BOORD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSUS)
MINUTES – REGULAR MEETING – 10 AM, THURSDAY, MAY 10, 2018
SYSTEM OFFICE, 61 WOODLAND STREET, HARTFORD, CT

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Attendance</th>
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<tbody>
<tr>
<td>Matt Fleury, Chair</td>
<td>Y</td>
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<tr>
<td>Yvette Meléndez, Vice Chair</td>
<td>Y</td>
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<tr>
<td>Richard J. Balducci</td>
<td>Y</td>
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<tr>
<td>Aviva D. Budd</td>
<td>Y</td>
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<tr>
<td>Naomi K. Cohen</td>
<td>Y</td>
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<tr>
<td>Lawrence J. DeNardis</td>
<td>Y</td>
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<tr>
<td>Felice Gray-Kemp via teleconf</td>
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<tr>
<td>Merle W. Harris</td>
<td>Y</td>
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<tr>
<td>Holly Howery</td>
<td>Y</td>
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<tr>
<td>David R. Jimenez via teleconf</td>
<td>Y</td>
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<tr>
<td>JoAnn Ryan</td>
<td>N</td>
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<tr>
<td>Elease E. Wright</td>
<td>Y</td>
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<tr>
<td>Hector Navarro, SAC Chair</td>
<td>Y</td>
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<td>Juan Carlos Leal, SAC Vice Chair via teleconf</td>
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<td>*William Lugo, FAC Chair</td>
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<td>*Del Cummings, FAC Vice Chair</td>
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<td>*Scott D. Jackson, Labor Commissioner</td>
<td>Y</td>
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<tr>
<td>*Raul Pino, Public Health Commissioner</td>
<td>N</td>
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<tr>
<td>*Catherine H. Smith, DECD Commissioner via teleconf</td>
<td>Y</td>
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<tr>
<td>*Dianna R. Wentzell, Education Commissioner</td>
<td>N</td>
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<tr>
<td>*ex-officio, non-voting member</td>
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CSCU STAFF
Mark E. Ojakian, President
Alice Pritchard, Chief of Staff
Jane Gates, Provost & Senior Vice President, Academic and Student Affairs
David Levinson, VP Comm. Colleges and President, Norwalk Comm. College
Elsa Nunez, VP State Universities and President, Eastern CSU
Erin A. Fitzgerald, Associate Director, Board Affairs / Board Secretary

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 - Yes
Gena Glickman, Manchester Community College – Yes
Steven Minkler, Middlesex Community College - Yes
Daisy Cocco De Filippis, Naugatuck Valley Community College – No
Michael Rooke, Northwestern Connecticut Community College - Yes
David Levinson, VP Comm. Colleges and President, Norwalk Comm. College - Yes
Carlee Drummer, Quinebaug Valley Community College – No
STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS (cont.)
Mary Ellen Jukoski, Three Rivers Community College – Yes
Zulma Toro, Central Connecticut State University - Yes
Joe Bertolino, Southern Connecticut State University – Yes
John Clark, Western Connecticut State University - Yes

CALL TO ORDER
Chairman Fleury called the meeting to order at 10:00 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 Harris, seconded by Regent DeNardis, the Agenda was unanimously adopted.

He welcomed Holly Howery back to the board noting she was and will be a great asset to the Board. Noted JoAnn Ryan is now on the Board, however, and that she looked forward to participating at the net meeting.

OPPORTUNITY TO ADDRESS THE BOARD
The following individual(s) addressed the Board on the topics indicated:

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<tr>
<th>NAME</th>
<th>TITLE/UNIV/COLLEGE</th>
<th>TOPIC</th>
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<tbody>
<tr>
<td>William McGurk</td>
<td>Former board member on the Board of Regents and the Connecticut Community Colleges</td>
<td>Students First</td>
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<tr>
<td>Louise Williams</td>
<td>Professor of History CCSU and AAUP Chapter President of CCSU</td>
<td>Students First</td>
</tr>
<tr>
<td>Elena Tapia</td>
<td>ECSU AAUP Chapter President?</td>
<td>Students First</td>
</tr>
<tr>
<td>David Blitz</td>
<td>CCSU Professor</td>
<td>Students First</td>
</tr>
<tr>
<td>John O’Connor</td>
<td>Professor CCSU Sociology Department</td>
<td>Students First</td>
</tr>
<tr>
<td>Matt Ciscel</td>
<td>Linguistics Professor, CCSU</td>
<td>Students First</td>
</tr>
<tr>
<td>Serafin Mendez</td>
<td>CCSU Professor</td>
<td>Students First</td>
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<tr>
<td>Mike Shea</td>
<td>SCSU Professor of English</td>
<td>Students First</td>
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FACULTY ADVISORY COMMITTEE
FAC Chair William Lugo provided an overview of the report from the Faculty Advisory Committee to the Board (Attachment A hereto). In closing, FAC Chair Lugo noted the FAC hopes to work with the Board to find avenues to increase the Board members’ involvement on the campuses of the CSCU system, noting that this would be a mutually beneficial endeavor.
BOR CHAIRMAN MATT FLEURY

Chairman Fleury reiterated the commentary he offered at the May 4, 2018 meeting of the Executive Committee in which he provided a summary review of the deliberations that led to the development of the Students First plan up to the response by NEASC to the substantive change request.

Following his comments, Chairman Fleury noted that the administration, with the support of the Board, would continue to work with the accrediting agency to move the system forward, towards a sustainable system: one that protects campus locations where we serve our students, assures academic qualities and holds the line on tuition. He noted that students and faculty across the board all want to ensure those principles are upheld while making necessary changes.

Chairman Fleury expressed his appreciation to the members of the Board, President Ojakian, the university and college, presidents, student, faculty and staff who worked tirelessly to inform the legislature of the critical need for funding in support of public higher education and, in particular, for the CSCU system. He extended that appreciation to the legislature for the bipartisan support of higher education this session, however, also noted that there is still much work ahead to ensure the system is sustainable.

Chairman Fleur added that the Board’s commitment is unwavering and that NEASC’s letter recognized the issues we face are real and invited us to continue the dialog about how we can best make this work in the long term for our students and our colleges. He remarked that President Ojakian is doing a wonderful job at following up with NEASC and continuing those conversations.

CSCU PRESIDENT MARK OJAKIAN

President Ojakian offered brief remarks on the following items:

- **Advocacy during legislative session.** He thanked Sean Bradbury for his tireless efforts as the system’s Director of Government Relations and noted he was extremely thankful to those members of the legislature, on both sides of the aisle, who were supportive of CSCU and provided short-term relief in a very challenging session. President Ojakian also expressed his appreciation to members of the Board who made outreach efforts to the legislature on behalf of the students of CSCU.

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• **Students First** (response from NEASC). President Ojakian reiterated that he is working along with the Board on the path forward to college consolidation in order to: continue to provide students with a high-quality, affordable and accessible education; preserve existing campus locations; and hold down tuition costs. He noted that conversations are continuing with NEASC and that a response is due back by the end of July as to the next steps the system intends to take.

President Ojakian noted that the committee structure of the Board would be utilized prior to determining the path forward so that any proposal has the benefit of receiving the input of the various committees.

President Ojakian indicated he looked forward to working the Board through the various committees and expressed his appreciation to both the SAC and the FAC for their support and willingness to work collaboratively.

Following President Ojakian’s remarks, board members offered the following commentary:

• **Hector Navarro** SAC Chair/student regent – Offered the following statement from the Student Advisory Committee members: “We strongly support President Ojakian’s efforts to maintain low tuition costs, keep Community College campus locations open and to move ‘Students First’ forward, as well as his steadfast leadership of the CSCU system.” Regent Navarro noted that as long as the campuses remain open and tuition does not rise, the SAC fully supports moving forward with the Students First consolidation plan, however, should closings occur and tuition rise, then the support will no longer be there.

• **Regent Elease Wright** inquired about the participation of faculty and students in the Students First Process. President Ojakian indicated that faculty, staff and students of the community colleges have been involved at every step of the way, with working groups comprised of representation from each of the colleges. Further, the SAC has been asked to weigh in on how a single college student government would look like. President Ojakian noted that he is always open to suggestions to improve communications and that he will continue getting out to each of the colleges to hear directly from students, faculty and staff.

• **Regent Merle Harris** noted that the ASA Committee has four members (two students and two faculty members) comprised of faculty and students. She complimented the FAC Chair and Vice Chair on the FAC report, noting that while she did not agree with everything stated, she appreciated their valuable input and their commitment to mutual collaboration.

• **Regent Elease Wright** inquired about the level of interaction between the NEASC staff members and the NEASC Committee members. She asked how, going forward, we could ensure that there is better communication between those two constituencies so that there is not a “surprise” response. President Ojakian stated that as we move
forward, we would ask for greater ability to be part of the process (similar to how institutions are involved when going forward on reaccreditation).

- **Regent Naomi Cohen** remarked she found it ironic that there was no opportunity for Board members to participate in the NEASC meeting given that they have done so during institutional accreditation processes. She offered that in addition to access, locations and maintain tuition, enrollment management, retention and graduation be included. She added that she feels there is a misconception that Students First is solely President Ojakian’s plan, however, she felt it was necessary to correct that mistaken impression and remind individuals that this is the Board’s plan and that the President is moving forward with the Board’s directive and with the full support of the Board.

**APPROVAL OF PREVIOUS MEETING MINUTES**

On a motion by Balducci, seconded by Regent Wright, the April 5, 2018 Regular meeting minutes were approved as submitted.

**CONSENT AGENDA**

Chairman Fleury called for a motion on the Consent Agenda. On a motion by Regent Balducci, seconded by Regent Wright, the Consent Agenda was unanimously adopted.

**CONSENT AGENDA**

**Terminations**
- Early Childhood – Advanced - Master of Science (non-certification) – ECSU
- Elementary Education – Advanced - Master of Science (non-certification) – ECSU
- Reading Language Arts – Advanced - Master of Science (non-certification) – ECSU
- Secondary Education – Advanced - Master of Science (non-certification) – ECSU
- Accounting for Small Business Option – AA – HCC
- Computer Technology – AS – MCC.
- Justice Administration – MS – WCSU.

**Modifications**
- CSCU Pathway Transfer Degree: Early Childhood Teacher Credential Studies AA [Designation change – AA to AS]

**New Programs**
- Industrial Design – AA – HCC
- Cybersecurity – AS – QVCC

**College of Technology (COT) Program Replications** – Tunxis CC.

**Promotions and Tenures** – State Universities

**Accreditation of Licensed Programs**
- TESOL – 6th Year Certificate – WCSU BR 18-058
- Teaching – MAT (Secondary Education) & Certificate – WCSU BR 18-059
RESOLUTIONS APPROVED ON CONSENT

Terminations

Early Childhood – Advanced - Master of Science (non-certification) – ECSU BR 18-044
RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Early Childhood (non-certification) leading to a Master of Science degree at Eastern Connecticut State University with a phase-out period ending at the conclusion of the 2018 Summer session.

Elementary Education – Advanced - Master of Science (non-certification) – ECSU BR 18-045
RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Elementary Education (non-certification) leading to a Master of Science degree at Eastern Connecticut State University with a phase-out period ending at the conclusion of the 2018 Summer session.

Reading Language Arts – Advanced - Master of Science (non-certification) – ECSU BR 18-046
RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Reading Language Arts (non-certification) leading to a Master of Science degree at Eastern Connecticut State University with a phase-out period ending at the conclusion of the 2018 Summer session.

Secondary Education – Advanced - Master of Science (non-certification) – ECSU BR 18-047
RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Secondary Education (non-certification) leading to a Master of Science degree at Eastern Connecticut State University with a phase-out period ending at the conclusion of the 2018 Summer session.

Accounting for Small Business Option – AA – HCC BR 18-048
RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Accounting leading to an Associate in Arts degree with an Accounting for Small Business Option at Housatonic Community College.

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Business Office Technology leading to an Associate in Arts degree with an Executive Assistant Option at Housatonic Community College.

Computer Technology – AS – MCC BR 18-050
RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Computer Technology leading to an Associate of Science degree at Manchester Community College with a phase out period to end June 1, 2019.

Justice Administration – MS – WCSU BR 18-051
RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Justice Administration leading to a Master of Science degree at Western Connecticut State University with a phase out period of two years.
RESOLUTIONS APPROVED ON CONSENT (cont.)

Modifications

CSCU Pathway Transfer Degree: Early Childhood Teacher Credential Studies
AA [Designation change – AA to AS] BR 18-052
RESOLVED: That the Board of Regents for Higher Education approve the modification (designation change) of a degree program – the CSCU Pathway Transfer Degree in Early Childhood Teacher Credential Studies from an Associate of Arts degree to an Associate of Science degree.

New Programs

Industrial Design – AA – HCC BR 18-053
RESOLVED: That the Board of Regents for Higher Education approve the licensure of an Industrial Design program leading to an Associate in Art degree at Housatonic Community College for a period of three years.

Cybersecurity – AS – QVCC BR 18-054
RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Cybersecurity program leading to an Associate in Science degree at Quinebaug Valley Community College for a period of three years.

College of Technology (COT) Program Replications – Tunxis CC BR 18-055
RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of Technology Studies degree options in Machine Technology and Manufacturing Electro-Mechanical Maintenance Technology with certificate offerings at Tunxis Community College as replication of Technology Studies at Asnuntuck Community College.

Promotions and Tenures – State Universities BR 18-056
RESOLVED: That the Board of Regents for Higher Education approve the 2018 promotions and tenures recommended by the presidents of the Connecticut State Universities.

Accreditation of Licensed Programs

TESOL – 6th Year Certificate – WCSU BR 18-057
RESOLVED: That the Board of Regents for Higher Education approve the accreditation of a licensed program in TESOL leading to a Sixth Year Certificate at Western Connecticut State University.

Teaching – MAT (Secondary Education) & Certificate – WCSU BR 18-058
RESOLVED: That the Board of Regents for Higher Education approve the accreditation of a Master of Arts in Teaching licensed program at Western Connecticut State University.
ACADEMIC & STUDENT AFFAIRS COMMITTEE

ASA Committee Chair Merle Harris noted that all of the ASA Committee items were approved on Consent, however, she wanted to point out the excellent presentation the Committee received by Candice Barrington & Ken Klucznik. She expressed her appreciation for their ongoing efforts to assist our students, noting they have worked with faculty to address identified issues. Committee Chair Harris thanked Ken and Candice for their exemplary efforts, as well as the faculty at the campuses who have all been working on this initiative for the benefit of the students.

Regent Naomi Cohen shared that the ASA Committee will be reviewing new programs that have been approved over the past three years to look at projected vs actual numbers in terms of enrollment numbers, costs, etc.

AUDIT COMMITTEE

No report.

FINANCE & INFRASTRUCTURE

Finance & Infrastructure Committee Chair Balducci noted the Committee met on Wednesday, April 25 and that while there were no votes taken at this meeting, the following information was provided by management.

Management discussed with the Committee the fiscal impact of SEBAC provisions regarding wage increases through the next biennium, and the projected impact of fringe benefit rates which are expected to increase significantly in the next fiscal year. (The schedules reviewed by the Committee are included in the Board package.)

Committee Chair Balducci noted that among the many provisions in SEBAC agreement, were annual wage increases beginning in fiscal year 2019. In the first year, each full-time bargaining unit employee will receive a $2,000 lump sum payment, which will be prorated for part-time employees based upon hours worked. Then in fiscal years 2020 and 2021, there will be a 5.5% wage increase in each of those years, or an aggregate 11% over the two years. Employment security provisions remain in place through June 30, 2021.

Committee Chair Balducci went on to state that fringe benefit rates for fiscal year 2019 are expected to increase materially, in particular for employees in the State Employees Retirement System which will increase by 11 percentage points. The increase is primarily due
to the newest actuarial estimates concerning plan funding requirements, and is compounded by
the impact of fewer state employees in all agencies over which to spread the higher costs.

These factors along with assumptions detailed in the submitted package were included in
the projections provided. As with any set of financial projections, they are subject to change
when the assumptions are changed. The fiscal cost and revenue estimates by the state
experience frequent ups and downs, and therefore the projections prepared by management are
relatively fluid. Since the submittal of the projections to the Finance Committee, management
has learned that there may be state funding available to cover the general fund portion of the
fiscal year 2019 wage increases. Offsetting this good news is updated data concerning the cost
of the state’s medical insurance plans which will drive fringe benefit rates even higher than
those shown in the analyses.

In addition, the projections provided indicated expected near term net savings associated
with the consolidation of the community colleges. As these plans and estimates are being
updated, so will the projections for the system.

Given the assumptions as defined, the financial results for the system as a whole and
each of the constituent units are disturbing. If we proceed according to these assumptions, the
constituent units would continue to incur losses annually, including the current fiscal year 2018.
Further, as reported previously to the Board, undesignated reserves maintained by the
institutions are thin, and among the colleges, many run negative reserve balances. If losses
continue at the rates projected, the constituent units would exhaust all undesignated reserves:
Charter Oak next year in fiscal year 2019, the Community Colleges in fiscal year 2020, and the
Universities in fiscal year 2021. At that time, the Universities would still have unrestricted but
designated reserves available which have been set aside for debt services, lab equipment and
other obligations or requirements.

Management further reported to the Committee that although the options are few, they
are pursuing whatever remedies may be available, including meeting with legislators to request
consideration of additional state funding, continuing hiring freezes where appropriate, and
identifying other cost containment or revenue raising opportunities.

In closing, Committee Chair Balducci Sean Bradbury, Director of Government
Relations, for his tireless and professional efforts advocating for the system. He also thanked
Bill McGurk for his hard work on the Finance Committee and welcomed Holly Howery to the
Committee in her return to the Board of Regents.
HUMAN RESOURCES & ADMINISTRATION COMMITTEE

No report.

EXECUTIVE COMMITTEE

Chairman Fleury noted that the Executive Committee held a Special Meeting on May 4, 2018, concerning the NEASC initial response to the Substantive Change request related to the Students First/Community College consolidation plan, the substance of which, he noted, was discussed at today’s meeting.

EXECUTIVE SESSION

Chairman Fleury advised there would not be an Executive Session.

ADDITIONAL COMMENT(S) BY BOARD MEMBERS

Commissioner Jackson thanked President Ojakian and Asnuntuck Community College President Jim Lombella for the opening of the America’s Jobs Center on the Asnuntuck campus.

ADJOURNMENT

On a motion by Regent Cohen with a second from Regent Harris, the meeting adjourned at 11:25 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 MAY 10, 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. Faculty Advisory Committee 05-10-2018 Report to the Board
B. State University Promotions & Tenures
C.
D.
Chairman Fleury, President Ojakian, and members of the Board of Regents, we appreciate this opportunity to present to you today.

Since President Ojakian originally announced *Students First* to our campuses, on April 3, 2017, two problems were laid before us. The first was a looming financial deficit within CSCU. This financial reality highlighted the structural problem facing our system. Given the current revenue composition of CSCU, and its projections, inaction was not a possibility for a sustainable path forward. Further, the FAC, and the many faculty in our system, have consistently supported the BOR and President Ojakian in the belief that these problems cannot, and should not, be placed solely on the backs of our students.

The second problem facing our system revolved around the possible erosion of academics and student services if budgets were not stabilized. We agree with President Ojakian’s original statement that “students are at the center of any proposed strategies; that teaching, learning and high quality academic programs are prioritized; and that student support services are preserved and enhanced.”

The recent decision by NEASC has created a lot of anxiety and uncertainty in our state about the CSCU system. As our leaders continue to meet with NEASC and discuss options to move forward, the FAC would like to once again offer a set of solutions, many of which we put forward in our remarks to the board in May 2017.

Some possibilities:

- Establish regional consortia between the state universities and local community colleges to share services. This could also lead to more direct cooperation and sharing of programs and course offerings. Create more A to B programs.
- Create more targeted economies of scale (rather than broad, administrative functions) for specific tasks such as payroll and the administration of Perkins loans.
- Monitor and institute fiscal procedures with incentives to reduce administrative costs on each campus and to encourage sharing of services across campuses.
- Reduce reliance on proprietary software.
- Reduce spending at the system office.
- Through fiscal monitoring, require Presidents to make cuts while demonstrating how budget reductions serve to preserve student access to student services and the classes they need.
- Reconsider the location of the system office, perhaps regionally distributed at CSCU campuses in existing buildings.
- Have the students, staff, faculty, and administrations on all the campuses work with the BOR/system office to help Connecticut’s citizens and legislators understand the importance investing in public higher education for the state’s economy and polity.

The need for cuts might be tied with a redoubling of efforts to raise enrollments and revenues. Again, some possibilities:
• Develop an aggressive marketing and recruiting campaign to compete against the private occupational schools and to retain a larger portion of the state’s high school graduates each year.
• Use the regional consortia to expand outreach to the local Chamber of Commerce and the business community.
• Expand efforts to integrate the learning and knowledge resources of the University by creating public-private partnerships.

As we consider next steps, we should discuss the controversy surrounding Students First. Perhaps it was the way this plan was originally introduced to faculty, or perhaps it was the plan itself, or both. Regardless, this has been a difficult year for faculty, and more specifically, the Faculty Advisory Committee. Students First has sent shockwaves throughout our campuses. It also created deep divisions within the faculty – with many being staunch supporters of the plan, viewing it as a necessary step to help stabilize our system, and others being bitterly opposed to it, viewing it as a massive threat to higher education. These same divisions also existed within the FAC. And while the FAC has spent the last year participating in various workgroups and planning committees, planning for our annual conference, and assisting the Board in their statutory functions, we have also spent considerable time reflecting.

We have been forced to reflect on the future of higher education, and how the role of faculty has been steadily shifting from one of creating an engaged citizenry and educated workforce to one of simply creating a workforce. We have been forced to reflect on the role of shared governance and what this concept means in the current political climate. And finally, we have been forced to reflect on what the future will look like for our institutions that we have spent, in some cases, decades building.

We will continue this process of reflection, and we ask the Board to participate with us in this process. There remain questions that we can only answer together. Such as:

1. What should be the role of the Board of Regents and how do we enhance the relationship between the Board and the various campuses? Our system is quite large, comprising 17 institutions and 85,000 students. Given such scale, how can the BOR continue to make meaningful, informed decisions?

   In a recent meeting of the Academic and Student Affairs Committee, I was heartened by the Board’s desire to share in the accomplishments of the faculty and of their willingness to get more involved. The Faculty Advisory Committee welcomes this sentiment and will be forming a subcommittee to issue a set of recommendations to the BOR to help make this happen.

2. How transparent should the BOR and system office be? Obviously, there are times when this Board cannot be transparent, and we call those times executive session. However, there are other times when this decision is not so clear, when transparency has been sacrificed, we can only assume, for efficiency and productivity. At the end of the day, maybe the BOR will conclude this has been, and will continue to be, a necessary sacrifice. However, what is debatable and should be reflected upon, are what sacrifices exactly have
been made? It should be no secret that the first sacrifice has been trust -- there exists a
deep level of distrust between the faculty and the board and system office. This distrust has
turned into a vicious cycle of self-fulfilling prophecies on both sides and the only way out of
it is to increase transparency.

The next sacrifice has been productivity. The wall of opacity that now exists between
faculty and the BOR/system office has not allowed a sharing of resources that would truly
move our system forward. While we might not trust a university senate to lead our state’s
infrastructure into the next century, they are the experts when it comes to curriculum,
shared governance, and student success. As a system of higher education, we must use
these resources to their fullest in order to avoid any potential roadblocks and mistakes that
may lie ahead. And given the recent concerns raised by NEASC, which are shared by the
FAC, utilizing all the resources at our disposal is more important now than ever.

The FAC asks the BOR to help us in these endeavors. It will not be easy, but in order to put students
first, and have our system succeed, we believe these are necessary first steps.

And as Dr. Barbara Richards, former chair of the FAC, said in her remarks to the Board at its May 2015
meeting, “one thing is for certain: if we do not find a means to collaborate, we will transform nothing.”

Thank you.
MEMORANDUM

TO: Mark E. Ojakian, President
Connecticut State Colleges & Universities

FROM: Zulma R. Toro, President

DATE: April 18, 2018

SUBJECT: Promotion and Tenure

I am pleased to present my recommendations for instructional faculty promotion and tenure to be effective with the Academic Year 2018-19:

To Professor:
Shaun Green, Athletics
Diana Cohen, Political Science
Marianne Fallon, Psychological Science
Lynda Valentir, Literacy, Elementary & Early Childhood Education
Reza Ghodsi, Engineering
Jacob Kovel, Manufacturing & Construction Management
Linda Reeder, Manufacturing & Construction Management
Hassan Shibly, Manufacturing & Construction Management
David Sianez, Technology & Engineering Education
Haoyu Wang, Manufacturing & Construction Management
Thomas Vasko, Engineering

To Associate Professor:
Steven Block, Criminology & Criminal Justice
Rebecca Boncudo, Psychological Science
Rocio Fuentes, Modern Languages
Andrea June, Psychological Science
Yunliang Meng, Geography
Heather Rodriguez, Sociology
Amy Gagnon, Physical Education & Human Performance
Wangari Gichuru, Educational Leadership, Policy & Instructional Technology
Leona Konieczny, Nursing
Luz Amaya-Bower, Engineering
Alicia Bray, Biology
Sarah Maurer, Chemistry & Biochemistry
Oluyinka Oyewumi, Geological Sciences
Mohammad Rahman, Manufacturing & Construction Management
To Coach I:
Patrick Hall, Athletics
David Kelly, Athletics

To Associate Librarian:
Kristin D’Amato, Library
Renata Vickrey, Library

The following will be granted tenure:

Steven Block, Criminology & Criminal Justice
Rebecca Boncoddo, Psychological Science
Ted Efremoff, Art
Rocio Fuentes, Modern Languages
Andrea June, Psychological Science
Elena Koulibobrova, English
Yunliang Meng, Geography
Heather Rodriguez, Sociology
Leanne Zalewski, Art
Youngseon Kim, Marketing
Kristin D’Amato, Library
Martha Kruij, Library
Amy Gagnon, Physical Education & Human Performance
Wangari Gichuru, Educational Leadership, Policy & Instructional Technology
Leona Konieczny, Nursing
Catherine Thomas, Nursing
Marian Anton, Mathematical Sciences
Alicia Bray, Biology
Haji Naik Dharavath, Computer Electronics & Graphics Technology
Sarah Maurer, Chemistry & Biochemistry
Oluyinka Oyewumi, Geological Sciences
Hassan Shibly, Manufacturing & Construction Management

/sm

c: A. Suski-Lenczewski
DATE: April 17, 2018
TO: Mark Ojakian
President, Connecticut State Colleges and Universities
FROM: Elsa M. Núñez
President

SUBJECT: RECOMMENDATIONS FOR PROMOTION AND TENURE

I recommend the following individuals for promotion and/or tenure for action by the Board of Regents at its May 2018 meeting. The effective date for all actions is August 27, 2018.

For Tenure:
Ms. Marianne Ciardullo, Counseling and Psychological Services Department
Mr. Bryce Crapser, Counseling and Psychological Services Department
Dr. Bradley Davis, History Department
Dr. Kristen Epp, Biology Department
Dr. Matthew Graham, Biology Department
Dr. Amy Groth, Biology Department
Dr. Megan Heeneman, Mathematical Sciences Department
Dr. Mihyan Kang, Communication Department
Dr. Paul Torcellini, Environmental Earth Sciences Department
Dr. Emiliano Villanueva, Business Administration Department

For Promotion to the rank of Professor, in rank order:
Dr. Caitlin Carenen, History Department
Dr. James Diller, Psychological Science Department
Dr. Maureen McDonnell, English Department
Dr. Jennifer J. Cobb, Performing Arts Department
Dr. Paul Torcellini, Environmental Earth Sciences Department
Dr. Steven Ferruci, English Department
Dr. Kehan Gao, Computer Science Department
Dr Lindsay Lanagan-Leitzel, Psychological Science Department
Dr. Andrew Utterback, Communication Department
For Promotion to the rank of Associate Professor, in rank order:
   Dr. Matthew Graham, Biology Department
   Dr. Kristen Epp, Biology Department *
   Dr. Megan Heenehan, Mathematical Sciences Department *
   Dr. Bradley Davis, History Department

For Promotion to the rank of Associate Professor, in rank order cont.:
   Dr. Brendan Cunningham, Economics Department *
   Dr. Mark Fabrizi, Education Department *
   Dr. Emiliano Villanueva, Business Administration Department
*Signifies tie for rankings.

For Promotion to the rank of Assistant Counselor:
   Ms. Andrea Pedraza, Counseling and Psychological Services Department

DSP/hjr

c: File
Mr. Mark Ojakian  
President, Board of Regents for Higher Education  
Connecticut State Colleges and Universities  
61 Woodland Street  
Hartford, CT 06105-2237

Dear Mr. Ojakian:

The following are my recommendations for Promotion and Tenure, which will be effective August 27, 2018:

**TENURE**

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tbody>
<tr>
<td>Dr. Siobhan Carter-David</td>
<td>History</td>
</tr>
<tr>
<td>Dr. Luke Elderts</td>
<td>World Languages and Literatures</td>
</tr>
<tr>
<td>Joanne Gil</td>
<td>(Journalism)</td>
</tr>
<tr>
<td>Dr. Robert Gregory</td>
<td>(Exercise Science)</td>
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<tr>
<td>Dr. Mehdi Hossain</td>
<td>(Marketing)</td>
</tr>
<tr>
<td>Dr. Md Shafaeat Hossain</td>
<td>(Computer Science)</td>
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<tr>
<td>Dr. Elizabeth Kalbfleisch</td>
<td>(English)</td>
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<tr>
<td>Dr. Maria Krol</td>
<td>(Nursing)</td>
</tr>
<tr>
<td>Dr. Aujke Lamonica</td>
<td>(Public Health)</td>
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<tr>
<td>Dr. Elaine Martin</td>
<td>(Nursing)</td>
</tr>
<tr>
<td>Dr. Cassie Meyerhoffer</td>
<td>(Sociology)</td>
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<tr>
<td>Dr. Mina Park</td>
<td>(Management/MIS)</td>
</tr>
<tr>
<td>Dr. Sebastian Perumbilly</td>
<td>(Social Work)</td>
</tr>
<tr>
<td>Michael Skinner</td>
<td>(Theatre)</td>
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<tr>
<td>Dr. Kenneth Walters</td>
<td>(Psychology)</td>
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<tr>
<td>Dr. Miaowei Weng</td>
<td>(World Languages and Literatures)</td>
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**PROMOTION**

From Assistant to Associate Professor:

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<tbody>
<tr>
<td>Dr. Ericka Barnes</td>
<td>(Chemistry)</td>
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<tr>
<td>Dr. Siobhan Carter-David</td>
<td>(History)</td>
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<tr>
<td>Dr. Miranda Dunbar</td>
<td>(Biology)</td>
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</tbody>
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From Associate to Full Professor:

<table>
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<tbody>
<tr>
<td>Dr. Corinne Blackmer</td>
<td>(English)</td>
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<tr>
<td>Dr. Laura Bower-Phipps</td>
<td>(Curriculum and Learning)</td>
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<tr>
<td>Dr. Sandip Dutta</td>
<td>(Economics and Finance)</td>
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<tr>
<td>Dr. Mary Beth Fede</td>
<td>(Exercise Science)</td>
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<tr>
<td>Dr. Scott Graves</td>
<td>(Environ. Geography &amp; Marine Sci)</td>
</tr>
<tr>
<td>Dr. C. Patrick Heidkamp</td>
<td>(Environ. Geo. &amp; Marine Sci)</td>
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<tr>
<td>Dr. Heidi Lockwood</td>
<td>(Philosophy)</td>
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<tr>
<td>Dr. Kenneth McGill</td>
<td>(Anthropology)</td>
</tr>
<tr>
<td>Cynthia Simoneau</td>
<td>(Journalism)</td>
</tr>
<tr>
<td>Dr. Melissa Talheim</td>
<td>(English)</td>
</tr>
<tr>
<td>Dr. Judith Terpstra</td>
<td>(Special Education and Reading)</td>
</tr>
<tr>
<td>Dr. Chulguen Yang</td>
<td>(Management/MIS)</td>
</tr>
</tbody>
</table>
Promotion to Coach I:

Matthew Almeida (Athletics)
Edward Bethke (Athletics)
Stephanie Hiriak (Athletics)
Christopher Moran (Athletics)

Promotion to Coach IV:

Scott Burrell (Athletics)
Kate Lynch (Athletics)

Please let me know if you have any questions.

Sincerely,

Joe Bertolino
President

cc: R. Prezant, Provost and Vice President for Academic Affairs
To: Mark E. Ojakian  
President  
Connecticut State Colleges & Universities  

From: Dr. John B. Clark  

Date: April 5, 2018  

Re: WCSU Promotion & Tenure Recommendations  

I support and concur with the recommendations of Provost Missy Alexander that the following faculty members receive promotion and tenure:  

Tenure  
Darby Cardonsky, Art Department  
Stuart Dalton, Philosophy & Humanistic Studies Department  
Surekha Davies, History & Non-Western Culture Department  
William DeFeo, Division of Justice & Law Administration  
Cory Ganschow, Music Department  
Bernard Gee, Psychology Department  
Xiaoqi Han, Marketing Department  
Christine Hegel-Cantarella, Social Sciences Department  
Tim Howard, Theatre Arts Department  
Xiaowen Jiang, Accounting Department  
Laurel Larsen, Music Department  
Michelle Monette, Biology & Environmental Sciences Department  
Jennifer Ort, Nursing Department  
Helena Prieto, Chemistry Department  
Jack Tom, Art Department  
Sharon Young, Social Work Department
Promotion to Professor
David Burns, Mathematics Department
Theresa Canada, Education & Educational Psychology Department
Jennifer Duffy, History & Non-Western Culture Department
Jessica Eckstein, Communication & Media Arts Department
Senan Hayes, Mathematics Department
Patrick Ryan, Writing, Linguistics & Creative Process Department
Divya Sharma, Division of Justice & Law Administration
Emily Stevens, Health Promotion & Exercise Science Department

Promotion to Associate Professor
Surekha Davies, History & Non-Western Culture Department
Bernard Gee, Psychology Department
Tim Howard, Theatre Arts Department
Michelle Monette, Biology & Environmental Sciences Department
Jennifer Ort, Nursing Department

c: M. Alexander, Academic Affairs
F. Cratty, Human Resources
W. Petkanas, Promotion & Tenure Committee