THE SEARCH

The University of Connecticut (UConn) seeks a bold, strategic leader for the position of president to lead the state’s flagship higher education institution at a time of enormous growth and momentum. Few universities have seen the level of investment made by state government in UConn over two decades, which has transformed the university’s campuses and helped it to become one of the best public universities in the nation. UConn has built a strong identity and is poised to continue its upward trajectory in the coming years.

Today, UConn educates more than 32,000 students from all 50 states and 108 countries across its 14 schools and colleges. It is among the top 25 public universities in the US News and World Report national rankings and has the public reputation, state-of-the-art plant and infrastructure, and the growing academic strength essential to be considered one of the most prestigious institutions of higher education.

Since 1995, UConn has received nearly $5 billion in capital investments from the state, transforming its campuses into premier environments for teaching and scholarship. It has added 9.2 million square feet of space, creating state-of-the-art laboratories, offices, and classrooms to support great teaching and research, as well as housing nearly 70% of the Storrs campus undergraduate student body, many in living/learning communities.

Coinciding with the state’s decades of investment, UConn also excelled athletically, helping to focus attention on UConn’s improved position in the academy.

While attentive to its reputation, the university invested in undergraduate student recruitment and retention. Enrollment grew nearly 16% over a ten-year period while also seeing improvement in the academic quality of the student body. That trend continues. Freshman applications have nearly doubled in the last five years. SATs in the fall 2018 freshmen class average 1306, 12 points higher than the previous year. Freshmen retention now exceeds 94%, and the average time to graduation is 4.2 years, which ranks fourth among the 58 public research universities ranked as UConn’s peers. Students benefit from rich experiential opportunities that accompany undergraduate, graduate, and professional student’s classroom experiences, including internships, externships, service learning opportunities, independent studies, study abroad, and
research experiences. UConn has built a superb undergraduate student experience and culture, which has given the university a significant market presence.

With strong state support historically, UConn was late to develop a foundation or to invest in alumni and development efforts. In the last five years, with impressive leadership at both the university and the Foundation, UConn dramatically improved its annual fundraising. In 2010, the Foundation raised $45.5 million and held an endowment of $272.3 million. In 2018, the Foundation’s fundraising total was $82.4 million and the endowment had reached $440 million toward a goal of $1 billion.

Increased enrollment and market power allowed the university to plan strategically and to recruit 300 new tenure or tenure-track faculty. The university conducted $260 million in sponsored research in 2017-18, which the leadership considers a fraction of its potential. The faculty are increasingly working on interdisciplinary scholarly endeavors.

With a history of unprecedented support from the state, industry, and donors, UConn is highly ambitious and is well positioned to further enhance itself as an institution of great distinction. The next president must inspire UConn to another generation of effort, with an even deeper focus on academic excellence and the entrepreneurial activity that will build research and scholarly distinction. UConn intends to sustain this remarkable trajectory of improvement and position the university among the truly elite public institutions of higher education.

The executive search firm Isaacson, Miller has been retained to assist UConn in this recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.

THE UNIVERSITY OF CONNECTICUT: PAST AND PRESENT

The University of Connecticut was founded in 1881 as an agricultural school, and within the next decade became the state’s land-grant college. The institution was renamed the University of Connecticut in 1939, and has since expanded to meet the higher educational needs of the citizens of Connecticut and beyond.

UConn has 14 schools and colleges on multiple campuses. The university consists of its main campus in Storrs, UConn Health – an academic medical center that includes John Dempsey Hospital and UConn’s Schools of Medicine and Dental Medicine – as well as four regional campuses, a Law School, and Graduate Business Center in Hartford.

Storrs is approximately 30 minutes from Hartford, and spans 443 bucolic acres. The university extends beyond Storrs and has an important presence throughout the state, with regional campuses located in Avery Point, Hartford, Stamford, and Waterbury. The UConn School of Law is in Hartford, just a few minutes away from the state capitol. UConn Health’s main campus in Farmington, 45 minutes from Storrs, is home to the UConn John Dempsey Hospital, UConn Medical Group, University Dentists, UConn School of Medicine and School of Dental Medicine. UConn Health is home to a thriving research enterprise, including a partnership with the Jackson Laboratories, which has built a research complex on the medical center’s campus. UConn
continues to invest in the Storrs campus and there is enormous opportunity to develop signature programs at the regional campuses that will differentiate UConn from its peers and support the local communities.

Susan Herbst was appointed as the 15th president of UConn in December 2010 and joined the university in 2011. During her tenure, she led the university through successive strategic plans and major capital investments, with a special focus on building academic strength, recruiting high-quality faculty and students, enhancing alumni and donor engagement, and aiding the economic development of the state of Connecticut. With the strong support of state government and UConn’s board of trustees, she successfully piloted UConn on its modern trajectory.

**STRATEGIC INVESTMENT FROM THE STATE OF CONNECTICUT**

The contemporary investments in UConn began in 1995, with UConn 2000, a $1 billion capital plan to renew, rebuild, and enhance the university. The plan included an additional $50,000,000 that the State matched with donors, to kick-start the capital campaign. In 2002, the program was extended with an additional $1.3 billion in capital investment under the banner of 21st Century UConn.

In 2011, the state of Connecticut approved and funded the *Bioscience Connecticut Initiative*, an $864 million state investment to revitalize the UConn Health campus, expand the university’s medical and dental classes, renovate existing research laboratory space, build new business incubators, and create centers of excellence with neighboring institutions. Nearly all of the construction projects are complete including a new world-class patient care tower and a state of the art outpatient ambulatory center. The initiative also allowed for the renovation of existing facilities, updating infrastructure, and modernizing research laboratories and classrooms. Later that same year, the state approved funding for the establishment of a Bioscience Cluster anchored by the renowned Jackson Laboratory. The state of the art Jackson Laboratory for Genomic Medicine was constructed on the UConn Health campus.

In 2013, the state created *Next Generation Connecticut*, a multi-year initiative that is expanding educational opportunities, research, and innovation, with a special emphasis on science, technology, engineering, and math (STEM) disciplines. The program combines $1.67 billion from the state in capital and operating investment with over $380 million from UConn. The initiative provided for an increase in total student enrollment, creation of the nation’s premier STEM honors program, relocating the Greater Hartford campus from a suburb to downtown Hartford, and the hiring of new faculty in the STEM and humanities fields, all of which have been achieved.

The combined programs created modern campuses, built with state-of-the-art infrastructure and poised to support a new generation of academic distinction.

**CAMPUSES**

Total enrollment on all UConn campuses was 32,182 students in academic year 2017-18; 23,845 undergraduate students (19,241 at the Storrs campus and 4,604 at the regional campuses) and
another 8,337 in the graduate and professional schools. University standards for admission and student achievement are uniform for all campuses. At the regional campuses, students may begin their first two years of study and transfer seamlessly to the Storrs campus, or they may complete their four-year degree if offered on site. Graduate programs are also offered and developed in accordance with the educational needs of the communities they serve.

- **Storrs** is the main campus centrally located between Boston and New York City, and 30 miles from Hartford, the state’s capital. It is the historic campus which houses a full array of arts and science and professional schools.

- **UConn Health-Farmington** is the second largest of the campuses and houses the clinical care, advanced biomedical research, and academic programs in medicine and dentistry. Nearly half of the university annual operating budget is devoted to UConn Health.

- **Hartford** offers the benefits of a public research university in the state capital. The School of Law and School of Social Work are both located in Hartford, and in August 2017, the operations of UConn's West Hartford campus moved to a new site. The development of the Hartford campus was an essential part of the state’s strategy to educate all of Connecticut and to revitalize Hartford. The campus’ important, strategic proximity to municipal, state and federal government buildings in addition to major corporate offices, not-for-profit organizations and hospitals is a unique educational asset to students and researchers.

- **Stamford** offers four-year undergraduate degrees in a range of disciplines with graduate degrees in business and nursing. Enrollment at Stamford has grown dramatically, as students are taking advantage of the close proximity to New York City, access to Fortune 500 companies, investment, and banking institutions, and community-based organizations; Stamford has become highly attractive to students, who prefer an urban and entrepreneurial setting, and shows great potential for future growth.

- **Avery Point** is home to the Connecticut Sea Grant College Program, the National Undersea Research Center, and the Long Island Sound Resource Center. In addition to four-year undergraduate programs, Avery Point offers a masters and doctoral program in oceanography, as well as graduate study in a variety of other disciplines and certification programs.

- **Waterbury** offers a variety of undergraduate programs, many of which have distinguished themselves in community service, business, education, law, and politics, in partnership with UConn’s Hartford campus. Graduate level offerings include business administration, engineering, and education, as well as other professional certification programs. The campus is essential to the city.
STUDENT ENROLLMENT AND ACADEMIC EXPERIENCE

UConn is a student-centered university that is increasingly attractive to talented applicants locally, nationally, and globally. Connecticut residents comprise 77% of the undergraduate students and 63% of the graduate students on the campuses. With a student-to-teacher ratio of 16:1, undergraduate students have a vibrant experience. Undergraduate freshmen applications now exceed 38,000, which has nearly doubled over the last decade.

In addition, applications from out-of-state and international students have increased dramatically. For the term beginning in fall 2018, nearly 24,000 out-of-state and international students applied. Thirty-six percent of the fall 2018 Storrs freshman were either international or out-of-state students. Fifty-percent of the fall 2018 Storrs freshmen class were ranked in the top 10% of their high school class, and the entering class included nearly 180 valedictorians and salutatorians. SATs have risen steadily from 1113 in 1995 to 1306 on the redesigned SAT in 2018, moving the university into the realm of selective public and private universities. Fifty-one percent of the undergraduate and 53% of graduate students at UConn are women, and minority enrollment across UConn's five campuses now account for 33% of the undergraduate population. The veteran community encompasses nearly 1,500 students, staff and faculty. Overall enrollment has grown steadily, with the largest share of growth in many STEM disciplines, such as engineering which has grown more the 100% over the same period.

UConn has invested deeply in undergraduate education. The undergraduate retention rate is one of the best in the country. The six-year graduation rate is 82%, which has steadily increased in the last decade. Students can live, work, and study in an environment that fosters a sense of belonging through the Living and Learning Communities and unparalleled academic support thorough the Institute for Student Success. UConn is committed to providing generous financial aid and mentoring to ensure students from low-income families can attend and graduate on time. UConn has emerged as a superb institution for undergraduates and seeks to build on that momentum for the graduate education and research enterprise.

UCONN HEALTH

The university has a medical school and school of dental medicine, and owns its own hospital and practice plan. This entity called UConn Health, with a budget of just over $1 billion, is anchored at the Farmington campus. UConn Health includes: the UConn School of Medicine; UConn School of Dental Medicine; the Graduate School (Biomedical Sciences, Public Health, Clinical & Translational Research, Dental Sciences); UConn John Dempsey Hospital; UConn Medical Group (outpatient services); UConn Dental Clinics; Research Laboratories; and technology incubation facilities for start-up companies. The Schools of Medicine and Dental Medicine train almost 600 Students and 800 Residents, and conduct approximately $80 million in sponsored research. UConn Health’s clinical enterprise handles over one million patient visits and over 132,000 dental visits annually.

UConn’s hospital is the state’s only public hospital and earlier in its history had a somewhat limited physical plant and a small catchment area that made it difficult to compete clinically and to fund the academic and research missions.
In recent years, however, the hospital and ambulatory care buildings have been entirely replaced with state-of-the-art facilities. As a result, the clinical enterprise and patient volume has steadily grown and UConn Health has genuine potential for the future as the new facilities and strong medical school brand continue to capture market share. Today, the system breaks even but cannot sustain a significant enough budget for capital investment in either the clinical operations or academic and research initiatives. Therefore and with a state mandate, UConn Health is formally seeking to enter into a public-private partnership to ensure long-term sustainability and increase funding to the medical and dental schools and to the research conducted on the Farmington campus.

GRADUATE AND PROFESSIONAL STUDIES

Research, scholarship, and creative activity at the University of Connecticut have a national and international impact. UConn offers 22 graduate and professional degrees (four research doctorates, three professional doctorates, three clinical doctorates, and 12 master’s) in more than 150 fields of study. UConn enrolled over 8,000 doctoral, master’s, and professional students in 2018, with 592 Medicine and Dental Medicine students enrolled at UConn Health.

The university seeks to enhance its national and international reputation, and improving the stature and quality of doctoral education is a vital part of achieving that goal. Programs in psychology, linguistics, kinesiology, and several other fields have gained national and international distinction. The university seeks to build on these strengths by building similar strength in other programs through improving research opportunities for doctoral students, increasing institutional support for postdoctoral fellowships and training grants, and developing innovative new doctoral programs to address complex societal issues. The university seeks to increase the proportion of funding for PhD students derived from fellowships, reducing its reliance on Teaching and Research Assistant appointments.

RESEARCH AND SCHOLARSHIP AT UCONN

UConn has over 1,500 full-time faculty at the Storrs and regional campuses. Fifty-three percent of full-time faculty are tenured, 21% are tenure track but not yet tenured, and the remaining are non-tenure track faculty. UConn Health has 493 full-time faculty members. The university bargains with faculty who are represented by the American Association of University Professors (AAUP) union. Law school faculty are not represented by a union.

The university faculty has grown considerably within the last ten years. Efforts continue to ensure a diverse faculty. Of full-time faculty in fall 2017, women constituted 41% of the faculty at the Storrs and regional campuses, and 44% at UConn Health. People of color (including non-U.S. citizens) constituted 21% of faculty as of fall 2017, at the Storrs and regional campuses, and 34% at UConn Health.

UConn has become increasingly competitive, with stronger research and scholarly requirements for promotion and tenure installed in the last few years, a development of some importance.
Like many universities, UConn hired many faculty in the 1970s and 80s who are now approaching retirement. The demographics create new opportunities for faculty recruitment.

UConn research activity in FY17 totaled over $260 million in annual research expenditures. During this period the university submitted over 2,200 proposals and received awards for just over $184 million. The improvement in public university rankings is recent and a result of the successful undergraduate program.

With nearly $2 billion in capital investment from the state in recent years alone, UConn has impressive facilities for research and scholarship including academic spaces, laboratories, incubators, health care facilities, and a technology park. Faculty are taking advantage of these stunning opportunities for research and development. The future work is to recruit and retain the critical mass of faculty to turn this infrastructure into an even more robust public research institution.

**GOVERNANCE**

The president reports to a 21-member Board of Trustees and oversees the daily operations of this land, sea, and space grant institution. The governor is the ex-officio president of the Board of Trustees and appoints 12 members who reflect the state’s geographic, racial, and ethnic diversity. Each is confirmed by the state’s General Assembly. The 12 trustees appointed by the governor serve six-year terms, meaning trustees typically remain on the board for their full term, including through gubernatorial transitions. The board includes key state officers who serve as ex-officio members, as does the chair of the UConn Health Board of Directors. Alumni and current students each elect two members. Alumni trustees serve four-year terms, and student trustees serve two-year terms. The board includes a diverse group of members who are highly engaged and passionate about the University’s mission. Full board and board committee meetings occur throughout the year.

A Board of Directors, which is a committee of the Board of Trustees, provides oversight for UConn Health in key areas of its operation.

The University Senate is the legislative body responsible for establishing minimum rules and general regulations pertaining to all undergraduate schools and colleges. The senate is also responsible for establishing general educational policy in areas not reserved to the Board of Trustees, to the administration, or to the several faculties. The Senate Executive Committee organizes and coordinates the business of the senate and its committees. The University Senate plays an important role in shared governance at the university.

**FINANCES**

The university’s overall budgeted operating revenue for the Storrs and regional campuses for FY18 was $1.3 billion. Tuition and fees provide the largest source of revenue ($719 million, or 54%), followed by state support and gifts, grants, and contracts. The state of Connecticut provided $327.8 million (24%) of the revenue for the university’s Storrs and regional campuses in FY18, and awarded research grants and contracts were $129.8 million.
UConn Health, which is budgeted separately, had revenue of over $1 billion in FY18, with almost $482.7 million deriving from net patient care and $54.7 million from research grants and contracts. UConn Health derived 22% of its revenues from the State of Connecticut, amounting to $223.4 million in revenue. The University of Connecticut’s bond credit ratings by Fitch, Moody’s, and Standard & Poor’s remain consistently strong.

For this fiscal year, state support accounts for 24% of the operating budget for the university’s Storrs and regional campuses and law school. Though high by national standards, it represents a reduction over previous years. The state faces significant financial pressures attributable, in part, to state government’s unfunded pension liabilities and tax revenue shortfalls in recent years. The university has seen budget cuts of roughly 3% in the state appropriation for the last three years and UConn expects another 3% baseline cut next year. To increase revenue, UConn has established two four-year tuition increase plans, currently in its seventh year, with increases of 4-6% each year. In FY18 in-state tuition was $13,366 and out-of-state tuition was $34,908.

The Board of Trustees has authority, per state statute, over tuition, fees, and enrollment. In recent years, out-of-state and international enrollment has risen to roughly 36% of the total, with 10% international, who are full pay, but the steady rise in overall enrollment has sustained the in-state numbers and regional campus development is popular and draws heavily from local populations.

UConn is a heavily unionized university. Roughly 92% of employees belong to a union. The state conducts contract negotiations, state-wide, with all state public employee unions. In 2020 and 2021, UConn employees will receive pay increases of approximately 5.5% in each year. Roughly 70% of fringe benefit rates are paid for by the state but the remainder fall on the UConn budget. The state sets these rates, rather than the university.

The university employs a centralized budget model, with some variances to provide incentives for revenue generation. Most officials think that careful work on the budget model can help to build a more widely diffused entrepreneurial culture.

ATHLETICS

UConn's scholar-athletes have inspired the university and captured state and national attention. Nineteen of UConn's 22 NCAA national championships have come since 1995, with the men’s and women’s basketball programs winning dual national championships in 2004 and 2014, a feat unmatched by any other institution. Additionally, the UConn football team has been to six bowl games since 2004, including a berth in the Fiesta Bowl following the 2010 season.

UConn athletics teams advanced to NCAA Championship play in three different sports in 2017-18, as the field hockey team won its fifth national title and the women’s basketball team advanced to the Final Four for the 11th-straight year. Additionally, the baseball team earned a spot in the NCAA Tournament for the fifth time in the last nine years and advanced to the Conway Regional Final.

UConn student-athletes have a strong academic record. In 2017-18 16 of 24 teams achieved a perfect APR score and 34 Huskies earned a 4.0 GPA during the spring 2018 semester; 81% of
UConn’s athletics teams earned a GPA of 3.0 or better and the football team’s 980 APR was the best in program history.

With the demise of the Big East conference, UConn now belongs to the American Athletic Conference, a relatively new conference that is just now earning its place in the media markets for the country. With a big program, athletic revenue is important to a sustainable future.

ALUMNI AND DEVELOPMENT

UConn Foundation

The University of Connecticut Foundation was established, relatively recently, in 1964. It operates exclusively to promote objectives of the University of Connecticut. In 1995, the Foundation endowment was $42 million. Alumni relations were in a separate body with limited coordination.

Under vigorous leadership, the university and the Foundation brought the alumni into the Foundation’s organization and doubled annual philanthropic support.

In the last four years, donors to the university made commitments and gifts totaling more than $300 million, by far the best four-year period in UConn’s history.

The Foundation can report that at the close of FY18, the university’s total endowment had grown to approximately $440 million. The university received $25 million in disbursements from the UConn Foundation in FY18.

Alumni

UConn has a large, loyal, and local alumni body. Currently there are more than 257,938 alumni, with about 54% living within the state. The UConn Foundation assumed responsibility for the all alumni engagement, having integrated the Alumni Association four years ago.

The Foundation eliminated the alumni membership model and expanded services and programming for alumni. The new engagement strategies are working, with improved attendance at events and participation in alumni activities. Another indicator of strong alumni satisfaction is found in the annual survey of alumni conducted six months after graduation. Among 1,365 recent graduates, 96% of survey respondents said they would recommend the University of Connecticut to others planning to attend college. While there have been recent successes in engagement, there is tremendous potential to further develop institutional support and to harness the strengths of UConn’s dynamic alumni.

THE PRESIDENT: OPPORTUNITIES AND CHALLENGES

The state of Connecticut has provided exceptional support for the university, transforming its campuses. In recent years, the university has dramatically strengthened its national reputation. The board and the administration have provided strong leadership, recruiting a constantly
improved faculty and student body. To fulfill the confidence that has been placed in the university by the residents of Connecticut and to enhance the university’s role in the economic, social, and cultural well-being of Connecticut’s citizens, the 16th president of UConn will address the following opportunities and challenges:

**Inspire the University of Connecticut community to achieve the eminence it deserves**

The university has a magnificent opportunity in a time of significant challenge. The state of Connecticut will wrestle with demanding finances and the demographics of the Northeast will pressure enrollment. UConn needs to sustain and enhance its national and international presence, take advantage of the impressive investments of the last 25 years, and aspire to achieve even greater academic excellence, at the level of an AAU institution.

The next president must harness the enthusiasm and commitment so evident in the university’s constituencies and inspire all of its members to focus relentlessly on student engagement, academic distinction, and entrepreneurial activity.

**Building a sustainable economic model for UConn**

The university has a range of schools and programs, regional campuses, and a large health care enterprise. While all are well positioned in their marketplaces, there are opportunities for significant revenue enhancement across the institution. Universities around the country are adapting to the new realities of state support and market conditions and inventing new offerings, including specialized, regional campuses, three/two undergraduate/graduate programs, online and hybrid programs, and a wide range of arts and sciences and professional masters degrees with strong market power. UConn can capitalize on its dynamic East Coast location, between Boston and New York, the fact that Connecticut is home to some of the most successful investment funds in the nation and as the 7th largest defense contractor state in the country.

The university has a geographic advantage it can use to grow a wide range of programming that will drive revenue, faculty growth, and the funds for academic distinction.

On the expense side, the university is continuing to build efficiencies in shared services and in resource allocation. The university has a centralized budget system with some incentives built in for individual schools, but does not have a unified incentive system that strongly encourages dean-led initiatives. The president will lead in the transformation of the economic model and advocate for the collective responsibility for revenue generation.

**Enhance the scholarly and research capacities of the university**

For UConn to further distinguish itself as a great public university, investment in research is essential. The institution will need to leverage the strengths of its dedicated and recently increased faculty. The university has incredible infrastructure and physical facilities that will support much research and scholarship, which are usually the most difficult assets to acquire. The president will lead a strategic effort, working closely with the provost, deans, and faculty, to
identify possibilities that will build on UConn’s strengths and build the critical mass of faculty, across all disciplines, that will improve both faculty recruitment and retention.

UConn faculty seek the colleagues that will inspire their best efforts, collaborate freely on new scholarly activities, and make the university a destination for some of the finest intellectual developments in the academy. The president must authorize and inspire a next generation of academic strategy.

**Enhance excellence through diversity and inclusion**

UConn has a long history of educating students from a broad array of backgrounds across its campuses. The university has always been a crucial engine of social mobility to citizens of Connecticut and it values this history and commitment. The president will be expected to provide the leadership that fosters inclusive excellence among the faculty, the student body, and the staff. While there has been a significant improvement in the diversity of the student body, and there is diversity on the regional campuses, it is not yet comparably reflected in the faculty and staff on the more rural Storrs campus. The president will lead the university’s efforts to increase diversity in admissions and employment and support student, faculty, and staff success. It is expected that the president will embrace students, staff, and faculty from diverse backgrounds and will clearly demonstrate a personal commitment to their own deep value of diversity and inclusion.

**Cultivate donor relationships while enhancing a culture of philanthropy across the university**

The last five years have been the most prolific fundraising era for the university, and the next president will harness the momentum of increased alumni engagement and philanthropy. The recent merger of the Alumni Association with the UConn Foundation has resulted in expanded programming and services, allowing more alumni to engage with the university and UConn Nation. The president will have the opportunity to work with a new Foundation CEO, a dedicated Foundation Board, and staff to connect with donors and align their passions with university priorities. There is tremendous potential to further build the endowment and lead the institution to a shared responsibility for university advancement. The president will help to build a culture of philanthropy, engaging other senior leaders, especially deans, and faculty to establish fundraising objectives and to raise the significant sums that are essential to support the academic mission.

To prosper in the modern era, UConn needs to raise funds to be competitive with universities that have built large fundraising enterprises as part of an entrepreneurial culture. UConn looks forward to a much enhanced philanthropic effort.

**Support and advance strategies for UConn Health to explore public-private partnerships to strengthen the clinical enterprise**

UConn has an exceptional but small academic health center, located in a prosperous suburban region with an attractive payer mix. It is not positioned to compete with large systems of the current age. The university is looking into possibilities of alliances and public-private
partnerships that will allow for a stronger competitive position and greater support for the academic mission. The president will be deeply engaged in this effort, along with the board, the leadership at UConn Health, and state government, to develop partnerships that will strengthen UConn’s clinical and academic mission.

Represent the university with external audiences

UConn plays a critical role in the economic, social, and cultural life of the state of Connecticut, and the president has a public, civic, and moral leadership role to fulfill. The president will be visible not only to the university campuses, but throughout the state in the governmental, corporate, media, and education sectors. In accordance with its land grant founding mission, the president will ensure UConn is responsive to the economic well-being of the state through workforce development and technology development and transfer in the areas of need, through broad partnership with various industries and constituents. As a public institution, the university is accountable to state government, in addition to its board, internal constituencies, and the public at large. The president will engage regularly with the governor of Connecticut, the state’s General Assembly, the news media, and the public at large. The president will join the institution in a period of gubernatorial transition, and will ensure the university is fulfilling its mission and commitment to the prosperity of Connecticut and its citizens.

Provide strategic leadership to all campuses of the university and leverage strengths of the regional campuses

UConn has a unique opportunity to provide access to a UConn education across the state. In recent years there have been efforts to enhance the undergraduate potential in the Stamford and Hartford campuses. There is an enormous opportunity for the next president to work with academic leadership to capitalize on the growing popularity of the Stamford and Hartford campuses, and to develop signature programs at the other regional campuses and Farmington, that will differentiate UConn from other institutions in a highly concentrated market. The president must be a champion of the programs at each, be visible to the faculty and students on each campus, and understand the strengths and contributions that each campus makes to the institution and the state.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

The University of Connecticut seeks in its new president an experienced leader with bold vision, extraordinary energy, and the personal and diplomatic skills necessary to guide UConn to new levels of excellence. Candidates should have a history of organizational leadership, a demonstrated ability to build and cultivate financial support for the University and its programs, and accomplishment in creating and supporting a climate of community, diversity, understanding, integrity, and mutual respect. Further desired qualifications include:

- An earned doctorate, appropriate terminal degree, or demonstrated record of successful executive leadership with experience sufficient to warrant the respect of the academic community;
• A powerful affinity for and commitment to the mission and values of a public university; enthusiasm for UConn and the various communities in which the university has a presence; an ability to bring campus constituencies to actionable consensus;

• A clear vision of the challenges and opportunities facing public higher education, and how they have an impact on a competitive research university;

• Demonstrated aptitude for financial strategy and decision-making in a complex environment; significant experience in building a culture of entrepreneurship and managing allocations and incentives in a complex budget;

• Successful experience as a strategic leader; an understanding of the full range of strategic issues in complex organizations and the ability to execute large and ambitious plans;

• An appreciation for the importance and challenge of maintaining a healthy, productive balance between research and high-quality teaching; understanding of, sensitivity to, and respect for the concerns and interests of faculty;

• An appreciation for the mission of an academic medical center, the business operations of academic medical centers and other major healthcare providers, and the challenges and opportunities providers are faced with in the current marketplace;

• Exceptional communication and interpersonal skills; the ability to engage in informative and productive dialogue across diverse audiences; the ability to effectively and successfully communicate with elected officials and the news media and a recognition of the important role both play in the life of the University as a public institution;

• A track record of working with community leaders, local businesses, and local and state government, including experience with elected officials and state legislature;

• A proven, demonstrated ability to work collaboratively with faculty governance and an openness to collaborative relationships with campus unions;

• A commitment to diversity and inclusion, including individual action and institutional leadership to advance diversity;

• Proven success in fundraising; the capacity to represent UConn compellingly to donors and to lead a substantial ongoing development campaign;

• An understanding of and commitment to sustaining a strong athletic program that will confer the goodwill of the state in the University and will deliver a message of the role athletic programs play in developing ethics and integrity;
• Experience working with boards and assisting them in utilizing their full potential to advance institutional goals.

TO APPLY

The University of Connecticut has retained Isaacson, Miller, a national executive search firm to assist with this search. Electronic submission of inquiries, nominations/referrals, and resumes with cover letters is preferred and should be sent in confidence to:

John Isaacson, Chair
Pamela Pezzoli, Partner
Katherine Stellato, Senior Associate
www.imsearch.com/6721
Electronic submission of materials is strongly encouraged.

The University of Connecticut is committed to building and supporting a multicultural and diverse community of students, faculty, and staff. As an Affirmative Action/Equal Employment Opportunity employer, UConn encourages applications from women, veterans, people with disabilities, and members of traditionally underrepresented populations.