

Changing the Way We Learn and Live

Change



**UNIVERSITY OF
BRIDGEPORT**

Opening doors. Building futures.

2 0 1 2 A N N U A L R E P O R T

The University of Bridgeport



President and Mrs. Neil Albert Salonen

The University of Bridgeport offers career-oriented undergraduate, graduate and professional degrees and programs for people seeking personal and professional growth. The University promotes academic excellence, personal responsibility, and commitment to service. Distinctive curricula in an international, culturally diverse supportive learning environment prepare graduates for life and leadership in an increasingly interconnected world. The University is independent and non-sectarian.

— Adopted by the Board of Trustees on April 23, 2004

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President's Message



Neil Albert Salonen, President

The world is changing and the University of Bridgeport is changing right along with it! A multi-year capital-improvement campaign is physically altering the campus. New degrees and academic programs—led by experts who've excelled in the professional world—are enhancing the curriculum with real-world expertise. Faculty and students have been awarded some of the most competitive grants available to conduct research into evolving fields of technology and science. Collaboration between UB and other institutions is forging new pathways in education, new cultural opportunities for the community, and unexplored possibilities for countless individuals who look to us every day to change their lives, too.

As an institution of higher education we're committed to "Opening Doors. Building Futures." To do that, the University must *anticipate* trends, not react to them. It must remain nimble, and when necessary, retool resources to meet the evolving demands of the marketplace. The fast-changing world won't wait. The most valuable education today not only equips tomorrow's graduates with cutting-edge skills, it also shapes them into thoughtful, independent decision makers who can analyze and solve problems while adapting to changes in the world around them. As a recent *New York Times* headline summed up, "To Stay Relevant in a Career, Workers Train Nonstop." The story continued: "The struggle is not just to keep up, but to anticipate a future of rapid change." If today's graduates are to excel, colleges and universities must enhance what and how they teach.

As you'll read throughout this annual report, UB is committed to doing both. As part of our ongoing campaign to support faculty, our Center for Excellence in Learning and Teaching (CELT) has increased outreach for professors to help them integrate technology and new teaching methods into their classes. At the same time, the breathtaking scope of capital improvements over the year includes the debut of numerous study centers, most especially the Colin "Ben" Gunn Academic Resource Center, named in honor of the late Chairman of the Board of Trustees by a generous gift from the Bigelow Foundation.

We're also changing our curriculum. The programs we've added will give graduates the skills and expertise they'll need to excel in emerging careers in the fields of health care and engineering. Technology currently being developed by our faculty

and entrepreneurs from the CTech IncUBator will help Fortune 500 companies and some of the biggest financial-services firms in the world comply with the federal government's newest cyber-security laws. Our students from the International College are being tapped by the U.S. State Department for highly selective overseas training in languages that are critical to our nation's future. Yet no matter what field they pursue, *all* of our students have the invaluable opportunity to work, interact, and live with peers who come to UB from more than 80 nations. These exchanges cultivate cultural sophistication and open-mindedness—qualities that are invaluable in a world where sociopolitical, economic, and environmental challenges are no longer limited by a country's boundaries but are increasingly transnational in scope.

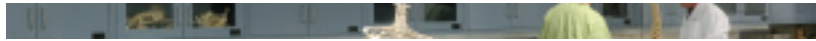
The value of a higher education as an investment in time and money is indisputable. The average college graduate currently earns 1.8 times more than the average high school graduate and is considerably less likely to face unemployment. The value of a UB education, whose innovative programs, internships, and degrees are shaped by the demands of the real world, cannot be underestimated either. As Letizia Morales, one of our students from the new Physician Assistant Institute, attests in this report, "It changes everything about me." Those changes ripple outward. Financial independence benefits individuals, their families, and later, through their charitable contributions, society as a whole. Skilled professionals design technology we rely on, improve infrastructure, protect the environment, develop medical treatments, broker peace agreements, build businesses, invest in our communities, and ultimately, change the way we live.

If you haven't been to campus in recent years—please plan to come—you'll be proud of what you see.

With warm regards,

A handwritten signature in black ink, appearing to read "Neil Albert Salonen". The signature is fluid and cursive, with the first name "Neil" being the most prominent.

Neil Albert Salonen
President



Change

Changing the Way We Learn and Live

Transforming the campus



What's the difference between a hammer and a computer?

At UB, not much. Both tools enable us to fulfill our commitment to equip students and faculty with top-quality facilities and technology that advance their learning, teaching, and research. Since 2008, the University has completed more than \$27 million in capital improvements. Guided by input from professors, students, and staff, these enhancements have drastically changed the way UB looks and operates.

Global financial insecurity continues to affect private, public, and non-profit institutions alike. This year, UB has been able to transform the campus because we've hewed to a strict pay-as-we go approach to grow reserves and capitalize on the economy's "silver lining": low interest rates. The University refinanced Connecticut Health and Education Facilities Authority (CHEFA) bonds, originally issued in 2007, at lower rates, providing for an additional \$7 million for campus improvements at no further cost. At the same time, private donors generously gifted funds to upgrade buildings and purchase equipment that will increase opportunities for faculty and students alike.



Much of the construction and remodeling was completed during the summer, and when faculty and students returned to campus, they were greeted by glittering dining and residence halls, capacious study centers, high-tech laboratories, athletics facilities worthy of professional sports teams, and landscaped grounds boasting new walkways, flower gardens, and outdoor seating. These enhancements clearly energize the campus. They also make clear that our commitment to helping students and faculty achieve their best is the one thing that doesn't change.





Changing the Way We Learn and Live

Alchemy at Charles Dana Hall

The need for professionals in health care and the sciences invites great opportunity, and UB is dedicated to ensuring that when they graduate, our students will enter these professions as leaders. Reflecting UB's commitment, much of our capital-improvement campaign centered on Charles Dana Hall, home to our pre-med and science programs.

We began by extensively upgrading the Human Anatomy Lab. Because of growing enrollment in health-sciences programs that use the facility, the Human Anatomy Lab was doubled in size to become an extensive suite featuring locker rooms, scrub stations, and modernized draw-down ventilation systems that adhere to the highest standards of health and safety. A virtual anatomy lab with advanced computer software enables students to hone their skills through technology while large-screen video monitors broadcast in real time demonstrations by faculty. A new teaching podium with Smart Board technology also enhances the learning experience.



The new Human Anatomy Lab, doubled in size, accommodates the University's growing health sciences divisions.

The Lab's modern facilities quickly attracted attention of health professionals from other institutions, and they have reached out to work with the lab's faculty. The first collaborative venture launched in the summer of 2011. Geared toward Pilates instructors, physical trainers, and massage therapists, the innovative program is changing the way these health experts minister to patients. Gross anatomy and human dissection are not required for manual and movement therapists. Moreover, because access to anatomy labs is limited, personal trainers and other movement therapists have difficulty gaining the knowledge required to make them more effective practitioners. UB is one of the few institutions to help deepen knowledge by making its lab and faculty available to these professionals.

Charles Dana Hall was next prepared for the Medical Lab Science program, which launched in the fall of 2012. Modeled after hospital, commercial, and reference labs, the new medical lab science suite includes a low-bench lab, where students being trained in fields like clinical immunology and infectious diseases will learn how to draw blood using synthetic models.

The expansion of science and medical education has made Charles Dana Hall a vibrant hub of activity. To make the building more accommodating for collaborative work, we opened a wireless student atrium on the first floor, providing seating, tables, and other workspaces. Meanwhile, rows of metal lockers were removed from the building to widen its corridors and make room for comfortable benches that invite students to work in comfort.



1 A Medical Lab Science class, where students are trained in clinical immunology to infectious diseases.

2 The Medical Lab Science suite is modeled after working labs in hospitals and research centers.

3 Biology Department Director Spiros Katsifis and students work in new labs, thanks to extensive upgrades at Charles Dana Hall.



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1 The Library Commons was expanded to the second floor of Wahlstrom. It is one of several new study centers created in the past year at UB.

2 The library features centers that are conducive to collaborative learning or independent study.

3 Towering high: Magnus Wahlstrom Library boasts breathtaking views and puts the University on the map.

Expanding academic support

Towering high over the campus with postcard-perfect views stretching from Long Island Sound to the hills of Fairfield County, Magnus Wahlstrom Library truly places UB on the map. Home to administrative offices, classrooms, and study spaces equipped with a wealth of interactive-research technologies, Wahlstrom also plays a critical role in the day-to-day life of students, faculty, and staff. In 2008, we directed much of our first round of CHEFA funding to upgrading the building's first-floor Learning Commons. Since then, its private study chairs, "E-Mail to Go" stations, and Café Scribe have been overwhelmingly popular.

This year we continued to enhance Wahlstrom with improvements that not only accommodate growing use of the building but also streamline operations at UB. On the second floor, for instance, back offices were redesigned to create a new home for the University's IT Department. The move to Wahlstrom frees up much-needed classroom space in Carlson, enables IT operations and projects teams to work together, and centralizes UB's various administrative divisions.

The other half of the second floor was freshly carpeted, painted, and equipped with study tables and chairs to expand the first-floor Learning Commons and to provide additional work space. We also added a modern learning-and-communications center on the second floor with sound-proof Skype booths. As reflected by the richly diverse community at UB, the world has become smaller, thanks to advances in communications and technology that affect business and academia. Here, faculty and students can talk live and "in person"

with colleagues from other institutions who may be working together on research or other projects. At the same time, UB students can communicate with friends and loved ones back home—whether that's in Lansing, Michigan, or Lansdowne, Australia.

On Wahlstrom's fifth floor, a virtual community of specialized programs supports student and faculty performance. The Center for Excellence in Learning and Teaching (CELT) opened a few years ago with the aim of increasing professional-development opportunities for faculty. This year, CELT expanded its services in the area of instructional-design programming so professors can get assistance in incorporating new teaching methods and technology in the classroom. Down the hall, the First Year Studies program helps some of our incoming freshmen transition successfully to college by providing extra academic support. And the Academic Resource Center offers a wealth of peer-to-peer and professional tutoring for any undergraduate seeking assistance in a number of subjects.

Expanding upon this important network, the David and Eunice Bigelow Family Foundation this year provided funding to add another invaluable facility on Wahlstrom's fifth floor. In honor of the late Ben Gunn and his longtime service to UB as former chairman of the Board of Trustees, the Bigelow Foundation generously funded the Colin "Ben" Gunn Academic Resource Center, which will support student learning and excellence. The Center's debut has masterfully transformed underutilized common space on the library's fifth floor into a 21st-century learning facility.

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Because existing programs like First-Year Studies are literally steps away from the Center, our students can instantly obtain academic help when they need it. New technology in the Gunn Academic Resource Center also provides tools to assist students. A technology table featuring outlets enable any user to plug in and take control of a 60-inch LED screen to review class work through an online video or to participate in other interactive activities, and new Groupwork Mobile Easels give students the freedom to study anywhere throughout the fifth floor instead of being limited by stationary technology.



Patricia Mulcahy-Ernt directs professional-development programming at CELT to assist faculty and guide programs that integrate classroom technology and enhance instruction.



The new Gunn Academic Resource Center, funded by a generous gift from the Bigelow Foundation, is available to all students seeking peer-to-peer counseling and other academic support.

Transforming lives through sports

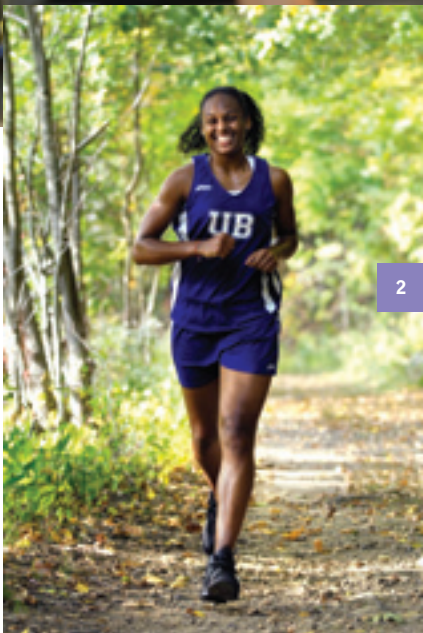
It's no secret that sports are an integral part of campus life, and this year there was plenty for Purple Knights fans to cheer about: The women's gymnastics team won its fourth consecutive USAG Collegiate National Team Championships in front of 2,000 cheering spectators at the Webster Bank Arena in May. The women's volleyball team captured the NCAA Division II East Regional Title for the first time in UB history. The women's soccer program remained the top-rated team in the nation in the National Soccer Coaches' Association of America NCAA Division II poll. And sophomore Oscar Pereiro captured first place in the 100-yard backstroke at the 2012 NCAA II championship meet in record-breaking time.

But sports also serve as pathways to brighter futures for many UB students. Alumni such as Ian Welsch '05 (see story on page 12), have been able to obtain a higher education because they received athletic scholarships from UB. Then they took newfound skills from the classroom and attributes obtained on the field—discipline, commitment, teamwork—to launch careers and institutions that benefit many.

In support of our athletes, alumni Howard J. '59 and Maxine '62 Abner generously donated a new varsity weight room and strength-and-conditioning center for the Purple Knights. Twice the size of the team's previous weight room, the Abner Fitness Center boasts bikes, elliptical machines, and treadmills, plus the kind of top-of-the-line weight-training equipment, like custom-made Legend Fitness power racks and an Olympic platform, that "change the game" for UB teams, says Head Athletic Trainer Dan Smith. A multifunctional



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1 The opening of the Abner Fitness Center in the fall of 2012 ushers in new opportunities. “It allows our athletes to do things now we could never do before,” says Head Trainer Dan Smith. “It’s a huge advantage.”

2 The Purple Knights pushed themselves to new levels of competitive excellence this year, winning national championships and Division II titles.

3 The new team training facility given by Alumni Howard J. '59 and Maxine '62 Abner boasts the same equipment used by professional sports teams.

Game Changer

Change



Ian Welsch '05 founded Motivational Edge to help children from Miami's most underserved neighborhoods. He often uses music for inspiration. "That's what gets them to buy into the academics, and it's what gets them to find their voice," he says.



If you know what motivates a child, then you can change his life.

That's what Ian Welsch '05 has learned since founding The Motivational Edge, a non-profit that provides academic and social support for children growing up in the most underserved communities of Miami, Florida. "You have to look and ask, "What's the carrot for this kid?" he says. "If you know that, then you can get them to buy into the academics."

Spoken like a true teacher! Welsch, 30, earned his bachelor's in counseling and a master's in education from UB. An avid soccer player, he arrived on campus thinking he might become an athletics coach, but a chance meeting with Donna Phillips, a senior lecturer in Counseling and Human Services, motivated Welsch to consider teaching.

"I met Donna at Registration Day in the library, and she became my adviser," says Welsch. "It was an awesome relationship. She was intuitive, and she guided me academically. When I did my practicum, I fell in love with the classroom. Teaching felt natural, it was incredibly rewarding helping kids make positive choices."

After graduating, Welsch was lured to Florida by its warm weather and an offer to teach elementary school children in the Miami-Dade School District. But he secretly dreamed of helping kids who needed it the most: the ones who were raised in the Pork and Beans Project—among the most violent public-housing projects in the nation—students with special needs, foster kids who'd been bounced from home to home. So he tutored part-time, saving extra earnings to launch The Motivational Edge in 2008.

The non-profit currently serves patrons "from age 4 to 44," says Welsch, and hosts a menu of programs ranging from early-literacy to parenting classes, reading and math tutoring for students in elementary through high school, instruction for kids with disabilities, and lots of music.

Motivational Edge holds its programs at Allapattah Music and Literacy Center, its new permanent home that opened this summer. The building's main attraction is a sound-mixing studio filled with professional recording equipment, guitars, keyboards, and other instruments. All are available to students, and to professional musicians who pay a fee to record on site.

"Kids go into the mixing room and learn production so they can pursue a legitimate career path. They get to see experienced musicians perform in the studio, and money exchanging hands legally for use of the room," says Welsch. "Music is important to a lot of these kids. It's their motivation. That's what gets them to buy into the academics, and it's what gets them to find their voice."

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trainer, for example, can be adjusted for sports-specific workouts. This allows basketball players to do resisted plyometric jumps so they rebound faster and jump higher. Baseball players can strengthen their muscles while doing cable-resistant pitching motions, thanks to special attachments that can be affixed to the trainer. Swimmers can adjust the trainer to focus on building upper-back and shoulder strength.

“Mr. and Mrs. Abner bought our teams the same Legend Fitness equipment that’s in the NHL and NFL weight rooms,” says Smith. “It allows our athletes to optimize their conditioning and do things now we could never do before. It’s a huge advantage.”

Rising to the top at Marina

Food, they say, feeds the body while nourishing the spirit. A visit to Marina Dining Hall makes it apparent how true this is—and why this building is so critical to the quality of life at UB. For decades, students and faculty have walked across campus to share meals, the satisfaction of mutual fellowship, and lively conversation. These experiences were heightened thanks to extensive upgrades made by UB in cooperation with Sodexo Dining Services that thoroughly transformed Marina.

Changes were completed in two phases. In the fall of 2011 we opened a spacious new food court, called The hUB @ Marina, where meals can be purchased to go or enjoyed on site. Café-style seating and wireless Internet access at this new food court invites students to linger and socialize over meals, as do the menu options served at The hUB’s three dining stations: Ultimate Baja serves up fresh south-of-the-border fare. Grill 155

features hamburgers, sandwiches, and other classics. Star Ginger’s Southeast Asian-style noodle dishes, soups, and curries were created by chef Mai Pham, whose recipes have been featured in *Bon Appétit* magazine and the Food Network. One of the most popular features is Freal, a make-your-own-milkshake and smoothie machine; last year, students bought 20,000 shakes and smoothies.

The second phase of Marina was completed this summer and radically changed what’s on the menu, how food is prepared, and how dining services are run at UB. The institutional-style facility that served well in years past has been converted with modern kitchens and a dining area that reflects our students’ contemporary tastes while addressing the demand for locally grown food that’s fresh, custom-made, and culturally sophisticated.

After being gutted, the kitchen was rebuilt with a new fired pizza oven, grills, cooler, and refrigerators, which are both energy efficient and provide more flexible ways to adapt the menu. New ingredients also have heightened flavors at Marina: most of the produce and all dairy products at UB now come from local farms, and this year, all baked goods are served still warm and fresh from the oven, thanks to the arrival of UB’s new master baker. The most visible changes, however, were made to the dining hall itself. The single serving line was replaced by modern restaurant-style islands where diners can order meals—from salads to stir fries, bowls of fresh pasta, or vegetarian fare—then watch chefs prepare them exactly to their specific tastes. “Before it was like *The Wizard of Oz*,” notes Jennifer Currier, the general manager at Sodexo. “Students didn’t know where the food was coming from. Now they have a better sense of what they want to eat. They’re not hitting one



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1 Meals are an opportunity for students to socialize and enjoy friendships that may last a lifetime.

2 Chef Armando Bran prepares custom-made stir fry lunches at Marina, where most entrees—from salads to pastas—are now specially made for diners.

3 Fresh fruit and locally grown vegetables are popular with health-conscious students like Han Park.



1 The first annual Alumni Art Show, held at The Gallery in the Arnold Bernhard Center (ABC), showcased gorgeous work and diverse creative talent.

2 Arnold Bernhard Center's upgrades improved first-floor exhibition facilities, public meeting spaces, and extensive stage improvements in Mertens Theater that were provided by a generous gift from Mrs. Jean Buttner.

3 Featured guest speaker Minquan Zhang, director of Shanghai East Radio Co., came to ABC to speak about new directions in Chinese broadcasting.

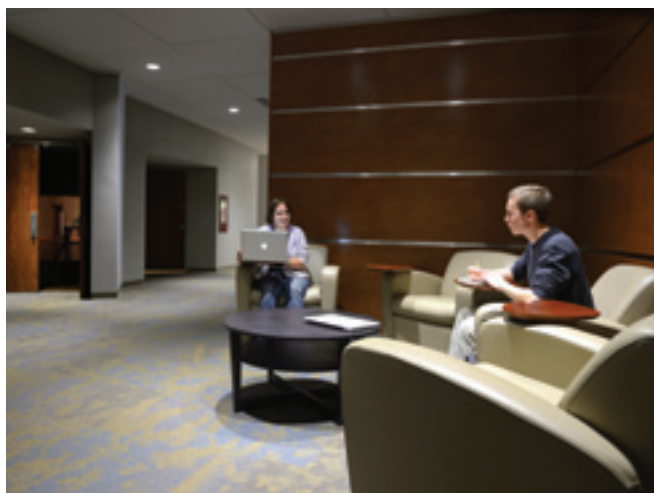
...serving line and grabbing everything. They can choose. They have more control, so there's less waste, too."

A new act for the Arnold Bernhard Center

Since 1968, Arnold Bernhard Center (ABC) has drawn audiences from the campus and community to meet some of the best-known figures in the arts and sciences: Alvin Ailey, Robert Motherwell, Isaac Asimov, Aaron Copland, Leonard Bernstein. Today, the Center continues to serve as a vital hub of culture and education. In the past year, new programs, such as Necessary Voices, a lecture series about writing and ideas, have drawn audiences for readings and talks by authors and poets, including UB professor emeritus and Connecticut Poet Laureate Dick Allen. Last fall, the Bernhard Center's Mertens Theater was filled with those who came to listen to Sir Harold Kroto, winner of the 1996 Nobel Prize in Chemistry, deliver a talk about education, creativity, and science that was by equal turns, fascinating, funny, and wise. The Robert Sammis Lecture Series featured foremost experts in Chinese-U.S. relations who spoke about international trade.

Because of its significance on campus and to the wider community, updating the public spaces on the Bernhard Center's first floor was a top priority. Soon after classes ended, crews moved into the building to freshly paint and install energy-efficient lighting and new carpeting throughout the space. Fabric-covered panels were installed throughout the first-floor corridors to display work by students in our design programs and pieces from the University's collection of American and contemporary art. The Gallery on the Bernhard Center's first floor also hosts important exhibitions of

work by UB students and visiting artists, as well as various receptions, lectures, and other programming. To better control the environment in which fragile art work is displayed and to make the room most comfortable throughout the entire year, construction upgrades included a new air-conditioning system for the Gallery. Most significantly, Jean Buttner, daughter of Arnold Bernhard, provided generous financial support to renovate the main stage in Mertens Theater. Crews were able to refinish its hardwood floor, install air conditioning, and replace the stage's curtains. Mrs. Buttner's gift ensures that UB will continue to host music, dance, symposia, plays, and other productions that, thanks to the vision of her late father, have entertained audiences for more than four decades. It's a fitting encore for one of Connecticut's most beloved and legendary stages.



A comfortable place to study at the Arnold Bernhard Center

Changing the Way We Learn and Live

Changing the way we learn and live

Advances in medicine, technology, and the sciences. Political upheaval. Demographic shifts. Even climate change. All affect the global marketplace, creating new jobs in evolving fields of medicine, engineering, science, business, education, communications, and politics. To keep abreast of changes, today's graduates must be skilled in the current practices of their chosen professions, be they nanotechnology or naturopathic medicine. They must also become thoughtful, critical thinkers so they can continue to evolve professionally, communicate ideas, and fully engage as citizens of the world. At UB, we enrich the core curriculum with intensive writing, reasoning, and problem-solving that collectively serve as a bedrock of a full and robust education. But as a university with a mission to "open doors," we also ensure that our career-oriented curriculum offers highly innovative and hands-on training that's needed to make an impact in the professional world. At the same time, UB remains a focal point for professionals who this year sought opportunities to gain expertise from our faculty and students, whose creative energies and dedicated professionalism help shape the way we learn, work, and live.

Shaping health care for the 21st Century

Since its earliest years, UB has been a leader in health-care education. We are the home to the first dental hygiene school in the world and were the first to offer an online degree in human nutrition. We've remained in front because we are in touch with the real world of health care. As demographics change, medical research evolves, and new treatments are developed, demand

grows for expert caregivers who can lead in emerging fields of medicine. Consider the looming shortage of medical technicians. Currently 4,000 medical technicians ("med techs") graduate annually. That's less than half of those needed to fill 9,000 jobs that will open each year over the next decade.

In anticipation of this change, UB this year introduced a medical technology degree and hired Dr. Wayne Aguiar to direct the program. A leader in the field, Professor Aguiar most recently ran the Medical-Lab Science Program at Hartford Hospital. Under his leadership, UB's four-year program will train students in our new labs in Charles Dana Hall and then assign them to clinical internships at area health centers, such as Hartford and Yale-New Haven Hospitals. Graduates can expect to earn \$50,000 to \$70,000 when they enter the profession. "We're going to be staffing all the area labs that are experiencing shortages, providing a pipeline of new employees for the community," says Aguiar. "The shortages go up to the supervisory level so it's a field that has tremendous growth opportunity for our graduates. Fifty percent of the workforce will retire in the next ten years."

New opportunities are emerging in the field of human genetics, too, and after much anticipation, the University and Dr. Peter J. D'Adamo opened the Center of Excellence in Generative Medicine (COE) this spring. D'Adamo, author of the bestseller *Eat Right 4 Your Blood Type* and an adjunct professor in the College of Naturopathic Medicine, is overseeing the Center's teaching and research in the fields of nutrigenomics and epigenetics, which examine how human genes interact and are affected by the environment. The COE also houses an outpatient clinic, the newest among the UB Clinics that are run



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1 Dr. Wayne Aguiar, director of the new Medical Lab Science Program, and students. “We’re going to be staffing all the area labs that are experiencing shortages,” he says. “It’s a field that has tremendous growth opportunity.”

2 Dr. Daniel Cervonka, director of the Physician Assistant Institute, and a student at the White Coat Ceremony. The annual event signifies students’ formal induction into medicine.

3 Soon after the Center of Excellence in Generative Medicine opened in the spring of 2012, student clinicians began treating patients at its clinic.



1 Dr. Jody Noé and students from the College of Naturopathic Medicine examine medicinal plants that are critical to the field.

2 Medical Lab Science student Desirei Hernandez examines a plate for microbial identification.

3 Arnold Hitoaliaj '12 was the first UB student admitted to the UConn School of Pharmacy after completing a pre-pharmacy program created by the two universities in 2010.

by the Colleges of Chiropractic and Naturopathic Medicine, the Acupuncture Institute, and Fones School of Dental Hygiene.

Graduate studies in the College of Naturopathic Medicine program were further cultivated this year with the opening of the department's Medicinal-Plant Herbarium, the only herbarium located at a naturopathic medical school in the world. Funded by a \$7,000 Seed Money Grant from UB, this special facility houses a collection of more than 100 medicinal plants, including more than 100 medicinal plants grown at the College of Naturopathic Medicine garden. By tending to the garden, then harvesting and studying these leafy specimens under microscopes in the herbarium, our naturopathic students are given an invaluable opportunity to deepen the knowledge of plant-based medicines that are the cornerstones of their field. Such experiences are part of UB's mission to marry the classroom with the real world when appropriate, and it's a strategy that time and time again puts our students at the top of their fields. This year, in fact, College of Naturopathic Medicine students distinguished themselves by winning the \$7,000 Grand Prize at the ZRT Cup, the annual competition for naturopathic medicine students throughout North America. The opening of the herbarium also broadened in-depth courses in the College of Naturopathic Medicine.

When UB teamed up with UConn to launch a new pre-pharmacy program in 2010 it changed old notions that private and public universities operate in separate worlds. In fact, the new degree—one of the few examples of a private-public partnership between universities—achieves two aims: it helps UConn diversify its campus while opening the door for UB students to become


eligible to continue their pharmacy studies at UConn's highly competitive School of Pharmacy. This year, the program was brought to fruition when Arnold Hitoaliaj '12 became the first UB student admitted to UConn School of Pharmacy. Arnold graduated from UB in May and two months later was at UConn's campus in Storrs, Connecticut, starting his studies toward a Bachelor of Pharmacy Studies, and eventually, a doctorate in pharmacy.

Navigating global power shifts at the International College

Political and economic power is shifting to the East, with tremendous implications for international relations, global leadership, trade, and commerce. Experts warn that we've not yet done enough to prepare for this transfer of muscle. Yet once again UB stands apart, thanks to the International College, which has emerged as a leader in preparing students to work on the global stage. This year, the College launched a new Master of Arts in East Asian and Pacific Rim Studies. Designed to equip professionals with an in-depth understanding of the region, the degree includes training in an East Asian language. But because the study of language and politics are deeply enhanced by travel, students in the program must also travel to Asia to complete two-month internships. Students in the master's program focus their expertise by specializing in one of four areas of concentration: Negotiation and Diplomacy, International Political Economy and Development, Global Management—and new this year—Global Communication.

Starting Anew

Starting



Letizia Morales will graduate from the Physician Assistant Institute in May 2013 after finishing clinical rotations at area hospitals. Not long ago she was a single teenage mom. "It changes everything about me," she says of her UB education.



She won't graduate from UB's Physician Assistant Institute (PAI) until the spring of 2013, but the future already shines bright for Letizia Morales. "You can make six figures out of PA school, so getting the degree changes my life financially," says Morales. "Becoming a PA changes my self-esteem. It changes everything about me."

"Change" could be an understatement. At 19, Morales was a single mom with two toddlers, Aaron and Marc. Her family had kicked her out of the house when they learned she was pregnant. She was on her own.

"No one believed in me," she says. "But just because you're a teenage mother doesn't mean you're dumb, that you can't do it. Not having people believe in me only made me work harder."

That determination has paid off handsomely. Morales, now 33, was among 21 elite students out of 135 applicants who were admitted to the PAI in 2010. She's an elected member of the Democratic Town Committee in East Haven and a regular volunteer at her church and local Lions Club. Aaron and Marc have grown into affable, responsible teenagers. Her immediate family has grown, too. Morales and her husband Leonardo, whom she met while she was waitressing, have a beautiful daughter.

Starting from scratch hasn't been easy though.

When she left home, Morales went into survival mode, working at Dunkin' Donuts in the day, waitressing at night, and shuttling Aaron and Marc to different babysitters in between. Eager for a way out, she trained to become a medical assistant. Within a year Morales was working full time at a general practitioner's office. The pay was better, but more important, she says, "I discovered I really liked medicine. I was good at it."

It would have been tempting to remain a medical assistant, but Morales wanted to push herself. Unhappy that she didn't have a college degree, she went back to working nights as a waitress in order to take classes toward an associate's degree before getting a bachelor's in biology. Then a classmate told her that UB was opening the Physician Assistant Institute.

Often described as "medical school in two years," PA programs are notoriously demanding, but Morales wasn't daunted. She's continued to work on weekends as a medical assistant while attending classes at UB and completing clinical rotations at various hospitals throughout the state, including St. Vincent's Medical Center and Bridgeport Hospital. "Medicine came into my life because things didn't go as I expected, but I love it," she says. "I want to go into cardiothoracic medicine. If I can do that, if I can help people, then I'll fulfill what I want to do."

Changing the Way We Learn and Live

To support its various programs, the International College opened a new language lab. Located at Carlson Hall, the lab's 20 computers are loaded with the same programs that the U.S. State Department uses for its training. Its debut coincides with the expansion of our foreign-language curriculum, which was expanded over the past year to feature courses in Mandarin, Arabic, and Russian, in addition to French, Spanish, Korean, and Japanese.

The addition of the new courses and language lab reflect the ambition of International College students, who in recent years have been tapped to run annual youth conferences at the United Nations, served with UN peacekeeping forces in Haiti, and won some of the most competitive awards in the fields of political science and foreign policy. Most recently, International College honors students Tasnah Moyer and Rebecca Ward were among 631 American students who were chosen by the U.S. State Department to participate in the agency's Critical Language Scholarship (CLS) program this summer. Moyer, a World Religions major, spent ten weeks taking intensive lessons in Korean at the Language Center of Chonbuk National University in Jeonju, South Korea. Ward, who graduated in May with a bachelor's degree in World Religions, studied Arabic at Dhofar University in Salalah, Oman. This is Ward's second CLS scholarship. Four UB students have won the coveted CLS since the State Department established the program in 2006.

Re-engineering the future

Four-hundred published papers in four years. Partner to high-tech start-ups at the CTech IncUBator. An expert source in STEM education. Host to engineering and technology conferences. Recipient of dozens of research grants. The accomplishments at the School of Engineering are nothing less than breathtaking, and this year's contributions by faculty and students specializing in fields from electrical engineering to nanotechnology continued to lead to the future.

The environment: Like it or not, the earth's ecosystems have changed. Now, government, business, non-profits, and grassroots movements worldwide are focused on protecting our natural world. As the race to find environmental solutions advances, technology has emerged as one of the most important tools we have to "go green." At UB, we've also embraced changes to improve our carbon footprint with the launch of several campaigns. Three years ago, for instance, we awarded a Seed Money grant to create a Renewable Energy Research Laboratory on campus to be run under the direction of electrical engineering professor Linfeng Zhang.

Fast forward to 2012: the lab is fully operational, and our engineering faculty and students are conducting studies on wind- and solar-generated electricity, hydrogen-fuel cells, rechargeable batteries, and power electronics. They've set up a microgrid with distributed energy sources and storage. Different technologies in communication, controls, parallel computing, and data acquisition are being used to manage energy to ensure that power flow from various energy sources reaches reliable and optimal levels. Software, such as ETAP, HOMER,



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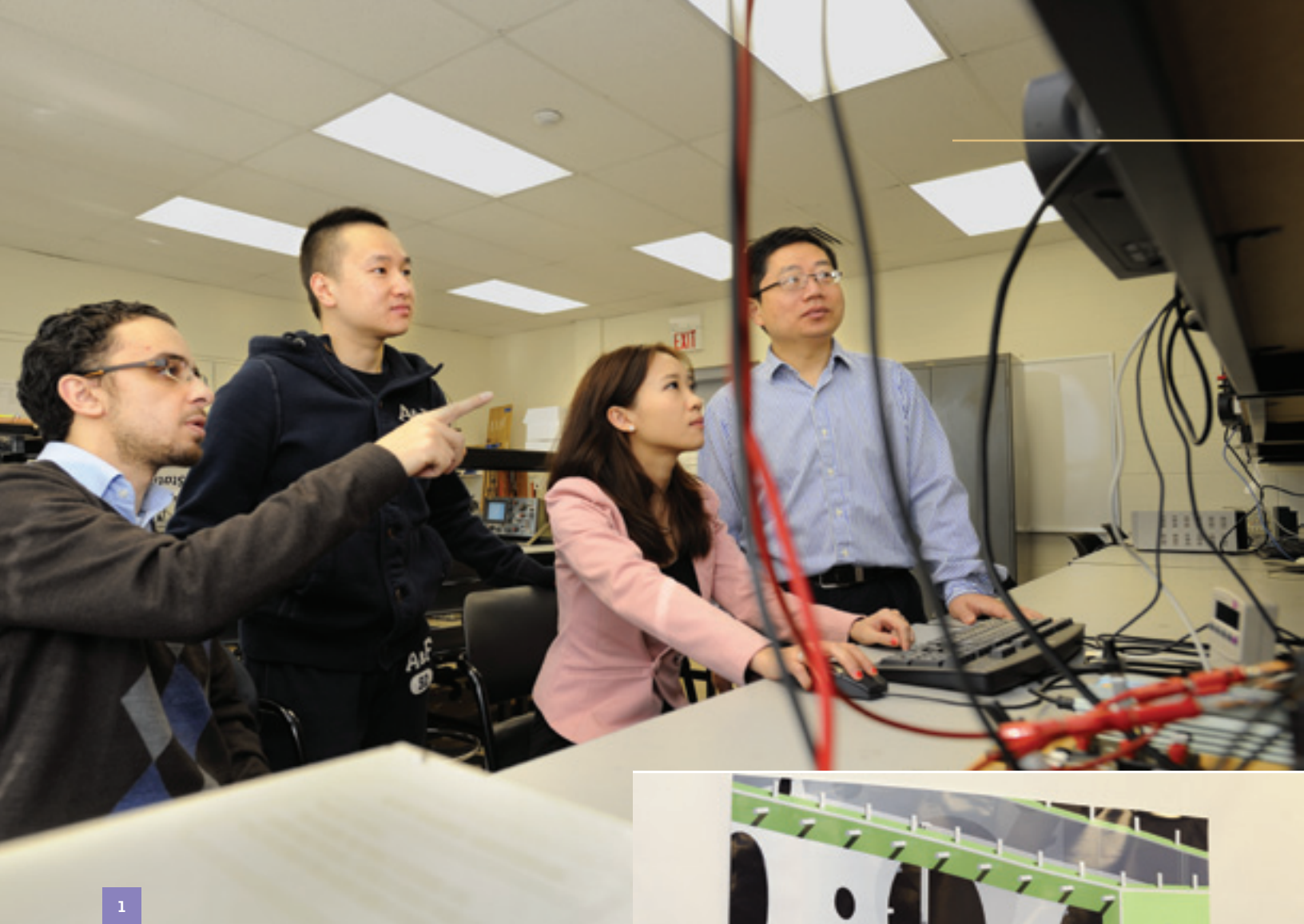


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1 The new language lab supports the expansion of the foreign-language curriculum at the International College.

2 After winning her second Critical Language Scholarship from the U.S. State Department, Rebecca Ward '12 was sent to Oman to for intensive training in Arabic.

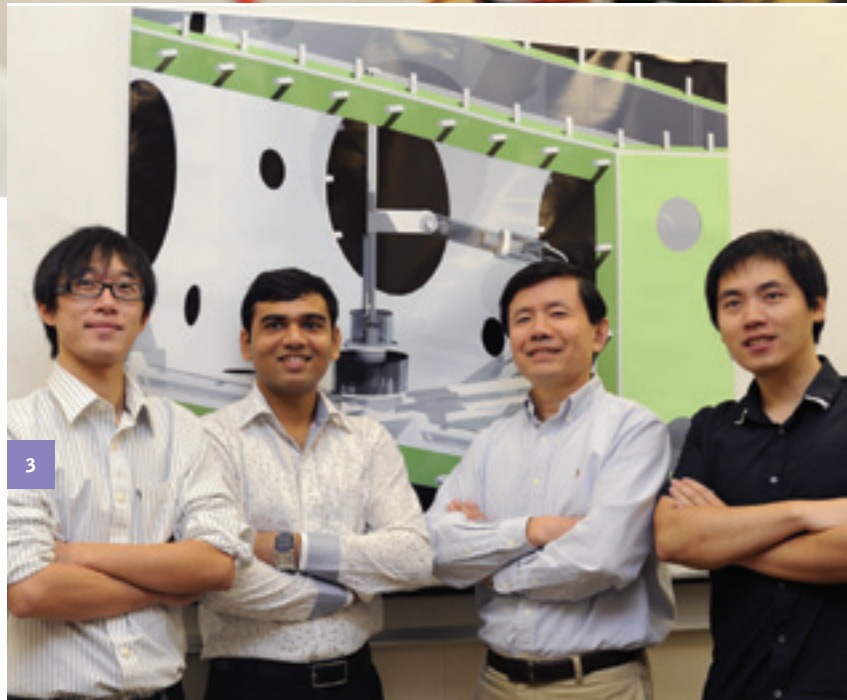
3 International College student Tasnah Moyer became the fourth UB student since 2006 to win a Critical Language Scholarship, one of the most competitive awards for college students interested in foreign policy and related fields.



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1 From left: Graduate students Ashraf Abdelwahed, Xu Yang, Qing Li and electrical engineering professor Linfeng Zhang are conducting research into various types of energy, hydrogen-fuel cells, and power electronics.

2 A solar panel, part of a microgrid at the Engineering Building, transmits data to the Renewable Energy Research Lab that's used for research, education, and power-system management.

3 Engineering professor Jeremy Li (third from right) and students Tony Tong, Ravi Gahiwal, and Kevin Zhong stand before their plans for a lunar robot they designed and built for NASA. Finished at UB this spring, the device is now being tested at Johnson Space Center.

and SCAPES, meanwhile, are used for power-system analysis and the design of solar cells.

At the same time, the combination of software programming and robotic arms promises to take the commerce of disassembly, recycling, and disposal of outdated but perfectly good electronic equipment to a more cost-efficient “green” level through intelligent automation. Technology management and mechanical engineering Professor Elif Kongar and students are transforming this concept into reality through Kongar’s Center for Sustainable Energy and Environment. On the workforce development front, electrical engineering professor Jack Toporovsky’s students gain career-building experience working with quality-control programmable automation and robotic arms in the Programmable Logic Controller and Industrial Control Lab.

Engineering Education: The creation of UB’s Energy Research Lab couldn’t be better timed. President Obama has set a goal to have 80 percent of America’s electricity come from clean-energy sources. That’s no small feat. According to a recent U.S. Energy Information Administration report, “Trends in Renewable Energy Consumption and Electricity,” only 8 percent of the nation’s Btu energy supply comes from renewable-energy sources.

To improve this rate and achieve the President’s national goal, says Zhang, “it is urgent to train a new generation of engineers who are able to harvest, convert, and store sustainable energy as well as to integrate this energy into the power grid.” UB’s commitment to educating tomorrow’s experts was reaffirmed when the Engineering Department became one of 64 collaborating institutions advancing engineering education by building cutting-

edge teaching and research labs across the U.S. The venture, known formally as A Nationwide Consortium of Universities to Revitalize Electric Power Engineering Education by State-of-the-Art Laboratories, is funded by a three-year, \$2.5 million grant awarded to the University of Minnesota by the U.S. Department of Energy.

We also must improve Science, Engineering, Technology, and Mathematics (STEM) education for young students if we are going to remain innovative and economically secure as a nation. As one of the fastest-growing engineering schools among 300 accredited institutions in the nation, UB has made it a priority to advance STEM education for all students through a variety of initiatives.

This year, for instance, the campus chapter of the National Society of Black Engineers and the Society of Women Engineers cohosted outreach campaigns on campus and at several K-12 public schools about Connecticut’s and NASA’s space-related research.



Students at Bridgeport’s South End School used math and computer-modeling software to create bridges as part of a program led by UB engineering professors Buket Barkana and Navarun Gupta.

Changing the Way We Learn and Live

Additionally, engineering professors Buket Barkana and Navarun Gupta volunteered their time and expertise at the South End School Talented and Gifted Program in Bridgeport, where they taught students how to apply math and computer-modeling skills to design and construct model bridges. UB engineering professors Joyce Hu and Abhilasha Tibrewal led workshops at the annual Girls in Tech Expo. They mesmerized hundreds of girls from Fairfield County schools by challenging them to learn about engineering, energy, mechanics, and exponential algorithms through a variety of creative computer games, models, and construction projects that fostered teamwork and problem-solving.

Other Research Highlights: NASA's Johnson Space Center is now in possession of Professor Jeremy Li's geo-lab reduced-gravity sample holder and manipulator, a robot that Li and a team of graduate students designed to collect and transmit information about lunar samples for NASA's Deep Space Habitat Project. The project, funded by a grant from the National Space Grant Foundation, supported the



Engineering professor Abhilasha Tibrewal used computer games to inspire Fairfield County students at the annual Girls in Tech Expo.

year-long design and prototype development by Li and students, who regularly consulted with NASA engineers and visited the Houston facility in May for initial testing. Professor Prabir Patra's nano particle-level investigation in biomechanical engineering applications has also fostered multiple partnerships with other institutions, providing his students with research opportunities in the newest frontiers of nanotechnology. Meanwhile, computer science and engineering Professor Khaled Elleithy and his PhD students have broken new ground in the development of cylinder-shaped, or conformal antennas, a significant advance in wireless and mobile communications.

Improving education by training better teachers

Calls for teacher accountability in all subject areas have grown louder, and UB is dedicated to training experts who can pave the way to positive change.

Three years ago the School of Education revolutionized the way it teaches graduate students by adopting a data-collection process that closely monitors their performance as they work their way toward their degrees. Instead of semester-by-semester summaries of students' work, these new School of Education reports include detailed data that track teaching candidates' day-to-day performance in the classroom, their grasp of content matter, and their effectiveness in pedagogy.

This analysis has enabled our faculty to adjust their training when necessary to ensure that our students receive sufficient, appropriate—and when called for—individualized instruction to become the most effective and inspiring educators in the field. This spring, the



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1 Graduate students Ashish Aphale, Isaac Macwan, Shrinivas Bhosale, Kapil Mahakalkar, and Jungie Zhang (seated) examine graphene oxide, which is as thin as an atom.

2 Research breakthroughs in the development of conformal antennae, led by UB engineering professor Khaled Elleithy, have the power to greatly advance wireless and mobile communications.

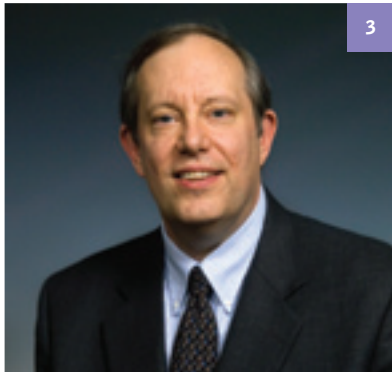
3 Professor Prabir Patra's particle-level research has led to partnerships with numerous institutions and opened doors of opportunity for his mechanical engineering students.



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1 Innovation and entrepreneurship are focal points of expertise at Mandeville Hall, home to the Business School.

2 MBA students field tested shopping apps on behalf of Sony Home Entertainment.

3 New leadership: Lloyd Gibson was appointed dean of the Business School. His expertise as a former banking president and CEO and in academia makes him an invaluable leader as the school expands its curriculum.

School of Education was proud to submit more than 2,000 pages of such detail in its accreditation report, which received acclaim from state education officials for its professionalism. The State Board of Education unanimously approved an extension of the School of Education's accreditation for the maximum five-year period.

Entrepreneurs for a new era

These days business must be more nimble than ever. As giants like Google and Facebook attest, companies that are the first in their fields often remain out front. It's no surprise that companies are now turning to young consumers who set market trends.

For years consumers have logged onto computers then searched online to locate a store or track down a deal. But the explosion of apps and widespread use of Smartphones has made even this kind of search outmoded. Savvy companies have noticed, and this winter, Sony Home Entertainment asked MBA candidates from the School of Business to guide them to the best shopping apps on the market. The students conducted the survey from December to January, the busiest shopping season of the year, conducting field tests at Walmart, Target, and Best Buy outlets. Apps were rated based on factors such as price comparisons, product reviews, and even store locations. The shopping report was delivered via video conference to Sony executives in January, providing students with the opportunity to use their marketing training and business-communications skills with one of the biggest companies in the world. That's a big "Like."

Closer to home, UB continued to provide critical support for area entrepreneurs, start-ups, and small-business owners when it hosted a unique workshop run by Google and the Connecticut Small Business Development Center. Called Connecticut Get Your Business Online, the day-long event included instruction on how to harness social media to help independent ventures prosper in today's marketplace. Workshops were run by web professionals and UB students. "It was exciting," said Kinglsey Udeh, a computer science major from Nigeria who volunteered his time to help a New Haven entrepreneur build a website for her new clothing boutique.

Entrepreneurs also prospered at CTech IncUBator, the incubator for high-tech start-ups that's located on campus. Launched in 2010, it now houses three tenants, and after two years we can report much success. One venture, Central Computer Forensics Lab, is poised to bring its new face-recognition software to the market in late 2012 (see profile on page 35). The IncUBator also hosted monthly brown-bag lunches on campus, providing the business community with access to experts in business, law, and accounting. Demand for this kind of programming prompted the IncUBator to partner with the Office of University Relations to launch The Innovators, a new evening lecture-and-networking series. Entrepreneurs and others are invited to meet and talk at wine-and-cheese receptions before hearing first-hand accounts of how leaders in various industries took their ideas and launched them into products and thriving businesses.

Innovation and Entrepreneurship are themes for the Business School, too, where Lloyd Gibson has been appointed the new dean. Prior to coming to UB this

Changing the Way We Learn and Live

fall, Gibson spent nearly three decades in the banking industry, in positions ranging from lending officer to president and CEO. He also served as dean of education at Stratford University in Virginia and director of the MBA program at Seton Hill University in Pennsylvania, where he implemented a new entrepreneurship program. Gibson's background will be invaluable as the Business School enhances its curriculum through new programs, such as the addition of an online MBA track and a new graduate program in entrepreneurship that is equipping students with skills they need to thrive in the ever-changing business world.

Where business and art combine

The synchronicity of art and commerce came to life this year when the Shintaro Akatsu School of Design (SASD) launched the much-anticipated Master of Professional Studies in Design Management (MPS) degree. Encompassing training in design and business management, the program teaches managers to think in creative teams in a variety of industries and includes classes in six concentrations: marketing, finance, leadership, operations, legal, and leadership, as well as requiring internships at companies and non-profits. The program is geared toward professionals who serve as a corporation's point person between design constituencies and C-level leaders. SASD is one of six schools in the nation to offer a MPS in Design Management, and has appointed Alex White, an expert in this evolving field, to direct the program. White previously taught at Parsons School of Design in Manhattan.

Setting the beat

Bridgeport has super art galleries, restaurants, and night life. But how does it get the word out? That's the challenge the Bridgeport Arts + Culture Council posed when they asked our Music Department to help it rebrand Bridgeport as a cultural destination in its own right. Professor Jeffrey Johnson, chairman of the department, immediately saw opportunity and leapt at the chance to help.

Drawing upon the University's tradition as a beacon for the arts, Johnson conceived of a series of live musical performances known as the Downtown Music Program (DMP), that offer a new twist: instead of enticing new audiences to come to Bridgeport for entertainment, DMP performances were staged in different locations throughout the city where pedestrians, office workers, residents, and others who already work and live in the city would chance upon the music.

Truly a series for and of the community, DMP shows starred student musicians, UB music professors, and any other musician or vocalist who wanted to join in. The mix of professionals, like UB music professor Michael Goetz who's played in the orchestra for *The Producers* and *Miss Saigon*, and local talent created a more-the-merrier atmosphere that energized the community while giving student-musicians the opportunity to develop professionally.



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1 The Bijou Theatre hosted shows for Downtown Music Program, a new campaign created by UB Music School Director Jeffrey Johnson to publicize Bridgeport's cultural opportunities.

2 SASD professor Gary Munch and a student: Munch was heralded this year for creating fonts for the Cherokee Nation, which previously had only one to write its language. His talents, said an elder, "were used to create something new and exciting."

3 UB students treated audiences to live music in pedestrian malls, theaters, and other Bridgeport locations as part of the Downtown Music Project.

Helping a Company Grow

Helping



UB Computer Science and Engineering Chairman Ausif Mahmood and Alan Dressler, founder of Central Computer Forensics Lab, with their new face-recognition software. Slated to go to market in late 2012, the product will be invaluable as businesses and government agencies change operations to comply with new federal security laws.



Cyber sleuthing may be the stuff of Hollywood blockbusters, but identity theft, hacked e-mails, compromised computer networks, and online predators make it clear that citizens, businesses, and governments need online protection, too,” says security expert Alan Dressler.

That’s why in early 2011 Dressler decided to launch a new company called Central Computer Forensics Lab (CCFL). Its goal: to be one of the early producers of cyber-security software.

His timing is perfect. In 2010, the cyber-security market stood at \$40 billion, and it’s expected to grow between \$60 to \$120 billion annually by 2015. Government regulations and innovations to the Internet, cell phones, and computers are making cyber security essential, too.

Today, CCFL is about to bring its first product to market. Dressler says it would not have been possible to grow so rapidly without help from CTech IncUBator, the high-tech business incubator on campus where Central Forensics is based.

“The IncUBator has been a perfect fit for us because it’s allowed us the opportunity to work with resources and experts at UB and its Engineering Department,” says Dressler, who’s frequently interviewed by CNN, Fox News, and other media about e-security.

As it happened, Dressler began planning Central Forensics just about the time when he learned that UB and Connecticut Innovations (CI) were teaming up to bring the IncUBator to campus. He attended the November 2010 ribbon-cutting ceremony and began attending the IncUBator’s brown-bag luncheons for entrepreneurs. Eventually, he met Ausif Mahmood, chairman of UB’s Computer Science and Engineering Department.

“Making the connection was highly productive for both parties,” says Dressler. Mahmood had been working to develop highly sophisticated face-recognition software, known as FaceChecks™, since 9/11. Dressler immediately recognized its potential.

FaceChecks could be used for airport security, missing-persons cases, or border patrol, says Dressler. “You can place a user in front of a computer and the software can scan a face to be recognized as the last step in a highly secure log-in process. If you’re a brokerage firm, for instance, you’d use it so anonymous hackers can’t just take a password to access millions of dollars.” Plus, The Cybersecurity Act of 2012 aims to further protect Americans, so the technology we’re developing could help businesses and government agencies meet new requirements affecting information-sharing, monitoring, and other provisions.

“You can’t just say you have a great idea but take years to develop it. You need to have a demo. Our relationship with Ausif and the IncUBator transformed our business,” says Dressler. “We’re changing, and we’re meeting the needs of our clients.”

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Consolidated Statement of Activities

Fiscal year 2012 was a year of continuing economic challenge, not only for the economy as a whole, but for the University of Bridgeport as well. Revenues were basically flat from fiscal year 2011 to fiscal year 2012 due to a slight decline in enrollment, particularly in some graduate programs. Forty-one percent of private institutions reported a loss in total full-time equivalent enrollment from fall 2010 to fall 2011, and the National Association of College and University Business Officer's annual report, "Tuition Discounting Study," stated that over half of institutions had declines in freshman enrollment in the fall 2011. In comparison to our peers, UB has been weathering the economic challenges quite well.

Driven by a commitment to balance annual expenses with annual revenue, mid-year adjustment and continued reductions

in administrative costs were made to the operating budget to yield a modest, but positive change in net assets, which resulted in maintaining the strength of the balance sheet.

Improvements for students: Student Financial Services moved into its renovated space, which was designed to provide students with improved services both at the counter and for personal counseling. A debit card system, named by UB as the PurpleKnight Card, was implemented this year. This system replaced the paper check system and allows students to collect their refund faster and electronically.

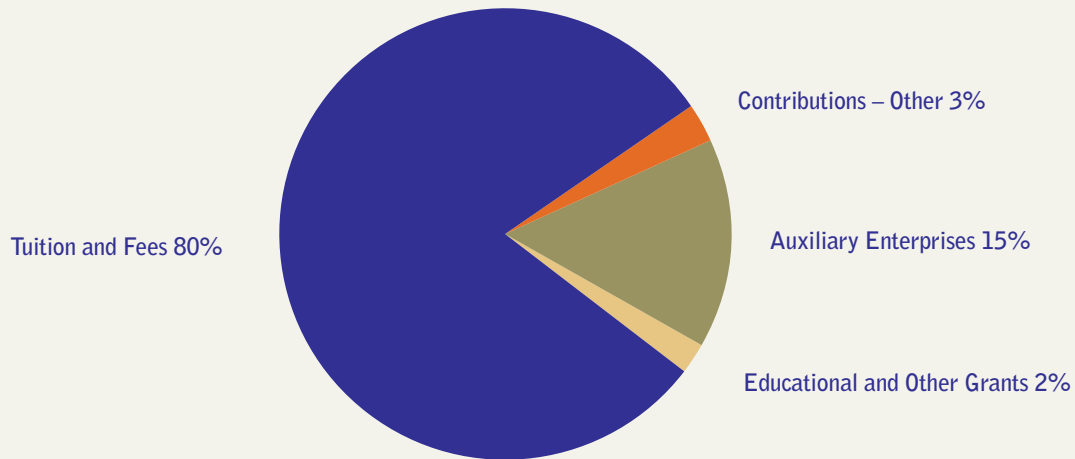
Looking forward to the fall 2012, the changes outlined in this report will allow the University to *continue to* thrive with a focused strategy and sustainable financial base.

Fiscal Year Ending June 30, 2012
(Dollars in thousands)

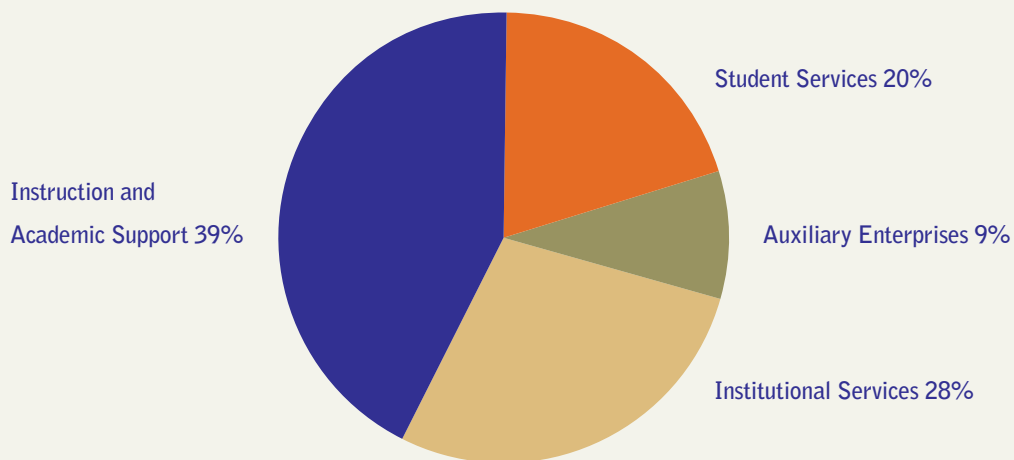
	2012	2011
Revenue, gains and other additions		
Student tuition, net	\$ 63,665	\$ 64,342
Auxiliary enterprises	11,573	11,312
Contributions - other	1,871	1,329
Education and other grants	1,409	1,525
Interest and dividend income	245	150
Realized investment losses	(122)	34
Unrealized investment gains	176	234
Other additions	442	331
Released from restrictions	—	—
Total revenues gains and other additions	<u>\$ 79,259</u>	<u>\$ 79,257</u>
Expenses and other deductions		
Instruction	\$ 29,247	\$ 28,535
Academic support	3,813	3,957
Student services	15,328	14,763
Institutional services	18,775	18,601
Research	670	736
Development	1,634	1,912
Auxiliary enterprises	6,978	5,552
Total expenses and other deductions	<u>\$ 76,445</u>	<u>\$ 74,056</u>
Other gains and (losses) and other changes in net assets		
Change in fair value of interest rate swaps	(1,694)	(884)
Cost of issuance	\$ (18)	\$ (497)
Change in net assets	<u>1,102</u>	<u>3,820</u>
Net assets - beginning	<u>\$ 50,232</u>	<u>\$ 46,412</u>
Net assets - end	<u>\$ 51,334</u>	<u>\$ 50,232</u>

Financial Highlights

Operating Revenues



Expenditures





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