

**BOARD OF REGENTS FOR HIGHER EDUCATION  
CT STATE COLLEGES AND UNIVERSITIES (CSCU)  
MINUTES OF REGULAR MEETING  
THURSDAY, JUNE 24, 2021  
CONDUCTED VIA REMOTE PARTICIPATION**

| <b>REGENTS - PARTICIPATING (Y = yes / N = no)</b>                                |   |
|--|---|
| Matt Fleury, Chair   | N |
| Merle Harris, Vice Chair   | Y |
| Richard J. Balducci  | N |
| Aviva D. Budd  | Y |
| Naomi K. Cohen   | Y |
| Felice Gray-Kemp   | Y |
| Holly Howery   | Y |
| David R. Jimenez   | N |
| Antonia Oglesby  | N |
| Audrey Nielsen   | Y |
| JoAnn Ryan   | Y |
| Ari Santiago (arrived at 10:10)  | Y |
| Elease E. Wright   | Y |
| *David Blitz, FAC Vice Chair   | Y |
| *Colena Sesanker, FAC Chair  | Y |
| *Kurt Westby, Labor Commissioner   | N |
| *Dante Bartolomeo, Deputy Labor Commissioner (attending for Commissioner Westby) | Y |
| *Deidra Gifford, Public Health Commissioner                                      | N |
| *David Lehman, DECD Commissioner   | N |
| *Charlene Russell-Tucker, Acting Education Commissioner                          | Y |
| <i>*ex-officio, non-voting member</i>  |   |

**CSCU STAFF:**

Dr. Jane Gates, CSCU Interim President  
 Dr. Alice Pritchard, Chief of Staff/Chief of Operations  
 Ben Barnes, Chief Finance Officer  
 Ernestine Y. Weaver, Counsel  
 Dr. Ken Klucznik, VP of Academic Affairs  
 Mike Buccilli, Associate Vice President of Student Success Management  
 Leigh Appleby, Director of Communications  
 Pam Heleen, Asst. Secretary of the Board of Regents (recorder)

**CALL TO ORDER**

Vice Chair Harris called the meeting to order at 10:04 a.m. Following roll call, Vice Chair Harris declared a quorum present. She noted the planned absence of Chair Fleury who is unable to join us today because he, along with the leadership of CT State, President-elect Cheng and Dr. Duncan Harris are meeting with NECHE to share the latest progress report with the Commission. The report was sent to the BOR and CSCU community and will be posted on the website as well.

### **ADOPTION OF AGENDA**

Regent Naomi Cohen asked to make a friendly amendment to the agenda. With the review ongoing of a confidential personnel matter and no collective bargaining update, she asked to modify the agenda to remove the Executive Session and the Possible Action after the Session (items 14 and 15) until we are able to provide more information to the Board. With that change noted, Vice Chair Harris called for a motion to adopt the meeting agenda as amended; on a motion by Regent Ryan, seconded by Regent Wright, the Agenda was unanimously adopted as amended.

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

In addition to the nine speakers, the Board has received several communications. In accordance with FOI guidelines as amended during the pandemic, the communication was posted on the CSCU website immediately prior to the meeting start time and distributed to the Board in advance of the meeting. It is included as Attachment A.

The following individuals addressed the Board:

| <b><u>Faculty/Public</u></b>  |
|---|
| <b>Theresa Hopkins-Staten</b><br>Co-chair Dr. David Carter Sr. Commemoration Committee                  |
| <b>John Motley</b><br>Speaking in Support of Naming ECSU Science Building for Dr. Carter                |
| <b>Dr. Stanley Battle</b><br>Speaking in Support of Naming ECSU Science Building for Dr. Carter         |
| <b>Dr. Constance Belton Green</b><br>Speaking in Support of Naming ECSU Science Building for Dr. Carter |
| <b>Dwight Bachman, ECSU</b><br>Speaking in Support of Naming ECSU Science Building for Dr. Carter       |
| <b>Seth Freeman</b><br>4C's President   |
| <b>Dr. Jess Kraybill - WCSU</b><br>Support of Vaccine Requirements                                      |
| <b>Julia Blau, CCSU</b><br>Support of Vaccine Requirements  |
| <b>Angelo Messore</b><br>Manchester Community College   |

Vice Chair Harris noted:

- The resolution to address the Naming of the ECSU Science Building for Dr. Carter appears on the Consent Agenda and not as an Action Item due to its unanimous Board support. Chair Fleury passes on his congratulations for the naming and the hard work of the committee.

### **STUDENT ADVISORY COMMITTEE REPORT**

Chair Audrey Nielsen presented the report (Attachment B) and provided commentary on the following topics:

- struggles of the last 18 months and the celebration of the 2020 and 2021 graduates
- increased participation in student government/organizations
- advocacy for student issues with the Board of Regents
- availability of mental health resources system-wide
- food insecurity resources

- the divide between the Board of Regents and the FAC
- COVID-19 response
- vaccine requirements
- Clery reporting requirements

Regent Howery thanked her for her service and for being the voice of the students; she acknowledged the difficulties of the past year and volunteered to be of assistance to the SAC.

Vice Chair Harris thanked Audrey for serving in her role and for the suggestions contained in her report. She also thanked Student Regent Oglesby for her work during a very difficult year.

#### **INTERIM PRESIDENT GATES' REMARKS**

This is Dr. Gates' final meeting as Interim President. She thanked the Board for entrusting her with the responsibility of leading the system for the past six months. She will continue to provide the Board and the Academic and Student Affairs Committee with regular updates.

#### **Bargaining Updates**

- Productive conversations are ongoing with university and Charter Oak bargaining units. Proposal reviews and meetings will continue regularly to find common ground.
- To address the concerns that AAUP and university faculty raised against our chief negotiator, an independent review was conducted, including discussions with members of both sides of the bargaining table to better understand the matter. No action was suggested or taken; however, the tone and tenor of the discussions at the bargaining table have improved and work continues together more respectfully and productively.
- Since the last board meeting, initial contract proposals have been exchanged with the community college bargaining units. While the structural deficit and enrollment challenges remain problems for the long-term, the short-term financial position has been temporarily stabilized with the infusion of one-time federal and state support. The contract proposals reflect this more stable position and contain only very modest asks on financial matters. With an enrollment drop at the community colleges of nearly 20 percent and very low reserves across the colleges, significant economic concessions would have been needed without the injection of federal funds.

#### **Diversity, Equity and Inclusion**

- Special recognition was given to the 4Cs for calling attention to Diversity, Equity, and Inclusion in their bargaining proposals.
- The CSCU Equity Council, a coalition of university, Charter Oak, and community college professionals made the following recommendations to be implemented no later than July 1, 2022:
  - All state universities and Connecticut State Community College will have a vice president of diversity, equity, and inclusion which will be a cabinet-level position reporting directly to the respective institution presidents.
  - Connecticut State Community College will create an Office of Diversity, Equity, and Inclusion to establish and implement practices that ensure the principles of diversity, equity, and inclusion are embedded within the Connecticut State Community College culture.
  - Fiscal and human resources will be provided to support the Connecticut State Community College Office of Diversity, Equity, and Inclusion, including full-time professional and administrative positions.

- Dr. David Levinson has indicated that after Labor Day, a posting will be available for the CT State VP of DEI who will work, alongside the University VPs on the recommendations cited by the Council.

#### **NSF Next Generation Manufacturing Technology Center**

- Last week, Governor Lamont announced that Tunxis Community College will be home to the nation's only National Science Foundation Next Generation Manufacturing Technology Center. Funded through a \$7.5 million NSF grant, this is recognition of the value and effectiveness of CSCU's manufacturing programs.
- Besides being the only NSF manufacturing facility of its type, the new Spring Lane Tunxis manufacturing building, for which groundbreaking will happen in the coming weeks, will be a top-notch center, ready to collaborate with the area's employers, who are desperate for talented workers ready to fill the jobs of tomorrow.
- Thanks to Dr. Karen Wosczyzna-Birch and the College of Technology for the incredible work to secure this funding and to Dr. Jim Lombella and Dr. Darryl Reome for the steadfast advocacy of advanced manufacturing at Tunxis and around Connecticut.

#### **COVID Update**

- CSCU has readily signed up for the White House's COVID challenge which consists of three specific actions to which our system and each of our institutions are committing:
  1. Engaging every student, faculty, and staff member
  2. Organizing the campus and communities
  3. Providing opportunities for every member of our communities to get vaccinated
- Providing access has been the highest priority in recent months, with CSCU campuses offering vaccines for students, employees, and community members.
- Efforts will continue to engage and organize, helping to make sure we and our communities are safe, while giving students the opportunity to have the higher ed experience they need to grow and thrive.

#### **Lumina Foundation Grant**

- A \$350,000 Lumina Foundation Grant with the National Institute for Learning Outcomes Assessment (NILOA) and The Quality Assurance (QA) Commons has been awarded. As part of the grant awarded to the Division of Academic and Student Affairs, 20 programs from 8 institutions partnered with the QA Commons to review how the programs engage employability and equity. Reports were completed and feedback was received identifying outstanding practices recommendations for improvement. The report will be posted and shared with the Governor's Workforce Council.
- The next phase of the grant is a partnership with the National Institute for Learning Outcomes Assessment (NILOA) and focuses on infusing equity more fully into the program review process.

#### **Legislative Wrap Up**

- The General Assembly adjourned their regular legislative session on June 9 and finished their special session to deal with the budget implementer and recreational cannabis the following week. While it was one of the most challenging sessions, CSCU had one of the most successful legislative sessions in recent memory.
- Legislators, on a strong bipartisan basis, fully funded PACT, our tuition and fee-free community college program, invested in Guided Pathways, increased funding for the Roberta Willis scholarship program and increased fringe benefit support. More than \$100 million in new investments for CSCU is expected.
- Thanks to members of the Board of Regents for their steadfast advocacy to legislators on behalf of our institutions.

- Beyond the budget, the bills passed by legislators overwhelmingly focus on improving the lives and experiences of our students and employees. This includes increased reporting on campus sexual misconduct, increased supports for mental health on campus, elimination of graduation fees, accidental death reporting, a study to improve the availability of health benefits for part time faculty, and the ability of our student athletes to earn compensation for their name, image and likeness.
- As part of the budget implementer, the legislature included language to establish the Connecticut Automatic Admission Program for the CSUs increasing access to our state universities for countless high school students across the state, the Office of Workforce Strategy, adds the Chief Workforce Officer as an ex-officio member of the Board, and builds a long-term funding solution for PACT through iLottery.

#### **VICE CHAIR HARRIS' REMARKS**

- Kurt Westby is retiring by the end of the month as the state Commissioner of Labor and will be succeeded by his deputy, former state Senator Danté Bartolomeo. We extend our thanks for Commissioner Westby's service to our state and the BOR. Kurt has been an active member of the BOR and we appreciate his efforts and wish him well in retirement. The Board welcomes Danté as an ex officio member of the Board of Regents and offers our assistance during her transition to Commissioner.
- The Board appreciates all of the Commissioners who create a connection and coordination with their important work throughout the State of Connecticut.
- As Dr. Gates noted, despite a very challenging legislative session, CSCU had one of the best results ever with increased financial resources given to the system, significant legislation to address student barriers to success. Vice Chair Harris thanked Sean Bradbury, Senior Director of Government Relations and External Affairs for his hard work and thorough reporting of the status of bills and amendments and CFO Ben Barnes for his advocacy with the administration and appropriations leadership to ensure they were aware of our fiscal needs.
- Faculty, staff and administrators were thanked for their advocacy through legislative breakfasts and meetings. CSCU students were thanked for sharing their stories and ensuring legislators knew what a difference our colleges and universities make in the State of Connecticut and in students' lives.
- President-elect Cheng will be welcomed officially to CSCU on July 2nd. He been active in many meetings to get oriented to the system.
- The Board thanked Dr. Gates for assuming the role of Interim CSCU System President. For the past 6 months, she has served with commitment and grace as the System planned for safe campus reopening and in forging the path to carry out the Board's strategic direction. We express our gratitude for her utmost care and concern for every one of our CSCU students in these most trying times.

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

On a motion by Regent Ryan, and seconded by Regent Gray-Kemp, the May 20, 2021 Regular Meeting minutes were approved after a unanimous voice vote.

#### **CONSENT AGENDA**

Student Regent Nielsen requested that items 8d and 8h be moved off of the Consent Agenda to be discussed during the Academic and Student Affairs report.

Vice Chair Harris called for a motion on the Consent Agenda as amended. On a motion by Regent Cohen, seconded by Regent Wright, the Consent Agenda was unanimously adopted as amended.

**Academic Programs**

Discontinuations

Fitness Specialist Certification - C2 Certificate - Manchester Community College  
Technology Studies: Engineering Technology Option - AS - Middlesex Community College

**FERPA Notice and Directory Information Policy**

**Use of Gender Identity and Pronouns Policy**

**Academic Programs**

Modifications

Instructional Leadership Doctorate of Education and Intermediate Administration and Supervision (Endorsement #92) - Doctor of Education and Advanced Certification #092 - Western CT State University [Replacement of On-Ground Instructional Modality with Online Instructional Modality]  
Health Administration - Master of Health Administration- Western CT State University [Replacement of Hybrid Instructional Modality with Online Instructional Modality]  
RN to BS in Nursing - BS in Nursing - Western CT State University [Replacement of On-Ground Instructional Modality with Online Instructional Modality]  
Medical Coding Certificate - C2 Certificate - Charter Oak State College [Significant Modification of Courses/Course Substitutions]  
Industrial Technology - BS - Central CT State University [Name change to Technology Management and Minor Curricular Modifications]

Suspensions

Early Childhood Education - MS - Central CT State University  
Elementary Education - MS - Central CT State University

New Programs

Emergency Medical Technician - C2 Certificate - Northwestern CT Community College  
Interpreting ASL/English - BS - Charter Oak State College

Appointment of CSU Professor - Dr. Troy Paddock - Southern CT State University

Finance Items

Naming of ECSU Science Building for Dr. David G. Carter, Sr.

**RESOLUTIONS APPROVED ON CONSENT**

**Discontinuations:**

RESOLVED: that the Board of Regents for Higher Education approve the discontinuation of a program, Fitness Specialist Certificate (CIP Code: 31.0501 / OHE# 016797), leading to a C2 Certificate at Manchester Community College, effective fall 2021.

RESOLVED: that the Board of Regents for Higher Education approve the discontinuation of a program, Technology Studies: Engineering Technology Option (CIP Code: 15.0000 / OHE# 015193), leading to an Associate of Science at Middlesex Community College, effective fall 2022.

### **FERPA Notice and Directory Information Policy**

WHEREAS, the Connecticut State Colleges and Universities have operated under the Connecticut Board of Regents for Higher Education policy 2.2 (FERPA Notice & Directory Information Policy); and  
WHEREAS, updates to the policy are necessary to remain consistent with national best practice; and  
WHEREAS, the Solomon Amendment has been updated to allow military recruiters access to student email addresses (issued by the institution); therefore, be it  
RESOLVED, that this policy shall update the Connecticut Board of Regents for Higher Education policy 2.2 for students of the four Connecticut State Universities, Charter Oak State College, the twelve Connecticut State Community Colleges and the future Connecticut State Community College and be it further  
RESOLVED, that this policy shall go into effect for the fall 2021 semester.

### **Use of Gender Identity and Pronouns Policy**

WHEREAS, the Board of Regents acknowledges the significance of gender identity and its related pronoun reference as it embodies the term in which a personal identity is cast; and, to that end the ability to change a gender identity or to use self-identified pronouns is a matter of great significance to students and employees during their enrollment or employment at the System's institutions, and  
WHEREAS, the Board of Regents recognizes a need to expedite requests for modification of gender identities and use of requested pronouns by students and employees; therefore, be it  
RESOLVED, the attached Policy Statement regarding Use of Gender Identity and Pronouns is hereby adopted, and be it further  
RESOLVED, the CSCU institutions that have not done so are to incorporate appropriate institutional guidelines and/or establish procedures to facilitate students' and employees' requests for gender identity or self-identified pronouns in those instances noted in the Policy.

### **Academic Programs - Modifications**

RESOLVED: that the Board of Regents for Higher Education approve the modification of a program - Instructional Leadership Doctorate of Education and Intermediate Administration and Supervision (Endorsement #092) (CIP Code: 13.0401 (Ed.D.) and 13.0499 (Certification) / OHE# 012105 (Ed.D.) and OHE# 014567 (Certificate)), specifically a change in modality from hybrid to online modality - leading to a Doctorate of Education and Advanced Certification at Western Connecticut State University.

RESOLVED: that the Board of Regents for Higher Education approve the modification of a program - Health Administration (CIP Code: 51.0701 / OHE# 001896), specifically a change in modality from hybrid to online modality - leading to a Master of Health Administration at Western Connecticut State University.

RESOLVED: that the Board of Regents for Higher Education approve the modification of a program - RN to BS Nursing (CIP Code: 51.3801 / OHE# 000188), specifically a change in modality from hybrid to online modality - leading to a Bachelor of Science in Nursing at Western Connecticut State University.



### Modifications (continued)

RESOLVED: that the Board of Regents for Higher Education approve the modification of a program - Medical Coding Certificate (CIP Code: 51.0713 / OHE# 018193), specifically significant modification of courses and course substitutions - leading to a C2 Certificate at Charter Oak State College.

RESOLVED: that the Board of Regents for Higher Education approve the modification of a program - Industrial Technology (CIP Code: 15.0612 / OHE# 000071), specifically a name change to Technology Management and minor curricular modifications - leading to a Bachelor of Science at Central Connecticut State University.

### Suspensions

RESOLVED: that the Board of Regents for Higher Education approve the suspension of a program in Early Childhood Education (CIP Code: 13.1209 / OHE # 000053) leading to a Master of Science at Central Connecticut State University until no later than 2024.

RESOLVED: that the Board of Regents for Higher Education approve the suspension of a program in Elementary Education (CIP Code: 13.1202 / OHE # 000051) leading to a Master of Science at Central Connecticut State University until no later than 2024.

### New Programs

RESOLVED: that the Board of Regents for Higher Education approve the licensure of a program in Emergency Medical Technician (CIP Code: 51.0810, OHE# TBD) leading to a C2 Certificate at Northwestern Connecticut Community 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.

RESOLVED: that the Board of Regents for Higher Education approve the licensure of a program in Interpreting ASL/English (CIP Code: 16.1603, 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.

### CSU Professor - Dr. Troy Paddock

WHEREAS, the faculty at Southern Connecticut State University through its CSU Professor Advisory Committee has recommended Dr. Troy Paddock for the title of Connecticut State University Professor; and

WHEREAS, the President of Southern Connecticut State University, Joe Bertolino, has endorsed the committee's recommendation to award the title to Professor Paddock and Connecticut State Colleges and Universities President Jane M. Gates has concurred; and

WHEREAS, Professor Paddock, a highly distinguished teacher and scholar, has served Southern Connecticut State University since 1998 as a member of the Department of History, while attaining extraordinary levels of achievement in research, teaching and service, and

WHEREAS, Professor Paddock has earned international recognition for his research on the ideas and perceptions of imperial Germany and propaganda in World War I, therefore be it

RESOLVED, that the title of Connecticut State University Professor is herewith awarded by the Board of Regents to Dr. Troy Paddock of Southern Connecticut State University effective June 24, 2021, pursuant to the BOR/AAUP Collective Bargaining Agreement; and be it further



**CSU Professor (continued)**

RESOLVED, That Professor Paddock be entitled to all the rights, privileges and responsibilities pertaining to this honor.

**Finance Items:**

**Naming of ECSU Science Building in Honor of Dr. David G. Carter, Sr.**

WHEREAS, Dr. David G. Carter, Sr., former chancellor of the Connecticut State University System from 2006 - 2011 and former president of Eastern Connecticut State University (ECSU) from 1988 - 2006, passed away on March 17, 2018, and

WHEREAS, Dr. Carter was an African American man from humble beginnings who grew up to become one of the most consequential University Presidents in Eastern Connecticut State University history, whose life of service is an inspiration, and

WHEREAS, under Dr. Carter's leadership Eastern Connecticut State University transformed academically and physically into an accessible institution of higher learning offering a quality education for a diverse body of students, enrollment increased to 4,500 students, and

WHEREAS, in Dr. Carter's final year as chancellor in 2011, the Connecticut State University System reached an all-time high enrollment of 36,629 students at its universities, and

WHEREAS, in March, 2021, members of the ECSU Diversity and Social Justice Committee (DSJC) voted unanimously in support of naming the ECSU Science Building in honor of Dr. David G. Carter, Sr., and

WHEREAS, in April 2021, the ECSU Senate voted to support the resolution naming the building in honor of Dr. Carter, and

WHEREAS, the Dr. David Carter Commemorative Committee, an outside community group, has offered support with letters and correspondence from Eastern alumni and members of both the Connecticut and national community, and

WHEREAS, there is no financial gift associated with this recognition and no other donor opportunities are imminent, and

WHEREAS, University President Elsa Núñez endorses the recommendation to name the ECSU Science Building in honor of Dr. David G. Carter, Sr., therefore be it

RESOLVED, that the Board of Regents for the Connecticut State Colleges and Universities hereby approve the naming of the Science Building at Eastern Connecticut State University as the "Dr. David G. Carter Science Building."

**ACADEMIC & STUDENT AFFAIRS COMMITTEE**

**Action Items:**

**8d. Academic Programming Approval Policy**

On a motion from Regent Howery and a second from Regent Gray-Kemp, the item was opened for discussion. Student Regent Nielsen asked about the structural changes and if the Center and Institute changes would go through the Provost Office. Vice Chair Harris responded that most of the policy simply codifies what is already taking place.

After the clarification, the motion passed unanimously.

**8h. CT State Community College Aligned Degrees and Certificates**

On a motion from Regent Howery and a second from Regent Wright, the item was opened for discussion. Student Regent Nielsen asked if there is confidence with this proposal from faculty.

Vice Chair Harris noted:

- The proposals have been thoroughly reviewed by faculty along the way. There were volunteers (only faculty) who reviewed, changed, and worked on the curriculum.
- Many of the programs that are included in this item are single-institution programs. The faculty from that institution actually reviewed the alignment.
- There were some alignments that were worked on by large committees of faculty. The proposed alignments were sent out for comment by faculty.

Dr. Gates added to the response:

- She had meetings with CMAC (math); they have agreed to work on the alignment. The faculty is who will decide how this is implemented, particularly items that go with the curricular process.
- She has had a response from CCET (English) who has moved forward a timeline for looking at the alignment of English coursework.
- The discipline faculty have been continuously engaged with the alignment of math and English courses.
- The May ASA meeting and the May BOR meeting both addressed the alignment with active discussion of the issues.

Dr. David Blitz stated that he believed there is a difficulty between alignment and transfer articulation. Both the Senates of CCSU and SCSU voted against the ACME proposal (audio difficulties). Vice Chair Harris agreed and stated that now that we have curriculum alignment, we need to examine the transfer articulation process. If additional changes to alignment are required along the way, they will be made. One needs to know what TAP is aligning to before the process can be addressed. Dr. Gates stated that transferability is something that is being worked on.

Dr. Ken Klucznik stated that the main issue with TAP is the prerequisite on math courses that count for transfer. That is an issue that the policy speaks to but one that will require negotiation between the faculty at the CSU's and community colleges. For every TAP program, other than the math requirement, there are essentially no changes to those programs that affect transfer. TAP has been taking place under the leadership of Steve Marcylenas, Director of the Office of Transfer and Articulation.

Dr. Colena Sesanker noted that the number of programs that appeared within this resolution as a block, as well as whether the alignment process is adequate to the building of the entire academic catalog for the community college system. In addition, she requested that something be created to keep track of whether these courses/programs are available across the State to track whether investments have to be made to ensure equity is being satisfied and that we are actually increasing access.

As there were no further questions, Vice Chair Harris called for the vote on the resolution. The motion carried with 8 yay votes and 1 nay vote (Nielsen).

## FINANCE & INFRASTRUCTURE COMMITTEE

### Action Item: CSCU FY2022 Proposed Spending Plan

Regent Felice Gray-Kemp introduced the item for Regent Balducci (absent). On June 9, the Finance and Infrastructure Committee met and acted on two items including the FY 2022 spending plan and the naming of the science building at Eastern. The building naming item appeared on the Consent Agenda.

#### FY 2022 Spending Plan:

The Committee recommends the approval of the proposed FY 2022 spending plan which is a transitional plan intended to help the system recover from the enrollment impacts of the pandemic, and includes the following:

- It supports full reopening of all campuses in the CSCU system.
- It reflects continuation of consolidation of the community colleges, with additional capacity added to CT State and back-office shared services fully budgeted in Payroll, Human Resources, Purchasing, Accounts Payable, Accounting, and Enrollment Management/Student Affairs.
- It assumes flat enrollment in the universities and Charter Oak with improving housing occupancy, and partial recovery of pandemic-related enrollment declines at the colleges.
- Each component of the system - the universities, the colleges, and Charter Oak, all show small operating surpluses.
- It will, if enrollment projections hold, leave system reserves at the end of FY 22 at \$138 million for the CSUs, \$47 million for the colleges, and \$6 million for Charter Oak.

It accomplishes this by utilizing \$92 million of federal stimulus funds. It also depends on an additional \$52 million in state assistance included in the adopted state budget.

CFO Barnes provide a brief presentation on the proposed spending plan (Attachment C).

Regent Gray-Kemp moved the resolution as a motion to approve; Regent Howery seconded the motion. Vice Chair Harris opened the discussion:

Dr. Blitz noted the increase in System Office and Shared Service costs over the past year. He believes that the expenses are top heavy and an indication of over-centralization and is concerned with the quality of services. He also questioned the hiring/timing of the 174 Guided Pathways advisors as being not projection, but speculation.

Dr. Sesanker expressed concern with the hiring of Guided Pathway Advisors with no plan for funding the initiative after HEERF funds are gone and with the possible erosion of academic standards if we are forced to move students along in order to meet retention goals. She repeated her concerns for ensuring access to CSCU programs.

Dr. Gates stated that Guided Pathways is a national best practice with a huge amount of evidentiary documentation that show that Guided Pathways increases the number of students retained and who complete/graduate from community colleges and universities. She offered to share the research from Columbia University's Community College Research Center.

As there were no further questions, Vice Chair Harris called for the vote on the resolution. The motion carried unanimously.

## EXECUTIVE COMMITTEE

### Action Item:

#### Vaccine Requirements at CSCU for Fall 2021

Dr. Jane Gates expressed her appreciation to Dr. Blitz and his working group for moving forward the recommendation and resolution.

CSCU Counsel Ernestine Weaver provided the following comments:

- The goal is to reopen the campuses while maintaining as best as possible the health and safety of our CSCU campus communities. This means that all employees and students should be vaccinated against COVID-19.
- To make this possible as it relates to students, the Board has been asked to approve a policy that requires all students to be vaccinated.
- Students may request a medical or non-medical exemption from vaccination. We have been working on a process to provide accommodation for those who may need medical exemptions, as well as a review process for those requesting non-medical exemptions.
- Addressing this matter as it relates to employees is more complicated. In order to require unionized employees to be vaccinated, CSCU must receive consent from each employee bargaining unit. If a bargaining unit does not consent, then its members cannot be compelled to be vaccinated. Gaining these consents is a large undertaking and it was not possible to secure consent prior to this Board meeting.
- Instead of a policy requiring employees to be vaccinated, the resolution calls for a delegation of authority to the CSCU President to implement the requirement that all employees be vaccinated provided that consent is provided by all bargaining units.
- The resolution also authorizes the CSCU President to engage in mitigation measures which be especially useful if the campus is reopened and the employee vaccination requirement is not in place. Such mitigating measures might be creating policies that require all employees to be masked at all times while indoors on a BOR-controlled property unless the employee attests to being fully vaccinated.
- In addition, the CSCU President may create policies that require all vendors, visitors, and service providers to be asked at all times on a BOR-controlled property.
- Therefore, there are two separate actions that the Board is requested to take within this item:
  - 1 - vaccination requirements for all students
  - 2 - to authorize the CSCU President to create processes and procedures to mitigate the COVID-19 spread that may result from the presence of unvaccinated persons on the CSCU campuses
- These are the measures that will enable CSCU campuses to fully and safely reopen.

Regent Howery moved the resolution as a motion to approve; Regent Cohen seconded the motion. Vice Chair Harris opened the discussion:

- Regent Cohen asked what our confidence level is to get the bargaining units to approve the requirement. Counsel Weaver indicated that AAUP is very supportive of the action (AAUP supportive resolution by Dr. Blitz) and is very grateful to the work of the FAC Working Group led by Dr. Blitz. She was not certain of the status of the other units. Conversations will have to take place with the other bargaining units on the campuses that are not under the auspices of the BOR, but are under the auspices of Office of Labor Relations (OLR).

Dr. Blitz indicated that all the major unions had been contacted, including local and sector Presidents of SUOAF and AFSCME. Dr. Blitz has asked that they all take up the matter. He said that Dr. Sesanker has been in touch with the 4C's and AFT.

- Regent Cohen asked Dr. Blitz when he thought the bargaining units would take formal action on this requirement. His hope is that in July the unions will take this to their members.
- Vice Chair Harris indicated that once the resolution passes, the CSCU Office of Labor Relations will begin discussions with the unions.

As there were no further questions, Vice Chair Harris called for the vote on the resolution. The motion carried with 6 yay votes and 1 abstention (Nielsen).

### **ADJOURNMENT**

A motion to adjourn was made by Regent Wright, seconded by Regent Howery and passed unanimously. The meeting was adjourned at 12:29 p.m.

Submitted,

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

Attachment Listing

June 24, 2021 BOR Regular Meeting

|              |  |
|--------------|--|
| Attachment A | Written Comments from the Public           |
| Attachment B | Student Advisory Committee Report          |
| Attachment C | FY2022 Proposed Spending Plan Presentation |

Attachment A

Subject: Petition Opposing the Dismissal of CEO Nicole Esposito

June 21, 2021

Dear Members of the Manchester Community College community:

After a nationwide search in the spring of 2020, Dr. Nicole Esposito was appointed Chief Executive Officer of Manchester Community College by the Board of Regents of the Connecticut State Colleges and Universities. Over the past year, Dr. Esposito has shown great skill in guiding MCC through difficult times. She has repeatedly proven her deep concern for the welfare of our students, and for the academic success of our college. She has asked probing questions about the consolidation of the 12 community colleges in order to ensure that our students are well served by the new institution that is being constructed. She has also demonstrated a strong commitment to the procedures of shared governance that have long defined Manchester Community College.

Last week, Dr. Rob Steinmetz, our Regional President, informed Dr. Nicole Esposito that she would not be re-appointed to the position of Chief Executive Officer of Manchester Community College for the coming academic year.

Without valid reasons and without an objective evaluation of her performance as CEO, Dr. Esposito is being denied re-appointment. What kind of a system are we moving towards if one person can derail the career of another without facts, without an objective evaluation, and without due process?

At its meeting on Thursday, June 24, 2021, the Board of Regents (BOR) will vote on the dismissal of CEO Esposito. As Chair of the MCC Academic Senate, I have started a petition to bring to the BOR this Thursday to demand that Regional President Rob Steinmetz, CSCC President David Levinson, Chief Operating Officer Alice Pritchard, and the members of the Board of Regents rescind this action against CEO Esposito.

I urge you to join me in signing this petition demanding that the Board of Regents renew for the coming academic year Dr. Esposito's appointment as CEO of Manchester Community College.

**Please reply to me by Wednesday June 23<sup>rd</sup> at 5pm to add your name to this petition.**

Sincerely,

Angelo Messoro  
Chair, Manchester Community College Academic Senate  
Professor, Political Science and Economics

**Signatories:**

K. Umesh Vig, Director of Student Affairs Operations  
Carl Stafford, Retired Professor of Culinary Arts and Hospitality Management  
Patrick Sullivan, Professor of English



Christopher Paulin, Professor of History  
Maura O'Connor, Professor of Graphic Design  
Susan Classen-Sullivan, Professor of Fine Arts  
Kevin Skee, Information Technology Technician, Department of Information Technology  
Meghan Finley, Associate Professor of Sociology, Chair, Sociology Department  
T.J. Barber, Director of Outreach & Student Life  
Kimberly Hamilton Bobrow, Professor of English  
Nicole Simmons, Academic Associate, STEM Division  
Nora G. Uricchio, Program Coordinator, Radiation Therapy  
Jonathan Morris, Professor of Biology  
Jennifer Gutterman, Associate Professor of Game Design  
Mehrdad Faezi, Professor of Manufacturing  
Lisa Sandoval, Associate Professor of English  
Paula Raum, Graphics Specialist, Marketing and Public Relations  
Deborah Boyle, Associate Professor, Paralegal Program  
Sherri Scudder, Office Assistant, Registrar's Office  
Mirriam X. Torres-Thorburn, Educational Counselor CONNTAC, Student Affairs  
Debora Fitzgerald, Adjunct Faculty, STEM Division  
Tippawan Markmaitree, Academic Associate, STEM Division (Physical Sciences Lab Manager)  
Deborah L. Wood, Administrative Assistant, Registrar's Office  
Katherine Jones, Secretary, Admissions  
Kathleen F. Peters, Professor of Mathematics  
Ricardo Aragon, Associate Professor of Culinary Arts and Hospitality Management  
Matthew J. Bonesteel Jr., Interim Enrollment Services Coordinator  
Stephania Davis, Professor of Communications  
Rachel Mintell, Professor of Biology  
Amy I. Anderson, Disability Specialist, Disability Services  
Timothy Boto, Assistant Director, Educational Technology and Distance Learning  
Gail Anne Arroyo, Associate Registrar  
Richard P. Gnall, Professor of Computer Science  
Wanda I. Reyes-Dawes, Counselor, Advising and Counseling Services  
Katherine Player, Financial Aid Assistant, Financial Aid Office  
Michelle LaBelle, Veterans Services Associate  
Linsey Muldoon, Assistant Professor of English  
Diane C. Hillyer, Professor of Mathematics  
Marcie J. Stock, Adjunct Faculty, STEM Division  
Benjamin Breault, Program Coordinator GEAR UP  
Brett Eberhardt, Assistant Professor of Visual Fine Arts  
Matthew L. Brodeur, Adjunct Faculty, STEM Division  
Nicole Brodeur, Adjunct Faculty, STEM Division  
Carolina Flores, Professor of Music  
Mary Holland, Associate Professor of Paralegal Studies  
Brion van Over, Associate Professor of Communications  
Gregg A. Brohinsky, Director, Child Development Center

Georgette E. Hyman, Assistant Director, Disability Services and Testing  
Brian Cleary, Director, Academic Support Center  
Samantha Gonzalez, Associate Professor of Communications  
Allison MacKenzie, Professor of Exercise Science  
Anita Sparrow, Registrar  
Guocun Yang, Professor of History  
Negussie Tirfessa, Professor of Physics  
Kate L. Bella, Professor of Mathematics  
Julie L. Greene, Director of Career Services and Veterans Services  
Daniel M. Long, Professor of Visual Fine Arts  
Amy E. Shaw, Instructor of English  
Carla E. Adams, Professor of Business Office Technology  
Albert S. Kim, Professor of Communications  
Myrta Groeneveld, Professor of Mathematics  
Alina Ciscel, Associate Professor, Program Coordinator of ESL  
Timothy A. Kussow, Professor of Fine Arts  
Sandra Rimetz, Professor of Business  
Christopher J. Hamelin, Associate Professor of Mathematics  
Stacey Bottone, Professor of Business Office Technology  
Heidi L. Michaud, Adjunct Faculty, Smart Start English  
Pamela G. MacManus, Professor of Biology  
Elaine Kotler, Adjunct Faculty, STEM Division  
Sara M. Berry, Adjunct Faculty, Social Science, Business and Professional Careers Division  
Nancy L. Bray, Professor of Psychology  
Michael P. Pence, Assistant Professor of Chemistry  
Robert A. Henderson, Director of Cooperative Education  
Kathryn M. Kleis, Professor of Criminal Justice  
Brittany L. Zavaski, Head Teacher, Child Development Center  
Teresa J. Arnold, Development Associate, Institutional Advancement  
Brian Lombardo, Media Associate, Marketing and Public Relations  
Susan Morison, Associate Professor, Radiography Program Coordinator  
Linda Bradley, Adjunct Faculty, Liberal & Creative Arts Division  
Leonard Dupille, Professor of Psychology  
Linda Armstrong, Excursions Youth Coordinator, Continuing Education  
Robert A. Brandt, Associate Professor, Film, Screenwriting and Communication Arts  
Gordon Plouffe, Educational Assistant, MCC Class of 2016  
Gina Marchesani, Academic Advisor  
Katherine A. Kern, Assistant Professor, Culinary Arts and Hospitality Management

**From:** [Pernal, Michael \(Emeritus\)](#)  
**To:** [Heleen, Pamela](#)  
**Cc:** [dwight bachman](#)  
**Subject:** Dr. David G. Carter  
**Date:** Friday, June 18, 2021 1:13:46 PM

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June 18, 2021  
Mr. Matthew Fleury  
Chair  
Board of Regents  
Connecticut State Colleges and Universities

Dear Mr. Fleury:

Please forgive this method of transmission, but I am away from home and without my usual computer equipment. I only received word about Dr. Carter this morning from Dwight Bachman and want to make sure that this is sent in time for you to receive and forward as you deem necessary.

I was a member of Dr. Carter's administration since he came to Eastern in 1988 as President. During his administration (in 1998), I was promoted to executive vice-president, a position in which I served until retirement in 2013. During his tenure as President in this capacity, I came to know him both personally and professionally from a first hand vantage point. Specifically, he and I typically met each morning at 6:30 A.M. to discuss university matters, both long and short term. During this time I came to marvel at his ability to plan and organize the affairs of the university and its students, faculty, and staff. What might sound like routine briefings and scheduling sessions, served as a wonderful opportunity to observe his superb intellect, organizational skills, remarkable insights, and (most importantly) his deep commitment to the State of Connecticut, public higher education, CSU, and Eastern. In particular, he respected and cared for the faculty and staff but no more so than his love for our students. It was remarkable to learn how many students he knew by name and how he was able to spend time with them despite his extremely busy schedule.

I have taken the opportunity to read a number of the comments that Dwight included in his email to me this morning. I believe these testimonials to be heart felt and filled with numerous examples of Dr. Carter's talents and unbounded energy. I won't go into that much detail since time is running short. However, it is important to attempt some summation of what he has meant to all of us at Eastern. In short, one word, "transformational" best defines his presidency for me. Simply stated, he took the helm of a lightly regarded institution and led it into a position of excellence in every area he touched.

His impact is still felt today in the many buildings constructed in his tenure as well as the improvement in the quality of the faculty and staff and in the emergence of Eastern as Connecticut's designated Public Liberal Arts University. He left a perfect legacy of excellence for his successor, Dr. Elsa Núñez, who has carried on and expanded his example to this day.

If you enter the student center at Eastern, you will find a plaque with one of his many memorable quotations that, for me, best exemplifies what he has meant as president, "The students - it's always been about the students."

It is an honor for me to add this endorsement to the many statements you have received. The David G. Carter Sr. Science Center is a most appropriate name - a magnificent building for a magnificent man. Your consideration is respectfully requested.

Sincerely yours,

Michael Pernal

## Emails Concerning Proposed Vaccination Requirements

1. **From:** keith stegina <[k\\_stegina@yahoo.com](mailto:k_stegina@yahoo.com)>  
**Sent:** Monday, June 14, 2021 10:45 AM  
**To:** Barrett, Gayle E <[GBarrett@commnet.edu](mailto:GBarrett@commnet.edu)>  
**Subject:** Vaccines

Hello,

My daughter currently is enrolled at ECSU. We need to know if the Connecticut State University System will mandate vaccines. If this is the case, we will reconsider sending her back to school. Mandating a vaccine without FDA approval is reckless and irresponsible. Some people can not receive the vaccine for personal reasons. Please rethink your decision of mandating this vaccine.

Thank you for your time.

Keith Stegina  
[Sent from Yahoo Mail on Android](#)

2. **From:** Cheryl <[chirley6@optonline.net](mailto:chirley6@optonline.net)>  
**Sent:** Tuesday, June 15, 2021 12:43 PM  
**To:** Heleen, Pamela <[PHeleen@commnet.edu](mailto:PHeleen@commnet.edu)>  
**Subject:** June 24, 2021

Good morning,

My son will hopefully be attending WCONN this summer as football workouts begin in August. I was just informed that the Connecticut Board Of Regents will be voting on June 24th whether or not to make the CVD19 vaccination an unapproved drug mandatory ? This comes one week before tuition is due and after we were lead to believe by WCONN that school would resume normally? The timing is odd to say the least.

Recently, hundreds of young males without an underlying condition have suffered from pericarditis and myocarditis both very serious cardiac disease processes that can cause severe cardiac symptoms including death. Will this be considered?

Is the Connecticut Board Of Regents aware that the full analytical process and full stability data on these vaccines is not complete? These two processes take up to 36 months.

Thank you,  
Cheryl DiPietro

Sent from my iPhone

- 3.

**From:** [Appleby, Leigh](#)  
**To:** [Steinmetz, Paul \(External Contact\)](#)  
**Cc:** [Heleen, Pamela](#)  
**Subject:** RE: passing along a comment  
**Date:** Monday, June 21, 2021 9:26:59 AM

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Thanks, Paul. She could also submit comment to the BOR through Pam Heleen (cc'd here)

Leigh Appleby (he/him)  
860-818-1824  
[applebyl@ct.edu](mailto:applebyl@ct.edu)

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**From:** Paul Steinmetz <[steinmetzp@wcsu.edu](mailto:steinmetzp@wcsu.edu)>  
**Sent:** Tuesday, June 15, 2021 1:28 PM  
**To:** Appleby, Leigh <[LAppleby@commnet.edu](mailto:LAppleby@commnet.edu)>  
**Subject:** passing along a comment

Hi Leigh,

You will see below a short conversation I had with the parent of a current student. She doesn't want her kid to be vaccinated. I said I would pass on her comments to the BOR. As you will see, I also suggested she speak to a dean or other person regarding her complaints about her son's education to this point.

Paul

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**From:** Cheryl <[chirley6@optonline.net](mailto:chirley6@optonline.net)>  
**Sent:** Tuesday, June 15, 2021 10:13 AM  
**To:** Paul Steinmetz <[steinmetzp@wcsu.edu](mailto:steinmetzp@wcsu.edu)>  
**Subject:** One more thing

**Please be cautious**

This email was sent from outside of your organization

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Mr. Steinmetz,  
I'm hoping The Board of Regents takes into account that these vaccinations are not approved drugs. The full stability data and full analytical process are not complete . These processes will take up to 36 months.  
Hundreds of young males are suffering from two life threatening disorders, pericarditis and myocarditis and more will follow.  
Following the science and making an informed decision are our goal.  
Thanks again,  
Cheryl DiPietro  
Mother/Woman

Sent from my iPhone

On Jun 14, 2021, at 9:59 PM, Paul Steinmetz <[steinmetzp@wcsu.edu](mailto:steinmetzp@wcsu.edu)> wrote:

Hello Ms. DiPietro,

I work in the President's office and he asked me to respond to you. We should know soon about whether vaccinations are mandated for next semester. The Board of Regents of the C SCU, of which WestConn is a part, is scheduled to vote on June 24 about whether to mandate vaccinations for all students, faculty and staff.

In your son's situation, I suggest that he speaks with the chair of the department in which his major resides, or the dean of his school, to talk both about his educational situation so far and what accommodations will be made for him should he be unable to be vaccinated.

Please don't hesitate to email me if you have questions about who to contact or other issues.

Best,

Paul Steinmetz

Paul Steinmetz  
Director of Community Relations and Public Affairs  
Western Connecticut State University  
He/him/his  
181 White St., Danbury CT 06810  
(203) 837-9805 -- Office  
(203) 739-9155 -- Cell  
(860) 750-4804 -- Home  
[Steinmetzp@wcsu.edu](mailto:Steinmetzp@wcsu.edu)

**From:** [Peter Grose](#)  
**To:** [Gates, Jane](#); [Levinson, David](#); [Pritchard, Alice M](#); [Steinmetz III, Robert R](#); [Heleen, Pamela](#)  
**Subject:** Regarding the MCC CEO  
**Date:** Wednesday, June 23, 2021 3:12:42 PM

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To the Board of Regents and CSCU Leadership -

I am the President-Elect of the Manchester Community College Foundation. I am writing this message personally, and my opinions do not necessarily reflect those of the MCC Foundation Board of Directors.

I am asking you to continue/renew Dr. Nicole Esposito's contract as Campus CEO of MCC. I can't think of an action that would more profoundly and negatively impact the ability of the MCC Foundation to raise funds for and support the students and programs at MCC than the abrupt removal of its CEO.

I served on the Campus Advisory Committee for the CEO search process for MCC that selected Dr. Esposito for this position. Her ties to MCC and energy and enthusiasm for improving this institution for its students, faculty and staff were key reasons why she stood out from the pool of candidates for this position. I believe she has brought those characteristics to bear in her role as CEO, resulting in positive interactions and community-building at the college.

Dr. Esposito has communicated regularly and effectively with the MCC Foundation, particularly with its leadership team. We have made positive strides in seeking to better align the Foundation's budgeting and disbursement processes with the college's top priorities. We have also been planning ways in which we can work together with Dr. Esposito to broaden the financial support for MCC, including strengthening community relationships, cultivating major donor giving and identifying new directors to augment the current Foundation Board. Particularly as we break out of Covid-pandemic constraints, we are excited about collaborating with Dr. Esposito to grow support for MCC.

To abruptly end Dr. Esposito's role as Campus CEO will strike a blow to these works-in-progress, and throwing MCC into the limbo of another interim CEO era will set back efforts to strengthen support for the college. The statewide consolidation of community colleges has already eroded the important connections between donors and the local colleges, and this new development would further shake the public's confidence in, and support for, our community college. For these reasons, I ask that you continue Dr. Esposito's tenure as Campus CEO at MCC.

Peter H. Grose  
President-Elect, Manchester Community College Foundation  
[pgrose53@gmail.com](mailto:pgrose53@gmail.com)



## Statement on the Firing of MCC CEO Nicole Esposito

On Thursday June 17<sup>th</sup> 2021, Manchester Community College CEO Nicole Esposito was fired. CEO Esposito's dismissal is strategic silencing because of her advocacy for MCC, her critical questioning of consolidation costs and processes, and for bringing her concerns to NECHE. The dismissal of CEO Esposito is an explicit warning to any other CEO who might deign to ask any questions or attempt to advocate for the college they are, at least on paper, charged to lead.

Under the One College model, the twelve independently-accredited community colleges have no local autonomy and decision-making abilities. Currently, CEO/Presidents of independently accredited institutions are in the untenable position of being responsible for institutions over which they have insufficient authority.

The firing of CEO Esposito is further proof that local administrators who do not bow to the mandates of CSCC Regional and College administrators will be silenced and punished. Her termination is a clear demonstration of intimidation, bullying, coercion, retaliation, and demand for fealty, that characterizes this CSCU administration. It is reprehensible and inexcusable and the antithesis of what should be permitted in a system of higher learning.

### Signed

Lois Aime, Norwalk Community College  
John Alvord, Norwalk Community College  
Paul Barrow, Manchester Community College  
Todd Barry, Three Rivers Community College  
Melissa Behney, Middlesex Community College  
Andre Blaszczyński, Tunxis Community College  
Dennis Bogusky, Norwalk Community College  
Michael Butcaris, Norwalk Community College  
Mike Carta, Three Rivers Community College  
Cindy Casper, Norwalk Community College  
John Christie, Capital Community College  
Francis Coan, Tunxis Community College  
Jean Daniels, Norwalk Community College  
June Decker, Three Rivers Community College  
Terry Delaney, Three Rivers Community College  
Michele A. DeLucia, Gateway Community College  
Lauren Doninger, Gateway Community College  
Kathryn Dowden, Three Rivers Community College  
David England, Middlesex Community College  
Seth Freeman, Capital Community College  
Joe Fucigna, Norwalk Community College  
Charles Gabor, Norwalk Community College  
Mytra Groeneveld, Manchester Community College  
Janet Hagan, Three Rivers Community College  
Arthur Hernandez, Gateway Community College  
Robert Howard, Norwalk Community College  
Rebecca Hussey, Norwalk Community College  
William Key, Norwalk Community College  
Karen Kessler, Gateway Community College  
Diba Khan-Bureau, Three Rivers Community College  
Dennis Korchinski, Norwalk Community College  
Kevin Lamkin, Capital Community College  
Mary Lawrence, Gateway Community College

Brian Lynch, Quinebaug Valley Community College  
Lillian Maisfehl, Gateway Community College  
Phil Mayer, Three Rivers Community College  
Jill McDowell, Gateway Community College  
Kathleen H. Murphy, Gateway Community College  
William O'Connell, Norwalk Community College  
Lauren O'Leary, Gateway Community College  
James O'Shea, Three Rivers Community College  
Alissa Parlante, Capital Community College  
Jane Perry, Norwalk Community College  
Laurel Peterson, Norwalk Community College  
Melissa Pillion, Quinebaug Valley Community College  
Dale Sartor, Norwalk Community College  
Althea Seaborn, Norwalk Community College  
Joe Selveggio, Three Rivers Community College  
Colena Sesanker, Gateway Community College  
John Shafer, Middlesex Community College  
Jim Sherrard, Three Rivers Community College  
Sheila Skahan, Three Rivers Community College  
Melissa Slattery, Norwalk Community College  
Michael Spry, Asnuntuck Community College  
Susan Steiz, Norwalk Community College  
Patrick Sullivan Manchester Community College  
Daniel Tauber, Capital Community College  
Warren Towler, Capital Community College  
Robert Tremblay, Gateway Community College  
Elle Van Dermark, Asnuntuck Community College  
Deborah Weiss, Southern Connecticut State University  
Ernest Wiegand, Norwalk Community College  
Jennifer Wood, Norwalk Community College  
Carmen Yiamouyiannis, Capital Community College  
Kudzai Zvoma, Quinebaug Valley Community College

# SEMI-ANNUAL REPORT

## STUDENT ADVISORY COMMITTEE

Submitted by Audrey Nielsen (Chair)

Students across the CSCU system have weathered extraordinary circumstances over the past year and a half. Academic success has flagged at many institutions as students struggled to manage transitions between on-campus and virtual learning environments. We want to ask students going into the 2021-2022 year to communicate their wins and struggles in the transition back to a kind of normalcy on Connecticut campuses, and encourage young students who made the confusing transition to lean on resources at their schools and on the system level to help them with their delayed experience with true on-campus student life and traditional college-level classroom environments.

Student Affairs professionals can attest that student organizational participation has wavered and decreased radically throughout the COVID-19 pandemic at many Higher Education institutions across the country, at a time where students needed to make deliberate decisions to cut off activities that stressed schedules already over-stressed by the complications of the pandemic.

We ask the Board of Regents to move with intentionality to re-engage fledgling and recovering student leadership and engagement across the system as students return in the Fall.

## SAC & Respecting and Rebuilding System-Level Student Voices

### Formal Student Participation

The **Student Advisory Committee** formally requests a return to twice yearly dual open meetings of the Board of Regents and the Student Advisory Committee, as called for by [Conn. Gen. Stat. Sec. 10a-3 \(d\)](#). This date can be set long in advance in the calendar and invites sent to all members of the SAC. This re-implementation will help build confidence in the BOR among students, break down communication barriers, and allow for a greater exchange of concerns and ideas between Regents and student representatives from across the system. The SAC should additionally submit reports whenever appropriate or needed, through the same system as every supportive committee of the Board of Regents.

## Attachment B

### Recognizing Failings

- The Student Advisory Committee has struggled to maintain regular meetings with quorum and to fill student representative vacancies throughout this academic year, unable to conduct business officially for the vast majority of this semester and operating in the BOR with half the allocated student representation on for more than half the academic year during an essential period of decision making for pandemic operations and progression on the One College plan. Officer elections were delayed by months waiting for vacancies to be filled, leaving the BOR fully and partially without voting student members for months. This issue was exacerbated by the COVID-19 pandemic's influence on student participation, but is not unique to this year. Vacancies and availability issues have plagued the SAC throughout its existence, often leaving students with half or less their designated power on the Board.
  - In future years the SAC (as assisted by the Systems Office) should enforce the requirement for CSCU schools to fill representative vacancies within **30 days**. Seats with unfilled seats beyond that timeframe should not count against quorum, unduly preventing elections or delaying committee business.
- The Board of Regents must put explicit effort into respecting the concerns raised by Student Regents on behalf of the students of the system. Students have a clear minority vote, unable to sway otherwise unanimous voting results, but those student votes and debate represent an essential stakeholder bloc for the Board and the system.
  - At the May 20, 2021 meeting of the Board of Regents, in reviewing the Academic & Student Affairs committee's motion on the adoption of a new ACME Policy (Alignment and Completion of Math and English), the Board failed to respect either student regent's objections and therefore the system's student voice in this decision making.
  - The motion was closed prematurely. Regent Balducci's motion to move the previous question was not properly brought to a vote, and discussion on the motion was shut down despite vocal objections to premature closing of the motion.
  - The argument that the ASA's extensive work on the policy precluded the committee's obligation to answer questions about its implementation for non-committee member Regents makes little sense, and even some questions that were fielded were unable to be answered during the meeting, justifying extended debate on the approval of a policy with many grey areas in implementation.
  - When handling motions like the ACME policy with clear and recognized student impact across the system, the BOR should particularly consider and allow time for the Regents explicitly representing those students to discuss and debate those motions. Whether other regents are swayed or unswayed by debate on long-time discussions, future student Regents are owed the chance to try and change the perspectives of other Regents, as their charge in representing student concerns requires them to do.

### Initiatives and Student Concerns

#### Establishing Equitable Mental Health Resources System-Wide

## Attachment B

This year, the members of the SAC identified a key missing element in system planning for the Connecticut State Community College: standards for mental health resources and equitable distribution of counseling centers across the College's campuses. Student leaders identified major differences in resources across the system's current community colleges; as/if the system continues with consolidation, this pre-existing equity differential across campuses could undermine the one college by creating an unequal playing field for student experience for the new experimental school right out of the gate. No student enrolling in one school would expect to have access to counseling on one campus that is unavailable at another campus.

The SAC Recommends that the BOR assemble a Working Group (including student representatives and CSCU clinicians) and establish an explicit plan and policy for the establishment of and expanded access to Mental Health resources across the Community College system prior to the opening of CSCC and further consolidation of system resources. At this point, only a handful of Connecticut Community Colleges offer their students clinicians and short-term counseling.

Responding to tragic campus suicides, last year's legislative task force on Mental Health recommended that all Connecticut colleges and university campuses maintain both a counselor and a case manager. The BOR should formalize that recommendation at the CSCUs as policy, review the cost, and allocate the funds necessary. Without establishing these measures prior to the opening of the one Connecticut State Community College, the system will be formalizing an inequity for its students that will be difficult to correct in the future, as demonstrated by the long-time struggle to provide these resources at the extant colleges.

### **Food Insecurity Resource Standardization**

This year's SAC has talked at length about Food Insecurity and efforts by many student leadership groups across the system to establish permanent food pantries available to their community members. Following these discussions, more student leaders have brought back proposals to their home campuses. It is our hope that these initiatives will be picked up and resources established at more campuses across the state.

We hope that incoming representatives for the SAC will continue to discuss this issue, take in further student feedback, and potentially present the BOR with formal proposals to expand emergency and need-based resources for food insecure students at every CSCU college and university.

## Attachment B

### **Board of Regents and Faculty Divide**

The Students reject the current status quo for Faculty and Board of Regents cooperation (or lack thereof). There is a fundamental and corrosive divide between Faculty across campuses, the Systems Office, and the Board of Regents that does not benefit the students or any other members of our larger community. While there are many things that can be done to bridge this divide, simple changes can help weaken a perceived isolatory power differential and improve relationships including:

- Moving toward a change in Regent composition to give Faculty Regents a vote on the Board.
- Re-establishing bi-annual co-meetings with the Faculty Advisory Committee and the complete Board of Regents. Kicking off co-meetings of the Faculty Advisory Committee and Student Advisory Committee.
- Dedicating effort to change the tone of meeting discussions of Faculty (or conversely BOR) concerns and, to the benefit of the CSCU community feeling more productively heard, more regularly and explicitly adding concerns brought up in public comment to the next meeting's agenda or to committee agendas for (at least) brief discussion.

### **COVID-19 Response**

One Student regent participated in the working group considering COVID-19 Vaccine Requirements. There are many elements to consider in this decision, but chief among them (as with many covid issues) is that private colleges adopt greater safety standards than public systems like ours, increasing student perceptions of inequity.

SAC did not have the opportunity to reach a consensus on vaccine-requirements explicitly, but we would ask the BOR to prepare (as they have this year) to continue to field important concerns for students of differing stances.

### **Safety and Title IX Concerns**

Throughout the system CSCUs are falling below the bar on CLERY reporting requirements, and therefore not fulfilling a foundational promise to students and staff regarding their institutional responsibility on safety and safety reporting. The SAC reviewed these issues early in the semester.

Additionally, the BOR should carefully watch the situation at ECSU, review student complaints from other system colleges and universities, and expand audits of Title IX processes across our institutions as possible while considering ethical avenues for review.

# FY 2022 Budget

**Finance and Infrastructure Committee**

**June 9, 2021**

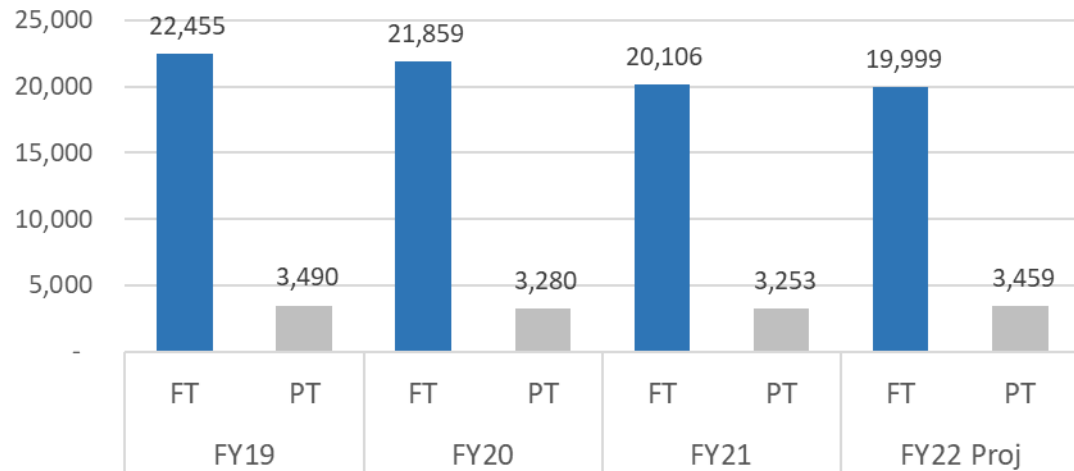
**Ben Barnes, CFO**

**CSCU**

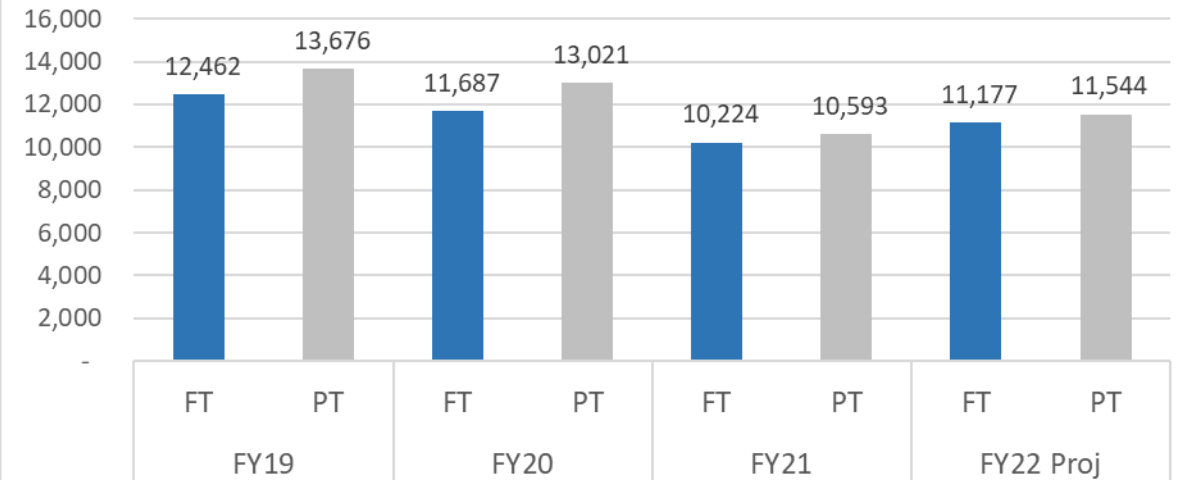
**Connecticut State  
Colleges & Universities**

# FY 2019 – FY 2022 FTE Enrollment

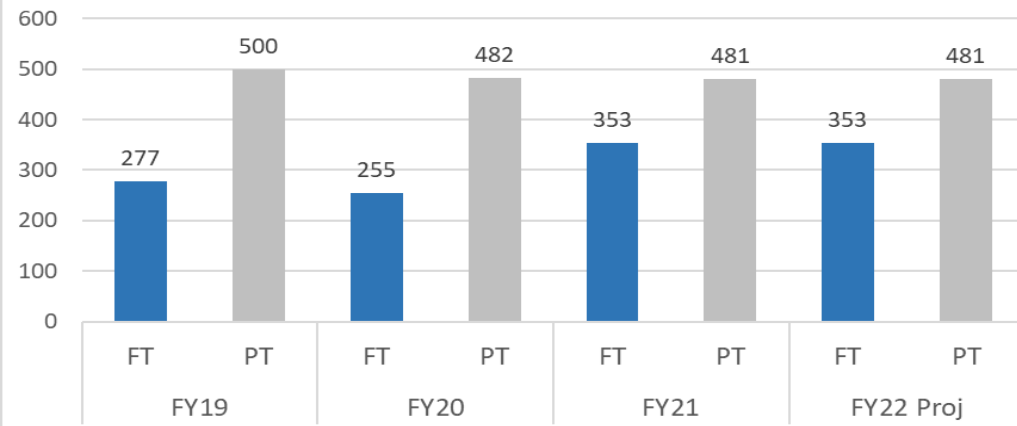
State Universities AVG FTE Enrollment



Community Colleges AVG FTE Enrollment



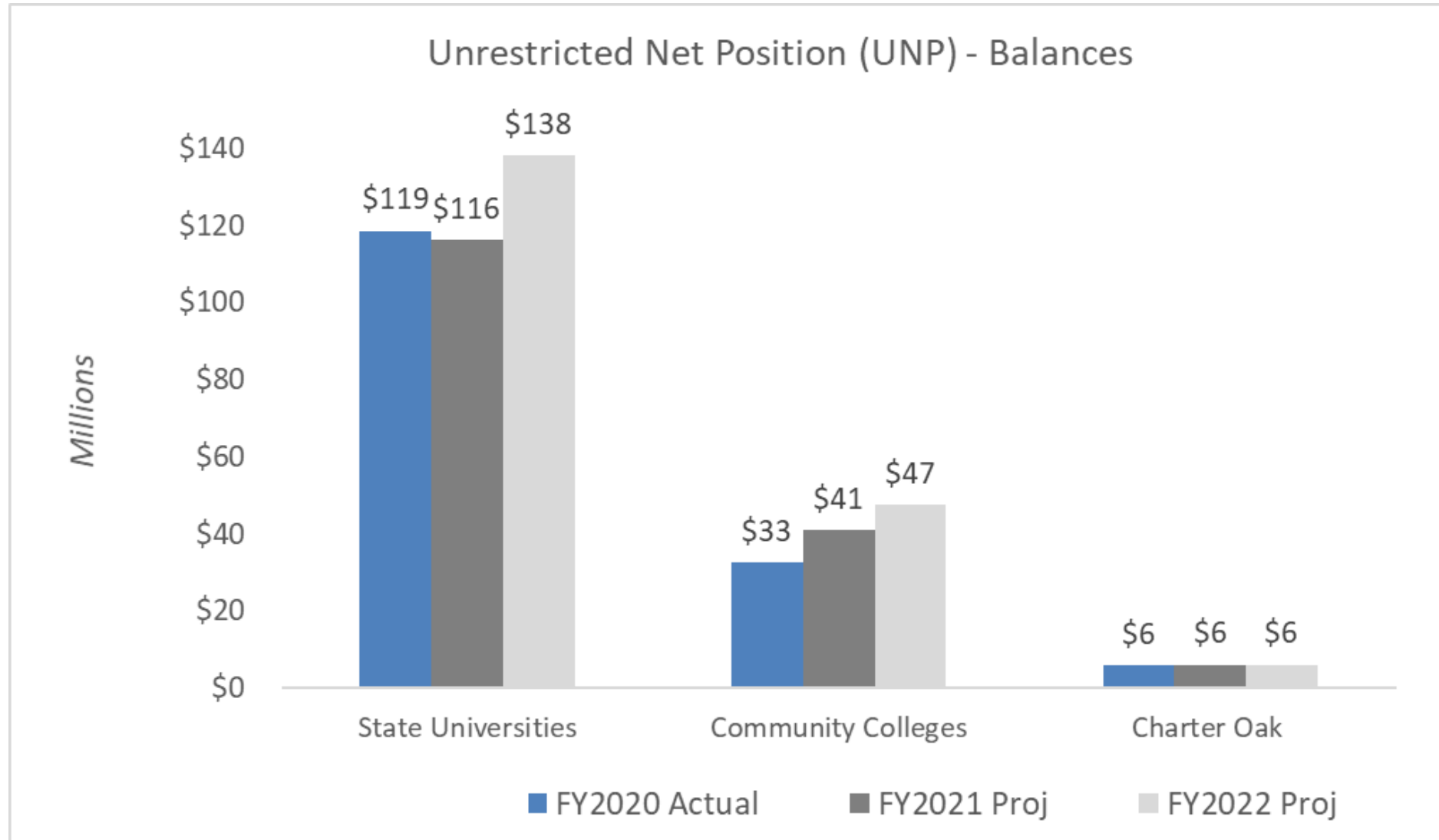
Charter Oak AVG FTE Enrollment





# FY 2022 Projected Reserves

Attachment C



# FY 2022 Budget

Without Federal Aid, UNP would be down \$150 million

## Unrestricted Net Position (UNP) FY 2022 Projected, with and without federal stimulus

|                    | WITH STIMULUS<br>FUNDS | WITHOUT<br>STIMULUS FUNDS | %<br>change |
|--------------------|------------------------|---------------------------|-------------|
| State Universities | \$138,218,315          | \$62,492,664              | -55%        |
| Community Colleges | \$47,482,440           | (\$26,834,497)            | -157%       |
| Charter Oak        | <u>\$6,165,729</u>     | <u>\$6,165,729</u>        | 0%          |
| Grand Total        | 191,866,483            | 41,823,895                | -78%        |

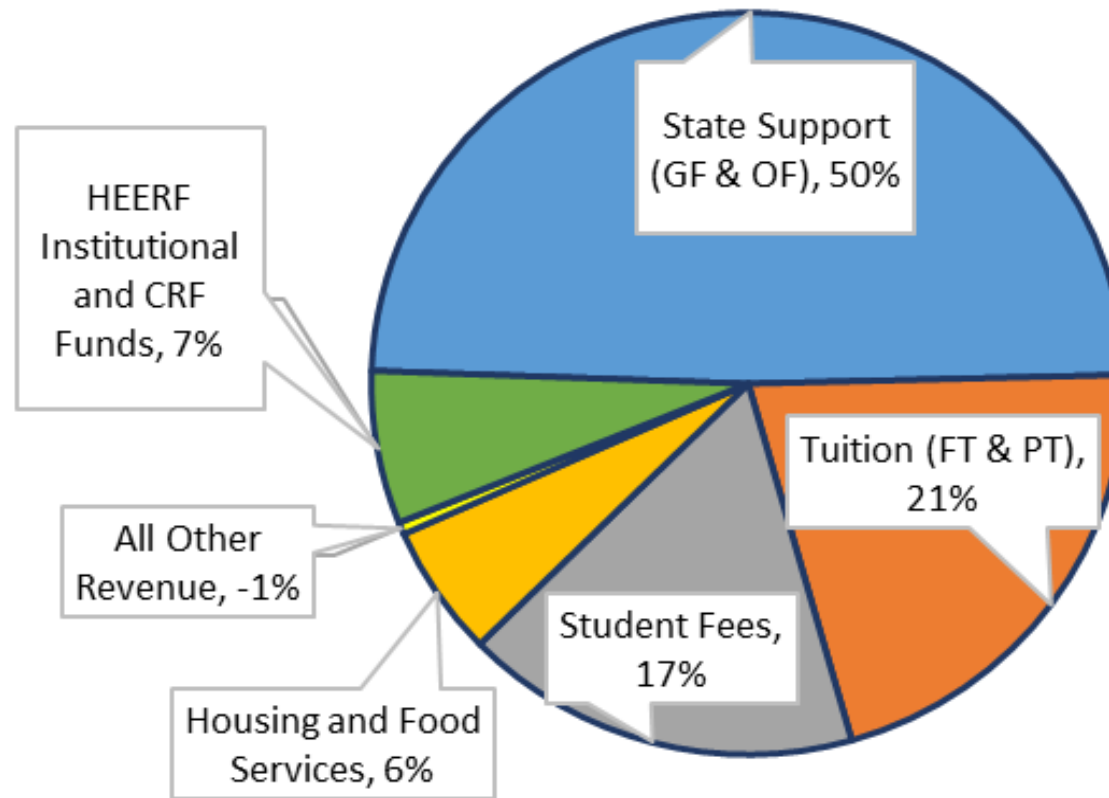
# CSCU State Appropriation (HB 6889)

Attachment C

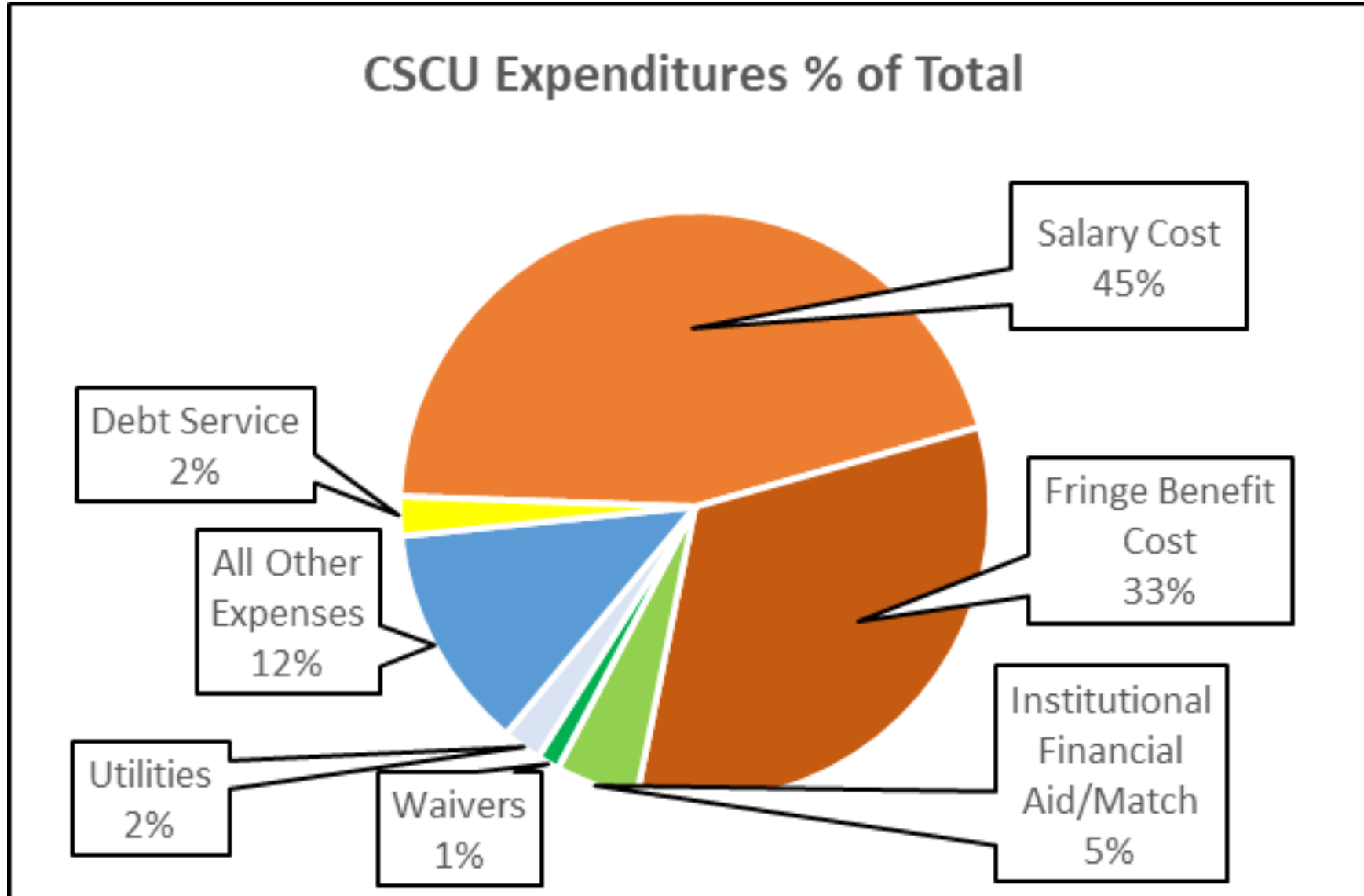
| Account   | FISCAL YEAR           |                       |                       | Variance            |              |                     |             |
|---|-----------------------|-----------------------|-----------------------|---------------------|--------------|---------------------|-------------|
|   | 2021                  | 2022                  | 2023                  | 2022 vs. 2021       |              | 2023 vs. 2022       |             |
|   | Actual                | Approved              | Approved              | \$ Change           | % Change     | \$ Change           | % Change    |
| Charter Oak State College                             | 3,284,028             | 3,291,607             | 3,291,607             | 7,579               | 0.0%         | -                   | 0.0%        |
| Community Colleges                                    | 149,218,817           | 149,563,169           | 149,563,169           | 344,352             | 0.0%         | -                   | 0.0%        |
| State Universities (1)                                | 153,315,495           | 154,487,093           | 154,487,093           | 1,171,598           | 1.0%         | -                   | 0.0%        |
| CCSU IMRP Program                                     | 400,000               | -                     | -                     | (400,000)           | -100.0%      | -                   | 0.0%        |
| BOR System Office                                     | 408,341               | 408,341               | 408,341               | -                   | 0.0%         | -                   | 0.0%        |
| Developmental Services                                | 8,912,702             | 8,912,702             | 8,912,702             | -                   | 0.0%         | -                   | 0.0%        |
| Outcomes Based Funding Incentive                      | 1,202,027             | 1,202,027             | 1,202,027             | -                   | 0.0%         | -                   | 0.0%        |
| Workers' Compensation (2)                             | 3,289,276             | -                     | -                     | (3,289,276)         | -100.0%      | -                   | 0.0%        |
| CCC Operating Fund Fringe Paid by State               | 36,550,000            | 16,200,000            | 16,200,000            | (20,350,000)        | -56.0%       | -                   | 0.0%        |
| CCC - SERS UAL (FY21 surplus)                         | -                     | 21,332,962            | 22,165,000            | 21,332,962          | n.a.         | 832,038             | 4.0%        |
| CSU - SERS UAL (FY21 surplus)                         | -                     | 22,568,668            | 25,150,479            | 22,568,668          | n.a.         | 2,581,811           | 10.0%       |
| CharterO - SERS UAL (FY21 surplus)                    | -                     | 889,254               | 988,447               | 889,254             | n.a.         | 99,193              | 10.0%       |
| CSCU - ARP Allocation of Higher Education             | -                     | 10,000,000            | 5,000,000             | 10,000,000          | n.a.         | (5,000,000)         | -100.0%     |
| Debt Free Community College (PACT program)            | -                     | 14,000,000            | 15,000,000            | 14,000,000          | n.a.         | 1,000,000           | 7.0%        |
|   | -                     | 6,500,000             | 6,500,000             | 6,500,000           | n.a.         | -                   | 0.0%        |
| Enhance Student Retention at Community Colleges       |                       |                       |                       |                     |              |                     |             |
| Waiver of graduation Fees - Charter Oak State College |                       | 140,000               | 140,000               | 140,000             | n.a.         | -                   | 0.0%        |
| Western Connecticut Safety School program             |                       | 100,000               | 100,000               | 100,000             | n.a.         | -                   | 0.0%        |
| GRAND Total   | <u>\$ 356,580,686</u> | <u>\$ 409,595,823</u> | <u>\$ 409,108,865</u> | <u>\$53,015,137</u> | <u>15.0%</u> | <u>\$ (486,958)</u> | <u>0.0%</u> |

# CSCU FY22 Budget vs. FY21 Est. Revenue Overview

CSCU Revenue Sources % of Total



# CSCU FY22 Budget vs. FY21 Est. Expenditures Overview



# CSU FY22 Budget vs. FY21 Estimate

## \$ Millions

### Revenue

|                           | FY2021 Est     | FY2022 Budget  | \$ Change   | % Change  |
|---------------------------|----------------|----------------|-------------|-----------|
| State Appropriations      | \$154.1        | \$155.3        | \$1.2       | 1%        |
| Fringe Paid by State      | 146.1          | 147.2          | 1.1         | 1%        |
| Tuition (FT & PT)         | 166.1          | 167.4          | 1.2         | 1%        |
| Student Fees              | 175.4          | 180.1          | 4.8         | 3%        |
| Housing and Food Services | 60.4           | 79.1           | 18.7        | 31%       |
| All Other Revenue         | 2.1            | 7.4            | 5.2         | 243%      |
|                           | <u>\$704.2</u> | <u>\$736.4</u> | <u>32.2</u> | <u>5%</u> |

### Expenses

|   |                |                |             |           |
|---|----------------|----------------|-------------|-----------|
| Salary Cost                                   | \$330.3        | \$339.8        | 9.6         | 3%        |
| Fringe Benefit Cost                           | 227.6          | 241.0          | 13.4        | 6%        |
| Institutional Financial Aid/Match and Waivers | 55.1           | 57.3           | 2.2         | 4%        |
| Utilities                                     | 17.6           | 18.9           | 1.3         | 7%        |
| All Other Expenses                            | 81.6           | 100.3          | 18.7        | 23%       |
| Debt Service                                  | 30.4           | 28.7           | (1.8)       | -6%       |
|   | <u>\$742.6</u> | <u>\$786.0</u> | <u>43.4</u> | <u>6%</u> |

### Net Loss Before Adjustments

|  |                 |                 |               |            |
|--|-----------------|-----------------|---------------|------------|
|  | <u>(\$38.4)</u> | <u>(\$49.6)</u> | <u>(11.2)</u> | <u>29%</u> |
|--|-----------------|-----------------|---------------|------------|

### Adjustments

|                                 |         |       |      |       |
|---------------------------------|---------|-------|------|-------|
| Transfers                       | (\$5.0) | \$0.5 | 5.4  | -109% |
| Additional Funds - HEERF / CRF  | 40.8    | 43.0  | 2.2  | 5%    |
| Additional State Appropriations | -       | 28.2  | 28.2 | n.a.  |

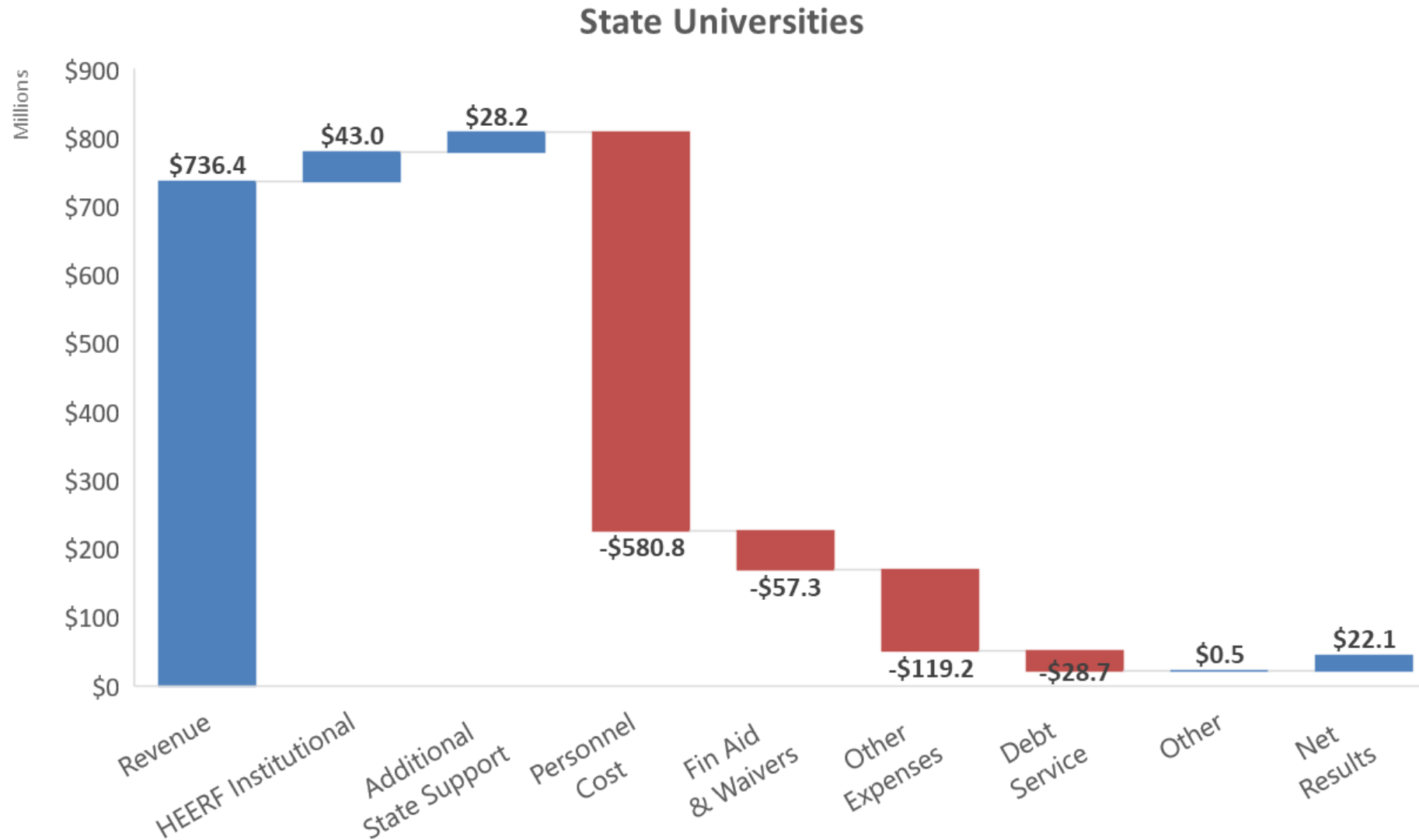
### Net Results

|  |                |               |             |              |
|--|----------------|---------------|-------------|--------------|
|  | <u>(\$2.5)</u> | <u>\$22.1</u> | <u>24.6</u> | <u>-983%</u> |
|--|----------------|---------------|-------------|--------------|



# CSU FY2022 Budget

Attachment C





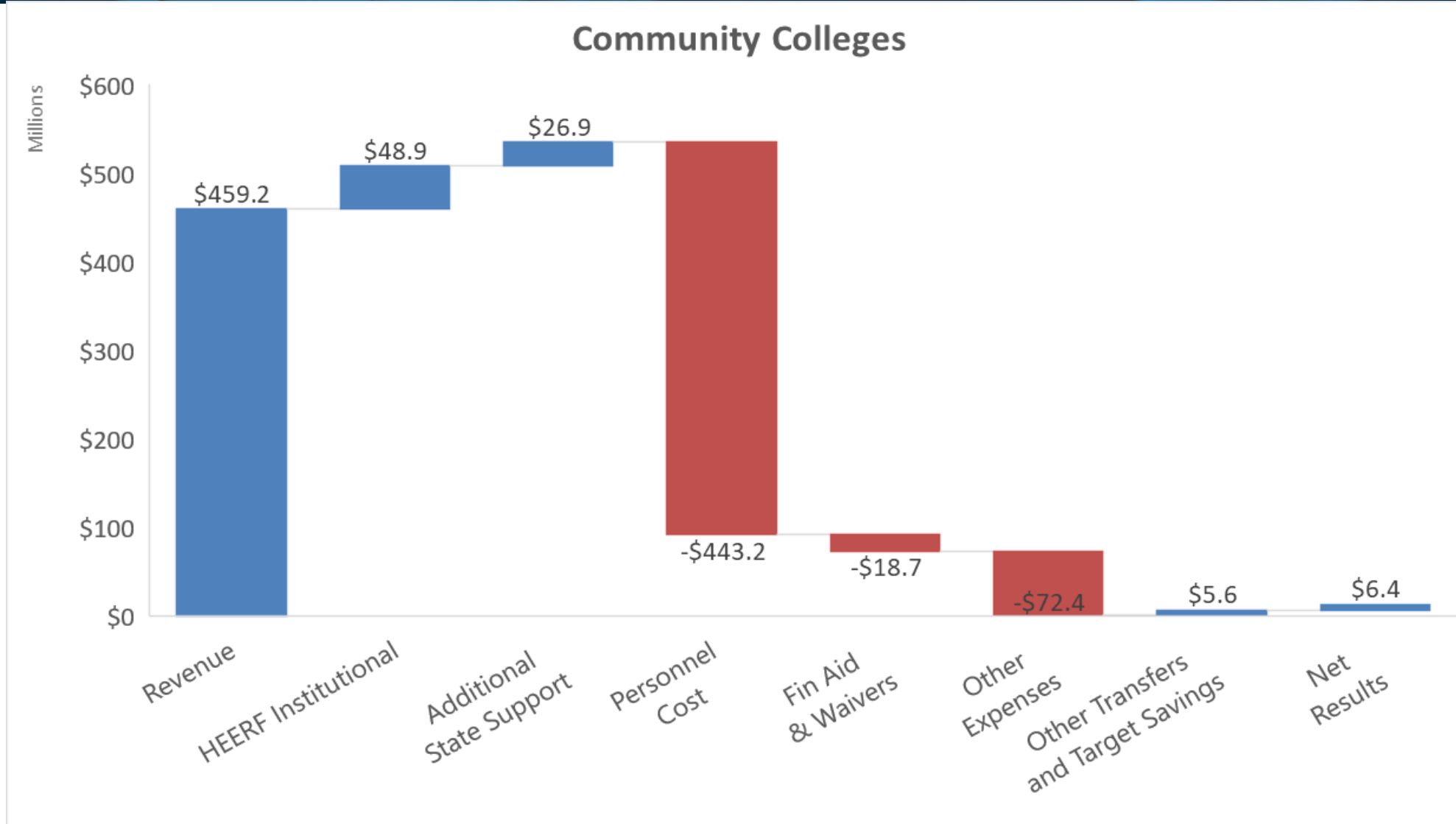
# CCC FY22 Budget vs. FY21 Estimate

## \$ Millions

| Revenue                                       | FY2021 Est      | FY2022 Budget   | \$ Change       | % Change    |
|---|-----------------|-----------------|-----------------|-------------|
| State Appropriations                          | \$157.0         | \$157.4         | \$0.3           | 0%          |
| Fringe Paid by State                          | 170.7           | 153.0           | (17.7)          | -10%        |
| Tuition (FT & PT)                             | 101.6           | 109.6           | 8.0             | 8%          |
| Student Fees                                  | 48.5            | 54.3            | 5.8             | 12%         |
| All Other Revenue                             | (5.5)           | (15.1)          | (9.6)           | 175%        |
|   | <u>\$472.3</u>  | <u>\$459.2</u>  | <u>(\$13.1)</u> | <u>-3%</u>  |
| <b>Expenses</b>                               |                 |                 |                 |             |
| Salary Cost                                   | \$244.2         | \$255.3         | \$11.1          | 5%          |
| Fringe Benefit Cost                           | 171.3           | 187.9           | 16.6            | 10%         |
| Institutional Financial Aid/Match and Waivers | 17.6            | 18.7            | 1.1             | 6%          |
| Utilities                                     | 8.8             | 9.6             | 0.7             | 9%          |
| All Other Expenses                            | 45.2            | 62.8            | 17.6            | 39%         |
|   | <u>\$487.1</u>  | <u>\$534.3</u>  | <u>\$47.2</u>   | <u>10%</u>  |
| <b>Net Loss Before Adjustments</b>            | <u>(\$14.8)</u> | <u>(\$75.0)</u> | <u>(\$60.2)</u> | <u>407%</u> |
| <b>Adjustments</b>                            |                 |                 |                 |             |
| Transfers                                     | (\$0.3)         | \$0.6           | \$0.9           | -339%       |
| Additional Funds - HEERF / CRF                | 23.5            | 48.9            | 25.4            | 108%        |
| Additional State Appropriations               | -               | 26.9            | 26.9            | n.a.        |
| Target savings (PS, FB and OE) (2)            | -               | 5.0             | 5.0             | n.a.        |
| <b>Net Results</b>                            | <u>\$8.5</u>    | <u>\$6.4</u>    | <u>(\$2.1)</u>  | <u>-25%</u> |

# CCC FY2022 Budget

Attachment C



# HEERF funding

|  | TOTAL HEERF  |                                   |                                      | Student Grants                                       |                        |                   | Institutional Aid                                    |                        |                   |
|--|--|-----------------------------------|--------------------------------------|--|------------------------|-------------------|--|------------------------|-------------------|
|  | includes allocations from 4/9/20, 1/7/21 and 5/11/21 |                                   |                                      | includes allocations from 4/9/20, 1/7/21 and 5/11/21 |                        |                   | includes allocations from 4/9/20, 1/7/21 and 5/11/21 |                        |                   |
|  | Estimated total stimulus funds                       | Minimum Amount for Student Grants | Maximum Amount for Institutional Aid | Expended in FY2020 or FY2021                         | Budget Plan for FY2022 | Amount Remaining  | Expended in FY2020 or FY2021                         | Budget Plan for FY2022 | Amount Remaining  |
| <b><u>State Universities</u></b>           |  |                                   |                                      |  |                        |                   |  |                        |                   |
| Central                                    | 50,053,449   | 22,099,538                        | 27,953,911                           | 9,700,079  | 8,266,306              | 4,133,153         | 8,663,030  | 14,838,286             | 4,452,595         |
| Eastern                                    | 23,940,329   | 10,657,777                        | 13,282,552                           | 4,433,726  | 6,224,051              | 0                 | 2,216,862  | 11,065,690             | -                 |
| Southern                                   | 45,862,141   | 20,350,287                        | 25,511,854                           | 8,390,168  | 11,960,119             | 0                 | 13,594,612   | 11,917,242             | -                 |
| Western                                    | 23,987,981   | 10,558,052                        | 13,429,929                           | 4,256,394  | 6,301,658              | 0                 | 7,148,968  | 6,280,961              | -                 |
| State Universities Total                   | <b>143,843,900</b>                                   | <b>63,665,654</b>                 | <b>80,178,246</b>                    | <b>26,780,367</b>                                    | <b>32,752,134</b>      | <b>4,133,153</b>  | <b>31,623,472</b>                                    | <b>44,102,179</b>      | <b>4,452,595</b>  |
| <b><u>Community Technical Colleges</u></b> |  |                                   |                                      |  |                        |                   |  |                        |                   |
| Asnuntuck                                  | 8,706,027  | 3,629,865                         | 5,076,162                            | 1,215,432  | 1,593,526              | 820,907           | 1,607,746  | 1,504,644              | 1,963,772         |
| Capital                                    | 16,088,450   | 6,592,676                         | 9,495,774                            | 2,032,019  | 3,010,034              | 1,550,624         | 2,821,938  | 5,576,909              | 1,096,927         |
| Gateway                                    | 31,316,751   | 12,935,591                        | 18,381,160                           | 4,296,706  | 5,701,664              | 2,937,221         | 3,517,913  | 5,080,263              | 9,782,984         |
| Housatonic                                 | 25,285,639   | 10,464,778                        | 14,820,861                           | 3,450,863  | 4,629,184              | 2,384,731         | 3,084,512  | 4,014,341              | 7,722,009         |
| Manchester                                 | 23,940,073   | 9,903,215                         | 14,036,858                           | 3,235,190  | 4,400,897              | 2,267,129         | 5,482,802  | 6,362,451              | 2,191,604         |
| Middlesex                                  | 9,207,165  | 3,828,878                         | 5,378,287                            | 1,323,378  | 1,653,630              | 851,870           | 1,189,960  | 2,017,408              | 2,170,919         |
| Norwalk                                    | 22,095,370   | 9,241,341                         | 12,854,029                           | 3,189,661  | 3,994,109              | 2,057,571         | 3,989,677  | 4,515,550              | 4,348,802         |
| Naugatuck Valley                           | 27,346,641   | 11,356,909                        | 15,989,732                           | 3,819,513  | 4,974,681              | 2,562,715         | 4,720,999  | 5,190,180              | 6,078,554         |
| Northwestern                               | 4,548,999  | 1,878,261                         | 2,670,738                            | 602,264  | 842,158                | 433,839           | 285,330  | 455,034                | 1,930,374         |
| Quinebaug                                  | 6,368,989  | 2,645,678                         | 3,723,311                            | 889,045  | 1,159,378              | 597,255           | 954,729  | 1,047,449              | 1,721,133         |
| Three Rivers                               | 17,297,686   | 7,085,882                         | 10,211,804                           | 2,253,211  | 3,189,563              | 1,643,108         | 1,974,250  | 2,193,328              | 6,044,226         |
| Tunxis                                     | 16,001,685   | 6,663,110                         | 9,338,575                            | 2,185,497  | 2,955,224              | 1,522,388         | 2,478,402  | 4,251,123              | 2,609,050         |
| Community Technical College Total          | <b>208,203,475</b>                                   | <b>86,226,184</b>                 | <b>121,977,291</b>                   | <b>28,492,779</b>                                    | <b>38,104,047</b>      | <b>19,629,358</b> | <b>32,108,258</b>                                    | <b>42,208,679</b>      | <b>47,660,354</b> |
|  | -  | -                                 | -                                    | -  | -                      | -                 | -  | -                      | -                 |
| <b><u>Charter Oak State College</u></b>    | <b>762,270</b>                                       | <b>762,270</b>                    | <b>-</b>                             | <b>284,861</b>                                       | <b>238,705</b>         | <b>238,704</b>    | <b>-</b>   | <b>-</b>               | <b>-</b>          |
| <b>GRAND TOTAL CSCU</b>                    | <b>352,809,645</b>                                   | <b>150,654,108</b>                | <b>202,155,537</b>                   | <b>55,558,007</b>                                    | <b>71,094,886</b>      | <b>24,001,215</b> | <b>63,731,730</b>                                    | <b>86,310,858</b>      | <b>52,112,949</b> |

# Shared Services

- Accounting
- Information Technology
- Purchasing / Accounts Payable
- Human Resources
- Payroll
- Enrollment Management / Student Affairs (EMSA)

*Note: Services provided based on service level agreements, with costs billed to each college based on the cost allocation method.*

# Guided Pathways

Attachment C

| Program Costs                 | FY 22             | FY 23             | FY 24             | TOTAL             |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|
| Personal Services             | 5,247,851         | 11,163,765        | 10,897,692        | 27,309,308        |
| Fringe Benefits               | 4,198,281         | 8,931,012         | 8,718,154         | 21,847,446        |
| Other Expenses & Campus Space | 2,522,617         | 1,918,017         | 1,518,017         | 5,958,651         |
| <b>TOTAL</b>                  | <b>11,968,749</b> | <b>22,012,794</b> | <b>21,133,863</b> | <b>55,115,405</b> |

| Funding Source         | FY 22             | FY 23             | FY 24             | TOTAL             |
|------------------------|-------------------|-------------------|-------------------|-------------------|
| State ARPA Funds       | 6,500,000         | 4,995,509         | 8,004,491         | 19,500,000        |
| HEERF Institutional    | 4,272,732         | 15,821,268        | 0                 | 20,094,000        |
| Outcomes Based Funding | 1,196,017         | 1,196,017         | 1,196,017         | 3,588,051         |
| Pickup of Funds        | 0                 | 0                 | 11,933,355        | 11,933,355        |
| <b>TOTAL</b>           | <b>11,968,749</b> | <b>22,012,794</b> | <b>21,133,863</b> | <b>55,115,406</b> |

|  |                  |                   |                   |                   |
|--|------------------|-------------------|-------------------|-------------------|
| <b>Increased Tuition Revenue<br/>through Retention</b> | <b>5,380,000</b> | <b>10,660,000</b> | <b>18,530,000</b> | <b>34,570,000</b> |
|--|------------------|-------------------|-------------------|-------------------|

| Summary of New Guided Pathways Advisors |                  |            |
|---|------------------|------------|
| College                                 | Date Implemented | Total      |
| HCC                                     | June 2021        | 17         |
| NWCC                                    | June 2021        | 7          |
| MXCC                                    | June 2021        | 10         |
| ACC                                     | December 2021    | 8          |
| TXCC                                    | December 2021    | 15         |
| QVCC                                    | December 2021    | 7          |
| MCC                                     | December 2021    | 20         |
| GCC                                     | December 2021    | 24         |
| CCC                                     | June 2022        | 12         |
| NCC                                     | June 2022        | 19         |
| NVCC                                    | June 2022        | 22         |
| TRCC                                    | June 2022        | 13         |
| <b>TOTAL</b>                            |                  | <b>174</b> |

# FY 2022 Budget Risks

Attachment C

- Enrollment projections
- Additional State Appropriation
- Collective bargaining increases (not included in this budget)
- Large number of retirements