

BOARD OF REGENTS FOR HIGHER EDUCATION

CT STATE COLLEGES AND UNIVERSITIES (CSCU)

MINUTES – REGULAR MEETING – 10 AM, THURSDAY, FEBRUARY 21, 2019

CSCU SYSTEM OFFICE, 61 WOODLAND STREET, HARTFORD, CT

REGENTS – PARTICIPATING (Y = yes / N = no)

Matt Fleury, Chair	Y
Merle Harris, Vice Chair <i>via teleconf</i>	Y
Richard J. Balducci	Y
Aviva D. Budd <i>via teleconf</i>	Y
Naomi K. Cohen	Y
Felice Gray-Kemp	Y
Holly Howery	Y
David R. Jimenez	Y
Pete Rosa	Y
JoAnn Ryan	Y
Eleese E. Wright <i>via teleconf</i>	Y
Sage Maier, SAC Chair	Y
Elena Ruiz, SAC Vice Chair	Y
*William Lugo, FAC Chair	Y
*Del Cummings, FAC Vice Chair	N
*Kurt Westby, Labor Commissioner	Y
*Raul Pino, Public Health Commissioner	N
*VACANCY, DECD Commissioner	--
*Dianna R. Wentzell, Interim Education Commissioner	N
<i>*ex-officio, non-voting member</i>	

CSCU STAFF

Mark E. Ojakian, President
 Alice Pritchard, Chief of Staff
 Benjamin Barnes, Chief Financial Officer
 Erin A. Fitzgerald, Associate Director, Board Affairs / Board Secretary

STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS/CEOs

James Lombella, Asnuntuck Community College and interim at Tunxis Community College – Yes
 Duncan Harris, Capital Community College – Yes
 Ed Klonoski, Charter Oak State College - Yes
 Paul Broadie, Housatonic Community College and Interim at Gateway Community College - No
 Tanya Millner Harlee, Manchester Community College – No
 Steven Minkler, Middlesex Community College - Yes
 Daisy Cocco De Filippis, Naugatuck Valley Community College – No
 Michael Rooke, Northwestern Connecticut Community College - Yes
 David Levinson, VP Comm. Colleges and President, Norwalk Comm. College - Yes
 Carlee Drummer, Quinebaug Valley Community College – No
 Mary Ellen Jukoski, Three Rivers Community College – No
 Zulma Toro, Central Connecticut State University - Yes
 Elsa Nunez, VP State Universities and President, Eastern CSU – Yes
 Joe Bertolino, Southern Connecticut State University – Yes
 John Clark, Western Connecticut State University - Yes

CALL TO ORDER

Chair Fleury called the meeting to order at 10:05 am and, following roll call, declared a quorum present.

ADOPT AGENDA

Chair Fleury called for a motion to adopt the meeting agenda as presented; **on a motion by Regent Cohen, seconded by Regent Ryan, the Agenda was unanimously adopted as amended.**

OPPORTUNITY TO ADDRESS THE BOARD

No one present addressed the Board.

BOR CHAIR MATT FLEURY

Chair Fleury offered comments regarding legislative budgetary deliberations and President Ojakian's ongoing advocacy efforts and noting the need for CSCU to protect access and affordability for students,

CSCU PRESIDENT MARK OJAKIAN

President Ojakian addressed the following topics:

- Thanked Chair Fleury, Regents, his team and CSCU Presidents & CEOs for their continued advocacy and support of the system.
- Continued conversations with legislators; staff continues to monitor bills in a number of CSCU-related bills and will analyze and monitor progress on legislative proposals to Governor's proposed budget.
- Renomination by Governor Lamont of former Governor Malloy's nominations for Regents David Jimenez, Pete Rosa and Eleese Wright.
- **College regional president searches** – proceeding on schedule with naming still targeted for the April 18 Board meeting
- **Launch of CSCU Manufacturing Strategic Plan** with partners at the Science Center, Goodwin College, employers, and workforce development boards.
- Joint Committees of Higher Education and Appropriations received information from EMSI regarding the **economic impact of CSCU**.
- **Ribbon cutting at CCSU** for Willard DiLoreto Hall
- Formation of a **Public Safety Taskforce**. This group of public safety and administrative representatives will assess CSCU campus readiness, solicit input from the campuses on safety concerns, and make recommendations for improvements in training, crisis response and facilities.
- **Students First**
 - **Administrative side** – starting college consolidation in the areas of Institutional Research (IR) and Information Technology (IT)
 - IR staff participated in a LEAN exercise in January to begin design of functional team to centralize routine reporting tasks across the 12 colleges

- IT is being reorganized to centralize back office operations and allow campus staff to focus on supporting teaching and learning activities on the campuses
- **ASA Consolidation Committee** met a number of times in the Spring and Fall. Guidelines for program consolidation were developed, and the charge of the committee was clarified. Workgroups with elected faculty representation have been formed for Governance and Gen Ed.
- **Gen Ed Workgroup** primarily made up of faculty developed a 21-credit common core; final proposal for the one college, which went through a campus announcement period, been revised based upon faculty feedback and is now being aligned with the TAP framework. A final proposal will be sent to each campus for endorsement
- **Shared Governance workgroup** has begun to meet to look at the governance structure (12 faculty and staff members elected by campuses and 6 members of the Consolidation Committee. The group was charged with developing a statewide senate and curriculum committee as part of the new governance structure.
- **Student Success Center Guided Pathways Taskforce** oversees nine committees that have been charged by Provost Gates. The committees are led by faculty and staff from the community colleges and comprise more than 250 faculty, staff, administrators and students.
- One of these teams, **Choice Architecture**, which is led by two faculty members, finalized and unanimously approved a proposal to establish six "Areas of Study" which will simplify the way in which program options are presented to students, leading to a more informed decision making process. This proposal is expected to be forwarded to the Academic and Student Affairs committee of the BOR later this semester.
- Another team of faculty and staff, **the First Year Experience committee**, has been working for a year with national experts to develop a course entitled "College and Career Success 101," which is intended to be a required course for most students enrolled at the singly-accredited community college. One of the outcomes of this three-credit course is that each student will be led through a process to develop an individualized academic plan that can then be monitored by professional advisors and faculty.
- The most recently charged committee is **Alignment and Completion of Math and English, or ACME**. This group will include more than 100 members from the CSCU colleges and universities as well as representatives from UConn. Jobs for the Future is providing funding so that the Dana Center of UT Austin, who are national leaders of mathematics and English redesign, will advise ACME as they reconsider both developmental and college-level policy and practice.
- The next step in Guided Pathways in moving toward consolidation is the establishment of local teams on campuses to enact policy and other recommendations that are made by these nine teams. To that end, the Student Success Center will oversee a CSCU partnership with Achieving the Dream to establish Campus Student Success Teams at all twelve colleges as of July 1. College administrators will be forming these campus teams this spring with the goal of ensuring that campuses are empowered to enact unified policy and practice in a way that fits with local campus needs and identity.

APPROVAL OF PREVIOUS MEETING MINUTES

On a motion by Regent Balducci, seconded by Regent Cohen, the December 13, 2018 meeting minutes were unanimously approved as submitted.

CONSENT AGENDA

Chair Fleury called for a motion on the Consent Agenda. **On a motion by Regent Rosa, seconded by Regent Cohen, the Consent Agenda was unanimously adopted.**

CONSENT AGENDA – Ryan and Cohen

Discontinuations

Supply Chain Management – Certificate – Three Rivers CC
Lean Manufacturing – Certificate – Three Rivers CC
Child Development Associate Preparation - Certificate – Northwestern CT CC
Digital Publishing – Certificate - Northwestern CT CC
Undergraduate Athletic Coaching – Certificate – Naugatuck Valley CC
Undergraduate Health Career Pathways – Certificate – Naugatuck Valley CC

New Programs

Social Media Specialist – Certificate – Manchester CC

Licensure of Academic Programs

SCSU – BS Environmental Systems and Sustainability Studies
SCSU - BS Biotechnology

Institutional Accreditation

Middlesex Community College

Spring 2019 Promotion and Tenure recommendations

SCSU
WCSU

RESOLUTIONS APPROVED ON CONSENT

Discontinuations

Supply Chain Management – Certificate – Three Rivers CC

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Supply Chain Management (CIP Code: 52.0293 / OHE # 14944) leading to a Certificate at Three Rivers Community College

Lean Manufacturing – Certificate – Three Rivers CC

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Lean Manufacturing (CIP Code: 15.0702 / OHE # 14943) leading to a Certificate at Three Rivers Community College

Child Development Associate Preparation - Certificate – Northwestern CT CC

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Child Development Associate Preparation (CIP Code: 19.0709 / OHE # 014623) leading to a Certificate at Northwestern Connecticut Community College

Digital Publishing – Certificate - Northwestern CT CC

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Digital Publishing Certificate (CIP Code: 50.0499 / OHE # 009746) leading to a Certificate at Northwestern Connecticut Community College, with a Phase-Out period ending Spring 2020.

Undergraduate Athletic Coaching – Certificate – Naugatuck Valley CC

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Athletic Coaching (CIP Code: 13.1314 / OHE # 07624) leading to a Certificate at Naugatuck Valley Community College.

Undergraduate Health Career Pathways – Certificate – Naugatuck Valley CC

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Health Career Pathways (CIP Code: 51.0899 / OHE # 14563) leading to a Certificate at Naugatuck Valley Community College.

New Programs

Social Media Specialist – Certificate – Manchester CC

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Social Media Specialist program (CIP Code: 52.1499) leading to a Certificate, requiring 22-25 course credits delivered via an on ground and/or online modality, at Manchester Community College

Licensure of Academic Programs

SCSU – BS Environmental Systems and Sustainability Studies

RESOLVED: That the Connecticut Board of Regents for Higher Education approve continued licensure of a program in Environmental Systems and Sustainability Studies leading to a Bachelor of Science degree at Southern Connecticut State University until December 31, 2020.

SCSU - BS Biotechnology

RESOLVED: That the Connecticut Board of Regents for Higher Education approve continued licensure of a program in Biotechnology leading to a Bachelor of Science degree at Southern Connecticut State University until December 31, 2020.

Institutional Accreditation

Middlesex Community College

RESOLVED: That the Connecticut Board of Regents for Higher Education accept NECHE actions of September 21, 2018 regarding the regional accreditation of Middlesex Community College and grant continued state accreditation of Middlesex Community College until April 30, 2024

Spring 2019 Promotion and Tenure recommendations

RESOLVED: That the Connecticut Board of Regents for Higher Education approve the following Connecticut State Universities' promotion and/or tenure recommendations by the institutional presidents retroactive to January 22, 2019:

Southern Connecticut State University
Kara Faraclas (Tenure)
May Jo Archambault (Tenure)

Western Connecticut State University
Rebecca Wade-Rancourt (Tenure)

ACADEMIC & STUDENT AFFAIRS COMMITTEE

Academic & Student Affairs Chair Merle Harris noted the CSU sabbatical recommendations are presented for information purposes only per the collective bargaining agreement (see Attachment A hereto).

AUDIT COMMITTEE

Committee Chair Elise Wright noted that, after the last Audit Committee meeting, based on additional information and analysis performed by management, management concluded that there was an error in the 2017 financial statements for the Great Path Academy (GPA) and as a result, the beginning net position of GPA was corrected in the FY 18 financial statements. In connection with this error in financial reporting, Grant Thornton has identified it as a significant deficiency in internal controls by a component unit.

Chair Wright also noted that Grant Thornton agreed with the adjustment recorded and their opinions remained unqualified. Management recommended, and the committee agrees, that the contract be amended to align with similar arrangements between magnet high schools and other institutions within the CSCU system that do not require us to identify them as component units.

FINANCE & INFRASTRUCTURE

Finance & Infrastructure Committee Chair Richard J. Balducci noted that the Committee met on February 14 with an agenda, which included discussion items only. While no action is required by the Board, Chair Balducci wanted to share information (see below) offering highlights of those discussions.

Mid-Year Budget Projections

The mid-year budget projections were presented, showing some improvement from a budgeted \$8.1 million loss to a smaller \$4.8 million loss.

- CSUs are projected to gain a net \$765,000 compared to budgeted loss of \$1.4 million
- CCs are expected to reduce their budgeted loss from \$6.7 million to \$5.8 million.
- COSC is projected to end the year narrowly positive.

Final resolution of the SEBAC ARP Grievance (SAG Award) will add over \$7 million to the expenses of the system. This will likely offset favorable operations.

Projected reserves as of June 30, 2019:

CSUs: \$144 million
CC's: \$39 million
COSC: \$1.1 million

CSCU 2020 report

Staff continues to work on projects supported by the 2020 program continues as we approach the intended final year of the program. Committee Chair Balducci expressed his appreciation to Facilities VP Keith Epstein and his team for their ongoing exemplary efforts.

The Governor requested that we reduce our FY 2020 allocation from \$126 million to \$80 million. We requested that the remaining \$46 million be carried forward into FY 2021. The deferral, if approved and included in the 2019 bond package, will not impact project completions because construction of the Southern Business School will not be bid until spring 2020.

CHEFA Bond Issue

The System Office reported that it is evaluating scenarios that will reduce debt service for an upcoming CHEFA bond issue. Significant projects include Berkshire Hall at Western and a parking garage at Central. Total cost of projects to be financed is \$100 million, but bond issue may be reduced by surplus debt service funds. Additional refunding bonds may be included as well. It is anticipated this will be brought to the Finance Committee and the full Board in March 2019.

Tuition Discussion

Chairman Balducci provided the following highlights of various tuition and fee proposals, after which, he introduced CFO Ben Barnes to speak in detail on this topic (Attachment B hereto).

- Scenarios for appropriation and tuition show that the both the colleges and universities will have shortfalls in excess of \$20 million each if the state holds appropriations flat, even if 2.5% and 4% tuition increases are put in place for the colleges and universities, respectively.
- A short-run strategy to address this will need to be developed to offset these shortfalls with tuition, spending reductions, and use of reserves.
- Additional data was presented for the Community Colleges, showing that 59% of students there who applied for financial aid received enough to fully offset their tuition and fees, and that 70% of financial aid applicants received aid worth more than 75% of their tuition and fees.
- Eight policy options were presented for review. These included free college, promise programs, tuition freeze and pledge, and rebates for completing students. Each was briefly evaluated against the following criteria:
 - Alignment with student success efforts
 - Impact on enrollment
 - Potential cost

CFO Barnes addressed Board members on the topic, responding to all questions offered. Chair Fleury thanked Regent Balducci and CFO Barnes for their report and overview, as well as President Ojakian for framing the issues moving forward.

HUMAN RESOURCES & ADMINISTRATION COMMITTEE

No report.

EXECUTIVE COMMITTEE

No report

EXECUTIVE SESSION

On a motion by Regent Balducci , seconded by Regent Cohen, the Board voted unanimously to go into Executive Session at 10:50 am for discussion concerning pending litigation.

At the request of Chair Fleury, President Ojakian remained with the Board in Executive Session.

RETURN TO OPEN SESSION

The Board returned to open session at 11:50 pm. Chair Fleury advised that there were no votes in executive session and that discussion was limited to pending litigation.

ADJOURNMENT

Chair Fleury declared the meeting adjourned at 12:22 pm.

Submitted,

Erin A. Fitzgerald, Associate Director, Office of Board Affairs
Secretary of the CT Board of Regents for Higher Education

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CT BOARD OF REGENTS FOR HIGHER EDUCATION
REGULAR MEETING February 21, 2019
CSCU System Office, 61 Woodland Street, Hartford, CT

Attachments to Minutes and/or Meeting Handouts/ Presentations

Posted online at <http://www.ct.edu/regents/minutes>

- A.** CSU sabbatical recommendations
- B.** Presentation – Tuition & Fee Proposals *for discussion purposes only*



Central Connecticut State University

MEMORANDUM

To: Mark E. Ojakian
President, Connecticut Board of Regents for Higher Education

From: Zulma R. Toro *ZRT*
President, CCSU

Date: December 17, 2018

Re: Sabbatical Leaves for 2019-2020

I have approved the following sabbatical leaves for instructional faculty at Central Connecticut State University for the 2019-2020 academic year.

First Name	Last Name	Title	Department	Project Title	Requested Time Period
Don	Adams	Professor	Philosophy	Socratic Charity (agapé) and Sincerity - as Opposed to Irony - in Plato's pre-Republic Dialogues.	AY 2019-2020
Clifford	Anderson	Associate Professor	Engineering	Evaluation and Design of Stable Erosion Covers to Address the Impacts of Abandoned Uranium Mine Contamination in the Navajo Nation	AY 2019-2020
Rebecca	Boncoddo	Associate Professor	Psychological Science	Assessment, redesign and development of action and gesture training for pre- and in-service K-12 math teachers	Fall 2019
Mathew	Foust	Associate Professor	Philosophy	The Bloomsbury Philosophy of the Americas Reader	Fall 2019

Leah	Glaser	Professor	History	Love and War: America's Conflicted Relationship and History with Trees - Sub-project: When a Tree Falls...Response, Recovery and Resiliency after the Storm	Spring 2020
Julia	Kara-Soteriou	Professor	Literacy, Elementary, and Early Childhood	The Integration of Content Knowledge and New Literacies Through the Use of One-To-One Technologies in Middle and High Schools	Fall 2019
Elena	Koulidobrova	Professor	English	Cross-linguistic examination of bilingual linguistic development by deaf/hard of hearing learners of sign languages	AY 2019-2020
Stan	Kurkovsky	Professor	Computer Science	Scrum and agile: increasing proficiency in modern software engineering approaches	Fall 2019
Sadie	Marjani	Associate Professor	Biology	General audience directed book evaluating the scientific evidence of the safety of genetically engineered food (GMOs)	Spring 2020
Sarah	Maurer	Assistant Professor	Chemistry & Biochemistry	RNA functionality in non-aqueous solutions	AY 2019-2020
Yunliang	Meng	Associate Professor	Geography	Schools Near Toxic Sites; An Environmental Justice Study for Schoolchildren in Boston, MA	Spring 2020
Edward	Moore	Associate Professor	Engineering	Predicting Success in Graduate Education	Spring 2020
Maria	Passaro	Professor	Modern Languages	A Selection of Italian Renaissance Literary Texts	AY 2019-2020
A. Fiona	Pearson	Professor	Sociology	The Making of a Politician: Women, Culture and Politics	Spring 2020
Heather	Prescott	Professor	History	Planned Parenthood in America: A Cultural History	Fall 2019
Christopher	Pudlinski	Professor	Communication	Interpersonal Communication in the Age of Social Media	Spring 2020

Jared	Ragusett	Associate Professor	Economics	Understanding the Great Recession; A Pluralist Approach to the US Economy in the 21st Century	Spring 2020
Julie	Ribchinsky	Professor	Music	"Bach and the Modern World: A Series of Six Lecture Performances" is to pair The Six Suites of J.S. Bach with selected modern works from the solo cello repertoire of the twentieth and twenty-first centuries.	Fall 2019
Rachel	Schwell	Associate Professor	Mathematical Sciences	Advancing the Use of Inquiry-Based Learning	Fall 2019
Nimmi	Sharma	Professor	Physics & Engineering Physics	Design, Construction and Testing of a Novel Two Laser Scientific Instrument for Air Pollution and Climate Studies	Spring 2020
Fumilayo	Showers	Assistant Professor	Sociology	Immigrants Who Care: West Africans and Labor in the United States of America	Fall 2019
Nghi	Thai	Associate Professor	Psychological Science	Moving Toward Mastery	Spring 2020
Renata	Vickrey	Associate Librarian	Special Collections	Professional Development and Scholarship Advancement – Lessons from New Zealand	Spring 2020
Ewa	Wolynska	Librarian	Special Collections	Eliza Talcott (1836-1911): Pioneer Missionary and Connecticut Original	Fall 2019

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EASTERN CONNECTICUT STATE UNIVERSITY

A Liberal Education. Practically Applied.

Office of the President

November 2, 2018


Mr. Mark Ojakian
President
Connecticut State Colleges & Universities
61 Woodland Street
Hartford, CT 06105

Dear President Ojakian:

Attached are my recommendations for the 2019 - 2020 sabbatic leaves for instructional faculty. As the brief project descriptions show, the leaves are requested to pursue a variety of scholarly and creative endeavors that strengthen the professional competence of faculty or enrich their teaching. I am confident that these sabbatic leaves will bring merit to the University.

The recommendations are submitted for your information and that of the Board of Regents.

Sincerely,



Elsa Núñez
President

EMN/hjr

Attachment

cc: Dr. Jane McBride Gates, Provost & Senior VP Academic & Student Affairs, BOR
Mr. Steven Weinberger, Vice President for Human Resources, BOR
Ms. Erin Fitzgerald, Associate for Board Affairs, BOR
Dr. William M Salka, Interim Provost and Vice President for Academic Affairs
Dr. Carmen Cid, Dean, School of Arts and Sciences
Dr. Elizabeth Scott, Dean, School of Education and Professional Studies

Eastern Connecticut State University
Sabbatical Recommendations for Instructional Faculty
For Academic year 2019-2020

1. Dr. Amy Groth
Biology Department
Spring 2020

Dr. Groth will continue her research into the important, evolutionarily conserved odd-skipped transcription factors. She will use the microscopic worm, *C. elegans*, to study the expression patterns of *odd-1/odd-2*, effects of the gene *fos-1* on the expression of *odd-2*, and the effect of expressing *odd-2* in the germline. She will also create figures and written material for publication, present work at the Allied Genetics Conference and work with Eastern students, who will gain valuable research skills. Eastern's reputation will benefit from the publication of the work and presentations made by Dr. Groth and her students.

2. Dr. Sukeshini Grandhi
Business Administration Department
Spring 2020

This proposal requests sabbatical leave to further Dr. Grandhi's scholarship and professional goals with two specific objectives. First, to write three manuscripts for publication on social media use and design, for which data collection is complete, and in-depth qualitative analysis is required. Second, to develop a research agenda for a new project to investigate the social use of personal genomics information from genetic testing services such as *23andMe*. These activities will contribute foundational research to the literature, as well as opportunities to foster competitive cross-disciplinary undergraduate research and new teaching modules at Eastern.

3. Dr. Matthew Graham
Biology Department
Fall 2019

Camel spiders are an important group of desert arachnids that are notoriously difficult to study. Dr. Graham and a colleague were recently awarded over a million dollars from the National Science Foundation to revolutionize our understanding of camel spiders in North America, train students in marketable biological skills from genomics, and assess how geo-climatic changes influence camel spiders and their fragile desert ecosystems. A sabbatic leave will allow Dr. Graham to spend time in the field and lab working on this project. This project will benefit Eastern with new equipment, a postdoctoral scholar, and student training in genomics.

4. Dr. Bryan Oakley
Environmental Earth Science
Fall 2019

This proposal seeks sabbatic leave to allow Dr. Oakley to summarize the results of two on-going, externally funded projects into manuscripts, while moving a third project forward for future engagement with Eastern students both in class and as part of student research experiences. These projects involve various aspects of shoreline change, sediment deposition, and the impact

of shoreline engineering structures and will inform current, science based management of these valuable resources. The results of this sabbatical offers several tangible benefits to Eastern. The resulting publications, conference presentations and future grants will allow multiple venues to showcase the breadth and depth of research being conducted by the students and faculty at Eastern, and further Dr. Graham's ability to mentor students in high-quality, impactful undergraduate research.

5. Dr. Maureen McDonnell
English Department
2019-2020 Academic Year

This project will allow Dr. McDonnell to develop scholarship on dramatic embodiment of underrepresented communities, and to present that work to both academic and public audiences. The first project is a book-length manuscript on the production and reception of American Sign Language (ASL) on stage and film. The second project includes public humanities work for The Shakespeare Center of Los Angeles, contributions that vary from producing webinar lectures to collaborating with faculty in their teacher training program. Both projects contribute to Eastern's scholarly and community profiles and to Dr. McDonnell's own professional development, thereby enriching her teaching.

6. Dr. Meredith Clermont-Ferrand
English Department
Spring 2020

This sabbatic leave is intended to allow Dr. Clermont-Ferrand to finish her book, "Queer Spaces, Identity, and Poetry of the Early Fifteenth Century: The Poetry of Thomas Hoccleve," and submit it for publication to Boydell & Brewer who have requested chapter samples. The book builds on the extensive research and conference presentations she has done on queer and disability literary theory and its application to the poetry of Thomas Hoccleve (1368-1426). When published, the book will contribute to both Eastern's reputation for excellence in scholarship and showcase Eastern's inclusivity and pluralism.

7. Professor William (Andy) Jones
Art and Art History Department
Fall 2019

A semester-long sabbatical will allow Professor Jones to accomplish several objectives. First, to complete two large-scale studio paintings (4' x 6') of the Blue Ridge Mountain range in western North Carolina. Second, to develop a new painting technique based on the renowned Hudson River School. Third, to submit new work for the 2020 Faculty Exhibition and juried exhibitions throughout the U.S. Fourth, to incorporate new painting methods in advanced painting courses, especially ART 314 Landscape Painting, and inspire students by demonstrating how established artists continue to evolve their subjects and techniques.

8. Dr. Mehdi Khorami
Mathematical Sciences Department
Spring 2020

This project is an interdisciplinary research collaboration between Mathematics and Performing Arts with the goal of applying concepts from Mathematical Knot Theory to create novel choreography. The project is in collaboration with Mary Percy from the University of Connecticut, Department of Dramatic Arts, and it has already revealed a deep connection between two seemingly unrelated fields. This project has two main objectives. One, to use the existing knowledge from Knot Theory to create novel sequences of harmonized movements in space that feel "right" in the body of the performer. Two, to investigate the purely mathematical questions in Knot Theory that arise from this connection. The expected outcomes include publication of two papers and related conference presentations, as well as new topics for undergraduate research projects.

9. Dr. Jennifer Leszczynski
Psychology Department
Fall 2019

Dr. Leszczynski is requesting sabbatic leave to work on two manuscripts for publication in peer-reviewed journals. She has worked with eleven undergraduate research assistants to collect data for two projects. The first project examined love, romance, and gender stereotypes across the lifespan. The second project investigated generational differences in gender and beliefs about feminism. Dissemination of this work will benefit her as a researcher and a scholar, but will also benefit her students to have an instructor who remains active within the discipline.

10. Dr. Jeff Calissi
Performing Arts Department
Spring 2020

Dr. Calissi intends to compose a sinfonia concertante for a percussion duo and accompaniment based on the voyage of General Rochambeau and the music of Colonial America. He will research Rochambeau and his historic march through Connecticut and arrange several pieces from the Colonial Period, as the sinfonia concertante form was popular in the Classical era with composers such as Mozart. The outcome will be a performance ready multi-movement programmatic composition for Dr. Calissi and adjunct instructor Matthew Bronson, as percussion soloists accompanied by the ensembles of the Eastern Music Program and the Windham community.

11. Dr. Bradley Davis
History Department
2019-2020 Academic Year

Dr. Davis' project uses archival and ethnographic research to examine how political projects in Vietnam have attempted, and failed, to control various forms of life. During the nineteenth century, the imperial Vietnamese state developed knowledge practices related to plants, non-human life, and human beings that influenced later French colonial and postcolonial nationalist

efforts to regulate, control, and predict time and space. Through an environmental humanities approach, "Empire of Life" elucidates the contours of these political projects and places the language of imperial rule into a critical conversation with present-day understandings of development, animality, and ethnic diversity.

12. Dr. Raouf Mama
English Department
Fall 2019

This proposal seeks to complete and prepare for publication a novel entitled *Burning Candles*. Owing to two successive CSU Summer Research Grants in 2016 and 2017, Dr. Mama has made considerable headway in writing the novel. At present, his agent is sending queries to various publishers along with a sample of the manuscript. Dr. Mama anticipates completing the second half of *Burning Candles* and working with his agent to refine the whole manuscript and get it published.

13. Dr. David Frye
History Department
Fall 2019

Dr. Frye is proposing to undertake a historical investigation into the subject of creativity. This will be an interdisciplinary project looking at how external factors, as opposed to innate ones, have affected artists, authors, architects, philosophers, filmmakers, composers, and other individuals in creative fields. The sabbatical will provide time to initiate research on what could become an important book, filling a significant gap in our understanding of a topic viewed as profoundly important in contemporary society.

14. Dr. Christopher Torockio
English Department
Fall 2019

This project seeks to complete a draft of a novel, tentatively titled *Summerhill*. The novel, set primarily in Dublin, Ireland, seeks to explore the struggles of aging, the presence of violence in contemporary America, and the quiet confusion of despair—and, hopefully, subtly suggest that despair may, at times, be redemptive. The completion of this project will further Dr. Torockio's reputation as a novelist on the national level.



December 19, 2018

Mr. Mark Ojakian
President, Board of Regents for Higher Education
Connecticut State Colleges & Universities
39 Woodland Street
Hartford, CT 06105

Dear Mr. Ojakian:

I am granting sabbatical leaves for the following faculty during the 2019 – 2020 academic year:

Full Year at Half Pay

August 2019 – May 2020

Elizabeth Kalbfleisch, Associate Professor, English

Rank 22

I am seeking a year-long sabbatical to work on my book which is a cultural history that locates crucial origins or our contemporary unrest-the fight over free-speech, the rise of "post-truth" and white identity politics, the surfacing of White supremacy, the election of Donald Trump-in radical changes to academia throughout the 1980's that eventually became the focus of a media spectacle known as the Canon Wars.

Aukje Lamonica, Associate Professor, Public Health

Rank 6

The current opioid crisis is like no other experienced in recent history Over the past two years, I have worked on the Suburban Opioid Study (SOS) which focuses on examining opioid and heroin use initiation, trajectories, settings, situations, and risk practices in three geographic locations. During my sabbatical leave, I will analyze the coded qualitative data (n=180) and write/submit a peer-reviewed research article on the use of fentanyl and harm reduction strategies. Secondly, I will write a renewal grant proposal (NIH) focusing on mothers and opioid use.

Michael Rogers, Professor, Anthropology

Rank 1

The African origin of our species, Homo sapiens, and subsequent expansion across the Old World, replacing other archaic "humans," are among the most remarkable events in the human career. However, we still have a poor understanding of the H. sapiens population representing the last common ancestors of all living people today, due to the relative paucity of well-dated archaeological sites and hominin fossils in Africa between 120,000-50,000 years ago. Intensive fieldwork, lab analysis, and high-profile publication of the human fossil and archaeological remains at the Y AS-1 Middle Stone Age site at Gona, Ethiopia, will help to fill this knowledge gap.

C. Michele Thompson, Professor, History

Rank 2

Smallpox is the only human disease to have been eradicated, outside the laboratory, through vaccination. Worldwide, when vaccination was introduced it provoked controversies shaped by local factors. The history of smallpox offers information on social factors which molded responses to vaccination. Southeast Asia offers an interesting twist to this story because these societies had a safe and effective preventive for smallpox, Chinese style inoculation. This study will offer information on historic and current controversies regarding vaccination for epidemic diseases. This proposal requests a year of sabbatical to produce a monograph on the history of vaccination for smallpox in Southeast Asia.

Kelly Bordner, Associate Professor, Psychology

Rank 5

We now know that the behavior of both women AND men goes on to affect future offspring. This is especially important since alcohol use in both sexes has been shown to increase the risk of alcohol use disorders in subsequent generations. This project is designed to assess mechanisms by which paternal alcohol exposure influences drinking behavior in offspring. Brain tissue collected in F'2016 will be dissected and opioid receptor expression analyzed. The results of this work, which will be prepared for manuscript submission, will explore consequences of paternal drinking as they relate to alcohol use disorders in future generations.

Miranda Dunbar, Associate Professor, Biology

Rank 4

The changing weather that accompanies seasons influences mammalian reproduction, food/water balance strategies, and population distribution. Resulting seasonal adaptations are most pronounced during dry vs. rainy seasons in tropical and neotropical mammals. My work regarding ecophysiology of neotropical bats has yielded a great number of quality deliverables; however, I've yet to have opportunity to collect and compare data across seasons. I aim to investigate changes in life history, energy-saving strategies and population distribution of neotropical bats during the dry season in Belize. My results will be the first of their kind, presented at conferences and drafted into manuscripts for publication.

Jess Gregory, Associate Professor, Education Leadership & Policy Studies

Rank 20

This sabbatical will be used to provide the dedicated time to collect data, write reports for participating districts and one peer-reviewed journal article. Specifically, this project seeks to apply a business model for customer satisfaction, SERVQUAL, to the p-21 settings that have been compelled to monitor parents. The State Department of Education Surveys have provided data to districts, but districts struggle to use these data. The proposed project will provide operationalizable data to districts and insight into the gaps (if any) between parent expectations of their children's school and the services they feel they receive.

Steven Judd, Professor, History

Rank 7

The Umayyads: When Syria Ruled the World will be a comprehensive history of the Umayyad dynasty (r. 661-750), which ruled the largest empire in Islamic history. The Umayyads represent an integral, but overlooked chapter in Islamic and Middle Eastern history. During the sabbatical semester, I will complete additional research for the project and will formulate the general outline of the book, culminating in a book proposal ready to send to publishers by the end of the sabbatical. Completion of The Umayyads will require significant additional work after the sabbatical. I anticipate a publication date of 2024.

Elizabeth Lewis Roberts, Associate Professor, Biology

Rank 8

Proposed experiments will test the impact of plant growth promoting bacteria isolated from *Epichloe* spp. infected tall fescue seeds on the health of the plant. Data collected from these experiments will be added to a previous data set which requires analysis. Experiments will be conducted in the microbial ecology lab at SCSU and the plant pathology greenhouse at the CT Agricultural Experiment Station. At the end of the sabbatical, all analyzed data will be drafted into a new peer-review manuscript on tall fescue seed endophytes. In addition, two previously completed projects will also be written up into manuscripts for peer-review.

Cassi Meyerhoffer, Associate Professor, Sociology

Rank 17

The purpose of this sabbatical is to write a monograph illustrating how the cultural context in which slavery and Jim Crow segregation were able to flourish created the racial foundation on which we now operate. This manuscript will be divided into three major sections: 1) Slavery and Reconstruction; 2) Creating the Modern Ghetto; 3) and Mass Incarceration and the Policing of the (Iconic) Ghetto. There already exists a rich scholarship connecting one or more of these issues; "From the Old Jim Crow to the New" will directly link the roots of slavery and subsequent reconstruction to the current racial order-including racial residential segregation, police brutality, and mass incarceration.

Kaia Monroe-Rarick, Associate Professor, Theatre

Rank 23

Since graduate school I have had a copy of an historical document that is attributed to Stella Adler and the time she spent studying with Konstantin Stanislavsky. It is a hand drawn flow chart of the process by which an actor gains technique. My sabbatical plan is to verify the authenticity of the document at UT Austin where her papers are stored, take an advanced acting class at the Stella Adler School in New York City, write an article that addresses the impact this information could have on curricular planning in undergraduate and graduate programs, and submit the article to two journals.

Giuseppina Palma, Professor, World Languages & Literatures

Rank 10

My first project entails co-editing the book-length manuscript *A century of Italian War Narratives: Outsiders and Anti-Heroes*. With my co-editor from Monash U (Australia), we have collected eleven articles on Italian World War I and II authored by international scholars. The articles focus on outcasts and anti-heroes whose actions redefine the social, political and moral contradictions that shape warfare rhetoric. My second project entails drafting the first chapter for my book-length manuscript *Pontano at the Court of Aragon: The Neapolitan Renaissance*. The three papers I have already researched, written, delivered and received feedback on, form the basis of this chapter.

Vivian Shipley, Professor, English

Rank 15

For a thirteenth book of poetry, *Remnants*, I'll revise poems I've written and do research to draft new poems that will explore social justice issues involving persistent contemporary problems of poverty, violence and terror that plague our world like poems in my twelfth book, *Archaeology of Days* (forthcoming early 2019, Negative Capability Press). I'll write ekphrastic poems like those in *Perennial* (2015). To create a balance between positive and negative subjects, I'll continue to write poems like those in *The Poet* (2015) based on personal experiences, my Appalachian heritage and the lives of women who achieved recognition in non-traditional roles.

Meredith Sinclair, Assistant Professor, English

Rank 21

This qualitative research project investigates using hermeneutic phenomenology the phenomenon of becoming anti-racist literacy educators by following a small cohort of novice secondary English teachers as they enter the profession. The project seeks to understand the process of developing and implementing critical, anti-racist classroom practices including barriers to engaging in such a practice and the supports that make such a practice possible. Data collected will include field observations, transcripts of critical friends meetings, and participants' writings. Project outcomes include a peer-reviewed article and book prospectus.

Kenneth Walters, Associate Professor, Psychology

Rank 11

This proposal concerns research on an emerging condition called sluggish cognitive tempo (SCT). SCT represents an attentional disorders distinct from attention-deficit hyperactivity disorder (ADHD). Symptoms include daydreaming, difficulty staying awake and alert, lethargy, underactivity, apathy, social withdrawal, and slow task completion. SCT is much understudied, with fewer than 50 published articles on the condition. The goals for this sabbatical leave include: (a) cleaning and analysis of a large data set, (b) updating my review of SCT and ADHD literature, (c) writing and submitting two manuscripts for publication in peer-reviewed journals, and (d) presenting results at an international conference.

Half Year at Full Pay

Spring Semester

January 2020 – May 2020

Gregory Adams, Associate Professor, Sociology

Rank 9

Much of the social scientific research that addresses sexual abuse by clergy attempts to estimate its scope or to explain the conditions contributing to such abuse. Research with survivors of clergy abuse focuses on mental health consequences, such as long-term depression and PTSD. There is little sociological research that explores the lived experiences of adult survivors coping with stigmatization, including research that could be of benefit to the population. The proposed dual-method study seeks to systematically explore how adult survivors understand their experiences with stigmatization, as well as strategies they use for coping.

Steven Amerman, Professor, History

Rank 12

I would use this sabbatical to continue my study of the history of the Green Corn ceremony (also referred to as the "Wigwam Festival") of the Mohegan Indian tribe of Connecticut. By continuing my research into local, state, and tribal archives-as well as continuing to meet with Mohegan people themselves-and by having a special focus on the 20th and 21st centuries, this project will help fill a gap in scholars' knowledge of recent American Indian history in New England. It also promises to be of some use to the education of the general public in Connecticut and even to the Mohegan people themselves. The goal is that this research will lead to conference papers, journal articles, and, possibly, a monograph.

Peter Bodo, Professor, Economics & Finance

Rank 19

I intend to improve two innovative but somewhat inaccurate instruments, the Economic Complexity Index and the product space, that economists use to assess nations' economic development level. To better these tools, I am going to apply a machine learning technique, the Latent Dirichlet Allocation, in conjunction with a new network building technique called noise corrected network backboning. These procedures filter out a significant part of the data noise and make these instruments more accurate. I will show that the application of the improved tools leads to more realistic assessment of nations' economic development levels and to more efficient economic policies.

Vincent Breslin, Professor, Environment, Geography & Marine Studies

Rank 13

My laboratory has produced a comprehensive sediment metal database for Connecticut coastal harbors. This sabbatical project will use this database to examine the physical characteristics of sediments responsible for controlling the spatial trends in harbor sediment contamination. Contour maps will be prepared showing the trends in sediment grain-size, organic carbon and contaminant metals for each Connecticut harbor. Additionally, ICP-OES analytical protocols will be developed for the determination of contaminant metals in harbor digest solutions expanding our analytical capabilities. Outcomes of this project will be useful for scientists and decision-makers concerning future harbor dredging activities, coastal/shellfish habitat restoration and harbor management.

Steven Burian, Professor, Biology

Rank 14

Mayflies are important to freshwater ecosystems, but mayfly diversity is not easily documented. In northeastern North America some species have not been observed for 100 years leading to speculation that they may be extinct. Part 1 is to try and determine the status of some of these species by searching for previously unknown specimens in museum collections in US and Canada and using information on the type locality attempt to find these species in the wild.

Part 2 involves species of the genus *Rhithrogena*, an important water quality indicator group. Aquatic nymphs of this genus can't reliably be identified to species. I have been working to recollect and rear all 8 species known from northeastern North America to producing a new taxonomic key to the nymphs. I have reared 6 of the 8 species. Two species remain, *R. amica* from NY and *R. gaspeensis* from the Gaspé Peninsula, Quebec. I plan to collect and rear these last two remaining species. Once nymphs of these species have been associated with the adult male stage constructing a key for nymphs of northeastern *Rhithrogena* would be possible.

Louisa Foss-Kelly, Professor, Counseling & School Psychology

Rank 16

The purpose of this sabbatical is to continue research on Screening, Brief Intervention, and Referral to Treatment (SBIRT) in school counseling. It is based on an 8-month pilot study of SBIRT to be launched in October, 2018 in a local high school. Aims of the study are as follows: create SBIRT developmental guidance lessons; train school counselors in SBIRT/delivery of SBIRT guidance lessons; and assess student knowledge about substance use and SBIRT components. The sabbatical will be used to interpret data, develop and submit manuscripts for publication and proposals for conferences, design follow-up research, and submit grant applications.

David Levine, CSU Professor, Art

Rank 3

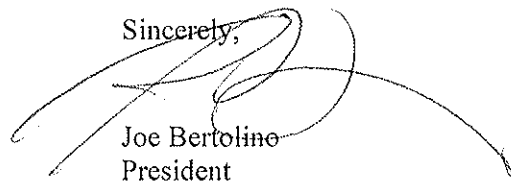
My project examines the history and cultural significance of a prized mandolin once owned by the American Gilded-Age adventurer Mary Hitchcock (1849-1920). Produced in Naples, Italy in 1886, the instrument accompanied Hitchcock on a storied expedition to the Klondike during the 1898 gold rush. Rescued from a junk shop years later, it now provides a compelling passageway into a transformational bygone era. My planned book, an "object biography," will investigate ways in which Mary's mandolin collects and expresses meanings, how it evokes its rich past, and how it elides distant places and times.

Luisa Piemontese, Professor, World Languages & Literatures

Rank 18

I plan to complete a textbook for teaching Spanish at the Novice through Intermediate levels for health professionals. The textbook will include units on a variety of health related specializations and fields; activities using technology; interactive exercises; practical and relevant real-life situations and scenarios; and activities showcasing products, perspectives, and processes of culture related to the Spanish speaking world and areas of healthcare. The approach will be student-centered and will include authentic content, real tasks, and oral, aural, and written proficiency based activities to ensure that students acquire the necessary skills to communicate with Spanish speaking patients and clients.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Bertolino", with a large, sweeping flourish extending from the end of the signature.

Joe Bertolino
President

cc: R. Prezant, Provost and Vice President of Academic Affairs
M. Rozewski, Executive Vice President, Finance and Administration
D. Mazza, Director, Human Resources



OFFICE OF THE PRESIDENT

DR. JOHN B. CLARK

To: Mark E. Ojakian
President
Connecticut State Colleges & Universities

From: Dr. John B. Clark 

Date: December 20, 2018

Re: Sabbatical Leaves 2019-2020

Below you will find my recommendations for the 2019-2020 sabbatical leaves for Western Connecticut State University's instructional faculty. These recommendations are submitted for your information and that of the Board of Regents. Please let me know if you need further information.

Galina Bakhtiarova
Department of World Languages & Literature
Fall 2019

This research project, *Hispanic Heritage in the U.S. and American Identity: Beyond the Barbeque, Rodeo and Spanish Colonial Revival Architecture*, will allow Dr. Bakhtiarova the opportunity to recover and examine the often-unexplored Spanish influence on the history of U.S. Hispanic heritage. This research on the history of Spain in the development of U.S. cultural tradition will prove to be a tremendous value to the Department of World Languages and Literature and the University.

Kelli Custer
Writing, Linguistics & Creative Process Department
Spring 2020

Dr. Custer, Professor in the Writing Department and Coordinator of the Writing Center, plans to research and expand the affective dimension of peer tutoring. She plans to apply her research to strengthen tutor training not only at WCSU's Writing Center but also in other university programs that rely on peer tutors. With the current emphasis on student retention, this project will be an important factor in student success.

Stuart Dalton
Department of Philosophy & Humanistic Studies
Spring 2020

Dr. Dalton is currently researching a book on Soren Kierkegaard with the intention to publish his work. This sabbatical leave will allow him the time to focus primarily on the researching and writing of a full-length manuscript. Dr. Dalton has already written several previously published articles on the philosophical work of Kierkegaard, which will be included in his final manuscript. This publication will not only further the recognition of Western but will also directly enhance his teaching instruction and provide a better resource to his students and department.

Mark E. Ojakian
December 20, 2018
Page 2

Marcia Delcourt
Education & Educational Psychology Department
Spring 2020

Dr. Delcourt's research project, *Integrating Inquiry Practices in Schools and Classrooms*, will explore the impact of inquiry-oriented instruction on student learning. These findings will identify the best practices for preparing our undergraduate and graduate candidates in inquiry-based instruction. This project will also provide university faculty with numerous methods for integrating inquiry into their own coursework and programs.

Donald Gagnon
Department of Theatre Arts
Fall 2019

Dr. Gagnon's project is a full-length academic study/book on the American politics of Oscar Hammerstein II. This research and writing is in perfect alignment with the goals of the Department and our musical theatre program and will further enhance our reputation for academic excellence as well as performative excellence. This publication has the potential of creating a significant reference work for the study of the history of musical theatre.

Bernard Gee
Psychology Department
Spring 2020

Dr. Gee will use his sabbatical leave to develop his research program on spatial reasoning resulting in the projection and submission of a major article to a top-ranked psychology journal. He plans to examine how task and environmental conditions influence our perceptual understanding of three-dimensional objects, and how we interact with them in the world. This project will strengthen the University's active scholarly reputation by contributing original research in an important field of human behavior

Christine Hegel-Cantarella
Social Sciences Department
Fall 2019 & Spring 2020

This project, entitled *Participatory Design as a Tool for Applied and Basic Anthropological Research*, has three interconnected goals: 1) examine community sustainability efforts in Brooklyn, NY of everyday labor of canners who earn money by salvaging and redeeming returnable cans and bottles; 2) apply her finding to develop and implement a participatory process with these stakeholders to design new structures and infrastructures that facilitate their labor; and 3) test whether these processes are useful as part of the ethnographic tool. This project allows Dr. Hegel-Cantarella to offer a model of qualitative and community-based research for her students and has a particular potential for replicating in Danbury given the large number of individuals engaged in salvaging returnables.

L. Fernando Jimenez
Music Department
Spring 2020

During his sabbatical, Dr. Jimenez plans to develop his skills and knowledge of current methods of conducting and write a conducting textbook to be used by faculty and students in the basic and instrumental classes at the undergraduate level. In addition to the basic conducting fundamentals, Dr. Jimenez, as a dyslexia sufferer himself, will have a special feature dedicated to helping students with dyslexia learn to conduct. By further developing, updating and refining his knowledge and skills, he will prove to be more effective in the classroom teaching the latest techniques on the subject.

Michelle Monette
Biological & Environmental Sciences Department
Fall 2019

During her sabbatical, Dr. Monette proposes to complete the analysis of past research projects on salt and water balances in fishes and to submit a grant proposal to the National Science Foundation to support her future research projects. This sabbatical leave will allow her the necessary time to compose a competitive NSF grant application, increase her professional expertise in her field, and provide valuable hands-on learning opportunities for our students

Helena Prieto
Department of Chemistry & Biochemistry
Fall 2019

Dr. Prieto's plans to spend the semester in Germany working with Dr. Barbara Conradt at the Technical University of Munich and with Dr. Katja Becker at the Justus Liebig Universität in Giessen. This experience will enhance the malaria research currently being conducted in her laboratory and expand her focus to an additional parasitic disease, Babesia. Not only will Dr. Prieto's research students benefit from this study, but all our students will as she integrates this state-of-the-art knowledge into her biochemistry courses.

Jeffrey Schlicht
Health Promotion & Exercise Sciences Department
Fall 2019

During his sabbatical, Dr. Schlicht has been invited to work with Dr. Maria Fiatarone Singh at the University of Sydney. Dr. Fiatarone Singh is a respected researcher with an international reputation in the field of high intensity physical activity for older adults. This project will provide Dr. Schlicht the insight and experience into new protocols and approaches in this discipline further enhancing his impact as a researcher and publisher.

Divya Sharma
Division of Justice & Law Administration
Spring 2020

Dr. Sharma has secured a contract from a publisher to research and submit for publication a manuscript tentatively titled *Ethics in Social Research*. This project will deal with the issues of ethical dilemmas and methodological challenges that researchers face while studying violence and justice across cultures. This project will not only strengthen her scholarship, research competence and teaching, but will also further the recognition of Western.

Edwin Wong
Biology & Environmental Sciences Department
Spring 2020

During his sabbatical, Dr. Wong proposes two goals to be accomplished: complete a study evaluating the effectiveness of 'flipped classrooms' in a non-major science class, BIO 100; and complete a study investigating the correlation between toxin-producing genes and toxin concentration in cyanobacterial population and produce a manuscript for submission to a scientific journal. The results of this 'flipped classrooms' study will provide valuable insight and guidance on whether such teaching strategies should be used in our biology courses particularly for our large non-major science course. Publication of his work will have a significant impact on science teaching at Western along with other institutions and increase the reputation and visibility of the department and the University.

- c: M. Alexander, WCSU Provost and V.P. for Academic Affairs
F. Cratty, WCSU Chief Human Resources Officer
E. Fitzgerald, CSCU Associate Director for Board Affairs
J. Lupinacci, WCSU Academic Leave Committee Chair
S. Weinberger, CSCU V.P. for Human Resources

Tuition Discussion

FINANCE AND INFRASTRUCTURE COMMITTEE
February 14, 2019



- Preliminary Calculations of tuition and appropriation scenarios
 - Based on current constrained spending
 - Impact of state appropriation support
 - Potential changes to reserve levels
- Analysis of 2018 Community College tuition
 - Impact of financial aid
 - Student income
- High level review of possible tuition policies, including “free college” and Promise programs

Impact of Various Tuition and Appropriation Scenarios, FY 2020:

Community Colleges

(\$ millions)

		Tuition and Fee Increase	
		0%	2.50%
State Appropriation Increase	0%	\$ (25.3)	\$ (21.3)
	5%	\$ (11.7)	\$ (7.7)
	10%	\$ 2.0	\$ 5.9

Note: Projected Reserves for 6/30/19: \$39.1 million

State Appropriation Increase assumes the following base:

- Base block grant of \$141.4m
- Corresponding increase in General Fund Fringe above FY 2019 level of \$130.2m
- Continuation of \$16.2 m in supplemental fringe and \$8.6 m in other line item support (Dev Edu Services and Outcomes Based Funding)
- 5% state appropriation increase amounts to \$7.1 m (block grant) plus \$6.5 m in fringe
- 10% state appropriation increase amounts to \$14.1 m (block grant) plus \$13 m in fringe

Impact of Various Tuition and Appropriation Scenarios, FY 2020:

State Universities

(\$ millions)

		Tuition and Fee Increase	
		0%	4%
State Appropriation Increase	0%	\$ (31.7)	\$ (21.1)
	5%	\$ (17.6)	\$ (6.7)
	10%	\$ (3.2)	\$ 7.7

Note: Projected Reserves for 6/30/19: \$144.3 million

State Appropriation Increase assumes the following base:

- Base block grant of \$146.9m
- Corresponding increase in General Fund Fringe above FY 2019 level of \$141.3m
- 5% state appropriation increase amounts to \$7.3 m (block grant) plus \$7.1 m in fringe
- 10% state appropriation increase amounts to \$14.7 m (block grant) plus \$14.1 m in fringe

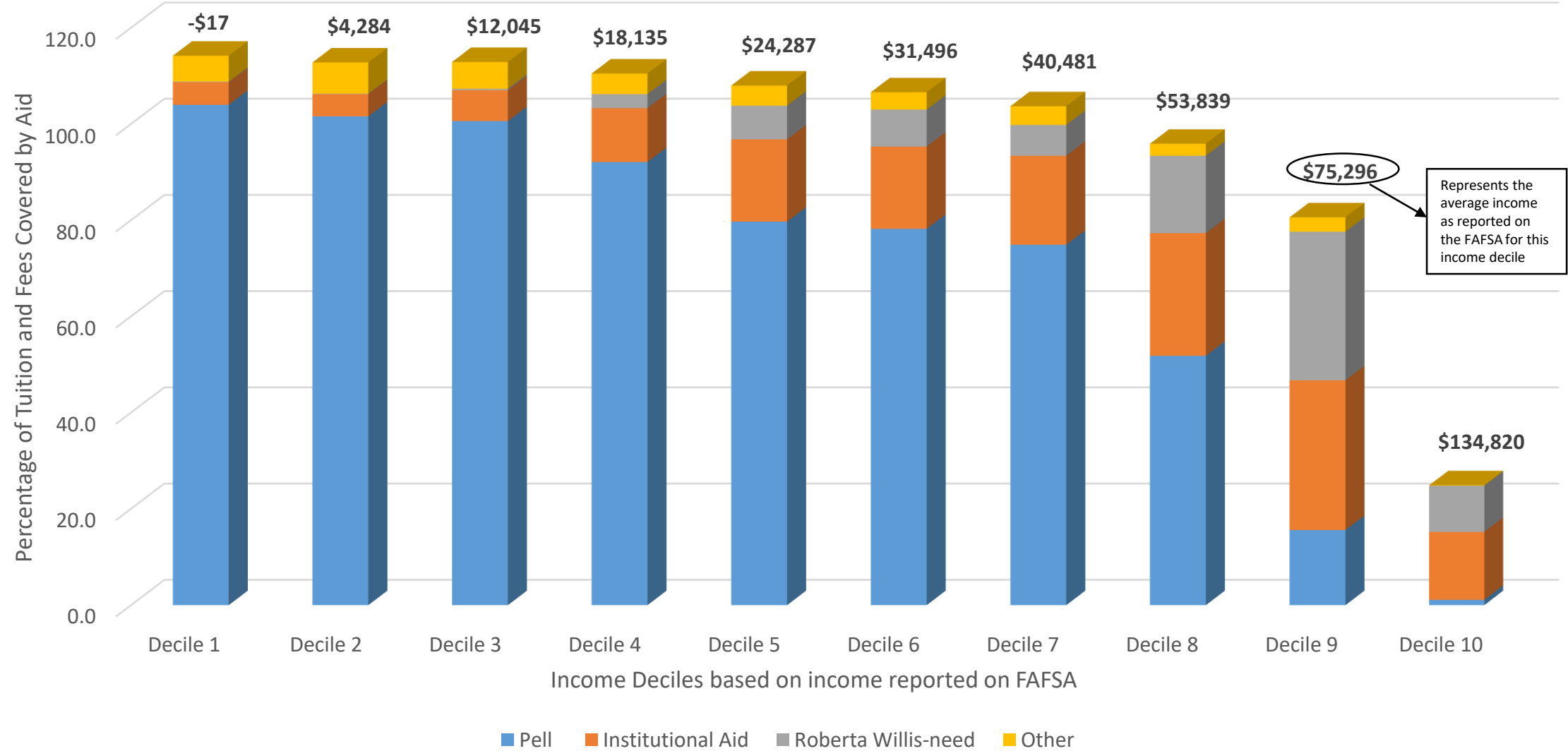
FY 2018 Community College Tuition

- Analysis of 38,000 students who applied for financial aid with FAFSA. Of this group:
 - 59% received enough aid to fully cover tuition and fees – “free college”
 - Financial aid covered 95% of all tuition and fees charged to this group
- The 20,000 students who did not apply for financial aid paid \$67 million in tuition and fees. This group includes non-credit students, undocumented students and others who elect not to apply for aid, and we do not have income information for this group.

Share of 2018 students with needs-based financial aid that covered:

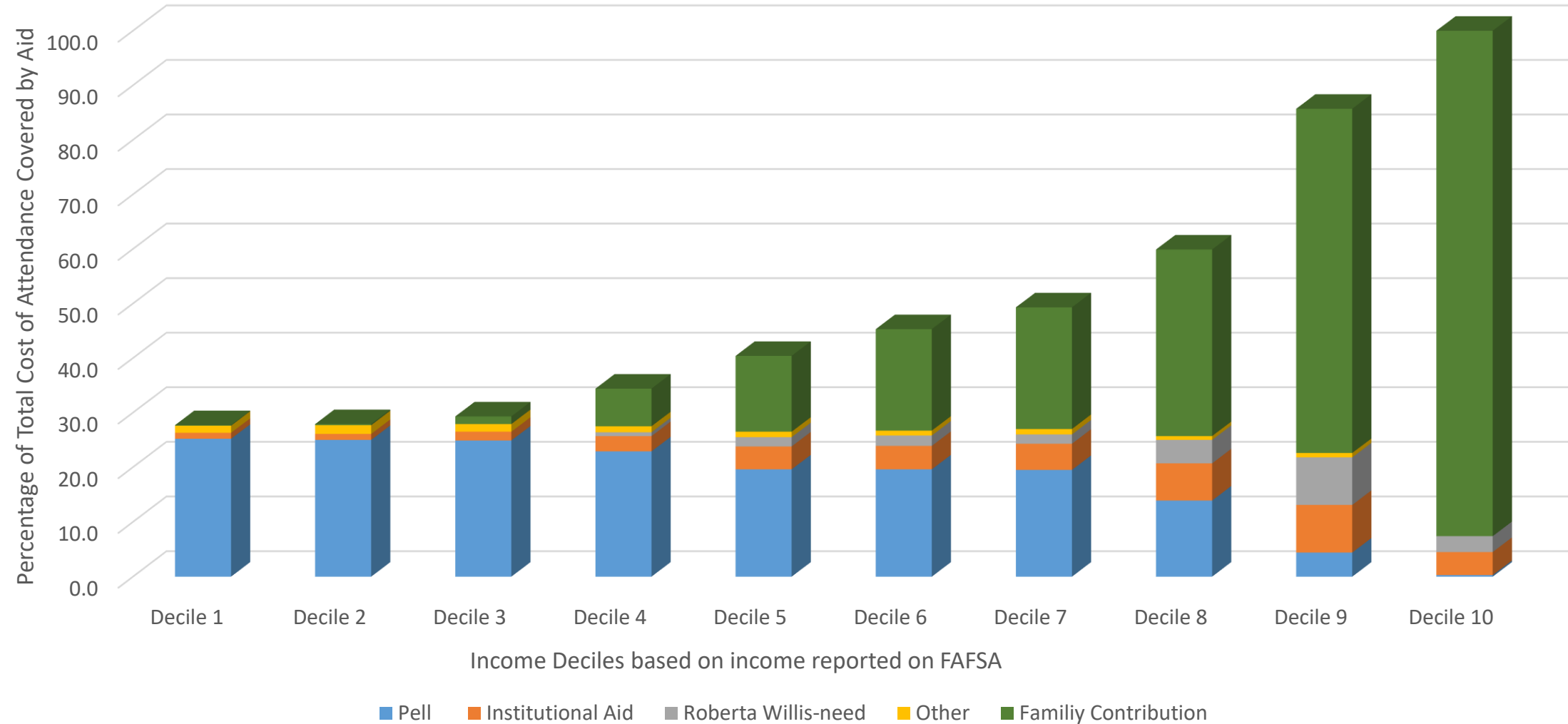
	100% of tuition and fees	more than 75% of tuition and fees	less than 75% of tuition and fees
Asnuntuck	59%	8%	33%
Capital	66%	11%	23%
Gateway	57%	12%	32%
Housatonic	65%	9%	27%
Manchester	56%	9%	35%
Middlesex	52%	13%	34%
Naugatuck Valley	56%	10%	33%
Northwestern	44%	17%	39%
Norwalk	64%	9%	28%
Quinebaug	67%	8%	25%
Three Rivers	58%	12%	30%
Tunxis	63%	7%	29%
Total	59%	10%	30%

Need-Based Aid as Percentage of Tuition & Fees: CT Community Colleges



Data includes all students who provide a FAFSA, numbering 38,000. An additional 21,000 students do not apply for financial aid. Data is for FY 2018.

Need-Based Aid and Family Contribution as Percentage of Total Cost of Attendance: CT Community Colleges



Data includes all students who provide a FAFSA, numbering 38,000. An additional 21,000 students do not apply for financial aid. Total Cost of Attendance and Family Contribution as determined by FAFSA. Data is for FY 2018.

In September 2018 the Education Trust published a report on various “free college” and related programs, evaluating them based on equity considerations and including summaries of all active and proposed statewide programs of this type in the country, can be found at <https://edtrust.org/resource/a-promise-fulfilled/> .

The report concludes that many of the “free college” programs fail one or more of the equity criteria that they lay out.

Many programs are “Last Dollar” programs that tend to help better-off students with tuition and fees, but do not address cost-of-attendance concerns for the lowest-income students. Features like income caps (NY) and minimum awards (OR) can improve equity.

Education Trust equity criteria for “free college” programs:

- The program should help low-income students cover living costs
- The program should cover fees
- The program should cover at least 4 years of college
- The program should cover the cost of a bachelor’s degree at 4-year institutions
- The program should provide benefits for adult and returning students
- The program should NOT add GPA requirements beyond Pell
- The program should NOT have intensity or credit accumulation requirements beyond Pell
- The aid should NOT have to be repaid under any circumstances

	Tuition and Fee Freeze	Hold T&F for 3 or 5 years	"Free College"	T&F rebate upon completion
Description	Assumes a state commitment to offset tuition and fee increases for a multi-year period. That commitment could also be to support capped increases.	Provide that each individual student would pay the same frozen tuition for enough time to graduate, possibly subject to various conditions.	While most "free college" programs are in fact accomplished through a supplemental scholarship program with eligibility criteria (like a statewide promise program), this proposal would entail actual reduction or elimination of tuition.	Includes "free last semester" as well as other scalable rebates based on criteria
Equity Considerations	Likely to benefit more affluent students, although some positive impact by preserving the value of Pell. Does not provide for increase in institutional aid that normally accompanies tuition increases. Does not significantly help with living expenses.	Encourages students to complete degree timely. Does not significantly help with living expenses.	Nearly 60% of Community College students who apply for financial aid receive enough to fully cover tuition and fees. Reducing costs to the 40% who do pay does not improve equity. See Ed Trust analysis.	Encourages students to complete degree timely. Does not significantly help with living expenses.
Alignment with Student Success Efforts	Direct alignment with student success goals not possible	Potential Moderate Impact: Conditions may be aligned with student success efforts such as Guided Pathways	Potential Moderate Impact: Conditions may be aligned with student success efforts such as Guided Pathways	Potential Moderate Impact: Conditions may be aligned with student success efforts such as Guided Pathways
Anticipated impact on enrollment	Moderate positive impact to affordability may strengthen enrollment. May have marketing value.	Moderate positive impact to affordability may strengthen enrollment. May have marketing value	Moderate positive impact to affordability may strengthen enrollment among those who are not eligible or do not apply for financial aid. May have marketing value.	By encouraging completion, may increase enrollment. May have marketing value.
Cost Considerations	0% tuition change coupled with flat appropriation will leave the system short by \$57 million	Costs can be adjusted based on starting tuition for each cohort	Potentially high cost if tuition and fees actually reduced to \$0. Total system-wide tuition raises \$300 million.	Moderate, depending on program specifics

	Statewide Promise Program	Change in collection policies	Income Sharing Agreement	Discount University tuition for TAP students
Description	There are a large variety of so-called "Promise" models, which supplement Pell and other scholarship programs. Could impact both colleges and universities.	Allow more time for students to pay any outstanding tuition and fees	Graduates pay back tuition based on post-graduation income. May involve third-party financing	Reduce University tuition to CC levels for TAP transfers, or reduce to some other level
Equity Considerations	Equity is highly variable based on program design. See Ed Trust analysis.	Moderate positive impact favoring undocumented students	Undetermined	Undetermined. May increase bachelors attainment by students with affordability concerns.
Alignment with Student Success Efforts	Potential Significant Impact: Conditions may be aligned with student success efforts such as Guided Pathways	Limits impact of financial stress on student withdrawals	Potential Moderate Impact: Conditions may be aligned with student success efforts such as Guided Pathways	Encourages completion of higher degree. Aligns with Guided Pathways. Additional criteria could be added
Anticipated impact on enrollment	Moderate positive impact to affordability may strengthen enrollment. May have marketing value.	Likely to increase enrollment	By encouraging completion, may increase enrollment. May have marketing value.	Likely to increase enrollment overall. Greatest impact on CCs, but possible reduction in Universities because 3/4 of transfers now are pre-completion
Cost Considerations	Programs with most favorable equity outcomes are "first dollar" programs which are likely to cost significantly more than "last dollar" programs like NY, RI and TN.	Very low. May result in an increase in bad debt	Undetermined	Potential significant impact may be offset by enrollment growth. Can be adjusted based on level of discount and additional criteria