



UNIVERSITY OF CONNECTICUT

**BY
DESIGN**

PRESIDENT'S
ANNUAL
REPORT 2003



OBJECTIVE

goal
 intent idea
 vision purpose
 aim design
 target

STRATEGY

research consider
 plan
 devise organize
 integrate discuss
 investigate



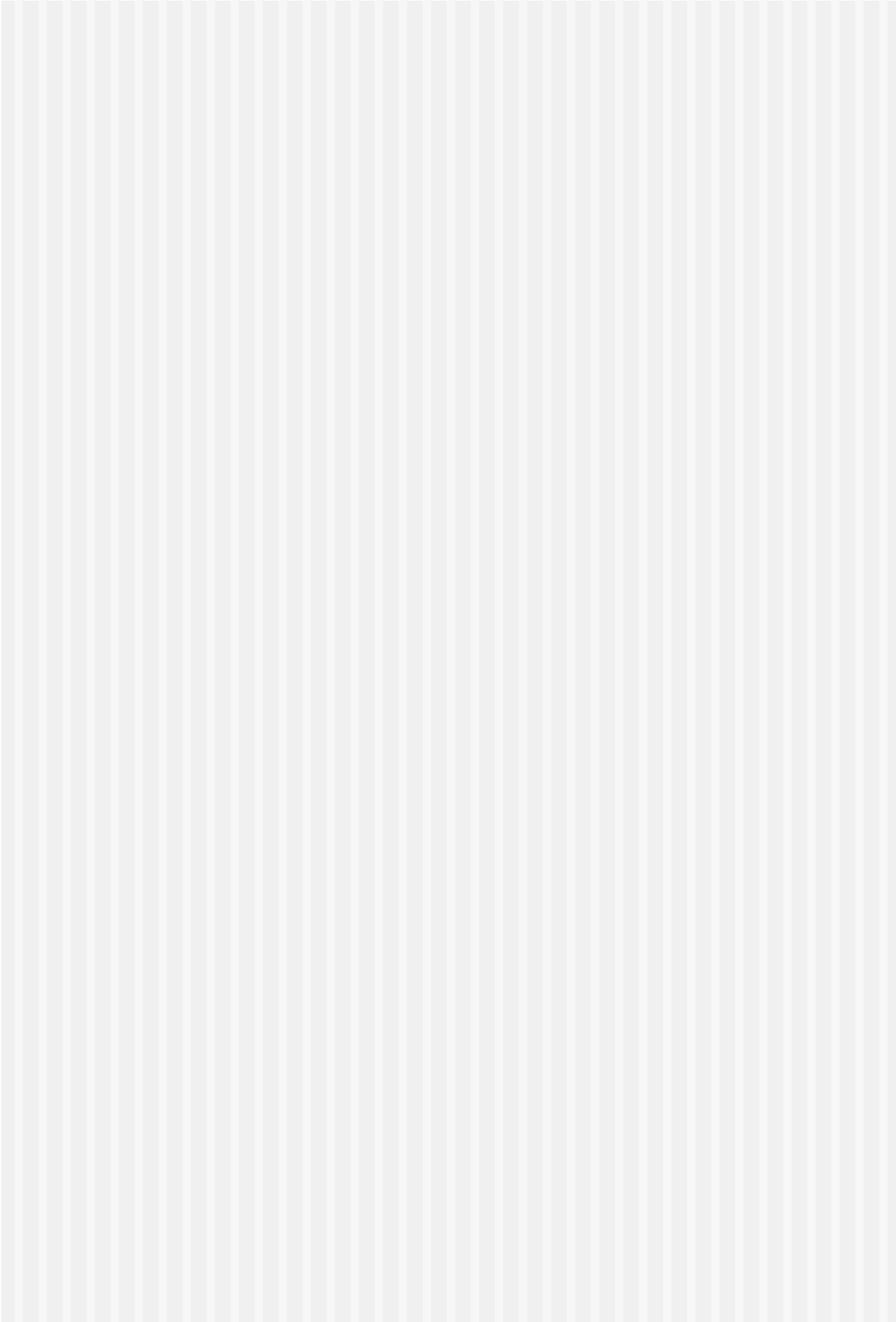
TACTICS

create
 sequence implement
 convert collaborate
 execute build
 construct

RESULTS

succeed
 establish accomplish
 excel improve
 increase advance
 extend







The notable accomplishments of the University of Connecticut in recent years are the result of sound preparation, a steadfast commitment to excellence by talented and dedicated individuals representing the entire spectrum of the University and success in overcoming a variety of new challenges. Aspiring to meet high expectations continually in an environment populated by high-achieving students and distinguished faculty is itself a challenge. It requires a clear vision, effective management, collaborative planning, careful execution and a profound confidence in the potential of the community to achieve a shared set of objectives.

The University's achievements in these areas were lauded by the state legislative program review in its progress assessment of the \$1 billion UCONN 2000 building program, the ensuing high bond rating for the infrastructure program by independent rating agencies, and Governor John G. Rowland's proposal—and subsequent legislative approval—of 21st Century UConn, a new, 10-year, \$1.3 billion commitment to renew, rebuild and enhance University facilities.

Much of this success has come within the context of a challenging national and state economic environment. Yet the sound foundation and careful management of the plans for UConn's ongoing transformation during 2003 have resulted in the construction of high-tech classrooms, research and recreational facilities, new residence options for students, the opening of a state-of-the-art football stadium and a new UConn campus in downtown Waterbury.

This year, the University of Connecticut attracted highly skilled individuals to help continue building upon our recent achievements. Linda Flaherty-Goldsmith, vice president and chief operating officer; Jeffrey Hathaway, director of athletics; and John K. Martin, president of the UConn Foundation, each bring nationally respected records of success to the University. Similarly, we are the university of choice for students of remarkable quality, nationally respected scholars and innovative researchers whose very presence on our campuses is helping to engender the philanthropic support necessary to continue building a premier institution of higher learning.

In a time of significant challenge and change, faculty, students and staff, alumni, Connecticut citizens and their elected leaders, corporate partners, volunteers and a range of University supporters have worked together to identify our goals and implement the plans necessary to be successful.

The results have followed, by design.

President Philip E. Austin



OBJECTIVE

Utilize UCONN 2000, a historic building program that has dramatically enhanced University programs and facilities, to help recruit outstanding faculty and students and enliven private giving.

STRATEGY

- Distinguish UConn among public research universities nationally through a comprehensive building program to renew, rebuild and enhance University campuses.
- Leverage state-of-the-art facilities to help recruit a diverse and talented student population from Connecticut and across the nation, attract internationally recognized faculty and invigorate private investment.
- ◇ Efficiently and effectively manage all construction projects.

TACTICS

- Continue remarkable progress of UCONN 2000, a nationally unprecedented 10-year \$1 billion state investment that is propelling the renaissance of Connecticut's flagship public university.
- Create distinct student experiences integrating University living and learning. Utilize new classroom technology to enhance the delivery of educational content. Offer a rich variety of residential and dining options for students. Establish state-of-the-art laboratories for faculty research and the generation of knowledge. Stimulate alumni pride in University advancement.
- ◇ Establish an internal oversight team to manage construction projects. Empower the team to determine timing and sequencing of projects and prevent project delays and cost overruns.

BILLION DOLLAR PROGRAM: A LIGHTNING ROD FOR PROGRESS

RESULTS

- Since 1995, more than 100 capital projects have been completed. In 2003, the University opened a new Biology/Physics building, and an Information Technologies Engineering building and broke ground for the School of Pharmacy. More than 1,000 beds were added, including a new Greek Village as well as student apartments. The addition of a new dining hall brings brick oven pizza and kosher dining to campus while construction of a 40,000 seat football stadium and a vastly expanded student union are positively impacting student life. Related capital improvements include a new campus in Waterbury and the completion of plans for a state-of-the-art Ambulatory Surgicenter at the UConn Health Center.
- UConn has become a school of choice for academically talented students. Since 1995, freshman applications have increased 79% while the number of incoming students in the top 10% of their high school classes has risen 63%. Freshman minority enrollment on the main campus has increased 74% while the average SAT scores of incoming students have increased 54 points since 1996. This year, 24% of all alumni provided contributions in support of University programs and activities, placing UConn among the nation's elite public research universities for rate of alumni giving.
- ◇ Virtually every UCONN 2000 project has been completed on time and within budget, a remarkable feat considering the duration of the program, number of projects undertaken, and level of expenditure associated with the program.

OBJECTIVE

Acquire legislative commitment to extend for another 10 years the \$1 billion landmark building program that is transforming the University.

STRATEGY

Demonstrate the University's efficient management of the building program by completing projects on time and on budget.

Illuminate the impact the successful building program has had in advancing University goals and objectives.

- ◇ Develop a new building program project list for the next 10 years, linking specific projects with University priorities. Integrate the University of Connecticut Health Center into future planning for facilities growth and development.

21ST CENTURY UCONN: A COMMITMENT OF VISION

TACTICS

Invite legislative review of program management and request a credit rating for University of Connecticut General Obligation Bonds, which support the infrastructure program.

Collect and share data providing solid evidence of the impact of new and improved facilities on student recruitment, fundraising, research funding and UConn's national reputation.

- ◇ Develop an academic plan to inform the University's assignment of priorities for the next 10 years of the building program. Integrate priorities identified as the result of an earlier academic planning process at the UConn Health Center.

RESULTS

- The Connecticut General Assembly's Legislative Program Review and Investigations Committee published its final report on UCONN 2000 construction management, concluding the program was well run, producing quality facilities on time and on budget. The University's General Obligation Bonds received "straight A's" from each of three rating agencies: Moody's – "Aa3," Standard & Poor's – "AA" and Fitch – "AA-."
- In 2003, Connecticut Governor John G. Rowland and the General Assembly enacted 21st Century UConn, legislation that commits \$1.3 billion for continued infrastructure development at the University of Connecticut. Lawmakers pointed to the impact of the first program on student recruitment, the upcoming close of a successful capital campaign, and UConn's ranking among the top 25 public universities nationally as reasons for supporting the new legislation. Total University research awards at a level nearly double what they were at the start of the UCONN 2000 program provided additional evidence of the building program's positive momentum.
- ◇ Construction projects contained in the program's extension are consistent with an academic plan developed in 2003. Projects include buildings for undergraduate education, research laboratories, venues for artistic expression, and new student recreation and residential life facilities. At the Health Center, a new 200,000 square foot medical research facility will be constructed.

Finish UConn rebuilding job

Parts of campus untouched at end of UConn 2000.

The nearly \$1 billion the state will have invested by 2005...

of Connecticut results, but leave New residential and laboratories at Storrs campus. Renovated.

But the UConn jumped 10 spots in this year's ranking of universities by U.S. News & World Report.

The construction program has been a financial dividend. It has grown from \$50 million in 1995 to \$1.3 billion in 2005.

Annual gifts to the university have increased to \$10 million last year they were \$5 million. Because of this growth, UConn needs to invest \$962 million in the next five years to complete the program.

The state pays only 10 percent of the costs of attending UConn. Those for comparable public universities in Massachusetts, Rhode Island and Hampshire are 20, 25 and 30 percent, respectively.

In a continuing commitment to excellence, Gov. John G. Rowland announced yesterday that he is proposing a \$1.3 billion program that will expand upon the UConn 2000 project, allowing for more construction and renovation at Storrs and the Health Center.

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Highlights of the 21st Century UConn proposal

Category	Amount
CAMPUS AND REGIONAL CAMPUSES	\$215 million
Maintenance, code compliance	\$200 million
Library collections and telecommunications	\$90 million
West Campus and grad dorms and build new dorms	\$66 million
and replace Arjona and Monteith buildings	\$48 million
Life Sciences renovations and addition	
3 engineering buildings and construct a new one	
Science Building renovations	
Joint campus, new undergraduate and library building	
National and intercollegiate athletic fields	
Facilities at former Mansfield Training School	
Hartford campus renovations	
School renovations	



UConn: Big Plans During Tight Times

By ROBERT A. FRAHM
COURANT STAFF WRITER

STORRS — In the midst of a recession, before Gov. John G. Rowland's state-of-the-state address, the governor pressed for rebuilding proposals, they heard the governor's decision.

"The governor said, 'I'm going to do this,'" Aronson said. "After we picked our chins up off the table, all we could say was, 'Thank you.'"

The announcement of an extension of the 10-year, \$1 billion UConn 2000 campus renovation program was one of the biggest surprises.

State to spend \$1.3b more to upgrade UConn campus

By LINDA CONNER LAMBECK
lclambeck@post.com

HARTFORD — Times may be tough, but that didn't stop Gov. John G. Rowland from announcing an 11-year, \$1.3 billion capital improvement program for the state's flagship university system by \$400 million and the Community-Technical College System by \$335 million beginning when the current project ends in 2010.

He also proposes increasing the state's contribution to the operating budgets of colleges and universities by 10 percent in the 2003 budget.

UConn would also receive a \$2.8 million increase in the state's health care system, \$3 million for the state's flag ship public university during a ceremony Monday to sign a bill that would increase the state's contribution to the operating budgets of colleges and universities by 10 percent.

William Cibes, president of the University of Connecticut, said the plan is "an idea interesting but not new."

"The system is not approving spending an additional \$1.3 billion on improvements to the University of Connecticut," Cibes said.

Cibes added the operating budget would not mean the loss of some vacant staff positions. John G. Rowland announced yesterday that he is proposing a \$1.3 billion program that will expand upon the UConn 2000 project, allowing for more construction and renovation at Storrs and the Health Center.

21st Century UConn is official

Austin said "Thanks to 21st Century UConn, the best is yet to come."

Along with the political leadership, members of the UConn community were on hand for the ceremony.

Each speaker was asked to contribute to the UConn fund. "When you contribute to the UConn fund, you are helping to build the future of the University of Connecticut," said UConn President Philip E. Austin.

UConn President Phillip Austin said UConn 2000 has helped the university to meet the standard of excellence set by the state.

"If we have the courage to do this, we can make a difference in the lives of our students and the state of Connecticut."

Rowland promotes \$1B plan

By CHRISTOPHER BOLAND
Chronicle Staff Writer

STORRS — On campus Thursday to promote the 21st Century UConn proposal he announced in his budget address Tuesday, Gov. John G. Rowland vowed "We will be one of the best public universities in the United States of America."

Speaking to a packed room at the Lodewick Visitors Center, Rowland said his \$1.3 billion capital improvements proposal would keep momentum begun in the mid-1990s with another billion-dollar initiative UConn 2000.

UConn

America's Oldest
Continuously
Published Newspaper

VOLUME CLV, NUMBER

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we're doing with this
21st Century UConn is
the future of
the bright minds that
make up this university," said
speaker of the state
legislature.

UConn President Phillip Austin said UConn 2000 has helped the university to meet the standard of excellence set by the state.

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OBJECTIVE

Cultivate a culture of private giving to accelerate University growth in academic, athletic and research endeavors.

STRATEGY

- Undertake largest private capital campaign by a public university in New England.
- Ensure broad-based participation in fundraising programs.
- ◇ Multiply impact of private gifts to endowment through extension of the Connecticut law that created the publicly funded endowment matching gift program.
- △ Utilize private gifts to stimulate growth and advancement in targeted areas of University life.

CAMPAIGN UCONN: CONTRIBUTING TO SUCCESS

TACTICS

- Charge UConn Foundation with raising \$300 million by June 2004. Seventy-five million dollars each to support scholarships and faculty. One hundred and fifty million dollars for program enhancements.
- Initiate development activities aimed at increasing the number of private gifts and the percentage of alumni making financial contributions to the University.
- ◇ Acquire legislative commitment to continue a successful endowment matching gift program.
- △ Align fundraising goals with University priorities.

RESULTS

- At the close of fiscal year 2003, more than \$252 million, 84% of goal, had been raised. During the year, the University received an impressive \$49.7 million in gifts and commitments. Since 1995, the University's endowment has grown from \$50 million to nearly \$210 million.
- In 2003, a new record high of 38,483 donors made financial gifts to the University, a 9% increase over the previous record high established in 2002.
- ◇ Connecticut Governor John G. Rowland and the General Assembly extended an endowment matching gift program that will provide an additional \$115 million in state support through 2012.
- △ Since *Campaign UConn* began, private support has created 340 new endowments. Forty-eight endowments were established in 2003. Growth in the number of endowed chairs has been one of *Campaign UConn's* most notable achievements. Newly established chairs include the GE Capital Professor of Business and the Robert Cizik Chair in Manufacturing and Technology Management, the Lockean Distinguished Chair in Mental Health Education, the Janice and Rodney Reynolds Chair in Neurobiology, the Albert and Wilda Van Dusen Chair in Academic Medicine, and the Marianne E. Klewin Endowed Professorship in Engineering.



38,483
Donors

eighty four
percent of goal raised



\$252M
received in gifts and commitments

24%
of all alumni provided contributions in support of University programs and activities

New endowments

340



University of Connecticut



UNIVERSITY LEADERSHIP: VOLUNTEER ALL-STARS

OBJECTIVE

Recruit an outstanding volunteer leadership team to further propel UConn's remarkable transformation.

STRATEGY

- Leverage record of success and sound articulation of University goals to recruit outstanding individuals.
- Identify people with records of steadfast support for high quality public higher education in Connecticut.
- ◇ Enlist a team of volunteers with the expertise to unify a multifaceted University community.

TACTICS

- Attract established leaders with impeccable credentials from the business and public service sectors.
- Identify visionary leaders who have previously demonstrated considerable support for the University.
- ◇ Select individuals with interests and expertise representative of the entire University experience.



RESULTS

- John W. Rowe, one of the nation's outstanding medical researchers and chairman and CEO of Aetna, was appointed chairman of the University of Connecticut Board of Trustees. Rowe, a medical doctor and a member of the Institute of Medicine of the National Academy of Sciences, began his six-year term on the Board this year. A former clinical fellow in research at Harvard Medical School and past president of the Mount Sinai Hospital and the Mount Sinai School of Medicine, Rowe brings outstanding academic, medical and corporate credentials to his new post.
- Denis J. Nayden, senior vice president financial services advisor for General Electric Co., has become a University Trustee. Nayden holds both undergraduate and MBA degrees from UConn. He is presently chairman of UConn's highly successful capital campaign and vice chairman of the School of Business Board of Overseers. A past chairman of the University's Downstate Initiative, Nayden was instrumental in helping the University establish its new campus in downtown Stamford.
- ◇ Thomas D. Ritter, the former Speaker of the Connecticut House of Representatives and a graduate of the UConn School of Law, has joined the University of Connecticut Board of Trustees. Ritter, a staunch advocate of public higher education, led the effort in the General Assembly to secure passage of UCONN 2000. He has recently served on the University of Connecticut Foundation Board of Directors. Ritter received a University Medal in 1999 and an honorary Doctor of Laws degree in 2001.





OBJECTIVE

Increase and effectively manage student demand for a University of Connecticut education.

STRATEGY

- Enrich student experience and campus community by enrolling a talented and diverse student body.
- Enhance the University's attractiveness to top students by sharpening academic focus and expanding program offerings.
- ◇ Utilize current strength in undergraduate retention and graduation rates as a platform to establish new initiatives in these areas.
- △ Enhance regional programs and facilities to meet student need for high quality education delivered at state-of-the-art UConn campuses statewide.

STUDENT DEMAND SPIRALS SKYWARD

TACTICS

- Create an integrated student recruitment and campus visitation program, support a generous financial aid program, control growth through enrollment caps, establish programs to enhance student success in university living and learning, and build an active program for high-achieving students.
- Develop and implement a comprehensive academic plan emphasizing undergraduate education while identifying areas of academic excellence for further development.
- ◇ Expand academic support programs, easing the transition between high school and university life. Implement cluster housing so students with shared majors live and learn within academic and interest communities. Provide housing options that promote increasing levels of independence as students mature, from residential halls with complete meal plans to suite-style living to fully equipped apartments.
- △ Support a quality academic experience at UConn's regional campuses, targeted to meet the needs of each area and the students who live and work there.

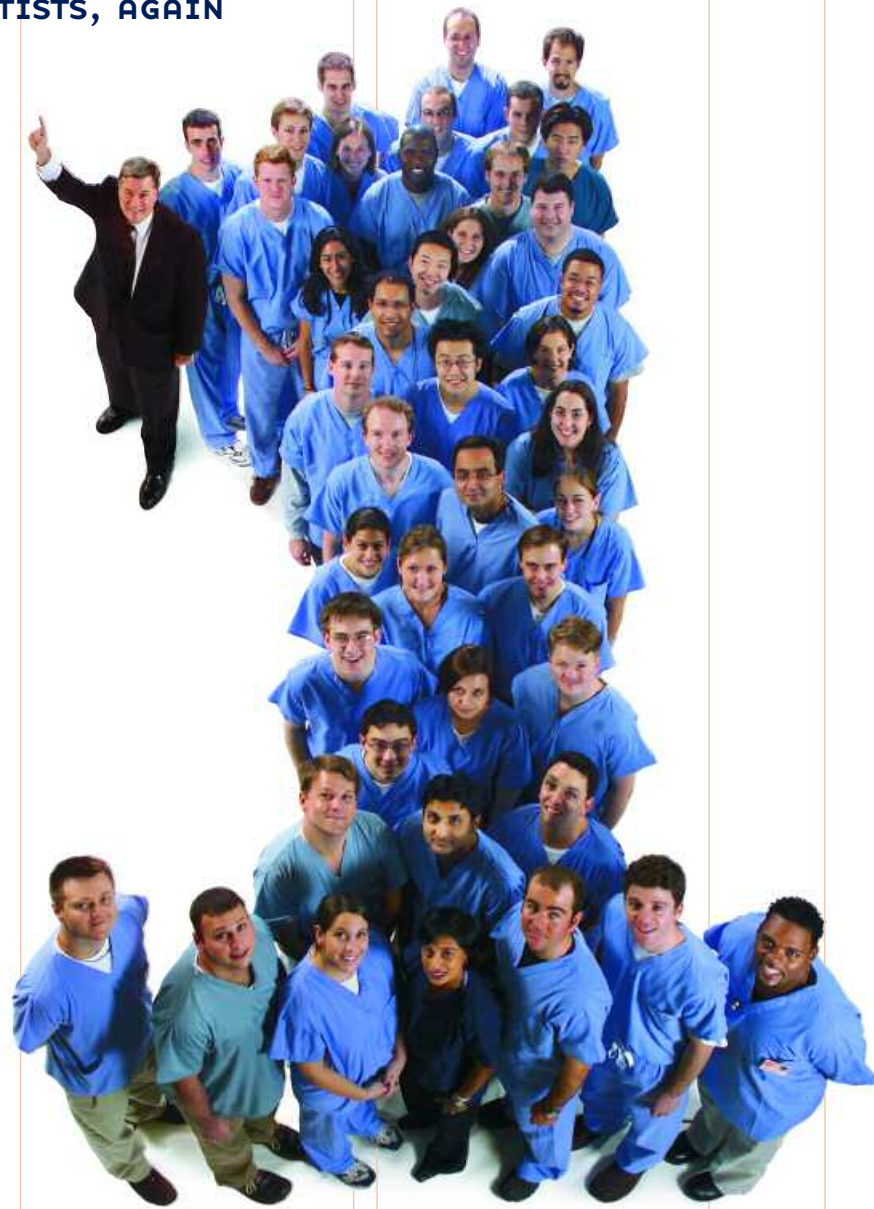


RESULTS

- *U.S. News & World Report* ranked UConn among the top 25 public universities in the United States. The mean SAT score increased 54 points between 1996 and 2003, to average 1167. The number of incoming students ranked in the top 10% of their classes rose 63% while student applications climbed from 13,760 in 2002 to 17,666 in 2003, a 28% increase. Between 1995 and 2003, freshman minority enrollment grew 74% at our main campus. Minority participation in the honors program doubled.
- Drafted in 2003, a new academic plan identified as areas of concentration expanding research opportunities for undergraduates and experiential learning, including study abroad and service learning.
- ◇ From 1990 to 2002, first-year retention rates among all freshmen at the main campus grew 2.5% while minority freshmen retention increased by 8%. Graduation rates rose 2% for all freshmen and 12% for minorities.
- △ Over the past five years, the number of freshmen enrolling at regional campuses increased 32%. Facility enhancements at our regional campuses continue and include a new campus in Waterbury.



NATION'S BEST DENTISTS, AGAIN



OBJECTIVE

Provide the highest quality dental medicine education in the nation.

STRATEGY

- Educate a diverse population of the nation's most talented dental education students.
- Hire outstanding faculty with records of achievement in dental research and education.
- ◇ Support and enhance a distinct four-year curriculum combining a solid knowledge base in medical and dental sciences, student ability to synthesize and apply contemporary information and excellence in patient care and public service.
- △ Enhance student access to the highest quality dental education facilities.



TACTICS

- Focus recruitment efforts on students who demonstrate remarkable aptitude for dental medicine.
- Retain outstanding faculty who lead in their field of dental science.
- ◇ Advance the School's practice of systematic review of educational curriculum to ensure delivery of the highest quality and most current educational content and patient services. Expand affiliation with community health centers, establishing sites around the state where students provide care to underserved populations.
- △ Make targeted, strategic investments in dental education facilities and equipment.

RESULTS

- Ranked the top dental school in the country for the second time in three years, based on class of 2003 student test scores on the National Board Dental Examinations. The School has repeatedly ranked in the top 4. The tests, recognized nationwide, are an accepted assessment of qualifications to practice dentistry. They confirm the skill of UConn-trained practitioners to recall important basic biomedical and dental sciences information and to apply that information in a patient care context.
- Earned 16 commendations and no recommendations for improvement on the School's recent accreditation, underscoring the quality of dental school faculty, curriculum and facilities. Ranked in the top 5 in the nation by the Institute for Scientific Information Essential School Indicators for the ratio of dental publications for the University over a five-year period. Ranked 7th in the nation in the 2002 ADA survey for research funding per faculty member.
- ◇ Cited in *Best Practices in Dental Education* in 2002 by the American Dental Education Association for methods used in assessing student performance and progress in the curriculum. Received a five-year, \$1.4 million grant from the Robert Wood Johnson Foundation to enable the School, already the largest single provider of dental care to the state's neediest residents, to triple its services to underserved populations. The dental school clinics are now the primary source of care for the state's Medicare- and Medicaid-eligible populations. Students' off-site commitment in underserved areas will increase from 27 days to 75 days.
- △ Installed 110 new patient chairs and a new electronic clinic management system reflecting the latest advances in dental medicine and science. Earmarked \$5 million for future renovation and enhancement of dental school facilities.





HEALTH CENTER: HEALING HEARTS

OBJECTIVE

Fortify and expand the signature program in cardiology and cardiovascular biology at the UConn Health Center.

STRATEGY

- Recruit and retain additional faculty of national prominence in the field.
- Establish new clinical programs to treat patients with medical problems associated with heart and vascular health.
- ◇ Increase research funding by expanding interdisciplinary efforts of University faculty working in the area of cardiovascular biology.

TACTICS

- Allocate resources to attract leading researchers and practitioners with expertise in the areas of cardiology, vascular surgery and cardiovascular biology research.
- Initiate a range of new clinical programs and organize them in a center offering comprehensive health services in the area of cardiology and cardiovascular care.
- ◇ Pursue funding for significant collaborative research endeavors that bring together in a single research enterprise a variety of faculty with research interest and expertise in the field of cardiovascular biology.

RESULTS

- Under the leadership of Bruce T. Liang, Raymond Neag Distinguished Chair in Vascular Biology and the Health Center's chief of cardiology, UConn is assembling a nationally recognized team of experts. New faculty include Michael S. Dahn, a vascular surgeon specializing in vascular techniques specific to diseases of the arteries and veins, and William L. Hiser, a cardiologist with expertise in nuclear cardiology. Also joining the faculty are Lixia Yue and Kimberly Dodge, researchers with special expertise in heart and vascular diseases.
- Founded the Pat and Jim Calhoun Cardiology Center in recognition of the Calhoun family's ongoing and generous support for cardiology research and care. Pioneered minimally invasive procedures for peripheral vascular disease and enhanced clinical care services at UConn outpatient facilities.
- ◇ The UConn Health Center secured a program project grant of \$1.8 million annually for five years from the National Heart, Lung and Blood Institute. Faculty from the Center for Vascular Biology, Center for Biomedical Imaging Technology and the Department of Genetics and Developmental Biology will explore how cells and blood vessels influence human disease. The grant will also support new staff and post-doctoral fellows. Additional new grants include two projects funded by the National Institutes of Health, a significant American Heart Association grant and a Johnson & Johnson research grant.

A NATIONAL LEADER IN TEACHER EDUCATION

OBJECTIVE

Establish UConn's Neag School of Education as a national model for teacher preparation.

STRATEGY

- Enhance qualifications necessary for acceptance into Neag School programs.
- Provide an innovative curriculum offering distinct benefits to students who gain acceptance to, and successfully complete, the teacher preparation program.
- ◇ Recruit and retain faculty of national stature in the field of teacher preparation.

TACTICS

- Permit application for admittance after the successful completion of two years of general education with outstanding minimum cumulative grade point averages. Utilize rigorous requirements to foster enrollment of the highest-achieving students.
- Establish a five-year integrated bachelor's/master's program in teacher education that requires a specialty subject area and provides extensive clinical experiences.
- ◇ Lend faculty expertise to national debate and analysis related to improvements in the delivery of educational content and the quality of classroom instruction.



RESULTS

- Students enrolled in the teacher education program represent some of the University's finest students with an average grade point average of 3.4. As graduates, UConn alumni are highly recruited. Last year, almost all students had already been placed in professional positions or been accepted into programs to further their education at the time of their graduation. Ninety percent of those accepting school appointments chose to stay in Connecticut with about a third taking jobs in the state's most challenging school districts.
- The recent *No Dream Denied* report by the National Commission for Teaching and America's Future identified the Neag School among the best programs in the nation for teacher education. The Carnegie Corporation of New York designated UConn one of seven "Teachers for a New Era" schools and awarded the Neag School and the College of Liberal Arts and Sciences a five-year, \$5.5 million grant to improve the quality of teachers and teacher preparation.
- ◇ Neag School Dean Richard Schwab was one of only two deans of schools of education to serve on the board of the National Commission for Teaching and America's Future. Del Siegle, associate professor of educational psychology, serves as secretary on the Board of Directors of the Council for Exceptional Children, a group of parents, teachers and educators working to address the unique needs of children with demonstrated gifts and talents. Joseph Renzulli, professor of educational psychology, is director of the National Research Center on the Gifted and Talented, the only federally funded center of its kind in the U.S.



THE PRIDE OF HUSKY NATION

OBJECTIVE

Establish UConn athletics as a source of pride for University students, faculty and staff, donors, alumni, Connecticut residents and Husky fans nationally.

STRATEGY

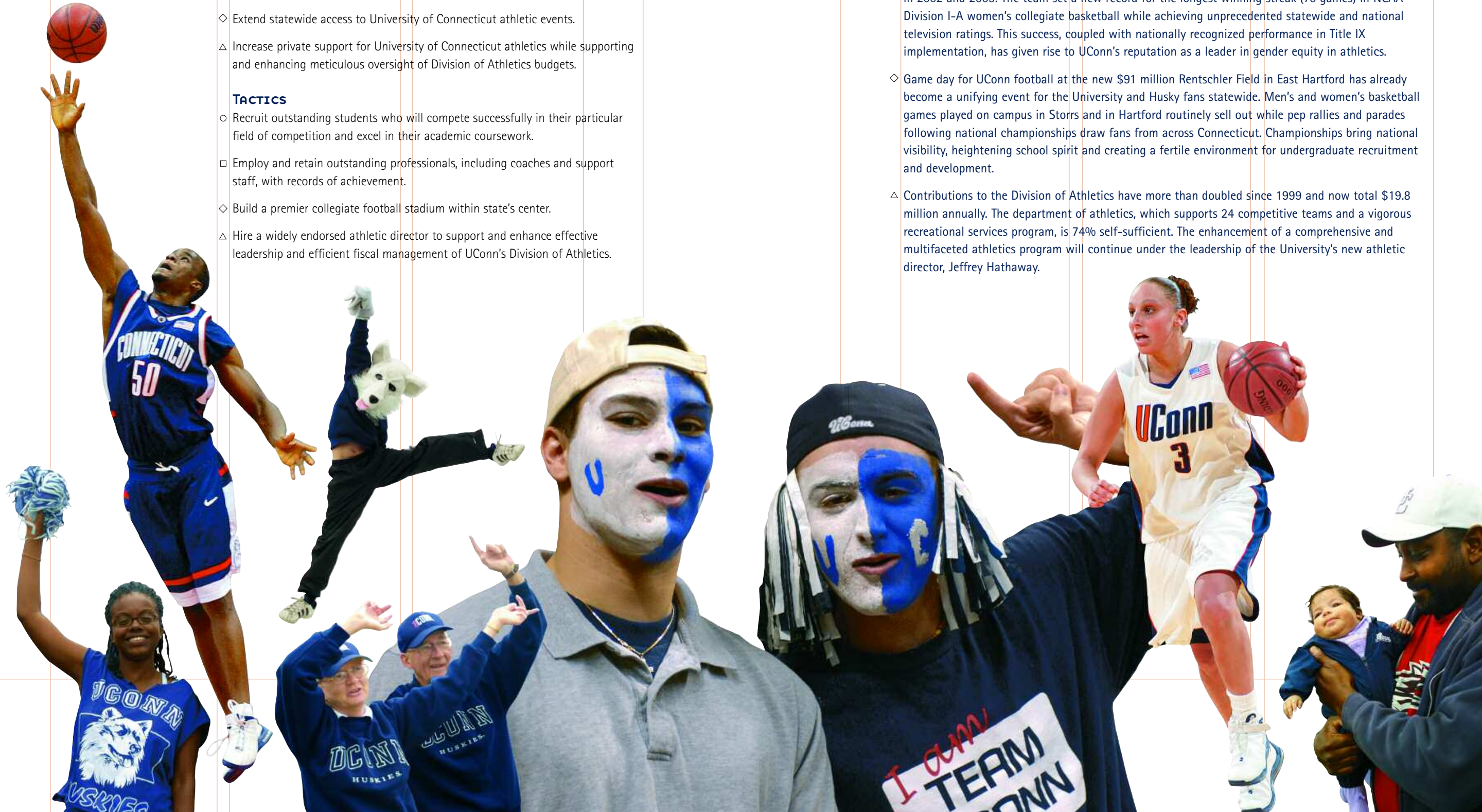
- Support academic achievement of student-athletes.
- Provide facilities and services to permit student-athletes to compete successfully at the highest level of intercollegiate athletics.
- ◇ Extend statewide access to University of Connecticut athletic events.
- △ Increase private support for University of Connecticut athletics while supporting and enhancing meticulous oversight of Division of Athletics budgets.

TACTICS

- Recruit outstanding students who will compete successfully in their particular field of competition and excel in their academic coursework.
- Employ and retain outstanding professionals, including coaches and support staff, with records of achievement.
- ◇ Build a premier collegiate football stadium within state's center.
- △ Hire a widely endorsed athletic director to support and enhance effective leadership and efficient fiscal management of UConn's Division of Athletics.

RESULTS

- The remarkable work ethic demonstrated by the University's student-athletes has generated respect nationwide. Three UConn student-athletes were honored as Academic All-Americans, including men's basketball standout Emeka Okafor, women's soccer player Kate Foley and Mike Deibler from the men's track and field squad. UConn was honored as one of seven Division I-A football programs—and the lone public university—to achieve a 90% or better graduation rate while the women's lacrosse team was recognized for having the second-highest team grade point average in the nation.
- Since 1990, UConn's teams have won 37 Big East regular season championships and 33 tournament championships, appeared in 60 NCAA tournaments and 15 Final Fours and won six national championships. The legendary UConn women's basketball program won back-to-back national championships in 2002 and 2003. The team set a new record for the longest winning streak (70 games) in NCAA Division I-A women's collegiate basketball while achieving unprecedented statewide and national television ratings. This success, coupled with nationally recognized performance in Title IX implementation, has given rise to UConn's reputation as a leader in gender equity in athletics.
- ◇ Game day for UConn football at the new \$91 million Rentschler Field in East Hartford has already become a unifying event for the University and Husky fans statewide. Men's and women's basketball games played on campus in Storrs and in Hartford routinely sell out while pep rallies and parades following national championships draw fans from across Connecticut. Championships bring national visibility, heightening school spirit and creating a fertile environment for undergraduate recruitment and development.
- △ Contributions to the Division of Athletics have more than doubled since 1999 and now total \$19.8 million annually. The department of athletics, which supports 24 competitive teams and a vigorous recreational services program, is 74% self-sufficient. The enhancement of a comprehensive and multifaceted athletics program will continue under the leadership of the University's new athletic director, Jeffrey Hathaway.



FURTHER RESULTS



TOP EXECUTIVE TO LEAD SCHOOL OF BUSINESS

William Curt Hunter, former senior vice president and director of research at the Federal Reserve Bank of Chicago, has been appointed dean of the School of Business. Hunter's wealth of experience stems from an exceptional career in the worlds of economics and finance, spanning academia as well as government. Under his leadership, UConn's growing reputation for excellence will expand. This year, *Business Week* placed UConn's MBA among the top 30 public programs nationally. *U.S. News & World Report* hailed UConn's MBA as the best in New England. *Forbes* said UConn's MBA provides one of the nation's highest returns-on-investment. *The Wall Street Journal* elevated UConn to its list of top business schools.



LEADERSHIP IN HUMAN RIGHTS DISTINGUISHES UNIVERSITY

When UConn hosted its Annual Comparative Human Rights Conference this year, it made history by bringing together UNESCO chairs in human rights from around the world. UConn's Amii Omara-Otunnu, the first and only UNESCO chairholder in human rights in the U.S., arranged for six UNESCO chairs to confer at the UConn conference. Chairholders came from Israel, Jordan, Germany, the Netherlands, and South Africa to discuss international human rights education. UConn's human rights initiatives began in 1999 with an historic partnership with the African National Congress. In March, University President Philip Austin led a delegation to South Africa. They met with academic and government officials and were invited guests at the opening of South Africa's Parliament.



△ **UConn DOCTORS FIRST TO RECEIVE SMALLPOX VACCINE**

UConn made medical history when it led the nation in a safety effort to inoculate health center workers against biological terrorism. Health Center doctors were the first medical practitioners to receive the smallpox vaccine, signaling the start of a federal smallpox inoculation program of medical first responders. Medical personnel in the health care community include emergency department physicians and nurses, state and local health department officials and emergency professionals, such as medical technicians, police, firefighters and rescue workers.

PLANS FOR DOWNTOWN CLOSER TO FRUITION

The development of a 40-acre area on the edge of the main campus in Storrs into a vibrant destination with retail outlets, restaurants and commercial office space gained momentum. An environmental impact study completed this year concluded that the proposed project would not adversely impact the environment. A coalition of town of Mansfield and University officials, local businesses and more than 250 residents, including members of the student body, are working together to create the downtown center. UConn alumnus Philip Lodewick chairs the downtown partnership initiative.



RESEARCHING HOW TOUCH CAN HEAL

The UConn Health Center's Exploratory Center for Frontier Medicine will receive \$1.8 million in National Institutes of Health funding over the next three years to study complementary and alternative medicine. UConn is one of only two universities that are receiving these pioneering grants. According to the NIH, people make about 250 million more visits each year to alternative medicine practitioners than they do to primary care physicians. Despite this extensive, documented search for treatment that people believe frontier medicine provides, little is known scientifically about its short- and long-term effectiveness. Under the terms of the grant, UConn's research will focus on energy medicine—therapeutic and healing touch and the form of massage known as reiki, used for conditions ranging from headache to cancer.



△ **SACKLERS' PHILANTHROPY ANIMATES CREATIVE VISION**

Raymond and Beverly Sackler, instrumental in forging a unique partnership between the Metropolitan Opera and UConn, have now established a Music Composition Prize. The prize promotes composers and the performance of new musical works, recognizing remarkable creative exploration. It is part of a broader program promoting the creative spirit within UConn's School of Fine Arts. Composer and pianist Gabriela Lena Frank won the first \$20,000 award for "An American in Peru," a composition about her father's experiences as a 1960s Peace Corps volunteer. The Sacklers' other University-based philanthropic initiatives include an artist-in-residence program, the Master Artists and Scholars Institute, and the Art and Archeology lecture series.

**SCHOLAR CHIP OR
NOTHIN' BUT VANILLA—
IT'S ALL TOP CHOICE**

Husky fans across the region can now indulge in the tremendously popular UConn Dairy Bar Ice Cream. UConn has been making and selling the frozen confectionery at the main campus for more than 50 years. Eight varieties are now available in stores across Connecticut, Massachusetts and New York, with clever names that reflect the University's academic and athletic prowess. A percentage of the proceeds from the premium UConn product will be used to further enhance the University's academic programs.

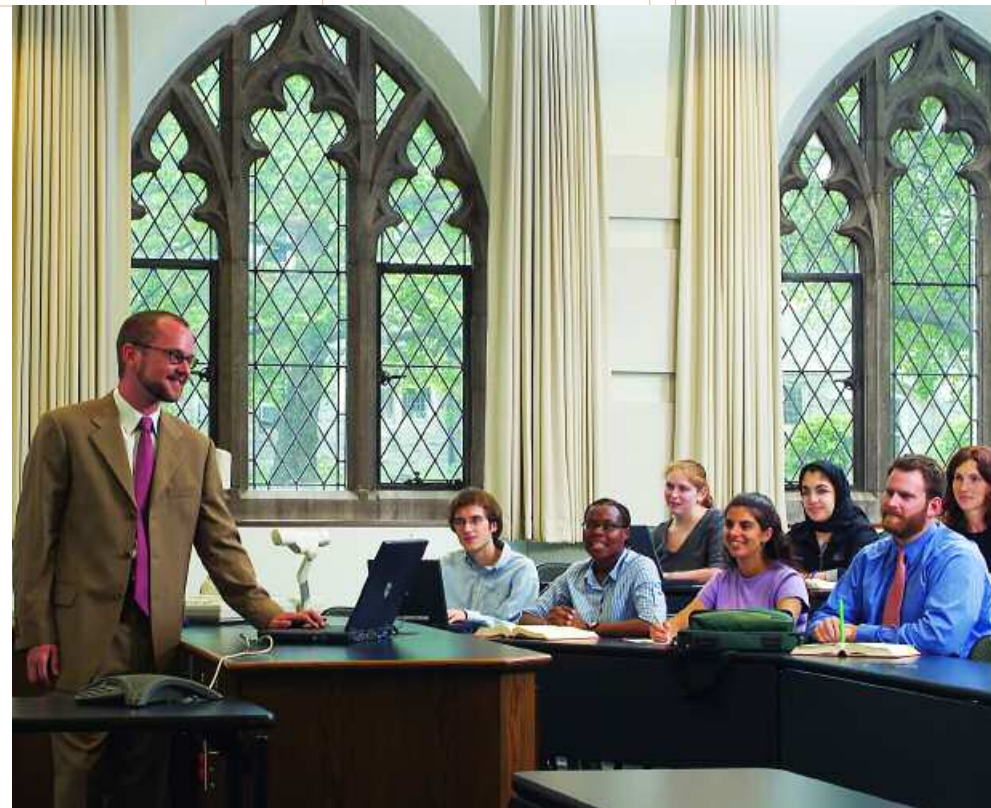


△
A PORTAL WITH PANACHE

Believing in architecture's power to enrich the University, UConn enticed Frank Gehry, arguably the world's most famous architect, to develop conceptual designs for a new School of Fine Arts building. The School's dean, David G. Woods, secured a \$75,000 National Endowment for the Arts grant to fund a design competition that featured entries by Gehry, Zaha Hadid, and the team of Mack Sogin and Merrill Elam. Gehry's winning building design will represent one of the most significant landmarks in New England. Gehry's genius will link UConn's main campus in Storrs to the adjacent new downtown now being planned.

**BUILDING RELATIONSHIPS
MOTIVATES HEALTHFUL
HABITS**

Nutritional sciences professor Ann Ferris is working within Connecticut's inner cities, combating the excessive incidence of anemia. One of UConn's top ten grant-funded researchers, Ferris directs UConn's Family Nutrition Program. This cluster of projects seeks to address nutrition problems through research and community education. With research grants that totaled \$3.6 million, Ferris and her team provide personal nutrition counseling, working with families, the health care community, and other support agencies to prevent disease and restore patients' health.



**JOURNALISM PROFESSOR
ENGENDERS NATIONAL
RESPECT**

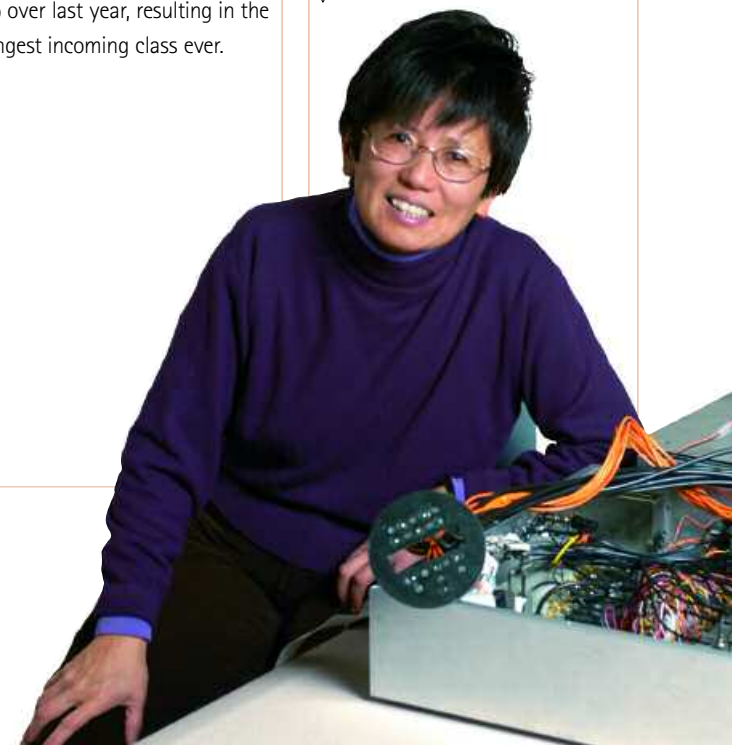
Marcel P. Dufresne, associate professor of journalism, received the national Distinguished Teaching in Journalism Award from the Society of Professional Journalists. The annual award recognizes outstanding teaching ability, contributions to journalism education, and contributions toward maintaining the highest standards of the profession. Professor Dufresne teaches investigative and computer-assisted reporting and guides his classes through hands-on projects that have won first-place SPJ awards from state and national groups. The L.A. Times-Washington Post News Service has nationally distributed his students' commentary assignments.

△
**SCHOOL OF LAW AMONG
NATION'S BEST**

U.S. News & World Report ranked the University of Connecticut School of Law among the nation's top law schools. The School now ranks 17th among public law schools and 40th among all law schools in the country. This year applications for admittance rose 46% over last year, resulting in the strongest incoming class ever.

**INVENTION MAY GREATLY
ENHANCE BREAST CANCER
DETECTION**

UConn's Quing Zhu, a physicist and assistant professor of electrical and computer engineering, is developing a noninvasive medical device that both pinpoints and characterizes breast lesions. Each year hundreds of thousands endure cancer scares because of imprecision in breast cancer screening. Currently, when a mass is found an ultrasound is performed. If that test reveals a solid lesion, the patient often undergoes a biopsy, anxiously awaiting results. Zhu's invention is showing promise of providing more immediate reliable information from a single painless test. The ultrasound aspect of Zhu's tool pinpoints a mass's location while its near-infrared light component characterizes whether it is cancerous. An \$800,000 grant from the National Institutes of Health is funding clinical trials at UConn's Health Center, with the goal of reducing unnecessary breast biopsies.



RESTORING A MAJESTIC UCONN LANDMARK

The lighthouse at UConn's Avery Point campus, part of the maritime history of the University's campus by the sea, has been listed on the National Register of Historic Places. Accordingly, the 55-foot-tall beacon now qualifies for federal funding for restoration and preservation. The 60-year-old sandstone structure is one of only 23 lighthouses remaining in Connecticut. This distinctive landmark is perched majestically on the edge of Long Island Sound.



PUPPET ARTS PROGRESSING

Forty years after its founding, the puppet arts program at UConn continues to break new ground. This year Muppet co-founder Jane Hensen made a substantial donation to the program, and the state legislature designated UConn's Ballard Institute and Museum of Puppetry as Connecticut's Puppet Museum. UConn's puppetry program is recognized nationally. It is the only program to offer an advanced degree in the field of puppetry and one of two universities in the nation offering undergraduate degrees in the field. UConn's program rigorously prepares its creative students, making them highly sought after in numerous areas of the performance arts and elsewhere.

INTERNATIONALLY RECOGNIZED FOR ACHIEVEMENT

UConn researchers received two of the three top awards at the International Society of Plastic Engineers annual conference. Montgomery T. Shaw, a distinguished professor of chemical engineering, received the society's top award, the International Award. Robert Weiss, a professor of chemical engineering, received the society's International Research Award. Both awards recognized fundamental contributions and outstanding achievements in the field of plastics.

SCHOLAR-ATHLETE EMEKA OKAFOR MAKES ALL-AMERICA FIRST TEAM

UConn's Emeka Okafor won accolades as an academic and athletic champion when the Husky standout was named to the 2003 Verizon Academic All-America Men's Basketball First Team. He was also named the Big East Men's Basketball Scholar-Athlete of the Year. Enrolled in UConn's Honors Program, Okafor has consistently been on the Dean's List as he completes within three years UConn's rigorous four-year School of Business finance major. In addition, he frequently speaks to school groups about the importance of hard work and commitment.

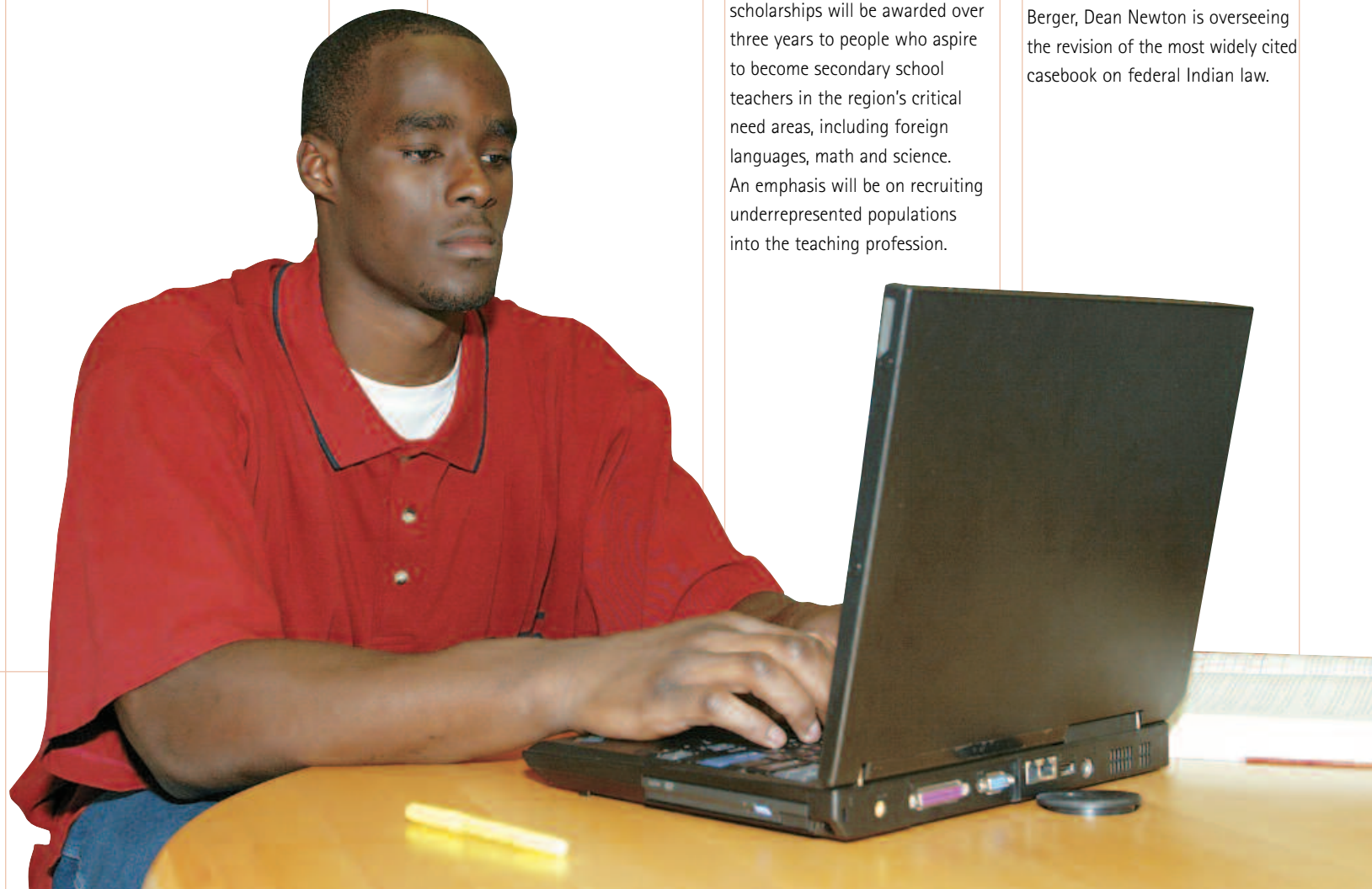


SCHOLARSHIPS PROVIDE FAST TRACK TO TEACHING EXCELLENCE

The Northeast Utilities Foundation has given UConn's nationally acclaimed Neag School of Education a \$330,000 gift to launch a program based at UConn's campus in downtown Stamford. The full-time, yearlong Teacher Certification Program for College Graduates will recruit people who already have bachelor's degrees, providing them with an opportunity to earn a master's degree in education. Thirty scholarships will be awarded over three years to people who aspire to become secondary school teachers in the region's critical need areas, including foreign languages, math and science. An emphasis will be on recruiting underrepresented populations into the teaching profession.

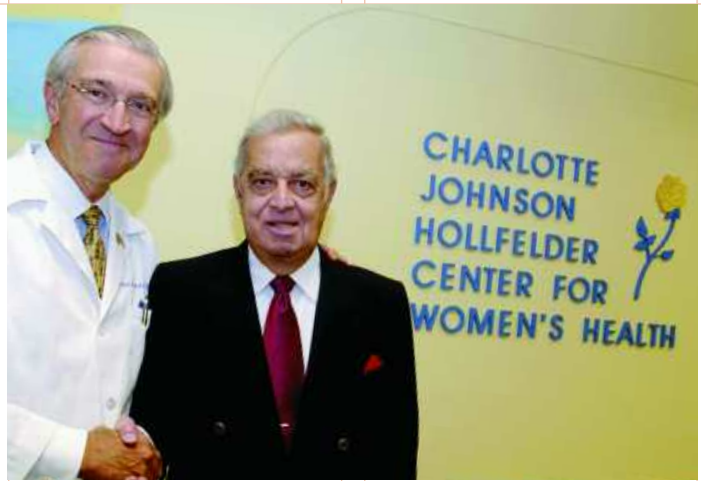
EXPERTS ON INDIAN LAW

UConn's School of Law is establishing itself as a national authority on Indian law. This year a *New York Times* feature reported on the Law School's growing Indian law program. Dean Nell Jessup Newton and several School of Law colleagues are routinely sought out for expert opinion on legal issues related to Indian affairs. UConn law professor Richard Pomp is publishing the first-ever textbook on taxation of American Indians. Assisted by newly retained research professor of Indian law Bethany Berger, Dean Newton is overseeing the revision of the most widely cited casebook on federal Indian law.



IMAGINATIVE EXHIBITIONS ADVANCE HUMAN RIGHTS

A significant renovation of the University's William Benton Museum of Art will include a human rights gallery and meditation sculpture garden. The newest gallery will be exclusively dedicated to presenting human rights-oriented visual arts while an analogous human rights garden will serve as a beautiful, calming space for meditation. Given the University's far-reaching commitment to the study of human rights, the new gallery and sculpture garden will complement ongoing programs and serve the greater community through thought-provoking exhibitions.



△ **LIFESAVING LEGACY**

The UConn Health Center celebrated the dedication of its Charlotte Johnson Hollfelder Center for Women's Health. The Charlotte Johnson Hollfelder Foundation, established by Fred Hollfelder in memory of his wife, funds the Center. It provides hundreds of uninsured and underinsured women with mammograms. These and other vital medical services have facilitated early diagnosis and treatment, saving many women's lives. Provided services include obstetrics and gynecology, maternal-fetal medicine, care for osteoporosis, and new services such as integrative medicine consultations.

NOTABLE GROWTH ACROSS CAMPUSES

Freshman enrollment at the University's five regional campuses grew by 32% this year. This affirms the University's responsiveness to Connecticut high school students whose first choice is to earn a UConn quality education within their home communities. To meet growing demand UConn has expanded the course and degree programs offered at its regional campuses, located in Avery Point, Hartford, Stamford, Torrington and the new campus in Waterbury (pictured below). Through the UCONN 2000 infrastructure renewal program and related capital improvement programs, UConn has invested significant resources to expand regional campus programs.



△ **RECORD-SETTING SEASON CAPPED WITH NATIONAL TRIUMPH**

Led by Naismith Player of the Year Diana Taurasi, the UConn women's basketball team captivated the nation with a record 70 game winning streak this year. The season culminated with the team's second consecutive NCAA championship—their fourth national title and the third since 2000.

UNIVERSITY EMPLOYEES PART OF THE SOLUTION

During this year's statewide economic challenges, faculty and professional employee unions at UConn's main and regional campuses and schools of Social Work and Law overwhelmingly supported a one-year wage freeze. The American Association of University Professors and the University of Connecticut Professional Employees Association demonstrated a commitment that is helping solve the state's financial shortfall.

MORE HANDS-ON GEOLOGY AND GEOPHYSICS RESEARCH OPPORTUNITIES

Alumnus Kevin Bohacs has endowed the Nugget Fund to expand the geological fieldwork experience of UConn students majoring in geology and geophysics. The fund will help support students' travel to important sites in the western United States—including the Grand Canyon and Death Valley—where they learn first-hand about the results of natural forces and processes on Earth's surface and structure. Proceeds from the endowment will also support undergraduate research and enhance UConn geology programs such as lectures and conferences.

FRESHMAN ENROLLMENT
AT THE MAIN CAMPUS

02/03 **3,208**
94/95 **2,021**

SAT SCORES FOR
ENTERING FRESHMEN
AT THE MAIN CAMPUS

03/04 **1167**
02/03 **1149**
95/96 **1113**

FRESHMEN RETENTION RATE
02/03

UConn's main campus **88%**
National average **79%**

PROSPECTIVE
STUDENTS TOURING
THE UNIVERSITY

02/03 **29,579**
94/95 **13,052**

The University of Connecticut has experienced a 26% increase in the student tour program since the Lodewick Visitors Center opened in 00/01.

APPLICATIONS TO
THE UNIVERSITY'S
MAIN CAMPUS

02/03 **17,666**
94/95 **9,874**

In 02/03 UConn experienced a 28% increase in applications over the previous year.

PROGRESS TOWARD
CAMPAIGN UCONN GOAL

03/04 **300.0M**^{Goal}
02/03 **252.0M**
01/02 **202.3M**
00/01 **156.0M**
99/00 **98.9M**
98/99 **48.3M**

The University of Connecticut Foundation continues to make tremendous progress toward an impressive \$300 million goal for *Campaign UConn*. In 02/03, \$49.7 million in gifts and commitments were received.

SAMPLING OF RECENT
US NEWS RANKINGS OF
NATIONAL PUBLIC
UNIVERSITIES

Penn State 15
Ohio State 22
University of Connecticut **25**
Indiana 27
UMass 42

TOTAL ASSETS OF THE
UConn FOUNDATION

02/03 **257.0M**
94/95 **65.0M**

TOTAL NEW GIFTS
AND COMMITMENTS

02/03 **49.7M**
94/95 **8.1M**

ALUMNI RATE
UConn QUALITY

Excellent/good **95%**

This year 24% of UConn alumni made a financial contribution to the University. Overall, the University of Connecticut has the 7th highest percentage of alumni giving among national public universities.

UConn ALUMNI ASSESS
HOW STATE RESIDENTS
SHOULD FEEL ABOUT
THE UNIVERSITY OF
CONNECTICUT

Very proud **81%**

RECORD NUMBER
OF UConn DONORS

02/03 **38,483**
98/99 **26,000**

UNIVERSITY REVENUES

state appropriation
303.1M
 student tuition and fees
260.5M
 patient revenue
229.0M
 grants, contracts and gifts
196.5M
 state fringe benefits and other adjustments
75.9M
 correctional managed health care
73.6M
 sales/services—auxiliary events
35.8M
 interns and residents support
27.1M
 sales/services—educational
14.6M
 all other
22.9M
 total
1,239.0M

Moody's Investors Services maintained the University's bond rating at Aa3 during 02/03. The high rating is attributed to the University's financial stability, educational value, student demand and competitive pricing.

DEGREES AWARDED

Bachelor's **3,477**
 Master's **1,223**
 Doctorate **237**
 Law **191**
 Medicine **81**
 6yr. Education **67**
 PharmD **60**
 Dental Medicine **32**
 2yr. Agriculture **22**
 Total **5,390**

UNIVERSITY EXPENDITURES

academic services
481.9M
 hospital and health services
327.6M
 student services
196.1M
 operational support and physical plant services
179.8M
 research services
49.1M
 total
1,234.5M

UCONN 2000 capital budget expenditures authorized in 02/03 totaled \$100 million. Since the landmark program commenced in 1996, authorized expenditures have totaled \$962 million.

RESEARCH AWARDS

02/03 **188.2M**
 01/02 **167.6M**
 00/01 **148.0M**
 99/00 **125.8M**
 98/99 **110.9M**

Sponsored research awards have soared upward 70% since 98/99.

BOARD OF TRUSTEES, 2003-04

Governor John G. Rowland

President

John W. Rowe, M.D.

Chairman

James F. Abromaitis

Louise M. Bailey

Philip P. Barry

William R. Berkley

Michael H. Cicchetti

Andrea Dennis-LaVigne, D.V.M.

Linda P. Gatling

Bruce Gresczyk

Lenworth M. Jacobs, Jr., M.D.

Michael J. Martinez

Denis J. Nayden

Michael J. Nichols

David W. O'Leary

Thomas D. Ritter

Betty J. Sternberg

Richard Treibick

Richard Twilley

Bruce Gresczyk appointed to replace Shirley C. Ferris, March 1, 2003.

John W. Rowe appointed to replace Roger A. Gelfenbien, July 1, 2003.

Michael Nichols elected to replace Christopher S. Hattayer, July 1, 2003.

Thomas D. Ritter appointed to complete term of Claire R. Leonardi, July 1, 2003.

Andrea Dennis-LaVigne elected to replace Frank A. Napolitano, Sept. 1, 2003.

Betty J. Sternberg appointed to replace Theodore S. Sergi, Nov. 6, 2003.

