

CT BOARD OF REGENTS FOR HIGHER EDUCATION
MINUTES – REGULAR MEETING
10:00 a.m., Thursday, August 21, 2014
61 Woodland Street, Hartford, CT

REGENTS PARTICIPATING

Nicholas M. Donofrio, Chair
Yvette Meléndez, Vice Chair
Richard J. Balducci
Stephen Adair*
Eugene L. Bell
Robert E. Brown
Naomi K. Cohen
Matt Fleury

Sarah Greco *via teleconference*
Lawrence J. DeNardis *via teleconference*
Merle W. Harris
Craig S. Lappen
Sharon Palmer* *via teleconference*
JoAnn Price
Catherine H. Smith*

REGENTS ABSENT

Jewel Mullen*
Stefan Pryor*

**ex-officio, non-voting member*

BOR STAFF

Gregory W. Gray, President (via teleconference)
David Levinson, VP Community Colleges & President, Norwalk Community College
Elsa M. Nuñez, VP State Universities & President, Eastern Connecticut State University
Mike Gargano, Provost and SVP for Academic & Student Affairs
Ernestine Weaver, BOR Counsel
Erin A. Fitzgerald, Associate Director of Board Affairs/BOR Secretary

UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS

Edward Klonoski, Charter Oak State College
James Lombella, Asnuntuck Community College
Anita Gliniecki, Housatonic Community College
Gena Glickman, Manchester Community College
Anna Wasescha, Middlesex Community College
Daisy Cocco De Filippis, Naugatuck Valley Community College
Carlee Drummer, Quinebaug Valley Community College
Mary Ellen Jukoski, Three Rivers Community College
Cathryn Addy, Tunxis Community College
Jack Miller, Central Connecticut State University
Mary Papazian, Southern Connecticut State University
James Schmotter, Western Connecticut State University

GUESTS

Michael O'Malley, Sibson Consulting

CALL TO ORDER

Chairman Donofrio called the meeting to order at 10:10 a.m. and declared a quorum present.

BOR CHAIRMAN NICHOLAS M. DONOFRIO

Chairman Donofrio noted he would keep his remarks brief; noting the Board, through the establishment of the Regents Search Committee, had begun the search process for the successor to Housatonic Community College President Anita Gliniecki. Chairman Donofrio on behalf of all the members of the Board expressed his appreciation to President Gliniecki for her exemplary, dedicated service.

BOR PRESIDENT W. GRAY

President Gray provided an update on the following items:

- Visit to the White House earlier in the week to participate in discussions, along with approximately 80 higher education leaders, centered on innovations for developmental education and remediation;
- establishment of annual “State of the System” report, advising he will release a report in September, reflecting on accomplishments to date and future goals;
- ongoing security assessment by Elert & Associates;
- update on Transform 2020;
- enrollment update; and
- Go Back to Get Ahead: introduced COSC President Ed Klonoski and Provost Shirley Adams who provided an overview and update on the Go Back to Get Ahead initiative (Attachment A to these minutes).

APPROVAL OF MEETING MINUTES

On a motion by Regent Balducci, seconded by Regent Fleury, the following meeting minutes were unanimously approved as submitted.

[July 17, 2014 Regular Meeting](#)

CONSENT AGENDA

Chairman Donofrio called for a motion on the Consent Agenda. **On a motion by Regent Harris, seconded by Regent Cohen, the items listed on the Consent Agenda below were unanimously approved.**

New Programs

Partnership for Preparation of Elementary Educators – BS – Western CSU

Modifications of Programs

Machine Technology Level 1 Certificate – name change - Naugatuck Valley CC

Master of Social Work and Master of Arts in Women's Studies - Southern CSU

Psychology – BA – name change – Central CSU

Academic Program Review Policy

Institutional Accreditation - Middlesex Community College

RESOLUTIONS ON CONSENT:

New Programs

Partnership for Preparation of Elementary Educators – BS – Western CSU

RESOLVED: That the Board of Regents for Higher Education approves licensure and accreditation of the program “Partnership for Preparation of Elementary Educators” leading to a Bachelor of Science in Interdisciplinary Elementary Education degree at Western Connecticut State University.

Modifications of Programs

Machine Technology Level 1 Certificate – name change – Naugatuck Valley CC

RESOLVED: That the Board of Regents for Higher Education approve modification changing the name of a program in Industrial Technology specializing in Manufacturing or Environmental and Occupational Safety to Manufacturing Management leading to a Bachelor of Science degree at Central Connecticut State University

Master of Social Work and Master of Arts in Women's Studies – Southern CSU

RESOLVED: That the Board of Regents for Higher Education approves modification of programs in Social Work and Women's Studies to provide an option leading to dual degrees in Master of Social Work and Master of Arts at Southern Connecticut State University.

Psychology – BA – name change – Central CSU

RESOLVED: That the Board of Regents for Higher Education approves a modification of the program “Machine Technology Level I” leading to an undergraduate certificate at Naugatuck Valley Community College to change the program's name to “Fundamentals of Machine Technology.”

Academic Program Review Policy

RESOLVED: That the Board of Regents for Higher Education approves the attached Academic Program Review Policy, and be it further

RESOLVED: The Academic Program Review Policy rescinds all prior System and Board of Regents program review policies.

ACADEMIC PROGRAM REVIEW POLICY

The Connecticut State College and University System recommend that all academic programs undergo a comprehensive review on a periodic basis. At a minimum, each degree and certificate granting program is subject to review at least once every seven-years. The Provost and Senior Vice President for Academic and Student Affairs collaborates with the institution's president and chief academic officer to establish an academic program review annual schedule. All Centers and Institutes are also subject to the same seven-year periodic program review.

The evaluative, directional and planning judgments resulting from program reviews are oriented within the context of disciplinary/professional norms and institutional mission. The areas in which program quality is evaluated may include, but are not limited to:

1. Student enrollment, retention, graduation and transfer (as appropriate).
2. Student advisement, engagement, and support.
3. The quality of educational programs including assessment of student learning.
4. Curricula and curricular contributions to college/university programs.
5. Faculty and department contributions in teaching, research, creative activity, scholarly work and service.
6. Diversity and cultural proficiency.
7. The quality of outreach activities and service to the institution, the profession and the community.
8. Alumni and business and industry fundraising.
9. The contribution or importance to General Education and other campus programs.
10. Collaborations with other ConnSCU institutions and other CT colleges/universities.
11. Program governance and administrative support.
12. Program operations and resources.
13. Facilities, library and other educational resources available to and utilized by the schools.
14. Safety and adequacy of physical facilities.
15. The sustainability of human and financial resources to maintain a quality program.
16. The strengths and weaknesses of the program.

ConnSCU Process:

An initial process of setting a schedule for Academic Program Reviews on each campus will be completed. Annually, thereafter (February/March), the ConnSCU Provost and Senior Vice President for Academic and Student Affairs will confirm with the institution's President and Chief Academic Officer the list of academic programs to be reviewed over the next three years. The means of review (internal and/or with external reviewers) will be determined in collaboration with the institution's Chief Academic Officer.

The academic program review schedule will be presented to the Board of Regents Academic and Student Affairs Committee for consideration. Upon approval, the academic program review schedule will be presented to the full Board for ratification.

Annually, the results from the academic program review process will be presented to the Board of Regents at a September/October meeting. If warranted, appropriate Board action which may include further study will ensue.

General Recommended Standards:

The System encourages that each institution's Bylaws or campus policies indicate that the faculty, deans, department chairs, program coordinators, curriculum and general education committees and other duly constituted college/university committees have the primary responsibility for curriculum design, development, management, evaluation and the authority to enact curricular change in accordance with institution specific accreditation standards. Changes may include, but are not limited to, credit hours (or alternative measurement methodology), curriculum objectives, learning outcomes, course content, integration and linkages across program components, as well as, teaching methodology, component and/or overall programmatic evaluations and learning outcomes.

Curriculum Management:

Upon completion of the academic program review process, the primary factors that often shape change to the academic program may include but are not limited to the following:

1. Continuous faculty review of the curriculum.
2. Competency based curriculum and assessment of competency.
3. Alignment and adequate assessment of course and program student learning outcomes.
4. Adequate assessment of student learning outcomes that indicate a need to modify existing curricula or pedagogy (NEASC Series E reports).
5. Excess credit hours.
6. Student feedback.
7. Peer feedback including external reviewers.
8. Professional accreditation.
9. Research.
10. National trends.
11. Program involvement of Business and industry
12. Economic impact to the State of Connecticut.

Program Review Committee:

The diverse degree programs offered throughout the System require that external advisory committees, external reviewers and/or campus based committees with discipline specific knowledge participate in the academic program review process. The institution's curriculum committee or appropriate institutional committee is encouraged to be included in the evaluative process in the following ways:

1. Oversee the evaluation, review, and recommendation for curriculum and content.
2. Conduct a periodic needs assessment of courses and programs on various criteria including projected changes in learning content from national or regional accreditors, student interest, employers or industry forecasts, and program completion data.
3. Ensure each program has student learning outcomes that are appropriate for the program, including assessment measurement, targets, and benchmarks; indicate and demonstrate how data and assessment are used in program improvement.
4. Evaluate learning outcomes and assessments and determine how outcomes will be assessed and applied to improve or enhance student learning and/or instructional delivery.
5. Assess the duplication of courses and/or programs within the institution.
6. Ensure that each Dean or campus designee is appropriately assessing data to determine whether modifications and/or changes to the curriculum are needed.
7. Ensure the curriculum has adequate hours and courses to meet the student learning outcomes based on local, regional, and/or national standards as appropriate.

8. Initiate a curriculum mapping process to determine course sequencing breadth and depth of course content, student learning outcomes, degree and transfer requirements.
9. Determine that program credit hours or equivalent school specific accreditation standard of measurement are adequate and appropriate based on accreditation and state requirements.
10. Review student course evaluation trends, trends in student concerns and issues, and recommend solutions.
11. Review student recruitment publications for accuracy in representing the institution's practices and policies.

Institutional Accreditation – Middlesex Community College

RESOLVED: That the Board of Regents for Higher Education accepts the NEASC assessment and action and grants continued accreditation to Middlesex Community College until April 30, 2019.

ACADEMIC & STUDENT AFFAIRS COMMITTEE

Academic and Student Affairs Committee Chair Merle Harris noted all committee items had been approved on consent, however, she wanted to share that the approval of a Program Review Policy was an important step in assuring that our programs are meeting student and workforce needs and would lead to program revisions or, at times, program terminations. The ASA Committee received a report on the implementation of the policy on Sexual Misconduct the Board previously approved. That Sexual Misconduct policy, along with the associated provisions in the rewritten Student Code of Conduct were covered in the report provided at the ASA Committee received from Ernestine Weaver and Tom Clark. At Committee Chair Harris' request, BOR Counsel Ernestine Weaver provided a summation of the report to the full Board which she and Tom Clark had provided to the ASA Committee (full report is Attachment B to these minutes). At the conclusion of Ernestine Weaver's overview, Dr. Harris noted the issues associated with the Sexual Misconduct Policy are complex and with limited resources to do the work required, additional consideration must be given as to how we continue to ensure we are prepared to serve our students (including identification of avenues to share campus expertise). Chairman Donofrio stressed that the Board and the CSCU system institutions endeavored to, and would continue to, live up to not only the letter of the law, but to the spirit of the law and beyond.

AUDIT COMMITTEE

Audit Committee Chair Craig Lappen advised that a new audit firm had been hired in July as required per statute.

FINANCE AND INFRASTRUCTURE COMMITTEE

Finance and Infrastructure Committee Chair Matt Fleury noted the Committee would be meeting in the next week or so to determine the biennium budget request (noted the goal would be to identify the optimum approach to mitigate significant tuition increases).

HUMAN RESOURCES & ADMINISTRATION COMMITTEE

Classification Study Status Report

Human Resources and Administration Committee Chair noted the Committee would be receiving the final report from Sibson Consulting, however, in the interim, Michael O'Malley, from Sibson Consulting would provide an update on the process to date. Mr. O'Malley addressed the Board covering the following topics:

- Objectives of Engagement: discussed the scope of Sibson's work as agreed at the outset of the project
 - job evaluation (created standard job description template; assessment criteria for positions)
 - market pricing
- developing a salary structure/classification (HR is now validating position descriptives and associated salary / classification placement)
- Future Considerations for the Board: Addressed several areas of consideration for the Board once the study results are released, including:
 - implementation concerns; identification of and determination of appropriate approaches
 - communication tips and considerations

Revisions to HR Policies for Management and Confidential Professional Personnel of the Board of Regents for Higher Education

On a motion by Regent Cohen seconded by Regent Balducci, the following resolution was unanimously approved:

WHEREAS, At its May 16, 2013 meeting, the Board of Regents adopted human resources policies which govern the terms and conditions of employment for all non-represented management and confidential professional personnel.

- WHEREAS, From time to time, the policies will require revision to reflect changes in Board policy or to reflect other needed changes or clarifications.
- WHEREAS, Having considered the input of the BOR President, the Human Resources and Administration Committee, and other Board members with respect to new hires of management and confidential professional personnel above the median of the applicable salary range, and
- WHEREAS, Staff to the Human Resources and Administration Committee have recommended the inclusion of policy language regarding the notice period for retirement or resignation, now be it
- RESOLVED, That Article 6, Section 6.5, and Article 8, Section 8.8 (new) of the “Human Resources Policies for Management and Confidential Employees of the Board of Regents for Higher Education” are hereby amended pursuant to Exhibit A.

Exhibit A

6.5 Salary Ranges

Each Management and Confidential Professional title is assigned to a salary range. The assignment of new titles to ranges and the reassignment of existing titles to new ranges shall be pursuant to the Classification and Compensation Policy.

A. Salary Ranges for New Hires

Newly hired management/confidential professional employees may be placed by administrative action at any point in the applicable salary grade up to and including to the median [of that grade] for the following level positions: at the level of Dean and above at the community colleges and Charter Oak State College, at the level of Vice President and above for the universities, and for System Office employees who report directly to the President, including, but not limited to, those positions reflected on the July 1, 2014, organizational chart maintained by the System Office’s Human Resources Department. As changes occur to the organizational chart of the President’s office, the Human Resources Department shall maintain an up-to-date organizational chart and shall provide it to the HR and Administration Committee for informational purposes.

By exception, on a case-by-case basis, the President may seek Board approval for the hiring of a management/confidential employee at a salary above the median of the applicable salary grade for the above noted levels. Newly hired management /confidential professional employees being appointed to positions below the levels noted above may be placed by administrative action at any point in the applicable salary grade.

8.8 Notice of Retirement or Resignation (NEW)

It is recommended that employees planning retirement provide three (3) months of notice and employees resigning provide at least four (4) weeks of notice when possible. Scheduling of the last day at work should be discussed with the employee’s supervisor or other designated individual in an attempt to work out the best arrangement for all concerned.

Underscored text to be added; [Bracketed text] to be deleted.

STUDENT ADVISORY COMMITTEE

Regent Sarah Greco (SAC Chair) noted the Advisory Committee was going through a transitional phase with new members arriving and looked forward to the beginning of the academic year.

FACULTY ADVISORY COMMITTEE

Regent Stephen Adair noted (FAC Chair) invited Regents to the April 10 conference focused on student learning (Chairman Donofrio indicated he would be in attendance).

EXECUTIVE COMMITTEE/CHAIRMAN'S COMMENTS

Chairman Donofrio noted the Committee had not met recently and, therefore, there was no Executive Committee report.

OPPORTUNITY TO ADDRESS THE BOARD

No students, faculty or staff member present requested to address the Board.

EXECUTIVE SESSION - (strategy with respect to collective bargaining)

At 11:32 a.m. on a motion by Vice Chair Melendez, seconded by Regent Balducci, the Board voted to go into Executive Session for the purpose of discussion concerning strategy with respect to collective bargaining. Chairman Donofrio announced that no votes would be taken in Executive Session. Chairman Donofrio directed President Gray, Michael Gargano, Ernestine Weaver, Steve Weinberger and Erin Fitzgerald to remain in executive session with the Board.

RETURN TO OPEN SESSION

At 12:20 p.m. Chairman Donofrio announced that the meeting was in Open Session and that no votes were taken in Executive Session, which was limited to discussion concerning strategy with respect to collective bargaining.

ADJOURNMENT

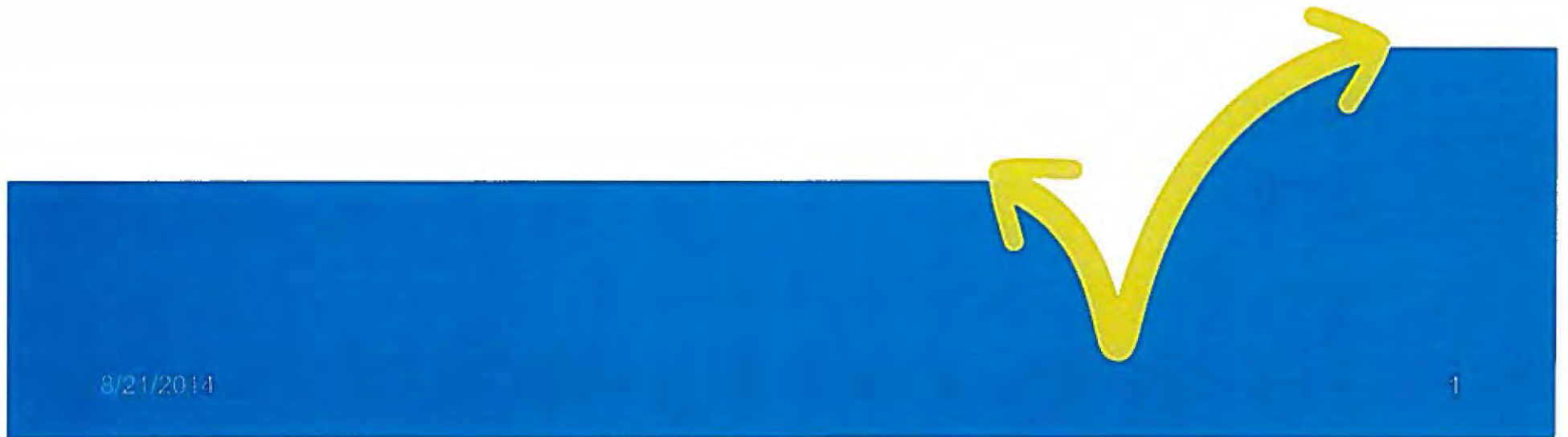
Regent Lappen moved to adjourn; Regent Bell seconded and the meeting adjourned at 12:20 p.m.

Submitted,

Erin A. Fitzgerald, Associate Director, Office of Board Affairs
Secretary of the CT Board of Regents for Higher Education

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Go Back to Get Ahead Overview



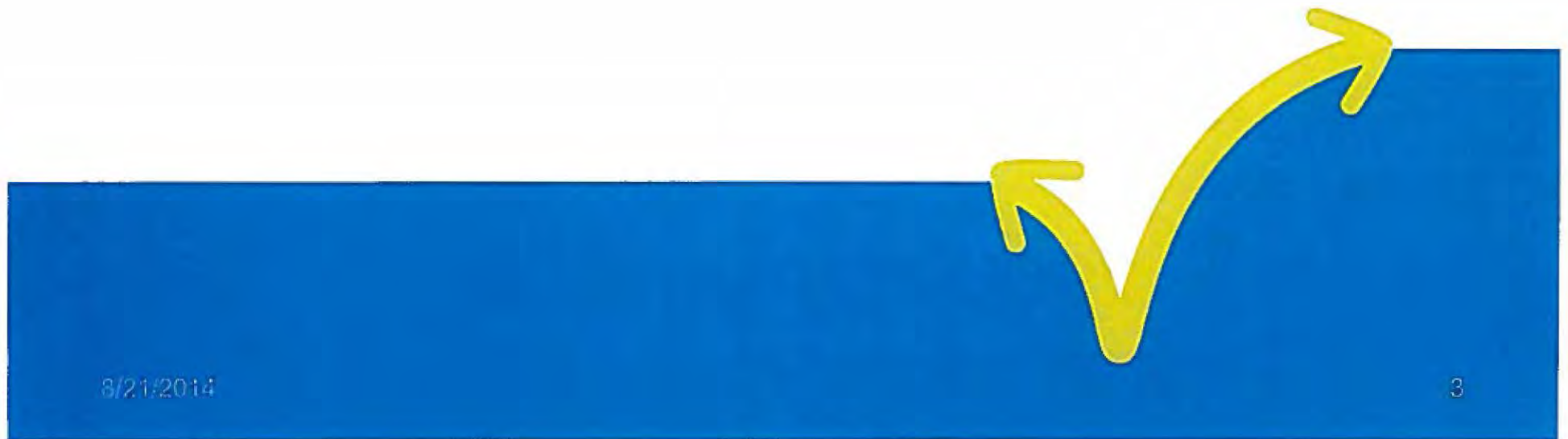
Objective

Enroll or re-enroll & graduate CT residents with an associate or bachelor's degree at one of our 17 colleges and universities.



Goal

To register 1200-1500 students for 2014-15



Target Audiences

1. CT resident who left any regionally accredited college or university prior to completing degree.
2. Or completed an associate degree and wants to finish bachelor's degree.
3. Last attended prior to 12/30/12.

Launch Process

- Charter Oak assigned to manage process
- Marketing Campaign developed
- CRM purchased for all 17 colleges
- Meetings held with key stakeholders at each college
- Budget developed - \$6 million, approx. \$1.5 million for operating expenses
- GBTGA staff hired
- Mailing lists developed
- Program launched June 2



Budget

• Technology Budget	165,200	266,000
• Call Center	5,000	20,000
• Infrastructure	35,000	15,000
• Operations Budget	45,465	306,502
• Marketing Budget	126,000	200,000
• Sub Total Cost	476,665	807,502
• Indirect Cost	47,667	80,750
• Total Cost	524,332	888,252



Marketing Tactics

- Branding/logo design/ language established
- Letter of Invitation to known contacts drafted and mailed
- Website creation-mobile device friendly, links to all institutions
- Radio campaign 7 weeks – 6/2-7/27, 11 stations statewide
- Online advertising-Google, Yahoo!, Courant.com, Facebook
- Social Media usage – Facebook, Twitter accounts created
- Community Outreach – WIBs & DOL
- Public Relations
- Collateral – Brochure, Postcard mailing to non-responders
- System Outreach
- Evaluation & Metrics

GoBackToGetAhead.com

Marketing Analytics to date

- Over 71,000 letters sent to CT residents
- Over 20 million online ad impressions
- Over 6 million radio spot impressions
- Over 55,000 visits to the website
- 6,000+ completed inquiry forms submitted

Engagement Process

- Inquiry received
- Counseling completed
- Referred to appropriate school if qualified
- Prospective students receive email notifying them of referral with links to the admission application
- School contacts student within 2 business days
- Works with student through admission and registration process

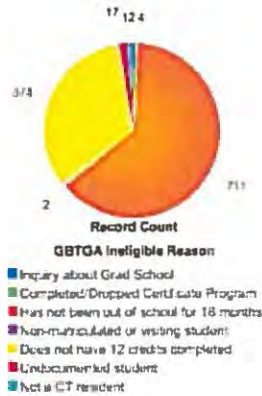


Progression of Leads

Inquiries by Student Status

Student Status	Record Count
Inquiry - Cancelled	1,600
Inquiry	1,533
Referral	10
Partner Prospect	1,839
Applicant	149
Accepted	352
Enrolled	651
Not Enrolled	36
Total	6,170

Ineligible Reasons



Referral Status by School - CSU's

Campus	Record Count
CCSU	417
Charter Oak	874
ECSU	151
SCSU	394
WCSU	129
Total	1,965

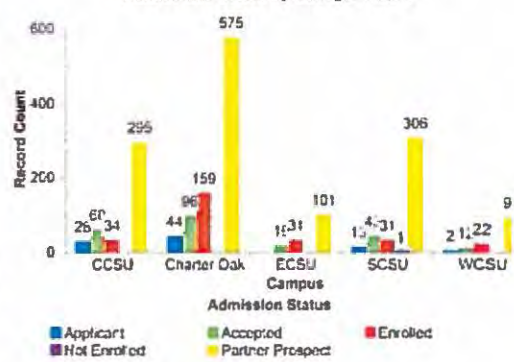
Referral Status by School - CC's

Campus	Record Count
Assuntnuck CC	33
Capital CC	136
Gateway CC	222
Housatonic CC	211
Manchester CC	219
Middlesex CC	97
Naugatuck Valley CC	146
Northwestern CT CC	45
Norwalk CC	113
Quinebaug Valley CC	55
Three Rivers CC	133
Tunis CC	109
Total	1,519

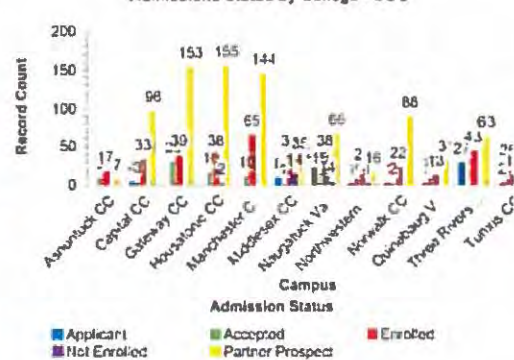
Registration by School

Campus	Record Count
Assuntnuck CC	13
Capital CC	33
CCSU	47
Charter Oak	109
ECSU	32
Gateway CC	40
Housatonic CC	39
Manchester CC	79
Middlesex CC	34
Naugatuck Valley CC	37
Northwestern CT CC	19
Norwalk CC	22
Quinebaug Valley CC	14
SCSU	29
Three Rivers CC	43
Tunis CC	11
WCSU	22
Total	703

Admissions Status by College - CSU's



Admissions Status by College - CC's



Yield Projection	Current # of Referrals	Yield # Registered
10%	3,270	327
15%	3,270	491
*17%	3,270	548
20%	3,270	654
25%	3,270	818
**30%	3,270	981
35%	3,270	1,145
40%	3,270	1,308

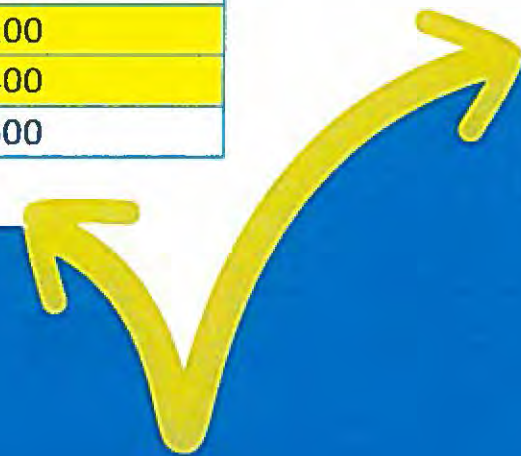
**This row shows the current status of the Go Back to Get Ahead Program as of August 14, 2014]*

***Fall 2014*

Projections

Yield Projection	# of Referrals	Yield # Registered
10%	4,000	400
15%	4,000	600
20%	4,000	800
25%	4,000	1,000
*30%	4,000	1,200
*35%	4,000	1,400
40%	4,000	1,600

**Projected total 2014/15 enrollment*



Yield Projection	Current # of Referrals	Yield # Registered
10%	825	83
15%	825	124
*17%	825	141
20%	825	165
**25%	825	206
30%	825	248
35%	825	289
40%	825	330
45%	825	371
50%	825	413

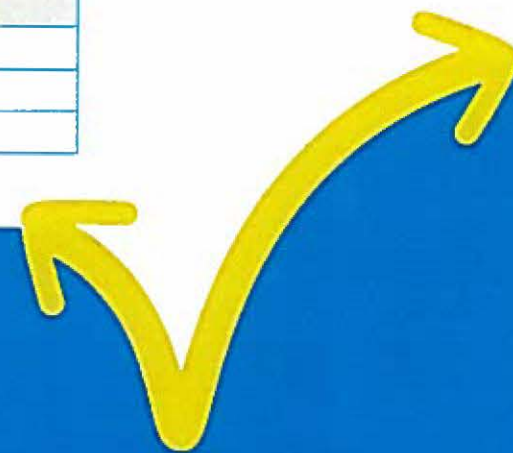
**This row shows the current status of the Go Back to Get Ahead Program at Charter Oak State College only.*

***This row shows the projected Fall Term 1 2014 Enrollment*

Yield Projection	# of Referrals	Yield # Registered
10%	1,000	100
15%	1,000	150
20%	1,000	200
25%	1,000	250
30%	1,000	300
*35%	1,000	350
40%	1,000	400
45%	1,000	450
50%	1,000	500

**Total Fall 2014 Enrollment*

Projections:
Charter Oak Only



Factors Impacting Spring Enrollment

- ✓ 650+ inquiries were deemed ineligible due to recent attendance
- ✓ New market of students last attending between 1/1/13 and 6/30/13.
- ✓ CSUs would be better positioned to work leads – longer time frame
- ✓ Summer is a difficult time to engage adult students – risk factor identified in initial proposal.



Report of Sexual Misconduct Policy Compliance Efforts

Ernestine Yuille Weaver, Counsel

July 17, 2014

A serious issue facing college campuses across the country is how to prevent and manage violence, in particular sexual violence, on college and university campuses. Not only has the Connecticut General Assembly taken a heightened interest in these situations, but the Office of Civil Rights (OCR), United States Department of Education, and the White House have also joined the conversation in an attempt to provide official guidance and best practices to stem violence and manage crisis situations. Given the energy, efforts, requirements and responses, I have prepared this report to inform you of the progress that the System Office has made to provide support to the campuses to address this issue.

On November 13, 2013 Counsel Ernestine Weaver, Assistant Counsel Tom Clark, and SCSU Director of Judicial Affairs Christopher Piscitelli testified before the Higher Education and Employment Advancement and Public Safety and Security Committees of the General Assembly. This hearing, often referred to as the UCONN Hearing, was in part a reaction to complaints filed against the University of Connecticut for its alleged ineffective response to accusations of sexual assault on its campus. This hearing also provided an opportunity to share with the legislators the work that SCSU was doing to address the issue of sexual misconduct, sexual assault and intimate partner violence on its campuses. Although it was shared that the State Universities were largely compliant with the law, additional work was needed to bring the Community Colleges into compliance.

During the hearing Counsel Weaver disclosed that the policies of the BOR were not entirely in compliance with Public Act 12-78, An Act Concerning Sexual Violence on College Campuses, and that she would work with the Board to establish a policy consistent with Public Act 12-78 with a targeted effective date in the spring of 2014. Considering this self-imposed publicly announced deadline, Counsel Weaver began discussing this matter with Academic & Student Affairs Chair Merle Harris to map a plan to bring the BOR into compliance with Public Act 12-78 by creating a policy regarding Sexual Misconduct, Sexual Assault and Intimate Partner Violence. However, a significant barrier was that the Act requires a specific hearing process for addressing these kinds of complaints which was not entirely consistent with any of the pre-existing student codes of conduct at the Universities and Colleges. As a result substantial revisions to the existing Student Conduct policies of the former constituent units had to be made to address the process for managing sexual misconduct complaints. The BOR adopted both a Student Code of Conduct and a Policy on Sexual Misconduct, Sexual Assault and Intimate Partner Violence on March 13, 2014. The Board, with an eye towards further refinement of the policy, stated that it would revisit the policy in the fall of 2014. This will be necessary as Public Act 14-11, An Act Concerning Sexual Assault, Stalking and Intimate Partner Violence on Campus, created some additional requirements that the Board may wish to adopt.

As the Legislature considered additional requirements Assistant Counsel Tom Clark provided support to BOR Legislative Director Kyle Thomas, in the drafting, review and vetting of Public Act 14-11. AC Clark also testified along with Asnuntuck Community College Dean of Students Katie Kelly with respect to the impacts of the proposed legislation to the community colleges. These activities were extremely helpful in achieving manageable changes given that the law requires several unfunded mandates.

The BOR Sexual Misconduct, Sexual Assault and Intimate Sexual Partner policy, although providing a statement of the BOR's abhorrence of sexual misconduct, left the implementation of the policy to the campuses. For instance, the campuses are required to provide local resources, training, and procedures consistent with the law and policy. Because of the challenges of implementation, which are multiplied by the onslaught of new requirements, Legal Services has been working to provide support to the campuses so that they are able to implement the policy and develop protocols in compliance with the law.

Consequently, since October 2013 Legal Services has been immersed in providing resources and educational opportunities to the campuses. However, Legal Services cannot enforce campus compliance; consequently, it is only able to report what resources have been offered to the campuses to bring them into compliance. Thus, in defining the roles and responsibilities of the System Office and the Campuses, the System Office is responsible for the following:

- Identification of compliance requirements and informing campus leadership,
- Providing templates and resources,
- Providing consultation and support, including training of campus personnel, and
- Serving as a liaison with statewide stakeholders.

The Campuses are responsible for:

- Properly prepared and easily accessible campus publications,
- Properly trained campus employees,
- Communicating with the System Office the status of their implementation and compliance,
- Communicating immediately to the System Office whenever a sexual violence incident is reported, and
- Proper and consistent execution of the campus's responsibilities.

SYSTEM RESPONSILITIES AND RESPONSE

Identification of compliance requirements and informing campus leadership

In addition to the ongoing meetings with Title IX Coordinators, Deans of Students and others, Legal Services has supplied all CSCU Presidents and Campus Security Administrators with resources including the BOR Policy, changes in state and federal law, access to an on-line training "Sexual Misconduct: New Federal Guidance"; information about Title IX training opportunities and membership to a regional coalition; and a free online sexual assault prevention campaign geared toward bringing campuses in compliance with the Campus Sexual Violence Elimination Act ("Campus SaVE Act") and Public 14-11. Plans are in the works for the Clery Act, the Campus SaVE Act and Public Act 14-11 information sessions.

Providing templates and resources

Legal Services has shared an extensive list of reading materials and resources. These materials have been shared with all CSCU Presidents in addition to their campus staff who would work closely on these issues.

Model memoranda of understanding that the campuses may use to establish relationships with both a domestic violence agencies and a sexual assault crisis centers are being drafted. A "protocol" template in conformance with the requirements of Public Act 14-11, has been distributed. This template clearly identifies which notifications must be written in language that students in crisis would understand. These notifications must be easily and readily accessible for students, faculty and staff and within one or two clicks on institution's website.

Providing consultation and support including training to campus personnel

Under Public Act 14-11 prevention programming and awareness campaigns are required for both students and employees. Legal Services has learned of a highly regarded product called HAVEN. HAVEN is an on-line prevention program which meets the requirements of Public Act 14-11 and the Campus SaVE Act and has been offered to our campuses for free, for this year. Information was shared with all of the campuses, along with a recommendation that, if the campus does not already work with a provider on prevention programs and awareness campaigns, that it subscribe to HAVEN so that its program will be up and running for student and faculty orientation at the start of the academic year.

One of the first projects being undertaken by the Northeast Regional Title IX Coalition is an intensive two day investigation training for Title IX Coordinators. Legal Services has forwarded information regarding this training to the campuses and are encouraging participation. Also, Legal Services has purchased the NACUA training "Title IX investigations: Advanced Issues, Challenges and Opportunities" which we plan to distribute in the fall.

A downloadable NACUA training called “Sexual Misconduct on Campus: New Federal Guidance” was given to the Presidents with a request that they share the information with their Title IX Coordinators, safety personnel, student affairs personnel, Office of Diversity and Equity (ODE) and others who may work with students in such crisis. Legal Services anticipates on-going training on this matter and AC Clark will be hosting meetings regarding the employee implications of Public Act 14-11 and the Campus SaVE Act as well as coordinating student response and support services with campus advocates and Title IX Coordinators.

Serve as a liaison with state wide stakeholders

In order to be current with the latest resources, and to work collaboratively with other groups with shared interests, Legal Services has engaged stakeholders. This outreach has included meetings with the following groups:

- Title IX Coordinators at all 17 CSCU institutions
- Connecticut Coalition of Independent Colleges (CCIC)
- State Victim Advocate
- The Clery Center
- CONNSACS
- CCADV
- Vice Presidents of Student Affairs and CSU Conduct Officers
- Community College Deans of Students Planning for Compliance

With the support of Legal Services, the Community College Deans of Students have developed working groups to tackle the compliance issues raised. These workgroups have made some progress in examining the following:

- Creation and training of Campus Resource Teams
- Selection and training of campus victim advocates
- Execution of “Memoranda of Understanding”
- Annual Security Reporting
- Anonymous reporting/disclosure
- Prevention Programming and Awareness Campaigns
- Campus plan for gathering reportable data
- Campus Climate Surveys
- Required training of those identified for such training in PA 14-11

In addition to statewide efforts, regional efforts include the formation of the Northeast Regional Title IX Coalition spearheaded by Connecticut College. Legal Services has informed all of the CSCU Presidents of this Coalition and encourages participation from CSCU institutions. It

would be very useful for all of our Title IX Coordinators to work together to develop best practices.

On a national level, Legal Services has conferenced with the Office of Civil Rights Methods of Administration (for Title IX Compliance) and the National Association of College and University Attorneys to gain a larger perspective and the ability to better advocate for the interests of our institutions.

CONCLUSION

The BOR Sexual Misconduct, Sexual Assault and Intimate Violence Policy was drafted with an eye towards the passage of Public Act 14-11; consequently, to be compliant with that Act, the policy requires minor revision such as references to “domestic violence” should now be stated as “family violence.” On the other hand, in order to comply with new federal requirements both the Sexual Misconduct Policy and the Student Conduct Policy will need revision. For instance, the Campus SaVE Act uses the term “dating violence” which is not term defined by the BOR policy. Also, the Student Code of Conduct “Hearing Procedures for Sexual Misconduct, Sexual Intimate Partner and Domestic Violence Cases” must be revised to allow the presence of lawyers in hearings if selected by the student as the advisor of the student’s choice.

There is much hard work being done on a number of fronts to prepare for the start of the academic year ready, willing and able to meet the needs of the campus communities, to prevent sexual violence and, when requested, to provide a compassionate, supportive and professional response. The campuses continue to work diligently on these issues. This includes creation of concise, accessible information about what to do in case of a sexual assault and creating a list of resources, executing MOUs with at least one sexual assault crisis center and one community based domestic violence agency, development of trained trauma informed campus response teams, and the development of protocols in accordance with the policy for providing support and services to students and employees. Given the efforts and resources that the campuses have dedicated to addressing this issue, they are preparing campaigns to promote prevention as well as preparing themselves to be ready to compassionately and competently manage a crisis situation.