



## Presidential Search



The Board of Regents for Higher Education of the Connecticut State Colleges and Universities (CSCU) announces the search for the next President of Central Connecticut State University and invites expressions of interest, nominations, and applications.

The new president of Central will join an energetic and ambitious community of faculty, staff, students, and alumni, who are eager to meet the challenges of public higher education in Connecticut and increase Central's effectiveness and reach as one of the state's premier institutions of higher learning. Building on the sustained and successful work of Central's current president, Dr. Jack Miller, the new president will reap the benefits of a history of careful and systematic planning, conservative budgeting and sound financial management, stable enrollments, thoughtful and well-targeted curricular development, an experienced and effective senior leadership team, a well-developed institutional advancement effort, and a

dramatic expansion and enhancement of the campus facilities. To provide the leadership Central needs, the new president will have a strong academic background; understand Central's core mission as a regional comprehensive university strongly grounded in the liberal arts; have the experience, leadership ability, and creativity to keep Central in the forefront of higher education in the state and nationally; and be able to become a faithful and trusted member of the campus community, the Hartford region, and the higher education community in the State.

### **THE OLDEST PUBLIC INSTITUTION OF HIGHER EDUCATION IN CONNECTICUT**

Founded in 1849 as New Britain Normal School, Central was the first public institution of higher education in Connecticut and the sixth normal school in the nation. It was first located in what was to be New Britain's new Town Hall, which was still under construction and which was modified and



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expanded to meet the needs of the school. Over the decades, the school's needs surpassed its physical space, so in 1883 it moved to a new facility, jointly funded by the town and the State of Connecticut, overlooking Walnut Hill Park. In 1922, the school moved to its current location. In 1933, it was renamed the Teachers College of Connecticut and authorized to grant baccalaureate degrees. In 1959, it became Central Connecticut State College, and, in 1983, the college became Central Connecticut State University, a comprehensive regional university authorized to grant baccalaureate and graduate degrees. Since then, Central's campus has grown dramatically and its curriculum includes baccalaureate, master's, and doctoral degrees. However, it is still an integral part of New Britain and the greater Hartford area and is a crown jewel of Connecticut higher education.

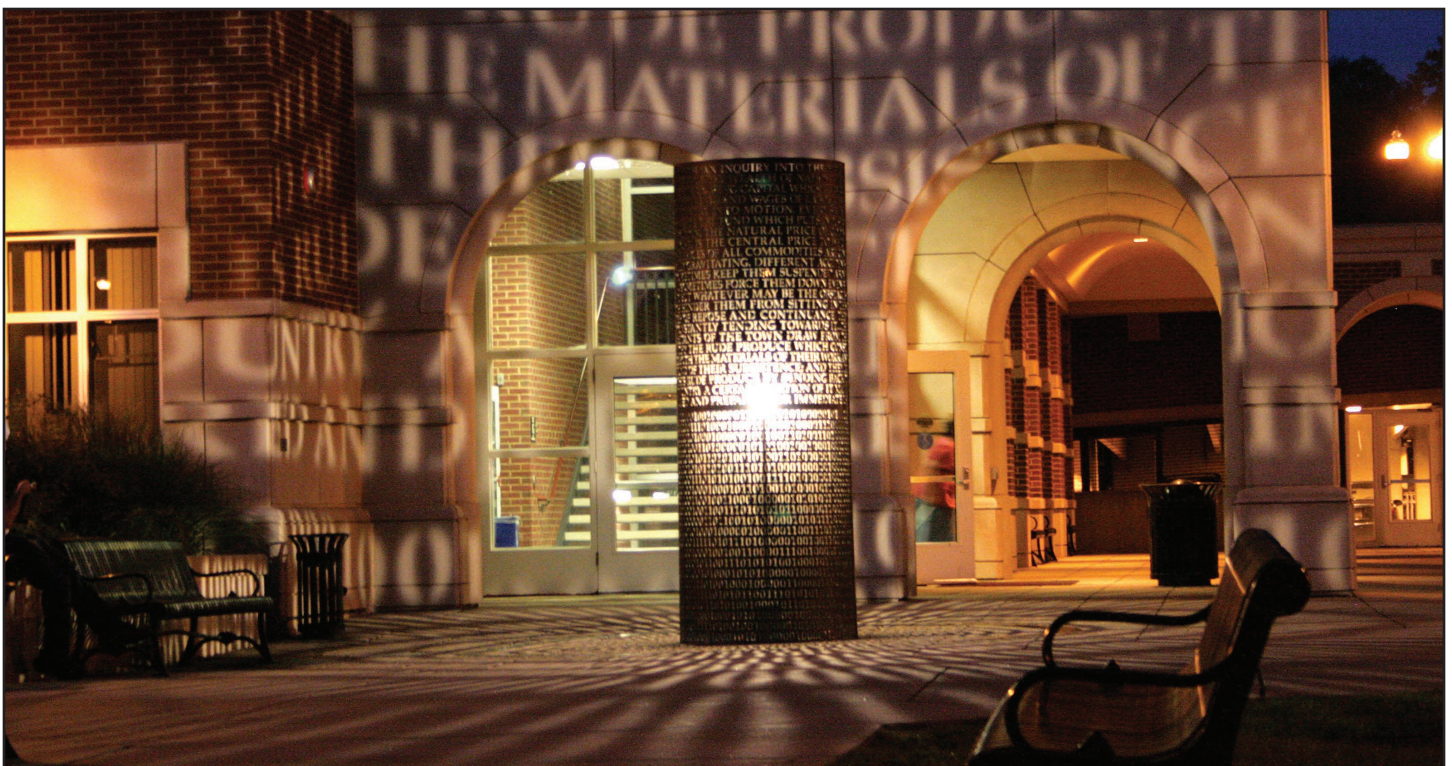
## CONNECTICUT STATE COLLEGES AND UNIVERSITIES

In January 2012, Connecticut reorganized its governance of higher education and created the 17-member Connecticut State Colleges and Universities (CSCU), governed by the Board of Regents for Higher Education. In creating the new structure, the state brought together under a single governing board its four regional comprehensive universities, its 12 community colleges, and Charter Oak State College, an

online adult education, degree-completion institution. As one of four comprehensive universities within CSCU, Central maintains strong relations with its system peers, especially Southern Connecticut State University in New Haven, Eastern Connecticut State University in Willimantic, and Western Connecticut State University in Danbury.

The president of each university serves as the institution's chief executive officer and is accountable to the CSCU Board, through a direct reporting relationship to CSCU System President Mark Ojakian, for the management of the university within Board policy.

The 21-member Board of Regents (15 voting members) is the governing authority of CSCU System, and its responsibilities include setting statewide tuition and student fee policies; establishing financial aid policies; reviewing, licensing, and accrediting academic programs; and, in collaboration with institutional stakeholders, conducting searches for and selecting campus presidents and the CSCU President. The Board also holds broad responsibilities for the development and coordination of statewide higher education policy. The Regents' vision is that a continually increasing share of Connecticut's population will have a high quality post-secondary education





that enables them to achieve their life and career goals and makes Connecticut a place of engaged, globally competitive communities.

## **CENTRAL CONNECTICUT STATE UNIVERSITY TODAY**

The largest of Connecticut's regional comprehensive universities, Central currently enrolls 12,086 students. This includes 7,763 full-time undergraduates, 2,170 part-time undergraduates, 504 full-time graduate students, and 1,649 part-time graduate students. A third of its undergraduates are minorities; 93 percent are from Connecticut. An increasingly residential campus, 64 percent of Central's first-year students live on campus; 24 percent of all undergraduates live on campus.

A longstanding strength of Central is its faculty. Partnered with its 450 full-time faculty are 499 part-time faculty, many of whom are practitioners in their fields and who add a breadth and depth of experience to the classroom. Central faculty members are actively engaged in research, scholarship, and other creative activity as well as the supervision of undergraduate and graduate research. At the same time, a sustained primary commitment to personalized teaching and learning permeates the campus. Many faculty members

oversee internships, undergraduate research, graduate and undergraduate theses, special projects, and independent studies, and conduct faculty-led, short-term study/travel courses. Most also serve as academic advisors. A 15:1 student-faculty ratio allows for substantial individual attention. Consequently, Central provides the diversity of educational opportunities generally found only at larger institutions with the close student-faculty relations found at the best private colleges.

A devoted full-time staff of 520 and a part-time staff of 210 are true partners in the educational enterprise at Central. A strong network of collective bargaining units represents nearly every constituent group of Central's faculty and staff. A collective commitment to shared governance unites faculty and staff and is a hallmark of the University.

## **THE SCHOOLS**

Central's five schools – the Carol A. Ammon College of Liberal Arts and Social Sciences, the School of Business, the School of Education and Professional Studies, the School of Engineering, Science, and Technology, and the School of Graduate Studies – offer 100 undergraduate degree programs in over 80 fields of study, as well as nearly 90 post-graduate programs. All undergraduates are required to complete the general education



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curriculum. Because of this, education in the liberal arts and sciences permeates and defines Central's academic program. The University also offers graduate degrees in 41 academic fields of study, including doctoral degrees in educational leadership and nurse anesthesia practice. Central offers a broad array of online courses at the undergraduate and graduate level. The University will begin the reaccreditation process in the fall of 2016 with a site-visit scheduled for the fall of 2018.

**Carol A. Ammon College of Liberal Arts and Social Sciences**, named in honor of Central alumna of the Class of 1973 Carol A. Ammon, offers undergraduate and graduate degrees in the basic fine arts, humanities, and social science disciplines. In addition, it has strong programs in communications, criminal justice, and journalism. Its faculty bear the major responsibility for teaching the general education curriculum. It currently enrolls 3,649 undergraduate majors and 308 graduate students.

**School of Business** offers undergraduate majors in accounting, finance, management and organization, management information systems, and marketing as well as an MBA and a master's in accounting. It currently enrolls 1,775 undergraduates and 137 graduate students. It is the only one

of Connecticut's regional comprehensive universities that is AACSB-accredited.

**School of Education and Professional Studies** offers a broad range of undergraduate majors and graduate degrees in: elementary and secondary education; all-level education in art, music, physical education, and technology and engineering education; educational leadership and educational technology; nursing; social work; athletic training; exercise science and health promotion; and family and educational counseling, including college student development. It also offers several sixth-year certificates and doctoral degrees in educational leadership and nurse anesthesia practice. The School has 1,775 undergraduate majors and 1,004 graduate students.

**School of Engineering, Science, and Technology** offers undergraduate majors and master's degrees in the basic life and physical sciences—biology, biomolecular sciences, chemistry and biochemistry, geology, and physics—as well as mathematics and computer science. It also offers degrees in civil and mechanical engineering as well as manufacturing and construction management. The School has a strong emphasis on interdisciplinary learning and curricula. Bringing all the science, engineering, and technology disciplines together,





the school is the only comprehensive STEM college in New England.

**School of Graduate Studies** serves as the organizational hub for the many graduate programs located in the other four schools. Its dean works very closely and collaboratively with the other four school deans and their department chairs and faculty in developing, promoting, and administering the University's expanding range of graduate offerings.

### **Curricular Development**

Over the past several years, Central has created a number of new or revised degree programs designed to meet important educational needs in the community. The School of Business added a master's in accounting and an MBA. The School of Engineering, Science, and Technology has added majors in network information technology and robotics. The School of Education and Professional Studies has added baccalaureate and master's degrees in exercise science as well as a higher education track in its doctoral degree in educational leadership. The School also has a new doctoral program in nurse anesthesia practice. Many of Central's new programs are strongly interdisciplinary: dance education, digital printing and graphics technology, manufacturing management, media studies, STEM

education, and strategic communication. These programs meet important educational needs and they are potentially a source of enrollment growth for the University.

### **Campus Community**

Central is a campus community very focused on students and their educational development. The low student/faculty ratio allows for close interaction with faculty and individual attention to students. The faculty teach eight courses per year, and no courses are taught by graduate assistants. Over three-quarters of Central's classes are under 30 students; over 40 percent are under 20 students. The faculty serve as teachers, mentors, advisers, and research partners with students.

The University offers a three-year interdisciplinary honors program to eligible students in any of the undergraduate schools. The program requires two four-credit courses per semester during the first two years and a capstone honors thesis during the junior year. All honors courses are team-taught. Honors students are eligible for a half-tuition scholarship which, upon strong academic performance, may be increased to a full-tuition scholarship.

Central's students have a variety of opportunities to do



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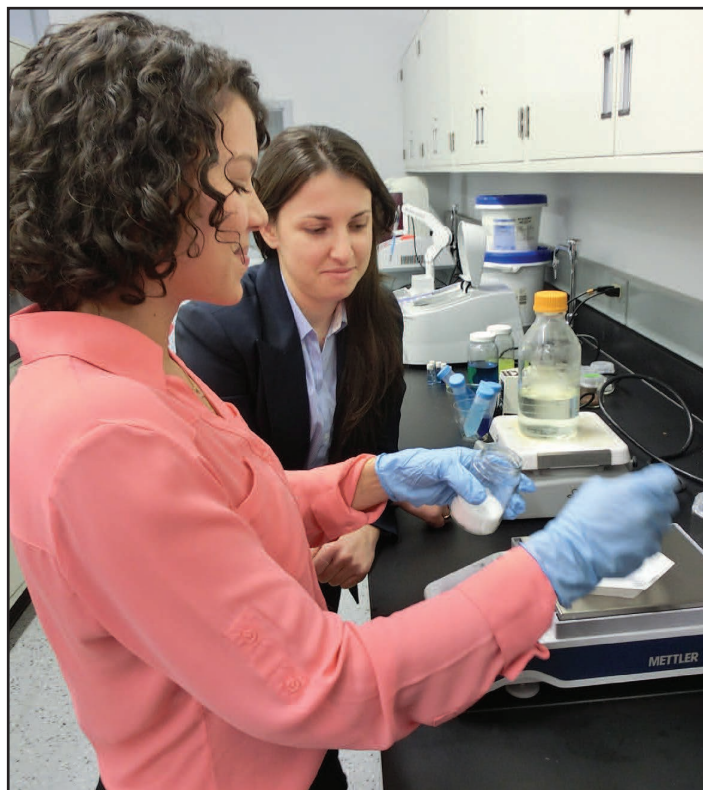
individual research with the guidance of a faculty member, both during the year and over the summer. Currently 21 percent of Central's graduates have had a research experience. The University has an annual research day where students of all disciplines can present their research or creative activity. The University awards travel support for the best work in each academic area so that students can present their work at the national meeting of the National Council for Undergraduate Research.

Central also has a robust commitment to community service. Under the direction of the Office of Community Engagement, located at its Downtown Campus, the University provides a variety of service opportunities for students, faculty, and staff. Options include service-learning courses, service projects, and volunteering. The Carnegie Foundation for the Advancement of Teaching has recognized Central's work by designating it a Community Engagement Institution. Central also sponsors the Institute for the Study of Crime and Justice, the Institute for Municipal and Regional Policy, and the Center for Public Policy and Social Research.

Reflecting the growing diversity of Connecticut, Central is an increasingly diverse campus. A third of its undergraduates are

minorities, with Hispanics and Blacks being the largest groups. Twenty-six per cent of the faculty are minority, with Asian, Black, and Hispanic being the largest groups. The staff consists of the same percentage of minority members, with Asian, Black, and Hispanic being the largest groups. The Office of Diversity and Equity provides support for Central's increasingly diverse population. There is also a very active LGBT Center on campus, and Central offers strong support to students with disabilities and veterans. The curriculum affords students the opportunity to study in depth the history and culture of the minority groups represented on campus. For all, Central is a welcoming and supportive campus.

Adding to campus diversity is the University's nationally-recognized study abroad program supported by the George R. Muirhead Center for International Education. Founded in 1987 as a state-wide center for excellence in international education, the CIE has established a number of community and university partnerships around the globe. It also offers both short-term, faculty-led programs as well as semester- and year-long programs. *Open Doors* consistently ranks Central among the top 40 programs in masters-level institutions; its short-term program is ranked eighth in the nation. The





number of Central students studying abroad has doubled in the last ten years. The CIE is also home of the Intensive English Language Program. Central enrolls some 400 international students per year in both degree- and non-degree-programs. It also hosts a Confucius Institute, which serves as a center for the dissemination of Chinese culture and language instruction.

During the past ten years, Central has become a more residential campus. Sixty-four percent of first year students live on campus, an increase of 16 percent over the last ten years—a growth made possible by the addition of residential living space. Central offers its students a full range of clubs and activities, including musical groups; academic, honorary, and special interest clubs and societies; dance and theatre groups; student government; various student-run media; campus ministry; and social fraternities and sororities. As Central has become more residential, the level of student activity has increased, making the campus more vibrant. At the same time, Central values its many commuter students, recognizes their special needs, and makes every effort to integrate them into campus life.

The Central Blue Devils, an NCAA Division I athletic program that competes in the Northeast Conference, offers intercollegiate competition in seven men's sports and nine women's sports. Central students are offered a variety

of recreation, fitness, and wellness options, including 25 intramural clubs, five fitness centers across campus, and a variety of wellness and fitness classes. The past five years have been a period of significant achievement and growth for the Blue Devils. During that time, they have won 13 Northeast Conference titles; student-athletes' grade point average is the highest it has been; and giving to athletics has increased by 50 percent.

### **Enrollment**

During the past ten years, Central has been successful in maintaining stable enrollments in an increasingly competitive admissions environment in a state with a declining college-age population. Central has been successful in managing its enrollment to reflect broader institutional goals.

While the total headcount undergraduate enrollment has been roughly flat over the past ten years, the number of full-time students has increased as has the number of students living on campus. While the graduate school has seen a decline in headcount enrollment over this same period, it has seen a significant increase in the number of full-time graduate students. There has also been a significant increase in the diversity of the student body, with the largest increases in Hispanic and Black students.



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Central has also devoted its attention to increasing retention and graduation rates. Over the past ten years, the first-year/second-year retention rate has hovered around 80 percent. However, the four-, five-, and six-year graduation rates have increased. The six-year rate is currently 58 percent. The university currently awards \$92 million in institutional financial aid. During the past ten years, institutional aid has increased both in the amount given and the number of students who receive it.

## The Campus

Central's 165-acre main campus sits on the northern edge of New Britain, with easy access to major highways and Interstate 84. Its Downtown Campus, located in the heart of New Britain, is the home of its Institute for Technology and Business Development as well as its Office of Community Engagement.

In 1999, Dober, Lidsky, Craig, and Associates completed a campus master plan that analyzed the current space available and projected campus growth over the next two decades. In 2009, a detailed campus master plan for facilities renewal and expansion through 2020 was adopted with the promise of State support. Since then, the University has methodically implemented this plan and in so doing has made Central's campus highly functional, much more supportive of its core mission and student needs, and aesthetically pleasing.

In 2012, a new engineering lab was completed; in 2013, the new \$34 million Social Science Hall was completed to LEED Gold standards; in 2014, a \$10 million athletic complex for baseball, football, soccer, and track was completed; and in 2015, a \$65 million 600-bed Mid-Campus Residence Hall was completed. What lies ahead is a renovation and expansion of Willard and DiLoreto Hall, a 600-space parking garage, a new recreation center, a new engineering building, and renovations of several other existing buildings.

Central's current president, Dr. Jack Miller, was a signatory of the American College and University Presidents Climate Commitment and served on the President's Advisory Council on Sustainability. A leader in sustainability efforts, Dr. Miller has enabled the Central community to become aware of the wide range of important sustainability issues and address them effectively. As a result, Central is recognized by the *Princeton Review* as "one of the most environmentally responsible colleges in the USA and Canada."

## Finances and Fundraising

Central is in solid financial shape. It has \$322 million in net

total assets. Its current operating budget is \$242 million and it has ended the past several years with operating surpluses. The major sources of revenue are the state appropriation (32 percent), tuition and fees (28 percent), auxiliary revenues (10 percent), and grants and contracts (9 percent). The endowment is currently at \$65 million, the largest of Connecticut's regional comprehensive universities. In-state tuition and mandatory fees currently total \$9,300; room and board is \$11,134.

The institutional advancement effort at Central is well established, with effective leadership, a history of success, and a very engaged Foundation Board. Each of the Schools has a development staff member assigned to it focused on fundraising efforts by and for the School. The fundraising by the athletic staff is very closely coordinated with Institutional Advancement. Fundraising at Central has been defined to include continuing education, which reports to the Vice President for Institutional Advancement. Continuing education not only produces revenue for the University, but also creates good will in the community. This, and the fundraising that goes on through the Schools, creates a strong partnership between Advancement and Academic Affairs.

The top fundraising priority for the University has been the growth of the endowment, which during the past ten years has increased from some \$17 million to its current level of \$65 million. University Advancement has also set for itself the goal of contributing \$1 million annually to student financial aid through a combination of annual giving and endowment income. The goal has been reached and, in fact, exceeded. Its goal of \$2 million in annual giving has also been exceeded for the past several years during which totals have been well over \$3 million.

Central has 70,000 living alumni, 85 percent of whom live in Connecticut. The Alumni Association Board is very active and has effective leadership, and the affection for Central by its alumni is palpable. The alumni have a five percent participation rate in University fundraising.

## New Britain

Located nine miles southwest of Hartford, New Britain is a town of some 73,000. Part of the Greater Hartford area of 1.2 million residents, New Britain is centrally located in the state and is within easy reach of much of Connecticut and several of the metropolitan areas in the region.





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New Britain's population is characterized by a high degree of racial and ethnic diversity. Known as "Little Poland," 17 percent of its population is of Polish background. It is the home of three Polish language newspapers and one television station, and annually hosts the Little Poland Festival. Significant portions of its population come from Puerto Rican, Italian, and Irish backgrounds. Currently, 37 percent of its population are Hispanic; 11 percent are African American; 25 percent live below the poverty line.

New Britain is the home of the New Britain Symphony, founded by Central faculty members and first conducted by Central's president Dr. Etzel Willhoit. It is also home to the Connecticut Virtuosi Chamber Orchestra and the Repertory Theatre of New Britain. Charter Oak State College, the online branch of the CSCU system, is also in New Britain.

Often known as "Hardware City," New Britain is the home of Stanley Black & Decker. The largest employer in New Britain is the Hospital of Central Connecticut. Other major employers are the State of Connecticut, the City of New Britain, the Hospital for Special Care, and Tilcon Connecticut. This year, New Britain acquired the Bees, an unaffiliated professional minor league baseball team, who are now in their first season.

In addition to all that Hartford provides, New Britain is 40

minutes from Springfield, Massachusetts, two hours from Boston, and two hours from New York City. It is also part of the Hartford-Springfield "Knowledge Corridor" and therefore within easy driving distance of a host of private and public institutions of higher education and many cultural opportunities. The CTfastrak bus rapid transit system, begun in March 2015, offers frequent connections between New Britain and Hartford and points as far west as Waterbury.

## ROLE OF THE PRESIDENT

Central's president oversees a broad portfolio of responsibilities. The president serves as the institution's chief executive officer, is accountable to the President of the CSCU Board of Regents for the management of the University within Board policy, and works collaboratively with fellow presidents of the 16 universities and colleges within the CSCU system to achieve state goals. The president works in concert with other senior leaders on campus to develop campus policy in support of system objectives, directs the activities of University administrative staff, provides stewardship over University resources, enhances Central's instructional and student support programs, facilitates research and scholarship, fosters University relations with alumni and the public, and serves as the face of the institution to internal and external constituencies.





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Reporting to the president are the provost and vice president for academic affairs, the vice president for institutional advancement, the vice president for student affairs, the special assistant to the president, the chief human resources officer, the chief administrative officer, the chief information officer, the chief financial officer, and the chief diversity officer.

## THE LEADERSHIP AGENDA

In addition to providing engaged and collegial leadership to the Central community and effective, transparent management of the University, the new president will be expected to focus on the following priorities:

### Generating and Managing Financial Resources

Nationally, state funding for public higher education is declining. The State of Connecticut is facing serious financial challenges that will significantly diminish its support for higher education. Though Central is in strong financial shape now, the new president will need to manage well this decrease in state support. This will include careful budget management, along with the ability to engage the community in discussion of ways to reconfigure university operations, ensuring that core functions are well supported and willing to consider more radical change in non-core functions. At the same time, the new president will have to be entrepreneurial in seeking additional sources of revenue. This will include fundraising, judicious enrollment management, meeting the new educational needs of the community, developing mutually advantageous partnerships with the community, and supporting faculty innovation.

### Renewing the Vision

With the growth and change of the past few years, Central's sense of its identity has become more diffuse. At the same time, the strategic plan under which it has operated successfully is nearly ten years old. The new president will need to listen to the community and help it clarify and strengthen its common identity. As a result of this interaction, the new president will be able to lead the community in reviewing its strategic values and revising its current strategic plan. With a renewed sense of its identity and message, the new president will have to tell Central's story clearly and effectively in ways that match its current reality and help achieve its aspirations. This will include ensuring that the story is communicated effectively through a revitalized and University-wide marketing effort.

### Continuing Program Development

Central has had a strong history of program development. These programs have arisen from the creativity of the faculty

and entrepreneurial activities of the school deans, and have met important and emerging educational needs of the community. At the same time, they have served to stabilize and increase enrollments--and increase revenue. The new president will be expected to support the continued expansion of new program initiatives, which may include programs based on face-to-face instruction as well as blended, online programs.

### Managing Enrollment

Central has had stable enrollments. However, with the decline of the number of traditional-aged college-bound students in Connecticut and strong competition from other institutions of higher learning, this stability cannot be taken for granted. More importantly, Central would like to grow to approximately 15,000 students. To do this, the new president will have to ensure a coordinated approach to enrollment growth, developing new ways to attract both graduate and undergraduate students and continuing to improve retention and graduation rates.

### Ensuring a Welcoming Campus

Central is a community that is welcoming of all. At the same time, Connecticut's population is increasingly diverse, and Central is enrolling a larger number of minority students as well as international students. Diversity and inclusion are in need of continual vigilance and support, and there is more work to be done at Central. The new president will be expected to work comfortably with a diverse student body, staff, and faculty, and be strongly supportive of this core community value. This will include developing more effective efforts to increase the diversity of the faculty and staff. The new president will be expected to be sensitive to threats to diversity and prepared to take supportive and corrective action to ensure that Central fulfills its promise to be welcoming of all.

### Supporting Student Achievement

Student academic success and personal development is the central mission of the University. Central is a very student-centered campus where faculty and staff alike devote considerable time to students, and students develop those personal relations with faculty and staff that are the hallmark of educational excellence. In its high retention rate and improved graduation rate, Central has clear evidence of its success. The new president will have to keep this core value paramount in all of the activities of the University and encourage and support efforts to enable more students to have a successful college experience.



## Supporting Faculty Excellence

Central takes justifiable pride in the quality of its faculty, their excellent teaching, and their creative activity that contributes to the state and nation's scholarly and artistic communities and the Connecticut economy. The new president will support Central's faculty by understanding the challenges they face and by working to recruit and retain highly qualified faculty, to celebrate their achievements, and to provide the resources and other support for teaching and research necessary to earn tenure and to remain engaged and productive once tenured.

## Engaging the Community

Central's long history of partnering with New Britain and the Hartford area has taken various forms over the years. Currently, it involves a strong commitment to service and community engagement as well as developing academic programs that serve the needs of the region. The new president will need to continue to affirm this partnership in concrete ways and reach out to the area with an open mind and heart and an entrepreneurial spirit, to solidify and invigorate existing partnerships and create new ones.

## THE NEXT PRESIDENT

Central's next president will be a strong and proven academic

leader, who understands the academic enterprise, and can make the case for liberal arts education and professional preparation, and who understands and values the work of faculty in teaching, research, and service. The new president will be able to easily engender trust from all of Central's constituents—students, faculty, staff, alumni, and community members. This will require someone who is comfortable working with a high degree of transparency and accountability. The new president will also be entrepreneurial and able to recognize opportunities when they present themselves and create them when they don't.

Thus, the ideal candidate will:

- Have a doctorate or other terminal degree in an academic field
- Have a record of successful leadership and administration in higher education
- Have experience working within a system of public higher education
- Have a commitment to shared governance and experience working in a collective-bargaining environment
- Be student-centered and have a good understanding of the type of student Central serves.



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- Have a record of support for efforts to increase diversity and promote inclusion
- Be an effective fundraiser with a history of success
- Have demonstrated skills of financial management and planning
- Have a history of significant work with community groups and organizations
- Have successful experience with enrollment management
- Have experience with strategic planning
- Have good communication and public relations skills
- Have experience with marketing
- Have a strong work ethic
- Be of the highest integrity

## APPLICATIONS AND NOMINATIONS

To apply, candidates must send a letter of application (not to exceed three pages) in which they address the leadership priorities and qualifications outlined in this prospectus, a curriculum vita, and contact information (names, phone numbers, and email addresses) for five references in a single MS Word or PDF document to [CentralPresident@agbsearch.com](mailto:CentralPresident@agbsearch.com).

For full consideration applications should be received by August 15, 2016.

Inquiries and nominations should be directed to:

Robert Holyer, Ph.D.

Senior Consultant

AGB Search

[rkh@agbsearch.com](mailto:rkh@agbsearch.com)

804-359-9370

804-402-6736 (c)

All inquiries, nominations, and applications will be held in the strictest confidence; references will not be contacted without the candidate's expressed permission.

For more information about Central Connecticut State University, please visit [www.ccsu.edu](http://www.ccsu.edu). For more information about Connecticut State Colleges and Universities, visit [www.ctregents.org](http://www.ctregents.org). For more information on the city and region, please visit [www.ctvisit.com](http://www.ctvisit.com), [www.city-data.com/city/New-Britain-Connecticut.html](http://www.city-data.com/city/New-Britain-Connecticut.html) and [www.visitconnecticut.com](http://www.visitconnecticut.com).

The Board of Regents for Higher Education is committed to a policy of equal opportunity/ affirmative action for all qualified persons. The Board does not discriminate in any employment practice, education program, or educational activity on the basis of race, color, religious creed, sex, age, national origin, ancestry, marital status, sexual orientation, transgender status, gender identity or expression, disability (including, but not limited to, intellectual disability, past or present history of mental disability, physical disability, or learning disability), genetic information, or any other basis prohibited by Connecticut state and/or federal nondiscrimination laws. The Board does not unlawfully discriminate in employment and licensing against qualified persons with a prior criminal conviction.

Inquiries regarding the Board's nondiscrimination policies should be directed to Leah Glende, Manager of Diversity and Inclusion, State of Connecticut, Board of Regents for Higher Education, 61 Woodland Street, Hartford, CT 06105, (860) 723-0727 or [lglende@mcc.commnet.edu](mailto:lglende@mcc.commnet.edu).

