



# President's Update

Dr. Radenka Maric

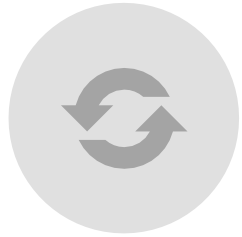
University Senate Meeting

December 1, 2025



# UConn's Operational Priorities

Strategic decisions will be made in the context of UConn's operational priorities.



CONTINUOUS  
IMPROVEMENT &  
ENTERPRISE  
EFFECTIVENESS



IMPROVE ENROLLMENT  
OUTLOOK



INCREASE ACADEMIC &  
RESEARCH PROFILE



SUPPORT  
CHAMPIONSHIP  
CULTURE &  
COMPETITIVENESS IN  
ATHLETICS



ADVANCE  
FUNDRAISING EFFORTS  
& ENGAGEMENT AT THE  
FOUNDATION

# UConn's Operational Priorities (3-5 years)

## Continuous Improvement and Enterprise Effectiveness

- Maintain financial sustainability and resiliency
- Establish a data-informed/outcomes-focused improvement and cost containment approach
- Increase industry collaboration and be more responsive to market demands and student readiness
- Increase sense of community and belonging for students, faculty, and staff

## Improve Enrollment Outlook

- Finalize and begin implementation of SEM Plan
- Identify new recruitment strategies and markets
- Improve retention and graduation rates for undergraduate and graduate students
- Improve rankings (i.e., U.S. News and World Report, Quacquarelli Symonds (QS), and Times Higher Education)

## Increase Academic and Research Profile

- Invest in key research areas of UConn's strength, including a focus on federal priorities (i.e., AI, quantum, cancer, drug-delivery, and national security)
- Increase the effectiveness and efficiency of the academic and research enterprise
- Targeted faculty hires (e.g., eminent, national academies)
- Strategically leverage relationships with core global partners

# UConn's Operational Priorities (3-5 years)

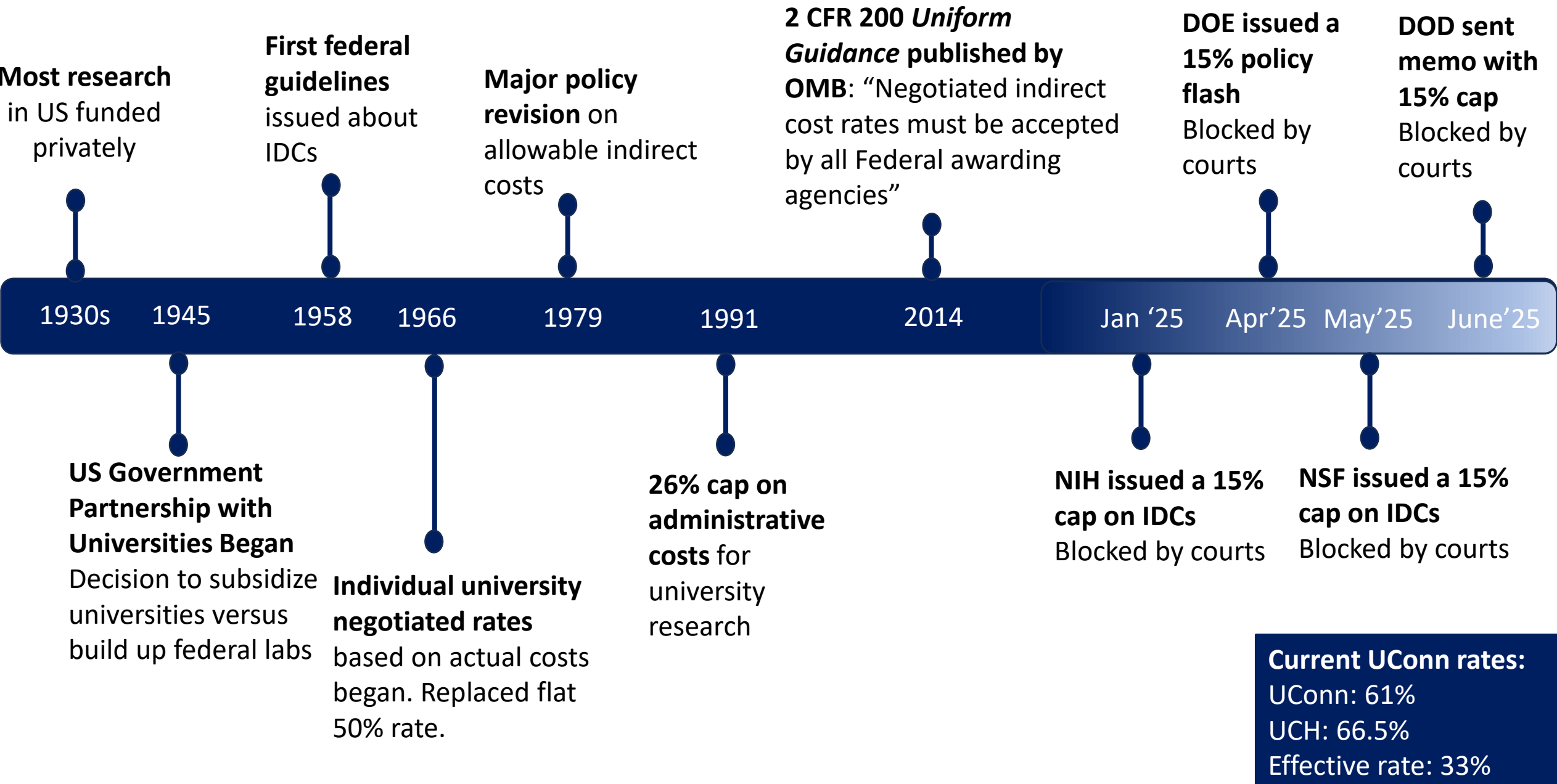
## **Support Championship Culture & Competitiveness in Athletics**

- Continue to thrive at the highest levels of intercollegiate athletics
- Increase revenue streams to ensure short and long-term financial sustainability of athletics and continued investment into programs
- Strengthen and cultivate the championship culture (conference, regional, and national championships) within UConn athletics

## **Advance Fundraising Efforts & Engagement at the Foundation**

- Grow annual raise via the campaign focused on students first, academic & innovation excellence, health & wellness, and Husky Pride
- Increase the endowment
- Grow alumni and constituent involvement to 1.5 million measurable engagement points by the end of the campaign, requiring at least 150,000 engagement touchpoints this year and next.
- Continue to meet or exceed the discrete goals and objectives outlined in the Statement of Work (SOW), such as those for UConn 2000 and regional campus objectives.

# History of U.S. Government – University Research Partnership and Indirect Cost Reimbursement



# Current Status of Agencies' Attempts to Cap F&A (Indirect) Cost Reimbursement

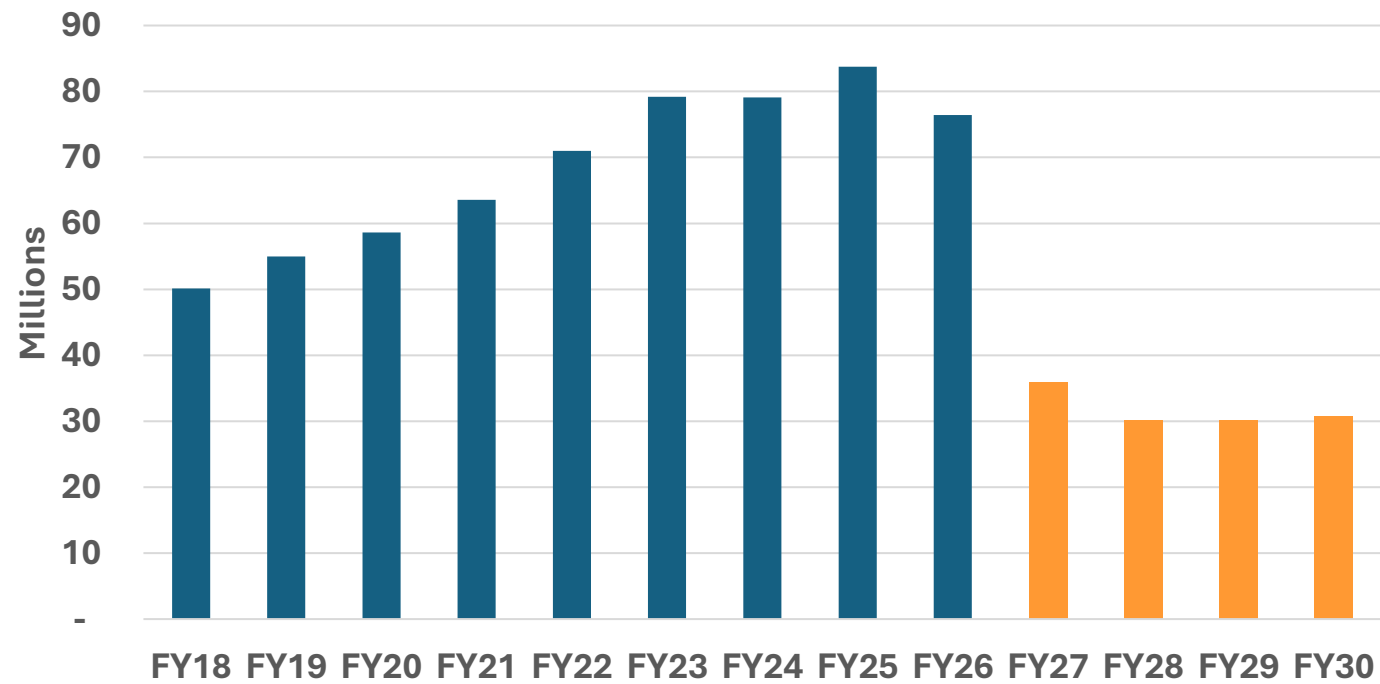
Agency	History	Current Status	What's Next
NIH	TRO granted PI granted Converted to final judgment NIH appealed	The NIH policy rate cap is not in effect	Oral argument in the gov appeal 11/5/25, awaiting decision
DOE	TRO granted PI granted Converted to final judgment DOE appealed	The DOE policy rate cap is not in effect	On appeal
NSF	Summary judgment-granted NSF appealed NSF voluntarily dismissed the appeal	The NSF rate cap policy has been permanently vacated	-
DOD	TRO granted PI granted Summary judgment-granted	The DOD rate cap policy is not in effect	Government has until 12/6 to appeal

**OMB is anticipated to issue a revised 2 CFR 200 *Uniform Guidance* imminently:**

- **Individual institutional F&A rate negotiation would be eliminated**
- **Flat 15% F&A rate across all federal agencies**
- **New definitions of allowable direct and F&A costs**
- **Changes to reimbursement rates likely would be prospective, not affecting existing grants**
- **30-day public comment period**

The proposed capping of F&A cost recoveries to UConn and UConn Health will shift more than **\$30M A YEAR** onto the University.

### Projected UConn/UCH F&A Recoveries



### Current UConn Strategies:

- (1) maintain current NICRAs as the governing rates for proposals and awards;
- (2) Improve accounting for internal university research investments
- (3) Develop budget allocation model that assumes high level of uncertainty around F&A recoveries
- (4) Explore ways to incentivize faculty researchers to direct charge their devoted effort instead of cost-sharing or volunteering it to a project during the academic year



**NIH Direct and F&A Awarded (Dollars in Thousands and Percent)**

<b>Fiscal Year</b>	<b>Direct Cost Awarded</b>	<b>F&amp;A Awarded</b>	<b>Total Awarded</b>	<b>Direct as a Percent of Total</b>	<b>F&amp;A as a Percent of Total</b>
<b>FY 2002</b>	<b>12,822,068</b>	<b>4,835,456</b>	<b>17,657,524</b>	<b>72.6</b>	<b>27.4</b>
<b>FY 2007</b>	<b>15,387,745</b>	<b>5,876,060</b>	<b>21,263,805</b>	<b>72.4</b>	<b>27.6</b>
<b>FY 2012</b>	<b>15,978,032</b>	<b>6,182,900</b>	<b>22,160,932</b>	<b>72.1</b>	<b>27.9</b>
<b>FY 2017</b>	<b>17,799,515</b>	<b>6,838,801</b>	<b>24,638,316</b>	<b>72.2</b>	<b>27.8</b>
<b>FY 2022</b>	<b>23,352,941</b>	<b>8,993,865</b>	<b>32,346,806</b>	<b>72.2</b>	<b>27.8</b>

Source: Congressional Justification of the NIH FY2025 budget request; Overview of 2025 President's Budget

# Examples of F&A Costs

## Examples of Facilities (F) Costs

Cost (Depreciation) of Facility Construction  
Cost (Depreciation) of Equipment  
Interest on Facility Construction  
Utilities  
Custodial and Janitorial Services  
Maintenance and Repairs  
Security and Campus Protection  
Property Insurance  
Environmental Health and Safety  
Hazardous Waste Disposal  
Disaster Preparedness  
Library books, periodicals, other materials

## Examples of Administrative (A) Costs

Financial Management  
Budgeting and Planning  
Personnel Management  
Safety and Risk Management  
Human Subject Protection  
Procurement  
Data and Technology Management  
Legal Counsel  
Dean and School Management  
Academic Department Management  
Proposal Preparation  
Award Billing and Financial Reporting





**Thank you!**

**UConn**