



Search for the Chief Transformation Officer
University of Connecticut
Storrs, Connecticut

THE SEARCH

The University of Connecticut (UConn), New England's leading public land grant research university, seeks a bold, innovative, entrepreneurial, and collaborative leader with excellent operations experience to serve as its inaugural Chief Transformation Officer (CTO). Reporting to the President, Dr. Radenka Maric, the Chief Transformation Officer joins a strong leadership team and serves as a strategic leader for enterprise transformation, operational excellence, and administrative modernization. The CTO will advance the University's strategic priorities with direct responsibility for functional line operations and will enhance organizational agility by leading cross-functional initiatives across the University that strengthen institutional effectiveness, improve service delivery, develop revenues and savings, and support transformational investment.

As a \$4.0 billion public flagship university, UConn is home to seven campuses, more than 34,000 students, and an extensive network of research and service enterprises that include UConn Health, its academic medical center. With nearly \$30 billion in capital investment from the State of Connecticut in recent years alone, the University has created new expansive facilities, including state-of-the-art engineering and science facilities, all of which create opportunities for vastly expanded research and teaching. To meet the scale of this opportunity, the University needs new flexible revenue for faculty and program investment, a rare moment in the modern academy. In both the CTO's operations role and in strategic and cross-University work, the CTO will help UConn develop the resources for generational transformation.

The president has assembled a strong leadership team to partner with a Chief Transformation Officer leading strategic and tactical planning on behalf of the president's leadership group. Joining UConn on the heels of completing the ambitious [Envision 2034](#) strategic plan, the Chief Transformation Officer will examine institutional strategic and operational priorities and execute a roadmap for the plan's implementation, prioritizing holistic student success and access while expanding UConn's research impact to power a thriving Connecticut. With plans and coordination clearly articulated with senior leaders, the CTO must work through influence, empowering unit-level leaders to reinvigorate UConn's institutional commitment to excellence and charter a course for stability, transparency, and strategic growth.

A facile relationship builder, the CTO will enhance communication and collaboration across the complex, multi-campus enterprise. This leader will identify gaps in infrastructure, identify cost saving and revenue generating opportunities, create faculty and staff incentive structures that reward impact, and cultivate structures that enhance operational effectiveness and efficiency while delivering top-notch value for today's students. By reducing redundancy and eliminating silos, the incoming CTO will help to cultivate a more centralized operations structure while fostering a culture of continuous improvement. Through partnership with key collaborators, especially the newly appointed provost and the newly appointed Chief Financial Officer (CFO), the CTO will support the ongoing budget transformation initiative by examining institutional finances, revenues, and enhancing the distribution/allocation of shared resources across the campuses.

The University of Connecticut has retained Isaacson, Miller, a national executive search firm, to assist with this important search. All inquiries, applications, and nominations for this opportunity should be directed in confidence to the search firm as indicated at the end of this document.

THE UNIVERSITY OF CONNECTICUT

The University of Connecticut was founded in 1881 as an agricultural school, and within the next decade, it 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. Storrs is approximately 30 minutes from Hartford and spans approximately 4,000 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.

ROLE OF THE CHIEF TRANSFORMATION OFFICER

The Chief Transformation Officer is a senior member of the President's executive cabinet and serves as a strategic leader for enterprise transformation, operational excellence, and administrative modernization. The Chief Transformation Officer advances the University's strategic and operational priorities by leading cross-functional initiatives that strengthen institutional effectiveness, improve service delivery, enhance organizational agility, mitigate risks, and support long-term financial sustainability.

Working across a complex, multi-campus environment, the Chief Transformation Officer aligns strategy, governance, data, and execution to deliver measurable improvement in administrative and operational performance. The role requires an accomplished executive who can drive large-scale change, build strong partnerships across academic and administrative units, and translate institutional priorities into practical, sustainable results.

In addition to leading institution-wide transformation efforts, the Chief Transformation Officer provides executive oversight of designated administrative and operational units, which include Facility Services, University Planning, University Safety, Human Resources, and Information Technology Services. The Chief Transformation Officer ensures these functions are well-aligned, high-performing, and positioned to support the University's academic, research, and public service mission.

KEY OPPORTUNITIES AND CHALLENGES

The University of Connecticut seeks a Chief Transformation Officer with the experience and commitment to work collaboratively to further elevate the University's academic distinction and impact in research, innovation, and engagement as a premier public research institution. The Chief Transformation Officer will:

Directly lead and strengthen the operational effectiveness of key administrative and operational units

The CTO will provide executive oversight of designated administrative and operational units, including: Facility Services and University Planning, University Safety, Human Resources (HR), Information Technology Services (IT), and related functions. A keen relationship builder, the CTO will partner with these unit leaders across finance, procurement, research administration, human resources, information technology, facilities, and public safety to align systems, processes, and service models with institutional priorities at scale. In a public university, with legislative oversight and strong external regulation, as well as with 75% of all employees unionized, the University needs the most efficient possible services and systems that increase efficacy across the board, including excellent HR and a strong labor relations team.

Plan and help leadership throughout the University to radically reimagine and optimize University success

The CTO joins UConn at a pivotal moment in the evolution of higher education as well as UConn itself. Tasked with leading institution-wide efforts to redesign business processes, improve financial

performance, and modernize administrative operations, the CTO will radically reimagine and optimize internal workflows, positioning UConn for long-term institutional investments and cultivating a foundation that seeds further innovation, entrepreneurship, and growth. By improving service quality and reducing redundancy, the CTO will strengthen the experience of students, faculty, and staff while driving efficiency.

The CTO will build institutional capacity in process improvement across the University by clearly defining, articulating, and monitoring key performance indicators, outcome measures, and benefit-tracking mechanisms, tying transformation initiatives with measurable and sustainable improvements in cost, quality, efficiency, and service. This leader will assist in dismantling administrative barriers to success, establishing appropriate governance, accountability, and decision-making, and designing escalation frameworks for major initiatives to ensure disciplined and timely execution on strategic goals.

In order to successfully lead these major transformation efforts, the CTO will enhance cohesion and coordination between units by promoting transparent communication and leveraging real time data to drive stakeholder engagement. The CTO will help all leaders at UConn to plan and execute a transformation that aligns resources to their greatest benefit and research that meets the University's strategic plan.

Provide strategic advising and long-range campus and physical planning in support of UConn's academic and research mission

A strategic partner and change agent, the CTO will lead the planning, development, maintenance, and long-term stewardship of UConn's physical assets, facilities, utilities, infrastructure, logistics, and campus environment. The CTO will also oversee the campus master plan and support multi-year operating and capital planning related to deferred maintenance, space utilization, major infrastructure needs, and strategic investments. The CTO will optimize resources and lead strategic reinvestment efforts in partnership with the Chief Financial Officer, Provost, and other university leaders.

Support the advancement of strategic innovation in IT and AI

The CTO will oversee UConn's enterprise-wide technology strategy, ensuring that operational services, infrastructure, technology, and the physical environment effectively support the university's academic, research, and administrative mission across the Storrs and regional campuses. This leader will bolster and support the implementation of systems and software that align with institutional academic, research, and administrative priorities and will evaluate service performance and cybersecurity outcomes. Similarly, process improvement and redesign across the University will necessitate a shift in technology systems usage and efficacy, as well as strategic adoption of AI.

Partner to provide strategic oversight for HR

Charged with providing strategic oversight for human resources, the incoming CTO will ensure that HR strategy, organizational development, labor and employee relations, and workforce planning align with institutional priorities and legal requirements. The new CTO will have a unique opportunity to advance a

more cohesive, innovative, and integrated HR strategy, as well as processes and systems that preserve local expertise where necessary, while establishing greater consistency, clarity, and shared service standards. The CTO will serve as a trusted advisor to senior HR leadership in bringing informed perspectives on workforce strategy, labor relations, employee relations, HR policy, organizational design, and culture to critical campus and institution-wide decisions. The new CTO will have an opportunity to follow an HR improvement roadmap laid out in the recent external review by Segal.

Partner across UConn, its regional campuses, and UConn Health to enhance collaboration, engagement, and communication

As a state-funded, public land grant institution, transformational change will require coordination between internal constituents and trustees, legislators, state agencies, and external stakeholders in support of UConn's strategic priorities. The CTO will deepen existing partnerships and cultivate new ones that enhance collaboration and fuel innovation, advising and providing regular reports to the President, Executive Cabinet, and Board of Trustees on initiative progress, risks, performance outcomes, and realized benefits. This includes developing strong partnerships with leadership across the regional campuses and UConn Health to best understand the facility, technology, and HR challenges facing those locations and how to best leverage these entities for UConn's strategic growth and impact.

Aid UConn leadership in fulfilling its land grant mission: to invent new services for the people and businesses of the State and to build new revenue opportunities for the University

UConn is essential to the State of Connecticut, and the State regularly invests in UConn, knowing that the University is central to the welfare of its people and the development of its economy. UConn can readily become the lifelong learning partner of its alumni, an agent of career advancement for large sections of the workforce, and a research ally of the business community.

The University has considerable institutional opportunities to develop and leverage online educational opportunities. It has land and facilities across a wide range of fields where partnership with industry may be possible. Its expanding health care enterprise is a formidable business connected to the core of the economy. In this demanding time, all universities, and especially land grant universities, must re-think their relationship with their people and their economy, seeking engagements that enhance the State but simultaneously develop impressive new revenue streams for the University. The CTO will aid the leadership team as it develops powerful new sources of revenue and adds new services for Connecticut and the nation.

EXPERIENCE AND QUALIFICATIONS

The ideal candidate will exemplify many of the following qualifications and attributes:

- Master's degree or higher from an accredited institution and at least 5 years of progressively responsible leadership experience in a complex organization, including significant senior-level experience leading large-scale transformation, operational improvement, or enterprise modernization initiatives.

OR

- Bachelor's degree from an accredited institution and at least 10 years of progressively responsible leadership experience in a complex organization, including significant senior-level experience leading large-scale transformation, operational improvement, or enterprise modernization initiatives.
- Demonstrated success leading change management efforts through stakeholder engagement, effective communications, implementation planning, and adoption of new processes or operating models.
- Strong strategic, operational, and financial acumen, including experience with organizational redesign, budget management, capital planning, and resource allocation.
- Demonstrated ability to establish governance structures, drive accountability, and lead execution across large, matrixed organizations.
- Experience using data, metrics, and performance measures to improve institutional or organizational outcomes.
- Strong executive presence, sound judgment, and the ability to build credibility and trust with senior leaders, faculty, staff, governing boards, and external partners.
- Experience overseeing or partnering closely with major administrative and operational functions such as facilities, planning, public safety, human resources, information technology, finance, procurement, or related areas.
- Excellent communication, collaboration, and relationship-building skills, with the ability to navigate complex organizational and political environments.
- Demonstrated experience in, or a strong understanding of, the complexities of public higher education, particularly within an institution that includes an academic health system, is preferred.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller [website](#). Electronic submission of materials is strongly encouraged.

Becca Kennedy, Managing Partner

John Isaacson, Chair

Afi Tettey-Fio, Senior Associate

Isaacson, Miller

As a Connecticut state agency, the University must comply with state AA/EEO regulations in ensuring a non-discriminatory search and hire process. These regulations direct the University to engage in proactive recruitment strategies to identify a qualified applicant pool and qualification-based evaluation resulting in the hire of the most qualified candidates regardless of protected class. Further information on recruitment and Applicant Evaluation can be found on the [Search Compliance and Recruitment page](#).

THE ESSENTIAL CONTEXT: UCONN BY THE NUMBERS

Campuses

Total enrollment on all UConn campuses was 34,424 students in Fall 2025; 26,191 undergraduate students (21,042 at the Storrs campus and 5,149 at the regional campuses) and another 8,233 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.

Student Enrollment and Academic Experience

UConn is a student-centered university that is increasingly attractive to talented applicants locally, nationally, and globally. With a student-to-faculty ratio of 17:1, UConn students have a vibrant classroom experience.

For Fall 2025, undergraduate first-year applications exceeded 63,000, with nearly 46,000 out-of-state and international students applied. Forty-eight percent of the fall 2025 Storrs first-year students were either international or out-of-state. The entering class included nearly 159 valedictorians and salutatorians with 48% of the Storrs first-year class ranked in the top 10% of their high school class. The SAT average has risen steadily from 1113 in 1995 to 1325 in Fall 2025, moving the university into the realm of selective public and private universities. Connecticut residents comprise 68% of the undergraduate students and 66% of the graduate students on the campuses. 54% of the undergraduate and 56% of graduate students at UConn are women, and minority enrollment across UConn's five campuses now account for 47% of the undergraduate population. The veteran community encompasses nearly 1,500 students, staff and faculty.

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 84%, 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.

Graduate and Professional Studies

Research, scholarship, and creative activity at the University of Connecticut have a national and international impact. UConn offers 23 graduate and professional degrees (four research doctorates, four

professional doctorates, three clinical doctorates, and 12 master's) in more than 100 fields of study. UConn enrolled over 8,000 graduate students in 2025, with 666 Medicine and Dental Medicine students enrolled at UConn Health.

Research and Scholarship

UConn has over 1,600 full-time faculty at the Storrs and regional campuses. Sixty-seven percent of full-time faculty are tenured or tenure track but not yet tenured, and the remaining are non-tenure track faculty. 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.

UConn research activity in FY25 totaled over \$481 million in annual research expenditures. During this period the university submitted over 2,200 proposals and received awards for just over \$314 million.

With nearly \$30 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.

Finances

The university's overall budgeted operating revenue for the Storrs and regional campuses for FY27 was \$1.9 billion. Tuition and fees provide the largest source of revenue (\$1.0 billion, or 56%), followed by state support and grants and contracts. The state of Connecticut will provide \$258.4 million (14%) of the revenue for the university's Storrs and regional campuses in FY27, and awarded research grants and contracts were \$259.0 million.

UConn Health, which is budgeted separately, has revenue of over \$2.1 billion in FY27, with almost \$1.4 billion deriving from net patient care and 104.1 million from research grants and contracts. UConn Health will derive 27% of its revenues from the State of Connecticut, amounting to \$140.5 million in revenue.

Through the continued partnership and investment of the state of Connecticut under the UCONN 2000 program, the university maintains a robust capital program supporting academic excellence, research, infrastructure renewal, and student success. The FY27 capital budget includes \$268 million for UConn Storrs and regional campuses and \$241.1 million for UConn Health, which is the largest ever capital budget combined. The state of Connecticut provides the majority of the general obligation bonds for the capital program; however, the university also funds projects through operating funds, gift funds, and revenue bonds. The University of Connecticut's bond credit ratings by Fitch, Moody's, and Standard & Poor's remain consistently strong.

The Board of Trustees has authority, per state statute, over tuition, fees, and enrollment. In recent years, out-of-state undergraduate enrollment has risen to roughly 33% of the total, 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 on the Storrs and regional campuses.

The university currently employs an incremental budget model. However, a Budget Transformation Initiative is underway with the development of a new incentive-based budget model to be deployed in FY28. The new model will increase transparency, build incentives to create efficiencies and support institutional priorities, and provide quantitative and qualitative metrics to guide decision making and use of resources.

Athletics

UConn's scholar-athletes continue to inspire the university and capture national attention. The Huskies have won 25 NCAA national championships, most recently the women's basketball team's title in 2025 and the men's basketball team's back-to-back championships in 2023 and 2024. The men's and women's basketball programs have won dual national championships in 2004 and 2014, a feat still unmatched by any other institution. The 2025-26 season underscored that continued excellence: men's and women's basketball both advanced to their respective Final Fours, with the men's team advancing to the national championship game. The football program has also turned a corner, reaching three bowl games in the last four seasons — including back-to-back Wasabi Fenway Bowl appearances in 2024 and 2025 — and posting back-to-back nine-win campaigns. Jason Candle, UConn's all-time winningest coach at Toledo, was hired this offseason to build on that momentum.

UConn athletics teams turned in one of the department's strongest all-around years in 2025-26. The department won BIG EAST regular-season titles in women's basketball, softball and baseball, along with BIG EAST Tournament championships in women's basketball, softball, and men's and women's indoor and outdoor track & field, and a Hockey East Tournament title in women's hockey — bringing UConn's total to 82 conference championships across 11 sports under Director of Athletics David Benedict, who marked 10 years leading the department this March. Thirteen UConn programs reached NCAA Tournament or championship competition, and six programs closed the year ranked in the final national polls. That success drove UConn to a 56th-place finish in the final 2025-26 Learfield Directors' Cup standings, the department's best finish since 2010-11, and the highest among BIG EAST institutions. With the Big East Conference having reorganized in 2013 and UConn rejoining the BIG EAST in 2020, the department now competes in one of the nation's premier basketball-centric conferences, with football continuing as an FBS independent.

UConn's student-athletes have matched that success in the classroom, posting a cumulative 3.38 GPA following the spring 2026 semester; 18 of the department's teams and 75% of its student-athletes earned

better than a 3.0 GPA, and 69 Huskies achieved a perfect 4.0. That academic commitment has been matched by significant investment in facilities under Benedict's tenure, including the recently opened Joseph J. Morrone Stadium at Rizza Performance Center, Elliot Ballpark, Burrill Family Field at the Connecticut Softball Complex, Toscano Family Ice Forum, the UConn Volleyball Center and UConn Tennis Center, with the Bailey Student-Athlete Success Center set to open in January 2027 and a \$110 million renovation of Gampel Pavilion slated for completion in spring 2028. Fueling that growth has been an unprecedented wave of donor support: nearly \$200 million in gifts over the past five years have gone toward creating a first-class experience for UConn's roughly 600 student-athletes, while Husky Athletic Fund membership has grown 56% over that same span to more than 9,300 benefactors today.

This document has been prepared based on the information provided by the University of Connecticut. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by the University of Connecticut would supersede any conflicting information in this document.