

State of the University – October 16, 2014
Noon, Jorgensen Center for the Performing Arts
Susan Herbst, President, University of Connecticut

Good afternoon and thank you for being here.

Each year, on this occasion, we take stock of where we've been, where we are, and where we want to go as an institution. The focus of these annual remarks is not on celebrating achievements alone, nor is it simply a listing of our aspirations and the challenges we face. It is an honest assessment of the state of our university, and a broad blueprint for the months and years ahead.

The University of Connecticut is today an institution that is more robust and more successful than it was even a year ago. And compared to what UConn was a decade or even two decades ago, our growth and achievements are nothing short of extraordinary. Our faculty hiring initiative, begun three years ago, has allowed us to recruit 276 new tenured or tenure-track faculty members from across the nation, and across disciplines. They are a broad spectrum of scholars, including both those beginning their careers as well as those

who are already well-established in their field, and everything in between.

This hiring has resulted in the reduction of our student-to-faculty ratio from 18-to-1 three years ago to 15.9-to-1 today. And we're not finished yet. This has allowed us to expand our course offerings for students – helping them to graduate on time – and added strength to UConn's research enterprise. These faculty are augmenting the university's teaching and research abilities in fields we are already strong in, as well as allowing us to invest in new and emerging disciplines.

Under the direction of Rich Schwab, dean of the Neag School of Education, and Sally Reis, Vice Provost for Academic Affairs, a group of talented faculty launched a bold new academic plan titled Creating Our Future: UConn's Path to Excellence. While the university plan was being developed, faculty in all of our colleges and schools simultaneously developed their own plans, drawing upon the larger university plan, but also focusing on their unique strengths.

The university plan is guided by a singular vision to achieve excellence in all aspects of our mission as a University—research, graduate and undergraduate education, teaching and engagement. These goals and strategies drive informed investments in support of our extraordinary disciplinary and interdisciplinary research and educational programs. In the coming months, exciting inter-disciplinary proposals from the university community will be selected for support, to realize our growth as a top flagship university.

And with the arrival of the Class of 2018 a few short weeks ago, we welcomed one of the most academically talented and diverse freshmen classes in our history, which we seem to say every year recently, because every year it's true.

We owe great thanks to the work of our Vice President for Enrollment Management, Wayne Locust, and Admissions Director Nathan Fuerst for this. With an average SAT score of 1234, they set a new record for incoming freshmen classes at UConn. And we're also proud that they reflect the diversity we value so greatly, with more than one-third representing minority groups.

Our freshmen include 505 newcomers to our highly competitive Honors Program, many of whom are among the nearly 170 valedictorians and salutatorians who chose UConn. Our freshmen retention rate is 94% and our six year graduation rate is 83%, including 82% for minority students. Those are among the highest rates in the nation, which we are exceptionally proud of.

With college costs rising nationwide, UConn is devoting unprecedented amounts to financial aid. This year, UConn will spend \$91.9 million on financial aid, which is a 183% increase over 2004, when the university spent about \$32 million. More than 80% of our students receive some form of financial aid.

This afternoon, I would like to share with you key details of what will soon be a finalized campus Master Plan. The process of creating this plan began last year and has been led by our Master Planner and Chief University Architect, Laura Cruickshank, and the Director of University Planning, Beverly Wood. This plan will be an essential roadmap, as our facilities and infrastructure grow and evolve over decades. We must ensure that the campus is built in a truly strategic

way, with regard to our academic needs, housing, sustainability, way-finding, and architectural excellence.

The Master Plan supports the Academic Plan and we are very fortunate that both plans were created simultaneously so they could be coordinated. The goals of the Master Plan are to:

- Provide places for conversation and collaboration;**
- Emphasize landscape as an important part of the campus experience;**
- Build new and renovate old facilities for research, teaching and scientific collaboration;**
- Create opportunities for translation and partnership with industry;**
- Expand student recreation and service opportunities;**
- Strengthen places for living and learning with new student residences;**
- Support an active and healthy campus community;**
- Advance our sustainability goals, reduce pollution and protect our beautiful natural assets.**

The plan will concentrate growth where development already exists and create distinctive campus districts that logically fit together to make up the overall campus experience.

The process of developing the plan began last February when the master planning team began collecting data, interviewing key stakeholders and holding meetings to discuss ideas and concepts. A Master Plan Advisory Committee, representing faculty, staff, students and community members, has been meeting monthly to provide feedback, and an Executive Advisory Committee meets with the consulting team regularly to provide input and guidance throughout the process. There have been numerous focus group meetings and two town hall meetings to invite the general campus and the community to participate in the plan development.

Let me try to put the growth of our campus in perspective: Twenty-five years ago, in 1989, the University of Connecticut consisted of about 5.8 million gross square feet of built space. The UConn 2000 and 21st Century UConn construction programs came close to doubling that space, adding 4.2 million gross square feet, for a total of 10 million. In the coming years, Next Generation Connecticut and

other projects, such as the UConn Tech Park, are expected to add another 3.5 million gross square feet of space to our campus.

The Master Plan will incorporate already-planned-for construction as well as future changes and additions over a two decade period, including the following:

- Construction of the new Innovation Partnership Building in the Tech Park, opening in 2017;**
- Construction of the new Engineering and Science Building near Chemistry, future home to the Institute for Systems Genomics, opening in 2017;**
- Construction of a new Residence Hall, for our Science, Technology, Engineering and other STEM living and learning communities, to be located on Alumni Drive and opened in 2016;**
- A major renovation of one of our largest and most outdated buildings: the Gant Science Complex;**
- Two new science buildings, including both classroom and laboratory space, on the former X-Lot and along Whitney Road;**
- A new Honors residence Hall along Mansfield Road;**
- A new production facility for Fine Arts;**
- A new parking garage in the area of the Farmer Brown lot;**

- **The demolition of the Torrey Building;**
- **A new 4,500-seat hockey rink and parking garage, possibly located on the corner of 195 and South Eagleville Road, along with newly constructed student housing, replacing the outworn Mansfield Apartments;**
- **A new student recreation facility;**
- **A new student Health Services building;**
- **The renovation of Wilbur Cross;**
- **And new soccer and baseball facilities, among others.**

It will also feature other changes and improvements to campus, including:

- **Closing Hillside and Gilbert Roads to most traffic and making them pedestrian walkways, similar to Fairfield Way, with new roadways added elsewhere to accommodate traffic;**
- **Major improvements to Mirror Lake, so that it retains beauty through all seasons;**
- **A fitness trail around Horsebarn Hill, so that our students, faculty and staff can exercise safely and challenge themselves physically;**
- **The completion of North Hillside Road to Route 44;**

- **And the establishment of what are known as woodland corridors to keep and enhance the natural character of the campus.**

Many of the major projects are funded by NextGen CT, while budgeting continues on the longer term buildings.

The master plan will put an end to decades of treating construction and renovation projects as stand-alone undertakings, done without considering a building's place in the larger campus. Rather, the Master Plan is a road map for two decades of growth, revitalization and improvements that will continue long after most of us have departed.

Information on the master plan will all be available this afternoon on the *UConn Today* website for all those who are interested in the details. The Draft Master Plan will be presented to the Board of Trustees for their review at their December meeting. Once the environmental reviews of the plan are complete, a Final Master Plan will be voted on by the Board early next year.

In Farmington, the transformation of the UConn Health campus continues to move forward quickly. Since we broke ground in June of 2012, work has progressed steadily and on target. We're now nearly halfway through the construction phase of Bioscience Connecticut.

As you recall, one of primary goals of Bioscience Connecticut was to help fuel the region's economy with an infusion of construction and related jobs. To date, Bioscience Connecticut has created more than 2,600 construction jobs, with 81 percent of the contracts being awarded to Connecticut companies, valued at \$291 million. It's also important to note that we have continually achieved above-average participation rates from minority and women-owned small businesses.

One of the first buildings visitors see upon entering the UConn Health campus is the new Jackson Laboratory for Genomic Medicine. This building is home to substantial laboratory space and was designed for collaboration and productivity. Already, it is home to more than 115 researchers and staff.

Importantly, a number of promising collaborations are underway between Jackson and our faculty, focused on finding solutions to vexing problems including ovarian cancer, lung cancer, Alzheimer's disease, disparities in healthcare treatments and more.

Directly across the campus from the Jackson building is the new Outpatient Pavilion. When it opens this winter, it will be the first of Bioscience Connecticut's clinical projects to be completed.

As you recall, one of the over-arching goals of Bioscience Connecticut is "to improve access to state-of-the-art care in our state." The Outpatient Pavilion will house many of UConn Health's ambulatory services, including the Carole and Ray Neag Comprehensive Cancer Center; all of the practices that are now housed in the outdated Dowling South and Dowling North buildings; and a new Women's Health floor with OB/GYN care, mammography, dermatology and more. A year after the Outpatient Pavilion opens will come the grand opening of the new hospital tower.

Earlier this fall, we had a “topping off” ceremony as the last steel beam was hoisted into place on the new hospital’s frame. The new tower will include an expanded Emergency Department – which is an incredibly valuable resource to the community – as well as new units for intensive care, oncology, orthopedics and surgical specialties.

Another key goal of Bioscience Connecticut is to “promote bioscience innovation.” Renovating the original lab space at UConn Health is pivotal to meeting this goal. The renovations are literally tearing down walls and providing researchers with open spaces that invite and foster collaboration and cooperation. To date, the first of the renovated laboratories are now open.

Also part of our goal to expand bioscience innovation is the doubling of the University’s incubator space for emerging businesses. Work is scheduled to begin on this addition to the Cell and Genome Sciences Building this fall.

Reflecting Bioscience Connecticut’s goal to “meet the healthcare needs of Connecticut’s future,” work is moving forward on a 30-

percent increase in the combined student bodies of the School of Medicine and School of Dental Medicine. To accommodate more students and faculty, design work is underway to plan an Academic Building addition and renovation project. In all, it will consist of a nearly 18,000-square-foot addition to the existing building.

Construction is expected to begin in the spring of 2015 and be completed in 2016.

Renovations to original hospital and clinical areas are in the final stages of the design phase. The renovations will include UConn Health’s dental practices, the Pat and Jim Calhoun Cardiology Center; and more. The renovations are expected to be completed in 2018.

We spend a great deal of time talking about the importance of research in everything we do as an institution. But universities historically have not done a terribly good job of explaining – or better yet, showing – people what “research” actually means, and the impact it has. Too often, some think of universities as big high schools where the students happen to sleep. Of course the reality is far, far more complex.

Rather than reaffirming the importance of research, I wanted to take a moment to recognize just a handful of our outstanding faculty researchers and talk about the amazing work they are doing, to provide some excellent examples of the consequential and vital work being done on our campuses.

One of the most exciting new fields in all of academia is digital media, and UConn's new Department of Digital Media and Design is moving to the forefront of the discipline with faculty members like Tom Scheinfeldt. Tom came to UConn from George Mason University, where he turned the Roy Rosenzweig Center for History and New Media from an office with five people into the world's largest digital humanities center. As someone who works at the intersection of digital media and the humanities, Tom understands how new technology can revolutionize and revitalize the way we understand everything from historical document archives to fine art. To that end, he's already forged collaborations with Connecticut Humanities and the Hartford Public Library along with on-campus partners in a variety of disciplines.

One of the newest members of our Department of Mechanical Engineering is Leila Ladani, whose previous work included fabricating new materials and prototype parts for NASA. A nationally recognized expert in advanced materials science, one of the things that drew Leila to UConn was the launch of the new Pratt & Whitney Additive Manufacturing Center.

And while she's been a leader in her field, she's also been at the forefront of attracting more women to careers in engineering. Leila is the founder of a peer group called Women in Mechanical Engineering, a forum for colleagues in the field to share their challenges and accomplishments. Faculty members like Leila – who combine first-rate science, an affinity for industry partnerships, and interests in improving the diversity and recruitment of their fields – are the face of UConn's engagement in the sciences.

Jeff Shoulson came to UConn at a time when our Judaic Studies field was in flux, and in the short time he's been here he's already made a significant mark on the discipline. As director of the Center for Judaic Studies and Contemporary Jewish Life, he's overseen the tripling of the courses offered in the field and the recruitment of new faculty.

Jeff has stressed the interdisciplinary nature of Judaic Studies, which includes everything from literature and language to anthropology and art history. He's also focused on expanding the conversation beyond the boundaries of the university, embarking on community lectures and visits that he likes to call "The Judaic Studies Road Show."

Amy Anderson, a professor of medicinal chemistry in the School of Pharmacy, has been working to gain ground against the public health threat of drug-resistant diseases. Along with her fellow researcher Dennis Wright and students in the School of Pharmacy, Amy has developed a group of drug compounds that appear to be particularly effective against bacteria known as CREs, which can be resistant to all known antibiotics and have a mortality rate of 50 percent. Together, Amy and Dennis and their labs have received more than \$10 million in federal research support since beginning their project, and they just won another grant to move their discoveries toward clinical trials.

Brenton Gravely, a professor of genetics and developmental biology at UConn Health, is doing state-of-the-art work in genomics, a key component of our partnership with the Jackson Laboratory. Brent's work touches on a variety of areas, but one of the most promising

areas of inquiry is the way in which defects in so-called alternative genetic splicing influence the onset of illnesses like cancer and Alzheimer's disease. The work being done at Brent's lab has so far resulted in 85 publications in peer-reviewed journals and generated around 800 terabytes of data. This is exactly the kind of work that's driving major initiatives like Bioscience Connecticut.

Finally, Don Leu, director of the New Literacies Research Lab and the John and Maria Neag Chair in Literacy and Technology, is doing groundbreaking research that should raise concerns about the gap in educational outcomes replicating itself online. In a study published last month and prominently featured in media outlets like the New York Times, Don showed that lower-income students lag behind their affluent peers when it comes to the most basic aspects of finding and understanding information online. As those skills become even more essential for informed citizens of a 21st century democracy, research like Don's is going to be crucial in helping policymakers and parents address those problems.

Having great researchers on the faculty is vital, but, just as important is giving them the support that they need to thrive. Under the

leadership of Vice President for Research, Jeff Seemann, our research support operation has shifted from several disparate offices to a coordinated and integrated unit.

An executive leadership team was created and includes sponsored programs, research compliance, research development, technology commercialization and partnerships, corporate and business relations, animal care and use, research IT, environmental health and safety, that encompasses our Storrs, Farmington, and regional campuses.

The university's research-support philosophy has shifted dramatically and is now firmly rooted in a service-driven model with the expressed goals of providing more effective, efficient, and accessible services and support to faculty. Several faculty advisory committees have been reconstituted or newly constituted to provide more faculty interaction, engagement, and participation in decision-making. The executive leadership team is more engaged with the schools and colleges to better meet the needs of faculty and to ensure consistency in the quality of services across units and campuses. The VPR now explicitly oversees the research enterprise at all UConn campuses. Further, a significant upgrade in the electronic administration system

for grants and related research support is currently underway on all campuses.

Efforts are also being made to reduce institutional and cultural barriers between UConn Health and the Storrs campus. Some of these efforts have been on a smaller scale such as compatible email systems and graduate student support while others have been on a much larger scale such as similar policies and procedures, compatible payroll and grants management systems, and similar compliance and procurement practices.

The university has also created:

- A Research Excellence Program and Scholarship Facilitation Fund to support faculty research, scholarship, and creative accomplishments;**
- A technology commercialization and partnership unit to facilitate greater engagement with industry and business partners as well as faculty entrepreneurship;**

- **Grant writing workshops and research development services to assist faculty in developing more robust and competitive grant proposals;**
- **And a shared services unit to provide much better support to all UConn faculty in proposal preparation is in the process of being developed.**

In order to be successful, faculty researchers need the profound, consistent support of the institution, and the university is working diligently to ensure they receive it.

Any discussion of the successes of the last year, and the year ahead, must include the UConn Foundation. We cannot fulfill our mission without the financial support of alumni, grateful patients, friends of athletics, parents and generous donors.

Last year the Foundation received philanthropic gifts and commitments totaling \$81.1 million, a 23 percent increase over the preceding year and the highest level of giving in its 50-year history. We are especially pleased by the \$21.8 million donated for student support because scholarship aid is a critical priority for the university

as it seeks the brightest and most talented students and strives to support and inspire their achievement.

We are also gratified by the \$35.9 million contributed to endowed funds, as these gifts provide a source of perpetual support for UConn's mission and ensure the excellence of our educational programs for future generations of scholars.

Our health sciences programs received significant support last year, with \$24.7 million in donations and pledges, a significant increase over the preceding year.

Major gifts included:

- **A \$2 million bequest to the School of Dental Medicine**
- **A \$3 million gift for cancer research**
- **A \$2.3 million pledge for the School of Nursing**
- **A \$1 million gift for the School of Pharmacy;**
- **And a \$6 million pledge for other medical research.**

These donations provide welcome support for the Bioscience Connecticut and Next Generation Connecticut initiatives, which are positioning UConn and the state of Connecticut as leaders in bioscience and STEM research and innovation.

United Technologies, a longtime and generous UConn partner, invested \$10M million to launch the UTC Institute for Advanced Systems Engineering at UConn to help educate the next generation of leaders in the field and, at the same time, strengthen UConn's reputation and impact.

Some other significant donations last fiscal year include:

- \$1.5 million for a faculty chair in the School of Business;**
- \$1 million for our highly selective Honors Program**
- \$1 million for graduate fellowships in the School of Engineering.**

Philanthropy's footprint is extending beyond the classroom and labs to the basketball courts and playing fields. Just this week our basketball student-athletes and coaches began practicing in the newly opened Basketball Champions Center, the first major structure on the

UConn campus built entirely with private donations. The 78,000 square-foot facility, which will be officially named tomorrow, is a fitting tribute to UConn's historic year.

Our soccer facilities are also slated for a major transformation. Earlier this week the Rizza family announced it will help fund a state-of-the-art facility that future championship teams will enjoy for years to come. This record level of philanthropic support for UConn represents a growing engagement with our alumni and donors and their willingness to support our bold vision for the University.

For all of our impressive progress seen through these statistics and events, it is also important to remember that we are an institution of human beings. Mostly, they are students – about 30,000 strong, across all campuses, both undergraduate and graduate.

And an issue that has escaped no one's attention in recent years is sexual violence and harassment on college and university campuses. For far too long, this was an issue that was consigned to the periphery of conversations about university life. That is no longer the case,

which is among the most positive changes in higher education in our lifetime.

It is an issue that every university is grappling with. At UConn, we have taken several critical steps in recent years to combat sexual violence and aid victims. We have made strategic hires in this area, including an Assistant Dean of Students for Victim Support Services, who will help student victims navigate the university and its processes. Staff have also been added to our Counseling and Mental Health Services office and our Wellness and Prevention program.

The Office of Diversity and Equity, under the leadership of our Title IX Coordinator Elizabeth Conklin, recently formed a Title IX Investigations team focused exclusively on investigating complaints of sexual harassment and sexual violence. A Deputy Title IX Coordinator and a second Title IX Investigator were also recently hired. They serve as the University's primary investigators of all student reports of sexual harassment and sexual violence.

In the last year, UConn Police Chief Barbara O'Connor created a Special Victims Unit to take the lead in responding to all reports of sexual violence that take place on campus. An officer from the Special Victims Unit is assigned as the primary contact throughout the investigation. While all officers have received training on responding to and investigating these serious crimes, our SVU officers have received additional specialized training.

And the newly formed UConn Community Resource Team, known as CRT, has already begun meeting and includes UConn employees, students, and off-campus partners who work to address issues of sexual violence, intimate partner violence, and stalking on campus. CRT's collaborative work ensures that UConn provides a coordinated, compassionate, trauma-informed response to victims and survivors.

Under the leadership of Vice President Michael Gilbert, the Division of Student Affairs has convened a new Bystander Intervention Task Force. The task force will work throughout the 2014-2015 Academic Year to establish a campus-wide program that increases awareness of sexual violence and empowers students to be effective bystanders.

And finally, UConn has also joined the nationwide “It’s on Us” campaign, aimed at reducing sexual violence through awareness and bystander intervention.

Many of these changes, as well as the Sexual Assault Response Policy we implemented back in 2012, are designed to increase the reporting of sexual assaults at the university. This does not necessarily mean that sexual assaults are on the rise; rather, it means that the reporting of this historically underreported crime is increasing. This is essential to the continuing effort to bring this issue out of the shadows and into the light.

I would also like to take a moment to say a few words about our staff.

I cannot overstate the appreciation we feel for the people who take care of sick students, serve thousands of meals a day, keep campus clean, run offices, advise students, clear the snow, ensure our safety – and so much more. We'd be nowhere without them, and I ask faculty and students alike to make sure you recognize those around you who

make it possible for you to study, learn, and teach in the kind of environment we have here.

Every once in a while I will see a student stop and thank one of our gardeners, tending to their work. And it makes me so happy to see. That is what I mean by showing appreciation, which is at the heart of a truly civil university. A great campus community is one where people are tied to each other through their behavior and their values. Taken together, these are what Alexis de Tocqueville -- visiting America in the mid-19th century — famously called "habits of the heart." Our staff are the backbone of this university and I cannot thank them enough for the work they do.

As you may have seen last month, UConn remains among the top 20 public universities nationwide this year, coming in at number 19. The *U.S. News* statistics are among the most competitive, closely followed and widely maligned ranking in the academic world. They are viewed with a mixture of pride, resentment, celebration and suspicion in higher education, depending most often on where one's institution happens to fall.

I would be the first to say that no ranking is a perfect measure of an institution, and schools can rise and drop a few places from year to year for any number of reasons. Yet they are one gauge we look to, to see how we stack up against other institutions. As important, prospective students and their families pay close attention as well.

Whatever its merits and flaws, we are glad to be where we are. I fully expect UConn to continue to move around from year to year – sometimes up, and sometimes down. But wherever we fall in the rankings, it is clear to many of us that our overall, long-term trajectory is up, and that is a path we strive to remain on.

Beginning six years ago, the university, like the state and much of the nation, weathered the most serious and nearly catastrophic economic collapse since the Great Depression, and can still feel its effects today. Like every other state agency, the university endured significant cuts to our operating budget during that time, and each year was forced to make sometimes painful reductions to our budget.

During that time, each and every year, we sought to preserve our core academic mission and resources from those cutbacks. We were successful in doing so, even managing to grow our faculty during this time, and continue to implement the remarkable investments that have been made in UConn. But our work is nowhere near finished. Nor are the major undertakings we embarked on at UConn in recent years.

Earlier I mentioned that the Foundation had a record-breaking fundraising year last year, bringing in \$81 million for scholarships, faculty, programs, initiatives and facilities. It is an impressive number. But it is only a beginning.

Under the leadership of Joshua Newton – one of the most capable, driven and energetic people I have met in higher education - the Foundation’s fundraising goal will rise to \$100 million a year. The long-term goal, which will take many years, is to grow UConn’s endowment, which now stands at \$365 million, to \$1 billion.

The era of states funding the majority of public universities' budgets has ended, and will likely never return. The state of Connecticut now funds approximately 29% of UConn's annual budget, and every penny of it is critical. But knowing that, in order to meet the needs of our university in the near- and long-term, we must rely increasingly on private giving through the UConn Foundation. Our engagement with alumni and supporters must continue to grow in the years ahead, getting the university closer to where we need to be when it comes to philanthropy.

Similarly, UConn brings in approximately \$250 million in research funding each year. We can and must do better, which is one of the many reasons we embarked on our faculty hiring initiative beginning in 2012, which continues today, and why we are building and renovating new science and engineering buildings on two of our campuses. These are also among the objectives of Bioscience Connecticut and Next Generation Connecticut that will lead UConn to its ultimate goal: being a global leader in solving some of the major scientific and social challenges that face our world today.

In order to be the outstanding institution we are striving to be, we must grow the research enterprise at UConn -- and the key to doing so is our faculty. We must continue to hire and retain outstanding faculty, and we must give them the state-of-the-art resources they need to be on the cutting edge of research competitiveness.

Even if we meet our goals in these areas, we all need to understand that continued investments, additional growth, and institutional success are by no means guaranteed. The long climb to success for an institution – the building and rebuilding of a university – is exceptionally difficult and requires constant attention, perseverance, and support, both internally and externally. The struggle to achieve takes year after year of grinding effort, of the university working with dogged determination, clearing every hurdle, meeting every challenge head-on, and making strategic, far-sighted decisions about our future.

The partnership between the university, Connecticut's leaders and our committed supporters, and alumni – and the incredibly talented faculty, staff, and students who have made UConn home - are what made our successes possible, thus far. Getting here was hard. It is much, much easier to slide backward. All of the truly remarkable and important work that has been done here at UConn can very easily be

undone. And all of the incredible investments in this institution in recent years can be made hollow.

If that occurred, the very least of our concerns would be plummeting *U.S. News* rankings. Rather, our greatest worry would be that we would fail our students, our faculty and staff, and the people of Connecticut, who have invested so many resources into the years-long goal of making UConn a truly outstanding university. After all, successful universities are not created instantaneously as if by a lightning bolt and a clap of thunder. They are created with consistent, strategic investments made over decades, by many leaders and partners.

The UConn 2000 construction program took two decades to reshape our campuses. If fully funded, Bioscience Connecticut and Next Generation Connecticut will take as long. And with respect to those programs, let me underscore: their success will not be found in the construction of buildings alone; it will happen by ensuring that we can put the people and resources inside those buildings that are necessary to do the work that needs to be done. Having magnificent structures that sit partially empty or millions in unspent bond funds sitting idle

because the university lacks the budget necessary to operate new facilities would defeat the far-reaching goals of those initiatives -- and the purpose of the university itself.

Educating our students, spreading vital knowledge, conducting critical research, fueling economic development, and producing skilled graduates who will contribute to our society and Connecticut's workforce in myriad ways...takes so much more than bricks and mortar alone. We cannot and will not lose sight of that. And we will never stop making our case for wise and consistent investments in UConn that will make it the university that Connecticut wants for it to be, and that a state this visionary deserves to have.

We will do all that we can to stay on the path we have been on. But we cannot do it alone. We need the hard work and thoughtful contributions of our faculty, staff and our students. We need ever-greater support from friends, supporters, and alumni. And most of all, we need the partnership and the leadership of the state of Connecticut, which has done so much for so long to make this an outstanding university for our students and our state. We have come

so far, so quickly, that it is unimaginable that we would turn back now.

As always, our future will not be secured by simply trumpeting past successes. The future is based on the work we do today, and the opportunities that lie ahead. Thank you for your time and for your amazing pride in the University of Connecticut.

Thank you.