

Annual Report of the University Senate Growth and Development Committee
April 14, 2017

On conclusion of the 2016-17 academic year, the committee will have convened eight times and met with nine administrative leaders from positions throughout the university. They are:

1. Friday, September 23, 10:00-11:00am – **Kazem Kazerounian** (Dean, School of Engineering) and **Mike Accorsi** (Senior Associate Dean, School of Engineering)
2. Friday, October 28, 10:00-11:00am – **Marc LaLande** (Director of the Stem Cell Institute and its Institute for Systems Genomics)
3. Friday December 2, 12:00-1:00 – **Carol Polifroni** (Dean and Professor of the School of Nursing and Director of the Office of Public Engagement)
4. Friday, January 27, 10:00-11:00 – **Andrew Zehner** (AVP, Technology Commercialization and Industry Relations, OVPR) and **Greg Gallo** (Director of Technology Transfer)
5. Friday, February 24, 10:00-11:00 – **Rich Miller** (Director of the Office of Environmental Policy)
6. Friday, March 24, 10:00-11:00 – **Laura Cruickshank** (University Master Planner and Chief Architect)
7. Friday, April 21, 10:00-11:00 – **Wayne Locust** (Vice President for Enrollment Planning and Management)*

Notable issues:

1. School of Engineering

The School of Engineering is having an influential impact on industry in the state, including engagement with multiple research partners. Demand for technical skills that the School provides is expected to increase significantly in the coming years. With a shortage of appropriately trained job applicants, there will likely be an increased enrollment forthcoming to meet that demand. However, the School notes that it has not received any space increase since 2004. Student population is already rapidly increasing and the number of faculty has doubled since then. While the School is attempting to relieve that pressure by having shared facilities a central part of a new building anticipated for next August, the need for sufficient space in the short and long term for faculty and students will likely remain an issue that needs to be addressed.

2. Institute for Systems Genomics

The Institute for Systems Genomics (ISG) has grown substantially in recent years. ISG has had a fruitful partnership with Jackson Laboratory and has had a center for genomics since 2012. ISH has benefited from eleven recruitments between ISG and departments across the university. These departments include Molecular & Cell Biology, Genetics and Genome Science, and Computer Science and Engineering.

ISG has implemented a variety of important initiatives, and has the potential for developing further innovations, but its promising growth is being impeded by structural and financial limitations. A Ph.D. program arising out the ISG would be academically viable and beneficial to the university, but it lacks necessary research assistants to initiate the program.

* Information from Vice President Locust's presentation is not included in this report as that meeting will occur after this report has been submitted.

Fundamentally, the ISG is not a department and thus does not have a direct revenue stream upon which to grow. When grant money is obtained, such funds are allocated to the department, faculty, and dean without funds allocated to the institute. ISG is distinct from a traditional department, and further attention needs to be paid to what is the optimal structure for ISG to incentivize its activities and encourage further innovations. One option for the generation of future revenue is an MS degree in Genetic and Genomic Counseling, and other sources of revenue should be considered.

3. Engagement

While each school or college performs individual outreach to industry, alumni, government, and other stakeholders, the Office of Public Engagement advocates, coordinates, and strengthens capacity for engagement initiatives across the University. Engagement is an important part of UConn's land grant mission. Public engagement allows the university to disseminate its knowledge and publicize its relevance to various constituents in the State and beyond. These engagements aspire to be "Relevant, Reciprocal and Responsible." Engagement is one of the four core values in the academic plan.

OPE is in the position to significantly improve UConn's reputation among various constituents and the public in general. As a result, the growth and development of engagement initiatives must receive sufficient resources and attention. Engagement initiatives have often had to survive on grants. This results in engagements that may be inconsistent or shorter term than recommended. Engagement may involve participating and then leaving a community once support ends. That can promote a negative reputation that we are merely using cities and other engagement targets for only instrumental reasons. Engagement must be supported such that it does not merely conduct its work 'for' constituents, but 'with' constituents who jointly identify and solve needs over the long-term.

4. Technology Commercialization and Industry Relations

Technology Commercialization Services, as a branch of the Office of the Vice President for Research (OVPR), manages a number of activities. These include the identification and protection of new intellectual property, supporting start-ups, and building connections between faculty and staff. Through the Technology Incubation Program (TIP), firms use equipment and facilities on campus and access sophisticated technology. This allows students and faculty to partner with these companies and encourages them to stay in Connecticut, or ideally, the Storrs area.

The committee expressed interest in the Office supporting software development as well as hardware innovation. This is on a wish list that the Office would support, and the university should consider enabling the capability. We also recommend more formalized and sustained engagement opportunities for graduate students to work with TIP firms and other industry partners. Support for the innovation pipeline should continue to grow. That pipeline is summarized in Exhibit 1.

5. Sustainability

We also examined the importance of the role of sustainability on campus. The university is well positioned in this area, which seems to have been embraced almost universally by peer institutions. UConn is currently #9 in the Sierra Club's Coolest Schools ranking. This ranking is based on objective and peer reviewed results, and UConn has been highly ranked for a number of years. UConn is also ranked #4 for sustainability in the Green Metric world university rankings. With the Board of Trustees approved a plan to upgrade to meet LEED Gold Policy standards in 2016, commitment to sustainable construction

will be a continuous presence. The Office of Environmental Policy (OEP) is also focusing on a 2020 vision plan, which sets goals for the university and does so in a fashion that are concise, measureable, and data driven. We recommend that the OEP goals are taken seriously by the university and play an integral role in any future sustainable development initiatives. Such action is responsible, environmentally sound, and lessens demands on local and global resources. It has also earned the respect of peer institutions and industry groups.

6. Building and Construction Planning

The university has an aggressive building and construction plan that will come to fruition over the next several years. Currently, \$480M of construction projects are complete or in the construction phase. These projects include the relocation of the Hartford campus, the innovation partnership building, improvements on Discovery Drive, the engineering and science building, the chemical waste transfer facility (main accumulation area), and the central campus infrastructure. A number of projects, constituting \$550M of investment are also in the design phase. These include the Gant Building renovation, North Eagleville Road infrastructure, and the Gampel Pavilion roof. These initiatives represent significant achievements which will bring great benefit to the university.

However, there are significant needs that remain unmet and should become a priority for the university. The availability of classroom and teaching spaces is a significant need that must be met, both in the long term as well as the short term, as classes are occasionally displaced on a temporary basis as building projects conclude. Construction results in displaced students who need classrooms as new buildings replace old structures. Further, student growth is also developing the need for additional classroom space. The most recent classroom space was Laurel Hall, which opened in 2011. While space for faculty and staff are important, student needs must be a significant part of any expansion plan. In addition, conclusive action regarding the status of Torrey Hall must be given priority. The physical facilities are insufficient for faculty and student needs and it is a pressing need for the departments that research and teach in that building.

Growth and Development Committee Members: David Benson, Robert Bird (Chair), Joerg Graf, Maria Gordina (on sabbatical), Michelle Judge, Louise Lewis, Lyle Scruggs, Suzanne Wilson, Danielle Bergmann, Tracie Borden, Greg Bouqout, Nick Ferron, Katrina Higgins, Faquir Jain, Carolyn Lin, Min Lin, Tina McCarthy, Andrew Moiseff, Kylene Perras, Lawrence Silbart (ex-officio)

Committee Charge: *This committee shall keep under review the general changes, actual and prospective, of the University over time and may recommend any desirable expressions of Senate opinion on these matters. The committee may also provide on behalf of the Senate an evaluation and review of specific issues and activities related to institutional advancement. The committee shall include two undergraduate students and one graduate student.*

Exhibit 1

UCONN RESEARCH & INNOVATION: Economic Driver for CT

University Initiated Pipeline for an Innovation Economy

UConn generates new discoveries that move through translational stages towards commercialization, investment, new companies, and new jobs for Connecticut.

