

**BOARD OF REGENTS FOR HIGHER EDUCATION  
CT STATE COLLEGES AND UNIVERSITIES (CSUS)  
MINUTES – REGULAR MEETING – 10 AM, APRIL 5, 2018  
SYSTEM OFFICE, 61 WOODLAND STREET, HARTFORD, CT**

<b>REGENTS – ATTENDANCE (Y = yes / N = no)</b>	
Matt Fleury, Chair	Yes
Yvette Meléndez, Vice Chair	Yes
Richard J. Balducci	Yes
Aviva D. Budd	Yes
Naomi K. Cohen	Yes
Lawrence J. DeNardis	Yes
Felice Gray-Kemp <i>via teleconf</i>	Yes
Merle W. Harris	Yes
David R. Jimenez <i>via teleconf</i>	Yes
William J. McGurk <i>via teleconf</i>	Yes
JoAnn H. Price <i>via teleconf</i>	No
Elease E. Wright	Yes
Hector Navarro, SAC Chair	Yes
Juan Carlos Leal, SAC Vice Chair <i>via teleconf</i>	Yes
*William Lugo, FAC Chair	Yes
*Del Cummings, FAC Vice Chair	Yes
*Scott D. Jackson, Labor Commissioner	No
*Raul Pino, Public Health Commissioner	No
*Catherine H. Smith, DECD Commissioner	Yes
*Dianna R. Wentzell, Education Commissioner	No
<i>*ex-officio, non-voting member</i>	

**CSCU STAFF**

Mark E. Ojakian, President  
 Alice Pritchard, Chief of Staff  
 Jane Gates, Provost & Senior Vice President, Academic and Student Affairs  
 Elsa Nunez, VP State Universities and President, Eastern CSU  
 Erin A. Fitzgerald, Associate Director, Board Affairs / Board Secretary  
 Greg DeSantis, Interim Exec. Director, Student Success Center and Academic Initiatives

**STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS**

James Lombella, Asnuntuck Community College and interim at Tunxis Community College – Yes  
 Wilfredo Nieves, Capital Community College – Yes  
 Ed Klonoski, Charter Oak State College - Yes  
 Paul Broadie, Housatonic Community College and Interim at Gateway Community College - No  
 Gena Glickman, Manchester Community College – No  
 Steven Minkler, Middlesex Community College - No  
 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 - No  
 Carlee Drummer, Quinebaug Valley Community College – Yes

### **STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS (cont.)**

Mary Ellen Jukoski, Three Rivers Community College – No  
Zulma Toro, Central Connecticut State University - Yes  
Joe Bertolino, Southern Connecticut State University – No  
John Clark, Western Connecticut State University - Yes

### **CALL TO ORDER**

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

### **ADOPT AGENDA**

Chairman Fleury called for a motion to adopt the meeting agenda; **on a motion by Regent Wright, seconded by Regent Cohen, the Agenda was unanimously adopted.**

### **OPPORTUNITY TO ADDRESS THE BOARD**

No one addressed the Board.

### **STUDENT ADVISORY COMMITTEE**

SAC Chair Hector Navarro provided a report from the Student Advisory Committee to the Board (*Attachment A hereto*). Following his presentation, Regent Price expressed her appreciation for the well-done and well-delivered report. Noting the referenced to the college foundations within the SAC report, Regent McGurk asked for confirmation for the record that “the community college foundation asset integrity is in place and would be, as originally described.” President Ojakian responded in the affirmative to Regent McGurk’s request for confirmation.

CSCU President Ojakian thanked Hector for the report, noting that Chair Navarro led the SAC with respect and a great amount of inclusion and participation and added those qualities were taken into consideration when asking Chair Navarro to lead the Student Implementation Committee.

### **BOR CHAIRMAN MATT FLEURY**

Chairman Fleury expressed his sincere regrets and profound sadness at the recent passing of ECSU President Emeritus and CSCU Chancellor Emeritus David G. Carter and CCSU President Emeritus, John (Jack) W. Miller. In expressing his sympathy, Chairman Fleury spoke to President Miller’s exceptional advocacy concerning the role of higher education in urban centers, noting that he worked tirelessly to advance that critical need. Chairman Fleury

noted he knew Chancellor Carter very well, knowing him not only as an exceptional leader and someone who was instrumental in the creation of the CT Science Center, but as a professional mentor. ,

Chairman Fleury further expressed his appreciation for the exemplary service of both JoAnn Price and Bill McGurk whose respective terms of service on the Board were soon ending, with successors awaiting legislative confirmation.

### **CSCU PRESIDENT MARK OJAKIAN**

President Ojakian offered brief remarks on the following items:

- Expressed his sincere sympathy on the passing of both Dr. David Carter and Dr. Jack Miller, stating that they were both larger-than-life, charismatic individuals who had a profound positive impact on their institutions and the State of Connecticut.
  - ECSU President Nunez is holding a memorial service for Dr. Carter on April 12 at ECSU.
  - CCSU President Toro has advised that while arrangement are pending for Dr. Miller, the family hopes to have a service sometime this summer at CCSU.
- Extended his thanks and appreciation to both JoAnn Price and Bill McGurk for their outstanding and committed service on the Board and their tireless advocacy on behalf of the students of Connecticut
- Budget Update
  - The total fringe rate for SERS employees (the majority of CSCU employees) is projected to increase by 11 percentage points, from 65% in FY18 to 76% in FY19.
    - At CSCU, the increased rates will cost us \$43M in fringe benefit expenses (up 13% from FY18), of which the state will cover \$18M, leaving us to cover \$25M from our tuition and fee revenue.
  - CSCU will have to pay \$20M in longevity and one-time wage increases (of \$2,000 (prorated for part-time employees) for all bargaining unit employees.
- The Substantive Change request to NEASC was submitted on March 16 (expects to hear back in mid-April after their Commission meeting).
- March and April will see continued activities focused on academic planning and Guided Pathways.
- Planning continues related to the administrative recommendations for the 17 schools. President Ojakian will provide the Board with a progress report for the Board at the June 21 meeting.
- Continued meetings with Students – President Ojakian meets regularly with the SAC and has spent much of the past three months traveling to the colleges and universities to hear directly from students about their concerns and their accomplishments. He noted the meetings have been very fruitful and that he appreciates the time and effort the campuses expend in helping facilitate these discussions and also thanked Angelo Simoni Jr., CSUS Executive Director of Student Relations & Compliance for his coordination of these visits.
- Congratulations to David Levinson upon receiving NEBHE Higher Education Excellence Award
- Noted two federal issues: DACA and the Pell grant experiments. President Ojakian stated that advocacy efforts are being planned on both items.

## **APPROVAL OF PREVIOUS MEETING MINUTES**

**On a motion by Regent Cohen seconded by Regent McGurk, the March 9, 2018 Special meeting minutes were approved** as submitted.

## **CONSENT AGENDA**

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

Following adoption of the Consent agenda, Regent DeNardis remarked favorably upon the CT Community College Nursing Program (CT-CCNP) program.

## **CONSENT AGENDA**

### **Terminations**

Mathematics/Science – Chemistry Option – AA – NVCC

Mathematics/Science – AA – NVCC

Chemistry: Biotechnology Option – BA – WCSU

### **Modifications**

Mathematics – BA/BS – ECSU [New concentrations/Updated Curriculum]

CT Community College Nursing Program (CT-CCNP) – AS – CCC, GC, NVCC,

NWCCC, NCC, TRCC [Curriculum revision]

### **New Programs**

Master of Arts in Teaching – MAT – SCSU

Early Childhood Education – AS – COSC

Early Childhood Education – BS – COSC

**Institutional Accreditation – Naugatuck Valley Community College – 5th year interim**

**BOR Faculty Awards – CSCU**

**BOR FAC Shared Governance Award**

**CSU-AAUP Research Grants**

**Honorary Degrees**

## **RESOLUTIONS APPROVED ON CONSENT**

### **Terminations**

#### **Mathematics/Science – Chemistry Option – AA – NVCC [BR 18-031](#)**

**RESOLVED:** That the Board of Regents for Higher Education approve the termination of a program in Mathematics/Science leading to an Associate of Arts Degree with a Chemistry Option at Naugatuck Valley Community College with a phase-out period ending at the conclusion of the 2019 Spring semester.

#### **Mathematics/Science – AA – NVCC [BR 18-032](#)**

**RESOLVED:** That the Board of Regents for Higher Education approve the termination of a program in Mathematics/Science leading to an Associate of Arts Degree at Naugatuck Valley Community College with a phase-out period ending at the end of the 2021 Spring semester.

#### **Chemistry: Biotechnology Option – BA – WCSU [BR 18-033](#)**

**RESOLVED:** That the Board of Regents for Higher Education approve the immediate termination of a program in Chemistry leading to a Bachelor's of Arts degree with a Biotechnology Option at Western Connecticut State University.

### **Modifications**

#### **Mathematics – BA/BS – ECSU [New concentrations/Updated Curriculum] [BR 18-034](#)**

**RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program in Mathematics leading to either a Bachelor's of Arts degree or a Bachelor's of Science degree, specifically significant curricular changes to concentrations therein at Eastern Connecticut State University.

#### **CT Community College Nursing Program (CT-CCNP) – AS – CCC, GC, NVCC, NWCCC, NCC, TRCC [Curriculum revision] [BR 18-035](#)**

**RESOLVED:** That the Board of Regents for Higher Education approve the modification of curriculum within the Connecticut Community College Nursing Program (CT-CCNP).

### **New Programs**

#### **Master of Arts in Teaching – MAT – SCSU [BR 18-036](#)**

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure of a program leading to a Masters of Arts in Teaching degree at Southern Connecticut State University for a period of three years.

#### **Early Childhood Education – AS – COSC [BR 18-037](#)**

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure and accreditation of an Early Childhood Education program leading to an Associate of Science degree at Charter Oak State College for a period of three years.

#### **Early Childhood Education – BS – COSC [BR 18-038](#)**

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure and accreditation of an Early Childhood Education program leading to a Bachelor of Science degree at Charter Oak State College for a period of three years.

## **RESOLUTIONS APPROVED ON CONSENT (cont.)**

### **Institutional Accreditation – Naugatuck Valley Community College – 5th year interim BR 18-039**

**RESOLVED:** That the Connecticut Board of Regents for Higher Education accept NEASC actions of November 16, 2017 regarding the interim (fifth-year) report of Naugatuck Valley Community College and grant continued state accreditation of Naugatuck Valley Community College until April 30, 2023

### **BOR Faculty Awards – CSCU (*Attachment B hereto*) BR 18-040**

**RESOLVED:** That the Board of Regents for Higher Education accepts the campus-based nominations for the Teaching Awards (CSU), Teaching Awards (CCC), Research Awards and the Scholarly Excellence Awards as the respective recipients of those awards for the 2017-18 academic year, and be it further

**RESOLVED:** That the Board of Regents for Higher Education accepts the recommendations of the respective selection committees for the Teaching Award (CSU), Teaching Award (CCC), Research Award, Scholarly Excellence Award and the Adjunct Faculty Teaching Awards as the respective recipients of the System Awards for the 2017-18 academic year.

### **BOR FAC Shared Governance Award BR 18-041**

**WHEREAS**, Consonant with the mission, vision and goals of the CSCU System, the Board of Regents (BOR) and the Faculty Advisory Committee (FAC) recognize the importance of administration, faculty, staff, and student cooperation in contributing to the advancement of shared governance in the CSCU institutions; and

**WHEREAS**, Shared governance is defined as communication, collaboration, and mutual accountability between administration, faculty, staff, and students which advances excellence in the operation of CSCU institutions; and

**WHEREAS**, CSCU established the Shared Governance Award as an annual recognition of an individual CSCU college or university, in the spirit of the 1966 Statement on Government of Colleges and Universities, jointly formulated by the American Association of University Professors, the American Council on Education, and the Association of Governing Boards of Universities and Colleges; therefore, be it

**RESOLVED**, The 2017-18 CSCU Shared Governance Award is conferred upon Southern Connecticut State University by the FAC and the BOR. Southern Connecticut State University has demonstrated the dual advancement of the mission and goals of the institution, and the mission, vision, and goals of the Connecticut BOR; the effects of which can be seen on the campus and throughout the CSCU system.

### **CSU-AAUP Research Grants BR 18-042**

**RESOLVED:** That the Board of Regents for Higher Education approve the funding recommendations of the Selection Committee for the CSU-AAUP Faculty Research Grants for the 2018-19 program year. *Attachment C hereto*

**Honorary Degrees [BR 18-043](#)**

**RESOLVED:** That the Board of Regents for Higher Education approve the nominees for an honorary degree, as presented below, according to the guidelines in the Board policies presently in effect granting honorary degrees to honor a person for unusual and exemplary accomplishments and to advance the work and reputation of the Connecticut State Colleges and Universities

Honorary Degree Nominations for 2018 Commencements		
Institution	Nominee	Commencement Date
Central Connecticut State University	Charles T. Fote	May 19, 2018
Charter Oak State College	Brenda York	June 3, 2018
Housatonic Community College	Juanita T. James	May 24, 2018
Manchester Community College	Michael Polo	May 24, 2018
Naugatuck Valley Community College	Nicholas (Nick) M. Donofrio	May 24, 2018
Southern Connecticut State University	John DeStefano, Jr.	May 18, 2018
Eastern Connecticut State University	Elinore McCance-Katz	May 15, 2018
Gateway Community College	Larry Bingaman	May 24, 2018

**ACADEMIC & STUDENT AFFAIRS COMMITTEE**

ASA Committee Chair Merle Harris stated she wanted to call members' attention to the following two items on the Consent Agenda:

**BOR Faculty Awards – CSCU**

**BOR FAC Shared Governance Award**

At the request of the Faculty Advisory Committee (FAC), the Awards are presented at the FAC Annual Conference on Shared Governance and Student Success. With that in mind, Regent Harris noted she wanted to reflect on the important and exemplary work of the faculty at each of the CSCU institutions. In reviewing the nominations, she noted the following attributes repeated for teaching awards: use of technology to promote student learning; student engagement and how the faculty are truly engaging and inspiring students, and that faculty give students opportunities to grown and make important connections between their own lives and what they are studying in the classrooms.

Further, while reviewing nominations for research awards, Regent Harris noted that comments repeatedly cited the significant research efforts, with national and international recognition among their peers (some of which includes student involvement).

As to the Shared Governance Award, Regent Harris noted that the Board established the Award two years ago at the recommendation of, and collaboration with, the Faculty Advisory Committee and that she was extremely pleased with the shared governance efforts recognized in awarding Southern Connecticut State University.

Dr. Harris expressed her congratulations regarding Dr. Karen Wosczyzna-Birch, Executive Director of the College of Technology, recently receiving a prestigious award from the Connecticut Technology Council; Dr. Wosczyzna-Birch received the Academic Innovation and Leadership Award (Postsecondary).

### **GUIDED PATHWAYS PRESENTATION - INFORMATIONAL**

ASA Committee Chair Harris introduced Greg DeSantis, CSUS Interim Executive Director of the Student Success Center and Academic Initiatives, for a presentation on the Guided Pathways Initiative (*see Attachment D for supporting documentation referenced during this presentation*). The following individuals, all members of the CSCU Guided Pathways Task Force, joined Executive Director DeSantis during the presentation:

- Lindsey Norton, Interim Assistant Director of the Student Success Center, CSCU
- Gayle Barrett, Director of Enrollment Management, MxCC
- Michael Buccilli, Director of Counseling and Student Success, GCC
- Tamika Davis, Director of Admissions, TxCC
- Steve McDowell, Director of Financial Aid Services, CSCU
- Francine Rosselli-Navarra, Professor of Psychology and Coordinator, Liberal Arts & Science Programs, MCC
- Heidi Zenie, Program Coordinator of Exercise Science, Program Coordinator of Sport and Leisure Management, TRCC

At the conclusion of the presentation and a question and answer period, Chairman Fleury thanked the members of the Guided Pathways Task Force for their outstanding and phenomenal efforts on this extraordinarily important initiative. He spoke to the invaluable efforts of those who teach, adding that the success of this Task Force will be of inestimable value to students.

### **AUDIT COMMITTEE**

No report.



## **FINANCE & INFRASTRUCTURE**

No report.

## **HUMAN RESOURCES & ADMINISTRATION COMMITTEE**

Human Resources & Administration Committee Chair Naomi Cohen referenced the Board's December 14, 2017 resolution that tasked the Committee with the following:

1. finalize organizational charts for the new college leadership structure
2. develop a hiring process; and
3. integrate the new leadership structure into the classification and compensation structure.

Noting that the development of a hiring process was developed at the February Committee meeting, Committee Chair Cohen noted that the March 28, 2018 Committee included a discussion of the qualifications and responsibilities of the position descriptions for the new CC leadership team. Per Committee Chair Cohen, it was determined that the focus should *first* be on the new president of the college because:

1. choosing the President of the new community college is central to the success of our efforts; and
2. the new president would be heavily involved in the hiring of all other leadership positions

Extending her appreciation to Dr. Alice Pritchard, CSUS Chief of Staff, Committee Chair Cohen stated that Josh Wyner from the Aspen Institute, an international non-profit founded in 1949, joined the Committee meeting via WebEx. Dr. Wyner is founder and Executive Director of the College Excellence Program at Aspen. Committee Chair Cohen advised that the College Excellence program aims to advance higher education practices, policies and leadership that significantly improve student outcomes. Committee Chair Cohen referenced Dr. Wyner's 2014 book "What Excellent Community Colleges Do: Preparing All Students for Success."

Committee Chair Cohen stated “the highlights of an exceptional president come from an Aspen executive summary from Aspen of its report entitled Crisis and Opportunity and also from the narrative of the substantive change proposal the Board endorsed for submission to NEASC.” She added that the HR & Administration Committee identified the following characteristics of an exceptional president as a leader who is

- Committed to student success
- Champions access
- Respects and promotes diversity
- Takes strategic risks
- Builds strong teams
- Establishes urgency
- Plans lasting internal change
- Is results-oriented
- Communicates effectively
- Possesses financial and operational ability
- Is an entrepreneurial fundraiser
- Develops effective external partnerships
- Engages employees
- Understands shared governance
- Has an extensive community college background
- Knows how to co-lead with others on the team
- Supports professional development and elevates others to succeed
- Has expertise in change management

Committee Chair Cohen stated the Committee determined that when initiating the search for the new CC president, Administration should be sure to include a summary or preamble in the position description that would capture the broad context of the consolidation, including the following:

- the culture change of the organization
- the focus on students services toward recruitment, retention and graduation
- and an acknowledgement of the controversies inherent in this substantive change.

In closing, Committee Chair Cohen advised that the Aspen executive summary would be available on-line (<http://www.ct.edu/regents/minutes#minutes>) as an attachment to the March 28, 2018 committee meeting.

## **EXECUTIVE COMMITTEE**

No report.

## **EXECUTIVE SESSION**

No Executive Session.

## **ADJOURNMENT**

**On a motion by Regent Balducci with a second from Regent Cohen, the meeting adjourned at 11:19 am.**

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 APRIL 5, 2018**  
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.** Student Advisory Committee 04-05-2018 Report to the Board
- B.** BOR Faculty Awards
- C.** CSU-AAUP Research Grants
- D.** Guided Pathways Initiative

**ATTACHMENT A TO 04-05-2018 BOR MTG MINUTES**  
**STUDENT ADVISORY COMMITTEE (SAC) REPORT**

Chairman Fleury, President Ojakian, and fellow Regents:

As of January 2018, Phase two of the Students First initiative was launched. This year the students of CSCU have been actively involved in the discussion of the Connecticut Community College consolidation. On December 14, 2017, the Board of Regents endorsed the Students First proposal of an organizational structure for a singly accredited Community College of Connecticut. After the vote was conducted, the Board of Regents directed President Ojakian, and the system office administration, with the responsibility to engage with NEASC (New England Association of Schools and Colleges) and the Academic and Student Affairs committee. They were charged with the responsibility to prepare a substantive change request that must be submitted to NEASC and CIHE (Commission on Institutions of Higher Education) no later than April. This document was submitted before the designated deadline. As I read through this document, I gathered all the opposing papers and online articles that have been submitted by students, faculty, staff and concerned citizen since the Board of Regents vote in December of last year. I wanted to ensure that our concerns were addressed in this substantive change.

**The loss of student enrollment** issue is discussed in the executive summary. Asnuntuck (ACC) and Tunxis (TXCC) have leveraged resources and also shared best practices. ACC led enrollment growth in fall 2016. In Fall 2017, TXCC implemented those same strategies and led the enrollment growth at nearly 5% or roughly 6.5% above the system average, which reversed a five-year enrollment decline of over 20%. TXCC is projected to generate approximately \$1 million in gross revenue gains for (via tuition and mandatory fees) for FY18. So just by sharing resources between two campuses we were able to increase our enrollment, how much more efficient would we be if we were a consolidated system of 12?

**The implementation costs** are also addressed through the sharing of position in Housatonic and Gateway. By sharing the position of the President, Dean of Administration and Institutional Effectiveness, and Associate Dean of Marketing and Communications, we were provided an annual savings of \$775,000. An additional \$135,000 was saved by sharing administrative positions in grants, accounts payable, and financial aid.

**Loss of Title V grants** is also addressed. According to the substantive change report submitted to NEASC, the community college consolidation will expand educational opportunities and improve education for Hispanic students through programs and activities funded by the Title V federal program. The Hispanic/Latino represent 26.4 percent of our student population, and according to the substantive change report, this level of representation is sufficient enough to qualify the new College for Hispanic Serving Institution (HIS) status.

**Loss of future foundation contributions** is addressed as well. The consolidation seeks to maintain the uniqueness, identity and community connection of each campus. Unique programs and courses to a college will remain at that location. Each campus will be a separate tax-exempt organization; each campus foundation will not be affected, any funds raised by a campus stays at the campus that raised it to support its local priorities in its assigned community.

These are just some of the many concerns and issues that were answered and addressed in this report. In the executive summary, the necessary structural change of this magnitude is discussed. In this

substantive change report a data-driven fiscal analysis is provided. This report provides our previous and current financial condition, graduation rates, increase in tuition, increase in operating costs and the declines in enrollment due to the decrease in high school student graduates. Just the summary of the report highlights the need to create a single NEASC accredited community college with 12 campuses, with clear and consistent practices and procedures. It seeks to improve student success by implementing proven strategies throughout the College such as Guided Pathways.

Guided Pathways is a nationally successful program that has proven to be successful and is already being implemented in other community colleges throughout the nation such as Austin Community College and the Community College of Philadelphia. The Student Advisory Committee is working closely with the Guide Pathways task force to ensure that the focus of the consolidation implementation is the student's concerns. Students have participated in the Guided Pathways Focus groups led by Lindsey Norton, Interim Assistance Director of the CSCU Student Success Center. The students have also volunteered their time to all three of the architecture subgroup committee meetings within the Guided Pathways Task Force.

The Guided Pathways Task Force, which is chaired by Greg DeSantis, the CSCU Interim Executive Director of the Student Success Center and Academic Initiatives, has established three teams to work on guided pathways implementation for The Community College of Connecticut.

The first team is the Recruitment Architecture subgroup. They are charged with making recommendations about the “bookends” of the student experience – how students are brought into the college and how they are ultimately connected with their next destination, whether it be workforce or transfer.

The second team is the Choice Architecture subgroup. They are charged with making recommendations about items that are related to curriculum, including meta-majors, first year experience, student academic plans, and other things that will help students choose a program of study.

The third team is the Support Architecture subgroup. They are charged with making recommendations about advising and student support redesign as well as other areas that will help support students to be successful in achieving their academic and career goals.

The students are also actively involved in the Inclusion and Diversity Committee. This Committee, which is chaired by Angelo Simoni, Executive Director for Student Relations and Compliance, has been charged and established to be responsible for promoting diverse and welcoming practices that foster inclusion at all seventeen institutions within the Connecticut State College and University System (CSCU).

This Diversity and Inclusion Committee has several goals and objectives. The Committee will develop an inclusive and supported diverse work environment. Opportunities will be provided to students, faculty, and staff members to develop awareness, skills, and competencies of various issues relating to diversity, social justice, and inclusion. The students along with faculty and staff are working together to develop and implement effective strategies to recruit, hire, retain, and engage a diverse student and professional

workforce. We will be sharing global and cultural knowledge as well as social justice issues while addressing diversity issues and concerns across our campuses.

The student's voice is also present in the College Consolidation Implementation Committee. I have the privilege and honor, as a student, to be co-chairing this committee along with Dr. David Levinson, President of Norwalk Community College and Vice President of CSCU. Our task is to review and respond to the recommendations from the Academic and Student Affairs Consolidation Committee and the Guided Pathways Task Force. Students have raised some concerns that library hours may be the same across all campuses after implementation. Provost Gates has recommended that the College Consolidation Implementation Committee should discuss this issue further at their next meeting.

Several students have also shown interest in participating in the Academic and Student Affairs Consolidation Committee and also wish to be a part of this discussion. The students are aware that this is a critical time for our voices to be heard. Our student leaders and representatives are dedicating their time and efforts to ensure that our voices are loud and clear throughout this process. We want to ensure that the State of Connecticut Community colleges will genuinely be for the community of Connecticut and its students.

This year we have also had the opportunity to advocate on behalf of the students at the Appropriations Committee in the Legislative Office Building. Myself along with other student representatives testified against the state budget cuts. Many students offered personal and powerful testimonies that impacted our legislative representatives. We are fighting hard to be heard in the state of Connecticut and I believe that we have been heard. We will not stop until every student can obtain a high-quality education that is both affordable and accessible.

Lastly, Provost Jane Gates met with us at the Student Advisory Committee meeting on March 23, 2018. She has charged the students with the responsibility of providing the details on how the student's voice will be heard in the new structure. The ideas of having a state-wide student senate was discussed and entertained. However, the students are concerned that this may involve merging the student government association into one state-wide senate. Students are also worried that the student activity fee will be consolidated throughout the system after implementation. Our charge is to ensure that we have the most effective and efficient method of communication to represent the students at the state-wide level as well as the local level without compromising the integrity of each of the institutions.

Thank you all for ensuring that the students are primarily in the center of every conversation thus far regarding this consolidation. Peace and Blessings

Hector Navarro  
Chair of the Student Advisory Committee

# **BOARD OF REGENTS**

## **FACULTY AWARDS**

**2017-18 Academic Year**

In recognition of Assistant and Associate Professors in tenure-track or tenured positions and adjunct faculty members:

who have distinguished themselves as outstanding teachers and have established a track record of promoting instructional improvements for their departments; or

who are doing exceptional research, scholarly, and/or creative work

### **Teaching Awards<sup>1&2</sup>**

(Connecticut State Universities)

### **Teaching Awards<sup>1&2</sup>**

(Connecticut Community Colleges)

### **Research Awards<sup>1&2</sup>**

(Connecticut State Universities)

### **Scholarly Excellence Awards<sup>1&2</sup>**

(Connecticut Community Colleges)

### **Adjunct Faculty Teaching Awards<sup>3</sup>**

1. campus-based awards
2. a single system-wide award among campus-based nominations
3. system-wide awards (2) among campus-based nominations



# **BOARD OF REGENTS**

## **FACULTY AWARDS**

### **Teaching Awards**

(Connecticut State Universities)

<b><u>Institution</u></b>	<b><u>Campus Nominee</u></b>	<b><u>Faculty Rank / Discipline</u></b>
Central	Dr. Mark Cistulli	Associate Professor, Literacy, Management Information Systems
Southern	Dr. Richard Zipoli	Associate Professor, Communication Disorders

Per its collective review and assessment of the institutions' nomination packages, the Selection Committee for the Teaching Award for the universities recommends the recipient of the:

### **System's Teaching Award (Connecticut State Universities)**

**Dr. Richard Zipoli**  
**Southern Connecticut State University**

# **BOARD OF REGENTS**

## **FACULTY AWARDS**

### **Teaching Awards**

(Connecticut Community Colleges)

<b><u>Institution</u></b>	<b><u>Campus Nominee</u></b>	<b><u>Faculty Rank / Discipline</u></b>
Capital	Ira Hessmer	Assistant Professor, Business & Technology
Gateway	Dr. Eric Meyers	Associate Professor, Biology
Housatonic	Robin Avant	Assistant Professor, Biology & Molecular Biology
Middlesex	Dr. Andrea Levy	Associate Professor, Psychology
Naugatuck Valley	Mariangeli Zerbi	Associate Professor, Mathematics
Norwalk	Andrea Pizone	Associate Professor, Mathematics
Quinebaug Valley	Jakob Spjut	Associate Professor, Engineering
Tunxis	Deborah Bradford	Associate Professor, Academic Strategies

Per its collective review and assessment of the institutions' nomination packages, the Selection Committee for the Teaching Award for the community colleges recommends the recipient of the:

**System's Teaching Award**  
(Connecticut Community Colleges)

**Robin Avant**  
**Housatonic Community College**

# **BOARD OF REGENTS**

## **FACULTY AWARDS**

### **Research Awards**

<b><u>Institution</u></b>	<b><u>Campus Nominee</u></b>	<b><u>Faculty Rank / Discipline</u></b>
Central	Dr. Reza Ghodsi	Associate Professor, Engineering
Southern	Dr. Chelsea Harry	Associate Professor, Philosophy
Western	Dr. Rachel Prunier	Associate Professor, Biological and Environmental Sciences

Per its collective review and assessment of the institutions' nomination packages, the Selection Committee for the Research Award recommends the recipient of the:

### **System's Research Award**

**Dr. Chelsea Harry**  
**Southern Connecticut State University**

**BOARD OF REGENTS**  
**FACULTY AWARDS**  
**Scholarly Excellence Awards**

<b><u>Institution</u></b>	<b><u>Campus Nominee</u></b>	<b><u>Faculty Rank / Discipline</u></b>
Naugatuck Valley	Megan Boyd	Assistant Professor, Dance
Norwalk	Heather DeDominicis	Associate Professor, Academic Enrichment & First-Year Experience
Three Rivers	Dr. Todd Barry	Assistant Professor, English

Per its collective review and assessment of the institutions' nomination packages, the Selection Committee for the Scholarly Excellence Award recommends the recipient of the:

**System's Scholarly Excellence Award**

**Dr. Todd Barry**  
**Three Rivers Community College**

# **BOARD OF REGENTS**

## **FACULTY AWARDS**

### **System's Adjunct Faculty Teaching Awards**

**Marilyn Kain – Western Connecticut State University**

Adjunct Professor - Justice and Law Administration

**&**

**Arthur Simoes – Tunxis Community College**

Adjunct Lecturer - Visual Art and Design

Per its collective review and assessment of the institutions' nomination packages, the Selection Committee for the Adjunct Faculty Awards recommends that the recipients are as listed above:  
The other nominees were:

<b><u>Institution</u></b>	<b><u>Campus Nominee</u></b>	<b><u>Faculty Rank / Discipline</u></b>
Central Connecticut State University	Alice Luster	Adjunct Faculty, Special Education and Interventions
Charter Oak State College	Dr. Hamid El Khalfi	Adjunct Faculty, General Education
Middlesex Community College	Janet D'Onofrio	Adjunct Lecturer, Allied Health, Business and STEM
Norwalk Community College	Yumi McCarthy	Adjunct Faculty, Humanities
Quinebaug Valley Community College	Tracy Smith-Michnowicz	Adjunct Faculty, Early Childhood Education

# BOARD OF REGENTS

## FACULTY AWARDS

### Selection Committees

The members of the five Selection Committees reviewed and assessed the campus-based nomination packages which consisted of:

- 1) Cover Sheet
- 2) Letter of Nomination
- 3) Nominee's Reflective Statement
- 4) Letter of Support from one to three colleagues or students
- 5) Nominee's abbreviated curriculum vitae

Each nomination package was reviewed and assessed by a minimum of three committee members. The average total assessment points were used to determine the committee's recommendation to the Board of Regents for the respective System Award(s).

The members of the various Selection Committees were:

Celeste Arrieta Three Rivers Community College	Dr. Jane Carey Quinebaug Valley Community College	Amely Cross Asnuntuck Community College
Dr. Megan DeLivron Gateway Community College	Dr. James Diller Eastern Connecticut State University	Amy Feest Tunxis Community College
Dr. Nicholas Greco Western Connecticut State University	Dr. Jess Gregory Southern Connecticut State University	Dr. Christine Hegel-Cantarella Western Connecticut State University
Health Hightower Quinebaug Valley Community College	Dr. Eva Jones Middlesex Community College	Elizabeth Keefe Gateway Community College
Dr. Marie McDaniel Southern Connecticut State University	Dr. Maureen McDonnell Eastern Connecticut State University	Dr. Martin Mendoza-Botelho Eastern Connecticut State University
Rachel Milloy Norwalk Community College	Dr. Michelle Monette Western Connecticut State University	Linda Reeder Central Connecticut State University
Dr. Nicolas Simon Eastern Connecticut State University	Dr. Monica Sousa Western Connecticut State University	Dr. Melissa Talhelm Southern Connecticut State University
Laura Turiano Housatonic Community College	Dr. Christine Unson Southern Connecticut State University	Jennifer Wittke Tunxis Community College

**ATTACHMENT C TO 04-05-2018 BOR MTG MINUTES  
CSU-AAUP RESEARCH GRANTS**

**\*\*CCSU\*\* CSU-AAUP Faculty Research Grants Applications – Spring 2018 Competition**

<b>Faculty Rank</b>	<b>Last Name</b>	<b>First Name</b>	<b>Department</b>	<b>Project Title</b>	<b>Request Amount</b>
Associate Professor	Ciotto	Carol	Physical Education and Human Performance	The Effects of Before and After School Physical Activity on Academic Performance and Social and Emotional Learning	\$4,559
				(see above)	\$4,559
Assistant Professor	Leong	Chee Hoi	Physical Education and Human Performance	Effect of an 8-Week Resistance Training Program on Anterior Pelvic Tilt, Hamstrings-to-Quadriceps Ratio, and Vertical Jump Performance in Healthy Females	\$5,000
				(see above)	\$5,000
Associate Professor	Morano	Peter	Physical Education and Human Performance	The Impact of Vigorous Exercise and Caloric Restriction on Cognitive Function	\$4,919
				(see above)	\$4,918
Assistant Professor	Singhai	Rahul	Physics and Engineering Physics	Study the electrochemical behavior of CuS/graphene nanocomposite for applications to supercapacitors	\$5,000
				(see above)	\$5,000
Professor	Abdollahzadeh	Fatemeh	Computer Science	Distributed Processing Environment for Computational Medicine	\$600
Assistant Professor	Amaya-Bower	Luz	Engineering	Research, Design, & Prototyping of a Portable Water Generation System	\$5,000
Associate Professor	Bailliesteanu	Mihai	Mathematical Sciences	Geometric Methods to Study MEMS (micro-electromechanical systems)	\$4,000
Professor	Barrington	Candice	English	Chaucer Behind the Iron Curtain	\$5,000
Associate Professor	Basim	Swamy	Engineering	Comparison of Plasticity Characteristics of fine grind soils by Traditional Percussion Apparatus and Cone Penetrometer Methods	\$5,000
Professor	Benfield	Richard	Geography	Biological Hot spots, Tourism and the preservation of biodiversity	\$5,000
Assistant Professor	Boncoddo	Rebecca	Psychological Sciences	Collaborative Meeting for Research Related to The Impact of Varied Practice on Students' Arithmetic Learning	\$5,000
Assistant Professor	Bragg	Caleb	Psychological Sciences	Convergence of Careless Responding Indicators in an Employed Sample	\$3,140
Assistant Professor	Bray	Alicia	Biology	Evaluation of Southern Pine Beetle Establishment and Range Expansion into Connecticut	\$2,784
Assistant Professor	Bray	Alicia	Biology	Measuring the effects of variable flower resources on European honey bee hive health	\$2,216
Assistant Professor	Chakraborty	Sourav	Chemistry and Biochemistry	A Mechanistic Insight into Priming Trees using Phytohormone Methyl Jasmonate against Chewing Insects: A Case Study Involving Emerald	\$4,981
Associate Professor	Chase	Daniel	Biomolecular Sciences	Dopamine signaling mechanisms in the ASH neuron of C. elegans	\$5,000

Assistant Professor	Chen	Sixia	Computer Science	Enhanced Data Migration Plans for Large Scale Heterogeneous Storage Systems	\$5,000
Associate Professor	Cohen	Diana	Political Science	"Uneasy Alliances: Evaluating Peer-to Peer Relationships in Women's Professional Sports"	\$2,500
Professor	Collins	Mary	English	Why are Danish Trans Children and Their Families Doing Better than Their Counterparts in US?	\$4,950
Professor	Davis	Michael	Biomolecular Sciences	Isolation and Characterization of Bacterial Collections as Sources of Drugs to Target Problematic Pathogens	\$4,880
Associate Professor	Dhar	Paramita	Economics	A comparative study of the obesity epidemic in US and Spain	\$4,000
Associate Professor	Dharavath	Haji Naik	Computer Electronics and Graphics Technology	Effect of Substrate Properties in the Digital Color Reproduction (DCR) of Multicolor Inkjet Printing in a Color Managed Workflow (CMW)	\$5,000
Associate Professor	Dobbs-McAuliffe	Betsy	Biomolecular Sciences	Detailing apoptosis and autophagy during tissue maintenance and regeneration of planarian worms	\$3,618
Professor	Dowling	Robert	English	A Place in Time: The Life and Work of Sam Shepard	\$5,000
Associate Professor	Efremoff	Theodore	Art	A Refugee's Guide to Rome	\$5,000
Professor	Evans	Mark	Geological Science	Structural and Fluid History of the Anthracite Coal Basin in the Appalachian fold-and-thrust belt of Eastern Pennsylvania	\$3,414
Associate Professor	Foust	Mathew	Philosophy	Daoism and American Philosophy	\$4,846
Professor	Gallagher	Sean	Art	Portraying Our Students, Learning from Past Portraits: Irish Residencies, Museums, and the Land Which Defines	\$4,992
Assistant Professor	Gichiru	Pauline Wangari	Educational Leadership, Policy and Instructional Technology	Secondary School Teacher Leaders' Leadership Experiences in Post-Conflict Rwanda: An Examination of Challenges and Policy Options	\$4,990
Associate Professor	Gilmore	Susan	English	"Language of the Unheard": Riot on the American Cultural Stage	\$2,500
Assistant Professor	Givens	Eugena	Criminology and Criminal Justice	Childhood victimization and its relation to developmental trajectories of adolescent problem behavior and delinquency	\$4,950
Professor	Glagovich	Neil	Chemistry and Biochemistry	Controlling the Regiochemistry of Imine Formation	\$4,990
Professor	Gotchev	Ivan	Mathematical Sciences	Cardinality Bounds Involving the Weak Lindelöf Degree	\$5,000
Professor	Halkin	Sylvia	Biology	Does Experience with Pilferage Influence the Development of Squirrels' Tendency to Cache Preferred Items in Open Areas?	\$450
Associate Professor	Hammad	Khaled	Engineering	Inflow Conditions and the Mass Transfer Behavior of Blood in a Separated Flow Region	\$5,000



Assistant Professor	Hapeman	Paul	Biology	Development of a Long-Term Monitoring Protocol for American Marten ( <i>Martes americana</i> ) to Assess the Impact of Forest Management	\$5,000
Associate Professor	Hartwig	Heidi	English	G. K. Chesterton: Modernist Conversion Narratives and Apologetics	\$2,500
Professor	Hermes	Katherine	History	“Indigenous Concepts of Justice and the Colonial Reaction in Eastern North America and New Zealand, 1650-1850”	\$5,000
Assistant Professor	Holt	Reginald	Counselor Education and Family Therapy	Teaching Contemplative Practices to Counselors-in-Training: Exploring the Experiences of Students Enrolled in a Mindfulness-Based	\$2,500
Professor	Hoopengardner	Barry	Biomolecular Sciences	RNA editing in silver springtails: phylogenetic and molecular details	\$4,800
Professor	Iannone	Abel	Philosophy	Inquiry and Imagination in Philosophy, the Arts, and Sciences	\$2,500
Associate Professor	Jackson	Mark	Biology	Neuroactive Steroid Modulation of Crayfish Neuromuscular GABAergic Neurons	\$5,000
Professor	Jarrett	Jeremiah	Biology	The Role of Population Connectivity in the Recovery of Overfished Populations of the Sea Cucumber <i>Holothuria mexicana</i> in the Caribbean	\$5,000
Assistant Professor	Johnson	Steven	Engineering	Studies on the Mechanical Consolidation, and Solid/Transient Liquid State Densification on Al and Mg Alloy Powders	\$5,000
Associate Professor	Jones	Shelly	Mathematical Sciences	Teachers knowledge and use of culturally relevant instructional strategies and curriculum in mathematics	\$4,720
Professor	Jones	Mark	History	"An Outbreak of Emotion: Romantic Love and Middle Class Formation in 1921 Japan"	\$5,000
Associate Professor	Kapper	Martin	Biomolecular Sciences	The Role of Phosphofructokinase in High Salinity Adaptation in Ribbed Mussels	\$4,967
Assistant Professor	Keazer	Lindsay	Mathematical Sciences	Developing Mathematical Modeling Tasks to Foster Students' Interest in STEM-Careers	\$5,000
Assistant Professor	Kim	Yejin	Communication	A Study of Cognitive, Emotional, and Behavioral Constructs of Cyberbullying in Social Media Contexts	\$4,450
Professor	King	Thomas	Biomolecular Sciences	Confirming a gene assignment for the mouse cw mutation	\$5,000
Professor	Kurkovsky	Stan	Computer Science	Smart Intrusion Detection System	\$5,000
Professor	Kyem	Peter	Geography	Africa's Food Security and the GMO Foods Debate: Is Africa's choice the vital missing link?	\$4,450
Professor	Lee	Lee	Management and Organization	Developing Leadership Models in the Cross-sectional Contingencies: Administrative versus Change-oriented Leadership Styles	\$3,800
Professor	Liard-Muriente	Carlos	Economics	Occupational Differentials in terms of Wages and Employment from the Exodus of Puerto Ricans to Florida	\$4,500

Assistant Professor	Liu	Yan	Educational Leadership, Policy & Instructional Technology	Teachers' Professional Development and the Impact on Teachers' Self-Efficacy for Teaching - Multi-Level Structural Equation Model Using the TALIS 2013	\$5,000
Professor	Mahony	Mary Ann	History	Research on the environmental history of Brazil's Atlantic Forest, 1800-1930	\$4,830
Assistant Professor	Marjani	Sadie	Biology	Methylome Profiling of bovine gametes and in vivo pre-implantation embryos by scBS-Seq	\$4,860
Professor	Martin	Kathy	Biomolecular Sciences	Construction of a Transposon Mutagenized E. coli library	\$3,824
Assistant Professor	Meng	Yunliang	Geography	Multiple Sclerosis Death Rates and County-level Contextual Characteristics: A Case Study in New England Region	\$3,500
Associate Professor	Menoche	Charles	Music	Dimensional Brass: an Electrobrass Duo for Trumpet and Live Electronics	\$4,596
Professor	Mione	Thomas	Biology	Nectar Studies of Wild Relatives of the Tomato	\$4,171
Professor	Mitchell	Damon	Criminology and Criminal Justice	Refining a Screening Instrument for Prisoner Sexual Assault	\$5,000
Professor	Mitrano	John	Sociology	New Old (or Old New?) Business: Collecting the Stories of Route 66's "Custodial Entrepreneurs"	\$3,987
Assistant Professor	Mongillo	Maria Boeke	Educational Leadership, Policy & Instructional Technology	How Do Leaders Support Early Childhood Programs?	\$3,570
Professor	Mulrooney	James	Biomolecular Sciences	Follow the Leader! Characterizing the leader cell in parietal endoderm migration	\$4,687
Associate Professor	Nagpal	Pankaj	Accounting	Factor structure and financial implications of IT security	\$4,500
Professor	Naoumov	Vlatcheslav	Engineering	Combustion of Pure Bio-Derived Fuels and Fuels with Additives in the Lab-Scale Hybrid Propellant Rocket Engine at the Increased Flow Rates of Oxidizer: Study of the Combustion of Pure Bees Wax and Paraffin Wax Enriched by Aluminum Power	\$4,872
Professor	Nicholson	Barbara	Biology	Metallomic Investigation of Nutrient Absorption by Asian Earthworms	\$4,349
Assistant Professor	Orange	Matthew	Physical Education and Human Performance	Eccentric Training to Improve Upper Body Muscular Endurance in Females	\$4,933
Assistant Professor	Oyewumi	Oluyinka	Geological Science	Evaluating the Impact of Human Activities on the Concentrations of Polycyclic Aromatic Hydrocarbon (PAH), Trace and Major Elements within Naugatuck River Drainage System, Connecticut	\$5,000
Professor	Penniman	Clayton	Biology	Population Biology of Vertebrata Ianosa in New England, an Obligate Epiphytic Seaweed with Limited Hosts	\$5,000

Professor	Perdomo	Oscar	Mathematical Sciences	Solving difficult equations with applications to helicopter theory and MEMS	\$5,000
Professor	Pope-Portelinha	Cynthia	Geography	Medical Care Access and Migration Amongst Cubans in the U.S.: The influence of non-traditional hosting locations on stress	\$5,000
Professor	Pozorski	Aimee	English	I read about you: Joan Gilling, The Bell Jar, and the Limits of the Law	\$1,010
Professor	Prescott	Heather	History	Finding Common Ground: Feminist Health Activism and Reproductive Health Policy in the United States since the 1980s	\$4,381
Associate Professor	Reeder	Linda	Manufacturing & Construction Management	Colter's First Three Buildings: Design Process and Construction Techniques	\$5,000
Associate Professor	Rimzhim	Anurag	Psychological Sciences	Orthographic and Phonological Constraints on Visual Word Recognition in Hindi	\$5,000
Associate Professor	Robinson	Christina	Economics	Enjoyment of Physical Activity and Childhood Obesity	\$5,000
Professor	Saha	Krishna	Mathematical Sciences	Analysis of Correlated Binary Data in Split-Cluster Designs with an Application to a Split-Mouth Trial	\$5,000
Assistant Professor	Schenck	Samantha	Economics	Labor Market Impacts of State-Level Paid Family Leave Programs	\$4,945
Professor	Sharma	Nimmi	Physics and Engineering Physics	Increasing Understanding of Atmospheric Characteristics over a Premier National Oceanic and Atmospheric Administration Global Monitoring Site through Fusion of Electromagnetic Measurements	\$5,000
Professor	Shen	Xiaoping	Geography	Spatial Analysis of Liver Cancer Mortality and Area Factors in China	\$5,000
Assistant Professor	Showers	Fumilayo	Sociology	"'Africa Rising' or in the Depth of an Abyss?: An Exploration of Aspiring and Return Migrants in Ghana"	\$4,000
Assistant Professor	Small	Ivan	Anthropology	Migrant-Scapes: Southeast Asian American Domestic Mobilities - New England, California and the South	\$5,000
Assistant Professor	Sohn	Young Moo	Engineering	Conditions of Heat Straightening Repair on Damaged Steel Beam Bridges in New England	\$3,900
Associate Professor	Sweeny	Darren	Journalism	Severe Weather and Social Media: How Information Seeking and Disseminating Behavior During Hurricane Irma Can Inform and Improve Communication Between Meteorologists and the Public	\$1,626
Associate Professor	Wang	Haoyu	Manufacturing & Construction Management	Using Eye Tracking to Assist Robot Virtual Reality Tele-operation	\$4,985
Professor	Warshauer	Mathew	History	9/11 Generation	\$5,000
Professor	Westcott	Barry	Chemistry and Biochemistry	Lanthanide elements in bacteria: isolation and bioinorganic modeling	\$4,875
Assistant Professor	Williams	Chad	Computer Science	Machine Learning Methods for Cyber Security Intrusion Detection	\$2,530

Professor	Wizevich	Michael	Geological Science	Three-Dimensional Reconstruction and Interpretation of Inverted Paleochannel Deposits, East-Central Utah	\$5,000
Associate Professor	Zhou	Bin	Engineering	Economic Impacts of Regional and Local Transportation Investment on Downtown New Britain	\$4,950

**\*\*ECSU\*\* CSU-AAUP Faculty Research Grants Applications – Spring 2018 Competition**

Faculty Rank	Last Name	First Name	Department	Project Title	Request Amount
Associate Professor	Idjadi	Joshua	Biology	Hidden puppeteers and coral reef recovery: Are gut microbes driving herbivorous fish grazing behavior?	\$4,954
Assistant Professor	Graham	Matthew	Biology	(see above)	\$4,953
Assistant Professor	Larose	Chantal	Mathematical Sciences	Using Learning Analytics to Model Student Academic Practices and Performance in Foundational Math Courses	\$2,500
Associate Professor	Ward	Kim	Mathematical Sciences	(see above)	\$2,500
Professor	Liu	Xing	Education	Fitting Proportional Odds Models for Ordinal Response Variable in Educational Research: A Comparison of Multiple Packages in R	\$4,840
Professor	Koirala	Hari	Education	(see above)	\$4,840
Professor	Aidoo	Anthony	Mathematical Sciences	Enhancing Chest Radiographs with Single-Scale Retinex Improvement to Hybrid Total Variation and Undecimated Wavelet Transform	\$5,000
Associate Professor	Balcerski	Thomas	History	"Siamese Twins: The Intimate World of James Buchanan and William Rufus King"	\$5,000
Assistant Professor	Bataille	Amy	Health Sciences	Development of cell culture for examination of urate secretion in the renal proximal tubule and for the Health Sciences labs	\$4,983
Professor	Cavarkapa	Branko	Business Administration	The Role of Leadership in Global Marketplace	\$5,000
Assistant Professor	Cochran	Timothy	Performing Arts - Music	Reflexive Fictions: Musical Sincerity and Transcendence in Film	\$4,500
Associate Professor	Dancik	Garrett	Computer Science	Development of a <i>Cancer Publication Portal</i> for searching and summarizing cancer-related literature	\$4,700
Professor	Donaghy	Daniel	English	<i>Between Better Days: A Collection of Original Poems</i>	\$5,000
Assistant Professor	Doyle	Maeve	Art & Art History	Picturing Male Devotion in Medieval Manuscripts	\$5,000
Professor	Drzwewiecki	Peter	Biological & Environmental Sciences	Tectonic, Sea-Level, and Paleoecological Controls on Cretaceous Carbonate Reef Facies Distribution Patterns, South-central Pyrenees, Spain	\$4,930
Assistant Professor	Farace	Stefanie	Business Administration	Consumer Message Sharing in Social Media	\$4,880
Professor	Fraustino	Lisa	English	<i>Cursefrogs on the Road: or, Journey to the West: Researching and Writing an Animal Fantasy Novel for Young Readers</i>	\$5,000
Professor	Fugere	Madeleine	Psychology	The Relative Importance of Physical Unattractiveness and Negative Personality Characteristics to the Mate Choices of Women and Their Parents	\$3,328

Assistant Professor	Funes-Maderey	Ana Laura	Political Science, Philosophy, and Geography	Bodily Self-Awareness in Indian Philosophy: The Function of Prāna in the <i>Yuktidīpikā</i> and Abhinavagupta's <i>Parā-trīśikā-vivaraṇa</i>	\$5,000
Professor	Gelburd	Gail	Art & Art History	Gaia's Art: A Collaborative Installation Designed at Skopelos Foundation for the Arts	\$5,000
Professor	Gomez	Jaime	Communication	Immersive Digital Media Production: A virtual reality and 360-video documentary in an indigenous ecological environment	\$5,000
Assistant Professor	Grandhi	Sukeshini	Business Administration	Hand in Hand: An interdisciplinary approach to understanding the user experience of gestural interactions with technology	\$5,000
Associate Professor	Groth	Amy	Biology	Utilizing CRISPR Genetic Engineering and RNA Interference to Study and Important Family of Transcription Factors	\$5,000
Assistant Professor	Halladay	Brianna	Economics	Gender Differences in Effort Attribution Decisions: Evidence from the Laboratory	\$5,000
Assistant Professor	He	Kedan	Physical Sciences	Exploring the therapeutic applications of naturally extracted borneol as a drug molecule using computer-aided drug discovery method	\$5,000
Assistant Professor	Hulvey	Jonathan	Biology	Genomics of Fungicide Resistance in <i>Venturia inaequalis</i> , Causal Agent of Apple Scab	\$5,000
Professor	Hyatt	James	Environmental Earth Science	Photogrammetric mapping, modeling, and measuring of Dinosaur track sites in Rocky Hill, CT	\$4,530
Professor	Jones	William	Art & Art History	Blue Ridge Paintings, Appalachian Mountains	\$5,000
Associate Professor	Khorami	Mehdi	Mathematical Sciences	Creating a Geometric Model for Higher Chromatic Twisted K-theory	\$2,500
Assistant Professor	Li	Boya	Art & Art History	<i>Mythotopia - The Realm of Mythical Creatures</i>	\$5,000
Assistant Professor	Lucin	Kurt	Biology	Investigating Mechanisms by which Reduced Beclin 1 Impairs Phagocytosis	\$5,000
Professor	Malenczyk	Rita	English	"Passing: Gender and Ability in Karin Slaughter's Crime Fiction"	\$3,330
Professor	Mama	Raouf	English	"The Perforated Jar" - An original bilingual book	\$5,000
Associate Professor	Mattingly	William Brett	Biology	The role of agricultural legacies in mediating consumer effects on plant diversity	\$5,000
Associate Professor	McDonnell	Maureen	English and Women's Gender Studies	Early Modern Writers and Contemporary Controlling Images: Cyprus conference participation and its scholarly and curricular benefits	\$5,000
Associate Professor	Morgan	Kristen	Performing Arts	Documentary Trailer Production for <i>Women+ in Technical Theatre and Design: Reconceptualizing Our View of Women+ in Theatre</i>	\$4,966
Assistant Professor	Murdoch	Barbara	Biology	The Scorpion Microbiome - Insights from the Unculturables	\$5,000

Assistant Professor	Pakdil	Fatma	Business Administration	Implementing Statistical Process Control in Monitoring Healthcare Processes with Lean Management Perspective	\$4,850
Associate Professor	Pandey	Niti	Business Administration	Women and the Early American Labor Movement	\$5,000
Professor	Perez	Ricardo	Sociology, Anthropology, Criminology, & Social Work	A New Framework for Cuban Tourism: Prospects and Challenges of U.S.-Cuba Normalization	\$5,000
Assistant Professor	Rahmanifar	Afarin	Art & Art History	<i>"I am the Women of Shahameh"</i>	\$5,000
Assistant Professor	Sokolovskaya	Anya	Performing Arts	Creating an exhibit "Sidonia Thread: A Daughter's Perspective of Her Mother's Style from Holocaust to High Fashion"	\$5,000
Professor	Szczys	Patricia	Biology	Quantifying patterns of variability in <i>Clock</i> genes associated with migratory behavior: the first study of long-distant migrant seabirds	\$4,937
Professor	Toles-Patkin	Terri	Communication	Identify and Intersectionality in Board Games	\$5,000
Professor	Torockio	Christopher	English	<i>The Lifespan of Elephants: A Novel</i>	\$5,000
Assistant Professor	Veerappan	Vijaykumar	Biology	Characterization and linkage mapping of mutants defective in symbiotic nitrogen fixation and enhanced anthocyanin accumulation in the model legume plant <i>Medicago truncatula</i>	\$5,000

**\*\*SCSU\*\* CSU-AAUP Faculty Research Grants Applications – Spring 2018 Competition**

<b>Faculty Rank</b>	<b>Last Name</b>	<b>First Name</b>	<b>Department</b>	<b>Project Title</b>	<b>Request Amount</b>
Assistant Professor	Arafeh	Sousan	Educational Leadership and Policy Studies	Behind Opportunity's Door: Experiences and Perspectives of Graduates of a College of Access	\$5,000
Associate Professor	Marchant-Shapiro	Theresa	Political Science	(see above)	\$2,500
Professor	Durwin	Cheryl	Psychology	Investigating the Effect of Interleaved Practice on Word Learning in Kindergarteners	\$2,750
Associate Professor	Moore	Dina	(see above)	(see above)	\$2,750
Associate Professor	Fede	Marybeth	Exercise Science	The effects of before and after school physical activity on children's' academic performance and social and emotional learning	\$4,559
Assistant Professor	Berei	Catherine	(see above)	(see above)	\$4,559
Professor	Forbus	Robert	Marketing	Shiny on the Outside: How Issue Advocacy Advertisements Influence Voters	\$5,000
Associate Professor	Marchant-Shapiro	Theresa	Political Science	(see above)	\$2,500
Associate Professor	Generali	Margaret	Counseling and School Psychology	Targeting Substance Use Risk: Screening, Brief Intervention, and Referral to Treatment (SBIRT) for the High School Counselor	\$3,500
Professor	Foss-Kelly	Louisa	(see above)	(see above)	\$3,500
Professor	Kwak	Lynn	Marketing	Customer reviews in description- and experience-based rating formats	\$3,334
Assistant Professor	Kim	Younjun	Economics and Finance	(see above)	\$3,333
Assistant Professor	Yoon	Sang Won	(see above)	(see above)	\$3,333
Professor	Liu	Yan	Information and Library Sciences	Are University Library Websites Accessible to Americans with Disabilities?	\$5,000
Associate Professor	Bielefield	Arlene	(see above)	(see above)	\$5,000
Professor	Purdy	Mary	Communication Disorders	The effect of intense auditory stimulation on auditory processing and language in individuals with neurological impairment	\$3,500
Professor	McCullagh	Jennifer	(see above)	(see above)	\$3,500
Associate Professor	Risky	Deborah	Public Health	Meeting the Health and Wellness Needs of Youth with Disabilities through Recreation	\$5,000
Associate Professor	MacGregor	James	Recreation, Tourism & Sport Management	(see above)	\$5,000



Faculty Rank	Last Name	First Name	Department	Project Title	Request Amount
Assistant Professor	Sinclair	Meredith	English	Becoming Accomplices: Supporting Beginning Teachers in Developing Anti-Racist Pedagogy	\$5,000
Assistant Professor	Powell	Jessica	Curriculum and Learning	(see above)	\$5,000
Assistant Professor	Smoyer	Amy	Social Work	Incarcerated Butch Lesbians: Understanding Structural & Interpersonal Violence Supports	\$5,000
Associate Professor	Harvey	Rebecca	Marriage and Family Therapy	(see above)	\$5,000
Associate Professor	Weinbaum	Jonathan	Biology	Excavation of a Late Triassic Bonebed in the southwestern United States	\$5,000
Assistant Professor	Knell	Michael	Geology	(see above)	\$5,000
Professor	Weiss	Deborah	Communication Disorders	A naturalistic peer mentor program to support college students with ASD	\$5,000
Assistant Professor	Cook	Barbara	(see above)	(see above)	\$5,000
Assistant Professor	Zigmont	Victoria	Public Health	A Mixed Methods Exploration of College Student Food Insecurity	\$5,000
Professor	Gallup	Peggy	(see above)	(see above)	\$5,000
Professor	Abd El-Raouf	Amal	Computer Science	Improving Big Data Streaming Performance: Better Memory Management in Spark	\$5,000
Professor	Andoh	Samuel	Economics	Economic Development in Ghana and Malaysia: A Comparative Study	\$5,000
Associate Professor	Baraw	Charles	English	William Wells Brown: Current Debates & The Anti-Slavery Style of Authorship	\$2,500
Assistant Professor	Barboza	Meghan	Biology	Love at first smell: First ever examination of the gross and microscopic anatomy of the vomeronasal organ of a gray seal	\$5,000
Associate Professor	Bordner	Kelly	Psychology	Prenatal marijuana: Investigation of behavioral effects following exposure to the THC in the womb	\$5,000
Associate Professor	Bower-Phipps	Laura	Curriculum and Learning	Expanding Calls to Diversify the Teaching Force	\$4,200
Assistant Professor	Brady	Steven	Biology	Rapid evolutionary changes in amphibians caused by roads and runoff pollution	\$5,000
Professor	Brancazio	Lawrence	Psychology	Statistical Cognition and Intuition	\$5,000
Professor	Breslin	Vincent	Environment, Geography and Marine Sciences	Characterization and Quantification of Microplastics in Wastewater Treatment Facility Effluent	\$5,000
Professor	Brownell	Mia	Art	Baroque Float	\$5,000
Assistant Professor	Budnick	Christopher	Psychology	Fear of Missing Out at Work: Influences on employee behavior, stress and wellbeing	\$3,500
Associate Professor	Cardone	Resha	World Languages & Literatures	The Basta! Anthologies: Feminist Literary Activism from Chile to the Global Arena	\$5,000
Assistant Professor	Chandler	Jeremy	Art	Night Moves: Creating and Exhibiting New Photographs and Video	\$5,000

Faculty Rank	Last Name	First Name	Department	Project Title	Request Amount
Professor	Chrissidis	Nikoloas	History	Russian Pilgrimage to the Holy Land in the Modern Period	\$5,000
Associate Professor	Coca	Adiel	Chemistry	Antimicrobial and Chemical Properties of Oxazaborolidine Derivatives	\$5,000
Professor	Coron	Cynthia	Earth Sciences	Ash Fall-Induced Climate Change: Archival Lake Records from Lamentation Mountain	\$4,980
Professor	Crawford	Sarah	Biology	Use of Brain "Organoids" to Study Brain Development and Tumor Formation	\$5,000
Professor	DeJarnette	Glenda	Communication Disorders	On-line Research Lab for the study of pragmatic and social communication behavior in children of African descent	\$5,000
Assistant Professor	Dunbar	Miranda	Biology	The effect of climate change on distribution and water balance in Neotropical bats	\$5,000
Associate Professor	Edgington	Nicholas	Biology	Sequencing, assembly and publication of one of the few known natural pathogens of the nematode <i>C. elegans</i>	\$5,000
Assistant Professor	Eilderts	Luke	World Languages & Literatures	Constructions of Regional Identity: How the French Region of Brittany avoided Reorganization	\$5,000
Professor	Ellis	Scott	English	John Burroughs, Theodore Roosevelt, and Narratives of Environmental Conservation	\$5,000
Assistant Professor	Finch	Leon	Physics	Continuing Work on Symmetry Violation Experiments at Brookhaven Lab	\$4,491
Assistant Professor	Fisher	Michael	Biology	Creating a New Surveillance System for Antimicrobial Drug Resistance	\$5,000
Professor	Fluhr	Nicole	English	Losing My Religion: Literary Responses to the Victorian Crisis of Faith	\$2,500
Associate Professor	Grace	Sean	Biology	A documented phase-shift on temperate reefs in Long Island Sound: from kelp to turf dominance	\$5,000
Assistant Professor	Green	Cheryl Ann	Nursing	Growing a Stronger Institution while Promoting Civility at Southern Connecticut State University	\$800
Associate Librarian	Hardenberg	Wendeline	Library Science	Literary Translation Research in Europe	\$5,000
Associate Professor	Harry	Chelsea	Philosophy	Function, Flourishing, and Fair Treatment: An Aristotelian argument for non-human animal well-being and a proposal for its practical application, Stage 2	\$5,000
Assistant Professor	Hooper	Jennifer	Political Science	Changing the Debate: Presidential Leadership, Media Coverage, and Health Care	\$3,210
Assistant Professor	Jeffrey	Rachel	Biology	Characterization of synapse morphology after enriched environment exposure	\$5,000
Professor	Johnson	Brian	English	Painting at the Met (Poems)	\$3,324
Assistant Professor	Kalbfleisch	Elizabeth	English	End of Center: The Canon Wars and the Loss of our Common Ground	\$5,000
Assistant Professor	Kearns	James	Chemistry	Does Heavy Metal Contamination Affect Agave Fluid Products and Create Potential Health Problems?	\$5,000

Faculty Rank	Last Name	First Name	Department	Project Title	Request Amount
Professor	Kim	Hak Joon	Information and Library Sciences	Bullying Among Library Employees	\$2,500
Professor	Lavin	Terrence	Art	Digital Craft: Infusing Traditional Craft Practices with Digital Production Methodologies	\$2,500
Professor	Lesley	Melvin	Chemistry	The Synthesis and Characterization of Second-Generation Tamoxifen Derivatives	\$5,000
Professor	Marsoobian	Amen	Philosophy	Continuity and Rupture: Vernacular Photography in Ottoman Anatolia	\$5,000
Professor	McCullagh	Jennifer	Communication Disorders	The Relationship Between Central Auditory Processing, Phonological Processing, and Reading Abilities in Children	\$5,000
Professor	Neverow	Vara	English	Resistance Patriarchy: Virginia Woolf, Feminism and Sexual Politics	\$5,000
Professor	Olney	Patricia	Political Science	Democratic Transitions and the Erosion of Sovereignty: The Significance of Yucatecan Stability and Michoacan's State Failure in Mexico	\$4,190
Professor	Palma	Pina	World Languages & Literatures	Pontano and the Renaissance at the Court of Aragon	\$5,000
Assistant Professor	Pang	Yulei	Mathematics	Identification of Human Activity Change using Time Series Analysis	\$5,000
Assistant Professor	Perumbilly	Sebastian	Social Work	Critical Factors to Consider When Treating Moral Injury Among Veterans: An Ethnographic Study	\$5,000
Assistant Professor	Petrovic	Kimberly	Nursing	Application of New Knowledge about Taekwondo to Undergraduate Student Learning Outcomes	\$2,500
Professor	Pinciu	Val	Mathematics	Graph Colorings and Relaxations of Planarity	\$5,000
Professor	Purdy	Mary	Communication Disorders	Improving reading comprehension in persons with aphasia	\$3,300
Associate Professor	Randall	Regine	Special Education and Reading	Teaching and Learning the Literacies of Stewardship and Sustainability in High School Agricultural Science and Technology Programs	\$4,500
Associate Professor	Rodriguez-Keyes	Elizabeth	Social Work	Dialoguing Across Differences: Diversity Discussions in the Supervisor/Supervisee Dyad	\$4,300
Professor	Rogers	Michael	Anthropology	Continued Investigation of Middle Stone Age (MSA) and Later Stone Age (LSA) archaeology and early modern human fossil remains at Gona, Afar, Ethiopia	\$5,000
Assistant Professor	Ryder	Todd	Chemistry	Isolation and Characterization of Novel Antibiotics	\$5,000
Assistant Professor	Savelli	Melanie	Communication	Applying the Integrative Model of Intentional Behavior to Going to Therapy	\$5,000
Professor	Schmitt	Elena	World Languages & Literatures	When theory meets practice: Approaching grammar from two theoretical perspectives	\$5,000
Professor	Serchuk	Camille	Art	When Artists Made Maps: An Exhibition of Medieval and Early Modern Large-Scale Cartography	\$5,000

Faculty Rank	Last Name	First Name	Department	Project Title	Request Amount
Assistant Professor	Sherwood	Carrie-Anne	Curriculum and Learning	Preservice Elementary Teachers' Pedagogical Design Capacity for Planning and Teaching Science Lessons	\$5,000
Professor	Shipley	Vivian	English	Writing and Revising Poems for a New Book, <i>Archaeology of Days</i>	\$5,000
Associate Professor	Silady	Rebecca	Biology	Does AvrXol cause plant disease by inhibiting photosynthesis?	\$3,100
Professor	Skoczen	Kathleen	Anthropology	Intergenerational Care in France: Testing the Grandmother Hypothesis	\$5,000
Professor	Slomba	Jeff	Art	Sculpture as a Strange Loop: the removal of form from material and its retractable return	\$5,000
Professor	Vu	Thuan	Art	Translating Vietnamese Imagery	\$5,000
Assistant Professor	Walters	Kenneth	Psychology	Social Support Moderates Internalizing Problems and Quality of Life Among College Students with Attention-Deficit/Hyperactivity Disorder	\$2,500
Assistant Professor	Wei	Yan	Special Education and Reading	Motivation Interventions for Students with Learning Disabilities in Transition Planning	\$5,000
Assistant Professor	Weng	Miaowei	World Languages & Literatures	Internationalization of Spanish and Chinese National Cinemas: A Comparative Study of Pedro Almodovar and Zhang Yimou	\$5,000
Professor	Yacher	Leon	Geography	Thailand's new capital city: A geographic study of the latest Forward City	\$5,000
Associate Professor	Yang	Chulguen	Management/MIS	"Mindfully Green": Exploring the Impacts of Contemplative and Art-Based Practices on the Cultivation of the Sustainability Mindset	\$5,000

**\*\*WCSU\*\* CSU-AAUP Faculty Research Grants Applications – Spring 2018 Competition**

<b>Faculty Rank</b>	<b>Last Name</b>	<b>First Name</b>	<b>Department</b>	<b>Project Title</b>	<b>Request Amount</b>
Professor	Barrett	Daniel	Psychology	Improving Personal Protective Measures for Tickborne Disease Prevention	\$5,000
Associate Professor	Connally	Netta	Biological & Environmental Science	(see above)	\$5,000
Assistant Professor	Rivas	Bitá	Education & Educational Psychology	Are Mental Health Professionals Ready to Testify as a Witness in Court?	\$5,000
Professor	Lomas	Gabriel	(see above)	(see above)	\$5,000
Associate Professor	Stewart	Tricia	Education & Educational Psychology	College Access and Rural Students: Readyng the Rural for the Future	\$5,000
Assistant Professor	DeRonck	Nicole	(see above)	(see above)	\$5,000
Assistant Professor	Aloni	Maya	Psychology	The Effect of Dietary Restrictions on Impressions of and Attraction to Romantic Partners	\$2,850
Professor	Astrup	Margaret	Music	<i>Hansel and Gretel</i> CD Recording	\$5,000
Professor	Bakhtiarova	Galina	World Languages & Literature	Hispanic Heritage in the U.S. and American Identity: Beyond the Narbeque, Rodeo and Spanish Colonial Revival Architecture	\$5,000
Professor	Bandhauer	Carina	Social Sciences	The Modern Anti-Immigrant Movement	\$5,000
Professor	Boily	James	Biological & Environmental Science	Individual Predisposition to Mass Loss in Mice as a Result of a Change in Diet	\$5,000
Associate Professor	Boyle	James	Physics, Astronomy & Metrology	Performance of Experiments at a Salt-Water Tank Facility to Support Development of Data Processing Algorithms for an Ocean-Going Buoy	\$5,000
Associate Professor	Cordeira	Joshua	Biological & Environmental Science	Examining the Physiology Underlying Exercises-Induced Changes in High Fat Food Consumption	\$5,000
Associate Professor	Eckstein	Jessica	Communication	Establishing and Strengthening the Psycholetric Properties of a Newly Created Measure of Technology-Mediated Abuse (TMA) in Intimately Violent Relationships: An Extension Study of External Reliability and Convergent/Divergent Validity Across Multiple Sample Groups	\$4,944
Professor	Gadkar-Wilcox	Wynn	History & Non-Western Culture	An Intellectual History of Modern Vietnamese Buddhism, 1802-Present	\$5,000
Professor	Gallucci	Nicholas	Psychology	The Identification of the Five Personality Factors with the MMPI-2	\$5,000
Assistant Professor	Gee	Bernard	Psychology	The Importance of Eye Movements During Spatial Reasoning	\$4,000
Assistant Professor	Giamanco	Kristin	Biological & Environmental Science	Elucidating the Role of the Cell Cycle Genes: Cyclin D1 and Cyclin D2 in the Modulation of Neural Progenitor Divisions	\$5,000
Associate Professor	Gustafson	Robin	Psychology	Brief Introduction to Cognitive Science	\$5,000

Faculty Rank	Last Name	First Name	Department	Project Title	Request Amount
Associate Professor	Han	Xiaoqi	Marketing	How Selective Processing vs. Comparative Processing Influences the Effect of Enriched Attributes	
Professor	Hawkins	S. Alba Skar	World Languages & Literature	Poetry Translation	\$5,000
Associate Professor	Huang	Carol	Finance	On the Persistence and Seasonality in Mutual Fund Performance	\$5,000
Professor	Jordan	Kathleen Casey	Justice and Law Administration	A Qualitative Analysis of Mass Murder Post-Columbine (1999-2019)	\$5,000
Assistant Professor	Kraybill	Jessica	Psychology	Infant Attention and the Cohesion of Preschool Executive Function	\$2,500
Assistant Professor	Marino	Kim	Justice and Law Administration	Incorporating Prison Tours in an Introductory Criminal Justice Course as a Method of Experiential Learning	\$5,000
Assistant Professor	Monette	Michelle	Biological & Environmental Science	Gill Transcriptome Response Following Multiple Stressors in Atlantic Salmon Smolts	\$5,000
Professor	Nelson	Mary	Biological & Environmental Science	Applied Pre-Class Activities Improve Student Self-Efficacy, Engagement and Course Performance	\$5,000
Professor	Owoye	Oluwole	Social Sciences/ Economics	The Political Economy of the United States in an Era of Partisan Polarization	\$5,000
Professor	Oumlil	A. Ben	Marketing	Consumer Self-Concept and Store Attribute Importance in A cross-Cultural Context	\$5,000
Professor	Pan	Zuohong	Social Sciences	U.S. Global Value Chain Participation and Its Impact on Employment	\$5,000
Associate Professor	Pinou	Theodora	Biological & Environmental Science	Does Rehabilitation Alter Normal Sea Turtle Behavior?	\$5,000
Associate Professor	Prieto	Judith	Chemistry	Characterization of Malaria Proteins Involved in Drug Resistance Pathways	\$5,000
Associate Professor	Prunier	Rachel	Biological & Environmental Science	Self-Fertilization in Protea Plants: The Effects of Pollinators on Mating System and Genetic Diversity	\$5,000
Professor	Qi	Shouhua	English	Total Heroism: Chinese Adaptation of Jean-Paul Sartre's <i>Morts sans sepulture</i> (The Victors)	\$5,000
Assistant Professor	Reynolds	Hannah	Biological & Environmental Science	Soil-Based growth and Gene Expression of a Major Wildlife Pathogen (White-Nose Syndrome)	\$5,000
Assistant Professor	Robertson	Forest	Chemistry	Synthesis of 1,4-Dithianes and 1,3-Oxathiolanes	\$5,000
Associate Professor	Sharma	Divya	Justice and Law Administration	Forced Migrants and Refugees: Resettlement, Rights and Citizenship in India	\$5,000
Associate Professor	Wong	Edwin	Biological & Environmental Science	Survey of Blue-Green Algae (Cyabobacteria) Toxins in Candlewood Lake and Lake Zoar	\$5,000



# Connecticut's Commitment to Guided Pathways



## How Do Guided Pathways Help CSCU Students?

The guided pathways approach helps more students efficiently complete credentials, transfer, and attain jobs with value in the labor market.

Guided pathways touch on every aspect of the student experience, and implementing this approach requires broad-scale institutional and system change. Connecticut State Colleges and Universities (CSCU) is committed to this work and has made it a central part of its Students First initiative.

The guided pathways initiative is led by the CSCU Student Success Center and was designed by faculty, staff, students, and administrators from campuses throughout the system.

CSCU's implementation of guided pathways focuses on these goals:

- All academic and career pathways provide structure, mileposts, and clear outcomes linked to employment goals and/or additional education.
- All students receive guidance in exploring and selecting a career and program of study.
- All students are on an individualized academic and financial plan that fully describes requirements, time, and cost to completion.
- All students are monitored to ensure they stay on plan and receive appropriate interventions that support successful completion.
- All programs ensure students are learning what they need to succeed in their studies and careers.

## The CSCU Student Success Center and Guided Pathways Task Force

The CSCU Student Success Center is one of 15 such centers nationwide. It fosters a collaborative process in which faculty, staff, students, and administrators develop a culture of academic and personal success for students.

CSCU and the Center are undertaking a multiyear guided pathways initiative that is committed to student success and equity in equal measure.

In academic year 2017–18, the Center worked with colleges to complete the Guided Pathways Scale of Adoption Assessment. It also assembled a Guided Pathways Task Force that includes faculty, staff, and administrators

with diverse perspectives and skills. The task force's three subgroups—which focus on choice, recruitment, and support architectures—are led by guided pathways managers on loan to CSCU from their colleges.

Academic year 2018–19, the initiative's second year, will focus on guided pathways design for The Community College of Connecticut.

As a member of the Student Success Center Network, the CSCU Center receives technical assistance from Jobs for the Future, which manages the network, as well as other national organizations focused on student success.

### The CSCU Guided Pathways Task Force

#### Greg DeSantis

*Interim Executive Director of the Student Success Center and Academic Initiatives*  
CSCU

#### Lindsey Norton

*Interim Assistant Director of the Student Success Center*  
CSCU

#### Gayle Barrett ★

*Director of Enrollment Management*  
Middlesex Community College

#### Kerry Beckford

*Assistant Professor of English*  
Tunxis Community College

#### Caitlin Boger-Hawkins

*Director of Planning, Research, and Institutional Effectiveness*  
Northwestern CT Community College

#### Pat Bouffard

*Students First Academic Program Director*  
CSCU

#### Vicki Bozzuto ■

*Dean of Workforce Development and Continuing Education*  
Gateway Community College

#### Michael Buccilli ★

*Director of Counseling and Student Success*  
Gateway Community College

#### Saulo Colón

*Assistant Professor of Sociology*  
Housatonic Community College

#### Kevin Corcoran

*Executive Director*  
Connecticut Distance Learning Consortium

#### Tamika Davis ■

*Director of Admissions*  
Tunxis Community College

#### Ken Klucznik

*TAP Co-Manager*  
CSCU

#### Maribel Lopez

*Registrar*  
Gateway Community College

#### Lesley Mara

*Interim Director of Workforce Development, Strategic Partnerships, and Sponsored Programs*  
CSCU

#### Steve McDowell ■

*Director of Financial Aid Services*  
CSCU

#### Calvin McFadden, Sr.

*Dean of Students*  
Norwalk Community College

#### Francine Rosselli-Navarra •

*Professor of Psychology and Coordinator, Liberal Arts & Science Programs*  
Manchester Community College

#### Michael Stefanowicz

*Associate Vice President for Academic and Student Affairs*  
CSCU

#### Sydney Voghel-Ochs

*Director of Marketing and Public Relations*  
Naugatuck Valley Community College

#### Heidi Zenie •

*Program Coordinator of Exercise Science, Program Coordinator of Sport and Leisure Management*  
Three Rivers Community College

#### Guided Pathways Subgroup Managers:

- *Choice Architecture*
- *Recruitment Architecture*
- ★ *Support Architecture*

## Why Guided Pathways?

Educators know what types of changes can help college students complete degrees—and do so more quickly and at a lower cost. Students are more likely to earn credentials if they:

- Choose a program and develop an academic plan early in their college experience;
- Have a clear road map of the courses they need for their credential; and
- Receive guidance and support to help them stay on track.

Several states and systems have seen guided pathways lead to measurable results. Two of these, Tennessee and the Alamo Colleges District (TX), have

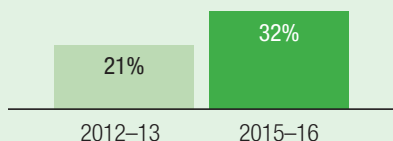
seen remarkable improvements in terms of early momentum (students accumulating college credits and passing gateway courses in their first year). In addition, Tennessee's completion rates—overall and in particular for underrepresented minority students—have increased dramatically. These examples are relevant to Connecticut because the systems are similar to ours. In Tennessee, the Board of Regents oversees a system that includes 13 community colleges and five regional universities. And the Alamo Colleges District is a system of community colleges that serves nearly 60,000 students, which is a size similar to the consolidated Community College of Connecticut.

### PATHWAYS RESULTS

#### Tennessee: Improvements in Course Completions Lead to Higher Graduation Rates

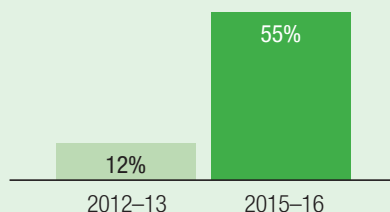
##### More Freshmen Meet Course Thresholds

Percentage of incoming community college freshmen passing at least nine semester credits (roughly three courses) in their program of study



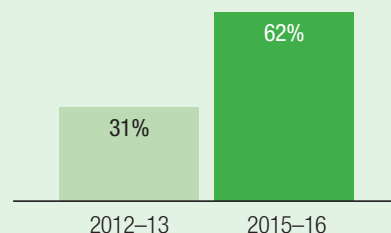
##### Pass Rate for College-Level Math Quadruples

Percentage of new community college students passing a college-level math course in their first year



##### Pass Rate for College-Level English Doubles

Pass rate for college-level English (Comp 101)



### Higher Graduation Rates

42%

Increase in three-year graduation rate from 2013 to 2016 (based on the three years prior to each year)

INCLUDING

88%

Increase among underrepresented minority students

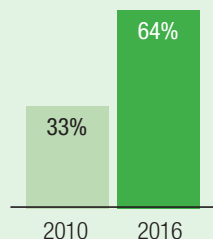
Source: Tennessee Board of Regents, 2016

### PATHWAYS RESULTS

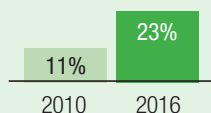
#### Alamo Colleges: Dramatic Gains in College Credits and Course Completions

##### Students Are Earning More Credits

Percentage of fall FTEIC students who earned 6+ credits in their 1st term

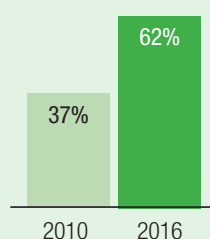


Percentage of fall FTEIC students who earned 24+ credits in year 1

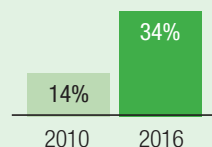


##### Students Are Completing More College-Level Courses

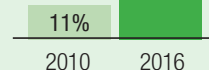
Percentage of fall FTEIC students who completed college English in year 1



Percentage of fall FTEIC students who completed college math in year 1



Percentage of fall FTEIC students who completed both college math and English in year 1



FTEIC: First time ever in college

Source: Alamo Colleges and Community College Research Center, 2018





**GUIDED PATHWAYS ESSENTIAL PRACTICES: SCALE OF ADOPTION SELF-ASSESSMENT**  
REVISED JUNE 2017\*

**Institution Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

This tool is designed to help your college assess how far along you are toward adopting essential guided pathways practices at scale. The essential practices listed are examined in CCRC's book, *Redesigning America's Community Colleges: A Clearer Path to Student Success* by Thomas Bailey, Shanna Smith Jaggars, and Davis Jenkins (Harvard University Press, 2015). We suggest that you convene faculty, student services staff, and administrators from across divisions at your college to discuss the extent to which each essential practice listed in the first column of the tool is currently implemented at your college as of fall 2017. In the second column, indicate the extent to which the practices have been adopted at your college using the following scale:

Scale of Adoption	Definition
<i>Not occurring</i>	College is currently not following, or planning to follow, this practice
<i>Not systematic</i>	Practice is incomplete, inconsistent, informal, and/or optional
<i>Planning to scale</i>	College is has made plans to implement the practice at scale and has started to put these plans into place
<i>Scaling in progress</i>	Implementation of the practice is in progress for all students
<i>At scale</i>	Practice is implemented at scale—that is, for all students in all programs of study

In column three, describe the progress your college has made toward implementing each practice at scale. In column four, indicate the next steps your college plans to take toward implementing the given practice at scale and the college's timeline for implementing these steps. *Don't be concerned if your college has made little progress implementing any given practice. This assessment will help your college establish a baseline and develop a plan for implementing guided pathways at scale at your college.* Project partners will also use this information to follow your college's progress in implementing guided pathways over time.

For more information, contact Davis Jenkins (davisjenkins@gmail.com) or Hana Lahr (lahr@tc.columbia.edu) of CCRC.

*\*In June 2017, CCRC revised the essential practices in the fourth practice area, Ensuring that Students are Learning, based on our field research and input from colleges.*

Guided Pathways Essential Practices	Scale of Adoption at Our College	Progress to Date Implementing Practice	Next Steps Toward Implementing Practice at Scale & Timeline
<b>1. MAPPING PATHWAYS TO STUDENT END GOALS</b>  a. Every program is well designed to guide and prepare students to enter employment and further education in fields of importance to the college's service area.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
b. Detailed information is provided on the college's website on the employment and further education opportunities targeted by each program.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
c. Programs are clearly mapped out for students. Students know which courses they should take and in what sequence. Courses critical for success in each program and other key progress milestones are clearly identified. All this information is easily accessible on the college's website.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •

Guided Pathways Essential Practices	Scale of Adoption at Our College	Progress to Date Implementing Practice	Next Steps Toward Implementing Practice at Scale & Timeline
<b>2. HELPING STUDENTS CHOOSE AND ENTER A PATHWAY</b>  a. Every new student is helped to explore career/college options, choose a program of study, and develop a full-program plan as soon as possible.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
b. Special supports are provided to help academically unprepared students to succeed in the “gateway” courses for the college’s major program areas—not just in college-level math and English.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
c. Required math courses are appropriately aligned with the student’s field of study.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
d. Intensive support is provided to help very poorly prepared students to succeed in college-level courses as soon as possible.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
e. The college works with high schools and other feeders to motivate and prepare students to enter college-level coursework in a program of study when they enroll in college.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •

Guided Pathways Essential Practices	Scale of Adoption at Our College	Progress to Date Implementing Practice	Next Steps Toward Implementing Practice at Scale & Timeline
<b>3. KEEPING STUDENTS ON THE PATH</b>			
a. Advisors monitor which program every student is in and how far along the student is toward completing the program requirements.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
b. Students can easily see how far they have come and what they need to do to complete their program.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
c. Advisors and students are alerted when students are at risk of falling off their program plans and have policies and supports in place to intervene in ways that help students get back on track.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
d. Assistance is provided to students who are unlikely to be accepted into limited-access programs, such as nursing or culinary arts, to redirect them to another more viable path to credentials and a career.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
e. The college schedules courses to ensure students can take the courses they need when they need them, can plan their lives around school from one term to the next, and can complete their programs in as short a time as possible.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •

Guided Pathways Essential Practices	Scale of Adoption at Our College	Progress to Date Implementing Practice	Next Steps Toward Implementing Practice at Scale & Timeline
<b>4. ENSURING THAT STUDENTS ARE LEARNING</b>  a. Program learning outcomes are aligned with the requirements for success in the further education and employment outcomes targeted by each program.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
b. Students have ample opportunity to apply and deepen knowledge and skills through projects, internships, co-ops, clinical placements, group projects outside of class, service learning, study abroad and other active learning activities that program faculty intentionally embed into coursework.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
c. Faculty assess whether students are mastering learning outcomes and building skills across each program, in both arts and sciences and career/technical programs.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
d. Results of learning outcomes assessments are used to improve teaching and learning through program review, professional development, and other intentional campus efforts.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •

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e. The college helps students document their learning for employers and universities through portfolios and other means beyond transcripts.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •
f. The college assesses effectiveness of educational practice (e.g. using CCSSE or SENSE, etc.) and uses the results to create targeted professional development.	<input type="checkbox"/> Not occurring <input type="checkbox"/> Not systematic <input type="checkbox"/> Planning to scale <input type="checkbox"/> Scaling in progress <input type="checkbox"/> At scale	<i>Progress to date:</i> •	<i>Next steps:</i> •  <i>Timeline for implementing next steps:</i> •