University of Connecticut



At a Glance

Established in 1881 Statutory Authority: Chapter 185b, General StatutesFlagship campus in Storrs, CT 06269

Operating Expenditures Budget Fiscal Year 2024

At the Main and Regional Campuses: \$1,586.8 million At UConn Health: \$1,541.2 million

Organizational Structure: Public State University

	Main Campus/Regional		UConn Health	
ull-time & Part-time Faculty & Staff	5,059	us/Negional	4,919	carui
ull-time Faculty & Staff		(96%)		(79%)
art-time Faculty & Staff ¹		(4%)		(21%)
ull-time Faculty	1,584		589	
Tenured & Tenure Track	1,106	(70%)	180	(31%)
Non-Tenure Track	478	(30%)	409	(69%)
ull-time Staff	3,290		3,289	
ull-time & Part-time Faculty				
Female	47%		47%	
Minority	23%		40%	
ull-time & Part-time Staff				
Female	57%		78%	
Minority	17%		31%	
An additional 768 adjunct lecturers teach at least one cour	se at Storrs and regional o	ampuses		
aff Covered by Collective Bar	rgaining Agre	ements:		
Main Campus & Regional Campuses			92%	
JConn Health			88%	

Mission

Founded in 1881, the University of Connecticut serves as the flagship for public higher education and the primary doctoral degree granting public institution in the state. The University of Connecticut is dedicated to excellence demonstrated through national and international recognition. As Connecticut's public research university, through freedom of academic inquiry and expression, we create and disseminate knowledge by means of scholarly and creative achievements, graduate and professional education, and outreach. Through our focus on teaching and learning, the University helps every student grow intellectually and become a contributing member of the state, national, and world communities. Through research, teaching, service, and outreach, we embrace diversity and cultivate leadership, integrity, and engaged citizenship in our students, faculty, staff, and alumni. As our state's flagship public university, and as a land and sea grant institution, we promote the health and well-being of Connecticut's citizens through enhancing the social, economic, cultural, and natural environments of the state and beyond.

Statutory Responsibility

The General Statutes of the State of Connecticut and the Morrill Act adopted by the United States Congress have charged the University of Connecticut with the responsibility for the education of Connecticut youth in scientific and classical studies, agriculture and mechanic arts, and liberal and practical education. General Statutes give the University authority for programs leading to a wide variety of doctoral degrees and post-baccalaureate professional degrees. The University's constitutional mandate, "excellence in higher education," is accomplished in its traditional triad of academic responsibilities: teaching, research, and service (including outreach and public engagement).

Achievements

The University's Economic Impact

UConn contributes more than \$6.9 billion to Connecticut's economy every year.

More than \$4.1 billion is value added to the Connecticut economy

That equates to generating roughly \$1,900 of economic value per resident per year

For every dollar spent by UConn, 94 cents in economic output is generated elsewhere in Connecticut

UConn creates new businesses, jobs, and economic growth, strengthening Connecticut industry.

Nearly 32,000 Connecticut jobs, or one out of every 85, are generated by UConn.

UConn generates more than \$320 million in state and local taxes through its labor force and the industries it affects.

Industry leaders including Pratt & Whitney, Comcast, Eversource, UTC, and many more have invested nearly \$100 million in UConn in areas such as materials science, advanced manufacturing, big data, computer security, and other fields.

More than 700 U.S. patents have been granted based on UConn innovations, with more than 100 new patent applications filed in Fiscal Year 2021.

More than \$463 million has been raised by UConn TIP incubator companies to date.

Nearly 2,776 jobs in Connecticut are generated by UConn research, which is worth roughly \$620 million in total economic impact.

UConn improves and strengthens Connecticut cities and towns.

UConn has vibrant campuses in Farmington, Groton, Hartford, Waterbury, Stamford and Storrs, with thousands of students, faculty, and staff generating millions in economic activity.

Investment in Research

In the 2021-22 fiscal year, the research enterprise at UConn and UConn Health recorded \$316.6 million in sponsored program awards, an increase of more than \$51 million compared to just five years earlier. UConn's research funding exceeds many of its peer R1 institutions in the Northeast, including all flagship public universities in New England, Stony Brook, Syracuse, Tufts, and more.

At the faculty level, this was reflected in a record number of National Science Foundation early career funding awards, which went to 11 UConn faculty members, totaling nearly \$7.8 million.

Along with sponsored program awards, UConn's research enterprise has grown significantly in the area of private sector partnerships. Total industry investments in the Innovation Partnership Building at UConn Tech Park grew a staggering 70% year over year, from roughly \$125 million to nearly \$215 million.

UConn researchers regularly lend their expertise and commentary to noted publications including National Geographic, the New York Times and the Washington Post in addition to peer-reviewed journals and scholarly publications.

UConn hosts more than 80 world-class research centers and institutes – performing cutting-edge research in areas including brain and cognitive sciences, materials science, clean energy, aging, andcyber security.

Investment in Community

Fellows program, which will support students at UConn Stamford and UConn Waterbury from backgrounds that are underrepresented in the fields of agriculture, food, and natural resources.

In April 2023, UConn Waterbury and the city of Waterbury partnered to create the first-ever Waterbury Innovation, Sustainability, and Health Fest, aimed at promoting overall health and wellbeing among the city's school-aged population.

The CT SmartBuildings program, devised and administered by a UConn researcher, marked more than 70 towns and school districts assisted in benchmarking energy efficiency efforts since its launch in 2017.

The UConn School of Engineering won a \$3.6 million federal grant to implement sustainability and energy efficiency measures in Bridgeport public schools.

UConn researchers in the Neag School of Education and the Rudd Center for Food Policy and Health won a \$2 million federal grant to promote the health of children in Connecticut elementary schools through education and the adoption of best practices in districts across the state.

In February 2023, the Connecticut Transportation Institute held a first-of-its-kind training for Connecticut law enforcement on methods of detection of drivers impaired by cannabis.

In September 2022, UConn's indoor air quality program – devised by researchers from UConn Health and the UConn school of Engineering – received special recognition from the White House Office of Science and Technology Policy for its work in promoting the use of low-cost, DIY air purifiers in Connecticut K-12 schools.

UConn Hartford won a \$2.9 million federal grant to increase internet access and proficiency with technology among traditionally marginalized student populations in the Hartford area.

HuskyTHON, the annual dance marathon that is New England's largest student-run philanthropy effort, raised over \$1.4 million to benefit Connecticut Children's Medical.

Investment in Facilities

Northwest Science Quad

In June 2023, the University formally opened Science 1, the cornerstone of the Northwest Science Quad: a state-of-the-art, 198,000-square-foot facility dedicated to research, teaching, and core laboratories; a new 240-seat active-learning room designed to engage students more dynamically than traditional lecture halls; and faculty offices, public spaces, administrative support offices, and informal gathering places. The new facility houses the Institute of Materials Science and was designed to incorporate best practices in sustainability and energy efficiency, as part of UConn's effort to achieve carbon neutrality by 2030.

Student Housing

In FY23, the University began work on two projects that will increase the amount of up-to-date housing for students, meeting a significant need considering the high percentage of students who live in University housing. The 1940s-era Mansfield Apartments have been demolished, and in their place

will be a complex of three new connected buildings containing about 900 beds and will include contemporary design, amenities more appealing and useful to today's students, and climate-friendly technology. Work has also begun on new housing in the South Campus area, centered around a new residence hall that will have 657 beds and a new dining hall of 500 seats and is expected to open in the fall of 2024. It will be built near the existing South Campus Residence Halls, on the corner of Gilbert and Mansfield roads, to create a shared courtyard between that complex and the new building.

Ice Hockey Arena

In January 2023, the University formally opened the Toscano Family Ice Forum, built as part of UConn Hockey's membership in the powerhouse Hockey East conference. The new facility includes full Division I training and support for the women's and men's teams; team lounges, dry locker area and locker rooms with video displays; locker rooms for visiting teams; training space with a hydrotherapy area; strength and conditioning room; and other areas such as coaches' offices, a press box, and a large center-hung display scoreboard with perimeter ribbon boards that will be designed to create an outstanding experience for fans.

Active Transportation Plan

Completed in January 2023, the University's first-ever Active Transportation Plan establishes guidance for: A more coherent, walkable and bikeable campus; an organizational framework that connects parking facilities and other transportation hubs with common campus destinations and living communities, including those immediately adjacent to campus; effective enforcement and evaluation strategies; improved bike parking and storage, and the use of electric bikes, scooters and other forms of motorized, assistive or semi-active transportation modes; connectivity to/from local and regional transportation networks; and metrics, polling, schedules, cost estimates, conceptual plans and other tools to guide planning, design, prioritization and implementation of projects. The ATP also has an immediate focus on reducing pedestrian-vehicular conflicts and increasing safety and connectivity throughout the campus core via existing north/south and east/west corridors. Proposed improvements include traffic calming measures, identification of complete street opportunities, safer mid-block crossings, intersection alignments and controls, and closures or connections that address gaps in the existing network.

Investment in Arts and Culture

The School of Fine Arts strengthened its reputation as a regional hub for dynamic art and culture with performances, exhibitions, and programs that extended far beyond the boundaries of campus into communities around the state.

Among the highlights of the year were the inaugural Northeast Human Rights Film Festival in May 2023; the 50th anniversary of the Voices of Freedom student gospel choir; the Spring 2023 Benton Museum exhibit "Seeking Truth," which was designed in concert with the American Museum of Natural History and funded by the Henry Luce Foundation; a weeklong residency by the distinguished dramatic artist Ping Chong, the last of his laureled 50-year career; the return of children's programming to the Jorgensen Center for the Performing Arts for the first time since the start of the COVID-19 pandemic; a Telly Award and a Kidscreen Award for Feel Your Best Self, a collaborative project of the Ballard Institute and the Collaboratory on School and Child Health in the Neag School of Education; an exhibit at the Hartford Public Library of the Pandemic Journaling Project; an exhibit of outdoor sculptures at UConn Avery Point in August 2022; and

the January 2023 premiere of Grit & Grace, a documentary film by UConn Stamford professor Oscar Guerra that was made for the U.S. House Select Committee on Economic Disparity and Fairness in Growth.

Investment in the Future

Nine out of 10 members of the Class of 2022 had, within six months of graduating, either begun full-time employment, started graduate school, or entered military service, matching the highest percentage of favorable post-graduation outcomes since the University began tallying them in 2016. Nearly 70% of in-state graduates chose to remain in Connecticut after graduating, while one fifth of those who came from out of state remained in the Nutmeg State.

In FY23, UConn allocated nearly \$259 million in student financial aid, significantly lessening the burden of tuition and fees for families. State law requires UConn to set aside 15% for tuition revenue for need-based aid, but UConn voluntarily exceeds this each year, setting aside roughly 16.5% percent of tuition revenue in FY23.

The Flagship Campus

More than 48,000 high school students applied to join UConn's Class of 2027, an all-time high and an increase of over 5,000 applicants from the previous year, and an increase of some 450% since 1996, when the UConn 2000 program began. The applicant pool's diversity is also again at an all-time high, with strong interest from underrepresented racial and ethnic populations and students who would be the first in their families to attend college. Applications came from all 169 towns in Connecticut, with a nearly 8% increase in applications from the 73 schools in Connecticut's Alliance Districts, which comprise the largest populations with significant financial need. Roughly 75% of the undergraduate student body consists of Connecticut residents, a proportion expected to hold steady in future years.

Storrs First-Year Students

Approximately 4,200 new students joined the Class of 2027 at Storrs, along with about 1,600 first-year students joining the regional campuses in Avery Point, Hartford, Stamford, and Waterbury. They'll be joined by more than 650 students transferring to Storrs from other schools, along with about 230 transfers to the regional campuses. The total number of undergraduates at all campuses in the current fiscal year is about 24,000, with more than 19,000 at Storrs.

This is the most diverse first-year class in UConn history, with more than 47% students of color, and more than 30% coming from backgrounds underrepresented in higher education. Nearly 30% of first-year students are the first in their families to attend college. Almost 32% of the Class of 2027 have personal or family incomes that qualify them for federal Pell Grant aid. That's an increase from 22% in 2010, and an indicator that UConn is succeeding in its commitment to providing

access to talented students regardless of their financial circumstances.

Roughly 75% of the undergraduate student population consists of Connecticut residents. Students in the class of 2027 hail from 156 of Connecticut's 169 towns, along with students from at least 43 states and 92 countries. The incoming class includes 144 valedictorians and salutatorians, and 618 new members of the UConn Honors Program, up from 555 the previous year.

Most popular majors among the class include Biology, Mechanical Engineering, Finance, Computer Science, and Psychology.

Regional First-Year Students

Roughly 1,600 first-year students will join the Class of 2027 at UConn's regional campuses. They will be joined by some 200 transfer students at the campuses in Avery Point, Hartford, Stamford, and Waterbury. In addition, some 470 students lived in residential facilities at UConn Stamford.

The members of the regional first-year class come from incredibly diverse backgrounds ethnically and geographically, with more than 50% being students of color.

UConn Health

Fiscal year 2023 saw a significant rebound for UConn Health from the massive disruptions of the COVID-19 pandemic, including major increases in patient volume at John Dempsey Hospital and rises in pharmacy practice, clinical services, and other areas.

Notably, patient revenue increased from \$714 million in FY22 to more than \$830 million in FY23, some \$49 million more than had been forecast. With that increase, UConn Health has more than doubled its patient revenue in the past decade. Furthermore, with the state now adopting a budget-neutral change in methodology in regards to employee fringe benefits, the risk of future increases to the costs of those unfunded liabilities has been removed from UConn Health (as well as UConn), putting it on firmer budgetary footing for the future.

Among the major grants received by UConn Health researchers, School of Medicine faculty member Mary Beth Bruder received a \$10 million grant from the U.S. Department of Education to provide technical assistance to increase equity in the delivery of early childhood intervention services to infants and young children from diverse backgrounds who have disabilities or developmental delays; the Connecticut Area Health Education Center received a \$2 million grant from the federal Department of Health and Human Services to develop the state's primary care workforce; UConn Health received a \$50,000 equity grant from the Million Hearts initiative to purchase 1,000 automated blood pressure cuff kits for at-risk maternity patients; and the federal Administration for Community Living renewed its funding for the Center of Excellence in Developmental Disabilities Education, Research, and Service.

Accolades for UConn Health in Fiscal Year 2023 included five national CareChex awards by

Quantros for medical excellence in coronary bypass surgery and neurological care; a perfect 'A' rating in patient safety by the Leapfrog Group, the fifth consecutive such rating for John Dempsey Hospital; an Outstanding Patient Experience award by Healthgrades, putting John Dempsey Hospital in the top 10% of hospitals nationwide; a Stroke Gold Plus award from the American Heart Association; being named a World's Best Hospital by Newsweek, one of only five hospitals in Connecticut to earn that designation; seven Women's Choice awards for various categories at John Dempsey Hospital; designation as a "High Performing" hospital for stroke and kidney failure, the highest such rating a hospital can earn from US News & World Report; and the inclusion of 39 UConn Health physicians in Connecticut Magazine's annual ranking of top doctors in the state.

Community service continued to be a core feature of UConn Health's mission, with some of the initiatives and developments in FY23 including the distribution, for free, of 150 low-cost indoor air purifiers to local residents during the period of summer when smoke from wildfires in Quebec created unhealthy air conditions across the eastern United States; the opening of a new, 4,300-square-food facility in Simsbury, with services ranging from blood draws to x-rays to cardiology and OB-GYN; the screening and treatment of Special Olympics athletes by students and faculty in the School of Dental Medicine; a free skin cancer screening event exclusively for Connecticut firefighters, whose work puts them at elevated risk for melanoma and other types of skin cancer; and serving as a host site for the Connecticut Education and Career System's Work-Based Learning Program.

In the realm of education, in May 2023 UConn Health celebrated its 52nd commencement ceremony for the 261 graduating students from across UConn School of Dental Medicine, UConn School of Medicine, and its UConn Graduate School programs. The Class of 2023 includes 110 M.D. and 51 DMD students, bringing the total of UConn Health-produced physicians to 4,087 and 1,945 dentists since 1972.

In August 2023, UConn School of Medicine and UConn School of Dental Medicine welcomed two of their largest classes ever, with 112 donning white coats for the School of Medicine and 51 dental students (from an applicant pool of more than 1,300) enrolling in the Class of 2027. Three-quarters of the future doctors in the School of Medicine are Connecticut natives, and more than a third of them earned their undergraduate degrees at UConn. Statewide, about 37% of School of Medicine graduates practice medicine in Connecticut, along with 47% of School of Dental Medicine graduates.

UConn Law

UConn Law is a leader in experiential legal education, with a wide variety of clinical programs, a multitude of individual externship opportunities and several practical skills courses built into the curriculum. The average student debt among UConn Law graduates is the lowest in the Northeast.

In fiscal year 2023, UConn Law established two new legal clinics: the Housing and Eviction Defense Clinic, funded by the federal Department of Housing and Urban Development; and the Transaction Law Clinic, which will assist small businesses, nonprofit organizations, and individuals navigate the intricacies of contract law in Connecticut. In August and January, UConn Law also cosponsored and helped staff a pair of one-day expungement clinics organized by alumna Tiana Hercules '08 JD '08 MBA at Capital Community College in Hartford.

UConn Law also named the first student recipients of a new scholarship, the Constance Belton Green Diversity Fund, which sponsors programming along with providing transformational scholarships to

students from disadvantaged backgrounds.

In May 2023, UConn Law celebrated its 100th commencement, awarding 156 Juris Doctor degrees and 62 Master of Laws degrees. Among those receiving degrees were 18 students in the Executive LLM program, which is based in South Korea.

Regional Campuses

Befitting a University with a physical presence in every region of the State, people throughout Connecticut enjoy the economic benefits that UConn provides. UConn's effect is widespread, but also intensely local: the University means local jobs, local spending, and local tax revenues for communities from the shoreline to the northwest hills. With major initiatives to expand and enhance its campuses, the benefits UConn provides to the people living in Connecticut's cities and towns will only multiply.

UConn Hartford

UConn Hartford has become a welcome presence in the capital city with its new, \$140 million campus anchored by the former Hartford Times building. Partnerships with local organizations including Hartford Public Library and the Wadsworth Atheneum have created a true urban campus, which is rounded out by aBarnes & Noble Bookstore.

By the numbers:

32 miles to Storrs 1,390+ undergraduates 54% students of color 11 four-year degree programs

UConn Stamford

Interest in the UConn Stamford as a first-choice campus has continued to rise since dedicated University housing opened in 2017. In 2021, UConn Stamford added 120 beds in two additional nearby apartment buildings to meet student demand. The new Synchrony Financial Innovation Space allows students to obtain paid internships with financial services company Synchrony, which is headquartered in Stamford. In addition, UConn Stamford students may now be accepted to UConn's prestigious Honors Program in their first year.

By the numbers:

30 miles to New York City 1,850+ undergraduates 55% students of color 14 four-year programs

750+ internships in Stamford, Fairfield County, and NYC

UConn Avery Point

Located on Long Island Sound at the mouth of the Thames River, UConn Avery Point challenges students with specialized programs that take advantage of its waterfront location and delivers an outstanding education in more traditional areas of study. Students benefit from small classes, explore unique minors, and enjoy distinctly modern facilities like the state-of-the-art Marine Sciences Building, with unlimited opportunities for undergraduate research, fieldwork, and internships across the many industries near campus. This year, Avery Point became the headquarters of the nation's newest National Estuarine Research Reserve, a federally protected stretch of 52,160 acres on Long Island Sound.

By the numbers:

16:1 student-faculty ratio

570+ students

5 four-year programs

42 miles to Storrs

72 acres on the Connecticut coastline

UConn Waterbury

For more than 70 years, UConn Waterbury has opened the doors to educational access and excellence for thousands of Connecticut residents. Today, the campus is located in a leading-edge facility in the heart of Waterbury's revitalized downtown with privately owned student housing located across the street. UConn Waterbury's new Allied Health Sciences program has shown tremendous growth since being introduced in 2020.

By the numbers:

57 miles to Storrs

840+ undergraduates

45% students of color

9 four-year programs

250+ Education Abroad programs in 65+ countries

Institutional Success

UConn was ranked No. 26 among national public universities in the 2022-23 U.S. News & World Report list, marking more than a decade in the Top 30.

Georgetown University's Center on Education and the Workforce found that a UConn undergraduate degree provides a return on investment of more than \$1.5 million over a 40-year career, better than 10 of UConn's 13 direct competitors for enrollment.

The Neag School of Education was ranked the 22nd best public graduate school of education in the country by U.S. News & World Report, the eighth consecutive year the school has been ranked among the 25 best in the United States.

The UConn School of Business' FLEX MBA program was ranked the best in New England by U.S. News and World Report. U.S. News also declared that the online Master of Science in Accounting (MSA) program in the School of Business is No. 6 nationally, up from No. 7 last year and No. 11 two years ago; the online Master of Science in Nursing program is No. 18 nationally, making it the highest ranked program among nursing schools in New England; and the online Master of Science in Engineering program is No. 37 nationally, 10 spots higher than last year, and 25 spots higher than two years ago.

Ten UConn students were selected as Fulbright Scholars for 2023-24, double the average of the previous decade. Junior Romir Raj was one of only 413 students in the country to earn a Goldwater Fellowship in 2023, the most prestigious scholarship for students of math, natural sciences, and engineering. Junior Katherine Jimenez was the first student in UConn history to win a prestigious Beinecke Scholarship, the only student in New England to earn that distinction in 2023. Senior Sara Marze was one of only 40 students nationally to be named a 2023 Marshall Scholar, the sixth student in UConn history to earn that distinction.

Four UConn faculty members were elected fellows to the American Association for the Advancement of Science, the largest general scientific society in the world and the publisher of the Science family of journals.

UConn was ranked in the top 10 nationally for its sustainability efforts by both the Association for the Advancement of Sustainability in Higher Education and the GreenMetric World Universities program.

UConn Storrs became the only college campus in the United States where every dining hall has earned the coveted Four-Star Certified Green designation from the national Green Restaurants Association.

UConn was named a Bicycle Friendly University by the League of American Bicyclists for the first time ever, one of only six institutions of higher education to earn the distinction in 2023.

In April 2023, the UConn men's basketball team became national champions for the fifth time in school history, defeating San Diego State University in the final game of the NCAA tournament.

UConn Contributes to Public Dialogue

The University's official news site, UConn Today, received more than 2.4 million unique views in fiscal year 2022 for its roughly 600 stories, videos, and photo galleries, an increase of 6% from the previous fiscal year.

The promotion of UConn research and stories has led to coverage in the New York Times, the Washington Post, the Associated Press, Scientific American, Smithsonian Magazine, the BBC, Forbes, The Hill, National Geographic, Bloomberg, the Chicago Tribune, the Boston Globe, the Wall Street Journal, the Atlantic Monthly, the New Yorker, CNN, the Chronicle of Higher Education, ABC News, CNBC, NPR, and numerous others. In fiscal year 2023, there were more than 200 placements in national media outlets, and nearly 600 in state media outlets.

Twenty-two new essays and opinion pieces by UConn faculty members in fiscal year 2023 received more than 1.3 million views in external media, via a partnership with The Conversation, an outlet that

works with national media to provide expert university perspective.

On social media, in Fiscal Year 2023, UConn had roughly 541,000 followers across Facebook, Instagram, Twitter, LinkedIn, and TikTok, with more than 35.6 million impressions for content posted on those platforms, and more than 1.18 million engagements.

Information Required by State Statute

Affirmative Action

In accordance with state and federal laws and regulations, the University of Connecticut is an Equal Employment Opportunity/Affirmative Action Employer. The University's affirmative action plans are in compliance with the requirements of the Commission on Human Rights and Opportunities, pursuant to the Regulations for Affirmative Action in the Connecticut General Statutes.

Fiscal Health

An independent auditing firm gave its seal of approval to the University for fiscal prudence in managing construction spending for UCONN 2000 projects. McGladrey LLP, a Chicago-based financial consulting firm, notified UConn that it found no problems with the University's procedures for estimating project costs, maintaining records, allocating payments, and tracking budgets. Audit findings underscore the University's strong fiscal standards for administering new major initiatives such as Next Generation Connecticut.

Governing Board

The University of Connecticut Board of Trustees is comprised of 21 members: 12 appointed by the Governor; two elected by alumni; two elected by students; and five ex-officio, including the Governor, UConn Health Board of Directors Chair, and the Commissioners of Agriculture, Economic and Community Development, and Education.

Members of the Board of Trustees in 2021-22: Honorable Ned Lamont, president; Andy F. Bessette; Mark L. Boxer; Charles F. Bunnell; Shari G. Cantor; Sanford Cloud Jr.; Joshua Crow (student trustee); Andrea Dennis-LaVigne; Marilda L. Gandara; Jeanine A. Gouin; Bryan P. Hurlburt; Alexandra Daum; Rebecca Lobo; Aanya Mehta (student trustee); Kevin J. O'Connor; Bryan K.Pollard; Thomas D. Ritter; Philip Rubin; Charlene Russell-Tucker; Daniel Toscano (chairman).