



State of the University 2008–2011

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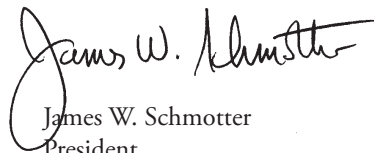
Introduction

This “State of the University” report covers the 2008-09, 2009-10, and 2010-11 academic years. It tells a story of significant accomplishment by faculty, staff and students and of continuing forward momentum. Grounded on the strategic vision our community adopted in 2007, Western Connecticut State University has continued to grow and improve by all measures: enrollment, student success, infrastructure development, academic quality, faculty achievement and external recognition and support. Through a number of strategic partnerships with local government, business and non-profit organizations, we have been especially successful in elevating the university’s role and visibility in the western Connecticut region.

These successes are especially noteworthy because they have occurred during periods of increasing financial constraint and uncertainty and of instability in the university’s senior leadership. Both of these realities have held the potential to impede our progress, but they have not. Through the affirmation of a culture of transparency and common purpose, the members of our university community have faced the challenges of these years together. Guided by our vision and strategic plan, we have continued to place primary importance on the experiences and success of our students. Employing discipline in following this vision and plan, difficult decisions about staffing and budgets have been made. Colleagues have stepped up to take on new responsibilities or alter traditional practices to address the requirements of a changing environment. In a time of great uncertainty, possible cynicism and even fear, morale at WCSU has remained solid. Our community understands the importance of our work—creating the future of Connecticut, the nation and the world. All, from maintenance staff to senior professors, act on this every day.

This report provides highlights of notable events at WCSU by year, presents illustrations of progress on the six themes of our strategic plan and describes some of the most compelling issues we will face in the future. It also includes information on university finances, enrollment trends, development results and the president’s professional activities.

Despite current challenges, Western’s journey to higher levels of academic excellence and contribution to the good of our state, nation and world continues unabated. It is an honor to share with our readers the outstanding results of the work of so many dedicated colleagues, vibrant students and energized university friends.



James W. Schmotter
President
August 2011

Spring 2008

- Ed.D. in Instructional Leadership accredited by Department of Higher Education
- M.A.T. in Secondary Education approved by Department of Higher Education
- WCSU joins Hispanic Association of Colleges and Universities
- Completion of campus-wide wireless installation
- New partnership established with City of Danbury for Ives Concert Park
- “One Book, One Community” initiative launched
- Martin Luther King Day Celebration features Carlotta Walls Lanier, member of Little Rock Nine
- President’s Lecture Series features Yale Professor Amy Chua
- Music Department Chair Daniel Goble tours North Korea with New York Philharmonic
- WCSU wins “Project Impact” grant from Nellie Mae Foundation to foster student success
- Attorney General Richard Blumenthal gives address at Graduate Commencement
- Honorary degree awarded to Ethan Allen CEO Farooq Kathwari at Undergraduate Commencement

2008-2009

- Renovation of Fairfield Hall
- WCSU’s fifth-year NEASC report formally accepted with compliments on assessment efforts
- “One Book, One Community” common read program features Jhumpa Lahiri’s *The Namesake*
- \$12.1 million in CSUS 2020 funding approved for design of Visual and Performing Arts facility
- Instructional Technology Center opens in Haas Library
- WCSU opera students perform at Carnegie Hall as chorus for “The Tsar’s Bride”
- President’s Lecture Series features filmmaker Mira Nair
- 35th anniversary of campus radio station WXCI
- Professor Christopher Kukk spends year in Estonia as Fulbright Fellow
- Professor Daryle Brown wins Josephine Dolan Award for contribution to the nursing profession
- Music major Stefan Price wins Fulbright Scholarship to France
- Online admissions application process implemented
- Consistent signage for both Midtown and Westside Campuses improves access to WCSU community
- Commissioner of Higher Education Michael Meotti gives address at Graduate Commencement
- Author and nationally acclaimed journalist Jonathan Alter awarded honorary degree at Undergraduate Commencement

2009-2010

- Education Department gains full NCATE accreditation of all programs
- Ancell School of Business approved to apply for AACSB accreditation
- Housatonic Council for the Arts honors WCSU for contributions to the region’s cultural life
- Naugatuck Valley Community College offers courses at WCSU through institutional partnership
- Hancock Student Leadership Program launched
- Union Savings Bank funds Institute for Financial Literacy
- Private contributions to WCSU Foundation increase by 27% over FY09
- Bridges Program receives federal earmark as well as line item support in state budget
- Women’s Basketball wins Little East Conference tournament and advances to second round of NCAAs

- Veteran's Center opens in Midtown Campus Center
- Young Writers Camp and Summer Exploratory Program added to Bridges Program
- 100% of graduating WCSU nursing students pass NYCLEX exam on first try
- Music programs' accreditation reaffirmed by National Association of Schools of Music
- WCSU hosts second "Tri-State Weather Conference"
- First "Community Health Report Card" published in partnership with United Way and Danbury Hospital
- "One Book, One Community" features Michael Greenberg's *Hurry Down Sunshine*
- Nobel Laureate Berrien Moore speaks on climate change in "Science at Night" series
- Astronaut Storey Musgrave gives President's Lecture in association with celebration of 25th anniversary of construction of Hubble Telescope
- Professor Theodora Pinou wins CSUS Trustees' Research Award
- Anthropology student Ashley Hyde wins Fulbright Scholarship to Jamaica
- Men's and Women's Tennis teams win Little East Conference Championships
- B.A. in Musical Theatre program approved by Department of Higher Education
- Connecticut Girl Scouts President Jennifer Smith Turner gives Graduate Commencement address
- Entertainer Wyclef Jean awarded honorary degree at Undergraduate Commencement along with \$20,000 raised by university community through "WCSU Hearts Haiti" campaign

2010-2011

- Paul Reis appointed Vice President for Finance and Administration
- \$68 million in CSUS 2020 funding approved for construction of Visual and Performing Arts facility
- Acquisition of 190 White Street property; de-acquisition of Danbury Armory
- Bridges Program receives six-figure funding from corporate partnerships including Praxair and Pitney Bowes
- Jane Goodall Institute's Roots and Shoots Program holds national training summit at WCSU
- Dr. Mel Goldstein, Professor Emeritus and WTNH personality, gives President's Lecture
- Inaugural poet Elizabeth Alexander and prize-winning author Sherman Alexie address diversity issues in popular lectures
- Team of Ansell School MBA students wins national competition to design education program for AARP
- Theatre student Matt Bagley wins Kennedy Center Irene Ryan Prize for Acting
- Melissa Teel of the Women's Basketball Team named an All-American
- "One Book, One Community" features Tim O'Brien's *The Things They Carried*
- Professor Galina Bakhtiarova wins CSUS Trustees' Teaching Award
- Sister Helen Prejean, author of *Dead Man Walking*, addresses death penalty issues as part of Honors Program course
- Women's Basketball wins Little East Championship and advances to second round of NCAAs
- Men's basketball and women's soccer and softball all qualify for NCAA championship play
- President James Schmotter hosts weekly interview show ("My WCSU") on WXCI radio
- Music Dept. Chair Daniel Goble named Dean of the School of Visual and Performing Arts
- Dr. Jane McBride Gates of Savannah State University named Provost and Vice President for Academic Affairs
- WCSU forms partnership with Do Ngak Kuphen Ling Buddhist Center in Redding, CT, to plan for 2012 visit of Dalai Lama to our campus
- Praxair CEO Steve Angel gives address at Graduate Commencement
- Former New York Knicks star Allan Houston awarded honorary degree at Undergraduate Commencement
- Political Science and History student Kevin Gaughen wins Fulbright Scholarship to Estonia

Western's Strategic Vision, the foundation for the Strategic Plan that the University Senate unanimously approved in March 2007, continues to guide all aspects of the university's development. The vision reads:

“Western Connecticut State University capitalizes on its **outstanding faculty** and its **location** in the greater New York metropolitan area to create a **diverse university community** that—in its range of **quality academic programs** and in its enriching and supportive **student-focused environment**—is characteristic of New England's best small private universities, but with **much more affordable costs.**”

The vision has established WCSU's differentiated identity among the state's public universities – *“Connecticut's public university for high quality fine arts and professional programs on a strong arts and sciences foundation.”* This identity has helped produce steadily growing enrollment, increased admissions selectivity and significant gains in student retention and graduation rates. WCSU's vision has become the common language of our university community. Its priorities constitute the vocabulary through which faculty, staff and students establish goals and describe progress.

WCSU's strategic planning process has been designed to realize this vision, with particular attention to the six themes underlined in bold type face. Over the past four years, the plan has guided university priorities in periods of both expansion and contraction. It has provided a template that both senior management and faculty leadership have applied in allocating resources and approving new initiatives. Unlike many strategic plans that end up gathering dust on seldom-visited shelves, Western's plan is a living document. Behind this vitality lies an organizational framework that has marshaled human and intellectual resources behind the plan's actualization.

Eight Implementation Teams hold primary responsibility for incorporating the direction of the Strategic Plan into university operations. These teams include Academic Affairs, Diversity, Enrollment Management, Facilities, Finance, Institutional Identity/Marketing, Student Engagement and Information Technology. These groups are comprised primarily with faculty and staff with operational responsibility in the areas in question; it is not a parallel structure to the university's organization. The groups report periodically to the President's Advisory and Coordination Committee (PACC), which includes representatives from senior administration, AAUP, SUOAF and the University Planning and Budgeting Committee (UPBC). Each semester, the PACC and Implementation Teams meet to assess progress on the plan. These assessments are then shared with the university community via the WCSU website and other venues.

The Strategic Plan's ongoing viability is also evident in its use as a template for university dialogue through department, school and divisional annual reports, through personal self-evaluations of senior staff, through its employment in the evaluation of new academic programs or initiatives by the UPBC, and through ongoing decisions about student services, facilities, and interactions with external constituents.

Examples of the results of such dialogues include the expansion of public meeting space on both campuses to expand opportunities for informal interaction, which speaks to our student-focused environment theme; the development of a new Musical Theatre major, which capitalizes on our high quality programs in theatre and music; and the development of

partnerships with the City of Danbury, Danbury and Bethel Public Schools, the United Way of Western Connecticut and Danbury Hospital—all of which capitalize on the resources of WCSU's location to produce beneficial results.

Western's Strategic Vision and Plan have become especially important since 2008. As state support for public higher education has declined, difficult decisions have ensued about how to employ limited financial resources. To respond to these challenges, widespread public dialogue has occurred across the campus, grounded always on our vision and plan. From these conversations a consensus on three institutional priorities has emerged to guide our difficult decisions. These priorities, which have informed decision-making for three fiscal years are:

- To do all we can to minimize negative impact on students' educational progress;
- To keep Western's regular workforce intact to whatever degree possible;
- To follow the six strategic themes of our vision in all decisions we make.

In practice, following these priorities has meant a focus on instruction and academic programs. While fulltime tenure-track faculty growth has not kept up with burgeoning enrollment, we have acted purposefully to invest in instructional faculty. We have absorbed reductions in state support through reallocation of funds obtained from administrative vacancies. Over the past five years, numbers in all employment categories aside from instructional faculty have decreased. This strategy has presented challenges to our dedicated administrative, clerical and support staff, but all have internalized the plan's priorities. Though creativity, commitment and discipline in following our plan, Western has enjoyed four years of continuing momentum in terms of student success, faculty achievement, infrastructure growth, and operational efficiency. Illustrations of the individual achievements and accomplishments that constitute this momentum follow, organized along the lines of the strategic plan's eight themes.

This theme focuses on the quality and achievements of our teaching faculty.

Scholarship and Research

- Dr. Burton Peretti, History, *Lift Every Voice: The History of African American Music* (2008)
- Dr. Alex Standish, Social Sciences, *Global Perspectives in the Geography Curriculum: Reviewing the Moral Case for Geography* (2008)
- Dr. Marcy May, History, *Women's Roles in the Twentieth Century* (2009)
- Dr. Kevin Gutzman, History, *Who Killed the Constitution: The Fate of American Liberty from World War I to George W. Bush* (2008)
- Dr. Shouhua Qi, English, *The Pearl Jacket and Other Stories* (2008); *China Complex: From the Sublime to the Absurd on the U.S.-China Scene, Nonfiction and Fiction* (2009)
- Dr. Brian Clements, Writing, *Disappointed Psalms* (2008); *An Introduction to the Prose Poem* (2009); *And Now to End It* (2010)
- Dr. Nicholas Gallucci, Psychology, *Sport Psychology: Performance Enhancement, Performance Inhibition, Individuals and Teams* (2008)
- Dr. Karen Daley, Nursing, *Simulation Scenarios for Nurse Educators: Making It Real* (2009)
- Dr. Wynn Gadkar-Wilcox, History, *Vietnam and the West: New Approaches* (2010)
- Dr. Heather Levy, English, *The Servants of Desire: Reading Virginia Woolf's Shorter Fiction* (2010)
- Dr. Edward Hagan, Writing, *Good Yeats and O'Neill: Farce in Contemporary Irish and Irish American Narratives* (2010)

Articles and Monographs

- Dr. Terrence Dwyer, Justice and Law Administration, "A Delicate Balance: Immigration Enforcement, Homeland Security and Policing in the United States," *Journal of Ethics in Policing* (2009)
- Drs. Frederick Tesch and Frederick Maidment, Management, "Strategic Organizational Diversity: A Model?" *International Journal of Diversity in Organizations, Communities and Nations* (2009)
- Dr. John Cronin, Marketing, "Upgrading to Web 2.0: An Experimental Project to Build a Marketing Wiki," *The Journal of Marketing Education* (2009)
- Dr. Galina Bakhtiarova, World Languages, "The Iconography of the Catalan Habanera: Indianos, Mulatas and Postmodern Emblems of Cultural Identity," *Music in Art* (2010)
- Dr. Edward Duncanson, Education, "The Challenge of Personalization in a Science Classroom," *The Science Teachers Bulletin* (2009)
- Dr. Gregory Jin, Management, and Dr. Ronald Drozdenko, Marketing, "Relationship among Organizational Core Values, Ethics, Corporate Social Responsibility and Corporate Performance," *Journal of Business Ethics* (2009)
- Dr. Frederick Maidment, Management, "What the Unemployment Rate Really Is" *Journal of Human Resource Education* (2010)
- Dr. Shane Murphy, Psychology, "Video Games, Competition and Exercise: A New Opportunity for Sports Psychologists?" *The Sport Psychologist* (2009)
- Dr. Robert Veneziano, Social Work, "Social Work Students' Perceptions of Fathers and Mother's Warmth and Control: Implications for Pedagogy and Research," *Journal of Baccalaureate Social Work Education* (2010)
- Dr. Laurel Halloran, Nursing, "Risky Business: Working with High-Risk Teens to Foster Resilience," *The Journal for Nurse Practitioners* (2010)
- Dr. Anne Roberts, Chemistry, "Observations of a Chemically Labile, Noncovalent Enzyme Intermediate in the Reaction of Metal-dependent Aquifex Pyrophilus KDO8PSby

- Time-Resolved Mass Spectrometry,” *Rapid Communication in Mass Spectrometry* (2010)
- Dr. Thomas Philbrick, Biology, “Phylogeny of the Clusioid Clade (Malpighiales): Evidence from the Plastid and Mitochondrial Genomes,” *American Journal of Botany* (2010)
- Dr. Cigdem Usekes, English, “The New Desdemona: The White Liberal Woman in African American Drama,” *Philological Review* (2010)

Grants

- WCSU Department of Nursing, \$350,000 Connecticut State Workforce Shortage grant (2010); \$220,000 Fund for the Improvement of Postsecondary Education grant (2010).
- Dr. Eric Lewis, Music, National Endowment for the Humanities grant for a residency by the Manhattan String Quartet at WCSU (2010)
- Dr. Theodora Pinou, Biology, \$250,000 grant from Connecticut State Department of Education, Bureau of Teaching and Learning-Mathematics and Science Partnership (2008-2010); \$25,000 grant from Connecticut Department of Transportation (2010); \$147,000 grant from National Oceanographic and Atmospheric Administration (2010)
- Dr. Abbey Zink, Writing, \$31,000 Connecticut State Department of Higher Education (2010); \$100,000 grant from U.S. Department of Justice (2010)—both for “Building a Bridge to Improve Student Success” initiative
- Drs. Thomas Lonergan, Biology, and Yu-Fong Yen, Chemistry, \$98,000 grant for nanotechnology research from U. S. Department of Energy (2010)

Initiatives

- Tri-State Weather Conferences: Mr. Gary Lessor and Dr. Albert Owino organized the Second and Third Tri-State Weather Conferences, which brought more than a hundred professional meteorologists and scholars from the northeast to WCSU for keynote addresses and workshops on weather prediction. (2008 and 2010).
- WestConn Jazz Festival: Each spring, Director of Jazz Studies Professor Jamie Begian and his colleagues bring currently popular jazz performers and legends of the genre to WCSU for a weekend of individualized instruction, master classes and concerts. The program attracts not only Western music students and jazz fans, but also combos from middle and high schools across the state. Performers in this series have included Maria Schneider, Benny Golson, David Liebman, Chick Corea, Danilo Perez, and Cedar Walton.
- Honors Program Course on the Death Penalty: Working with Honors Program Director Dr. Christopher Kukk, Dr. George Kain and Dr. Terence Dwyer, Justice and Law Administration, invited many of the most notable participants in the debate over the death penalty to campus over the 2011 Spring Semester. The climax of the series was a moving, standing-room-only presentation by Sister Helen Prejean, author of *Dead Man Walking*.
- Summer study in Spain: Dr. Galina Bakhtiarova, World Languages, developed with help from the initial round of President’s Initiatives funding a Summer Session course that takes WCSU students to Spain to earn academic credit in Spanish and Art or History. The course is now in its fourth year of successful operation.
- Theatre in Scotland: Theatre Arts faculty colleagues have continued their tradition of taking a troupe of student actors to perform at the Fringe Festival in Edinburg, Scotland. The past two trips have presented well-reviewed productions of *Romeo and Juliet* and Chekhov’s *The Three Sisters*. Western is one of only a handful of university theatre programs that appear in this overwhelmingly professional venue.
- MFA Student Art Shows: Professor Margaret Grimes annually organizes two exhibitions of the work of students in the Master of Fine Arts in Painting and Illustration Program. One of these is installed in the WCSU Art Gallery in Higgins and the other at a gallery in Lower Manhattan. The latter show, which usually hangs for five weeks in the summer, provides valuable professional exposure for our students’ work.

- MBA case writing on China and India: Under the direction of Dr. Karen Koza, Marketing, teams of Ansell School MBA students have developed business case studies on doing business in the world's two fastest growing economies. In China, work has focused on business practices and export policy for Yutong, the nation's third largest bus manufacturer. In India, cases have examined the challenges faced by Staples, Inc. in entering the Indian office products market. Ansell School students have won awards in national case competitions for their work in this area.

Awards

- Dr. Theresa Canada, Education, recipient of CWEALF "Educator of the Year" Award
- Dr. Frederick Maidment, Management, recipient of award for outstanding pedagogy in entrepreneurship from United States Association for Small Business and Entrepreneurship
- Dr. Daryle Brown, Nursing, recipient of Josephine Dolan Award as Connecticut's Premier Nurse Educator from the Connecticut Nurses Association
- Dr. Marcia Delcourt, Education, "Woman of Achievement" award from WCSU chapter of Delta Kappa Gamma
- Professor Elizabeth Popiel, Theatre Arts, three Emmy awards for set design work on Weekend Edition of "Good Morning America"
- Dr. Theodora Pinou, Biology, CSUS Trustees Research Award
- Professor Jamie Begian, Music, American Society of Composers, Authors and Publishers Plus Award
- Dr. Karen Crouse, Nursing, Connecticut Nurses Association President's Award
- Dr. Galina Bakhtiarova, World Languages and Literature, CSUS Trustees Teaching Award
- Dr. Kevin Isaacs, Music, recipient of "Choral Director of the Year" award from the Connecticut Chapter of the American Choral Society
- Dr. Christopher Kukk, Political Science, one of 24 participants selected nationally for "Water Here and There" International Fellows Program
- Dr. Anam Govardhan, English, Fulbright Fellowship to Vellore Institute of Technology, India
- Dr. Christopher Kukk, Political Science, Fulbright Fellowship to University of Tartu, Estonia
- Dr. Paul Hines, Chemistry, Special Honor by Northeast Association of Advisors for the Health Professions for lifetime service

Leadership in Professional Associations

- Dr. Edward O'Hara, University Libraries, elected to Executive Board of the Connecticut Library Association (2009)
- Dr. Marie Wright, Management Information Systems, elected to American Board of Information Security and Computing Forensics and serves as a member of the National Science Foundation National Visiting Committee for the CyberWatch Regional Center
- Dr. Robert Veneziano, Social Work, elected president of International Society for Interpersonal Acceptance and Rejection (2010)
- Dr. Wesley Ball, Music, serves on the Board of Directors of the Connecticut Music Educators Association (2009)
- Dr. Daryle Brown, Nursing, serves on the House of Delegates for the American Nurses Association (2009)
- Dr. Frank Herbert, Theatre Arts, serves on Board of Housatonic Valley Cultural Alliance (2009)
- Dr. Norine Jalbert, Psychology, elected Treasurer of the Eastern Psychological Association (2010) and National President-Elect of the Society for the Teaching of Psychology (2011)

Goals & Progress

- Dr. George Kain, Justice and Law Administration, serves on Board of Directors of the Connecticut Network to Abolish the Death Penalty and on the Board of Directors of the Police Commissioners Association of Connecticut (2010)
- Dr. Truman Keys, Communication, serves as Vice Chair of the National Communication Association's Black Caucus (2010)
- Dr. Frederick Maidment, Management, serves on the Board of the Connecticut Consortium of Entrepreneurship Educators (2010)
- Dr. Margaret Murray, English, elected President of the Edith Wharton Society (2010)
- Dr. Margaret Astrup, Music, serves as a Director of the Connecticut National Association of Teachers of Singing (2010)
- Dr. Marcia Delcourt, Education, serves on the Leadership Council of the National Association for Gifted Children (2011)
- Dr. Ruth Gyure, Biology, elected Chair of Division W (Education) of the American Society of Microbiology (2010)
- Mr. Vijay Nair, University Libraries, elected President of the American Association of University Professors for the Connecticut State University System (2010)
- Dr. Abbey Zink, Interim Dean, Arts and Sciences, serves on the Committee on Comprehensive Universities for the Council of Colleges of Arts and Sciences (2011)

This theme refers to the ways in which WCSU capitalizes on its location to create notable opportunities for student learning and service to our external communities.

Speakers on Campus

- Humanitarian and environmental activist Jane Goodall (annually)
- Little Rock Nine member Carlotta Walls Lanier, Martin Luther King, Jr. Celebration (2008)
- Film maker Mira Nair (*The Namesake*, *Mississippi Masala*, *Vanity Fair*), President's Lecture (2008)
- Yale Professor Amy Chua (*World on Fire*, *Day of Empire*) President's Lecture (2009)
- Astronaut Storey Musgrave, President's Lecture (2010)
- Film producer and philanthropist Abigail Disney (*Pray the Devil Back to Hell*) (2009)
- Newsweek journalist and author Jonathan Alter (2009)
- Author Eric Metaxas (*Bonhoeffer: Pastor. Martyr. Prophet. Spy.*) (2010)
- Author Michael Greenberg (*Hurry Down Sunshine*) (2009)
- Musician and philanthropist Wyclef Jean (2010)
- Actress and social activist Ruby Dee, Martin Luther King Celebration (2009)
- Professor Darius Rejali, nationally recognized expert on government torture (2008)
- Author Luong Ung (*First They Killed My Father: A Daughter of Cambodia Remembers*) (2008)
- Author Jhumpa Lahiri (*The Namesake*) (2008)
- Ethan Allen CEO Farooq Kathwari (2008)
- Connecticut Attorney General Richard Blumenthal (2008)
- Connie Napier and Spann Watson, members of the WWII "Tuskegee Airmen" (2008)
- Author Tim O'Brien (*The Things They Carried*) (2010)
- Author Sherman Alexie (*The Absolute True Diary of a Part-Time Indian*) (2011)
- Inaugural Poet Elizabeth Alexander (2011)
- Meteorologist and TV personality Dr. Mel Goldstein (2011)
- Social activist and author Sister Helen Prejean (*Dead Man Walking*) (2011)
- Sculptor Alice Aycock (2011)
- Praxair CEO Steve Angel (2011)
- Stew Leonard's CEO Stew Leonard, Jr. (2011)
- New York Knicks star and philanthropist Allan Houston (2011)

Community Partnerships

One Book One Community — For the past four years, Western has partnered with the Danbury Public Schools and Danbury Library to develop a "common read" program that focuses the intellectual energy of our students and the community through reading and discussions of one book. In 2010, the Federal Corrections Institution in Danbury joined the program, and in 2011, the Wooster School became a partner as well. The three-month program includes a series of discussions, films and activities emerging from themes in the books read. Thousands of community members and students participate. Its culmination is a visit by the author to conduct workshops at Danbury Schools and Western and to present a public lecture – usually to a standing room only crowd. Books read have included Jhumpa Lahiri's *The Namesake*, Michael Greenberg's *Hurry Down Sunshine*, and Tim O'Brien's *The Things They Carried*. In 2011, the program will focus on Doug Fine's *Farewell My Subaru*.

Community Health Report Card — In partnership with Danbury Hospital, the City of Danbury and the United Way of Western Connecticut, faculty and students from Western's Health Promotion and Exercise Science Department have collected and published a report on the status of the region's cities and towns on 40 health indicators. Published

biannually, this report provides information relevant for both economic development and social policy debates. It has proven especially valuable to the region's social service agencies in their work on program development and assessment of progress.

Ives Concert Park — The partnership of Western with the Ives Concert Park, a City of Danbury public authority, continues to provide important cultural contributions to the region. This partnership has both reversed the financial decline of this 3,500 seat outdoor concert venue and increased variety in its programming. Beyond the large concert acts that have traditionally performed at the Ives over the years, the venue now offers music and theatre productions by WCSU faculty and students, including children's theatre and the Ives Concert Orchestra. In addition the park is now used by community groups for civic events and celebrations such as the Ecuadorian Cultural Festival, the Irish Festival, and the annual Fall Family Festival. WCSU's president and Danbury's mayor concluded this partnership, and four WCSU staff are members of the Ives Concert Park Board.

Connecticut Film Festival — Western was an active partner in the initial locating of the Connecticut Film Festival. In its first two years, the Festival utilized WCSU space for film showings and social gatherings. Because of funding issues, the festival in 2010 moved away from Danbury.

Nutmeg State Games — In 2008 and 2009, Western was one of the hosting sites for the annual Nutmeg State Games. Professor Jody Rajcula, Health Promotion and Exercise Science, was the co-chair of this program, which brought thousands of amateur athletes to Danbury. Many of Western's athletic venues were used for competition during the weeklong event.

Greater Danbury Nonprofit Resources Center/United Way of Western Connecticut — Western provides secure server space and web support for this non-profit capacity building organization's information technology service. This service provides outsourced IT support for non-profit agencies, thus reducing overhead and increasing organizational efficiency.

Celebration of 25th Anniversary of Hubble Telescope — In 2010, Western partnered with Hamilton Sundstran, Goodrich, and NASA to commemorate the building, in Danbury, of the Hubble Telescope. The week-long event featured various workshops and panels geared to increase interest in science and technology, included an IMAX film on the Hubble Telescope, and culminated with a lecture by Astronaut Storey Musgrave, who worked on the Hubble in space.

Candlewood and Kenosia Lake Partnerships — Drs. Thomas Lonergan and Mitch Wagner, Biology, have partnered with the Candlewood Lake Authority to conduct applied research on European milfoil in the lake. This research provides a deeper scientific basis upon which to ground environmental and public policy actions designed to stem the growth of this invasive plant species. Dr. Theodora Pinou, Biology, has conducted, with support from the Connecticut Institute for Water Resources and the City of Danbury, research on low oxygen levels in Kenosia Lake on Danbury's west side.

Small Business Administration — WCSU's Ansell School of Business continued its support of the state-wide SBA Small Business Development Center, hosting a satellite office which provided business assistance to local residents. The university also hosted and co-sponsored a number of seminars for small business owners and aspiring entrepreneurs with the SBA and the Greater Danbury Chamber of Commerce.

Expansion of Partnership with Naugatuck Valley Community College — As part WCSU's ongoing collaboration, classroom space has been made available to NVCC at non-peak times to offer non-competing courses to Danbury area residents. This partnership further augments the strong articulation agreements that the two institutions have concluded.

Nursing Collaboration — WCSU's Nursing faculty has developed a cohort RN to BSN completion program for nurses on site at Danbury Hospital.

Other Initiatives Taking Advantage of Danbury's Location

- WCSU Theatre students perform annually in a Manhattan "Broadway Showcase," which provides experience of New York theatre world.
- MFA in Painting and Illustration students annually mount exhibit of their work at a gallery in SoHo in Manhattan, providing both experience in the New York visual arts community and opportunities for wider viewing of their work.
- History Professor John Leopold offers "History of New York" course that includes numerous visits to historical sites in the city's five boroughs.
- Dr. Christopher Kukk and Catholic Chaplain Fr. Michael Lasky took Honors Program students to UN as part of course on nuclear non-proliferation; visit includes discussions with top UN personnel and citizen activists including the Bishop of Nagasaki, Japan.
- English Department faculty offer a "Road Scholars" course that includes visits to physical locations involved in the lives of important American writers – from Emily Dickinson's home in Northampton, MA, to the sites of the Harlem Renaissance.
- Annual trips to New York museums and art galleries are standard elements of courses in fine arts and world languages.
- WCSU Alumni Programming takes advantage of our location through events such as group boat trips around Manhattan, Yankees and Mets games, and visits to other regional sites such as the Culinary Institute of America and Mohonk Mountain House

This theme demonstrates how WCSU strives to make a commitment to a diverse community an institutional comparative advantage.

Annual Multicultural Fair — Beginning in 2009, a well-attended Multicultural Fair has been held on WCSU's Midtown Campus each May. Originally a partnership between the university and Danbury Children's First, in 2010 the event was taken over by IMPACT, a Western student club dedicated to fostering multicultural understanding. The fair includes performances by representatives of Danbury's many diverse ethnic groups and is well attended by community members.

Diversity Speakers Series — The Office of Multicultural Affairs and Affirmative Action annually brings to campus a range of speakers on important diversity issues. Some of those in recent years include:

- Actor and social activist Ruby Dee
- Little Rock Nine member Carlotta Walls Lanier
- Author Sherman Alexie
- Inaugural poet and Yale professor Elizabeth Alexander
- Diversity consultant Maura Cullen
- "Tres Vidas" theatre ensemble
- Yale professor and gender scholar Kenji Yoshino
- Cambodian genocide survivor Loung Ung

Coursework on Diversity — The Department of World Languages offered a course entitled "Latino Cultures in Connecticut" which included interviews with leaders of the local Latino community and the creation of websites and Wikis to serve this constituent group. The Master of Arts in Teaching program offered a new course, "The Urban Experience," which entails field service in agencies serving this population.

International Diversity in the Community — Programs in this realm have included two visits by a Greek Theatre troupe presenting classical drama as well as workshops for theatre and humanities students. Annually a group of 30 to 40 high school students from Ingelheim, Germany participates in a two week program of study and day trips conducted by WCSU faculty from History and World Languages. In 2010, Dr. Christopher Kukkk team taught a synchronous video course on nuclear non-proliferation with the Geneva School of Diplomacy. Students and faculty from both Western and Switzerland meet via teleconference once a week in this innovative collaboration. Dr. Karen Koza, Marketing, regularly includes direct synchronous contact with business firms and partner institutions in China and India in project-oriented courses she directs.

ConnCAP and Upward Bound — Strong grant support from the State of Connecticut maintains these successful summer programs, which prepare students for college coursework. These programs enable students from historically underrepresented groups to hone their academic skills, experience the university environment, and elevate their confidence about future educational aspirations.

Western in the Diverse Danbury Community — Both formal and informal outreach to Danbury's predominant ethnic communities continues. Strong ties with the local Indian community were forged in the One Book One Community read of *The Namesake*, a story of the immigrant experience of that group. WCSU continues to host the weekend Hua Xia Chinese Cultural School. The university also collaborates actively each year with the local African-American community to stage compelling events to celebrate the legacy of Dr. Martin Luther King, Jr. Through the student club IMPACT and other

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efforts, WCSU has reached out to Danbury's growing Hispanic community. Bi-lingual guides are now always present at major admissions events, university staff are members of the board of the local Latino Scholarship Fund, and WCSU's president and other senior leadership were public supporters of the Connecticut DREAM Act signed by Governor Malloy in June 2011. The 2009 One Book One Community (*Hurry Down Sunshine*) increased campus-wide awareness of the causes and effects of mental illness.

Potentially disruptive incidents concerning diversity have regularly been turned into learning opportunities. For example, the appearance of swastikas in a university parking garage became an occasion for a public forum on that symbol's history and meaning. And the national attention to the arrest of Harvard Professor Henry Louis Gates in his own home led to a well-attended panel discussion featuring leaders of the local African American and law enforcement communities.

Another expression of the university community was the grassroots development of a fundraising campaign during spring 2010 to provide support to the people of earthquake ravaged Haiti. This campaign raised \$20,000, which was presented to the charity of artist Wyclef Jean when he spoke at our 2010 Undergraduate Commencement.

President's Initiatives Grants Program – Phase Two (2008-2010) — The second phase of the President's Initiatives focused on projects or initiatives that would capitalize on “the learning experiences that differences create.” Among the projects funded were lecture and music series, a program to learn about human conditions through the lens of the United Nations, development of a public television series that will focus on differences, demonstrating to students the diversity of the Danbury community by visiting neighborhoods and sampling ethnic cuisine at local eateries, and a one-on-one mathematics mentoring program with local school children.

National Survey of Student Engagement Results (NSSE) — Annual results from the NSSE show that WCSU students consistently demonstrate that a high percentage of WCSU students indicate that they have had “interactions with students from other cultures” in their experience here. This is a quantitative reflection of our progress in creating a diverse, welcoming community.

This theme reflects the array and quality of the programs and individual course offerings that define our academic mission.

New Academic Programs

Over the past four years WCSU faculty have conceived and delivered a number of new academic programs that draw upon the university's comparative advantages and address workforce needs in the state. These include:

- The new B.A. in Musical Theatre, which takes advantage of historical strengths in theatre arts and music and draws upon WCSU's location close to New York City.
- The M.S. in Counselor Education program has expanded its credit hour requirement from 45 to 60 to better meet the needs of Connecticut's mental health workforce.
- The new Master of Arts in Teaching program is meeting workforce needs in the teaching of Mathematics, Biology and Spanish.
- New cohort RN to BSN programs in Nursing are being delivered at Danbury Hospital and in Waterbury.
- Through a collaboration with Central Connecticut State University, the Ed.D. in Instructional Leadership program now offers the 092 Administrative Certification, an option desired by a number of current doctoral students.
- Two years of development work have gone into the development of a collaborative Ed.D. in Nursing Education with Southern Connecticut State University. This proposal currently awaits approval by the Department of Higher Education.

Accreditation

Western views professional and field accreditation in individual disciplines as a gauge of quality and actively encourages and supports these efforts of continuous improvement. Activity on this front in the period covered by this report includes the following:

- Nursing received full ten-year reaffirmation of accreditation from the Council of Collegiate Schools of Nursing in 2010.
- Music received full reaffirmation of accreditation from the National Association of Schools of Music in 2011.
- All Education programs received initial accreditation from the National Council of American Teacher Education in 2010.
- Counseling and Counseling Psychology received recommendation of full reaffirmation of accreditation from the Council for Accreditation in Counseling and Related Educational Programs in 2011.
- The Ansell School of Business received approval to proceed with its application for accreditation from AACSB International: The Association to Advance Collegiate Schools of Business in 2009.
- Social Work is preparing for what is expected to be a successful reaffirmation visit in 2011, and both Art and Theatre Arts have brought consultants to campus to help prepare them to pursue national accreditation in their fields.
- The university is beginning the preparation for its 2013 visit by a team from the New England Association of Schools and Colleges. A Steering Committee and standards chairs have been assigned to begin the process in FY12 of writing an institutional self-study.

School of Visual and Performing Arts

The development of Western's newest academic unit continues. Landmarks over its first four years include the planning and design of its new instructional facility, funding for which was approved in February 2011. Faculty and staff have worked closely and collaboratively with Department of Public Works officials and architects to create a truly exciting teaching environment. Groundbreaking on this \$97 million structure is scheduled for October 2011. In May 2011, Dr. Daniel Goble, Chair of WCSU's Music Department, was selected as dean

through a competitive national search. Students in the school continue to win awards, most notably in the Kennedy Center's student theatrical competition, where in 2011 Matt Bagley ('11) won the prestigious Irene Ryan Prize for Acting. The new facility and the addition of new faculty to replace a spate of retirement's promises to transform further our already notable academic accomplishments in the fine arts.

Building a Bridge to Improve Student Success

The success of the "Bridges" collaboration with Danbury and Bethel Schools has grown with each passing year. In the first year of its program, 61% of Bethel and Danbury students required remedial work in writing in college; 62% required remediation in mathematics. By the fifth year of the program, these percentages have dropped to 6% in writing and 28.9% in mathematics. The collaborative work of WCSU and Bethel and Danbury faculty have made "Bridges" a national model that has attracted significant funding from state, federal and corporate sources. In recent years, attention has turned to expanding this college readiness work outward into the sciences and downward into the middle grades. Examples of this expansion include the organization of an "Exploratory Academy" which brings students from Rogers Park Middle School in Danbury to campus for enrichment activities; a summer program for middle school students called "Camp College" which focuses on mathematics, biology, chemistry and writing; the development of Junior Meteorology Program and high school hurricane research center by WCSU's Weather Center; and the offering of a "Younger Writers Camp" each summer. Students from Western's Honors Program are also regularly tutoring Bethel and Danbury middle school students in mathematics and English. "Bridges" is one of the signature programs of WCSU; its further development and expansion are constrained only by resources.

Assessment

WCSU implemented a comprehensive assessment plan in response to the New England Association of Schools and Colleges (NEASC) 2004 reaccreditation report. NEASC accepted the university's most recent Fifth Year Interim Report in November 2008, and commended WCSU for progress made in implementing an assessment plan across academic units. The next NEASC accreditation visit is scheduled for Fall 2013. In May 2011, a Steering Committee was formed in preparation for the Self-Study.

All WCSU degree programs have plans for the assessment of student learning outcomes. Assessment data support the university's Academic Program Review Process. Of the 55 degree programs, 25 are in various stages of accreditation, including 15 currently accredited. All accredited programs require evidence of student learning. Of the 40 non-accredited programs, one has completed the program review process and 18 are scheduled to continue the process in 2011-12. Of the eleven remaining programs, two were recently approved by the Board of Governors for Higher Education (B.A. in Media Arts, and B.A. in Musical Theatre), and one involves individualized plans of study, each of which must be approved by the undergraduate curriculum committee (CUCAS).

There were two especially significant accomplishments in 2010-11:

- The Doctor of Education (Ed.D.) program in Instructional Leadership conducted a comprehensive assessment of its students, and the Master of Arts in Teaching (MAT) program in Secondary Education collected and analyzed data from its initial cohort.
- The Division of Student Affairs completed its three-year project to have all departments conduct self-studies using the national assessment standards developed by the Council for the Advancement of Standards (CAS). CAS is nationally recognized for its work in providing assessment standards specifically for departments that fall within the purview

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of Student Affairs. Each department director has formally presented their respective CAS findings to all of the directors. Every area now has an Action Plan based on their self-study analysis. Several departments worked with the office of Institutional Research and Assessment to design new measurement tools that focus on student learning.

Honors Program

WCSU's Honors Program now offers a variety of special benefits for our most academically talented students. These include theme-based courses team-taught by our most prominent faculty, grouped housing in Pinney Hall, and early registration privileges. Honors Program students are also provided special opportunities to interact in seminar settings with notable visiting speakers and guests. The program has reached new heights of participation, and has proven an effective admissions recruitment vehicle, attracting many top students (valedictorians, salutatorians) from the region's high school.

This theme reflects progress in pursuing and affirming the university's primary commitment to the interests of our students and their academic, professional and personal development.

Hancock Student Leadership Program (HSLP)

Dr. Averell Manes, Political Science, and Vice President for Student Affairs Walter Bernstein launched the HSLP, which provides focused leadership training and experiences annually for twenty WCSU students nominated by faculty. The program is endowed through a gift from Jason and Ellen Hancock.

Intercollegiate Athletics

Western teams continue to achieve success in NCAA Division III competition as a member of the Little East Conference for all sports except football (New Jersey Athletic Conference). In recent years, Women's Basketball has won two Little East championships and advanced three times to NCAA tournament play. Men's Basketball also received an NCAA bid in 2011. Women's Soccer and Softball have also made tournament appearances and both Men's and Women's Tennis won Little East championships in 2010. WCSU coaches have been recognized as Little East coach of the year in Men's Basketball, Women's Lacrosse, Softball, Women's Soccer, and Women's Basketball, where Coach Kim Rybczyk has for three years been so honored. Men's Basketball coach Bob Campbell won his 500th career game during the 2010-2011 season and was inducted into the Connecticut Basketball Hall of Fame.

Western student-athletes model the values of NCAA Division III with active involvement in community service projects and GPAs for the majority of teams above the mean for all WCSU students. In 2011, Melissa Teel won All-American honors in Women's Basketball and Danielle Basciano was named a second-team All American in Softball. Swimmer Francesca Testa served for two years as president of the Little East Conference Student Athletic Advisory Committee.

Fairfield Hall

Western's oldest residence hall received a total renovation during the 2008-2009 academic year. New floors and reconfigured rooms provide slightly more housing capacity, and public areas were refinished to their original elegance. To maximize utilization of rooms across campus, Fairfield, previously always an all female hall, reopened as a coed facility.

Utilization of Technology to Improve Students' Experience at WCSU

Various administrative offices have begun to employ social media to communicate more effectively with students, including the development of a mobile device friendly website. The Office of Financial Services (formerly Financial Aid) has improved technological access to the scholarship application process, and similar technological improvements have been made in student housing and billing. A new Instructional Technology Center in the Haas Library aids faculty in the adoption of new pedagogical approaches employing technology. Expanded support services for students' computing needs have been opened in residence hall, and the campus continues to benefit from 100% wireless capacity in all buildings and public spaces. New specialized hardware and software has been provided for academic programs in the arts, communication, geography, and health promotion and exercise sciences.

Institute for Financial Literacy

With the support of Union Savings Bank, Western in 2010 opened its new Institute for Financial Literacy. This institute offers walk-in advising, workshops and supplies materials for classroom presentations. It complements and expands work done by individual faculty in the Ansell School of Business.

Student Affairs and Programming

Recent years have witnessed significant expansion of student engagement with WCSU. Expanded programs in intramural athletics and recreation, films, and club events have kept more students on campus over weekends. Through initiatives such as the “SuperFan” promotion created by one of the HSLP participants, attendance at intercollegiate athletic events has increased. Student media – WCSU’s newspaper, The Echo, and WXCI radio – have demonstrated improved levels of professionalism and popularity. Community service projects such as an annual “Relay for Life” and Susan Komen breast cancer campaigns have raised tens of thousands of dollars for charity. Each year, WCSU students expend more than 100,000 hours of community service outside the campus.

Engagement of Students by Senior Leadership

Western’s senior leadership actively engages our students through regular presentations on financial and other issues to the Student Government Association and through more informal attendance of club and organization events. In addition, the popular open “Pizza with the President” sessions provide direct input on student issues.

This strategic theme addresses not only the financial issues facing students attending WCSU, but also efforts to generate external resources and initiatives to operate the university with increased efficiency.

Changes in Leadership

A number of potentially disruptive changes in leadership have transpired over the past four years at Western. That the university has continued its momentum despite these changes reflects the depth of talent and commitment of colleagues who have stepped up to accept additional duties or assumed roles of interim leadership. In most cases, this turnover is a result of talented and experienced senior leaders being recruited away for assignments of greater responsibility at other institutions.

In 2008, Vice President for Finance and Administration Maribeth Amyot resigned to accept a position at a larger private institution in the Midwest. Because of the state's hiring freeze, we were unable to replace this important position immediately. President James Schmotter took over leadership of these divisions with superb assistance from Controller Sean Loughran. When additional departures occurred in facilities management, Associate Vice President for Human Resources Charles Spiridon took over direction of this function. After two years of this structure, we were permitted in summer of 2010 to hire a permanent Vice President for Finance and Administration, and Paul Reis joined the university community from Roosevelt University in Chicago. His professional skills and effective management style have provided valuable stability through the pressurized financial environment in which public higher education in Connecticut finds itself.

Several departures in Western's academic leadership also posed challenges. Our deans of Arts and Sciences, Professional Studies, and Graduate Programs all resigned in 2010 to accept new positions at other institutions; and Carol Hawkes, Founding Dean of the School of Visual and Performing Arts, retired after a long career of outstanding service. In addition, Provost Linda Rinker resigned in January to move to a position at a private university in Michigan. At the time of her departure, capable interim deans were in place, and a national search was underway for a new dean of Visual and Performing Arts. Immediately we commenced a search for a new provost as well. By June 2011, we had hired a very promising new chief academic officer, Dr. Jane McBride Gates, formerly Dean of Arts and Sciences at Savannah State University, as well as a new dean of Visual and Performing Arts, Dr. Daniel Goble, Chair of WCSU's Music Department. Searches for permanent deans in the other areas are planned for FY12.

Changes also took place in our Institutional Advancement area, with Vice President Koryoe Anim-Wright resigning in 2009 to pursue career goals in her native Ghana. We were fortunate to identify an experienced interim replacement in Mr. Fredric Wheeler, who brought with him three decades of development at Georgetown and Fairfield University. In eighteen months, Mr. Wheeler's leadership has transformed our fundraising infrastructure, hired new staff, and set the course for new levels of excellence in this function. With his return to retirement in June 2011, Interim Associate Vice President Paul Steinmetz has taken over responsibility for this division of the university.

That the momentum and accomplishments of WCSU have continued despite this turmoil is attributable in large part to our philosophy of shared leadership. We view the Extended President's Advisory Council (the university's twenty vice presidents, deans and senior directors) as an "extension of the presidency," and have worked assiduously to develop an institution-wide perspective for all. This perspective has enabled colleagues to shift roles with impact and effectiveness.

Managing Financial Challenges

In each of the past four years, WCSU has presented Spending Plans of budgets that were balanced or in surplus. This results from discipline in following the priorities of our Strategic Plan and reallocating personnel and operating budgets accordingly. This process has reallocated the funding for more than 30 non-teaching positions to instruction and affected reductions in operating expenses and overtime. Significant savings have also been realized through energy conservation and other operating efficiencies. Overall, the university community has responded well to these challenges—with the acceptance of additional responsibilities, the development of new procedures and processes, and the generating of cost-saving ideas. Continual, consistent communication between Western's leadership and community has been critical to this success. Events of FY11 below are presented as an example of how we have met our most significant budgetary challenges to date.

Adapting WCSU's academic, financial and operating models to meet the realities of today's declining state support has been a consuming task for the university's leadership during the past academic year. Beginning early in the Fall Semester, we developed detailed scenarios to address the budgetary impact of various reductions in state support (ranging from 5% to 20% of our FY11 level). We shared these with the community and encouraged input for cost-saving and efficiency generating ideas. In addition, we continued to hold nearly thirty administrative vacancies and, despite legitimate appeals from deans and faculty, were stingy in the conversion of special faculty appointments to tenure-track. Only four such were approved in the Fall.

When Governor Malloy's budget proposal was announced in February 2011, we shifted into more specific work to develop the means to meet a 12% reduction in state support. As in the earlier process of scenario-building, we employed three basic priorities:

- Do all possible to minimize deleterious impact on students' educational progress;
- Follow the directions of the WCSU Strategic Plan;
- Do all possible to keep WCSU's regular workforce intact.

These priorities were promulgated widely across campus, and formed the basis for numerous conversations about the university's budget prospects.

To meet these challenges and produce the balanced-budget Spending Plan that the CSUS Board of Trustees' Financial Committee approved in May, we relied on vacancies, reductions in overhead costs including operating expenses and overtime, and applied available fund balances to meet the 27th payroll issue. In addition, we worked with deans, department chairs and faculty in the university's various schools to attain greater efficiencies. This last task was led by vice presidents Paul Reis and Roy Stewart, who navigated these potentially stormy waters with professionalism and success. Faculty accepted somewhat larger class sizes in academically appropriate settings, reductions in reassigned time and changes in scheduling with an understanding of the serious financial challenges we face.

These proposed changes and their rationales were discussed in a wide variety of open forums including the University Planning and Budgeting Committee (a strong partner with WCSU administration throughout the process), the University Senate, Student Government Association, and various school faculty and division staff. Open meetings featuring Vice President Reis and the president were also held, and the latter communicated regularly and candidly with the university community about financial realities and our plans to address them.

Student Financial Services

The Great Recession of 2008-2009 had a significant impact on the assets of the WCSU Foundation. The contraction of these assets limited the amount of endowed scholarship funds available to the 60% of Western students who show financial need. During this period, we increased the financial aid set-aside from tuition revenue to 17% from the minimum 15% required. By 2011, the Foundation's assets had more than recovered and had been bolstered by annual giving increases of more than 20% in FY10 and FY11. Thus more students have been returned to endowed scholarship support, and the set-aside reduced to 16%, in the latest budget model. We have also focused on customer service and efficiency in our financial aid operation, adding, for example, a staff member with special expertise to serve the particular needs of our students who are Veterans.

Rebalancing the University's Financial Model

Strategies and tactics employed in FY11 enabled Western to develop a balanced budget based on the assumption of a 3.5% increase in enrollment, which by mid-summer we appear to be reaching. Holding to our priorities, we will be employing the same number of fulltime faculty as last year and have found resources for some important capital projects. In the longer term, however, we must commence a process in FY12 to endeavor to re-balance the university's financial model away from a reliance on steadily increasing enrollment. Such increases, which have totaled over 20% over the past five years, are unsustainable over time. We have reached what our current strategic plan and operating vision deem to be our capacity, and finding a new model that increases through-put of students via retention, better utilizes summer sessions, and realistically assesses the future of all university activities and programs will be a task for the entire community in the months ahead. We will organize that process in a collegial, transparent manner that is consistent with WCSU's organizational culture.

Maintaining Progress on Retention and Graduation Rate Improvements

Much of the recent enrollment growth WCSU has experienced has resulted from increases in retention. Our 6-year federal graduation rate has increased by 30% (albeit from an unacceptably low base) over the past five years. Additional work by both faculty and staff will be needed to increase this further, with special attention given to improving the effectiveness of our First Year Experience program. Budget pressures will most certainly challenge our continued progress in this realm. Many of the strategies that have proven effective here are staff intensive and further shrinkage of our faculty and staff may well produce significant increases in class size and concurrent decreases in service responsiveness to student needs in areas such as counseling, career services, disability services and academic skills augmentation. New efficiencies and operating models will be required.

Stabilizing Senior Academic Leadership

WCSU goes into FY12 with three interim deans. While these colleagues are doing yeoman service, it is essential for stability that permanent replacements be identified. A national executive search firm began this work in FY11. Filling these positions with the next generation of leadership is a top priority for the president and our new provost.

Revisiting WCSU's Strategic Plan and Master Facilities Plan

These two plans were approved in 2007, and they have served the university well in guiding our development. The many changes that have resulted from this development and from somewhat dramatic changes in the external environment for public higher education both necessitate that we commence a process to reevaluate our planning priorities. This process must be as inclusive and interactive as were those that framed our current plans. Organizing it will be an important task in the months ahead in FY12.

Preparing for NEASC Visit

Preparation for the Fall 2013 accreditation visit by a team from the New England Association of Schools and Colleges is an important priority in the year ahead. A Steering Committee and chairs for each NEASC Standard have been identified, and they will work to prepare the required Self-Study over the next twelve months. This work should complement the rebalancing and planning task outlined above.

Strengthening External Funding Sources

Increasing external funding from non-state and tuition sources must be an important priority of the years ahead. Leadership and staffing issues have hindered our institutional advancement effort in past years, but the past 18 months has produced significant progress in creating the necessary development infrastructure, hiring experienced staff, and energizing key

Challenges Ahead

external constituents. Staffing continues to be a challenge, but we now have a platform from which to generate higher levels of annual fund contributions. We also have the opportunity to operate a fundraising mini-campaign to support the needs of our School of Visual and Performing Arts. Excitement will build as the time for moving into its new facility approaches, and we intend to take advantage of the funding opportunities that will present.

Another important source of external funding is the revenue WCSU receives from leasing university facilities for community events, entertainment and educational programs. Despite a weak economy, revenues from this source have increased over the past four years. At present, our summer capacity to host sports camps, music camps and other educational programming is nearly full. The O'Neill Center continues to generate revenues through public programs such as the Harlem Globetrotters and Sesame Street Live and through trade shows.

Appendix A

Enrollment Results

	Fall Semesters: 2008	2009	2010	Change: 2008-10
Enrollment (Head Counts)				
All Students	6,462	6,617	6,582	1.9
All Undergraduates	5,769	5,869	5,960	3.3
Full-Time Undergrads	4,599	4,756	4,905	6.7
Part-Time Undergrads	1,170	1,113	1,055	-9.8
All Graduate Students	693	748	622	-10.2
New Undergraduate Students	1,487	1,462	1,418	-4.6
First-Time, Full-Time Freshmen	944	1,008	979	3.7
Transfer, Full-Time	543	454	439	-19.2
Credit Hour Consumption				
All Students	77,456	80,236	81,306	5.0
All Undergraduates	73,651	76,113	77,940	5.8
Full-Time Undergrads	66,607	69,262	71,490	7.3
Part-Time Undergrads	7,044	6,851	6,450	-8.4
All Graduate Students	3,805	4,123	3,366	-11.5
Undergraduate Applications				
All Applicants for FT Admission	5,403	5,279	5,326	-1.4
Percent Accepted by WCSU	56	64	66	10
Percent Enrolled FT	49	43	41	-8
Demographics (as percentages)				
In-State	89.6	89.8	91.2	1.6
Out-of-State	10.0	9.6	8.5	-1.5
Out-of-Country	0.3	0.6	0.3	0.0
Female	55.6	55.8	54.9	-0.7
Male	44.4	44.2	45.1	0.7
Minority	17.1	16.9	17.7	0.6
African-American	6.5	6.2	6.6	0.1
American Indian	0.2	0.4	0.3	0.1
Asian American	3.3	3.2	3.0	-0.3
Hispanic/Latino	7.1	7.1	7.7	0.6
White	76.2	76.2	72.6	-3.6
Other/Unknown	6.7	6.9	9.7	3.0
FT Undergrads On-Campus	34.6	35.2	33.8	-0.8
FT Undergrads Off-Campus	65.4	64.8	66.2	0.8
Mean Age of FT Undergraduates	20.8	20.8	21.1	0.3
Demographics (actuals)				
Danbury (06810, 06811)	1232	1177	1168	-5.2
New Milford (06776)	454	493	538	18.5
Bethel (06801)	337	344	347	3.0
New Fairfield (06812)	306	322	315	2.9
Newtown (06470, 06482)	292	315	284	-2.7
Brookfield (06804)	317	318	293	-7.6
Ridgefield (06877)	175	159	178	1.7
Waterbury (06704-06708)	150	130	150	0.0
Southbury (06488)	141	160	153	8.5

(chart continues)

Appendix A

(continued)

	Fall Semesters: 2008	2009	2010	Change: 2008-10
Norwalk (06850-06856)	98	105	111	13.3
Shelton (06484)	78	97	100	28.2
Naugatuck (06770)	82	83	93	13.4
Monroe (06468)	80	90	93	16.3
Sherman (06784)	59	57	60	1.7
Watertown (06795)	57	67	56	-1.8
Trumbull (06611)	59	48	63	6.8
Redding/West Redding (06896)	56	56	65	16.1
Oxford (06478)	50	49	50	0.0
Other Connecticut	1777	1928	1884	6.0
New York	528	482	463	-12.3
New Jersey	44	38	46	4.5
Other States	68	59	50	-26.5
Foreign Countries	22	40	22	0.0
Total Student Head Count	6462	6617	6582	1.9

Appendix B

Financial Health

Account Name Plan	FY'09 \$ Actuals	FY'10 \$ Actuals	FY'11 Est. \$ Actual	FY'12 Prop. \$ Sp.
Revenue:				
Tuition (Gross)	19,357,542	21,311,632	23,003,125	24,647,608
Part Time Tuition (Gross)	3,496,090	3,691,870	3,538,106	3,772,713
General University Fee	3,119,982	3,294,700	3,134,615	3,328,658
University General Fee (excl. Accident Ins.)	10,573,676	11,458,044	12,259,393	13,138,713
University Fee	4,476,306	4,820,144	5,030,749	5,414,254
Extension Fee (Gross)	3,207,364	3,386,975	2,357,582	3,858,472
All Other Student Fees	1,876,876	2,250,933	2,182,417	2,262,079
Accident Insurance	838,863	1,017,886	1,089,958	1,132,134
Telecom Revenue	247,480	256,719	251,592	253,280
State Appropriations	28,947,204	29,683,246	29,538,499	28,912,825
Fringe Benefits (State paid)	13,180,581	14,007,578	14,390,274	14,459,832
Housing	9,104,513	9,859,173	10,100,907	10,255,874
Food Service	4,348,260	5,067,615	5,512,357	5,537,340
All Other Revenue	3,309,649	3,093,855	2,589,323	2,585,549
Less: ContraRevenue	(937,384)	(830,357)	(926,242)	(947,008)
Total Revenue:	105,147,002	112,370,013	114,052,655	118,612,323
Expenditures:				
<i>Personal Services:</i>				
Total Full Time	40,798,742	39,273,489	41,001,936	46,428,847
Part Time:				
Lecturers	4,675,484	5,416,955	5,377,792	5,685,977
Perm/Intermit PT	211,580	267,892	242,985	210,721
University Assistants	340,075	377,132	453,812	536,600
Graduate Assistants	151,333	229,203	231,068	347,840
Other Part Time	1,194,788	1,427,136	1,335,521	1,440,383
Total Part Time	6,573,260	7,718,318	7,641,178	8,221,521
Overtime	692,959	704,701	877,803	724,752
All Other PS (Sick, Vac, Accr. Abs.)	1,812,349	1,176,635	1,206,015	1,516,930
Subtotal Personal Services	49,877,310	48,873,143	50,726,932	56,892,050
Fringe Benefits	17,307,268	18,359,758	19,673,450	23,634,606
Worker's Comp. Recovery	175,221	177,893	193,781	239,143
Less Turnover Savings (enter as a neg no.)	0	0	0	0
Total P.S. & Fringe Benefits	67,359,799	67,410,794	70,594,163	80,765,799
<i>Other Expenses:</i>				
Inst. Financial Aid/Match	3,345,073	3,828,808	5,216,936	5,269,255
Waivers	976,486	1,119,377	1,062,760	1,270,980
Bad Debt (this year)	250,471	276,961	290,795	338,928
All Other	19,064,258	21,025,997	21,350,212	22,622,054
Telecom	1,210,798	851,754	841,953	1,153,280
Prior Year Encumbrances	0	0	0	0
Total Other Expenses	24,847,086	27,102,897	28,762,656	30,654,497

(chart continues)

Appendix B

(continued)

Account Name	FY'09 \$ Actuals	FY'10 \$ Actuals	FY'11 Est. \$ Actual	FY'12 Prop. \$ Sp.
<i>Library Expenses:</i>				
Books	294,824	13,943	18,709	251,401
Periodicals	431,801	100,348	122,963	422,347
Electronic Periodicals	159,147	145,691	236,910	108,291
All Other	121,926	618,920	845,489	301,961
Total Non-P.S. Library	1,007,698	878,902	1,224,071	1,084,000
Total Equipment (excludes Library)	0	372,890	443,814	443,814
Indirect Cost	0	0	0	0
Total Expenditures	93,214,583	95,765,483	101,024,704	112,948,110
Net Surplus (Deficit)	11,932,419	16,604,530	13,027,951	5,664,213
Before Transfers				
Debt Service - Univ. Fee	(4,422,101)	(4,751,218)	(4,983,117)	(5,251,826)
Debt Service - Res. Halls	(1,960,784)	(1,440,096)	(1,440,114)	(1,441,577)
Debt Service - Garage	(1,120,439)	(837,265)	(836,642)	(838,080)
Plant: Equip. & Reimb.	0	0	0	0
Other - Auxiliary Renewal & Repl.	(677,139)	(746,340)	(775,333)	(552,763)
Other - Plant Reserves	0	0	0	0
Fund Balance Red. by State (current year)	0	(328,316)	(1,453,062)	0
Fund Balance Red. by State (current year)	0	0	(681,558)	0
Net Transfers	(8,180,463)	(8,103,235)	(10,169,826)	(8,084,246)
Other Designated Transfers				
Debt Svc. Prefunding	0	(723,062)	0	0
27th Payroll	0	(861,231)	(1,558,802)	2,420,033
Unfunded Contract Mandates	0	(1,217,048)	1,217,048	0
Total Other Desig. Fund Req.	0	(2,801,341)	(341,754)	2,420,033
Net Surplus (Deficit) After Transfers	3,751,956	5,699,954	2,516,371	0

Appendix C Development Results

Increased professionalism and operational effectiveness have characterized Western's development initiatives during the recent past. Because of changes in staff and operating processes implemented during the 18-month tenure of Interim Vice President Fred Wheeler, this function is poised to reach new levels of revenue contribution to the university, if current staffing is maintained or, more preferably, increased.

Drawing on three decades of fundraising experience at private universities, Mr. Wheeler upgraded the back office procedures in WCSU Development by acquiring technical tools that permit more effective communication with, and research about, potential donors. These include Raiser's Edge Software for donor contact, communication and stewardship and Harris Direct for the location of "lost" alumni and friends. In addition, staff changes were made with the creation of a "Director of Development Operations" position and the hiring of an experienced professional fundraiser to serve as Director of Development.

These are important improvements, as for several years the effectiveness of our Institutional Advancement staff had been constrained by hiring freezes, temporary appointments and health-related absences. This instability produced organizational issues that further limited productivity and hindered the Development Office's effectiveness.

Welcome changes have also occurred in the strategic focus of the Division of Institutional Advancement. Most significantly, we have moved away from events-driven fundraising to the approach of direct solicitation that characterizes most successful fundraising in American higher education. The university's annual ball, which by 2010 had become a net money loser for WCSU, has been retired in its traditional format. Now stronger attention is paid to personal contact and solicitation by development staff and senior leadership, especially the president; monthly "Coffee and Conversation" breakfast sessions with small groups of donors in his office have proven very promising. Most important in this effort has been the expansion of the President's Club, the recognition level for donors who contribute at least \$1000 annually. This group has increased from 15 at its inception in 2006 to 47 in 2011. A forceful campaign to enroll all members of the WCSU Foundation Board in this group has largely succeeded and we intend to continue to grow the members of our premier giving club, with the expectation that we will develop many of our highest-level supporters from this pool.

The foundation's board itself has been strengthened by the recruitment of new members. Representatives of significant corporate supporters of WCSU including Praxair and Pitney Bowes have joined the board along with several generous and engaged alumni. An Audit Committee has been established to ensure best practices in the work of managing the foundation's resources.

Along with increased contributions, effective decision-making by the foundation's Budget and Investment Committee has elevated its assets to a record \$12.6 million as of March 2011. Working closely with the foundation's money managers, the dramatic decreases in assets resulting from market downturns in 2008 and 2009 have more than been recovered.

The Foundation's growth has not been continuous over the past four years but we believe that for perhaps the first time it is poised on a solid base from which to grow in a sustained and strong way.

- In 2007-08, the Foundation received nearly \$1 million in gifts, including \$239,000 for scholarships.
- In 2008-2009, the gift total increased slightly but scholarship support doubled to \$461,000.

- For the 2009-10 fiscal year, the total amount of gifts reached \$1.2 million, with gifts in support of scholarships amounting to \$611,000.

These results demonstrate that, even within the context of a very challenging economy, limited staffing and other organizational issues, WCSU's fundraising efforts have been able to provide a steady revenue stream of more than \$900,000 annually for the university's use, with a significant proportion of these revenues providing scholarship support to students.

Over the next few years, our primary Institutional Advancement priorities will include continued support for student financial aid, expansion of the already significant base of external support for the "Bridges" program, and focused efforts to increase support for the Ansell School of Business and the School of Visual and Performing Arts. The latter, with its new home under construction, provides unique opportunities. Resources, staff and volunteers will be organized purposefully to obtain these.

Now stronger attention is paid to personal contact and solicitation staff and senior leadership, especially the president. For instance, we have instituted monthly "Coffee and Conversation" meetings in the president's office that focus on a specific topic such as the university budget, the Ansell School of Business or our Bridges program. We invite four or five supporters and potential donors to discuss the issue with the president and another campus expert.

In addition, we have begun a series of monthly dinners held at the homes of members of the WCSU Foundation. The president leads a discussion on the state of WCSU with three or four couples who represent long-time supporters and new friends of the university.

We have found such face-to-face marketing events engage our guests in ways that were not possible before, and that they generate excitement at very high levels.

Moving forward, we will continue to systematically cultivate alumni, parents and private and corporate donors, and we intend to start and conclude a capital campaign, our first since 2003. Again we will concentrate on the Ansell School of Business, School of Visual and Performing Arts, and Bridges, as well as increasing the fund for student scholarships.

Our intent is for these efforts to build a strong financial base to support the entire university.

Appendix D President's Professional & Community Activities

Director, Greater Danbury Chamber of Commerce (2004-date)
Director, Ethan Allen Interiors, Inc., Member of Corporate Governance Committee (2010-date)
Director, United Way of Western Connecticut (2004-date), Chair, Northern Fairfield Community Council (2008-2011)
Director, Hord Foundation (2005-2010)
Director, Latino Scholarship Fund (2006-2010)
Director, Savings Bank of Danbury Foundation (2006-date)
Corporator, Savings Bank of Danbury (2005-date)
President, Little East Conference (2008-date)
Member, Division III President's Council, NCAA 2008-date; Vice Chair, 2010-date; Member, NCAA Executive Committee (2011-date)
Member, Commission on Effective Leadership, American Council for Education (2008-2011)
Chair, New England Association of Schools and Colleges (NEASC) accreditation team for Westfield State University, Massachusetts (2011-date)

Selected Writings and Presentations to External Audiences:

"Applying Rotary's 4-Way Test to a Successful College Experience," Keynote, Annual Scholarship Luncheon, Danbury Rotary Club (May 2011)
"WestConn on the Move: Recent Developments," Danbury Lions Club (May 2010)
"Nurturing a 'Creative Corridor': The Role of the Arts in Connecticut's Economic Future," Hartford Courant (March 2010)
"Why Public Higher Education Is Central to Connecticut's Future," Danbury News-Times (March 2008)
"Campus Safety: It's Everyone's Business," Keynote, Northeast Colleges and Universities Security Association Annual Meeting, Groton, CT (June 2009)

