TRUSTEES PRESENT:

Lawrence D. McHugh, Chairman                  Angelo J. Messina
Karl J. Krapek, Vice Chairman                L. David Panciera
Theresa J. Eberhard-Asch, Secretary         Ronald J. Pugliese
Christopher L. Ambrosio                      Peter M. Rosa
Richard J. Balducci                         Andrew Russo
John A. Doyle                                 John R. Sholtis, Jr.
Elizabeth Gagne                              John P. Sullivan

TRUSTEES ABSENT:

M. Fernando Franco                  Brian P. Sullivan
John H. Motley                          Gail H. William

OTHER OFFICIALS PRESENT:

David G. Carter, Chancellor, Connecticut State University System (CSUS)
Jack W. Miller, President, Central Connecticut State University (CCSU)
Elsa Nuñez, President, Eastern Connecticut State University (ECSU)
Cheryl J. Norton, President, Southern Connecticut State University (SCSU)
James W. Schmotter, President, Western Connecticut State University (WCSU)

STAFF TO THE BOARD:

Erin Fitzgerald, Associate for Board Affairs

CALL TO ORDER AND APPROVAL OF MINUTES

Chairman McHugh called the meeting to order at 10:05 a.m., and declared a quorum present.

CONSENT CALENDAR

SCSU WOMEN’S BASKETBALL TEAM – NCAA DIVISION II CHAMPIONS

ARTICULATION AGREEMENT WITH COMMUNITY COLLEGES

President Norton introduced the players and coaches for the SCSU Women’s Basketball Team, the NCAA Division II Champions. **Upon a motion by Chairman McHugh, seconded by Trustee Doyle, the consent calendar was approved containing the articulation agreement with the**
The Southern Connecticut State University Women’s Basketball Team captured the National Collegiate Athletic Association (NCAA) Division II Championship Title on Saturday, March 24, 2007, in Kearney, Nebraska, and

The Championship game was the culmination of a determined and extraordinary team effort, reflecting the cohesiveness and unselfish play which characterized the entire 2006-07 season, resulting in an unprecedented achievement in the history of the program: a first-ever national title, and

The Team, under the leadership of Head Coach Joe Frager and Assistant Coaches Maria Conlon and Laura Scinto, completed its 2007 schedule with a remarkable 34 victories against only 2 defeats; exceeding the greatest number of wins in one season in the program’s history, and

SCSU’s Lady Owls have brought tremendous pride, not only to Southern Connecticut State University, but also, to the entire Connecticut State University System, as well as the State of Connecticut, therefore be it

The Board of Trustees extends its heartiest congratulations to the players, coaches and staff of the Southern Connecticut State University Women’s Basketball Team, the 2007 NCAA Division II National Champions.

The team presented an autographed basketball to both Chairman McHugh and Chancellor Carter.

CSUS AND CCC AGREEMENT

Memorandum of Understanding
between
Connecticut’s Community College System
and
The Connecticut State University System

Asnuntuck Community College
Capital Community College
Gateway Community College
Housatonic Community College
Manchester Community College
Middlesex Community College
Naugatuck Valley Community College
Northwestern CT Community College
Norwalk Community College
Quinebaug Valley Community College
Three Rivers Community College
Tunxis Community College
Central Connecticut State University
Eastern Connecticut State University
Southern Connecticut State University
Western Connecticut State University
The Connecticut State University System and Connecticut’s Community College System share a common mission in support of the State’s greatest resource: its people and their unimpeded access to public higher education.

Recognizing that this goal can best be achieved through the coordinated efforts of the four State Universities and the twelve Community Colleges, the Connecticut State University System and the Community College System agree to continue to work together to maximize access and transfer between the Community Colleges and the State Universities.

To this end, we agree to the following:

- We will take practical steps to facilitate access to all our institutions.
- We will help create and support seamless transitions from the associate’s degree to the baccalaureate degree.
- We will strengthen both the academic and the student support partnerships between the Community Colleges and the State Universities.
- We will jointly research innovative degree and program completion strategies.

In order to achieve the intent of this agreement, the Connecticut State Universities and the Community Colleges agree to support and facilitate the development of Guaranteed Admission Agreements.

The ultimate goal is to arrive at one System-to-System agreement. Each of the four Connecticut State University System universities, working with its “partner” Community Colleges, will create a Guaranteed Admission Agreement. It is agreed that:

- The four agreements will be as similar as possible in both content and format.
- Each of the four agreements will be designed to apply to all twelve Community Colleges.

Herewith are the key elements of each of the four Guaranteed Admissions Agreements:

1. Prior to completing fifteen college level credits, students enrolled at any of the Community Colleges in a designated transfer program are eligible to participate in a guaranteed admissions program with a Connecticut State University System institution by completing a joint admissions form. They will be encouraged to enroll as soon as possible in their studies.

2. Completion of the associate’s degree with a 2.0 GPA will guarantee admission to a Connecticut State University System institution.

3. An associate’s degree holder will transfer a minimum of sixty (60) credits to the Connecticut State University System, and the student will be awarded junior-level standing.

4. During the joint enrollment period, Community College students will be treated as continuing students in the Connecticut State University System institution for which they have been jointly admitted. These students will have access to faculty/staff advisement, library privileges and adhere to the requirements of the university catalog in effect when they first enroll in classes at the community college. Upon completion of the associate’s
degree, registration in the CSUS institution will be recognized at a junior level standing in
the institution. The appropriate University will communicate with them on a regular basis.

5. As legally permitted, the Connecticut State Universities and the Community Colleges will
share student information, especially regarding academic progress.

6. To continue the conditions of the guaranteed admissions provision, students must earn an
associate’s degree within five years of their enrollment in the program and enroll at a
Connecticut State University System institution within two years of the completion of the
associate’s degree.

7. Each of the sixteen institutions involved in the Guaranteed Admissions Agreement agrees to
appoint an individual responsible for communicating information on a regular basis about
curricular changes to the other fifteen institutions.

8. Representatives of each System, appointed by the appropriate Chancellor, will form an
oversight committee and meet on a regular basis to provide oversight to this memorandum
of understanding and make recommendations to the Presidents and Chancellors regarding
changes to the Guaranteed Admissions Agreement as well as suggestions to improve the
implementation of the memorandum of understanding. The oversight committee will meet
at least twice a year. During the first year, it will create a student appeals process to
evaluate and assess admissions practices in individual cases.

9. Community College students not choosing to sign a Guaranteed Admissions Agreement will
still be eligible for transfer to a Connecticut State University. If transfer occurs prior to
completion of the associate’s degree, transcripts will be evaluated by the University
personnel on a course-by-course basis in accordance with existing transfer credit guidelines.

10. General education transfer pattern: Courses which fall within the categories listed below
will be accepted toward meeting the General Education requirements of any university
within the Connecticut State University System, to the maximum designated for each
category. All community college students are urged to consult transfer counselors early in
the course selection process to determine which courses will fulfill not only general
education requirements** of the transfer university but which may also fulfill requirements
of the intended major.

<table>
<thead>
<tr>
<th>DISCIPLINARY AREA</th>
<th>CREDITS</th>
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<tbody>
<tr>
<td>Composition, Literature, Speech</td>
<td>6-9</td>
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<tr>
<td>Behavioral Sciences</td>
<td>3</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>3</td>
</tr>
<tr>
<td>Humanities (other than literature) ##</td>
<td>3</td>
</tr>
<tr>
<td>Fine Arts</td>
<td>3</td>
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<tr>
<td>History</td>
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<tr>
<td>Natural and Physical Sciences</td>
<td>7-8</td>
</tr>
<tr>
<td>Mathematics ++</td>
<td>3-4</td>
</tr>
</tbody>
</table>
“Humanities other than literature” consists of philosophy or foreign language courses.

Mathematics courses must be true collegiate level courses, not repeat of secondary content.

The above courses will only partially fulfill general education requirements of the universities in the Connecticut State University System. However, other courses may also satisfy general education requirements of a specific university; all students are urged to consult admissions and/or transfer counselors to explore options. Transfer students will be required to complete the general education requirements of the specific receiving university.

11. Connecticut State University System institutions will continue to maintain articulation agreements currently in effect with Community Colleges.

12. Both the Connecticut State Universities and the Community Colleges agree that in the performance of this memorandum of understanding they will not discriminate nor permit discrimination against any person or groups of persons on the basis of race, color, marital status, religion, political beliefs, sexual orientation, national origin, physical handicap, criminal record, sex, ancestry or age in any manner prohibited by federal or state law and regulations, and further, that they will make their programs available to qualified handicapped persons consistent with Section 504 of the Federal Rehabilitation Act of 1973 and the regulations issued pursuant thereto.

Participating institutions agree to provide information on the implementation of these key elements of the Guaranteed Admissions Agreements.

Community College students not covered by the provisions of this memorandum of understanding will be encouraged to pursue transfer to the Connecticut State University System through existing processes.

APPROVAL OF MINUTES

Chairman McHugh requested a motion to accept the March 16, 2007, meeting minutes. Trustee Pugliese so moved; Trustee Sholtis seconded the motion and it was approved unanimously.

STUDENT LIFE COMMITTEE

Trustee Panciera reported that the Student Life Committee met on March 23, 2007 at the System Office and took action on the following item:

For the past 18 years, the Board of Trustees has honored graduating seniors from the entire system as recipients of the Connecticut State University System Foundation’s Henry Barnard Award with formal resolutions recognizing their academic achievement and voluntary commitment to their university and community.
This year, the 19th group of outstanding students is being honored. Trustee Panciera reported that the 12 students being honored in 2007 are as follows:

**CCSU:**
- Maryann O. Abogunde
- Jillian Amato
- Laura Lynn Jensen
- Faith Prelli

**SCSU:**
- Amanda Regina Griffin
- Mandie Savannah Larsen
- Kyle Henry O’Brien
- Patrice Lynn Maturo

**ECSU:**
- Carter Anne Lennon
- Adam Lachendro

**WCSU:**
- Forest Robertson
- Amber O’Neill Wilk

Mr. Panciera moved the twelve resolutions honoring the aforementioned Barnard scholarship winners; Mr. Pugliese seconded the motion and it was approved unanimously.

**ACADEMIC AFFAIRS COMMITTEE**

Trustee Doyle reported that the Academic Affairs Committee met via conference call on Wednesday, March 28, 2007 and recommended the following:

*Curtis L. Patton, Professor Emeritus, division of Epidemiology and Microbial Diseases at Yale University, to receive an honorary doctorate of science degree at Southern’s spring 2007 graduate commencement ceremony.* The committee received a nomination from President Norton for Curtis L. Patton, Professor Emeritus, division of Epidemiology and Microbial Diseases at Yale University, to receive an honorary doctorate of science degree at Southern’s spring 2007 graduate commencement ceremony. Dr. Patton has confirmed that he will be present to receive his degree.

Dr. Patton is an internationally acclaimed research scientist specializing in tropical diseases. He has conducted research in Brazil, Kenya, and Senegal and was a Visiting Scientist at the Center for Disease Control and Prevention in Atlanta. Dr. Patton has received a number of awards and served on numerous national and international boards and committees (including Texas Board of Regents, Advisory Committee of Meharry Medical College, and the World Health Organization), and has over two dozen publications in scientific journals.

Curtis Patton has received national recognition for his work in diversifying higher education and has been a champion for eradicating health disparities in minority communities and exemplifies the excellence and commitment to social justice that is part of Southern’s mission.

Trustee Doyle moved the nomination; Trustee Pugliese seconded the nomination and the aforementioned nomination was approved unanimously.
Joseph J. Grano, Jr., chairman and CEO of Centurion Holdings, to receive an honorary doctorate of humane letters degree. Trustee Doyle reported that at the February 28th meeting, Chancellor Carter nominated Joseph J. Grano, Jr., chairman and CEO of Centurion Holdings, to receive an honorary doctorate of humane letters degree. President Miller subsequently confirmed CCSU’s desire to award Mr. Grano with an honorary degree at Central’s Spring 2007 Commencement. Mr. Grano will also be the keynote speaker at the Barnard Awards Dinner on April 25th. Mr. Grano previously served as chairman of UBS Financial Services. Prior to UBS, Mr. Grano served for 13 years in senior executive positions at Payne Webber and for 16 years in senior management at Merrill Lynch. He is the chairman of the Homeland Security Advisory Council, reporting to the Secretary of Homeland Security. He is also involved in a wide range of educational and philanthropic endeavors. He is the recipient of two honorary degrees and is serving or has served on numerous boards and councils. Mr. Grano also attended Central Connecticut State University. Mr. Grano has confirmed that he will be present to receive his degree. Chairman McHugh remarked upon Mr. Grano’s nomination and agreeing to be the keynote speaker at the Barnard Awards Dinner, noting it was a great tribute to the Connecticut State University System.

Trustee Doyle moved the nomination; Trustee Panciera seconded the nomination and the aforementioned nomination was approved unanimously.

Trustee Doyle further reported that the committee discussed a report from a conference on redesigning courses. The conference presented the CSUS team with a great opportunity to hear from a myriad of universities that have participated in the National Center for Academic Transformation’s program initiatives. The workshops illustrated ways in which universities of all types, small and large, research and community colleges, used information technology to enhance teaching and learning and extend access to new populations of students. Of greatest significance is that technology is used to redesign instructional approaches in order to achieve greater learning and student success, increase retention, and reduce the costs of instruction. The design is targeted to freshman courses where failure rates are highest. The Provosts have agreed to continue this dialogue and invest in an approach that will utilize technology to best meet the needs of our students so that their academic goals are met.

Trustee Doyle reported that the largest number of AAUP Research Grant applications were received and the largest number, 185, were awarded...62 of which were first-time recipients. This program was praised highly by the provosts for the benefits it affords the faculty.

The Systemwide assessment conference will be held at Western’s Westside campus on April 27. The committee also received a report on our Educational Initiative on Teacher Shortage.
Trustee Doyle also noted the upcoming Board dinner with the Connecticut State University Professors encouraging Trustees to attend should their schedule permit them to do so.

FINANCE & ADMINISTRATION COMMITTEE REPORT

Vice Chairman Krapek reported that the Finance and Administration Committee met on Thursday, March 29th, and had one action item to bring before the Board:

**Connecticut State University System Research Grants.** The CSUS-AAUP/CSUS-BOT Contract provides funding for Connecticut State University System research grants to be distributed to each university according to a formula based on the number of full-time faculty at that university.

Proposals have been screened by a joint group of faculty appointed by management and AAUP with the approval of the Chancellor. Successful proposals are recommended to the Board for its approval within budgeted funds, which in the current year are $640,233 plus $9,016 of unexpended funds from the prior year. The joint committee is recommending 170 proposals involving the efforts of 185 faculty members. Vice Chairman Krapek noted the increased quality of the proposals received and went through highlights on the awards as follows:

- There were 209 proposals received involving 230 members of the faculty (16 partnerships)
- There are 170 proposals recommended for funding involving 185 members of the faculty (11 partnerships)
- There are $640,233 of new funds and $9,016 of residual funds being distributed
- Average grant award for the current competition is $3,509 for 185 funded faculty as compared with $3,766 for 172 funded faculty in 2006-07; $3,767 for 167 funded faculty in 2005-06; and $3,987 for 149 funded faculty in 2004-05.
- Eighty-one percent of the proposals are recommended for funding as compared with 73% in 2006-07; 67% in 2005-06; 69% in 2004-05; and 65% in 2003-04.
- Sixty-nine percent of the partnerships are recommended for funding as compared with 68% in 2006-07, 83% in 20005-06; and 100% in 2004-05.
- Thirty-one percent of the number of awards are given to Assistant Professors, 33% to Associate Professors and 36% to Full Professors.
- The number of faculty recommended for funding increases by 7.6% with respect to 2006-07.
- Out of a total of 185 individual faculty recommended for funding:
Mr. Krapek moved approval; Mr. Panciera seconded the motion and it was approved unanimously.

CHANCELLOR’S REPORT

Chancellor Carter congratulated the SCSU Women’s basketball team upon their success in capturing the National Championship. He expressed his appreciation to all participants involved in making the CSUS Day at the Capitol such a success and asked Trustees to mark April 17, 2008 for next year’s event.

The Chancellor directed the trustees’ attention to the following items in their Board folders:

• Signed copy of articulation agreement between the Connecticut State University System and the Connecticut Community Colleges.
• Updated 2007 calendar of Board Committee meetings.

EXECUTIVE COMMITTEE REPORT

Chairman McHugh began his remarks by reiterating his earlier laudatory comments concerning the SCSU women’s basketball team.

The Chairman reported that the Executive Committee met on March 29, 2007 and that the Chancellor brought members up to date on several items, including security standards, network architecture, strategic planning and several ongoing university and System Office issues. He noted that the Committee also approved an updated version of the articulation agreement, which the Board approved on consent at the start of the meeting.

CHAIRMAN’S REPORT

Chairman McHugh shared a copy of the April 2007 issue of Ebony magazine, noting there was an article featuring Chancellor Carter therein.
The Chairman thanked the trustees for their participation at various events throughout the CSUS community, expressing his sincere appreciation for their selfless volunteerism on behalf of the universities and the system.

The Chairman stated the critical need for everyone to advocate on behalf of PK-16 education in the State of Connecticut, remarking that if Connecticut is going to continue to move forward, it’s most important asset is the young people, who are the future of the State. It is this continued push and advocacy that will enable the Connecticut State University System to receive the resources needed: faculty, capital expenses, etc.

Chairman McHugh reminded the Trustees that the next Board meeting is Thursday, May 10, at the System Office in Hartford.

SCSU PRESIDENT’S REPORT – STRATEGIC PLAN

President Norton expressed her gratitude to the Trustees and the Chancellor for their continued support of Southern Connecticut State University. She introduced student soldiers in attendance, noting that while there were four student soldiers present at the meeting, they were representing the more than 500 student soldiers enrolled at SCSU.

President Norton introduced Dr. Selase Williams who provided a Powerpoint presentation outlining the Strategic Plan process (presentation notes below)

Board of Trustees – Status Report on University Strategic Plan

In consultation with the President’s Cabinet the University Strategic Planning Steering Committee established an umbrella theme for the plan:

Pursuing Excellence, Fostering Leadership, Empowering Communities

This theme speaks to our institutional commitment to Excellence, our commitment to Leadership, and our commitment to Communities.

Over the next 5 years, we will devote our energies and resources to strengthening and further operationalizing these commitments.

Why do we plan?
To revisit our mission; not necessarily to change it, but rather to clarify and reaffirm it. In the process, we had to think about those areas in which we have particular strengths and areas in which we need improvement. We had to rethink our concept of “Community,” take stock of our resources and their limitations. Ultimately, we wanted to construct a Collective Vision, a statement of our aspirations for the future. And, of course, in order to achieve this vision, we needed to identify a set of concrete goals, and, then, the most difficult part of all, begin to establish priorities.

All of our deliberations were guided by 3 principles:
Openness  Transparency  Broad Participation

Steering Committee (24 faculty, staff, students from across the campus)
150 volunteers identified goals, strategic initiatives, action steps to inform the Plan
3 Town Hall meetings, characterized by rich, interactive dialogue (videotaped & on web)
Met at least once with every major committee on campus
Pappas Group conducted e-surveys, focus groups, and individual interviews (100’s)
Drafts posted on our web page, with a button for providing input, and updates
Community involvement (e.g. President’s Community Leadership Forum)

What is Southern's Mission? (Mission=Who we are and what we do)
• Intentionally diverse, public, comprehensive university
• Committed to excellence, access, social justice, and service to the public good
• Student success is our highest priority
• Southern leads the CSUS in graduate studies and produces the largest numbers of graduates in Education, Health/Life Sciences, Social/Public services, but believes strongly that liberal arts and sciences must provide a foundation
• Southern is teaching-intensive, but research inspired
• We produce graduates prepared for full participation and impassioned, ethical leadership in our rapidly changing global society

Our Mission Statement rests on the bedrock of our Core Values
• Excellence: exemplary, distinguished performance
• Student Success: Belief that all students can achieve
• Community Involvement: contributing to the community and using as living laboratory
• Diversity: respecting and celebrating all people and cultures for their contributions
• Access: providing opportunities by eliminating barriers to full participation
• Life-long Learning

With the Mission Statement and Cores Values as a backdrop, What is Our Collective Vision?
• Southern will become a national model as a university that exploits the synergies between scholarship and effective teaching.
• We will expand e-learning to increase access and engage students
• Become known for our best practices in energy conservation and environmental responsibility
• Further strengthen our outstanding graduate programs
• Help the state meet workforce needs, especially in Education, Nursing, Health/human services, Social/Public Services, STEM disciplines, Business
• Contribute to social justice by closing the achievement gap & health disparities
• Become a visible and invaluable resource to New Haven and the region

Out of 66 pages of suggested initiatives and action steps, we developed a set of Overarching Goals with 5-6 strategic initiatives associated with each goal. The most recent goal to be added to the Plan is TO PREPARE STUDENTS AND FACULTY FOR LIFE AND WORK IN A GLOBAL SOCIETY

Examples of Strategic Initiatives:
• Establish a Center for Teaching and Learning
• Develop and implement a First-Year Experience Program
• Create an Office of Community Engagement and Life-Long Learning
• Provide professional development opportunities for faculty and staff
• Inaugurate a One-Stop Student Information Center

Next Steps:
- Incorporating observations from the Employee Climate Surveys into the Plan
- Action Plans to be developed in each division of the University-Linked to Spending Plan
- Formation of a Strategic Planning Review Committee to monitor progress over time and to recommend changes or modifications.

ADJOURNMENT

Mr. Balducci moved to adjourn; Mr. Doyle seconded the motion and the meeting was adjourned at 11:10 a.m., with opportunity provided for faculty and students to address the Board following the conclusion of the Board meeting.

Respectfully submitted,

Theresa J. Eberhard-Asch, Secretary