

# CT Board of Regents for Higher Education



## *At a Glance*

**MARK E. OJAKIAN, *President, Connecticut State Colleges & Universities***

**Jane Gates, *Provost & Senior VP for Academic and Student Affairs***

**Elsa Núñez, *Vice President for State Universities***

**David Levinson, *Vice President for Community Colleges***

***Established – 2011***

***Statutory authority – Title 10a of the Connecticut General Statutes***

***System office – 61 Woodland Street, Hartford, CT 06105-2337***

***Organizational Structure – The CT Board of Regents for Higher Education is the governing board for the Connecticut State College and University (CSCU) System. The CSCU System is comprised of 17 public institutions of higher education, including 12 community colleges, four state universities, and one distance learning college.***

**The Board consists of 21 members, including 15 voting members: nine members are appointed by the Governor, four members are appointed by legislative leadership, and two members are elected by students (the Chair and Vice-Chair of the Student Advisory Committee). The six non-voting, ex-officio members are the Commissioner of the Department of Education, the Commissioner of the Department of Economic and Community Development, the Commissioner of the Department of Labor, the Commissioner of the Department of Public Health, and the Chair and Vice-Chair of the Faculty Advisory Committee.**

## ***Members (as of 8/29/16)***

**Matt Fleury, Chair**

**Yvette Meléndez, Vice Chair**

**Richard J. Balducci**

**Naomi K. Cohen**

**Dr. Lawrence J. DeNardis**

**Dr. Merle W. Harris**

**David R. Jimenez**

**William J. McGurk**

Holly Palmer\*  
Gordon Plouffe\*  
JoAnn H. Price  
Elease E. Wright

Ex-Officio

Dr. Stephen Adair\*\*  
Scott Jackson\*\*  
Dr. Raul Pino\*\*  
Barbara E. Richards\*\*  
Catherine H. Smith\*\*  
Dr. Dianna R. Wentzell\*\*

\*Student Regent    \*\*Ex-Officio, Non-Voting

***Institution Presidents***

James Lombella, President, Asnuntuck Community College  
Wilfredo Nieves, President, Capital Community College  
John W. Miller, President, Central Connecticut State University  
Ed Klonoski, President, Charter Oak State College  
Elsa Núñez, President, Eastern Connecticut State University  
Dorsey L. Kendrick, President, Gateway Community College  
Paul Broadie, President, Housatonic Community College  
Gena Glickman, President, Manchester Community College  
Anna Wasescha, President, Middlesex Community College  
Daisy Cocco De Filippis, President, Naugatuck Valley Community College  
Michael Rooke, President, Northwestern Connecticut Community College  
David L. Levinson, President, Norwalk Community College  
Carlee Drummer, President, Quinebaug Valley Community College  
Joe Bertolino, President, Southern Connecticut State University  
Mary Ellen Jukoski, President, Three Rivers Community College  
Cathryn L. Addy, President, Tunxis Community College  
John B. Clark, President, Western Connecticut State University

***Full-time Employees (Fall 2016) – 5,622***

***Part-time Employees (Fall 2016) – 5,559***

***Recurring Operating Expenditures: Operating Fund – \$632,519,646***

***General Fund – \$595,325,806***

***Building Value – Cost Basis: \$2,602,211,247 – Less Depreciation: (\$916,950,919) =  
Net Book Value: \$1,685,260,328***

***Contents Value – Cost Basis: \$328,539,850 – Less Depreciation: (\$216,271,697) =  
Net Book Value: \$112,268,153***

***Total Student Enrollment (Fall 2015) – 88,142***

## **Mission**

*The Connecticut State Colleges & Universities contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovative, and rigorous programs. Our learning environments transform students and facilitate an ever increasing number of individuals to achieve their personal and career goals.*

### **About Connecticut State Colleges & Universities**

- In the last two decades, CSCU institutions have conferred over 245,000 degrees and certificates.
- Connecticut State Colleges and Universities educate Connecticut students, and a small but growing number of out-of-state students. More than 97% of CSCU students are Connecticut residents.
- With over 88,000 students, the CSCU system is the second-largest public college system in New England.
- About 45% of all college students in Connecticut attend a CSCU institution.
- Approximately 87% of CSCU graduates remain in Connecticut after receiving their degrees.
- Non-credit programs, such as those targeting workforce training, serve an additional 30,000 students.

## **Notes and Achievements in 2015-2016**

### **BOARD OF REGENTS FOR HIGHER EDUCATION**

In September of 2015 Mark Ojakian was appointed as President of the Connecticut State Colleges & Universities (CSCU) by the Board of Regents. His tenure has been focused on providing consistency and stability to the system, while developing plans for its growth in the future. Additionally, the CSCU team has undertaken a number of initiatives to support student success and ensure graduates' skills match the demands of the 21<sup>st</sup> century economy, including:

- A multi-media campaign, titled *#ihearyou*, promoting civil discourse and respectful listening on campus.
- A marketing campaign titled "Make It. Here." to support enrollment in CSCU's Advanced Manufacturing programs. The "Make It. Here." campaign included March Madness events with ESPN, a press conference with the Governor and major large and small manufacturing companies, and a partnership with the State Department of Labor to reach veterans and the underemployed. To date, the campaign has increased enrollment in these programs by 50%.
- Engaged in a special scholarship program with Dream.US to offer out-of-state students an opportunity to pursue higher education at Eastern Connecticut State University despite their immigration status. Forty-seven (47) students will start the 2016 fall semester.
- Work to decrease time for degree completion and help students identify and pursue career pathways by launching a faculty-led Transfer and Articulation Program (TAP) initiative articulating courses to ensure an associate's degree can be earned in 60 credits and a

bachelor's degree in 60 additional credits for a total of 120 credits.

- Partnering with the state's workforce investment boards to ensure our community colleges are providing training to youth and adults through their system and collaborating with employers and chambers of commerce on program curriculum and internships.

Consistent with the organization's mission, the CSCU leadership team is focused in a laser-like way on achieving the objectives identified in the mission, and on meeting the future demands of the state's students and businesses. To do so, the team is continuing to enhance all of CSCU's educational programs, including core liberal arts and sciences that will challenge our students and expand their horizons (for learning and for life), workforce-based programs that will prepare our students for careers with Connecticut's businesses, and developing new programs that will stimulate economic growth for the state.

At the same time we are actively reviewing financial aid incentives to support low income students, offering dual credit programs to high school students in a number of career pathways so students can finish associate degrees sooner, and offering workforce programs in partnership with business and industry to help meet their needs going forward.

The Board of Regents for Higher Education and the CSCU leadership team are all fully committed to improving academic quality and the overall student experience this year and in the years to come. If we achieve this objective, we are confident we will contribute to a better Connecticut, by preparing our students to emerge as productive members of their communities.

## **ASNUNTUCK COMMUNITY COLLEGE**

- Asnuntuck's Advanced Manufacturing Technology Center engaged with more than 475 Pratt and Whitney employees, who gained additional employment-related skills sets through instruction from Asnuntuck instructors. Training ranged from 40 hour engineering drawing courses to 280 hour programs in CNC machining. The college is also providing a full range of apprenticeship coursework for employees engaged in tool and die and quality assurance employment.
- Asnuntuck Community College broke ground for a new 27,000 square foot expansion of its Advanced Manufacturing Technology Center slated to open in 2017. Additionally, Asnuntuck formed partnerships with Middlesex and Capital Community Colleges to establish advanced manufacturing centers in Middletown and Hartford. Both are expected to possibly open next year and will serve in-school students and unemployed and underemployed out of school youth and adults.
- In July 2016, Asnuntuck Community College's chapter of the American Association of University Women (AAUW) was recognized at the National level as part of the AAUW national student organizations. As such, Asnuntuck Community College gains more visibility and is recognized in its efforts to support diversity, especially towards the empowerment of women and girls.

- In March 2016, Asnuntuck Community College's 5-star Phi Theta Kappa chapter, Alpha Lambda Zeta, was recognized as New England's Most Distinguished Chapter for 2015. Additionally, the chapter received First Place in New England for their Honors in Action Project - Clean Water Actions. Chapter members also received individual recognition by receiving Most Distinguished Chapter Member and Most Distinguished Chapter Officer honors. The Chapter's advisor, faculty member Michelle Coach, also received the Paragon Advisor award.
- *G.I. Jobs* has selected Asnuntuck Community College to be designated as an official Military Friendly School every year since 2009. This honor ranks Asnuntuck in the Top 15-20% of all colleges and universities nationwide as a Military Friendly School. Our selection was, and continues to be, based upon our dedication, commitment and services offered to our military and veteran students.
- In March 2016, eleven students and two staff members embarked on the first international service learning trip in the College's history to Grand Goave, Haiti to work with 67 adopted children at the Be Like Brit orphanage and built a two-room home for a family in the Haitian community.
- Asnuntuck is one of four CSCU colleges chosen to participate in the Second Chance Pell Initiative which provides Pell grants to incarcerated students. Of the 200 applicants nationwide, only 67 institutions were approved to participate.
- Asnuntuck was awarded more than \$300,000 in scholarship funding for SNAP (Supplemental Nutrition Assistance Program) recipients by the Connecticut Department of Social Services.

### **CAPITAL COMMUNITY COLLEGE**

- For the third time, Achieving the Dream (ATD), a national nonprofit dedicated to helping community college students stay in school and earn degrees, has designated Capital Community College (CCC) as a "Leader College," an honor awarded to institutions in ATD's national network that have shown three years of steady improvement in outcomes that measure student success.
- Capital Community College, for the fourth consecutive year, received the 2016 Higher Education Excellence in Diversity (HEED) Award from *INSIGHT Into Diversity* magazine, the oldest and largest diversity-focused publication in higher education. The HEED Award is a national honor recognizing U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion. Capital's selection was based on its use of numerous best practices, the leadership support consistently provided promoting diversity initiatives that meet the needs of the college community, and the strong support of the Affirmative Action Office and the college's Committee on Diversity and Inclusion.

- Capital Community College opened its new Veterans OASIS Center. OASIS is an acronym for Operation Academic Support for Incoming Service Members, a statewide initiative to have an OASIS in all Connecticut public colleges and universities. The concept behind the OASIS is to have a place where veterans can study, socialize, gather resources and develop relationships with other veterans
- The Mark Twain House & Museum selected Capital Community College as their Education Partner of the Year. Capital partnered with the Twain House and Harriet Beecher Stowe Center to offer a hybrid (combination of in-person – at the homes - and online classes) literature course focused on Twain and Stowe. It was the first time either institution held a course with an area college.
- For third year, Capital offered a summer computer science program for students 12-15 years old, to introduce young people to the field and study of computer science. Need based scholarships were available for East Hartford and Hartford residents. Students learned how to design and create web pages and mobile apps, and about cybersecurity and basic computer networking. They also participated in leadership activities to build skills in team-working, problem-solving, critical thinking and presentation.
- Dr. Linda Guzzo, CCC's Dean for Workforce and Continuing Education was honored by the Center for Urban Research, Education and Training (CURET) at its 25<sup>th</sup> anniversary celebration. CURET awarded Dean Guzzo the *Beyond the Call of Duty* award for her leadership in developing programs that are national models for career-oriented education.
- Capital President, Dr. Wilfredo Nieves, was recognized by Connecticut Talent Assistance Cooperative (CONNTAC) and awarded the 2015 Friend of CONNTAC award for his leadership and support of educational access.

### **CENTRAL CONNECTICUT STATE UNIVERSITY**

- CCSU was selected for the Princeton Review's Green Colleges list, ranking as one of the most environmentally responsible colleges in the USA and Canada.
- Ground-breaking work by the Institute for Municipal & Regional Policy highlighted the racial disparity in the use of Tasers by police in Connecticut, garnering national media coverage.
- Central Connecticut State University's teacher preparation program ranked best in state according to ToBecomeATeacher.org.
- Community Engagement Committee was honored with the 2016 Campus Leadership Award in community engagement, conferred by CT Campus Compact.
- CCSU recently opened a new 17,047 square foot residential dining facility, Hilltop Café, in the northeast corner of campus in March 2016.

- Men's Cross-Country Coach Eric Blake was honored as NEC Men's Cross-Country Coach of the Year.
- Mary Collins, associate professor of English, received the 2015 Connecticut Campus Compact (CTCC) Community Engaged Educator Award.
- President Jack Miller published a book on new ranking of World's Most Literate Nations, garnering global media attention.

### **CHARTER OAK STATE COLLEGE**

- Charter Oak State College launched first master's degree with 40 students registered for fall 2016—Master of Science in Organizational Effectiveness and Leadership.
- Achieved Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM) accreditation for Health Information Management Bachelor of Science degree.
- With five of our peer colleges that serve adult, non-traditional students, formed the Consortium for the Assessment of College Equivalency (CACE). The Consortium members signed a memorandum that includes jointly participating in-credit reviews of non-credit programs, accepting each other's reviews, and establishing best practices.
- Successfully piloted three Open Educational Resource online courses.
- Conducted a pilot program to accept MOOCs for credit. MOOCs were reviewed by faculty experts.
- Student Association created a scholarship fund for students enrolled in early childhood studies.
- Charter Oak State College Foundation created the Prior Learning Scholarship fund for students using alternate ways of earning their credits, for example through portfolio assessment, testing, and special assessment.
- The Student Association changed the name of the Student Association Discretionary Fund to the Student Crisis Fund and it is now an endowed fund. The monies from the fund are used to pay for emergencies that are preventing students from taking courses.

### **Connecticut Distance Learning Consortium (CTDLC)**

- CTDLC continues to provide the CT Education Academy program to facilitate state employee training and professional development through an online learning platform.

The catalog now contains courses like *Active Shooter Response*, *Workplace Violence Prevention*, and *Ethics 101* and is actively being consumed by **34** state agencies.

- CTDLC's online tutoring program (eTutoring.org) continues to support colleges and universities across North America, collaboratively serving 145 institutions across 15 states (including 12 in CT) and in two Canadian provinces.
- CTDLC continues to lead an Open Education Resources (OER) awareness campaign throughout the State of Connecticut and the surrounding region to build awareness and facilitate the adoption of open education resources to increase student access to course materials while greatly reducing the cost of college textbooks. CTDLC is coordinating a CSCU-wide OER pilot program focused on high cost Math courses. Additionally, CTDLC's Executive Director co-chairs the legislative task force in support of Special Act 15-18.
- CTDLC continues to provide a virtual high school program for the Adult Education centers throughout the state. This partnership program with the State Department of Education provides online high school courses for adults seeking to complete their high school diploma.
- CTDLC's Student Engagement Services have resulted in increased student enrollment and retention at the CSCU institutions and private schools throughout the state. This includes targeted one stop services for the CSCU Advanced Manufacturing initiative across seven community college campuses as well as outbound call campaigns to high risk students across the CSCU system. The call center is staffed by local college students, giving them the opportunity to develop professional workplace skills while performing a much needed service to Connecticut higher education institutions.

### **EASTERN CONNECTICUT STATE UNIVERSITY**

- For the seventh time, Eastern was named a "Great College to Work For" by The Chronicle of Higher Education. Eastern was the only public four-year institution in New England honored, and was one of only 42 U.S. institutions to be on the Great Colleges' Honor Roll.
- For the fifth time Eastern was named one of the top workplaces in Connecticut by the Hartford Courant.
- Eastern was named a Green College by the U.S. Green Building Council and The Princeton Review for the seventh straight year. This recognition is based on Eastern's commitment to conservation and energy efficiency on campus, its academic programs in sustainable energy, and the outreach performed statewide by the University's Institute for Sustainable Energy.
- Eastern has achieved a balanced budget in each of the past 10 years, largely due to meeting its enrollment goals over that time. This past spring Eastern was the only member of the Connecticut State College and University System with an increase in enrollment.



- Earlier this summer it was announced that Eastern had won the Little East Conference's President's Cup for the second straight year and the third time in the Cup's existence. The Cup recognizes the highest cumulative GPA among LEC student-athletes; Eastern's mark of 3.18 for our student-athletes is the highest ever in the program's seven years.
- Several Eastern faculty members authored or edited books in the past year, including Art History Professor Anne Dawson, Sociology Professor Cara Bergstrom-Lynch, History Professor Roland Clark, Business Administration Professors Fatma Pakdil and Emiliano Villanueva, and English Professors Lauren Rosenberg, Allison Speicher and Christopher Torockio.
- Eastern student and Barnard Scholar Sabreena Croteau '16 represented Connecticut at the Posters on the Hill Conference in Washington, DC. This marks the fifth time in the past decade that an Eastern student has represented our state; no other school in Connecticut has represented the state more than twice in that period.
- Brandan Sumeersarnauth '17, an environmental earth science major from Stafford Springs, and Sierra Colon '17, a political science major from Wethersfield, both received prestigious Benjamin A. Gilman International Scholarships sponsored by the U.S. State Department. Sumeersarnauth studied in Japan and Colon interned in South Africa.

### **GATEWAY COMMUNITY COLLEGE**

- Anti-Defamation League honored GCC President, Dorsey Kendrick, with the 2016 Torch of Liberty Award.
- GCC President unveiled the official college seal.
- GCC was one of six Connecticut Community Colleges selected for the national dual enrollment initiative.
- Senator Blumenthal attended the Bio-Tech Roundtable at GCC.
- GCC Foundation celebrated 137 scholarship recipients and their benefactors.
- BOR System-Wide Teaching Award (and GWCC Teaching Award) were presented in April 2016 to Dr. Megan DeLivron, GWCC Assistant Professor of Chemistry.
- Public Utilities Management joint degree programs (AS/BS degree) began with SCSU. BOR gave approval in December 2015. GCC will initiate the AS Degree Program in the fall of 2017. This will effectively represent the first jointly sponsored degree by a state community college and a state university.

- New Corporate Honda degree program (AAS) in Automotive Technology was approved by BOR in the spring 2016 semester. It is awaiting final signature from the state's Attorney General's Office.
- Gateway Community College was recently validated by a U.S. Department of Education Grant entitled Supporting Student Success for Low-Skills Students in Community Colleges. Gateway's focus was on accelerated programs.
- The Center for Student and Families continues to provide basic needs appointments. These include housing support, child care support, transporting support, book support, food support, and utilities support. Every third Thursday of the month, from 12pm – 2pm, the Connecticut Mobile Food Pantry will be on campus to distribute food.
- The Gateway Executive Mentoring Program: The Student Engagement and Career Development Department collaborated with Community Development to create Gateway's executive mentoring program. Eleven students were selected and paired with committed community volunteers (mentors). The Career and Student Engagement Department and Community Development facilitated bi-monthly mentoring meetings with mentees and mentors.
- Since the opening of the Gender Equity Center in the fall of 2015 the center has provided confidential counseling, referrals, and resources to forty-two Gateway students. The center has assisted students who have been dealing with sexual violence, intimate partner violence, stalking and LGBT hate. The center has been able to offer students a place to feel safe and seek services at no cost.
- Women's basketball team ranked 2<sup>nd</sup> in the region and 8<sup>th</sup> in the nation.
- The Financial Aid Office has awarded approximately 19.2 million dollars in grants, loans, work study and scholarships to approximate 6,000 students for the 2015-2016 academic year.
- The College held an open House on a Saturday in the spring 2016 Semester. High school juniors and seniors, as well as members from community based organizations attended the event. It was a great opportunity for faculty and prospective students to connect.

### HOUSATONIC COMMUNITY COLLEGE

- *Grants & Awards*: Housatonic Community College was awarded \$200,000 over two years from the Leona M. and Harry B. Helmsley Trust to develop and advance STEM/STEAM education initiatives and partnerships with Yale University. **Achieving the Dream** awarded \$100,000 over 18 months to further our work in developing Open Educational Resources to increase student outcomes by significantly reducing the financial barriers associated with textbook costs. In addition, **Jobs for the Future** awarded Housatonic Community College unrestricted access to labor market information

(i.e., Burning Glass) for six months as part of a partnership to investigate the market for middle-skills careers in STEM and environmental/sustainable fields. Housatonic Community College has also been awarded an **AmeriCorps VISTA** member through Connecticut Campus Compact to advance the college's ability to address students' economic vulnerability and advance our ability to engage in service learning throughout the college.

- Alese Mulvihill and Morgan Dancy (TAACCCT staff) have been identified on a national level for their work on resiliency. The staff presented nationally on resiliency at various conferences during spring 2016 semester: TAACCCT Convening (Washington, DC); Achieving the Dream's Annual Institute on Student Success (Atlanta, GA); 96th American Association of Community Colleges' Annual Convention (Chicago, IL); Online Learning Consortium Innovate Conference (New Orleans, LA).
- The Family Economic Security Program (FESP) at Housatonic Community College, funded by the Fairfield County's Community Foundation is a student success initiative that offers a holistic case management approach to help underserved students eliminate barriers that can impede their success. FESP has a strong emphasis on instilling resiliency competencies in all of its students through the personal, career, and financial coaching that the Program provides. In its inaugural year, the program boasted a 97% persistence rate and participants' GPA's averaged higher than the general student body.
- HCC's Housatonic Museum of Art Peer Docent Program was acknowledged as a National Model. Robbin Zella, Director of the Housatonic Museum of Art, and Janet Zamparo, Manager of the Peer Docent Program, conducted a presentation at the National 2016 Turnaround Arts Summer Leadership Retreat. The Museum has received a National Endowment for the Arts grant for its Peer Docent Program.
- HCC Phi Theta Kappa advisor, Debbie Kuchmas, won the Phi Theta Kappa Horizon Award. The award is given to new or seasoned advisors who lead their chapter in renewing their PTK commitment, make significant contributions to the growth of the individual members, and effectively encourage the chapter to be involved on the local, regional and/or international levels of the organization.
- HCC Student Jean Joseph, a second year accounting student landed a prestigious Deloitte Discovery Program Internship in the Boston office. He spent four weeks working in auditing with Deloitte and Touche LLP, and four weeks in taxation with Deloitte Tax LLP.
- HCC Student Ciara Alysse Nieves landed an internship at Yale University to work under Dr. Mark Mamula, who is leading critical research into whether a canine cancer vaccine could lead to a cure in humans.

## **MANCHESTER COMMUNITY COLLEGE**

- MCC was awarded a \$1.1 million TRIO grant in an effort to expand student support services, including the Students Training and Academic Retention Service (STARS) program which is aimed at low-income, first-generation college students who place into developmental English and math. This summer, the STARS program celebrated the largest enrollment to date with 75 new students.
- MCC launched the Veteran-II-Veteran peer mentoring program in partnership with Monaco Ford in Glastonbury. The program assists veterans and service members with their transition to MCC while fostering a connection with faculty, staff, and students.
- MCC was recognized by the Aspen Institute's College Excellence Program and the Community College Research Center (CCRC) as one of six successful pairs of community college and baccalaureate institutions nationally for its successful transfer process. The partnership with ECSU is highlighted in the report, "The Transfer Playbook: Essential Practices for Two- and Four-year Colleges."
- The college hosted a Joint Forum on Inequality as part of the college's participation in The Democracy Commitment's (TDC) Economic Inequality Initiative. The event focused on issues of hunger and homelessness, featured presentations from MCC faculty, staff, and students, and was open to the public.
- Program Coordinators Nancy LaRoche-Shovak and Kerry McNiven represented MCC at the American Association for Respiratory Care's Summer Forum, where they accepted the Distinguished RRT Credentialing Success Award from the Commission on Accreditation for Respiratory Care (CoARC). MCC students who take the RRT (registered respiratory therapist) exam have averaged a 98% pass rate over the last four years.

## **MIDDLESEX COMMUNITY COLLEGE**

- In order to assist members of the MxCC community who are struggling with food insufficiency, the College's Office of Civic Engagement, with the help of Institutional Advancement, raised funds this past year to purchase and refurbish a bus that will serve as MxCC's food pantry during the academic year. Fueled by donations from both the internal and external communities, the Magic Food Bus will host an official grand opening on Wednesday, September 21<sup>st</sup>. The bus will be overseen by students, volunteers and college staff members.
- Middlesex Community College graduated our largest class ever this past spring 2016, graduating a total of 471 students.

- MxCC and Wesleyan University formed the Prison Education Partnership. Men and women incarcerated at Cheshire and York Correctional Institutions will have the opportunity to take Wesleyan and MxCC college-level courses for credit and apply them towards an MxCC Associate's Degree in General Studies, while continuing to expand and deepen their Wesleyan transcript. Wesleyan has been offering courses in these prisons since 2009; MxCC joins this effort in the fall of 2016.
- The MxCC-Wesleyan Prison Education Partnership was selected as one of 67 college and university programs throughout the U.S. to participate in the U.S. Department of Education's "Second Chance Pell Program," to allow incarcerated individuals the opportunity to apply for federal financial aid.
- The Lloyd G. Balfour Foundation awarded a two-year, \$90,000 grant to MxCC to launch the "Bridge to College" program with the Meriden Public Schools in the fall of 2015. This project provides faculty support for implementing a pilot program that delivers developmental English and math courses, as well as a college-credit bearing course (Freshman Seminar), in Platt and Maloney High Schools in Meriden. Courses are taught by high school instructors using the college's curriculum for ENG\*096 "Intro to College English" and MAT\*085 "Pre-Algebra/Elementary Algebra." The implementation of these concurrent enrollment classes will build a bridge for students directly from the Meriden Public Schools to MxCC.
- The Second Annual Academic Convivium was a venue for Honors students to display their long-term research Capstone Projects and was also open to all MxCC students who have produced academic work that went above and beyond the scope of their regular coursework. There were 45 presenters covering nearly all the academic disciplines offered at Middlesex.
- MxCC developed "At Last!" - a program for adult learners that includes a college readiness class, special academic advising, and peer support.
- MxCC developed a high impact practice approach to campus employment that includes training for supervisors on helping to link the employment experience to the student's academic program and career choice, increases the minimum wage for students, and requires students to engage in reflection on their experiences. The college has added to the number and types of positions a student can hold when employed on campus.
- MxCC is again participating with Persistence Plus to send "nudges" to students' cell phones for information and motivational purposes in an effort to increase retention.

### **NAUGATUCK VALLEY COMMUNITY COLLEGE**

- NVCC became the first community college in CT to award a total of more than 1,000 associate degrees and certificates in 2012. This achievement was surpassed for the fifth year in a row in 2016 when the College conferred 1,371 awards at

commencement on May 26, 2016. Additionally, since Academic Year 2007-2008 the College has seen a 157% increase in the total number of awards, a 151% increase in the number of male graduates and a 503% increase in Hispanic student graduates.

- In April 2016, the College received final approval to lease a new, larger and more-modern space for its Danbury Campus. The new location at 190 Main Street, is located in Danbury's downtown district across from the Danbury Public Library. The new campus occupies approximately 20,000 square feet – over three times the size of the current campus. It will accommodate credit and non-credit classes, with substantial capacity to increase enrollment in both areas. The larger space will facilitate improved resources for NVCC students including additional classrooms; a large lecture space; computer lab; science labs and prep room; a health lab; a large multipurpose room for tutoring, library and a seasonal bookstore; a student lounge; and faculty and staff offices. The expected occupancy date is August 2016.
- In March 2015, in collaboration with COCC of Southington, NVCC held a Cybersecurity Summit to explore the skills and education required by companies that specialize in the field of cybersecurity. It informed the decision-making process for the College to design an associate degree program in cybersecurity. The new degree program was developed and approved by the faculty and President at NVCC, and received final approval in March of 2016 by the Board of Regents. The new program is accepting students for the fall of 2016.
- NVCC Allied Health licensure pass rates for the class of 2015 continued to demonstrate the strength of the College's programs. Results above the national average were reported with 100% pass rates for the Radiologic Technology, Respiratory Care and Physical Therapy Assistant programs, and a 94% pass rate for the Nursing Program.
- At the May 2016 commencement, the Advanced Manufacturing Technology Center (AMTC) awarded 41 certificates in Advanced Manufacturing Machine Technology. To date, 100% of the evening AMTC cohort graduates from December 2015 have been placed in full-time manufacturing jobs.
- NVCC's student newspaper, the *Tamarack* received five awards in the collegiate division at the 2016 Connecticut Society of Professional Journalists Excellence in Journalism Awards ceremony.
- The College was awarded its third Fulbright Scholar-In-Residence grant for the 2016-2017 academic year. Felipe Karam, a music scholar from Brazil, will teach courses at NVCC and work with Bravo Waterbury!, the Waterbury Symphony Orchestra's youth-focused music and personal growth community program.

- In October 2016, President Daisy Cocco De Filippis will be receiving an honorary doctorate in the Humanities from the Universidad Autónoma de Santo Domingo in recognition of her work as a scholar and an author.
- Kathy LeBlanc, Professor of Human Services, was honored by the United Way of Greater Waterbury at their 30<sup>th</sup> Annual Community Leaders & Awards ceremony on April 14. Professor LeBlanc received the Organized Labor/United Way Community Service Award in recognition of her numerous contributions to the community.
- Christopher Tuccio, Assistant Professor of Horticulture, was awarded the 2016 Board of Regents System-Wide Scholarly Excellence Award for his exceptional scholarly work befitting the community college mission.

### **NORTHWESTERN CONNECTICUT COMMUNITY COLLEGE**

- Dr. Michael A. Rooke was inaugurated as the sixth president of Northwestern CT Community College on May 26, 2016, by Regent Naomi Cohen and Mark Ojakian, President of the CT Board of Regents for Higher Education.
- Student Miranda Wheeler was awarded the prestigious Jack Kent Cooke Foundation Undergraduate Transfer Scholarship worth up to \$40,000 a year to complete a bachelor's degree at a four-year college or university. Miranda is one of only 75 community college students nationwide selected from a highly competitive pool.
- The John T. and Jane A. Weiderhold Foundation scholarship was established and awarded to NCCC Veterinary Technology student, Travis Lang. This scholarship funds full tuition and fees for an NCCC student for a year.
- Several technology students received expanded opportunities: Engineering Technology student William (Perry) Weingart attended a week-long Aircraft Readiness workshop at the US Navy Fleet's Readiness Center-East Facility in North Carolina, and two NCCC teams competed in the statewide QuadCopter challenge at the University of Hartford, which required students to build, modify, and learn to fly the quadcopters for competition in tasks and an obstacle course.
- NCCC had two outstanding students Matthew Kittredge and Justin Bridges selected for the All CT Academic Student Team by the Phi Theta Kappa Honor Society.
- Several science faculty members received awards: Sharon Gusky, professor of biology, was awarded the Connecticut Professor of the Year award by the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education, and Tara Jo Holmberg, professor of biology, was awarded the Connecticut Campus Compact's Community Engaged Educator Award.
- Connie Hotchkiss, Nursing, Allied Health, and Veterinary Technology Division Director,

was awarded the 2016 Connecticut League for Nursing Leadership Award.

- Criminal Justice associate professor, Mike Emanuel, Jr., received the CT Board of Regents Teaching Award for outstanding teaching.

### **NORWALK COMMUNITY COLLEGE**

- In 2016, the U.S. Department of Education selected Norwalk Community College as a Dual Enrollment Experiment Site. In this role, NCC is helping implement a federal pilot program allowing high school students to use financial aid to take college courses.
- Norwalk Community College formed an Interfaith Council this year in response to a White House Interfaith and Community Service Campus Challenge urging colleges to engage people of diverse backgrounds in community service. The Council will engage the public in interfaith events, dialogue and service projects.
- The Norwalk Community College Foundation hosted a panel discussion in 2016 on Genomic Research and Personalized Medicine featuring experts from Jackson Laboratory for Genomic Medicine in Farmington and Mount Sinai Hospital in New York City. They discussed how researchers are developing precision medicines customized to a patient's unique genetic makeup.
- National Public Radio showcased Norwalk Community College's Food Pantry in a 2016 program on hunger among college students in America. The Food Pantry strives to alleviate the barriers and challenges associated with food insecurity and hunger so that students can remain in college. It provides free produce, canned goods and household products to all students with an NCC ID.
- Norwalk Community College accounting students prepared and filed 2015 income taxes for 663 low-income and elderly residents, through the Volunteer Income Tax Assistance (VITA) program; more than twice as many as the previous year. The students were trained by the Internal Revenue Service and worked under the supervision of NCC Accounting Professors.
- Enrollment in the Norwalk Early College Academy, a Pathways in Technology (P-Tech) model program jointly founded by Norwalk Community College, IBM and the Norwalk Public Schools, grew from 90 students in 2015 to more than 150 in 2016. Within a six-year timeframe, students from Norwalk earn both a high school degree and tuition-free Associate degree from NCC.
- During the 2015-2016 academic year, the Norwalk Community College Foundation awarded nearly \$1 million in scholarships to 493 students, including the LEAP Transfer



Scholarship which provides financial assistance for graduates to transfer to a four-year college or university.

- The Norwalk Community College Culinary Arts department partnered with UConn Marine Biologist Charles Yarish, Ph.D. this year to harvest kelp for research and promote the edible seaweed's nutritional and ecological benefits. NCC has developed more than 100 recipes for kelp and is helping aquafarmers and chefs raise awareness of its nutrients and versatility as a food source.
- NCC English Professor Laurel Peterson was named the City of Norwalk's First Poet Laureate in 2016. During her yearlong tenure, she will work to disseminate poetry in spaces and locations, including buses, throughout the city.
- Steven Glazer, NCC Economics Professor and Chairman of the Social and Behavioral Sciences Department was appointed to the Connecticut Commission on Economic Competitiveness. He is analyzing the implications of state tax policy on Connecticut's business and industry and will develop policies to stimulate economic growth.
- The Military Advanced Education and Transition Guide named NCC a 2016 Top College for military members returning to civilian life after active duty. NCC was chosen for its veteran-friendly culture, financial aid and extensive student support services.
- For the second consecutive year, NCC was honored with Platinum Distinction by the Business Council of Fairfield County's Healthy Workplace Recognition Program for promoting a healthy workplace and developing initiatives to help employees live healthier lives.
- NCC alumnus Brian Patano and NCC student David Schadlich were among the three winners of the Connecticut Skills Challenge, a computer coding completion held in April at Yale School of Management. The team bested nearly 50 state finalists to win a \$5,000 prize.

### **QUINEBAUG VALLEY COMMUNITY COLLEGE**

- For the fifth consecutive year, QVCC students transferred to a four-year college or university or entered the workforce without any federal loan debt, thanks to the resolute generosity of donors to the QVCC Foundation's scholarship fund and the diligent efforts of the Financial Aid team.
- In fall 2015, QVCC broke ground for a new 10,000-square-foot Advanced Manufacturing Technology Center that will house programs in advanced manufacturing machine technology, lean manufacturing, supply chain management, mechatronics, and metrology. Designed by Silver/Petrucci & Associates Architects, the facility positions

QVCC among the leading providers of advanced manufacturing in the region. With the loyal support of community members, the QVCC Foundation established the Advanced Manufacturing Technology Center endowment fund that now stands at \$480,000.

- To honor the legacy of James Baldwin, QVCC participated in the James Baldwin Project, a national initiative focusing on the call for brotherhood and an end to prejudice and injustice. The College hosted a screening of the documentary, *James Baldwin: The Price of the Ticket*, and an evocative panel discussion about the film.
- QVCC is one of 44 colleges in the country chosen to receive the Dual Enrollment Pell Grant for low-income high school students. The College also received the Second Chance Pell Grant to provide educational opportunities for incarcerated individuals. Sixty-seven colleges and universities are participating in the Second Chance Pell Grant initiative.
- Victory Media named QVCC the second most military friendly community college in the United States. In keeping with that distinction, the College hosted a Veterans' Stand Down in June 2016, the first of its kind in northeast Connecticut.
- The Robotics Club captured first place in the NASA Quadcopter challenge. Winning team members were Jakob Spjut, assistant professor of engineering, and his students Eric Abell, Jack Gray, Melanie McFadden, and Amy Skrzypczak.
- In faculty news, Jennifer Oliver, professor of accounting, received an Educator of Excellence award from the Connecticut Society of CPAs. Professor Oliver's students nominated her for this outstanding achievement. Professor Oliver also was instrumental in brokering the Affordable Business and Leadership Education (ABLE) initiative with Nichols College. With this agreement, QVCC business students will pay \$5,500 per semester compared with the regular tuition of \$46,900 per year for full-time residents. John Lewis, professor of chemistry, chaired the President's Climate Commitment Committee which crafted the College's first *Climate Action Plan*. QVCC is one of 218 colleges and universities in the nation – and one of six higher education institutions in Connecticut – to sign the Presidents' Climate Commitment.
- Two student accomplishments stand out. Joe Carvalho, class of 2015, became the Staff Assistant for Connecticut's Lt. Governor Nancy Wyman. Deanna Edgar, class of 2015, will enter West Point in fall 2016.

### **SOUTHERN CONNECTICUT STATE UNIVERSITY**

- The Board of Regents for Higher Education has announced the appointment of Dr. Joseph Bertolino as Southern's 12<sup>th</sup> president. Dr. Bertolino joins Southern from his most recent position as President of Lyndon State College in Vermont and Special Assistant to the Chancellor for System Integration and Related Efforts at the Vermont State Colleges.

Dr. Bertolino replaced Dr. Mary Papazian who resigned to take the position as president of San Jose State University.

- The expansion of science programs at Southern Connecticut State University has taken a quantum leap forward with the opening of its Academic Science and Laboratory Building. Adjacent to Jennings Hall, the new building enhances STEM curricula and research as well as the university's capacity to educate more students in the disciplines of science, technology, engineering, and mathematics. Configured in an L-shape, the new 103,608-square-foot building works in concert with two pre-existing science buildings — Jennings and Morrill halls — to enclose a new “science enclave.” Featuring research displays and instrumentation visible from within and outside the building, the new center is emblematic of the importance of the sciences on campus. Embracing innovative sustainable design, the building houses teaching and research training laboratories for the Center for Nanotechnology, physics, optics, materials sciences, astronomy, the Werth Center for Coastal and Marine Studies, environmental studies, earth sciences, chemistry, and biology. It is also home to the university's Office for STEM Innovation and Leadership and the BioPath Initiative, a new bioscience partnership between Southern and the City of New Haven.
- Bolstering the university's commitment to student success, Southern has opened the new Academic Success Center to provide a wide array of services, spaces, and technologies that enhance student learning and foster academic confidence and independence. Serving the entire student body, the Center provides an environment that is personal, accessible, and friendly, so that students will want to make it their home for academic support. Equipped with several rooms specific to one-on-one academic support, the Center also offers collaboration labs for group work, comfortable study spaces, a reading/writing studio to provide reading and writing support, a math lab, a workshop room, two touch-screen TVs, and an eno whiteboard. Students can take advantage of group tutoring and sessions with peer academic specialists, peer-led study groups, academic workshops, and appointments with academic success coaches.
- Southern entered into a formal agreement with the Elm Shakespeare Company (ESC) to establish a theatre-in-residence program on campus, connecting the artistic and education missions of both organizations. ESC is recognized as the premiere Shakespeare Company in Connecticut and one of the very best in New England. This partnership brings ESC on campus and integrates it into the theater department and facilities. ESC will reserve three non-union acting or technical positions for Southern students in its summer season; provide a member of its artistic staff to teach a Shakespeare workshop (THR 228) every semester; and offer additional free workshops to SCSU theater students. In addition, when available, a member of the ESC artistic staff will direct agreed-upon Theatre Department productions, and the company will provide formal fieldwork opportunities for qualified Southern students interested in theater education.
- Southern's graduate degree programs that instruct educators on the teaching of reading have earned a full three-year accreditation from the International Dyslexia Association (IDA). Southern is one of only about 26 schools in the country – and only the second in

Connecticut – to have earned that designation since the organization began offering accreditations in 2012. The accreditation applies to both the Master of Science degree and Sixth-Year Certificate programs in reading. It is awarded to schools that are deemed by IDA to best be able to train teachers to alleviate, prevent and remediate reading difficulties, including dyslexia.

- Southern alumna Jahana Hayes, '05, a history teacher at John F. Kennedy High School in Waterbury, Conn., was selected as the 2016 National Teacher of the Year by the Council of Chief State School Officers. She was recognized by President Barak Obama at a White House ceremony on May 3, 2016. Jahana graduated magna cum laude from Southern in January 2005 with a B.S. in history and social science, with certification to teach history and social science in grades 7-12. Connecticut's 2016 Teacher of the Year got her start in the classroom 13 years ago in New Haven and has spent the last 11 years teaching World History, Roots of American Citizenship, U.S. History, Civics & Geography, and African American History to students in Waterbury. In addition, alumna Colleen Palmer, M.S. '90, 6<sup>th</sup> Yr. '93, was named 2016 Connecticut Superintendent of the Year and alumna Megan Johnson, M.S. '98, 6<sup>th</sup> Yr. '99, has been named 2016 School Counselor of the Year Representative for Connecticut.
- Ruth Eren, director of SCSU's Center for Excellence on Autism Spectrum Disorders and a noted expert in this field on program development for children, has been selected as the Goodwin Endowed Chair in Special Education. She was chosen after a national search. Eren, along with the late former interim dean of the School of Education James Granfield, co-created the Center in 2010 to provide the state with a distinctive resource to improve the experiences of children diagnosed with an autism spectrum disorder (ASD). She has spent many years consulting with public schools in Connecticut on program development for children with ASD and has served on Connecticut's Task Force for Children with Autism Spectrum Disorders. The endowed chair is funded through a gift left by the late Dorothy Weisbauer Goodwin, who graduated from Southern in 1939, when it was still the New Haven State Teachers College. Upon her death in 2009 at the age of 91, \$1 million of the \$1.2 million gift to the SCSU Foundation was earmarked for an endowed chair. Eren plans to use the endowment "to support more SCSU student engagement in the Center and its activities, bring outstanding leaders in the field of education regarding ASD to our campus to share their knowledge with our students and community, and support efforts to increase our visibility and influence at state, national and international conferences." Most important, she says, "the endowed chair will allow SCSU and the Center to enhance the lives of individuals with ASD by giving their teachers, related service providers and families, the evidenced-based tools that will help them all to achieve the goal of successful participation in society as adults."
- Barbara Aronson, professor of nursing and coordinator of SCSU's nursing doctoral program, and Lisa Rebesch, chair of the SCSU nursing department, were recognized by the Connecticut Nursing Collaborative Action Coalition for their efforts to improve the quality of nursing education in Connecticut and improve the gap between academia and real world practice. Both were presented with awards at the CNC-AC's Education Summit held at the Yale School of Nursing. A recent initiative, supported by the Robert

Wood Johnson Foundation, seeks to minimize the divide and better prepared students to be nurses. Nurses and nursing faculty at SCSU, Gateway Community College and Yale-New Haven Hospital worked collaboratively on the project. The project enabled faculty to analyze their curricula, as well as real world patient care, leadership. Technology, communication and teamwork, safety, quality improvement and evidence-based practice. The analysis also assists in identifying the educational needs of associate degree nursing students who begin baccalaureate nursing degree programs.

### **THREE RIVERS COMMUNITY COLLEGE**

- The Three Rivers Community College Transitional Strategies program (under the PA 1240 umbrella) has been recognized this year for several best practices, including a cohort model and intrusive advising. TRCC's Director of Learning Initiatives, Jodi Calvert, testified before the Joint Legislative Committee on Developmental Education, in support of continued state funding for this initiative. She presented key data that indicated great success with TRCC's Transitional Strategies model, revealing a 60% retention rate in this program - very high for the most at-risk students who place at the 3<sup>rd</sup> – 8<sup>th</sup> grade level in English and/or math.
- TRCC partnered with the Eastern Advanced Manufacturing Alliance, which is an industry Advisory Board consisting of 53 plus manufacturing partners in Eastern Connecticut. These industry partners have assisted with the creation of the Precision Sheet Metal Manufacturing Certificate program, which was recently implemented at Three Rivers and is the only post-secondary program of its kind in the nation.
- TRCC was one of the leading community colleges this year continuing participation in a national Multi-State Collaborative (MSC) initiative, sponsored by the State Higher Education Executive Officers Association (SHEEO). This initiative, designed to provide data that will allow faculty and institution leaders to assess and improve the levels of student achievement on outcomes for all disciplines, has led to marked improvement in the College's outcomes data collection efforts via the electronic portfolio management system.
- Two faculty members were selected to receive community college awards. Assistant Professor Celeste Arrieta received the Teaching Excellence Award and Associate Professor Michael Stutz received the Scholarly Excellence Award.
- Lillian Rafeldt, Professor of Nursing, delivered a presentation this year to at the AAEEBL international conference in Boston, "Reignite E-portfolios and Reflection," incorporating multiple active learning strategies employed at TRCC.
- Teri Ashton, Professor of Nursing, was awarded the prestigious Nightingale Award for Excellence in Nursing this year.

## TUNXIS COMMUNITY COLLEGE

- In partnership with Eversource, United Illuminating, and the Department of Energy and Environmental Protection, Tunxis has been authorized to offer a new Associate of Applied Science degree in Energy Resource Management.
- The first ever Maker Faire in Connecticut was held on the Tunxis campus, attracting manufacturers and entrepreneurs and over 1500 visitors to the campus. It was sponsored by CBIA and the Center for Advanced Manufacturing.
- Tunxis now offers three complete degrees on line: one in Business Administration, Criminal Justice, and General Studies. The College has been a system leader in distance education for the past decade, with over 1,000 enrollments per semester in on line classes.
- The Veteran's Oasis at Tunxis has been recognized by the Department of Veteran's Affairs and its Commissioner, as well as by Senator Richard Blumenthal, as a model center providing support and guidance to over 140 veterans who have returned to college at Tunxis.
- Individual Faculty have been recognized by their professions in various ways: Criminal Justice Prof Jessica Waterhouse was given a Campus Safety Hero Award by Campus Safety Magazine; Graphic Design Professor Steven Klema, who is also a sculptor, has had various works on display throughout the United States; Instructor of English Kerry Beckford has had another essay published: <https://grubstreet.org/grub-daily/my-heart-is-invisible-vol-1-driving-while-me/>
- Perhaps the most singular accomplishment is that Assistant Professor of Business Mark Milewski took a leave of absence spring semester and **climbed Mt. Everest**, reaching the summit in early May.
- Tunxis student David Sanabria was selected to participate in a NASA research project over the summer after competing nationally for the project award.

## WESTERN CONNECTICUT STATE UNIVERSITY

- Western's Department of Theatre Arts won five top national awards from the Kennedy Center American College Theatre Festival for its fall 2015 production of "Parade." Professor Tim Howard won Outstanding Director of a Musical and students Shaylen Harger and Matthew Grasso won best female and male leads in a musical, respectively. WCSU also won first place in the national competition for overall production and choreography.

- Led by Camille Lawson, Little East Conference Defender of the Year, the Colonials' women's soccer team won the 2015 Little East Conference title and made their 11<sup>th</sup> appearance in the NCAA championships. The softball team also won the LEC tournament and for the 13<sup>th</sup> time played in the NCAA championships, while the volleyball team was recognized by the American Volleyball Coaches Association with the 2015-16 Team Academic Award, which honors teams that "have matched their dedication to the sport of volleyball with excellence in the classroom."
- Western's graduate education counseling program was named one of the top three in the state by Topcounselingschools.org. WCSU's master's degrees in School Counseling and Clinical Mental Health Counseling were acknowledged for their "robust set of programs known to propel students to success."
- A weekly weather forecast program produced by two Western meteorology students earned a [2016 ACC Beacon Award](#) honoring excellence in cable industry public affairs and educational programming. The forecasts, reaching western Connecticut communities served by Charter Communications, are produced by WCSU students Zachary Duhaime, of Hamden, and Nicholas Uhlman, of Meriden, and were recognized in the "Education Comprehensive Campaign" category.
- Students Rachael Karp and Helen Christie Roberts earned the Best Oral Presentation Award for their business 'pitch' of Karp's product innovation, "On Board," at the annual Connecticut Business Plan Competition. "On Board" is a modular headboard system designed to customize college students' use of their dormitory beds as study space by providing accessories including a cup holder, book light, charger for electronic devices and storage pouch. Karp and Roberts qualified for the finals after their written executive summary made the cut among 26 student project submissions. Also, WCSU students Zachary Goodwin, Thomas Chin, and Domenic Bartolomeo took top place at the state level of the Venture Capital Investment Competition, which challenged finance majors to allocate \$100,000 to produce the highest return.
- World-famous scientist Dr. Jane Goodall spoke in September 2015 at Western and dedicated the university's new permaculture garden, which is designed to demonstrate ecologically sustainable methods of growing food for a hungry population. The WCSU Jane Goodall Center for Excellence in Environmental Studies also was recognized by Aquarion Water as a 2016 Environmental Champion for its efforts to protect and improve Connecticut's natural resources.
- The WCSU Department of Biological and Environmental Sciences is a key partner in the effort to identify and stop the spread of potentially deadly blue-green algae among Connecticut's lakes. Faculty and students, working with alumnus Larry Marsicano, Executive Director of the Candlewood Lake Authority, collected and tested samples

weekly during the summer 2015; when high levels of toxins were detected, they conveyed the information to private and government agencies responsible for public health on Candlewood Lake and other water bodies. Cutting-edge testing of algal DNA is progressing in hopes of discovering new insights into poisonous algae blooms.

- U.S. Air Force Major Matthew Elmore arrived at Western Connecticut State University in 2000 still searching for direction in his career and his life. Three years later, he left with a biology degree and an education that will help him to soar to new heights as he trains with the elite Air Force corps who pilot the service's U-2S surveillance aircraft. Elmore, who graduated with a bachelor's in biology and a minor in mathematics, is enrolled in the yearlong U-2S pilot training program at Beale Air Force Base near Sacramento, California, preparing to join the Air Force squadron of pilots who fly missions as long as 12 hours at altitudes above 70,000 feet at the fringes of the Earth's upper atmosphere.