

2011 Annual Report

MILESTONES AND DESTINATIONS

- Plans and Roadmaps —
- Academic Pathways —
- Milestones —



**UNIVERSITY OF
BRIDGEPORT**

Opening doors. Building futures.

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

UB's momentum is palpable. In the past year, the University not only built upon past successes but went on to surpass unprecedented milestones: We opened the Physician Assistant Institute, launched the Pre-Pharmacy Program through a unique partnership with the University of Connecticut, and added dozens of other degree programs to the curriculum. And to support our enriched academic offerings and increase the quality of life at UB, we devoted \$7.5 million to building new labs, equipping high-tech classrooms with more technology, and upgrading facilities throughout the campus. Students and faculty have won grants and prizes from no less than the U.S. Department of State, NASA, and the William Jefferson Clinton Foundation. We've attracted more of the public to campus through programs like Necessary Voices, a new lecture series on arts and ideas featuring best-selling authors and some of the nation's top poets. Our Faculty Research Day, to be held annually, signals the surge in innovation and research in our labs and classrooms. Meanwhile, enrollment remains at about 5,000 students, with numbers growing during financially robust years and falling slightly during times of economic hardship.

Indeed, the progress we've made at UB in the past year is all the more remarkable given the economic and social sea changes we are experiencing today. Financial turbulence in global markets continues to threaten public confidence. Too many students at institutions of higher education throughout the world have had to delay or abandon the dream of a college education. As we've seen, many young people have taken to protesting in the streets, while others grapple with issues of un- and underemployment. Yet UB continues to distinguish itself by reining in tuition increases as much as possible and providing more financial aid than ever before.

And we haven't stopped moving to higher levels of excellence—nor have our students.

From the beginning, UB has been a launching pad for personal journeys of achievement. After the Junior College of Connecticut expanded to become the four-year institution we know today, hundreds of World War II veterans enrolled at the campus to train as engineers, lawyers, businessmen, and other professionals so they could build their personal lives and provide for their families. Today, our students come from 81 nations around the world to train in fields from nanotechnology to biomedical engineering, industrial design, naturopathic medicine, peace and conflict studies, and international financial services. Whatever their chosen paths may be, our students know that at UB they'll receive an education grounded in practical, hands-on training. Research, internships, and work opportunities abound, and these enriched academic experiences groom students for accomplishment in professions of their choice. They are buoyed by gifted faculty, enthusiastic peers, and dedicated alumni, who together establish a dynamic academic and social network.

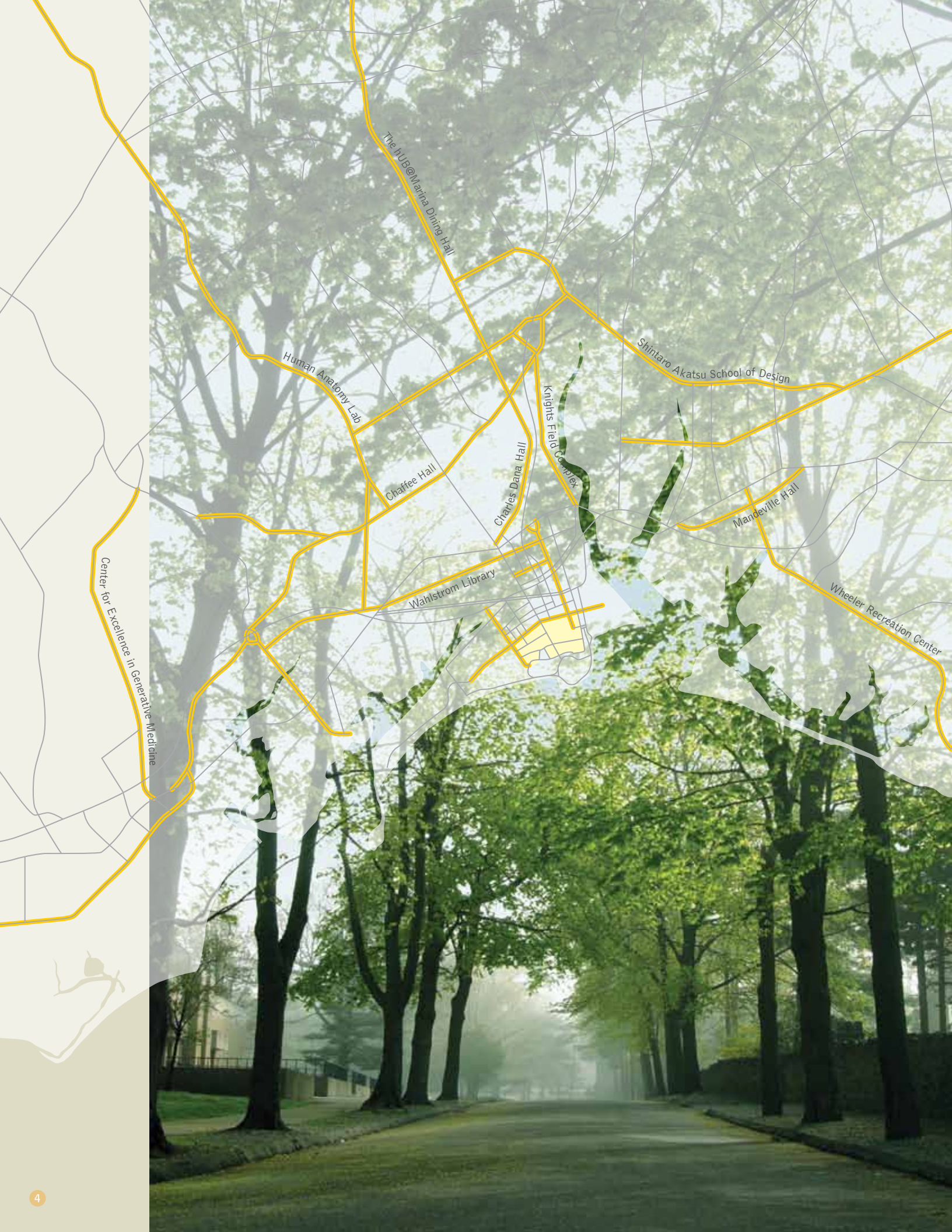
We have reached our milestones by following a roadmap of judicious academic planning combined with careful financial spending. Last year, I wrote that UB had decelerated the pace of capital projects to maintain its finances. This year, staff and administration continued to shepherd departmental budgets as they would their personal household spending plans, and as you'll read in these pages, their careful and personalized attention to the bottom line has enabled UB to hold total expenses steady. Bank confidence in our balance sheet enabled UB to roll over existing debt into a \$30 million bond, with \$7.5 million earmarked for construction projects that enable us to enrich academics, accommodate enrollment, and achieve new standards of excellence.

UB continues to work with a wide consortium of institutional funding partners in the foundation, corporate, and government spheres to expand opportunity and advance our mission. We also depend on alumni and friends, and we are grateful for all they continue to do to aid and support our work. I am confident that with your help, your friendship, and your support, UB, its faculty, and its students will continue to reach new milestones and blaze trails of excellence for others to follow.

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





Improvements to Wahlstrom Library ushered in many other changes at UB.

comply with federal environmental laws and installing energy-efficient heating systems to recoup savings. But other changes, such as the transformation of Wahlstrom Library's ground floor into a 21st-century reference center and café, and the building of Knights Field Complex, were highly visible signs of our belief and investment in UB's future.

Students noticed, and they enrolled in increasing numbers, sharing our belief that there is no better investment than entrusting their futures to UB. Even in difficult financial times, we continued to affirm their faith in UB by methodically strengthening our balance sheet, identifying areas for costs savings, and reprioritizing academic, student, and facility needs. Because we've been able to build enrollment, student-related revenue from tuition, fees, room, and board increased by 5 percent this year, and the collection of student accounts improved. Increasing gross revenue enabled UB to provide additional financial aid to students and their families this year. Throughout campus, staff and administration treated budgets with great care, and their fiscal prudence allowed us to significantly streamline operating efficiencies. By improving negotiated rates with vendors for services, such as information technologies and energy, for example, UB realized savings of \$500,000.

Buildings and grounds: where journeys begin



Crews spent the summer of 2011 transforming the campus.

UB's increased financial strength enabled us to refinance existing debt of \$22 million to achieve considerable savings through a tax-exempt CHEFA bond. This second round of bonding, obtained through private placement, included \$7.5 million for renovations. Within days after Commencement in May, crews dug in to launch dozens of construction projects that are critical to accommodating growing enrollment, supporting academics, and creating ongoing opportunities for faculty, staff, and students. By mid-summer, the end of the fiscal year, large swaths of the campus looked like construction zones. When students began arriving in August, the transformations on campus created excitement that is palpable. Some of the more visible changes include:



Crews began upgrading Marina Dining Hall soon after graduation in May.



After being closed for nearly two decades, Chaffee Hall was reopened to accommodate growing enrollment.

The reopening of Chaffee Hall

Closed since 1992 and located between Marina Dining Hall and Wheeler Recreation Center, Chaffee holds a physically important place in the center of campus. To prepare for its reopening, crews began by power-washing its brick exterior and replacing the roof. Rooms were repainted. Energy-efficient windows, boasting views of Long Island Sound, were installed, as were air conditioners in each room. Each of Chaffee's four floors house renovated commons rooms that boast flat-screen televisions, new furniture, and gleaming kitchenettes that enhance opportunities for students to gather, socialize, or partake in study sessions. The upgrades significantly raised the bar in terms of providing the highest-quality living accommodations for students now living at Chaffee. Predictably, students were thrilled. "There are a lot of changes—all good," student David Clarkin told the *Connecticut Post* in a story about the University's upgrades that ran on page 1.

But opening Chaffee provides for more comfortable living for *all* students on campus. When UB's enrollment topped 5,000 in 2009, students were required to share tighter living quarters, with two and three beds per room. The ability to relocate up to 150 students to Chaffee enables the University to offer more private rooms and so-called doubles elsewhere, providing roomier accommodations for all.



Marina Dining Hall's fresh look includes a new ceiling, floors, and windows boasting views of Seaside Park.

The hUB@Marina

They say the kitchen is the heart of the home. So, too, at UB, where for generations Marina Dining Hall has filled the stomachs and social lives of students, who greet each other over morning coffee and form friendships at lunches and dinners. Marina's central role on campus is reflected in its new food court, appropriately named The hUB@Marina. As Student Government Association President Colin Capaci noted during the hUB's official opening in September, "We view UB as our community, and now we have our hub to bring us all together."

And dine in comfort. Open until 11 p.m., The hUB has café-style seating, wireless Internet access, and large-screen televisions so students can socialize or catch up on e-mail. Meals can also be purchased to go, handy for professionals or commuters taking part-time or evening classes.



The hUB@Marina serves up a gorgeous new setting for students and faculty to socialize over meals.

The hUB also reflects the University’s singularly rich diversity: Students come to UB from more than 80 countries, and food court’s three new dining stations please all variety of tastes: Ultimate Baja stars south-of-the-border fare. At Grill 155, burgers, sandwiches, and other traditional favorites are the main attraction. And Star Ginger’s Southeast Asian-style noodle dishes, soups, curries, and other vibrant offerings from Vietnam were created by chef Mai Pham, whose recipes have been featured in *bon appétit* magazine and the Food Network. The hUB also boasts f’real!, a make-your-own milkshake and smoothie machine—sure to be a favorite among students, and alums who want to savor the good-old days.

A high-tech anatomy lab

It’s no secret that health care jobs offer some of the few bright spots for those entering the workforce. And students have taken notice, enrolling in our health sciences programs in record numbers. The University’s schools of dental hygiene, naturopathic medicine, chiropractic, and human nutrition have long been well-regarded. Our student practitioners and faculty are entrusted to treat America’s heroes at Veterans Administration hospitals. They provide care for both young and old—upwards of 20,000 patients a year. And alums and faculty are among the most recognized in their medical fields.

We celebrate these achievements, and the public trust in our record of training top health experts, but we are not content to rest on our laurels. When UB drew up its list of projects for CHEFA, supporting our health programs was among our chief priorities. That’s why this summer construction projects included re-creating the human anatomy lab at Charles Dana Hall. Crews began by demolishing the lab to double its size. They equipped it with locker rooms, scrub areas, modernized draw-down ventilation systems, a virtual anatomy lab where students can hone their skills using the latest human-dissection software, and large-screen video monitors to broadcast in real time gross-anatomy-dissection demonstrations by faculty.

The lab’s state-of-the-art technology, notes Division of Health Sciences Vice Provost Dr. David M. Brady, “enhance[s] the instructor’s ability to effectively teach anatomy and represents another part in the revitalization of facilities within the health sciences campus and will enhance the student experience and our ability to recruit students to our programs.”



To improve training for health care professionals, UB opened its new Human Anatomy Lab at Charles Dana Hall. Special features include technology to enhance teaching.

As part of its ongoing building campaign at Mandeville Hall, UB created conference rooms and learning spaces worthy of tomorrow's CEOs.



Classrooms suitable for headhunters and CEOs

When alumni Howard J. Abner '59 and Richard Lifton '61 met 50 years ago at the School of Business, they became fast friends. In celebration of to their lifelong bond, and to the business school that helped them launch successful careers, they donated \$30,000 in 2009 to equip two classrooms at Mandeville Hall with Smart boards and other technology.

Their generous gift thus launched a campaign to upgrade the rest of Mandeville, home of the business school, with the kind of enhanced equipment and meeting areas found in offices and corporate board rooms.

That campaign advanced greatly this summer, when construction crews modernized other classrooms at Mandeville and equipped them with technology, wireless Internet access, and new computer labs. These upgrades are geared to support an ever-expanding rostrum of graduate and undergraduate business school programs. In addition, the deans' office was redesigned into a suite that, among other uses, will provide for comfortable meeting spaces for head hunters who each year visit Mandeville to recruit UB students for jobs.

Wheeler Rec shapes up for the 2012 Gymnastics Championships

At UB, we take the Life of the Mind very seriously. But we're also concerned about our physical well-being, too. With that in mind, Wheeler Recreation Center has been on target for ongoing upgrades. Two years ago, for instance, the 30-year-old floor in its Field House gymnasium was replaced with cushioned Taraflex® Sport vinyl flooring. The University leveraged the upgrades by making the maple-colored floor multipurpose: Thanks to various borders, the 18,000 square-foot space delineates foul lanes for three basketball courts, a border doubling as a jogging track, and yellow NCAA volleyball game lines. Curtain dividers allow three different sports to be played at once and the courts can be solely dedicated to basketball.

Since the upgrades, activity and attendance at Wheeler has soared. Its Field House has been home to intramural matches as well as NCAA events. It's also home to the Purple Knights Women's Gymnastics Team, which this year won its third consecutive USA Gymnastics College Team Championships. Because of this milestone, UB will host the 2012 championships this spring.



Wheeler Recreation Center shaped up in the summer of 2011 with a new Cardio Fitness Center. It's open to students, faculty, and UB alumni.

To prepare for this major event, and to build upon previous renovations, crews over the summer installed energy-efficient skylights and replaced the roof at Wheeler. The enhancements allow greater light into the Field House, rendering it championship-ready. At the same time, the cardio fitness center, which is used daily by students, faculty, and staff, alike was overhauled with new mirrors and walls before Matrix treadmills, bicycles, elliptical machines, and other cardio equipment were installed to keep the heart of the UB community healthy and strong.

The campus: a map of its future

The list of capital upgrades completed in 2010-11 is breathtaking. Yet our work is far from complete. In the coming year we will proceed to transform the campus to provide more resources and reach new standards of excellence. Our health sciences division, for instance, continues to evolve, and its various programs require additional space. As of the writing of this Annual Report, crews are readying to transform a former Victorian-style home at 115 Broad Street into our new Center for Excellence in Generative Medicine. When finished, the Center will provide the highest-quality patient care in naturopathic medicine and serve as a research center for the field of genotypes. The Center is due to open in 2012.

Capital upgrades also are targeted for our science programs as UB launches a \$1 million overhaul of Charles Dana Hall, where biology, pre-pharmacy, and other pre-med programs are held. On the list of coming upgrades: a phlebotomy and IV lab, and wired classrooms.

Across campus, the Arnold Bernhard Center continues its evolution. In 2010, alumnus Shintaro Akatsu donated \$2 million for our design programs and provided funding to renovate studios, build a new large-scale furniture-design workshop, and a ceramics lab. Improvements being made in the coming year advance the exciting changes at ABC and benefit the public. In particular, work is now being targeted to the building's first-floor corridors and art gallery. New lighting, carpeting, fresh paint, and the creation of mini galleries throughout the ground floor will better accommodate public traffic, provide more attractive spaces to showcase work by students and visiting artists, and restore the Arnold Bernhard Center as one of Fairfield County's most important cultural destinations.



Crews began revamping the ground floor of Arnold Bernhard Center, where its gallery and theater host a variety of cultural events.

Ongoing renovations at Arnold Bernhard Center are re-establishing the iconic building as an important cultural destination in Fairfield County.



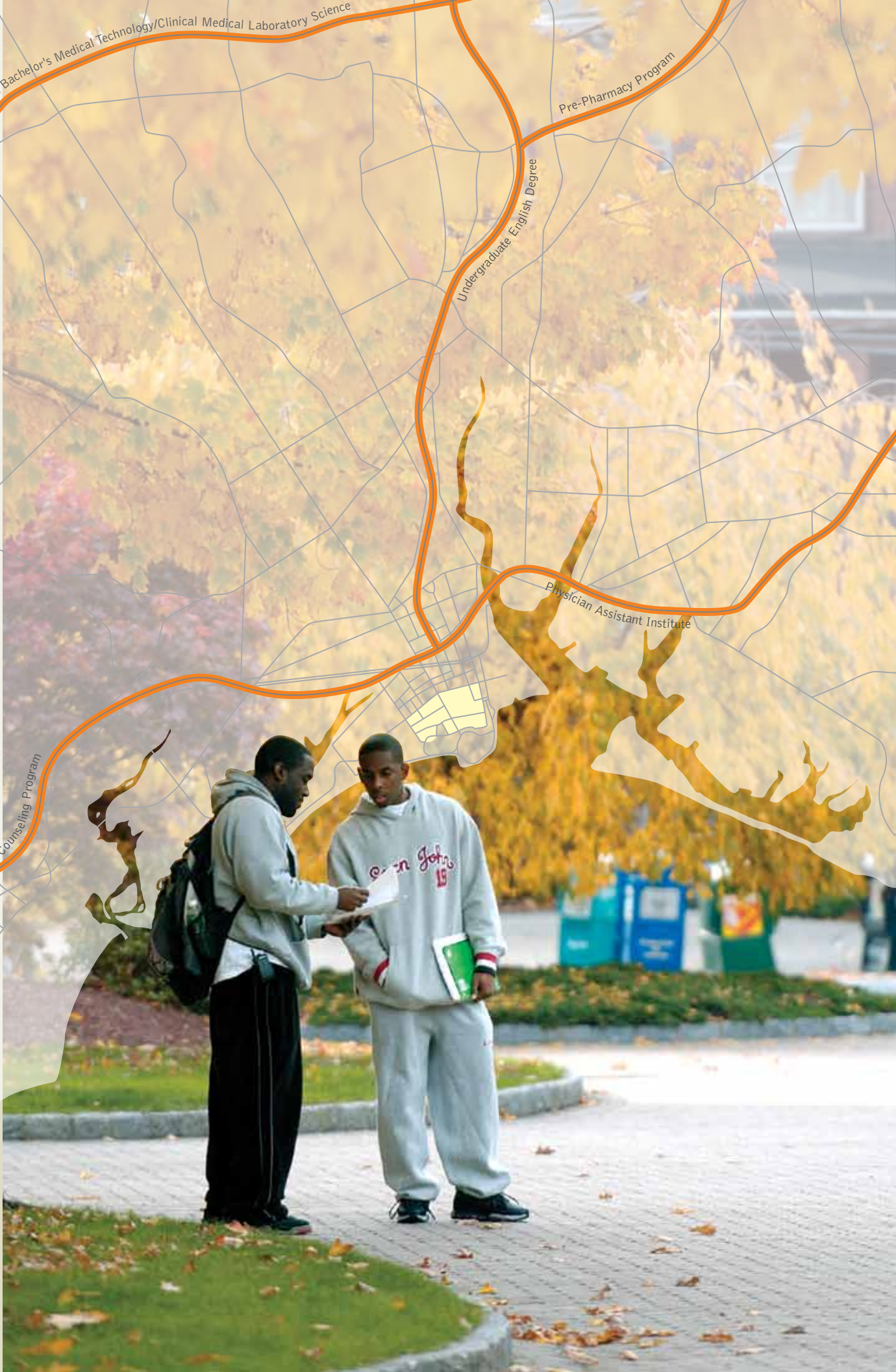
Academic Bachelor's Medical Technology/Clinical Medical Laboratory Science

Pre-Pharmacy Program

Undergraduate English Degree

Physician Assistant Institute

Master's Degree Counseling Program





Human Resources Development Program

Academic Pathways

When Points of Light CEO and alumna Marion Heard addressed the Class of 2011 at Commencement in May, her words rang strong and clear: “Do something!”

Heard’s exhortation was met with thunderous applause. Little wonder: UB students distinguish themselves by their desire to “do something,” their work ethic, and their drive.

Many of our freshmen are guided by a clear vision of their future. Others have not yet identified the road they want to pursue. Yet the moment they arrive on campus, both the directed and those still searching soon discover that the education they receive at UB can transport them to destinations rich in opportunity. Because we believe classroom lessons are enhanced with in-the-field experiences, internships aren’t a footnote for a lucky few; they’re required for students in fields from business to design to chiropractic. Meanwhile, our curriculum is routinely reviewed to ensure that it keeps pace with the marketplace. Advances in the fields of science and engineering, for example, have led to the creation of courses in nanotechnology. This year, several changes in the curriculum reflected the University’s mission to open as many doors for our graduates as we can so they can continue to build prosperous futures.

Leading to jobs in health care

Three years ago we began exploring how UB could enhance training and opportunities for students interested in a health care and/or a pre-medical degree. At the time, undergraduates interested in medical school earned a Bachelor of Science degree in Biology. While the undergraduate track is academically rigorous, the Office of the



UB's new health sciences bachelor's degree lays the foundation for graduates to pursue several areas of expertise, from pediatric medical care to veterinary sciences.

Provost and faculty agreed that the biology major was limited. They recommended a new degree, and after considered evaluation and evolution, UB this year significantly expanded the curriculum by introducing a new Bachelor of Science in Health Science, with areas of concentration in exercise and fitness, or nutrition. Created to be as flexible as possible, the degree begins with a common core curriculum that takes two years to complete. This gives students time to explore various health care options before they pursue specific areas of expertise, be it training for veterinary school, naturopathic medicine, chiropractic or pediatric medical care, or work at wellness or rehabilitation centers.

UB next launched a new bachelor's Medical Technology/Clinical Medical Laboratory Science degree. Students who complete the "Med Tech" program are trained to analyze blood and conduct lab work desperately needed by hospitals and other health care institutions. During their junior and senior years, students will gain practical experience by training at St. Vincent's Medical Center in Bridgeport and Yale Medical Center.



The opening of the Physician Assistant Institute and the Pre-Pharmacy Program greatly expanded health sciences opportunities at the University in 2010-11.

At the same time, the much-anticipated partnership between the University and UConn came to fruition with the official opening of our Pre-Pharmacy Program. The program was created when UB and UConn decided to forge a highly unusual venture between a private and public university. Students take four semesters of core classes, such as microbiology, anatomy and physiology, and organic chemistry, at UB. Those who successfully complete the training are then eligible to apply to UConn's top-rated School of Pharmacy, which otherwise is restricted to UConn's pre-pharmacy program and state residents.

Meanwhile, our new Physician Assistant Institute welcomed its inaugural class of 20 students in January. Top candidates had been selected among a pool of over 135 applicants, and their ranks included a former researcher from Columbia University, an army medic who had also taught college anatomy classes, a psychiatric counselor, a phlebotomist, and several scientific researchers. Within days, this "first class" quickly distinguished itself with its seriousness of purpose and superlative performance. As class representative Sara Steinfeld noted: "There's no way to struggle without someone offering to help. We are a class of over-achievers." Steinfeld and her peers will spend 28 months in the program and get hands-on training treating patients during clinical rounds at St. Vincent's Medical Center. When they graduate, it will be to rosy job prospects: Starting salaries for physician assistants nationwide is \$74,000 on average.



The public made more use of acupuncture, naturopathic, chiropractic, and dental hygiene clinics on campus, while more students pursued studies to become trained in the latest fields in health care.

Gateways for counseling professionals



The mental health profession is a bright spot for those interested in health-related jobs, and UB this year offered more degree options than ever before.

Some tend to the body, others to the mind. At UB, interest in counseling professions is rocketing, and the number of students majoring in the specialty jumped from 21 students in 2009 to 108 students today. Interest in the subject area has been bolstered by positive employment reports. Jobs for counselors is expected to increase by 18 percent between 2008 and 2018, according to Labor Department statistics.

These trends prompted the University to add three specialty tracks to its master's degree counseling program this year. The College Student Personnel track trains experts to work as student affairs administrators, in financial aid and admissions, with students overseeing college life and housing, or in other college and university settings.

Our second specialty, the Human Resources Development program, reflects new roads in the mental health profession. Demand for vocational and career experts has grown as workers choose to or are forced to change jobs and careers. Fittingly, HR Development classes are held at UB's satellite campus in Stamford, home for many of Fairfield County's biggest employers.

Our third counseling specialty, known as Community Counseling, was designed to prepare students to become certified as Licensed Professional Counselors (LPCs). Through the program, students gain classroom and field experience to diagnose and treat various mental-health issues, from family therapy to chemical-dependency counseling to social services.

Great books: inspiring considered lives

The UB curriculum has been lauded for its practical, hands-on focus, and we take great pride in preparing our graduates to excel professionally. But we also believe that as an institution of higher education, we share a social responsibility to teach students to lead thoughtful, considered lives so they can determine the best use of their newfound skills.

Professor emeritus Dick Allen, honored as Connecticut's new Poet Laureate, celebrated his achievement by giving the inaugural lecture at *Necessary Voices*, a new series on writing and ideas hosted by the English Department.

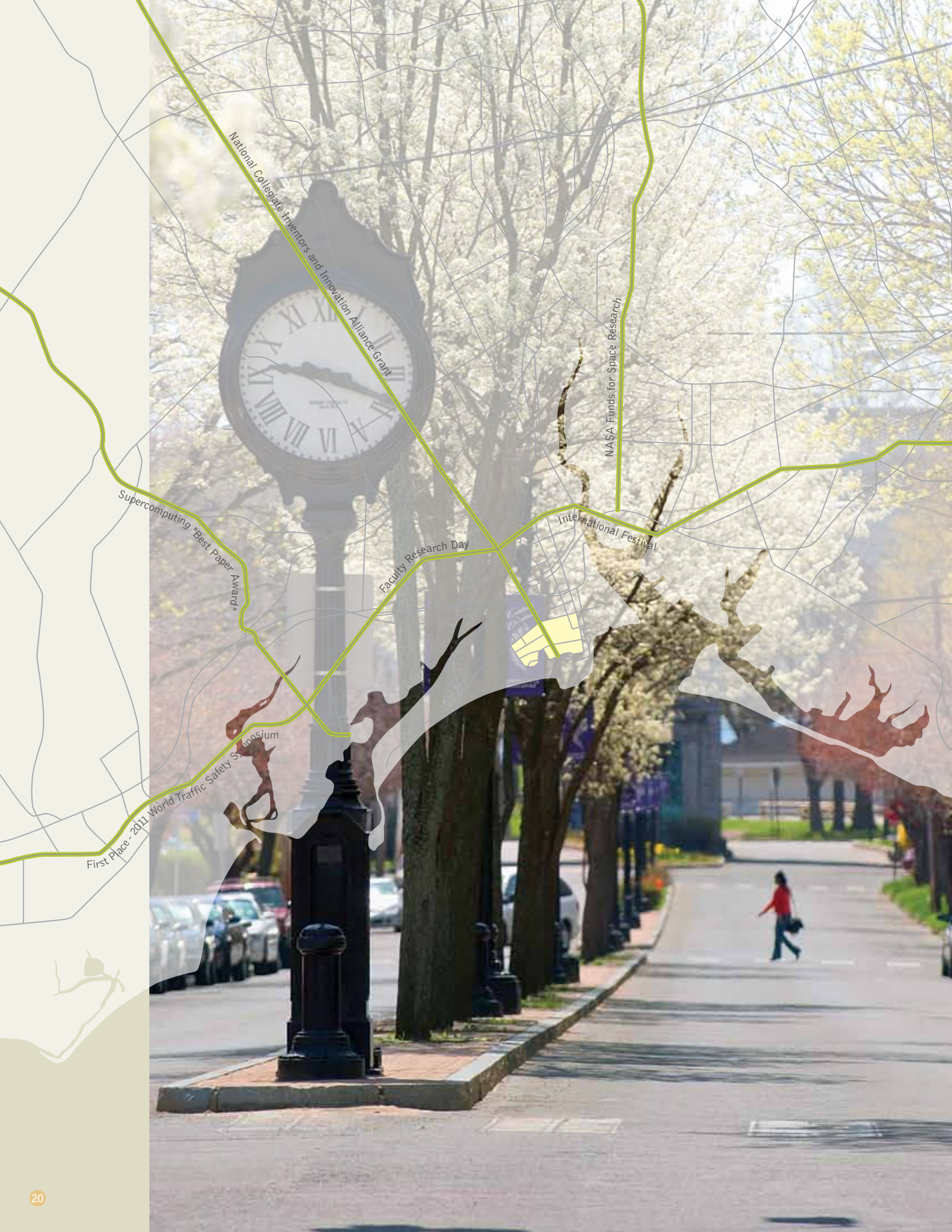


Computer engineering students, for example, may learn how to create cutting-edge imaging systems using algorithms, but how much more satisfying when they use those systems to make a machine that can detect cancer and save a life. Business majors eventually may amass great wealth. But will they follow the example of Carnegie, Buffet, and Gates—whose resources have built libraries, protected the environment, funded campaigns to eradicate disease, and support education? Our Literature and Civilization program, which emphasizes connections between literature and history, writing, and philosophy, encourages students to consider how they might best use their talents to make their mark in the world. As Nobel Prize winner and physicist Richard Hofstadter wrote: “The intellectual is one who turns answers into questions.”



Poet's call: The public joined students and faculty at several *Necessary Voices* readings throughout the year. The series launched its second season in September 2011.

This year, we expanded our liberal arts curriculum by restoring the undergraduate degree in English. Students who opt for this new track can study the British and American literary canon or take classes in creative writing, including poetry and fiction. Addition of the English degree restores an important academic tradition at UB. One of the first student groups founded on campus in the 1930s was the Library Society, which promoted literature and poetry. Students have for generations published their own work in the campus literary magazine *Groundswell*. And alumni include such notable writers as Norah Pollard and Jeffrey Skinner. In keeping with tradition, and to build upon the new English program, UB hosted its first season of *Necessary Voices*, a lecture series on arts and ideas that was conceived and hosted by a dynamic team of professors from the English Department. The first *Necessary Voices* lecture was held in November 2010, with a reading by UB professor emeritus Dick Allen, who had just been named Connecticut's Poet Laureate. Allen's appearance and other *Necessary Voices* lectures were open to all, and throughout the year, they attracted the public, who joined students and faculty for celebrations of the written word. *Necessary Voices* continued its second season in September 2011.



National Collegiate Inventors and Innovation Alliance Grant

NASA Funds for Space Research

Supercomputing "Best Paper Awards"


Faculty Research Day

International Festival

Symposium

First Place - 2011 World Traffic Safety Symposium

First Place - 2011 World Traffic Safety Symposium



International Programs and Partnerships

Milestones

Crossing boundaries through innovation

The most creative thinkers don't travel well-worn pathways, but find new routes to the unknown. Some may travel literally, navigating the world to excavate ruins or study fragile ecosystems, or they may cross boundaries figuratively, through thought and ideas. Others peer through powerful lenses to explore the minute galaxies of quarks and atoms—or to turn their gazes on supernova as they decode mysteries of the heavens.

In celebration of groundbreaking ideas at UB, the University this year hosted Faculty Research Day, which in the future will be held annually in February. Last year's inaugural event featured a breathtaking scope of 120 innovations representing the divisions of music, engineering, biology, political science, business, education, mathematics—even martial arts. As they gathered together, faculty and students from various departments, who wouldn't normally collaborate, were able to forge connections that may continue to yield new discoveries.

Technology Management student Nilima Shroff and professor Elif Kongar were among the featured teams at Research Day. The two developed a system that utilizes barcode technology to track and route unused and damaged pharmaceuticals back to industry clearinghouses, and they hope their device can better protect individuals and the environment. Unused pharmaceuticals, they point out, are typically thrown away, sold illegally, or otherwise mishandled, creating massive hazards for patients and the environment. According to the Healthcare Distribution Management Association,



Faculty Research Day was held in February and showcased the breathtaking array of research across all divisions at UB.

only 4 percent of pharmaceutical products are properly handled, either through recycling, proper disposal, or safe distribution methods. The tracking system designed by Shroff and Kongar will make it easier to redirect unused pharmaceuticals to safe and proper handling systems.

Doctoral student Shrinivas Bhosale spent much of Research Day explaining how he and a team of other computer science students and faculty are examining tumors in a different light. In particular, the team, which is collaborating with the MD Anderson Cancer Center in Texas, decided to use computer algorithms to analyze 3D images of cancerous growths. This allows them to measure a tumor's volume and density, giving doctors a far-more advanced view of tumors so that they can create highly effective treatments for their patients.

Dr. Tarek Sobh, Vice President of Graduate Studies and Research, called Research Day “a great way for faculty and students to learn more about research in other departments and find pathways to collaborate.”

Awarding breakthrough research

Innovations at UB also captured the attention of several prestigious institutions this year, and they presented several grants and awards to promote ongoing research at the University, including:

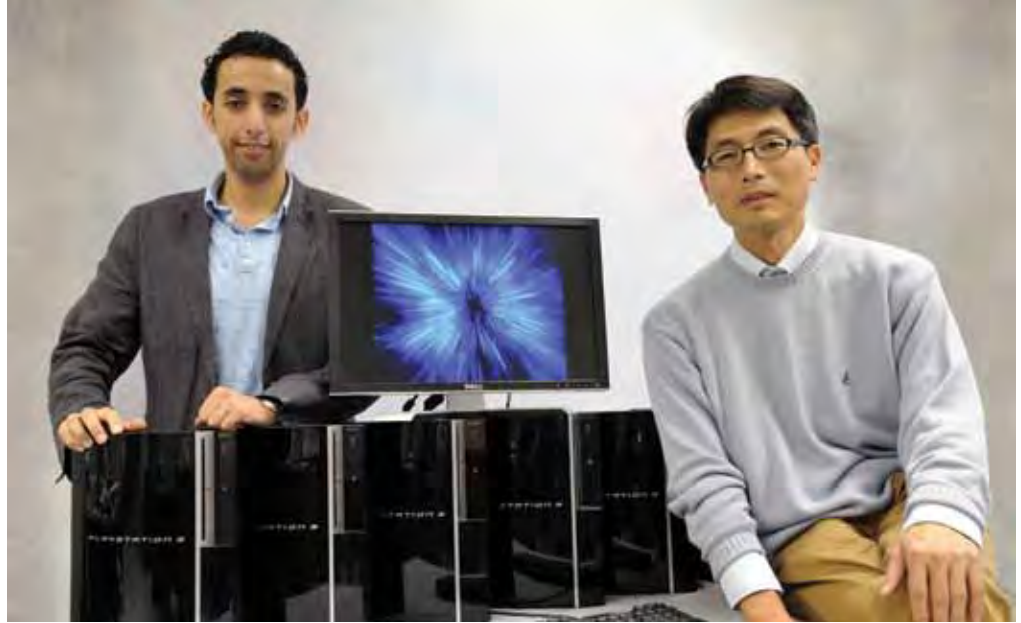
NASA funds for space research

UB was one of four universities in the U.S. picked by NASA as a finalist in its eXploration Habitat (X-Hab) Academic Innovation Challenge, when the agency awarded Jeremy Li, an associate professor at the Department of Mechanical Engineering, \$20,000 to design habitats that could be used by deep-space explorers. Li and a team of students will design, manufacture, and assemble their hardware, which will be tested at NASA's Johnson Space Center in Houston in 2012. NASA engineers and scientists also will assess the team's progress at each stage of the competition. The winning design, to be chosen in May 2012, will be used by the space agency. Last year, for example, NASA employed the 2011 winning X-Hab design in simulated astronaut-mission field tests.



Mechanical engineering professor Jeremy Li and his student researchers stand in front of their winning design for a space habitat. NASA awarded the team a \$20,000 National Space Grant Foundation prize to build their invention.

Engineering professor Jeongku Lee and student Omar Abuzagheh created a low-cost supercomputer out of PlayStation® gaming devices. It was instantly hailed by the American Society of Engineering Education as a breakthrough invention.



Awards in supercomputing

With supercomputers running tens of thousands of dollars, the cost of educating high-tech pros can be financially prohibitive for institutions that can't afford the technology.

Last year, however, School of Engineering professor Jeongku Lee and graduate student Omar Abuzagheh broke through this cost barrier by creating a supercomputer that's made out of gaming devices and costs no more than \$2,000. They tested their invention at UB through the spring of 2011, when it was used in classes.

Their work impressed the American Society of Engineering Education, which awarded the duo its "Best Paper Award" at its annual conference. Lee and Abuzagheh's computer "enables low-budget programs to offer courses with a hands-on experience. This is a huge plus to the CS [computer science] curriculum," ASEE judges concluded. "It's an excellent way to involve students at all levels."

Top honors at the world's largest auto show

More than 2.2 million people are injured on U.S. highways, and more than 37,000 are killed in a single year. Fifteen percent of those fatalities are due to excessive speeding, according to the National Highway Traffic Safety Administration.

So when Ben Wisoff, an industrial design major at Shintaro Akatsu School of Design, unveiled a safe-driving device that rewards careful motorists, the nation's biggest automotive makers took note—and they awarded Wisoff their \$4,000 first-place prize at the 2011 World Traffic Safety Symposium Competition, which is held at the New York International Automobile Show.

Called TrackPoints, Wisoff's device uses rewards and monetary incentives to encourage drivers to stick to the speed limit. GPS navigational systems track a driver's speed and location on the device, and drivers amass or lose so-called TrackPoints for traveling at, over, or under posted speed limits. Points can be redeemed for gift cards.



Industrial design major Ben Wisoff won the \$4,000 first place grant at the New York International Automobile Show for his traffic-safety device.

Posted speed limits and accumulated TrackPoints are displayed in real time on drivers' dashboards. As motorists accelerate, a glowing gauge follows the needle to highlight their speed. The gauge also turns blue if a driver is under the limit, and red, when drivers break the limit.

Wisoff's innovative device was chosen over 2,000 entries, and not only helps drivers safely reach their own destinations, but clearly passes new milestones in design as well.

A grant for student entrepreneurs

Facebook's Mark Zuckerberg's may be the most recognized college entrepreneur, but he's certainly not the only one. These days, plenty of college students aren't waiting to graduate to start companies of their own.

Entrepreneurs at UB can get extra help turning their visions into money-making ventures, thanks to the vision of Neal Lewis, an associate professor of tech management. Lewis took a look at the CTech IncUBator, the small-business incubator that opened on campus in 2010, and decided that students, too, would greatly benefit from its services. So he obtained an \$8,000 grant from the National Collegiate Inventors and Innovation Alliance to develop a Center for Student Entrepreneurship. There, students can receive professional help to launch their own business and apply for seed money to build prototype products.



Small-business entrepreneurs began launching high-tech start-ups at the CTech IncUBator on campus, and thanks to a new grant, students will get help in 2012 to found ventures, too.

Distant boundaries: learning around the world

With students from 81 countries, UB boasts on-campus diversity that's hard to beat. Wander into the International Student Services Office on a particular weekday afternoon, and you may find yourself welcomed with a plate piled high during one of the department's many international coffee hours. Or stop by the Twisted Café on the lower level of Cox Student Center to listen to music from around the world. During the weeklong International Festival, held each spring, students share their customs and heritage through storytelling, costume, dance, documentary viewings, and other cultural exchanges.

Classroom learning is enhanced by an omnipresent awareness of global events, thanks to the University's diverse student body and abundant opportunities to study abroad with partner institutions.



These festive celebrations are enhanced every day as students live, learn, and engage with each other—and are impacted by world events. Stories about the so-called Arab Spring uprisings, for example, or debate over how to best handle international debt personally impact many of our students. As a result, distant news headlines affect our campus and inform discussion.

This engagement with the world and the unique tapestry of customs, beliefs, and customs on campus are why we encourage students to enhance their studies through travel. This year we continued to forge partnerships with various institutions of higher education around the world, and dozens of graduate students and undergraduates enriched their studies through international programs cosponsored by UB and partner institutions.



Getting to know you: UB students studied Chinese language, business, and other classes at Sichuan University Jingjiang College, which has an exchange partnership with UB.

Passports to the world's classrooms

As part of its ongoing exchange program with sister school Sichuan University Jingjiang College (SUJC) in China, students and mass communications professor Yanmin Yu traveled to Chengdu, China, for ten days this summer. MBA candidate Janneth Achury was among them; she signed on for the trip because she wants to work in international business.

"I speak two out of three major languages—English and Spanish—and I'm learning Mandarin," says Achury. "I want to do business in China."

To learn more about various enterprises, Achury visited the gleaming city of Shanghai and toured a rural winery that's run collectively by a local community near SUJC. Yet Achury found that interacting with locals, such as "Miss Mei," her host mother, provided for pivotal experiences, too. "Miss Mei invited us to do tai chi with her," said Achury. "It was about 7 a.m. and a little bit rainy. But when we got to the park we saw old trees and rivers and bamboo houses. It was beautiful, like being in an enchanted movie."

Happily, that enchanted garden awaits Achury: SUJC offered her a job teaching English to its Chinese students. She'll go next summer, after she graduates with her MBA from UB. "It will open a lot of doors," she says.



Katelyn Anton was one of several students who studied at Hanyang University's summer program in Seoul, South Korea.

Round-trip studies between UB and South Korea

Students who are curious about South Korea were able to take part in the International Summer Program at Hanyang University in Seoul, thanks to a partnership with UB. Those who attended included Katelyn Anton, who is president of the student group UB Language Exchange. The club promotes the understanding of various cultures and bilingualism, and Anton signed up for Korean classes this July. They “were a bit of a stretch There were so many times when my verbal communication was limited and I got past that with persistence, determination, and a lot of charades. But as cliché as it sounds, I learned that a smile really does say it all.”

Destination Milan

For the first time ever, three interior design students from UB's Shintaro Akatsu School of Design were given an opportunity to participate in a real-life commission in Italy this summer. Carla Chavez, Gladys Erazzo, and Elizabeth Kohler traveled to the much-celebrated Istituto Superiore di Architettura e Design (Institute of Architecture and Design), where they helped develop plans for the renovation of the Hotel Bulgari in Milan.

John Kandalaft, the chairman of SASD's interior design program, created the unique training program with the Institute more than a year ago when he was in Italy to develop a winery that is associated with UB alumnus and SASD benefactor Shintaro Akatsu.

“We felt that it was important to provide our students with an opportunity to study interior design overseas and expose them to a different cultural context,” Kandalaft said. “They had to go to the Hotel Bulgari, photograph it, and develop concepts for the renovation. It's a real-life project in hospitality design that's part of the practical training at SASD. We're also hoping to create a teaching- and student-exchange program with professors from the Institute.”

Work at the Institute was “intense,” said Chavez. “It was like doing a semester's work in a few weeks. But the professors were very good.”



A world of design: UB student Carla Chavez (left) traveled to Italy to help recreate the interior of Hotel Bulgari in Milan.



Broad smiles for International College students in China

Chavez and her peers also traveled throughout Spain, Germany, and France. The experience, says Chavez, was life changing. “You walk for hours and hours and everywhere you look, there’s art and design, architecture, fashion, style. It was such a crazy, exciting trip!”

Arab Spring at the front door

International news headlines became a part of everyday life for Rebecca Ward and Sheila Pimentel, who are both majors at the International College, when they won highly prestigious scholarships to study in the Middle East this summer. Ward, a senior majoring in World Religions, received a U.S. Department of State Critical Languages Scholarship to study at Centre d’Etudes Maghrebines à Tunis in Tunisia for ten weeks. Pimentel, an International Peace and Diplomacy major, spent the summer at the American University in Dubai as a William Jefferson Clinton Scholar.

Although her first task was to improve her Arabic, Pimentel found that the timing of the trip gave her a front-row seat to the Arab Spring protests that have erupted in Egypt’s Tahrir Square, in Tripoli, Sana, Jeddah, and other cities across the Middle East.

“There were people from Lebanon, Egypt, Iran—all over—and there was a lot of heated discussion about what was going on,” said Pimentel, who wants to work in the foreign service one day. “I was able to get a lot of different perspectives; it was really enriching to hear . . . My advice to my friends who have the chance to go abroad would be: Go! Go with an open mind. Take everything in.”



Rebecca Ward (in white shirt) won a U.S. Department of State scholarship to study Arabic in Tunisia.

Sheila Pimentel, a William Jefferson Clinton Scholar, traveled to Dubai and mastered Arabic during her ten-week journey. "My advice to friends who have the chance to go abroad would be: Go! Go with an open mind. Take everything in," she said.



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Ryan Knox
Jiri Krten '85
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Galen Murphy
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Mike Nizzardo
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Consolidated Statement of Activities

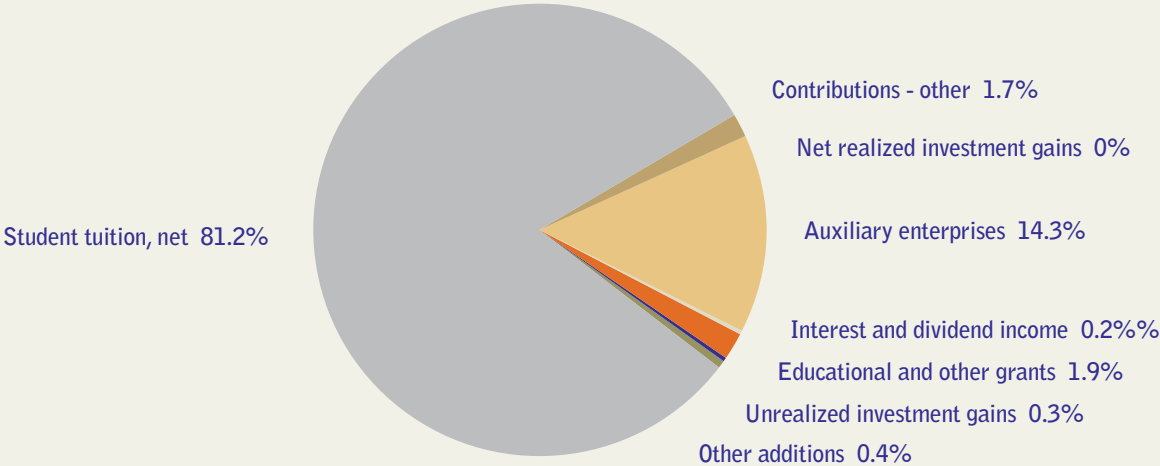
<i>Fiscal Year Ending June 30, 2011</i> <i>(Dollars in thousands)</i>	2011	2010*
Revenue, gains and other additions		
Student tuition, net	\$ 64,342	\$ 61,809
Auxiliary enterprises	11,312	10,280
Contributions - other	1,331	2,514
Education and other grants	1,525	1,540
Interest and dividend income	150	107
Realized investment losses	33	19
Unrealized investment gains	234	126
Other additions	332	1,043
Total revenues and gains	<u>\$ 79,259</u>	<u>\$ 77,438</u>
Expenses and other deductions		
Instruction	\$ 28,537	\$ 28,806
Academic support	3,957	3,860
Student services	14,763	14,387
Institutional services	18,601	18,605
Research	736	618
Development	1,912	1,809
Auxiliary enterprises	5,552	5,891
Total operating expenses	<u>\$ 74,058</u>	<u>\$ 73,976</u>
Other gains and (losses) and other changes in net assets:		
	<u>\$(1,381)</u>	<u>\$ 173</u>
Change in net assets	<u>3,820</u>	<u>3,635</u>
Net assets, beginning of year	46,412	42,777
Net assets, end of year	<u>\$ 50,232</u>	<u>\$ 46,412</u>

*2010 Expense categories have been restated for consistency.

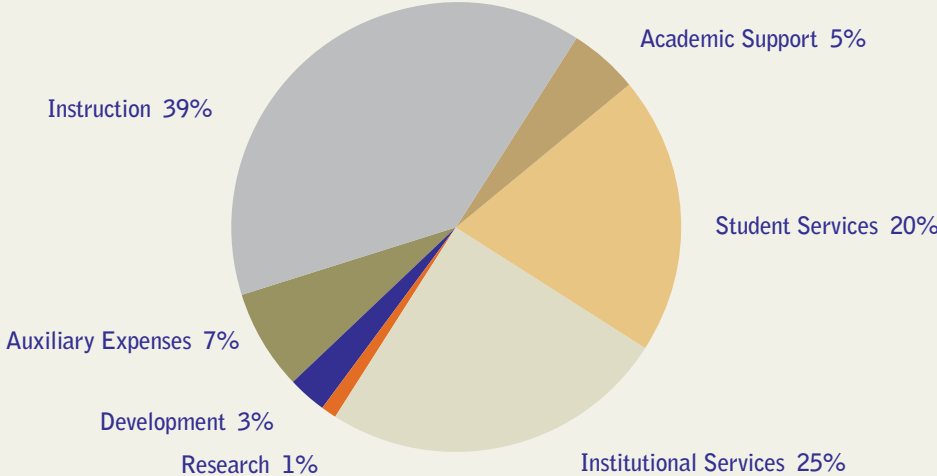
Fiscal year 2011 marked another year of global economic uncertainty, with financial markets remaining irregular and unemployment trends remaining relatively unchanged. During these trying times, the University of Bridgeport has been able to strengthen its balance sheet and identify areas for costs savings while addressing academic, student and facility priorities. Total student-related revenue from tuition, fees, room, and board increased 5 percent. Collection of student accounts improved. Gross student revenue increased while there was an increase to unfunded financial aid to assist the growing needs of our students and their families. The University was able to refinance its existing debt of \$22 million through utilizing a private placement, tax exempt bond while obtaining \$7.5 million in new renovation funds. The cost of the new debt service is equal to the previous debt service. Total expenses were held even due to operating efficiencies, improved negotiated rates with vendors for services such as information technologies and energy accounted for approximately \$500,000. Through these efforts, the University was able to redirect these funds into much-needed facility upgrades.

The years ahead look to be challenging and provide more opportunity to continue growing our efficiencies and redirecting resources to important strategic priorities.

Operating Revenues



Expenditures





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