

# University of Connecticut

Carbon Reduction Working Group

Spring Semester 2024

04/05/24

# Envisioning 2034

UNIVERSITY OF CONNECTICUT 2024-2034 STRATEGIC PLAN



Students First, UConn Always, Huskies Forever

# Why have a strategic plan?

- Impacts accreditation
- Impacts memberships into elite associations
- Best practice

# Types of strategic planning models

Types	Best for	Output	Implementation
<b>Basic model</b>	<ul style="list-style-type: none"><li>• Organizations with little to no strategic planning experience and few resources</li></ul>	<ul style="list-style-type: none"><li>• Mission, vision, values, goals and areas of focus</li></ul>	<ul style="list-style-type: none"><li>• Using the plan as a tool to guide decisions and align activities</li></ul>
<b>Issue-based model</b>	<ul style="list-style-type: none"><li>• Organizations with basic strategic planning experience and with resources to address specific issues</li></ul>	<ul style="list-style-type: none"><li>• Refined mission, vision, values and areas of focus and action plans to address issues</li></ul>	<ul style="list-style-type: none"><li>• Funding and completing action plans</li></ul>
<b>Scenario model</b>	<ul style="list-style-type: none"><li>• Organizations that have a plan in place but want to consider their reaction to specific external factors</li></ul>	<ul style="list-style-type: none"><li>• Roadmaps to use under certain circumstances</li></ul>	<ul style="list-style-type: none"><li>• Funding and completing action plans when needed</li></ul>

# Stakeholders involved in our process

- **Steering Committee**
- **Working Groups**
- **Implementation Planning Team**
- **Students, Faculty & Staff**
- **Board of Directors**
- **Alumni**
- **Industry**



**66% staff, 34% faculty as well as student representation**

# Steering Committee Members

- Makeup: 25 senior leaders from across the organization
- Responsibility: Values, Vision, Strategic Goals
- Cadence & Timeline: Monthly meetings from April 2023 – December 2023

# Working Groups

- Makeup: 25 leaders from across the organization.
- Responsibility: Strategic Goals, Areas of Focus, Priority Actions
- Cadence & Timeline: Bi-weekly meetings from September 2023  
– December 2023

# Implementation Planning Team

- Makeup: 10 leaders from across the organization.
- Responsibility: KPI framework
- Cadence & Timeline: Monthly meetings from September 2023  
– February 2024



# Students, Faculty & Staff

- Surveys:
  - Online survey open for approximately 2 months.
  - Over **10,000 responses.**
- Small-Group Discussions:
  - Approximately 25 small group discussions over a 3-month period.
- Public Forums:
  - 8 in-person
  - 6 virtual
  - 1 student senate presentation

# Board of Directors, Alumni & Industry

- Survey of the Board of Directors
- Access to Capital Campaign Survey from March 2023
  - 1800 responses from alumni, parents and “friends” of the university
- Survey of 10 industry partners

# Outcomes

- Mission
- Vision
- Values
- 3 Strategic Goals
- 6 Areas of Focus
- 30 Priority Actions

# 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.

# Vision

**NATIONALLY PROMINENT,  
GLOBALLY IMPACTFUL,  
LAND AND SEA-GRANT  
PUBLIC UNIVERSITY**

# Values

- **Academic Distinction**

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

- **Holistic Learning**

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

- **Inclusive Community**

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

- **Local Vitality**

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

- **Global Impact**

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

# Strategic Goals

- 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



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
<p>Ensure first-year and continued student engagement in high impact co-curricular and enrichment opportunities across campuses.</p> <p>Strengthen students' ability to financially navigate undergraduate and graduate school at UConn and develop financial literacy skills.</p> <p>Provide culturally competent, sustained advising, helping students to successfully navigate their academic and career pathways, including between undergraduate and graduate programs.</p> <p>Foster life and career readiness competencies through academic experiences and co-curricular activities.</p> <p>Strengthen learning through investing in excellent teaching, experiential learning, academic support systems, and high-quality mentorship to enhance student performance through their programs of study.</p>	<p>Hire and retain top-talent faculty conducting cutting-edge research and scholarship in areas of existing or emerging strength at the University.</p> <p>Invest in research infrastructure and <u>systems</u> development to enable greater collaboration, student engagement, data-informed resource allocation, and accountability.</p> <p>Translate and disseminate UConn's impactful research that improves the human experience and contributes to philanthropy, innovation, and entrepreneurship.</p> <p>Expand support for entrepreneurial <u>activities</u> (startup formation, IP creation) across all disciplines (arts, humanities, STEM, etc.).</p> <p>Ensure academic offerings, research, and experiential learning at UConn that fuels economic development and educates the future workforce in Connecticut, including reinforcing the state's leadership in <u>emerging</u> technologies and health sciences.</p>	<p>Improve mental health supports for students, faculty, and staff, promoting caring and healthy campus environments.</p> <p>Engage with local communities in research and policy development to address health disparities, food insecurity, and wellness.</p> <p>Address UConn's carbon footprint by implementing a student-engaged climate action plan that articulates academic offerings supporting sustainability.</p> <p>Strengthen our leadership in sustainability through partnerships with established and startup companies, including expanding our impact through public-private <u>partnerships</u> such as our Future Climate Venture Studio.</p> <p>Serve as a key partner in state, national, and international efforts to meet sustainability standards.</p>	<p>Offer signature regional academic and <u>research</u> programs that are destinations within UConn, while also facilitating synergistic academic, research, and outreach programs between campuses.</p> <p>Examine the relevance of interdisciplinary and online education, artificial intelligence, and entrepreneurship across disciplines so that our offerings remain competitive nationally and internationally.</p> <p>Deliver equitable undergraduate and graduate student support across campuses including mental health services, student advising, and career services and assist in facilitating housing, transportation, and dining options.</p> <p>Increase operational efficiencies, reduce redundant systems and processes, and create borderless information technology that enables campus collaboration. Advance analytics and data integration to better serve students.</p> <p>Develop efficient and shared facilities that enable 21<sup>st</sup> century teaching and research.</p>	<p>Celebrate faculty, staff, and student contributions to teaching, research, and service.</p> <p>Amplify the impact our nationally recognized athletics program has on our school pride and visibility.</p> <p>Leverage the Foundation's comprehensive campaign to foster alumni engagement and philanthropic support for institutional priorities.</p> <p>Build our alumni community and continue to engage, <u>support</u> and celebrate their successes with the world as they move forward in their lives and careers.</p> <p>Identify and pursue new revenue opportunities, including industry partnerships and joint ventures that expand technology commercialization and startup creation.</p>	<p>Expand opportunities for early college experiences and lifelong learning to empower a diverse range of learners.</p> <p>Strengthen pipeline programs to provide equitable access to national caliber education for all of Connecticut's students.</p> <p>Cultivate an environment that promotes belonging and inclusion across cultures, identities, and abilities and empowers <u>each individual</u> to feel connected to the Husky community.</p> <p>Recruit diverse faculty and staff and strengthen strategies that increase their retention.</p> <p>Support career progression and professional growth for staff, faculty, teaching, and research alike, across all campuses.</p>

# Implementation of a “basic model” is...

Using the plan to:

- ✓ Guide decision making
- ✓ Align activities
- ✓ Communicate priorities to stakeholders (state, alumni, donors, etc.)
- ✓ Fundraise

# 1) Guide decision making

Daily, operational decision making as well as annual resource allocation

Before

- Informal institutional priorities guided decisions



Now

- Community-agreed upon and Board-approved priorities guide decision making including annual resource allocation

## 2) Align activities

Before

- Various goals motivating action



Now

- Entire organization working towards the same goals

### 3) Communicate priorities to stakeholders

#### Before

- Sometimes informal, frequently evolving areas of focus communicated to students, faculty, staff, donors, etc.



#### Now

- Community and board-approved areas of focus for the next 10 years to be broadly communicated.

## 4) Fundraising, grant writing, etc.

The strategic plan **provides a narrative** that the university can share with potential donors, illustrating how their support will contribute to the university's achievements and long-term success.

# What are we doing today? What must we do tomorrow?

- Performed a pilot program inventory/gap analysis to track our work towards achieving priority actions.
- The goal is to create a framework for capturing activities.
- Will be rolled out more broadly over the summer and into the fall semester.

# How will we track success?

- Key performance indicators, or KPIs, to be finalized by **July 1**.
- We expect **20-25 KPIs**, the majority of which are industry standard (draft examples below).
- KPIs will be presented at multiple forums to get **feedback**.

KPI	2023 Level	2030 Target	Data Source	Data Detail	Next Review Date
Graduate Composite First-Year Retention Rate	88%	93%	BPIR	Masters and Doctorate entering 2022	Fall 2024
Graduate Composite Graduation Rate	69%	75%	BPIR	Masters entering 2020, Doctorate entering 2017	Fall 2024
Impact on Statewide Economic Output	\$6.9B	\$9.2B	Government Relations	Fall 2023	January 2025
Annual dollars raised	\$156M	\$200M	Foundation	FY 2023 (June 30)	January 2025



# “Big 4” KPIs to be achieved by 2030

KPIs we have gone public with and listed in the strategic plan.

1. 90% 6-year graduation rate
2. \$500M in research funding
3. \$1.5B endowment size
4. Carbon neutral organization

# Carbon neutral organization

KPI	2023 Level	2030 Target	Data Source	Next Review Date
Carbon Level of University - Scope 1	103,276	76,356	Facilities	January 2025
Carbon Level of University - Scope 2	13,605	16,900	Facilities	January 2025
Carbon Level of University - Scope 3	14,466	19,712	Facilities	January 2025