Year 2002 vs Fiscal Year 2003<sup>1</sup>

| Public Institutions                       | FY02 In-State<br>Tuition &<br>Fees | FY03 In-State<br>Tuition &<br>Fees | % Change | FY02 Out-of-<br>State Tuition<br>& Fees | FY03 Out-of-<br>State Tuition &<br>Fees | % Change |
|---|------------------------------------|------------------------------------|----------|---|---|----------|
| Purdue University-West Lafayette          | \$4,164                            | \$5,580                            | 34.01%   | \$13,872                                | \$16,260                                | 17.21%   |
| U. of Missouri at Columbia                | \$3,985                            | \$5,282                            | 32.55%   | \$10,407                                | \$14,435                                | 38.70%   |
| Texas A & M University-College Station    | \$3,722                            | \$4,748                            | 27.57%   | \$10,052                                | \$11,288                                | 12.30%   |
| U. of Washington                          | \$3,983                            | \$5,016                            | 25.94%   | \$13,257                                | \$15,717                                | 18.56%   |
| U. of Massachusetts at Amherst            | \$5,212                            | \$6,432                            | 23.41%   | \$13,354                                | \$14,655                                | 9.74%    |
| U. of Cincinnati                          | \$5,706                            | \$6,986                            | 22.43%   | \$14,478                                | \$17,369                                | 19.97%   |
| U. of North Carolina - Chapel Hill        | \$3,183                            | \$3,856                            | 21.14%   | \$12,349                                | \$15,140                                | 22.60%   |
| U. of Kansas                              | \$2,884                            | \$3,484                            | 20.80%   | \$9,811                                 | \$10,687                                | 8.93%    |
| North Carolina State University           | \$3,208                            | \$3,827                            | 19.30%   | \$13,348                                | \$15,111                                | 13.21%   |
| U. of Iowa                                | \$3,522                            | \$4,191                            | 18.99%   | \$11,960                                | \$13,833                                | 15.66%   |
| Iowa State University                     | \$3,478                            | \$4,110                            | 18.17%   | \$10,812                                | \$12,802                                | 18.41%   |
| U. of California at Berkeley              | \$3,633                            | \$4,200                            | 15.61%   | \$14,337                                | \$15,702                                | 9.52%    |
| Alabama State University                  | \$2,520                            | \$2,904                            | 15.24%   | \$5,040                                 | \$5,808                                 | 15.24%   |
| Cleveland State University                | \$4,110                            | \$4,728                            | 15.04%   | \$8,076                                 | \$9,318                                 | 15.38%   |
| U. of Arkansas, Fayetteville              | \$3,880                            | \$4,456                            | 14.85%   | \$9,438                                 | \$10,828                                | 14.73%   |
| Clemson University                        | \$5,090                            | \$5,834                            | 14.62%   | \$11,284                                | \$12,932                                | 14.60%   |
| U. of Pittsburgh                          | \$7,482                            | \$8,528                            | 13.98%   | \$15,740                                | \$17,336                                | 10.14%   |
| U. of Michigan at Ann Arbor               | \$6,862                            | \$7,806                            | 13.76%   | \$20,973                                | \$23,738                                | 13.18%   |
| Michigan State University                 | \$5,686                            | \$6,436                            | 13.19%   | \$13,614                                | \$15,406                                | 13.16%   |
| U. of Texas at Austin                     | \$3,766                            | \$4,250                            | 12.85%   | \$10,096                                | \$10,790                                | 6.87%    |
| U. of California at Davis                 | \$4,087                            | \$4,595                            | 12.43%   | \$14,791                                | \$15,669                                | 5.94%    |
| Pennsylvania State Univ - University Park | \$6,582                            | \$7,396                            | 12.37%   | \$14,394                                | \$15,522                                | 7.84%    |
| Indiana U. at Bloomington                 | \$4,735                            | \$5,315                            | 12.25%   | \$14,469                                | \$15,926                                | 10.07%   |
| Oregon State University                   | \$3,654                            | \$4,098                            | 12.15%   | \$13,104                                | \$14,316                                | 9.25%    |
| U. of Houston                             | \$2,986                            | \$3,348                            | 12.12%   | \$8,808                                 | \$9,888                                 | 12.26%   |
| U. of Idaho                               | \$2,720                            | \$3,044                            | 11.91%   | \$8,720                                 | \$9,764                                 | 11.97%   |
| U. of North Texas                         | \$3,050                            | \$3,400                            | 11.48%   | \$9,170                                 | \$9,680                                 | 5.56%    |
| North Dakota State University             | \$3,272                            | \$3,618                            | 10.57%   | \$7,359                                 | \$8,551                                 | 16.20%   |
| Rutgers State U. of New Brunswick,NJ      | \$6,654                            | \$7,308                            | 9.83%    | \$12,092                                | \$13,284                                | 9.86%    |
| Utah State University                     | \$2,591                            | \$2,834                            | 9.38%    | \$7,897                                 | \$8,199                                 | 3.82%    |
| U. of Utah                                | \$3,042                            | \$3,324                            | 9.27%    | \$9,299                                 | \$10,181                                | 9.48%    |
| U. of North Dakota                        | \$3,265                            | \$3,562                            | 9.10%    | \$7,865                                 | \$8,496                                 | 8.02%    |
| U. of Nebraska at Lincoln                 | \$3,830                            | \$4,166                            | 8.77%    | \$9,432                                 | \$10,260                                | 8.77%    |

# National Tuition and Fee Comparisons

## Fiscal Year 2002 vs Fiscal Year 2003<sup>1</sup>

| Public Institutions                 | FY02 In-State<br>Tuition &<br>Fees | FY03 In-State<br>Tuition &<br>Fees | % Change | FY02 Out-of-<br>State Tuition<br>& Fees | FY03 Out-of-<br>State Tuition &<br>Fees | % Change |
|-------------------------------------|------------------------------------|------------------------------------|----------|---|---|----------|
| U. of Virginia                      | \$4,236                            | \$4,595                            | 8.47%    | \$18,268                                | \$19,805                                | 8.41%    |
| Ohio State University               | \$4,788                            | \$5,190                            | 8.40%    | \$13,554                                | \$14,571                                | 7.50%    |
| U. of Illinois-Urbana-Champaign     | \$5,294                            | \$5,736                            | 8.35%    | \$13,114                                | \$14,340                                | 9.35%    |
| West Virginia University            | \$2,998                            | \$3,240                            | 8.07%    | \$8,802                                 | \$9,710                                 | 10.32%   |
| Virginia Tech                       | \$3,664                            | \$3,936                            | 7.42%    | \$12,488                                | \$13,552                                | 8.52%    |
| U. of Maine                         | \$5,070                            | \$5,440                            | 7.30%    | \$12,840                                | \$13,510                                | 5.22%    |
| New Mexico State University         | \$3,006                            | \$3,216                            | 6.99%    | \$10,014                                | \$10,788                                | 7.73%    |
| U. of Rhode Island                  | \$5,386                            | \$5,759                            | 6.93%    | \$14,164                                | \$15,003                                | 5.92%    |
| Florida State University            | \$2,513                            | \$2,684                            | 6.80%    | \$10,402                                | \$12,228                                | 17.55%   |
| U. of Wyoming                       | \$2,807                            | \$2,997                            | 6.77%    | \$8,279                                 | \$8,661                                 | 4.61%    |
| Virginia Commonwealth U.            | \$3,675                            | \$3,918                            | 6.61%    | \$13,855                                | \$14,888                                | 7.46%    |
| U. of Kentucky                      | \$3,735                            | \$3,975                            | 6.43%    | \$10,275                                | \$10,527                                | 2.45%    |
| U. of Colorado at Boulder           | \$3,357                            | \$3,566                            | 6.23%    | \$17,367                                | \$18,910                                | 8.88%    |
| U. of Maryland at College Park      | \$5,341                            | \$5,670                            | 6.16%    | \$13,413                                | \$14,434                                | 7.61%    |
| U. of Florida                       | \$2,433                            | \$2,581                            | 6.08%    | \$9,771                                 | \$11,595                                | 18.67%   |
| U. of Arizona at Tucson             | \$2,348                            | \$2,490                            | 6.05%    | \$9,804                                 | \$10,356                                | 5.63%    |
| U. of New Hampshire                 | \$7,693                            | \$8,130                            | 5.68%    | \$17,113                                | \$17,830                                | 4.19%    |
| <b>U. of Connecticut</b>            | \$5,824                            | \$6,154                            | 5.67%    | \$14,942                                | \$15,849                                | 6.07%    |
| Northern Illinois University        | \$4,583                            | \$4,811                            | 4.97%    | \$7,733                                 | \$8,391                                 | 8.51%    |
| U. of Georgia                       | \$3,418                            | \$3,580                            | 4.74%    | \$11,314                                | \$12,792                                | 13.06%   |
| Georgia Institute of Technology     | \$3,454                            | \$3,616                            | 4.69%    | \$12,350                                | \$13,986                                | 13.25%   |
| U. of Vermont                       | \$8,665                            | \$8,994                            | 3.80%    | \$20,725                                | \$21,484                                | 3.66%    |
| Temple University                   | \$7,324                            | \$7,602                            | 3.80%    | \$13,062                                | \$13,856                                | 6.08%    |
| Louisiana State U. - Baton Rouge    | \$3,419                            | \$3,536                            | 3.42%    | \$8,719                                 | \$8,836                                 | 1.34%    |
| U. of Hawaii at Manoa               | \$3,253                            | \$3,349                            | 2.95%    | \$9,733                                 | \$9,829                                 | 0.99%    |
| U. of California at San Diego       | \$3,863                            | \$3,950                            | 2.25%    | \$14,567                                | \$14,654                                | 0.60%    |
| U. of California at Irvine          | \$4,556                            | \$4,606                            | 1.10%    | \$15,260                                | \$15,738                                | 3.13%    |
| U. of California at Los Angeles     | \$4,193                            | \$4,225                            | 0.76%    | \$15,267                                | \$15,727                                | 3.01%    |
| State U. of New York at Stony Brook | \$4,268                            | \$4,298                            | 0.70%    | \$9,168                                 | \$9,198                                 | 0.33%    |
| Arizona State University at Tempe   | \$2,486                            | \$2,490                            | 0.16%    | \$10,352                                | \$10,356                                | 0.04%    |
| State U. of New York at Buffalo     | \$4,790                            | \$4,790                            | 0.00%    | \$9,690                                 | \$9,690                                 | 0.00%    |
| U. of Alabama at Birmingham         | \$3,700                            | \$3,700                            | 0.00%    | \$6,670                                 | \$6,670                                 | 0.00%    |

Source: US News & World Report

<sup>1</sup> List sorted by In-State Tuition & Fee percentage change in descending order.





# Strategic Priorities Storrs & Regionals

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- Undergraduate Experience
- Upper Division & Graduate Programs
- Centers of Excellence
- Diversity
- Environment & Safety



# Undergraduate Experience

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**Goal:** To provide high quality programs that ensure students will stay in school and complete their degrees successfully

- Course Availability
- Academic Support Services
- Affordability



# Course Availability

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- Ensure adequate offerings in high-demand courses via careful monitoring of enrollment and funding of “hot spots”
- Adding 10 “in residence” assistant professors and related teaching assistantships per year for FY03, FY04 & FY05: \$850k per year



# Improving Academic Support Services w/Technology

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- **Web Access Improvements**
  - Search & register for classes
  - View grades
  - Threaded discussion lists
  - On-line placement testing
- **Improved Processes**
  - Enforcement of prerequisites
  - Extended hours of access
  - Web-based grade entry by faculty
- **Future Enhancements**
  - Student access to financial aid information
  - Student access to billing information



# Academic Advising

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- 7 Academic Advisors to be added in FY03 to improve student:advisor ratio
- Peer Mentoring program increased to provide every student with opportunity to have a mentor
- First Year Experience provides personal learning experience for almost 80% of the entering class.



# Schedule of Total Financial Aid

| <b><u>Total Financial Aid (in millions)</u></b> | <b><u>FY 2003</u></b> | <b><u>FY 2004</u></b> | <b><u>FY 2005</u></b> |
|---|-----------------------|-----------------------|-----------------------|
| Need Based-Grants                               | \$34.0                | \$36.9                | \$39.2                |
| Need Based - Student Labor                      | \$10.6                | \$10.6                | \$10.6                |
| University Scholarships                         | \$17.9                | \$19.0                | \$20.1                |
| Non-University Scholarships                     | \$5.5                 | \$5.5                 | \$5.5                 |
| Loans   | \$57.2                | \$58.3                | \$59.5                |
| Tuition Waivers                                 | <u>\$25.0</u>         | <u>\$28.7</u>         | <u>\$31.9</u>         |
| <b>Total Financial Aid</b>                      | <b>\$150.2</b>        | <b>\$159.0</b>        | <b>\$166.8</b>        |
| <b><u>Tuition Funded Financial Aid</u></b>      |                       |                       |                       |
| Need Based Grants/Labor                         | \$19.9                | \$22.7                | \$25.1                |
| Scholarships                                    | \$7.0                 | \$7.7                 | \$8.4                 |
| Tuition Waivers                                 | <u>\$25.0</u>         | <u>\$28.7</u>         | <u>\$31.9</u>         |
| <b>Total Tuition Funded Financial Aid</b>       | <b>\$51.9</b>         | <b>\$59.1</b>         | <b>\$65.4</b>         |
| Total as a % of Gross Tuition Revenue           | 37.6%                 | 37.8%                 | 37.8%                 |
| Tuition Funded Need Based %                     | 17.6%                 | 17.8%                 | 17.8%                 |



# Financial Aid

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- Additional \$4.5M for FY03, \$3.9M for FY04 and \$3.6M for FY05
- All tuition, fee and room and board increases have been matched by increased financial aid to ensure that no student's education would be denied or hampered based on financial need



# Accessibility: Financial Aid

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- Reduced the average indebtedness of graduates from \$16,800 to \$14,400 in the past 2 years
- Eliminated the unmet need gap for the neediest in-state students
- DHE policy requires a need-based financial aid set aside of 15%, UConn sets aside 17.6%
- Total tuition funded aid for FY03 is \$51.9M, FY04 is \$59.1M and FY 05 is \$65.4M





# Upper Division & Graduate Programs

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- School of Law-\$647k increase to address instructional and support needs of unexpectedly large first year class
- School of Business-\$280k increase
- Neag School of Education-\$220k increase



# Centers of Excellence

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- **Center for Regenerative Biology**
  - \$150k in FY03 - 5 New Faculty Hired
  - \$318k in FY04
  - \$1.3M Grant Expenditures in FY02
  - \$4M Grant Expenditures Expected by FY05
- **Fuel Cell Research Center**
  - \$150k each in FY03 & FY04
  - \$11.8M in External Support for FY00-FY03
- **Tech Transfer & Incubator (split w/Health Center)**
  - \$600k in FY03
  - \$200k in FY04



# Diversity

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- \$400k in FY03, \$565k in FY04, \$750k in FY05
  - Joint Academic Appointments
  - Minority Recruitment (Student & Faculty)
  - Support Services
- From FY99 to FY03, the expenditures for the Office of Multicultural Affairs & the Centers has nearly doubled from \$2.9M to \$3.9M



# Environment & Safety

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- Environmental Protection: \$800k
  - US EPA Voluntary Audit Program
  - Hiring Environmental Affairs Manager
  - Addressing Landfill Remediation Needs
- Public Safety
  - \$450k in FY03
  - \$500k in FY04



# Strategic Priorities

## UConn Health Center

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- Develop five (5) regionally pre-eminent **Signature Programs** in Cancer, Musculoskeletal Medicine, Connecticut Health, Brain and Human Behavior and Cardiology
- Be recognized as a Center for Distinguished Basic Science **Research**
- Offer outstanding Medical, Dental and Graduate Biomedical **Education** through a highly innovative curriculum supported by excellence in research and clinical care
- Strengthen our **Healthcare Partnership** with the State of Connecticut