

Regular Meeting of the State of CT
Faculty Advisory Committee to the Board of Regents for Higher Education
Minutes
March 08, 2024

Present

Aimé, Lois, Admin Fac, NCC
Andersen, Jonathan, Fac, QVCC
Blaszczynski, Andre, Fac, TXCC
Blitz, David, Fac, Emeritus, CCSU
Bonjo, Laurie, Admin Fac, alternate, SCSU
Carter, Catherine, Admin Fac, MCC
Chadic, James, Fac, ACC
Collins, Mary, Fac, alternate, CCSU
Cunningham, Brendan, Fac, ECSU
Goh, Bryan, Fac, MXCC
Jackson, Mark, Fac, CCSU

Jagtiani, John, Fac, NWCCC
Keaney, Matthew, Fac, HCC
Keiser, Brian, Admin Fac, TRCC
Long, Jennifer, Fac, TRCC
Nolan, Michael, Fac, WCSU
Sesanker, Colena, Fac, GWCC
Shea, Michael, Fac, SCSU
Stoloff, David, Fac, alternate, ECSU
Trieu, Vu, SUOAF, alternate, CSU
Wilder, Linda, Admin Fac, COSC

Absent:

Farquharson, Patrice, Fac, COSC
Jackson, Mark, Fac, CCSU
James, Cynthia, Admin Fac, COSC
Palkie, Brooke, Admin Fac, alternate, COSC

Robinson, Dyan, SUOAF, CSU
Zorn, Sarah, Fac, CCC

Meeting called to order at 1:04 pm by B. Cunningham. Meeting is being recorded as required.

- Brief introductions by all
- Approval of Agenda – Motion by Andre Blaszczynski; seconded – approved unanimously
- Chair Report –
 - Report at BOR Finance Ctte. meeting – remediation has “turned around” this fiscal year (FY24) from anticipated deficit to surplus
 - Projection of \$258M cut in services, etc. from last year to this (CSU \$132M, CT State \$122M, COSC \$2.9M)
 - Now projected surplus of \$36.4M for this year (prior estimate was a loss of \$26.7M)
 - Suggests an “over-cut” if 14% if balance is the goal
- Vice-Chair Report –
 - ASA meeting this morning – still question of who will fill role of CSCU provost which has gone unfilled for awhile
 - Only contracts in excess of \$5M are reported to the BOR – question if that dollar figure should be reduced
- NCHEMS –
 - Chair & Vice-Chair of FAC met with NCHEMS within the bounds of their contract with OPM. They will meet with people at the state universities sometime in the beginning of April. The contract notes that this study started last December and will continue through this year.
 - Based on RFP they will be reviewing demographic projections; restructuring; right-sizing campuses
 - We might possibly get a preview of their findings but not sure
- New BOR IT Committee –
 - No faculty member on this committee at this time; is that a concern others share and if so, what should we do?
 - Email sent to some individuals advising that they were chosen to be in a pilot project for a CT State Active Directory migration project that would include changing all emails and the log in

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process. It will end up being a complete disaster, including the timing. Why is this being done now when there are any number of IT issues and concerns at the campuses that are not being addressed. Again, we were not part of any discussion on this.

- This is an example of why we need representation on the BOR IT Committee
- We should reach out to CT State Senate where this has already been discussed (*comment from secretary – sorry, I can't take that seriously*)
- Need to ask about how this will work and when this will happen for students
- Textbook Contract CSUs and COSC – Barnes and Noble –
 - RFP went out last April for textbook contract for CSUs and COSC – Barnes and Nobel won the contract
 - Students would automatically be charged \$18.75 per credit, per semester, for books
 - Students would have to opt-out of this, not opt-in
 - Why has policy arrived on campus with no input from faculty, who actually choose textbooks for their classes
 - This has all been negotiated in a “cloak of darkness,” so it has been very difficult to get basic information on the specifics of the contract
 - Need to question the “equity” side of this in respect to how this affects our student population
- Retirement Incentive –
 - AAUP has submitted a document that notes that they will not participate in this
 - In the document AAUP noted reasons for not agreeing to the retirement incentive that had nothing to do with the retirement process
 - The 4Cs and AFT, community college unions, have not yet finalized their stance on this incentive
 - AFSCME, a community college union, has agreed to the retirement incentive
- Old/New Business –
 - Following motion was made by Andre Blasczynski; seconded – approved unanimously
 - The FAC will meet to create final wording and vote on a resolution that would include the below recommendations, as edited and revised:
 - Recommendations:
 - That the newly formed Board of Regents IT committee include an ex-officio member from the FAC, elected by the FAC from its members.
 - That all contracts worth \$1M or greater require approval by the Board of Regents and
 - That a comprehensive list of all external contracts, regardless of worth, be presented to the board twice yearly.
 - That all new administrative positions and management increases be approved by the BOR.

Meeting adjourned at 3:35 pm

Next Regular Meeting: April 12, 2024

Submitted by FAC Secretary, Lois D. Aimé

The parties may change their respective addresses for notices under this paragraph upon prior written notification to the other.

SECTION 5 SPECIFICATION OF SERVICES

Background

The Contractor shall provide written:

- Evaluation of Connecticut State Colleges and Universities ("CSCU's") current organizational structure, as well as the organizational structure of its component institutions and their physical footprints to meet projected enrollment demand.
- Comparisons between CSCU and its peers, with an eye towards possible improvements to financial sustainability for the CSCU System Office (hereinafter referred to as "the System Office"), the CSCU four-year universities, CT State, and Charter Oak College.
- Recommendations of solutions to scale and restructure the CSCU to meet projected enrollment demand while considering improved student outcomes and workforce needs by the state.
- Short and long-term financial and operational plans that will support CSCU's long-term sustainability.

Project Activities

Contractor shall undertake the following activities:

Diagnostic Phase

1. Shortly after contract execution, the Contractor's team shall visit Connecticut to meet with OPM, CSCU leadership, and the CSCU data team.
 - a. Goals for meeting with the OPM include:
 - i. Becoming acquainted with the OPM project staff.
 - ii. Ensuring understanding and agreement on the expectations for the project, including the deliverables, any processes to be followed, and the timeline for the work.
 - iii. Establishing protocols for communication with various project stakeholders, including CSCU.
 - iv. Identifying individuals (if any) within the legislative and executive branches that may be involved in the work, defining that involvement, and setting norms for communication.
 - b. Goals for meeting with CSCU leadership include:
 - i. Becoming acquainted with members of the CSCU leadership team.
 - ii. Sharing Contractor's approach to the project and seeking agreement on how Contractor would like to work with the CSCU leadership throughout.
 - iii. Express Contractor's intent to work closely with CSCU to ensure that the final recommendations meet CSCU's needs as well as the needs of OPM.
 - iv. Create a common understanding that implementation of final recommendations relies on a variety of stakeholders, including the CSCU leadership.

- v. Learn about efforts already underway at the System Office and each institution to bring expenditures into line with revenues and to ensure sustainability of the institutions.
 - vi. Secure CSCU's cooperation in acquiring data and other information necessary to the success of the project.
 - c. Goals for meeting with CSCU data and research team include:
 - i. Acquire relevant research and analysis already completed.
 - ii. Discuss acquisition of data needed in the project.
 - iii. Develop the protocols around requesting data from both the System Office and the constituent campuses.
2. Develop and submit a data request to CSCU for data that are needed for the project but are not available from public sources. Contractor shall ask that the System Office facilitate the collection of any data that must be provided by the campuses or by Connecticut's P-20 Workforce data system. The initial data request shall include, but may not be limited to:
 - a. Organizational charts for the System Office and each institution.
 - b. Zip code of permanent residence for students at each institution, by category of students:
 - i. First-time freshmen
 - ii. Students aged 25 and older
 - iii. All undergraduates
 - Full-time (FT)
 - Part-time (PT)
 - iv. All graduate students
 - c. Counts of dual enrollment students.
 - d. Classification of Instructional Programs ("CIP") codes and level of programs organized under each department.
 - e. Class size distribution data, by department—section sizes by department and level.
 - f. Faculty workload data, by department, separately for FT and PT faculty:
 - i. Course sections taught, by semester, for the most recent fiscal year.
 - ii. Credit hours taught, by level:
 - Lower Division
 - Upper Division
 - Graduate
 - iii. Release time by purpose/justification
 - g. Student transfer and mobility data, both within the CSCU and to institutions outside the system using National Student Clearinghouse ("NSC") data, overall and by award completion and by CIP code of major.
 - h. Student retention by department and category of student, measured by number of students crossing credit hour thresholds in a year (e.g., 30, 60, 90, and 120 credit hours)
 - i. Completions, by department, CIP, and level.
 - j. Staffing and funding levels for a specified set of functions related to HR, IT, accounting/finance, government relations, legal affairs, and others.
 - k. Facilities data:
 - i. Assignable square feet of academic space, by space category (if possible)
 - ii. Amount of leased space used for academic purposes.
 - iii. Replacement values of academic facilities and, separately, for auxiliary space.
 - l. Equipment data—book value of institutional equipment.

- m. Finance data:
 - i. Tuition revenues reported separately for in-state vs. out-of-state students.
 - ii. Students grants and waivers disaggregated by source and by income, level, and residency status.
 - iii. Semester credit hour production by two-digit CIP code, level, and student type.
 - iv. Expenditures on facilities renewal and renovation.
 - n. Employee counts by category of employee.
3. Create a set of peer/comparison groups for the System Office and for each of the institutions.
- a. The System Office. Identify potential peers for the CSCU system based on the number of institutions in the system and number of students served. Target systems with similar governing responsibilities, and systems that have an institution with an online presence and completion focus, similar to Charter Oak College.
 - b. Each campus. Create separate peer groups for each institution. Identify peer institutions ("peer groups") for each institution based on size and mission as reflected in the array of programs offered at different levels and the types of students served by the institution. This evidence-based approach shall be used to yield a group of peers that are most like each "target" institution based on similar roles and missions as opposed to peer groups that are formed based on institutional aspirations or by selecting on dependent variables like funding level or student outcomes.
4. Contractor shall develop a survey instrument designed to collect data from peer system offices about which functions they perform centrally, and which are delegated to the campuses, the levels of staffing for each of these functions, and the level of funding for each of these functions at both the system and campus levels.
- a. Contractor shall provide an opportunity for the System Office to review the survey instrument prior to distribution, to ensure that Contractor is seeking the most relevant information to compare the System Office against.
 - b. Field the survey instrument. Contractor shall work with the National Association of System Heads ("NASH") and/or the State Higher Education Executive Officers Association ("SHEEO") in fielding the survey.
5. Compile comparative data for each of the peer sets of institutions, including:
- a. Students per FTE staff of various categories
 - i. Executives
 - ii. Administrators
 - iii. Faculty
 - iv. IT
 - v. Clerical
 - vi. Other hourly
 - b. Regional and Peer Tuition rates for in-state, out-of-state and NEHBE
 - c. Revenues per FTE student, by major source
 - d. Expenditures per FTE student:
 - i. By function
 - ii. By natural category—Salaries, benefits, supplies and expenses, etc.
 - e. Average salary levels for faculty
 - f. Retention rates
 - g. Student success measured in terms of graduates per 100 FTE students and in terms of

- outcomes at four-, six-, and eight-years after initial enrollment for various entering cohorts (full-time, Pell recipients; first-time part-time students, etc.), as well as the more traditional three- and six-year graduation rates of first-time full-time students.
- h. Number of programs offered per 100 FTE students:
 - i. Certificate
 - ii. Associate
 - iii. Baccalaureate
 - iv. Graduate
6. Analyze the campus-level data compiled from public sources and from System Office and institutions. For each institution:
- a. Determine the rate of students participating in higher education including dual enrollment versus age-based bands of the population as a whole, for each institution and for the system as a whole. Present participation rates by geographic area and by selected student characteristics.
 - i. First-time recent HS grads/total number of HS grads.
 - ii. Adult enrollments/25-44-year-olds without a college credential.
 - b. Determine size of transfer populations at each institution and the institutions from which they get transfer students.
 - c. Determine overall funding levels in comparison to peers (e.g., unionized, public)—especially funding from the state and from tuition and fees. What level of funding is reasonable/adequate for each of the CSCU institutions? Does the current funding model to CSCU in total as well as any subsequent allocations to units (including the individual institutions and the system office) have appropriate incentives?
 - d. Identify departments that have small class sizes and low teaching loads, especially for FT faculty.
 - e. Identify units that have low credit hour production per faculty.
 - f. Identify functions where costs are out of line with peer institutions.
 - g. Identify categories of employees in which CSCU institutions are either under- or over-staffed.
 - h. Identify natural categories of expenses where CSCU institutions may be spending at levels noticeably higher or lower than peer institutions— salaries, benefits, other expenses.
 - i. Assess performance of CSCU institutions relative to peers—retention and completion.
7. Perform the following tasks and/or hire a subcontractor that is a national higher education facilities planning company, to determine, in broad terms:
- a. The extent to which the overall amount of academic space available on each campus is adequate for the current student population. As part of this determination, an assessment of the current inventory of major space types (classroom, laboratories, offices) compared to the calculated need for such space will be made.
 - b. How CSCU's space utilization compares to other states or institutions utilizing accessible data in the Contractor or subcontractor's own databases or can easily acquire such data from publicly available sources.
 - c. The size of the student population that could be accommodated by the current physical plant of each campus.
 - d. The anticipated necessary scale of physical campus space given the ten-year enrollment projections. Is the current space adequate to accommodate projected enrollment numbers?
8. Analyze the data about peer system offices compiled through the survey, addressing the following questions:

- a. Are there functions that CSCU is performing that most other systems do not?
 - b. Are there functions that CSCU is not performing that most other systems are?
 - c. What are the costs per system student FTE and staffing per system student FTE for these functions at CSCU vis-à-vis other systems?
 - i. For the System Office only
 - ii. For the System Office plus the sum of the campuses—for example, the systemwide costs for HR, Legal Affairs, etc.
9. Develop a baseline understanding of what funding level is required by each institution to have adequate resources to fulfill its mission—to provide the programs it is offering, to serve the different kinds of students that they are serving at the current scale, and to preserve the asset base of the institution. Together with the peer comparisons, this model shall be used to provide a more nuanced approach to determining the levels of funding the campuses should have to the levels they do have and recommended timelines for any adjustments.
10. Prepare an interim written report on the diagnostic phase of the project. The purposes of this report will be to provide information to OPM and, subsequently to CSCU leadership, about analytic findings and to create understanding about the size and nature of the issues that will have to be addressed by the System Office and by each campus.
11. Make a site visit to Connecticut to:
- a. Present the initial findings to OPM and then with OPM and CSCU leadership and identify any gaps in the diagnostic analyses.
 - b. Discuss the approach to sharing this information with the campuses. Contractor shall make one-day visits to each campus to:
 - i. Present findings and make sure the institutions see the reality of their circumstances in the same terms as presented to OPM and CSCU leadership.
 - ii. Ensure that campus constituencies see the data that lead to the diagnosis of the issues pertinent to their campus. This helps to make sure that there are no major surprises when final recommendations are presented.
 - iii. Identify any areas where the analyses are incomplete or do not adequately reflect the nuanced reality on the campus.
 - iv. Meet with the campus CFO to discuss approaches to strategic budgeting.
 - c. Conduct initial stakeholder engagement activities. Contractor shall visit leadership at each of the six institutions to present the results of the diagnostic analyses and to gather information about their priorities; any efforts underway to boost enrollment, improve student success and retention, and improve efficiency; and the particular challenges they face in reaching their goals. Contractor shall also seek information about barriers to more efficient and effective operations imposed by state or system policies and procedures. This information shall be used to provide context for the development of recommendations in the subsequent phase. Contractor shall conduct these visits on each campus on consecutive days using two teams of two Contractor staff members to maximize the time and opportunity. Contractor shall request that CSCU and institutional staff will assist in organizing these meetings and identifying invitees, but likely targets for invitations will include:
 - i. Presidents and senior leadership teams
 - ii. Representatives of the faculty and staff unions
 - iii. Representatives of the faculty senate and staff council
 - iv. Students

Solutions Phase

- Working with campus CFOs, create a tentative strategic budget for each institution using the following diagram as a guide:

The Key Set of Budget Decisions & Trade-Offs

	Costs					Revenues	
	Quality	Quantity	Utilization	Unit Cost	Total Cost	Total Revenue	Revenue Sources
Assets							Student Fees
Personnel							State Budget Appropriations
Facilities							Govt. Grants
Equipment							Private Gifts
Collections							Endowment
Students							Sales & Services
Finances							Other Revenues
Program							Reserves
Consumables							
Services							
Supplies							
Utilities							
Contingency							
New Initiatives							
Total						=	

- Meet with OPM staff to present a written status report.
- Develop 10-year enrollment projections for each institution. Using a student flow model developed by Contractor and employed in numerous other states, Contractor shall produce enrollment projections for each institution. The model used shall allow for adjusting key variables (such as high school completion rates, regional participation rates, participation rates of adults, transfer rates, etc.) to investigate impact on overall enrollments. The model shall also take into account projections of overall population and of high school graduates.
- Conduct workforce supply/demand analyses in each region of the state. Using data from the Connecticut Department of Labor and other relevant sources, Contractor shall identify high demand workforce occupations and the supply of graduates being produced to meet these needs. Such data shall be used to help shape recommendations regarding the services that need to be provided by the system institutions as well as recommendations about modes of delivery.
- Work with a subcontractor to develop a method for OPM to use in evaluating campus requests for additional facilities or renovation of existing facilities.
- Based on the data compiled, the enrollment projections produced and conversations with OPM and CSCU, Contractor shall develop an approach for determining the level of state support required to provide each institution with an adequate level of funding—funding that supports the institutions programs put in place to meet student needs and workforce demands, support services that help to ensure improved student success, and maintain the asset value of the institutions (avoids further accumulation of deferred maintenance). The model used earlier in the project to determine levels of funding minimally required for each institution shall be used as the basis for this determination. It should be noted that this model can be augmented to include a performance component.
- Compile information on state practices for funding dual enrollment.

Final Report and Recommendations Phase

19. Produce a written draft final project report with a section for the System Office and one for each institution, so that individual draft reports can be circulated. The draft recommendations shall indicate:
 - a. Steps for each campus to become financially viable and to better serve the state and students.
 - b. Steps that the institutions collectively can take to become fiscally viable and to better serve the state and students.
 - c. Steps the System Office can take to generate savings in its own operations.
20. Contractor shall review the draft set of recommendations with OPM and then with OPM and CSCU leadership in a virtual meeting. In this meeting, Contractor shall:
 - a. Identify the major issues and suggestions for resolution.
 - b. Discuss steps that have to be taken by the System Office.
 - c. Discuss steps that will have to be taken by state government—the legislature and executive branch agencies such as State Department of Education and/or Office of Higher Education to ensure implementation of recommendations.
 - d. Identify problematic recommendations—discuss how to deal with them.
 - e. Discuss plans for campus reviews.
 - f. Make changes to the initial recommendations in accordance with agreements made with OPM and CSCU leadership.
 - g. Distribute initial recommendations sections pertinent to each institution for review prior to the site visits.
21. Conduct campus site visits and follow-up with System Office leadership. One-day visits shall be made to each of the six institutions. During these campus visits, Contractor shall:
 - a. Meet with campus leadership to discuss findings and recommendations for moving forward.
 - b. Meet with internal constituent groups to discuss the initial findings and recommendations. Contractor will also make sure members of the campus community understand the nature and causes of the problems being faced. Finally, Contractor will listen to their concerns and suggestions for alternative solutions.
 - c. Conduct a follow-up day-long meeting with OPM and System Office leadership to:
 - i. Report on the information gleaned during the campus visits.
 - ii. Discuss in more detail the recommendations being made regarding actions to be taken by the System Office:
 - System Office efficiencies
 - Steps suggested relative to each campus.
 - Recommendations regarding gaining improvements through collaborative action.
 - Leveraging the capacities of Charter Oak to better serve the needs of system collaboration.
 - Campus sharing of various functions, especially collaboration in sharing of academic functions.
 - Centralization of administrative functions.
22. Prepare the final written report and submit.
23. Make a final site visit to present the report and its recommendations to audiences identified by OPM and CSCU.

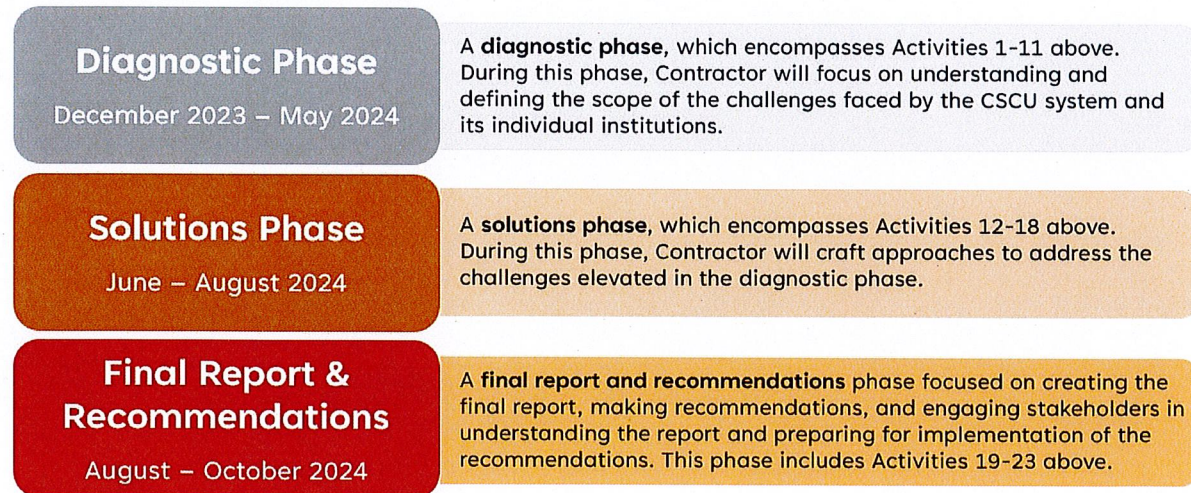
Deliverables and Project Timeline

Contractor shall submit to OPM:

1. A diagnostic report indicating the size and nature of the sustainability issues facing each institution and the System Office. This report will also include peer comparisons for the System Office as well as each of the individual institutions.
2. Enrollment projection scenarios for each institution that allow assessment of impacts of different assumptions including Connecticut demographic trends, and market forces.
3. A final written report that provides recommended financial and operational plans for the System Office and for each institution to reach fiscal sustainability under conditions of likely student demand. These recommendations will respond to the OPM request for short-and long-term financial and operational plans that will allow CSCU to be sustainable, efficient and effective.
4. Such report shall include recommendations for an approach to determining adequate funding levels based on student demand for each institution and the share of this funding that should be provided by the state.
5. Such report shall include rubrics for use in evaluating requests for capital funding.

Timeline

The project will occur in three phases:



SECTION 6 COST AND SCHEDULE OF PAYMENTS

The State shall pay the Contractor a total sum not to exceed \$449,000.00 inclusive of travel expenses for the Contractor and any subcontractor for up to four on-site visits and other expenses including any costs associated with the Contractor hiring any subcontractors for the services performed under this Contract.

The Contractor shall be compensated for fees based upon work performed, documented, and accepted by the State in accordance with the completion of and proper invoicing for the following milestones:

Milestone	Anticipated Date	Payment Amount
Diagnostic phase payment schedule:		
15 days after the execution of contract	December 31, 2023	\$50,000
45 days after the execution of contract	January 31, 2024	\$50,000
75 days after execution of contract	February 28, 2024	\$25,000
Completion of diagnostic phase / submission of the diagnostic report	May 31, 2024	\$125,000
Completion of solutions phase	August 31, 2024	\$125,000
Project completion / submission of final report and presentation	October 20, 2024	\$74,000

The Contractor shall submit invoices on a timeline consistent with the above table. Invoices shall, at a minimum, include the Contractor name, the Contract Number, the last four digits of the Contractor's Federal Employer Identification Number or Social Security Number, the billing period, and an itemization of expenses by line item.

Invoices for deliverables shall include an identification of the deliverable; if printed material, a copy of the deliverable; and the date that the deliverable was provided to the State.

Invoices for services billed by the hour shall include the name and title of the individual providing the services, the dates worked, the number of hours worked each day with a brief synopsis of the work performed, the rate being charged for the individual, and the total cost for that person's work during the billing period.

Invoices for expenses, if allowed, shall include a detailed account of expenses specifying the day when and purpose for which they were incurred as well as all receipts, invoices, bills and other available documentation or if no documentation is available, a detailed accounting of the computation used to determine the reimbursable cost, as evidence of the actual cost of such expenses. Such expenses may include, but are not limited to: mileage at current State approved reimbursement rate; costs of travel including coach airfare and hotels; and office expenses such as, phone calls, copying, postage and package delivery incurred in connection with the service pertaining to this Contract. All expenses will be reimbursed at cost.

The State shall assume no liability for payment for services under the terms of this Contract until the Contractor is notified that the Contract has been accepted by the contracting agency, and if applicable, approved by OPM, the Department of Administrative Services and/or by the Attorney General of the State.

SECTION 7 OTHER CONDITIONS

A. Amendments; Supremacy and Entirety of Contract

No amendment to or modification of this Contract shall be valid or binding unless made in writing, signed by the parties and, if applicable, approved by the Connecticut Attorney General. Any and all Amendments, Change Orders, Purchase Orders or other documents authorized in connection with this