

**BOARD OF REGENTS FOR HIGHER EDUCATION  
CT STATE COLLEGES AND UNIVERSITIES (CSCU)  
MINUTES OF REGULAR MEETING  
THURSDAY, FEBRUARY 24, 2022  
CONDUCTED VIA REMOTE PARTICIPATION**

<b>REGENTS - PARTICIPATING (Y = yes / N = no)</b>	
Matt Fleury, Chair	Y
Richard J. Balducci	Y
Ira Bloom	Y
Aviva D. Budd	Y
Felice Gray-Kemp	Y
Holly Howerly	N
David R. Jimenez	Y
Richard Porth	Y
JoAnn Ryan	Y
Ari Santiago	N
Eleese E. Wright	Y
Julia Noriega, Student Regent	N
Brandon Iovene, Student Regent	N
*David Blitz, FAC Chair	Y
*Colena Sesanker, FAC Vice Chair	Y
*Dante Bartolomeo, Interim Labor Commissioner	N
*Dr. Manisha Juthani, Public Health Commissioner	N
*David Lehman, DECD Commissioner	N
*Charlene Russell-Tucker, Education Commissioner-Designate	N
*Kelli-Marie Vallieres, Chief Workforce Officer	N
<i>*ex-officio, non-voting member</i>	

**CSCU STAFF:**

Terrence Cheng, CSCU System President  
 Dr. Alice Pritchard, Chief of Staff/Chief of Operations  
 Ben Barnes, Chief Finance Officer  
 Dr. Ken Klucznik, VP of Academic Affairs  
 Ernestine Y. Weaver, Counsel  
 Pam Heleen, Asst. Secretary of the Board of Regents (recorder)

Dr. Mike Rooke, Interim President, Connecticut State Community College  
 Kerry Kelley, CFO, Connecticut State Community College

**CALL TO ORDER**

Chair Fleury called the meeting to order at 10:05 a.m. Following roll call, Chair Fleury declared a quorum present.

**ADOPTION OF AGENDA**

The motion to adopt the agenda was made by Regent Wright, seconded by Regent Budd, and adopted by unanimously voice vote.

### CHAIR FLEURY REMARKS

Chair Fleury welcomed everyone and looks forward to returning to in-person meetings later this spring. As COVID-related rates continue to go down, everyone is working to make sure that we are doing the safest thing regarding masking and social distancing.

Chair Fleury also commented on the recent events in the Ukraine. He noted the far-reaching effects of war and our care and concern for all members of our CSCU community who are touched by these events. We hope for a swift resolution that fosters stability and safety.

He recognized the continued loss of life due to the pandemic, as well as extended condolences to the family and friends of the three students and coach that lost their lives tragically to car accidents in recent months. He also sent his thoughts and prayers to Regent Holly Howery on the news of a death in her family.

With the conclusion of Merle Harris's tenure on the Board of Regents in December, the position of Vice Chair has been open. Chair Fleury reported that Regent Ryan has expressed her willingness to serve as Vice Chair of the Board of Regents, if called. Regent Ryan has been a valued member of the Board since 2018 and a respected leader in the community as President & CEO of the Northwest Connecticut Chamber of Commerce. She currently serves on the Board's Finance & Infrastructure Committee and Human Resources & Administration Committee.

*Chair Fleury nominated Regent Ryan to serve as Vice Chair. Regent Balducci seconded your nomination. There were no nominations from the floor.*

Regent Balducci added to Chair Fleury's comments by sharing that Northwestern CT Community College counts on Regent Ryan to assist with problem resolution. She is a valued member of the Finance Committee, demonstrating her concern for students across the system.

*The Board has (unanimously) elected JoAnn Ryan to serve as Vice Chair of the Board of Regents effective immediately for a term of three years.*

Vice Chair Ryan commented that she is very happy and proud to serve and looks forward to working with President Cheng and the administration to continue to support our students, our institutions, and our system.

Chair Fleury also recognized and thanked Ira Bloom again for stepping forward to serve as ASA Chair.

### PRESIDENT CHENG'S REMARKS

- Black History Month 2022 - President Cheng thanked the many departments and programs within the institutions of our system that have held great events and celebrations this month and recognized them for advocating for equity and social justice across the state.
  - The Winston E. Thompson Global Majority Retreat will take place on April 29 in Windsor. The theme of this year's conference is "Creating and Building Equity-Minded Campuses." The conference will feature keynote speaker Dr. Michael Eric Dyson, distinguished public intellectual and author of "Entertaining Race: Performing Blackness in America." President Cheng thanked Dr. Kimberley James, Interim VP for DEI for CT State for her work in organizing the event and leading DEI efforts at the system level.

- Since the beginning of February, bomb threats have been made at dozens of Historically Black Colleges and Universities. These threats are meant to invoke terror and fear and are a part of a despicable legacy of depriving Black students of education.
  - We hope law enforcement and government agencies will soon put an end to these threats.
  - President Cheng noted that at CSCU, we take pride in the fact that we serve tens of thousands of black and brown students.
- Welcome Professor Ira Bloom to BOR - Professor Bloom is a long-time academic, a political scientist, and a seasoned administrator who has served in public higher education for over 30 years. A resident of Fairfield County, Professor Bloom brings a wealth of knowledge and experience to the Board.
  - Higher Education and Appropriations Committee Hearings - CSCU recently testified in front of the Higher Education Committee and the Appropriations Committee as part of this year's legislative session. Important questions from our legislators were fielded. The team made the case that CSCU is CT's best and only option for high quality education, combined with accessibility, and true affordability. Legislators were reminded that most of our students come from CT, are educated, and trained in CT, and ultimately work and live in CT. CSCU is the primary engine of social mobility for the people of CT, and that makes our system beyond worthy of the state's investment. Thank you to Ben Barnes, Sean Bradbury, Amanda Bellagamba, and the whole team for the work during this legislative session. President Cheng also thanked the students who testified earlier this week.
  - Workforce Development - Dr. Alice Pritchard now formally spearheads system-wide workforce development efforts. Current highlights include:
    - Community colleges have been included in all four applications-- in manufacturing, construction, healthcare, and IT-- submitted by the state's Workforce Development Boards as part of the Career Connect initiative. Regional workforce officers, Eileen Peltier, Diane Bordonaro, and Kristina Testa-Buzzee were thanked for their work in this effort.
    - CSCU is deeply involved in the Innovation District proposals for the Hartford and Stamford regions. These proposals improve workforce pipelines and engage partners from across industries. Our colleges and universities will help create innovation capacity that further manifests the impact of CSCU.
    - In the Governor's proposed budget is a CSCU-led effort to increase the number of faculty across the state in nursing and behavioral health. If approved, it will accelerate degree attainment and provide tuition assistance to students studying in these areas.
    - Special thanks to Dr. Kelli Vallieres and the Office of Workforce Strategy.
  - CT State and Provost searches are well underway, with the goal of making official hires by the end of the semester. Thanks to Regent Aviva Budd for chairing the search for CT State President, to President Elsa Nunez for chairing the search for CSCU Provost, and all who have volunteered to assist these committees.
  - Additional News
    - Diego Horisberger, a student from Tunxis Community College was recently named an Achieving the Dream Scholar. Diego is one of just 8 DREAM scholars selected from across the nation.

- At the ribbon cutting of the new AMT Center in Danbury, President Cheng met Miriam Rivas, an alum who spent decades in the food service industry. She completed the AMT program and now works as a specialist for ASML. This is yet another great example of CSCU helping people, while benefiting companies and communities in CT. Thanks to Pres. John Clark at WCSU, Reg. Pres. Dr. Jim Lombella, CEO for NVCC Dr. Lisa Dresdner, and their teams who made this happen.
- CSCU recently received a six-figure donation from Stop & Shop that will benefit all the food pantries on our campuses across the state. Food insecurity is very real for our students. Thank you to Lesley Mara in Academic Affairs for securing this gift.
- On February 11, CSCU formally submitted our substantive change proposal to the New England Commission of Higher Education to create CT State Community College. This process has been more than four years in the making. Thanks to the hundreds of faculty, staff, students, administrators, and partners. The process has not been easy; there have been many ups and downs. It has been a true team effort, one that everyone can and should be very proud of. President Cheng thanked Dr. Michael Rooke, Interim President for CT State; Kerry Kelley, CFO; Alison Buckley, VP for Enrollment Management and Student Affairs; Interim Provost Miah LaPierre-Dreger; Regional Presidents Jim Lombella, Tom Coley, and Rob Steinmetz; and the CEOs at all 12 of our community college campuses.

### **INSTITUTIONAL UPDATES**

#### **CT State Community College - Dr. Michael Rooke**

- Presentation is included as Attachment A
- Regent Jimenez asked for an elaboration on the student benefit of Guided Pathways Advisors (GPAs). Dr. Rooke noted that Northwestern CC was one of the first to hire their GPAs and they have had a significant impact on enrollment already. They form close relationships with students - developing an academic degree plan from the student's first day, reaching out to students every several weeks to make sure they are on track and letting them know when they need to start planning for the next semester. GPAs are there to assist students with any issues they may have; if students are struggling, they have a point of contact.
- Regent Ryan asked if there has been any reluctance on the part of the students. Dr. Rooke indicated that though there has been initial success at his campus, it is difficult to predict any reluctance over 30,000. There will be a range of awareness to the availability of student support and there is still significant work to do to raise awareness. A communication campaign will be developed to ensure that students understand the changes.
- Professor Blitz stated that the FAC did not see, nor was it consulted on the document sent to NECHE. The FAC submitted feedback to NECHE with critical comments. The FAC, based on discussion with faculty at the colleges and universities, remains opposed to the elimination of individual accreditation of the 12 community colleges. In addition, faculty control of curriculum and pedagogy is a basic issue of opposition on how we proceed through the consolidation of the community colleges. Dr. Blitz also recommended that any future correspondence to NECHE discussing the role of the FAC should include that, by statute, the FAC assists the BOR, as well as provides information and advice.
- Professor Blitz also noted that the FAC has submitted their required annual Report to the Legislature.

- Regent Porth requested a description of the process with the U.S. Department of Education (DOE) for Title IV approval. Dr. Rooke commented that work with the Boston Office of the DOE has been ongoing for about three years, and they have been notified of our intent to merge the colleges. We have received considerable advice, including the requirement that BOR pass a resolution merging of the OPEID (which it has done). The next critical step in the process is bringing the new Student Information System online in the spring.
- Professor Sesanker asked about the curriculum process as it was characterized as faculty-led; she made comment about the extent that it passed through any established shared governance bodies. She stated that it has been impossible for that process to be honored and asked if there will be any improvement to that process. Dr. Rooke replied that the BOR formed two transitional governance bodies several years ago as part of this process - the College Consolidation Implementation Committee (CCIC) and the Students First Academic & Student Affairs Committee. Those bodies review all the curriculum proposals along with the Aligned Program Review Committee. He estimates that approximately 34% of the full-time faculty has participated in the process in varying degrees. He understands the rapid pace necessary to get all programs through all levels of review by June 2022.
- President Cheng stated that the amount of work gone into this process over five years is indisputable and is to be commended. Change is difficult and we must continue to evolve. We are focused on doing what's best for our constituencies and what's responsible for the taxpayers of Connecticut. The input to NECHE from the FAC has been received; it has been processed. A response has been crafted, will be sent to NECHE, and will be shared with the BOR.
- President Cheng noted that he had been asked specifically by a legislator if we had thought about closing campuses. His response was an unambiguous "no - we will not be closing any campuses; we will do everything in our power not to close a campus. Many campuses are the only educational opportunities in those regions. How can we affect access, equity, and opportunity and have an impact if we are considering shutting down locations?"
- Interventions intended to improve student performance were either insufficient or incomplete to date. We need to continue to evolve. The opportunity remains to look at the data and to make adjustments and improvements. The creation of CT State will allow us to make the necessary changes. He is committed to working with any constituency that brings forth possible solutions to improve outcomes for our students.

#### **OPPORTUNITY TO ADDRESS THE BOARD**

In addition to the eight speakers, the Board received 15 communications. In accordance with FOI guidelines as amended during the pandemic, the communications were posted on the CSU website immediately prior to the meeting start time and distributed to the Board in advance of the meeting. They are included as Attachment B.

The following individuals addressed the Board:

<u>Faculty/Public</u>	<u>Student</u>
Angelo Messore (Tuesday, 11:42 p.m.) Professor, Political Science and Economics Manchester Community College	Josephine Toni – SCSU
Elle Van Dermark, Professor (Wednesday, 8:26 a.m.) History & Political Science Asnuntuck Community College	Genesis Alfonso -
Kari Swanson, Associate Librarian (Wednesday, 8:32 a.m.) Acquisitions & Collection Development Coordinator President, SCSU-AAUP	Jamie Czikowsky – Tunxis Community College
John O'Connor (Wednesday, 8:48 a.m.) Sociology Department Central Connecticut State University	
Seth Freeman President – 4C's	

### **APPROVAL OF PREVIOUS MEETING MINUTES**

*On a motion by Regent Wright and seconded by Regent Balducci, the December 16, 2021 Regular Meeting minutes were approved after a unanimous voice vote.*

### **CONSENT AGENDA**

*On a motion by Regent Porth, seconded by Regent Budd, the Consent Agenda was unanimously adopted.*

#### **Academic Programs**

##### **Modifications**

- i. Nurse Educator - MS in Nursing (MSN) - Southern CT State University  
[Modification of Instructional Delivery]
- ii. Nurse Educator - Post MS in Nursing (MSN) Certificate - Southern CT State University [Modification of Instructional Delivery]
- iii. Clinical Nurse Leader - MS in Nursing (MSN) - Southern CT State University  
[Modification of Instructional Delivery]
- iv. Clinical Nurse Leader - Post MS in Nursing (MSN) Certificate - Southern CT State University [Modification of Instructional Delivery]
- v. Master's Degree in Marriage and Family Therapy (MFT) - Southern CT State University [Modification of Instructional Delivery]
- vi. Spanish - Secondary Education and Spanish - BA/BS - Western CT State University [Modification of Instructional Delivery]

##### **New Programs**

- i. Homeland Security - MS - Western CT State University
- ii. Social Work - BSW- Charter Oak State College
- iii. Music Therapy - BS - Southern CT State University

CT State Community College Aligned Degrees & Certificates

Appointment of CSU Professor - Dr. Neeta Connally, Western CT State University

#### **Finance Resolutions**

Reporting of Gifts - Manchester Community College

## RESOLUTIONS APPROVED ON CONSENT

### Academic Programs - Modifications

- i. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - Nurse Educator (CIP Code: 51.3817 / OHE# 001901), specifically the replacement of hybrid with online modality - leading to a Master of Science in Nursing at Southern Connecticut State University.
- ii. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - Nurse Educator (CIP Code: 51.3817 / OHE# 015712), specifically the replacement of hybrid with online modality - leading to a Post-MSN Certificate at Southern Connecticut State University.
- iii. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - Clinical Nurse Leader (CIP Code: 51.3820 / OHE# 014671), specifically the replacement of hybrid with online modality - leading to a Master of Science in Nursing at Southern Connecticut State University.
- iv. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - Clinical Nurse Leader (CIP Code: 51.3820 / OHE# 015713), specifically the replacement of hybrid with online modality - leading to a Post-MSN Certificate at Southern Connecticut State University.
- v. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - Marriage and Family Therapy (CIP Code: 51.1505 / OHE# 001827), specifically the addition of hybrid and online modalities to the current on ground modality - leading to a Master of Family Therapy at Southern Connecticut State University.
- vi. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - Spanish; Secondary Education and Spanish (CIP Code: 16.0905 / OHE# 000171), specifically the replacement of on ground modality with hybrid modality - leading to a Bachelor of Arts / Bachelor of Science at Western Connecticut State University.

### Academic Programs - New Programs

- i. RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Homeland Security (CIP Code: 43.0301, OHE# TBD), leading to a Master of Science at Western Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.
- ii. RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Social Work (CIP Code: 44.0701, OHE# TBD), leading to a Bachelor of Science at Charter Oak State College; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.
- iii. RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Music Therapy (CIP Code: 51.2305, OHE# TBD), leading to a Bachelor of Science at Southern Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.



**CT State Community College Aligned Degrees & Certificates**

RESOLVED: That the Board of Regents for Higher Education approves the licensure and accreditation of the following degrees and certificates for Connecticut State Community College, developed from degrees and certificates previously approved by the Board for one or more of the 12 individually accredited colleges. These degrees and certificates meet the specific requirements of the Board's General Education (BOR 20-082) and CCCC College and Career Success 101 (BOR 20-099) policies. All degrees also meet the Credit Normalization policy (BOR 14-111) or are within any credit exemptions previously approved by the Board, unless otherwise noted below.

The degrees and certificates include:

Program	Program Type	Minimum # of Credits
1. Civic Engagement	Certificate	18
2. Early Childhood Education	A.S.	60
3. Early Childhood Education (Transfer Studies)	A.S.	61
4. Early Childhood Teacher Credential Studies, ECTC Level A	A.S.	60
5. Early Childhood Education: Administration, Management, & Leadership	Certificate	18
6. Early Childhood Education: Infant and Toddler	Certificate	24
7. Early Childhood Education	Certificate	24
8. General Studies	A.S.	60
9. Liberal Arts & Sciences	A.A.	60
10. Liberal Arts & Sciences	A.S.	60
11. Music Industry	A.S.	62
12. Surgical Technology: Manchester Campus-Hartford Hospital Program	A.S.	62
13. Veterinary Technology: Middlesex Campus Option	A.S.	69
14. Veterinary Technology: Northwestern Campus Option	A.S.	69
15. Veterinary Technology: Norwalk Campus Option	A.S.	69

\*The Music Industry A.S. degree was previously approved at 60-61 credits. Alignment and addition of the College and Career Success (CCS 101) course brings the total credit count to 62 credits. As per BOR policy 14-111, we request an exemption to include the College and Career Success course if needed.

\*The Surgical Technology: Manchester Campus-Hartford Hospital degree program was previously approved at 62 credits.

\*The Veterinary Technology degrees were previously approved at 66-70 credits. Alignment and addition of the College and Career Success (CCS 101) course brings the total credit count to 69 credits. As per BOR policy 14-111, we request an exemption to include the College and Career Success course if needed.



**Appointment of CSU Professor - Dr. Neeta Connally, Western CT State University**

- WHEREAS, The faculty at Western Connecticut State University has recommended Dr. Neeta Connally for the title of Connecticut State University Professor; and
- WHEREAS, The President of Western Connecticut State University, John B. Clark, has endorsed the faculty recommendation to award the title to Professor Connally and Connecticut State Colleges and Universities President Terrence Cheng concurred; and
- WHEREAS, Professor Connally, a highly distinguished teacher and scholar, has served Western Connecticut State University since 2011 as a member of the Department of Biological and Environmental Sciences, while attaining extraordinary levels of achievement in research, teaching and service, and
- WHEREAS, Professor Connally has earned national recognition for her research on the blacklegged tick, the arthropod that most commonly transmits the causal agent of Lyme disease to humans and other animals, therefore be it
- RESOLVED, That the title of Connecticut State University Professor is herewith awarded by the Board of Regents to Dr. Neeta Connally of Western Connecticut State University effective February 24, 2022, pursuant to the BOR/AAUP Collective Bargaining Agreement; and be it further
- RESOLVED, That Professor Connally be entitled to all the rights, privileges and responsibilities pertaining to this honor.

**Finance Resolutions:**

**Reporting of Gifts - Artwork - Manchester Community College**

- WHEREAS, Manchester Community College is the recipient of a donation consisting of thirteen oil portrait paintings and one sculpture completed by Jack Lardis; and
- WHEREAS, The donor of this generous donation is the artist, Jack Lardis;
- WHEREAS, This donation is to support Manchester's educational mission, enhance the aesthetic character of the College and advance the campus and public understanding of art; and
- WHEREAS, Display and exhibition of the artwork is at Manchester's discretion but will include hallway and office installations; and
- WHEREAS, When displayed, the artwork will be labeled recognizing the Donor/Artist; and
- WHEREAS, Recognition of the Donor/Artist's generosity will include an acknowledgement letter from the College CEO and an invitation to any art show where the work will be displayed; and
- RESOLVED, The Board of Regents accepts and acknowledges with appreciation the following gifts from Jack Lardis:

**Title and Estimated Value of the Thirteen Portraits and One Sculpture:**

James Earl Jones	\$3,500
Colin Powell	\$3,500
Internal Kitt #2	\$3,500
Nick #7	\$3,500
SP-415	\$2,500
SP-415 Revisited	\$3,500
Shirley 11	\$3,500
Preacher	\$2,500
Barbera Sher	\$3,500
George: MS	\$3,500
Trilogy #3	\$3,500
Eternal Triangle #3	\$3,500

Scott #2	\$3,500
Three Generations	\$4,500

Current estimated value of the fourteen pieces of artwork: \$48,000 (total)

#### **ACADEMIC & STUDENT AFFAIRS COMMITTEE - Committee Chair Bloom**

- Chair Bloom noted that on the Sabbatical Leave Report provided as an informational item, there were errors in the documents from CCSU. A revised report will be provided to the ASA Committee for their March meeting and re-submitted to the Board for their information.
- At the Academic and Student Affairs Committee meeting on February 4, a conversation with the Chair and Vice Chair of the Faculty Advisory Committee took place regarding the FAC's resolution on COVID mitigation practices. Drs. Blitz and Sesanker presented and Chief of Staff Alice Pritchard, who has served as the System's COVID Coordinator, engaged in a response. All agreed that no adjustments are needed to the BOR COVID policy of June 2021 and that the recommendations from the FAC address the implementation of that policy, which is the responsibility of President Cheng. There was agreement that CSCU's practice going forward will respond to the specific conditions on the ground, with the possibility of reinforcing and strengthening, or even relaxing current mitigation strategies, tied directly to the rate of the virus in the state. Dr. Pritchard indicated she would share the meeting discussion with campus leaders and encourage their continued engagement of faculty, staff, and students in the plans.

#### **AUDIT COMMITTEE - Committee Chair Wright**

- The Audit Committee met on January 20, 2022. Management provided an update on various audits including the Auditors of Public Accounts, the 2021 Financial Statement Audits, and the CSCU 2020 Construction Audit.
- Management discussed the fiscal year 2021 financial statement close process and noted that the auditors were pleased by the preparedness and timeliness of deliverables. During the financial close for the colleges and universities, there were two adjustments discovered and corrected by management.
- Grant Thornton presented the audit reports and required communications for Connecticut Community Colleges, Connecticut State Universities, and Charter Oak State College for the year ended June 30, 2021. All three audit reports resulted in clean, unmodified opinions. There were no material weaknesses identified but there was a significant deficiency related to one of the adjustments that management had identified and corrected. A process was put in place to mitigate that control deficiency.
- CohnResnick presented the CSCU 2020 Construction audit. The audit report presented was a clean, unmodified opinion and there were no audit issues encountered during fieldwork.
- Management then provided a brief update on the Audit Policy and Procedures for CT State Community College. These policies are currently being reviewed and will be revised to ensure they conform to the new organizational structure.

**FINANCE & INFRASTRUCTURE COMMITTEE - Committee Chair Balducci**

- The Finance and Infrastructure Committee met on Feb. 10, 2022; the meeting included 2 action items and several discussion items.
- The first action item was the approval of a gift to Manchester Community College of 14 art works by the painter Jack Lardis, which was approved.
- The information items included a review of a gift and naming action at Gateway Community College that was the first to proceed under the recently enacted BOR policy on naming.
- In addition, the committee received information reports related to the anticipated financial shortfall for next year. Since then, the Governor's budget has been unveiled, and President Cheng has testified before the Appropriations Committee regarding this topic. The System faces a shortfall between this year and next year of \$175 million, including \$142 million in SEBAC costs and fringe, \$40 million for an extra payroll next year, and \$84 million in revenue declines during the pandemic, offset by \$93 million in additional funding recommended by the Governor.
- The second action item was the approval of tuition and fees for the community colleges for the next academic year. The recommendation presented by the staff after consultation with college leadership, which was approved by the Committee, would increase full-time tuition and fees at the community college from \$4,476 to \$4,700, and increase of \$224. Commensurate increases are included for students attending less than full-time. The recommendation also includes increasing the set-aside for institutional aid from 15% to 17%. Overall, this proposal is expected to generate approximately \$7 million, of which \$2.5 million will go to financial aid set-aside to make available to students. The staff report noted that 71% of students who apply for financial aid pay nothing for tuition and fees. It also noted that the revenue increase from this change is far from sufficient to address the revenue shortfall that results from the drop in enrollment and the sunset of the federal HEERF funds we have used to shore up our budget for the last two years.

*Regent Balducci made a motion to approve the resolution for the approval of tuition and fees for the community colleges. Regent Gray-Kemp seconded the motion.*

Discussion took place:

- Professor Sesanker asked how much the PELL increase is. She noted that for many of our students it is not the tuition increase that is at issue it is opportunity cost. Even though PELL is increasing, the increase will be felt by students dealing with housing insecurities, food insecurities.
- Chair Balducci noted that the PELL increase is about \$400 and that a student who qualifies for full-PELL will receive almost \$6,500. The overage of about \$1,800 can be used for educational related expenses. In addition, \$2.5 million will also be made available for additional institutional financial aid.
- Chair Balducci also noted that enrollment has decreased from about 30,000 students to below 20,000. Cuts and consolidations must be considered to deliver services to the reduced number of students.
- President Cheng remarked that he has spoken to both representatives from campus SGAs and the Student Advisory Committee concerning the proposed increase. The Board has held tuition flat for the past few years and they are trying to hold the increase and its impact on our students to a minimum. This strategy is a small piece to bring the budget into alignment. The decline in community college enrollment since fall of 2019 is one of the largest in the country. Our tuition for full-time enrollment is below the national median. We need to move into a more quantitative analysis of some of the positions and assertions made.

The work that the staff has done to present this tuition proposal has been thoroughly and firmly quantitative. It is important to match the quantitative analysis with qualitative analysis, not anecdotal information.

- Vice Chair Ryan congratulated President Cheng and Ben Barnes on their presentations to the Legislature. She asked if the Foundations on each campus were aware of the seriousness of our financial situation. President Cheng assured her that they were. She continued by asking if local businesses are being approached for gifts/projects that may support students and programs. Once again, President Cheng assured her that they were and that most are managed at the campus level.
- Professor Sesanker noted that there will need to be a conversation about reduction of staff commensurate with the decline in enrollment. However, the way staff has been reduced has left many departments non-functional. Should we be asking students to pay more for services that are compromised.
- Regent Porth noted that this is an exceptionally difficult decision. He asked if the increase in the set-aside from 15% to 17% increase the percentage of students (71%) who pay nothing. Regent Balducci indicated that the percentage is expected to go up by a percent or two. In addition, he expects the 11% who have 75% of their tuition covered will also go up.

*After discussion, the motion carried by unanimous voice vote.*

#### **HUMAN RESOURCES & ADMINISTRATION COMMITTEE**

No Report

#### **EXECUTIVE COMMITTEE - Chair Fleury**

No Report

#### **EXECUTIVE SESSION**

At 12:06 p.m. on a motion by Regent Gray-Kemp, seconded by Regent Budd, the Board voted to go into Executive Session for the purpose of discussing collective bargaining and pending litigation. Chair Fleury announced that no votes would be taken in Executive Session and that the meeting will be immediately adjourned following Executive Session. Chair Fleury directed President Cheng, Dr. Pritchard, Ben Barnes, and Ernestine Weaver to join the Regents in Executive Session.

#### **ADJOURNMENT**

The meeting adjourned at 12:49 p.m.

Submitted,

Alice Pritchard  
Secretary of the CT Board of Regents for Higher Education

# CT STATE COMMUNITY COLLEGE

CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION

Overview of the  
Substantive Change Proposal to the  
New England Commission for Higher Education

# Overview

- Brief Background
- Substantive Change Proposal Process
- Timeline
- Major accomplishments

# Brief Background

- First proposed in April 2017
- To merge the 12 community colleges into a single accredited CT State Community College
- To do so requires:
  - Approval for a Substantive Change proposal by our regional accreditor – the New England Commission of Higher Education
  - Approval by the U.S. Department of Education, for Title IV funds



# Substantive Change Proposal

- The proposal was formally submitted to the NECHE Commission on Feb 11<sup>th</sup> 2022
- CT State team will meet with the Commission on March 3<sup>rd</sup>
- We have also been in close contact with the U.S. Dept Education preparing to merge the 12 Title IV applications into 1 OPEID for a single institution
- We expect NECHE will conduct several follow-up visits over the first few years

# Formation of CT State

- Improve Student Success
  - Investing in 100+ additional guided pathways advisors at all 12 campuses to improve student success
  - Aligning curriculum, making transfer simpler & easier
  - Single student transcript, allowing students to take classes at any campus and to ease transfer to 4-year institutions
- Strengthen Financial sustainability
  - Currently 2 institutions have negative financial reserves
  - Restructure staffing to account for enrollment declines
  - Structure leverages shared services and invests heavily in enrollment, retention and completion

# Implementation Timeline



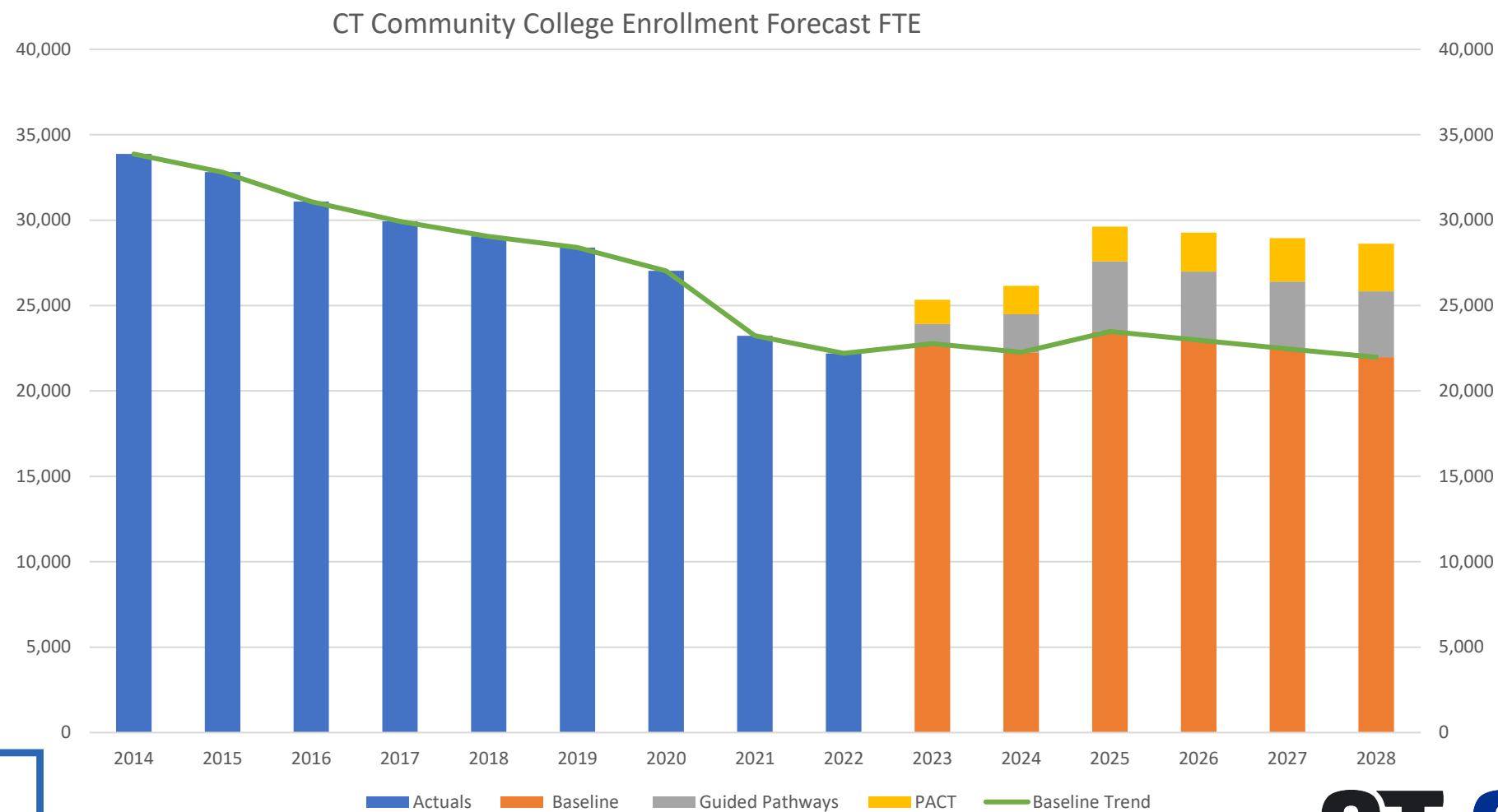
# Major Accomplishments

- Aligned Curriculum of 237 different degree/certificate programs, 1,345 courses (as of Feb 11<sup>th</sup>)
  - Single catalog available to students
  - Common General Education, learning outcomes and prerequisites
- Students apply once
  - Students can freely take courses at any campus, no need to transfer credits
  - No more financial aid consortium agreements between campuses
- Strategic Priority - Diversity, Equity & Inclusion for CT State
- Implementation of Guided Pathways Advising
  - Hiring 100+ new staff to support student success
  - All students will eventually have an academic plan upon entry

# Ongoing Work

- Implement enrollment management strategies to increase traditional age and adult learner populations (see goals in next slide)
- Implement Shared Governance structure
- Finalize curriculum alignment (May 2022)
- Finish the strategic plan for CT State
- Establish DEI plan based on pillars
- Bring One-College Banner Student Information System online
- Transition current roles and responsibilities to future structure positions March 2022-July 2023

# Projected Enrollment



# Further Information

Substantive Change Website

<https://www.ct.edu/merger>

I will gladly take questions from the Board.

CSCU

**CT STATE**  
COMMUNITY COLLEGE



February 23, 2022

Members of the Board of Regents for Higher Education,

It is reprehensible that the Finance Committee put forward a resolution to increase tuition at the community colleges – the colleges with the largest populations of black and brown students, the largest populations of students from working class families, and the students that can least likely afford a tuition increase during the economic crisis that we are living through. Our students cannot afford this increase. If you are worried about enrollment now, how do you think raising tuition is going to affect enrollment? It's going to send it plummeting.

Students cannot afford to pay more. President Cheng testified last week about legislation to deal with food insecurity at our colleges and this week will testify about housing insecurity. Yes, we have students that are food and housing insecure, so no, they cannot pay more in tuition.

I strongly oppose the tuition increase.

Further, you are threatening to layoff student-facing community college employees. This is unimaginable, particularly given the fact that over the past three years the Board of Regents and CSCU managers have hired dozens of managers – an 81-page organizational structure of Regional Presidents, Vice Presidents, Associate Vice Presidents – costing millions of dollars. These management positions are completely redundant, wasteful, and are siphoning resources away from community college campuses.

Sincerely,



Anna Torres  
Director of Financial Aid  
Manchester Community College

**Heleen, Pamela**

---

**From:** Kotler, Elaine  
**Sent:** Wednesday, February 23, 2022 8:17 AM  
**To:** Heleen, Pamela  
**Subject:** letter to BOR

Members of the Board of Regents for Higher Education,

I oppose the proposed tuition increase that is being considered today. While I understand that the BOR has a fiduciary balance its books, I don't think it is fair to ask the students to pay more when we know that families are still struggling and students cannot afford one more obstacle in their path to a degree and a better future. We need to work together to get more public funding for the system. Years of austerity budgets have led to an overreliance on tuition revenue and budget cuts have led to problems such as understaffing and an overreliance on part-time faculty. Together, we can let legislators know that further cuts our community colleges, including layoffs of staff or tuition increases, is an unacceptable solution to our budget problems. I ask you to oppose the tuition increase and work with faculty, staff, and students to get more funding for our system. Thank you for your consideration.

---

Members of the Board of Regents for Higher Education,

It is reprehensible that the Finance Committee put forward a resolution to increase tuition at the community colleges – colleges with the largest populations of black and brown students, the largest populations of students from working class families, and the students that can least likely afford a tuition increase during the economic crisis that we are living through. Students cannot afford this increase. If you are worried about enrollment now, how do you think raising tuition is going to affect enrollment? It's going to send it plummeting.

Students cannot afford to pay more. President Cheng testified last week about legislation to deal with food insecurity at colleges and this week will testify about housing insecurity. Yes, we have students that are food and housing insecure, they cannot pay more in tuition.

I strongly oppose the tuition increase.

Further, you are threatening to layoff student-facing community college employees. This is unimaginable, particularly given the fact that over the past three years the Board of Regents and CSCU managers have hired dozens of managers – a bloated organizational structure of Regional Presidents, Vice Presidents, Associate Vice Presidents – costing millions of dollars. These management positions are completely redundant, wasteful, and are siphoning resources away from community college campuses.

Please just stop it already.

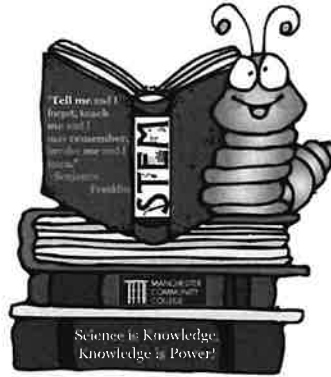
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Members of the Board of Regents,

I disagree with our community college system increasing tuition on our students. So many of our students are already struggling to balance their school, work, and family demands. Increasing tuition continues to shift the burden of education on those in our communities with the least resources. Our public higher education system needs more funding so we can fulfill our mission of providing pathways to higher education, gainful employment, and life-changing knowledge and skills for residents of CT. Thank you for all of your efforts to support this.

Sincerely,

Elaine Kotler



*Elaine Kotler,*

***Adjunct Faculty  
Science, Technology, Engineering and Mathematics (STEM) Division  
School of Engineering, Technology and Physical Science  
Manchester Community College  
Manchester, CT 06045-1046  
[ekotler@manchestercc.edu](mailto:ekotler@manchestercc.edu)***

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**STAY SAFE.  
FINISH STRONG.**



Elle Van Dermark

Vice President, Faculty

Congress of Connecticut Community Colleges (4Cs)

SEIU local 1973

Asnuntuck Community College

170 Elm Street

Enfield, CT060

February 23, 2022

Chairman Fleury, President Cheng and Members of the Board,

Services at the colleges are withering and with it our students ability to be successful. Students are suffering due to understaffed departments and the pivot to 'call center staff' who misdirect, misinform, or otherwise abandon them until they give up. This is but one reason why enrollment is down. Students cannot see a path to completion when the system they chose does not value them. Meanwhile, dedicated community college professionals who had been the front line of help and support for students are simultaneously demoralized as we watch our colleagues threatened with lay-off be silenced at the colleges because their position with CT State Community College is coming to an end despite public claims of no-layoffs. These are a result of consolidation at the colleges.

Meanwhile, the President of CT State Community College is also the president of Northwestern Community College. The Regional President of the Capital-East Region is simultaneously CEO of Manchester Community College, and the duties of the Vice President of Human Resources has been divided between other managerial staff. If these positions can be done simultaneously, I offer they are not essential and can be removed from the Organizational Chart. During 2020 more than \$12M was spent in salaries for Vice Presidents and Regional Presidents who have no direct contact with students and will not address the crises at the colleges. That sum more than covers what a tuition increase will generate.

The report submitted to New England Commission of Higher Education framed the harsh reality the 12 independently accredited colleges face including "...an unsustainable financial trajectory," but the trajectory of the CT State Community College is far more unsustainable.

This Board has made promises, adjusted, edited, and otherwise corrected its course as the reality of an untenable and unsustainable bureaucracy has emerged from what may have begun as a well-intentioned merger. In the final throes of consolidation, increasing tuition on our students will be another step that ensures its failure.

We need transparency and meaningful collaboration. We need educators and professional staff who will serve students. We need a system that values the input of its employees. We need colleges that spend more money on students and less money on administration.

Our students cannot afford an increase in tuition, but the existing structure detailed in an 81-page Organizational Chart can afford to be trimmed of excessive management. Managers who exist only on paper or whose positions can be accomplished simultaneously. Managers who will not improve the students experience or their success.

I am here today to urge you to not raise tuition on our students.

**Elle Van Dermark**

Vice President, Faculty

Congress of Connecticut Community Colleges (4Cs)

SEIU local 1973

Asnuntuck Community College

170 Elm Street

Enfield, CT060

February 23, 2022

Members of the Board of Regents for Higher Education,

As a faculty member deeply aware of the challenges faced by my students, I strongly oppose the proposed tuition increase that is being considered today. While I understand that the BOR has a fiduciary duty to balance its books, I don't think it is fair to ask the students to pay more when we know that families are struggling. We know that food insecurity, housing insecurity, and health challenges are already an everyday part of student lives. Our students cannot afford one more obstacle in their path to a degree and a better future. Reducing campus level service and increasing tuition costs will only lead to further reductions in enrollments and increasing burdens that interfere with students' ability to pursue and succeed in their studies.

We need to work together to get more public funding for the system. Years of austerity budgets have led to an overreliance on tuition revenue and budget cuts have led to problems such as understaffing and an overreliance on part-time faculty. Together, we can let legislators know that further cuts to our community colleges, including layoffs of staff or tuition increases, is an unacceptable solution to our budget problems. I ask you to oppose the tuition increase and work with faculty, staff, and students to get more funding for our system.

The hard-working staff and faculty also need working conditions that enable them to provide the care that students need to ensure their success. A fair contract will help prevent overwork, improve the ability of the system to attend to student needs, improve morale, and provide a strong foundation for the community college system to make a difference in the lives of people in our state.

Stewardship of community college funds is a crucial component of the efforts to improve equity of working conditions and of student outcomes. We cannot pay more managers the same salaries while asking staff to do more and more with less and less and expect that to create equity, diversity, and inclusion. We cannot create more layers of administration while asking students to pay more and expect that to foster inclusion and equity. If you are truly committed to improving equity in our system and in our state, it is essential to make an affordable, quality community college experience available to all. You have the power to make the difference.

Thank you for considering these concerns and for ensuring equitable opportunity for all.

Sincerely,

*Heidi Zavatone-Veth, PhD*

Hi everyone. I'm here today because I wanted to tell you a little bit about why I believe it is important that we all get an affordable, quality education.

When I first went to Gateway community college, I was a failure. I flunked half of my courses my first semester, and repeated that my second.

In my third semester, it was very much make or break for me. I felt I was doomed to meet the same fate, and a life of jobs that I hated.

However, in that third semester I had an English professor who took me under her wing and was willing to give constructive feedback.

She was patient, caring, and wanted to see her students succeed. I commend the BOR for honoring the the CBA requests of the CSU-AAUP. The decisions made here can and will impact the lives of our students.

I think everyone in this room recognizes the importance of a quality education. And prioritizing the needs of our instructors is a major step in the right direction. Thank you very much for your time.



February 23, 2022

Dear Board of Regents Member:

In the mid-1990s, the Board of Trustees for Connecticut Community-Technical Colleges established a mandatory laboratory fee. Those funds were supposed to be earmarked for laboratory supplies, however, they were deposited into the general fund and allocated according to college priorities not solely for laboratory expenses. That \$35/semester fee has increased now to be \$102/course. The number of science laboratory hours also increased to address better transfer to the State Universities & UCONN, who already had 3-hours laboratory sessions, as well as to address the needs of incoming poorly prepared students. Instead of incorporating the disparity between contract hours and credit load into the overall tuition structure, the BOR now has Supplemental Mandatory Usage Fee of \$205/laboratory courses in addition to the Materials Fee. Actually, both fees are the laboratory fees because only students taking 4 credit lab/studio courses are charged these fees. For a STEM student, who takes 2 lab courses per semester, this translates into a painful \$614/semester (\$1228/year in lab fees) in addition to the \$1518 for tuition and other fees (8 credits)/semester. These funds do not go directly to supporting science laboratories. Our college has not received funds (010 equipment or bonding) to replace aging science equipment since the One College Initiative began several years ago.

During the pandemic, the colleges still charge STEM students taking online laboratory courses these mandatory fees. This is not just; this is unconscionable theft from STEM students. Their textbooks are expensive, those fees are high, and the One College administration wants to increase tuition on a student population already struggling financially. Increasing tuition now would remove the opportunity for higher education for many students at a time when the State of Connecticut and the One College Agenda purports it supports diversity, equity, and inclusion. For our students' sake, please reconsider the proposed tuition increase.

Respectfully submitted,

Joseph Faryniarz, Ed. D.  
Professor of Biological Sciences  
Naugatuck Valley Community College

February 23, 2022

Members of the Board of Regents for Higher Education,

I oppose the proposed tuition increase that is being considered today. While I understand that the BOR has a fiduciary duty to balance its books, it is not fair to ask the students to pay more when we know that families are still struggling. Our students cannot afford one more obstacle in their path to a degree and a better future. We need to work together to get more public funding for the system. Years of austerity budgets have led to an overreliance on tuition revenue and budget cuts have led to problems such as understaffing and an overreliance on part-time faculty.

Further, you are threatening to layoff student-facing community college employees. This is unimaginable, particularly given the fact that over the past three years the Board of Regents and CSCU managers have hired dozens of managers – an 81-page organizational structure of Regional Presidents, Vice Presidents, Associate Vice Presidents – costing millions of dollars. These management positions are completely redundant and are siphoning resources away from community college campuses.

Together, we can let legislators know that further cuts our community colleges, including layoffs of staff or tuition increases, is an unacceptable solution to our budget problems. I ask you to oppose the tuition increase and work with faculty, staff, and students to get more funding for our system. Thank you for your consideration.

Thank you,

A handwritten signature in dark ink, appearing to read "Katherine Player". The signature is fluid and cursive, with the first name "Katherine" written in a larger, more prominent script than the last name "Player".

**Katherine Player**

*Financial Aid Assistant*

Manchester Community College

## Heleen, Pamela

---

**From:** McNiven, Kerry J  
**Sent:** Wednesday, February 23, 2022 9:18 AM  
**To:** Heleen, Pamela  
**Subject:** tuition increases opposition

Members of the Board of Regents for Higher Education,

I oppose the proposed tuition increase that is being considered today. While I understand that the BOR has a fiduciary duty to balance its books, I don't think it is fair to ask the students to pay more when we know that families are still struggling. I have personally provided students with books, uniforms, parking money, money for food, snacks in the classroom because they were economically struggling. The pandemic has only made this problem even more acute. Our students cannot afford one more obstacle in their path to a degree and a better future. We need to work together to get more public funding for the system. Years of austerity budgets have led to an overreliance on tuition revenue and budget cuts have led to problems such as understaffing and an overreliance on part-time faculty. Together, we can let legislators know that further cuts to our community colleges, including layoffs of staff or tuition increases, is an unacceptable solution to our budget problems. I ask you to oppose the tuition increase and work with faculty, staff, and students to get more funding for our system.

Thank you for your consideration.

Kerry McNiven

**Kerry J McNiven** , MS, RRT, FAARC  
*She, her, hers*  
*Professor, Director of Clinical Education*  
Respiratory Therapy  
Manchester Community College  
LRC A226  
Great Path, MS #17  
PO Box 1046  
Manchester, CT 06045-1046  
860-512-2716  
*Inhale your future, exhale your past. Anonymous*

February 23, 2022

Dear Board of Regents Members,

I am writing to you today in opposition of the proposed tuition increase that is being considered today, February 23, 2022. I can attest first hand to the financial insecurities many of our student's experience. Many of the students I work with don't know how they will pay for their education; just that they want to get started. When advising these students, they share many personal challenges they face, and I assure them that the faculty, staff and the college will be here to help them navigate their struggles and that they are not alone. When we get to the point of discussion tuition and fees, many don't realize that Federal Aid is not a guarantee, did not know they needed to do it in advance of registering without making a deposit and assume the PACT funding is available to all students – full and part time. It is a crushing blow to them to hear they will have to pay out of pocket, even if temporarily awaiting reimbursement while their FAFSA is processed. Often, by the time they have their financial aid package in place, it is too late for them to register or we cannot build a schedule that syncs with their work and home life responsibilities. In addition, there are so many that are just shy of the threshold to receive aid. Do you think those students who may be \$1,000 over the income threshold are that less in need of assistance? It's devastating. Imagine how discouraging this is to a first time student trying to better their life. We so frequently speak about retention, yet we continue to place these barriers on our most vulnerable students. While 5% may seem trivial to some, it is MONUMENTAL to many. I ask that you consider this when voting on the upcoming tuition and fees.

Thank you for your time,

Sincerely,  
Lisa Calabrese  
Assistant Director of Admissions  
Naugatuck Valley Community College

Members of the Board of Regents for Higher Education,

I have worked in Higher Education in the State of CT for nearly three decades. Extended family members have also taught in the Community Colleges of CT for decades. Being an educator is a calling. We certainly didn't go into public education for financial gains. Rather, we are devoted to our students and the process of learning.

At no other time have I seen the disparity greater in our state and within the system of Higher Education. Community College students in particular, struggle with affording basic necessities that many people take for granted. Food. Shelter. Clothing. The insecurities are *real*. I've had students who've come to my class from the vehicle they live in, parked in the parking lot at the college. I've seen single mothers who've been academically successful, suddenly drop out because they've been evicted from a property that has been condemned and they need to find housing for their children on that day, that hour that class is taking place.

In response to the epidemic of need, the college that I work for has both a Food Pantry and a Clothing Closet. We've developed links and resources for students that are in crises and need a place to go.

We've had to develop resources through private contributions and our Foundation because if there is one thing that has remained consistent over the past few decades, it is a lack of public funding in support of educating the next generation. Even with data that shows increased funding is an investment in every student that pays off tenfold within the economy of the state, the communities they live in and most importantly, the lives they touch.

Over the past few years, I've watched as our resources for technology support of students have been hampered and reduced by IT departments moving to Hartford and many technicians either retiring or moving into other positions. We're seeing a tidal wave of early retirements across every discipline in the Community College system ahead of contractual changes in July 2022, that in draft appear draconian. We've weathered a pandemic and cataclysmic changes in modality of teaching. Federal funding for students kept us going despite the heartbreak of decline in enrollments that we know is tied to population decreases, but also to *need*. Many of our students were the sole breadwinner, an essential worker, a first responder, a childcare provider, lost their job, took care of sick siblings or parents and were mortified when they themselves, fell ill. Every time a student contacted me to report that they had contracted Covid-19, they were most worried about their classmates as the discipline that I teach in was by necessity, continuing to be on-ground as early as Fall 2020.

Sustained austerity budgets for Community Colleges which serve those in our communities with the least resources— the colleges with the largest populations of black and brown students, the largest populations of students from working class families— while understaffing and overworking the vital resource of faculty and staff and removing support systems, has brought morale in the workforce to an all-time low.

The answer to these problems is not to propose a tuition increase on those who can least afford to pay it. The answer is not to continue to threaten layoffs of student-facing community college employees. Particularly given the fact that over the past three years the Board of Regents and CSCU managers have hired dozens of managers— an 81-page organizational structure of Regional Presidents, Vice Presidents, Associate Vice Presidents— costing millions of dollars. At the college I work for the redundancy of positions resulted in a Federal lawsuit against our current CEO who declined to renew the contract of our previous CEO, a woman. Watching the fiasco of a Title IX lawsuit play out at our beloved institution of learning sends a less than desirable message to every woman, every man, every LGBTQ, every minority— because no one is secure, and the threat of “insubordination” as a reason to end someone's career has never been more prevalent. Ultimately, this speaks volumes to our students who remarkably see the waste, the redundancy, the siphoning away of resources that we were once proud to provide.

So many of our students are already struggling to balance their school, work, and family demands. Our public higher education system needs more funding especially at the community college level, so that we can fulfill our mission of providing pathways to higher education, gainful employment, and life-changing knowledge and skills to the residents of CT. Thank you for all of your efforts to support this.

Sincerely,

Maura O'Connor  
Professor and Program Coordinator  
Manchester Community College

Members of the Board or Regents for Higher Education,

I am writing today to express my strong opposition to the community college tuition increase that you are considering today. While I realize that the BOR has the responsibility to balance the system's books, passing that burden on to our students will help no one- not our students and their families, and not the system itself. The community colleges serve the largest populations of minority students, students from working class families, and the students that can least likely afford a tuition increase during the current economic crisis. The enrollment at the colleges are at an all-time low, and while you worry about the enrollment trends you are considering increasing tuition, which will present an even larger barrier to enrollment and retention for the students most in need of a affordable path to a degree. While the PACT program is very beneficial to some of our students and would help eligible students absorb this tuition increase, the reality is that many of our students do not qualify for this program, and these are our neediest students- those who cannot be full-time students based on their need to work enough hours to support their families. Our students live complicated lives, and many cannot take care of their other obligations while being a full-time student and be academically successful. Still other needy students may have tried college years ago, not been successful, and come back to improve their lives. These students are also not eligible for PACT funding. These neediest students, ineligible for this program, are the ones who cannot afford a tuition increase.

At the same time you are looking to increase tuition to balance the books on the backs of our students, you are threatening layoffs and eliminating positions of student-facing employees as well as staff whose behind-the-scenes rolls support what faculty and other student-facing staff are able to do with and for our students. Qualified, dedicated, hard-working staff who have served our college communities through one of the most difficult periods in history, are being told they need to reapply for their jobs and take pay cuts. That is unacceptable. At the same time, you have hired countless managers- 81 pages worth of an organizational chart- to work at the system-office, where they will never interact with a student. By threatening layoffs and eliminating positions at the same time you are considering increasing tuition, you are clearly expecting the students to pay more for less, while expecting the colleges to boost enrollment. When enrollment is at an all-time low, perhaps the system should be investing in the colleges' marketing and public relations departments instead of decimating them, turning 40+ positions into 14. Perhaps we should be capitalizing on the connections our existing marketing and public relations staff have on the campuses and in the local communities rather than eliminating them and centralizing them in Hartford.

President Cheng has testified last week to the legislature about food insecurity among our students, and this week is scheduled to testify about housing insecurity. As we all know, these are significant issues among our students. When we know our students struggle with having these very basic needs met, why are we even considering raising tuition? If they cannot afford food and housing, they cannot afford a tuition increase. Increasing tuition continues to shift the



burden of education to those in our communities with the least resources. Our public higher education system needs more funding so we can fulfill our mission of providing pathways to higher education, gainful employment, and life-changing knowledge and skills to the residents of CT. Perhaps we can work together to secure that funding from sources other than our students.

Thank you,

Sara M. Berry

Adjunct Faculty, Manchester Community College

4Cs Part-Time Chapter Co-Chair

## Heleen, Pamela

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**From:** Cieglo, Sarah  
**Sent:** Tuesday, February 22, 2022 11:04 PM  
**To:** Heleen, Pamela  
**Subject:** Email to the BOR

Members of the Board of Regents for Higher Education,

I oppose the proposed tuition increase that is being considered today. While I understand that the BOR has a fiduciary duty to balance its books, I don't think it is fair to ask the students to pay more when we know that families are still struggling. Our students cannot afford one more obstacle in their path to a degree and a better future. We need to work together to get more public funding for the system. Years of austerity budgets have led to an overreliance on tuition revenue and budget cuts have led to problems such as understaffing and an overreliance on part-time faculty. Together, we can let legislators know that further cuts our community colleges, including layoffs of staff, increased teaching loads, or tuition increases, is an unacceptable solution to our budget problems. I ask you to oppose the tuition increase and work with faculty, staff, and students to get more funding for our system. Thank you for your consideration.

**Sarah Cieglo, PhD**  
*Professor of History | Liberal Arts & Science Program Coordinator*  
She/Her/Hers  
Global Studies

Manchester Community College  
AST T313  
Great Path, MS #4  
PO Box 1046  
Manchester, CT 06045-1046  
860-512-2767

## Statement to the CSCU Board of Regents – 2/24/22

Seth Freeman  
President, 4Cs SEIU 1973  
Professor, Capital Community College



Board of Regents Members,

I am happy to address you today on behalf of the faculty and staff of our twelve community colleges. Above is a photo from AFT and 4Cs **Fair Contract / No Layoff / No Tuition Hike Rally** this past Saturday Feb 19<sup>th</sup>. **Over 175** workers, students, and community members came out in the cold to fight against this Board on behalf of students and workers!

Despite being a new year, and despite a recent and welcome shakeup in management in the CSCU system, this Board of Regents, CSCU and CSCC managers continue to completely fail in your management of our system. You continue to fail, because you refuse to partner with your employees, value your employees, and treat us with respect. Rather, you demonstrate time and time again, that you believe in corporate control over our educational system, and you prefer to manage by fear and domination.

Somehow, this Board is still slow to learn that community college workers are not putting up with this. This is why we are calling out the bad actors in the CSCU system, and why we are going on the offensive.

This month, we will focus on highlighting the bad actors and true power centers of this Board – namely the union-busting Jackson Lewis law firm, and the anti-worker, anti-public services Boston Consulting Group. We'll focus on how their policies and ideologies have defined this Board, and how these policies continue to destroy our CSCU system.

### **Jackson Lewis Board of Regents and the President Cheng Scapegoating of Andy Kripp**

Our union is deeply saddened to hear that President Cheng is scapegoating former VP of Human Resources Andy Kripp to state legislators and portraying former VP Kripp as the sole bad actor in the CSCU system. While it is true former VP Kripp was a false negotiator, and that he took it as his personal mission to beat down our unions, former VP Kripp was only doing exactly what our Jackson Lewis Board of Regents hired and ordered him to do.

Former VP Kripp did not originate the plan to marginalize workers, centralize managerial power, and beat down local community college managers. No – those were his marching orders from Regents Fleury and Jimenez. Perhaps poetically, former VP Kripp got fired for being *too good* at his job. Former VP Kripp also became the scapegoat for the culture of misogyny in our system, as completely exposed by the ongoing federal lawsuit of former MCC CEO Nicole Esposito.

While it is true workers across our system celebrated the news of VP Kripp's removal, we since have learned of him being scapegoated. We are now angry, very angry, to learn that this Board did not fire him to *reset relationships* with us. No, true to form, this Board fired him to scapegoat him and deflect responsibility.

Community college employees will not be pacified by the scapegoating of former VP Kripp. We know there are many, many other bad actors in our CSCU system. Led by Jackson Lewis and Boston Consulting Group, the bad actors on this Board always seek more managerial control and less power for workers. Our unions are committed to exposing these bad actors until they are rooted out of our system.

### **No to Boston Consulting Group Tuition Hikes**

It is disappointing, but not surprising, to hear this Board plans to raise tuition of our community college students. The ethos of the Boston Consulting Group is to shrink state government, reduce state services, and always shift the responsibility of education, health care, public safety, etc. away from the state and onto the individual. By shifting responsibility away from the state, our large corporations, wealthy, and ruling class in our state don't have to pay their fair share in taxes. By shifting the responsibility away from the state, we reenforce and deepen systemic racism. By shifting responsibility, we exacerbate the horrific racial wealth gap and the despicable income inequality in our state.

This is just the latest reason we are so appalled to hear this Board talk about equity. Every time this Board says equity, CSCU workers laugh, and students cry. This Board has slavishly followed

every austerity budget imaginable. Now you want to raise tuition and further shift the burden of education onto our students. Further shift the burden to our poor and working class students already struggling to make ends meet. Further shift the burden to families reeling from the pandemic. Well done Board of Regents – you are making Boston Consulting Group very proud!

### **Demand for Job Security and Fair Contracts**

There is little left to say about our contract negotiations. Our unions repeat what we have said since May 2021 – we demand fair contracts, and we demand community college employees are treated with respect.

Now – because this Board has threatened to layoff our Financial Aid and Marketing workers – and because we understand more layoff threats are coming – we **demand job security** as well.

This Board of Regents has repeatedly lied about the true purpose of the community college merger. Rather than telling the truth, that this merger is about reducing the number of workers, centralizing managerial control, and weakening unions, this Board has parroted one more ridiculous lie after another to NECHE and the general public.

But now, the truth is coming out.

After this Board has spent millions of dollars on managers of every shape and size. After this Board has **given managers raises**, now you have run out of money, and now it is time to lay us off.

The true nature of the community college merger is revealing itself.

The BOR chickens have come home to roost.

Well, you have your plans, and we have ours. We apologize in advance to Boston Consulting Group and Jackson Lewis, but we are going win fair contracts that prioritize paying workers who serve students, even if that means less commission for Jackson Lewis and the workforce reduction goals of Boston Consulting Group are delayed.

This Board needs to repent for the way you treat your employees. You need to repent for treating CSU employees like dirt. You need to repent for blindly and ignorantly following the Jackson Lewis and Boston Consulting Group neoliberal playbook.

But thankfully, whether you repent or not, makes no difference to us. We are fighting for each other, and we are fighting for our students. And we will keep fighting until we win for our students and win for each other.

Members of the Board of Regents for Higher Education,

It is reprehensible that the Finance Committee put forward a resolution to increase tuition at the community colleges – the colleges with the largest populations of black and brown students, the largest populations of students from working class families, and the students that can least likely afford a tuition increase during the economic crisis that we are living through. Our students cannot afford this increase. If you are worried about enrollment now, how do you think raising tuition is going to affect enrollment? It's going to send it plummeting.

Students cannot afford to pay more. President Cheng testified last week about legislation to deal with food insecurity at our colleges and this week will testify about housing insecurity. Yes, we have students that are food and housing insecure, so no, they cannot pay more in tuition.

I strongly oppose the tuition increase.

Further, you are threatening to layoff student-facing community college employees. This is unimaginable, particularly given the fact that over the past three years the Board of Regents and CSCU managers have hired dozens of managers – an 81-page organizational structure of Regional Presidents, Vice Presidents, Associate Vice Presidents – costing millions of dollars. These management positions are completely redundant, wasteful, and are siphoning resources away from community college campuses.

The colleges need to maintain positions on campus in order to serve our students. Please stop stripping away staff positions and resources. Sending work to agencies and outsourcing jobs is not the way to serve our students best. Staff from Hartford and New Britain will not be on the individual campuses servicing students, they will be at the “system office” or working from home, but these are not serving our students.

Please stop reducing our staff positions and depleting resources at our colleges. This will have a very negative impact on the services we can provide our students.

Tara Smith  
NVCC

February 22, 2022

Members of the Board of Regents for Higher Education,

When was the last time you sat down with one of our own community college students one-on-one and handed them a tissue? Students visit my office often broken, crying, drowned by concerns, and desperate for true support. They seek support from us – the staff, the faculty, the friendly face on campus – a friendly face that shows even under a mask. And you plan to increase tuition and take direct services away from our communities and our students!

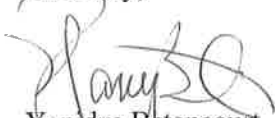
I strongly oppose the tuition increase. Students cannot afford more pressure.

Layoff and compensation threats are unacceptable. We, the staff and faculty have invested our lives, scorched our eyelashes working for decades, and bent backwards for our college communities and our students.

Over the past three years the Board of Regents and CSCU managers have hired dozens of managers – an 81-page organizational structure of Regional Presidents, Vice Presidents, Associate Vice Presidents – costing millions of dollars. These management positions are completely redundant, wasteful, and are siphoning resources away from community college campuses, while students and services are the last priority.

We demand a fair contract; we demand tuition increases to stop; we demand job and compensation security.

Sincerely,



Yamidza Betancourt  
MCC Staff