

CT BOARD OF REGENTS FOR HIGHER EDUCATION
MINUTES – REGULAR MEETING – DECEMBER 8 2016
CSCU SYSTEM OFFICE, 61 WOODLAND STREET, HARTFORD, CT

REGENTS PARTICIPATING

Matt Fleury, Chair

Yvette Meléndez, Vice Chair

Stephen Adair*

Richard J. Balducci

Naomi K. Cohen

Lawrence J. DeNardis

Merle W. Harris

JoAnn H. Price

David R. Jimenez

William J. McGurk

Holly M. Palmer

Barbara E. Richards*

Elease E. Wright

Dianna R. Wentzell*

REGENTS ABSENT

Raul Pino*

Scott D. Jackson*

Joseph Young

Catherine H. Smith* v

**ex-officio, non-voting member*

CSCU SYSTEM STAFF

Mark E. Ojakian, President

Alice Pritchard, Chief of Staff

Estela Lopez, interim Provost & Senior Vice President, Academic and Student Affairs

Elsa Nunez, VP State Universities and President, Eastern Connecticut State University

Erika Steiner, Chief Financial Officer

Steve Weinberger, VP Human Resources

Ernestine Y. Weaver, Counsel

Erin A. Fitzgerald, Associate Director of Board Affairs/BOR Secretary

STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS

Wilfredo Nieves, Capital Community College

Daisy Cocco De Filippis, Naugatuck Valley Community College

Cathryn Addy, Tunxis Community College

Edward Klonoski, Charter Oak State College

John Clark, Western Connecticut State University

CALL TO ORDER

Chairman Fleury called the meeting to order at 10 am and, following roll call, declared a quorum present.

ADOPT AGENDA

Chairman Fleury called for a motion to adopt the meeting agenda with the following revisions

Add “extension of CSCU President’s appointment” following Consent agenda

Faculty Award will be added as Agenda Item 11a under the ASA committee

On a motion by Regent Balducci, seconded by Regent Harris, the Agenda was unanimously adopted as presented.

CSCU PRESIDENT MARK OJAKIAN

President Ojakian updated the Board on various system initiatives, including the status of the CSCU working groups (see Attachment A hereto).

BOR CHAIRMAN MATT FLEURY

Chairman Fleury introduced student regent Joe Young, noting that his term began last month, however, this was his first time at the Board table. He congratulated SAC Chair Palmer on her recent election as chair of the SAC. Chairman Fleury, addressing the full Board, expressed his appreciation to the Board members for their level of commitment to and advocacy for the students, faculty and staff of CSCU.

CONSENT AGENDA

Chairman Fleury called for a motion on the Consent Agenda. **On a motion by Regent Balducci, seconded by Regent Wright, the Consent Agenda was unanimously adopted.** The following Agenda items were approved on consent:

A. Discontinuations

- i. **Environmental Science, Biology Option (AS) – Naugatuck Valley CC**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Environmental Science: Biology Option leading to an Associate of Science degree at Naugatuck Valley Community College effective January 1, 2017.
- ii. **Environmental Science, Environmental Systems Option (AS) – Naugatuck Valley CC**
RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Environmental Science: Environmental Systems Option leading to an Associate of Science degree at Naugatuck Valley Community College effective January 1, 2017.

CONSENT AGENDA (cont.)

A. Discontinuations (continued)

iii. **Civil Engineering Technology – BS – Central CSU**

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Civil Engineering Technology leading to a Bachelor of Science degree at Central Connecticut State University with a phase out period until June 30, 2018.

iv. **Educational Studies – MS – Central CSU**

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Educational Studies leading to a Master of Science degree at Central Connecticut State University with a phase out period until May 30, 2019.

B. New Programs

i. **Theater Arts – AA – Capital CC**

RESOLVED: That the Board of Regents for Higher Education approve licensure of a program in Theater Arts leading to an Associate of Arts degree at Capital Community College for a period of three years until May 30, 2020.

C. Modifications

i. **Musical Theater – BA to BFA – Western CSU**

RESOLVED: That the Board of Regents for Higher Education approve modification of a program in Musical Theater, modifying courses and changing the degree from a Bachelor of Arts to a Bachelor of Fine Arts at Western Connecticut State University.

ii. **Educational Leadership to Teacher Leadership – MS – Central CSU**

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Educational Leadership leading to a Master of Science degree at Central Connecticut State University including significant modification of courses and changing the title to Teacher Leadership

D. Acceptance of Academic Program Review for 2015-2016

RESOLVED: That the Board of Regents for Higher Education accept the submission of academic program reviews by the CSCU institutions for the 2015-16 academic year.

BE IT FURTHER RESOLVED: That the Academic and Student Affairs Committee request that the Provost's Office work with the Academic Council to develop Academic Program Review Policy Guidelines to strengthen and bring clarity and consistency to Academic Program Review and share such guidelines with the Academic and Student Affairs Committee when completed.

E. Cross Registration Policy Amendment

WHEREAS: Previously established Board Policy addresses Cross-Registration Guidelines for Exchange of Students Among Institutions of Public Higher Education, and

WHEREAS: The Board of Regents has approved the establishment of CSCU Transfer Ticket (Transfer and Articulation Program) degree programs, and

WHEREAS: The implementation of the CSCU Transfer Ticket degree programs has disclosed the need for a Policy Statement to facilitate the expedient cross-registration of the System's community college students in courses at another Connecticut Community College, a Connecticut State University, or Charter Oak State College; therefore, be it

RESOLVED: The policy previously adopted regarding Cross-Registration (formerly 3.10) is now rescinded, and the attached [below] amended policy is hereby adopted.

**A - CROSS-REGISTRATION GUIDELINES FOR EXCHANGE OF STUDENTS
AMONG INSTITUTIONS OF PUBLIC HIGHER EDUCATION**

The following are guidelines for exchange of students among institutions in the state system of higher education, which will provide an opportunity for students enrolled in a Community College, State University, or the University of Connecticut to benefit significantly by taking a course or courses not available where they are registered but offered at another state institution.

1. Preliminary, informal inquiry should first establish that there is a substantial degree of interest on the part of one or more qualified students enrolled at the home institution in a particular course offered by the host institution but not by the home institution.
2. The host institution, after making accommodation for its own students, will determine the number of vacant student places in the course that could be filled without exceeding the acceptable limit on class size.
3. The home institution will recommend not more than this number of its students to the host institution, which will examine these students' qualifications for taking the course in question.
4. Students admitted to a course or courses will register under the procedures for unclassified students in the host institution, which will issue a transcript record of credit earned after the successful completion of the course.
5. The home institution will accept this credit in transfer under its own procedures, making it a part of the student's record at his or her home institution.
6. Students who have paid the tuition and fees of full-time students at their home institutions shall be exempt from further charges. Copies of their receipted fee bills should be accepted by the host institution in lieu of payment.
7. Part-time students shall not be exempt, but shall pay the tuition and fees required of unclassified students who take the same course at the host institution.

B - CROSS-REGISTRATION GUIDELINES FOR STUDENTS ENROLLED IN CSCU TRANSFER TICKET (TAP) DEGREE PROGRAMS AMONG THE CONNECTICUT STATE UNIVERSITIES, CHARTER OAK STATE COLLEGE, AND THE CONNECTICUT COMMUNITY COLLEGES.

An enhanced Cross-Registration Agreement among the CSUs, Charter Oak and the CCs applies in the following situations:

- only to students enrolled in CSCU Transfer Ticket degree programs.
- only to courses required in the student's declared Transfer Ticket degree program. Courses designated as Unrestricted Free Electives are not covered by this enhanced agreement.
- to courses not in the student's home institution's catalog.
- to courses in the student's home institution's catalog but not offered in a timely manner that allows the student to take prerequisites, sequenced courses, or other degree requirements.
- to both full-time and part-time students.

In those stipulated situations, the enhanced Cross-Registration opportunities

1. do not require the student's home institution to ascertain the need and to request accommodations for a student at the host institution; instead, the student is allowed to initiate cross registration
2. allow a student who qualifies for the amended policy to register at a Community College or Charter Oak State College concurrently with the host institution's students and on a space-available basis at a State University
3. provide for TAP students to be charged tuition and fees consistent with the policy of their home institutions

The other parameters of the current Cross-Registration Agreement will apply:

- a. students must have met any pre-requisites and other requirements for the course as established by the host institution.
- b. the host institution will issue a transcript record of credit earned after the successful completion of the course.

Extension of CSCU President's appointment

On a motion by Regent McGurk seconded by Vice Chair Melendez, the following resolution was unanimously adopted by the Board:

WHEREAS The Board of Regents for Higher Education entered into an employment Agreement with Mark Ojakian on August 21, 2015 that is scheduled to conclude on or before August 31, 2017, and

WHEREAS The parties now wish to extend the term of the Employment Agreement through August 31, 2020, now therefor be it

RESOLVED, That BOR Chairman Matt Fleury is authorized to execute an amendment to the Employment Agreement between the Board of Regents for Higher Education and Mark Ojakian, extending its term to August 31, 2020 and containing such other revisions as may be necessary, in conformity with current Board of Regents Policies

SPECIAL RECOGNITION

On a motion by Regent Harris with a second by Regent McGurk, the following resolution was unanimously adopted, after which Rep. Willis addressed the Board and those in attendance expressing her thanks and appreciation

WHEREAS, Representative Willis has served as a State Representative from the 64th House District since 2001; has served as Chair of the Higher Education and Employment Advancement Committee since 2005; has served on the New England Board of Higher Education since 2005; has served for over 20 years on the Regional Advisory Council and Foundation Board to the Northwestern Connecticut Community College; is a graduate of Northwestern Connecticut Community College; and

WHEREAS, she has served as a tireless advocate for all of Connecticut's students; has promoted greater access to higher education for all Connecticut residents; has fought to protect and expand state scholarship funds; has pushed for capital investments to improve student's learning environment; has championed stronger sexual assault policies on all college campuses; and

WHEREAS, her contributions to the state of Connecticut go well beyond the realm of higher education, and include advocating for the environment, small towns, children and family services, as well as all the residents of her district; and

WHEREAS, she was an instrumental part in shaping the merger of the Connecticut State Colleges and Universities; has been a strong supporter of our students, faculty and staff and institutions; and has always been a true friend of the system who has never been shy to speak her mind.

NOW THEREFORE, BE IT RESOLVED, that the Board of Regents for Higher Education, together with CSCU President Mark Ojakian, extends best wishes and congratulations to Representative Roberta B. Willis on the occasion of her retirement from the Connecticut General Assembly along with sincere thanks for her abundant contributions to higher education and the State of Connecticut.

FINANCE AND INFRASTRUCTURE COMMITTEE

The **following resolutions were adopted, after having been moved by Regent Balducci, subsequently seconded and passed with unanimous votes of the board.**

Fund Balance Guidelines (Telecommunication Charges)

WHEREAS, Board Resolution # 08-039 approved on May 15, 2008 provides Fund Balance Guidelines for the CSUs, and states that the CSUs are required to set aside “within the Systemwide unrestricted fund balance, [] three hundred thousand (\$300,000) dollars annually to provide for ongoing telecommunication equipment replacement and upgrade,” and

WHEREAS, These funds were used as a reserve for CSU equipment and projects managed by the System Office Telecommunications staff, and

WHEREAS, In order to support this requirement, funds were collected from each university, and accumulated in a reserve which totals approximately \$3.1M as of September 7, 2016, and

WHEREAS, This process is being decentralized in order to allow the individual universities to manage the process locally so that they may accommodate the varying campus needs, therefore be it

RESOLVED, That Board Resolution 08-39 is ~~rescinded~~ **Dmended** abolishing the need for collecting telecommunications support funds from the CSUs, and abolishing the need for a System reserve for telecommunications, and be it further

RESOLVED, That the current funds held at the System Office for this purpose will be allocated to the CSUs to hold in reserve to support their individual telecommunication requirements and that the CSUs will establish individual reserves going forward as deemed appropriate for this purpose.

WCSU Naming

WHEREAS, The Board of Regents has the sole authority to provide the naming of facilities and programs at the Connecticut State Universities. Through the policy dated April 8, 2009, the Board provides direction for naming of present or future facilities, major areas (such as auditoriums and room with major public visibility) within existing or future facilities, existing facilities which have undergone major renovations, or areas on University grounds for which a naming opportunity exists, and

WHEREAS, MaryJean Rizzo-Rebeiro, President of NY-CONN Corporation, who is a member of the Western Connecticut State University Foundation Board of Directors and the Western Connecticut State University Ansell School of Business Advisory Board has given \$50,000 to name the Study Space, and

WHEREAS, Study Space is located in the center of the Westside Classroom Building, which is located in the WCSU Westside Campus at 43 Lake Avenue Extension, Danbury, CT, be it therefore

RESOLVED, That the Board of Regents for the Connecticut State Colleges and Universities designates the Study Space at the Westside Classroom Building at Western Connecticut State University be named hereafter in honor of MaryJean Rizzo-Rebeiro.

Information Item – Energy Conservation Program

Keith Epstein, VP of Facilities, provided an overview of a presentation recently shared with the Finance Committee (Attachment B hereto).

STUDENT ADVISORY COMMITTEE

Committee Chair Holly Palmer provided a report from the Student Advisory Committee (Attachment C hereto) which was provided in advance to the members of the Board via posting with the agenda.

ACADEMIC & STUDENT AFFAIRS COMMITTEE

On a motion by Regent Harris and a second by Regent Wright, the following resolution passed unanimously:

RESOLVED: That the Board of Regents for Higher Education accepts the campus-based nomination of Assistant Professor Janet Hall by Quinebaug Valley Community College to be a recipient of a Teaching Award for the 2016-17 academic year.

AUDIT COMMITTEE

On a motion by Elise Wright seconded by Regent DeNardis, the following resolution passed unanimously .

WHEREAS, The Audit Committee Charter states that the responsibilities of the Committee include “Review and accept the annual financial statements and auditors’ reports”, and “As and if appropriate, recommend to the Board of Regents approval of the annual financial statements,” and

WHEREAS, The CSCU financial statements are required to be filed with the Comptroller’s office before the end of the calendar year, and

WHEREAS, The draft audited financial statements will not be available until December 9, the date of the Audit Committee meeting, be it therefore

RESOLVED, That the Board delegates authority to the Audit Committee to approve on the Board’s behalf the draft audited financial statements at the December 9, 2016 Committee meeting

HUMAN RESOURCES AND ADMINISTRATION COMMITTEE

No report or action items for Board consideration

EXECUTIVE COMMITTEE

No report or action items for Board consideration.

ADJOURNMENT

On a motion by Regent Cohen and seconded by Regent DeNardis, Chairman Fleury declared the meeting adjourned at 12:20 pm.

Submitted,

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

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CT BOARD OF REGENTS FOR HIGHER EDUCATION
REGULAR MEETING December 8, 2016
Central CT State University

Attachments to Minutes and Meeting Handouts/ Presentations

Posted online at <http://www.ct.edu/regents/minutes>

- A. **CSCU Working Group update**
- B. **Energy Conservation report**
- C. **Student Advisory Committee report**



CSCU PLANNING UPDATE

REPORT TO BOR DECEMBER 8, 2016



WORK GROUPS

Six work groups collaborating to:

- identify ways to foster greater organizational effectiveness,
- improve processes and practices,
- promote innovations and strategic partnerships, and
- identify potential cost savings.

WORK GROUPS

- **Recruitment and Retention Strategies (Leaders: Jane Gates and President Elsa Nunez.** Presidents: Jim Lombella, Mike Rooke and Daisy Cocco DeFlippis. System office: William Gammell. FAC members: Barbara Richards, Mike Shea and Myrna Garcia-Brown)
- **Financial Aid (Leaders: Jane Gates and President Paul Broadie.** Presidents: Mary Ellen Jukoski and Joe Bertolino. System office: Steve McDowell and Jason Ebbeling. FAC members: Lynn Roller and Greg DeSantis)
- **Purchasing/Contracts (Leaders: Erika Steiner and President Ed Klonoski.** President: Gena Glickman. System Office: Sandra Bispham-Haywood and Chris Forster. FAC members: Stephen Adair and TJ Barber)
- **Human Resources (Leaders: Steve Weinberger and President David Levinson.** Additional President: Dorsey Kendrick. FAC members: Jay Brower and Meg Leake)
- **Compliance Issues (Leaders: Ernestine Weaver and President Cathryn Addy.** President: Anna Wasescha. System office: Sean Bradbury, Greg Daniels and Leah Glende. FAC members: Judy Wallace and Bob Brown)
- **Branding/Marketing (Leaders: Michael Kozlowski and President Carlee Drummer.** Presidents: Wilfredo Nieves and John Clark. System office: Maribel La Luz. FAC members: William Lugo and Del Cummings)

PLANNING PROCESS

- Each group has been working hard over the summer and fall to identify initial recommendations.
- They have solicited input from a wide range of subject matter experts from the campuses either through their respective Councils (Financial Aid, Human Resources) or other means (focus groups) in order to draft these initial recommendations.

DRAFT RECRUITMENT AND RETENTION RECOMMENDATIONS

- Develop a uniform data gathering and reporting system across the CSCU system to better track student progress.
- Develop meaningful enrollment goals and projects for each CSCU institution.
- Beyond IPEDs, use the Student Achievement Measure to provide a more complete picture of student success within CSCU by taking into account student mobility and inter-institutional transfer.
- Implement and market TAP within CSCU to ensure buy-in and support on CSU campuses so that all community college students who are seeking and are eligible to transfer to a CSU can do so.
- Adopt accrediting agency (NEASC) guidelines and national benchmarks for completion/graduation rates for community colleges and state universities.
- Develop and implement advising systems that clarify and document student intent and educational goals at the outset.
- Share best practices in recruitment and retention statewide.

DRAFT FINANCIAL AID RECOMMENDATIONS

- **Ensure optimal delivery of service and support for financial aid offices**
 - Engage financial aid directors; develop an operational team tasked with development of an implementation strategy to look at processing functions that will benefit us as a system with a goal to centralize approaches that support automation that would alleviate manual, inefficient and burdensome processing activities that will enable campus financial aid professionals to focus on delivery of services to students that ensure and promote enrollment, retention and completion.
 - Adopt and ensure a focus on financial aid compliance support and guidance, financial literacy, service, automation, and communication that will result in fiscal responsibility, better utilization of existing resources, increased enrollment and retention, and student awareness of financial aid options and responsiveness
- **Focus on the retention and intervention of students under the Satisfactory Academic Progress policy**
 - Implement consistent practices for early intervention with students in danger of meeting SAP thresholds; expedite the development of an early awareness retention predictive model (modeled after CCSU pilot) that can assist in the determination of students that may be at risk of SAP issues.
- **Implement a system-wide enrollment management focus**
 - Implement system-wide practices that place a strategic enrollment management focus on utilizing financial aid data and communication resources resulting in increased enrollment and retention.

DRAFT FINANCIAL AID RECOMMENDATIONS

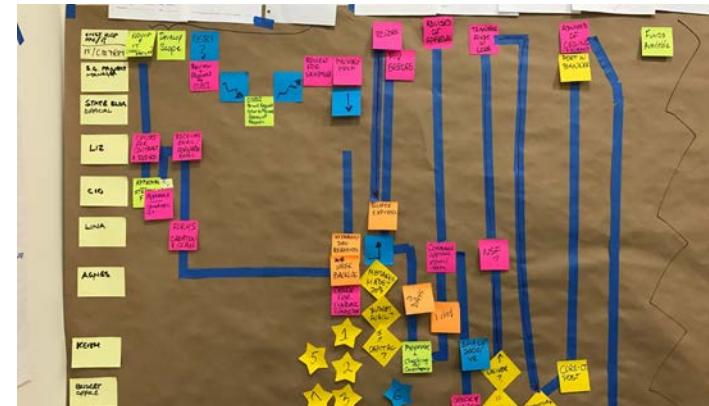
- **Elevate and ensure high prioritization of system-automated financial aid functions to better service students and promote efficiency**
 - Implement TD Client system-wide to automate transfer of federal aid data to institutions, implement system-wide document imaging solutions, implement software to allow for electronic student signatures.
- **Adopt and implement a CSCU “Never Attended” Policy to address potential liabilities**
 - Use existing technology to adopt consistent policy and procedure system-wide for reporting “Never Attended” students.
- **Expedite the modernization of student communication policies and practices**
 - Update system policy and practice to allow flexible communication with students and other constituencies via multiple platforms (email, text, social media, apps, etc.) to promote understanding and early financial aid completion ensuring that an enrollment management focus is placed on financial aid to promote enrollment and retention.
- **Adopt a system-wide financial literacy focus**
 - Develop a system web page for CSCU that provides best practice information on accessing financial aid, loan awareness, and financial literacy to promote increased financial responsibility and financial aid application understanding and completion
 - Partner with the State Education Department to work across K-20 on FAFSA completion and financial literacy (HS, Community, College delivery & utilization)

DRAFT CONTRACTING/PURCHASING RECOMMENDATIONS

- Workgroup ran a one-week Lean event to identify current weaknesses and plan for an efficient “future state”. Employed value stream mapping to plot out current, future “good”, and future “great” states.
 - Team Charter: “Create a comprehensive and streamlined procurement process that supports a shared service approach to procure goods and services with optimal efficiency, speed, value and pricing.”
 - Three teams evaluated RFP/Contracting, Purchasing Capital Goods, and Purchase Orders.
- Teams comprised purchasing/contracts staff from institutions and system office; feedback solicited from vast cadre of stakeholders, including DAS.



The Team



Sample
current
state
value
stream

DRAFT CONTRACTING/PURCHASING RECOMMENDATIONS

- “Implementation plans take us to “Good” in one year and “Great” in two years; by end of Q1 2017 accomplishments include:
 - Complete System-wide Purchasing Manual and standards/protocol
 - Selection/purchase of System-wide software
 - Develop e-signature protocol
 - Schedule certain Lean follow up events with DCS, DAS, OSBI

- “Great” future state will incorporate:
 - Shared services for processing
 - Software allowing consolidation of system-wide purchasing
 - Use of “smart” forms and checklists
 - Volume purchasing, improved price negotiation

DRAFT HUMAN RESOURCES RECOMMENDATIONS

- Design and implement an integrated Strategic HR Management program for CSCU.
- Establish a Design Committee to develop the structure that will support the CSCU Strategic HR Program and monitor its implementation including establishment of centers of expertise staffed by subject matter experts providing services to all institutions.
- Develop Centers of Expertise that will be virtual in their existence and staffed by subject matter experts providing services to all institutions in labor relations, employee benefits and payroll, classification and compensation, recruitment and selection and affirmative action/equal opportunity.

DRAFT COMPLIANCE RECOMMENDATIONS

- **Collection and maintenance of common data and data elements**: the kind of data used by all institutions for reporting purposes should be housed centrally and accessible locally. Someone representing compliance interests should be involved in technology planning.
- **Centralized compliance communication**: identify someone at system office to help establish regular communication with the campuses on compliance reporting issues/changes with the presidents.
- **Compliance implementation**: establish a council of institutional representatives so that issues can be discussed, best practices shared, legislative changes tracked, and implementation solutions reached via discussion and training.

DRAFT MARKETING RECOMMENDATIONS

- Conduct the critical research needed to develop key marketing messages.
- Create the overarching brand for the CSCU system, grounded in the research gleaned from high school juniors and seniors; parents of college-bound children; non-traditional students starting or continuing their education; and high school guidance counselors and teachers.
- Test themes, concepts and creative with prospects to determine effectiveness and relevance.
- Develop an advertising campaign segmented for the colleges and universities that will roll out in two phases: August 2017 (for community colleges) and September-October 2017 (for universities).

NEXT STEPS

- After the Board's input, the work groups will refine their recommendations and then solicit feedback system wide (presidents, faculty, staff, students, etc.) in January/February through a variety of methods such as Council meetings, online surveys, and focus group sessions with key constituents.
- This input will inform the drafting of final recommendations for the Board. These recommendations will be shared with the Council of Presidents (COP) and the Board for comment in March. With their feedback, the recommendations will be revised before final submission to the Board in April.



Energy Conservation Program Overview

November 17, 2016

CSCU Energy Conservation Program Overview

Vision

**Develop long term sustainable resources that enhance
Connecticut Higher Education**



CSCU Energy Conservation Program Overview

Program Objectives

- **Guided Sustainable Opportunities**
- **Reduce Fossil Fuel Dependency**
- **Lower the Carbon Footprint**
- **Behavior Modification**
- **Decrease Facility Operating Expenses**
- **Leverage Funding Opportunities**



CSCU Energy Conservation Program Overview

Guided Sustainable Opportunities

OBJECTIVE

- **Understand what we know as a combined group**
- **Understand what we don't know?**
 - **Tried and proven opportunities**
 - **Available technology**
 - **Purchasing vs. partnerships**
 - **Cost driven models**



CSCU Energy Conservation Program Overview

Guided Sustainable Opportunities

OPPORTUNITY

- **Facilities Master Plan Study**
academic & major facilities based needs
- **Hazard Mitigation Study**
FEMA risk management of natural occurrences
- **Energy Conservation Master Plan**
20% spending reduction goal
- **LEED Silver or equivalent**
renovations greater than \$2m
new construction greater than \$5m



CSCU Energy Conservation Program Overview

Reduce Dependency on Fossil Fuels

OBJECTIVE

- **Reduce dependency of petroleum based products**
- **Coals use for producing electricity**
- **Increase use of:**
 - **solar**
 - **wind**
 - **geothermal**
 - **hydroelectric**



CSCU Energy Conservation Program Overview

Reduce Dependency on Fossil Fuels

OPPORTUNITY

- **Maximize use of high efficiency mechanical & electrical equipment**
- **Maintain building envelope**
- **Micromanage interior building environment**
- **Material Selections**
- **Pursue alternate energy systems**
- **Strategize energy purchases**



CSCU Energy Conservation Program Overview

Carbon Footprint Reduction

OBJECTIVE

- **Reduce carbon dioxide emissions (greenhouse gas)**
Emissions are calculated per organization or activity
- **American College & University Presidents' Climate Commitment**
7 signatories for carbon neutrality by 2050
- **Promote renewable energy**
- **Power management**
- **Green technology**



CSCU Energy Conservation Program Overview

Carbon Footprint Reduction

OPPORTUNITY

Campus Level

Alternate Fueled Vehicles

- Electric
- Hybrid
- Biodiesel



Single Stream Recycling



Energy Efficient Lighting

Energy Efficient Mechanical Equipment

Automated Environmental Controls

Low Water Volume Plumbing Fixtures

Educate Students and Staff



CSCU Energy Conservation Program Overview

Behavior Modification

OBJECTIVE

- **Low-Cost energy reduction programs**
- **Raise awareness and motivate**
- **Proactive Policies**
- **Reduction in wasted energy**
- **Sustainable effort**
- **Encourage new energy saving ideas**
- **Behavior + Technology + O&M = Savings**



CSCU Energy Conservation Program Overview

Behavior Modification

OPPORTUNITY

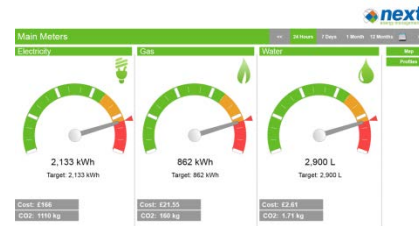
Take the Stairs!



Burn calories,
NOT electricity



- Energy Dashboard
- Awareness
- Layered Clothing vs. Thermostat
- Turn Unnecessary Lights Off
- Stairs vs. Elevator
- Recycle
- Greenscape
- Incentivize Programs



CSCU Energy Conservation Program Overview

Leverage Funding Opportunities

OBJECTIVE

- **Available grant funding**
- **Power Purchase Agreements**
- **Utility Company Incentives**
- **Energy Purchases**
- **Life Cycle Cost Analysis**
- **CSCU Green Bank**



CSCU Energy Conservation Program Overview

Leverage Funding Opportunities

OPPORTUNITY – Power Purchase Agreement

- **Fuel Cells**
 - Power Purchase Agreement (PPA) with 50% grant funding from the Former CT Clean Energy Fund
 - CCSU – 1.4 megawatts with \$200,000 estimated annual savings
20-year contract term
 - ECSU – 400 kW at cost neutral savings
10-year contract term
 - WCSU – 400 kW at cost neutral savings
10-year contract term



ECSU – 400 kW Fuel Cell



CCSU – 1.4 Megawatt Fuel Cell



CSCU Energy Conservation Program Overview

Leverage Funding Opportunities

OPPORTUNITY – Power Purchase Agreement

Photovoltaic (PV) Solar Cells

PPA with Renewable Energy Credit (REC) supplemental funding

- MXCC – 100 kW array with \$10k estimated annual savings
ground application
- SCSU – 1 megawatt array with \$50k estimated annual savings
ground, roof & canopy applications
- MCC – 2 megawatt array at \$250k estimated annual savings
ground application

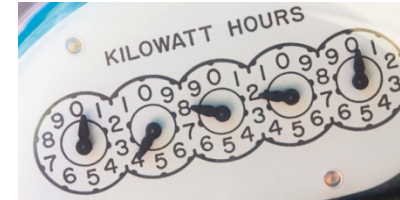


CSCU Energy Conservation Program Overview

Leverage Funding Opportunities

OPPORTUNITY – Energy Purchase

- **Reverse Energy Auction**
 - 2013 reverse electricity contract
 - System-Wide 93m kilowatts at \$21m purchased for three years
 - 5% more Green Energy than the Renewable Portfolio Standard (RPS)
 - \$400,000 projected annual savings over utility company rate
 - 2016 6-month electricity contract extension
 - \$155,000 projected annual savings over current contract rate
 - \$213,000 projected 6-month savings over utility company rate
 - 2016 reverse energy auctions
 - Electricity auction in process for December, 2016
 - Natural gas auction in process for March, 2017



CSCU Energy Conservation Program Overview

Leverage Funding Opportunities

OPPORTUNITY – Life Cycle Cost Analysis

- **Retro Commissioning**
 - “rebalancing” of existing plumbing, electric & mechanical equipment

- Project Examples:

- Central Connecticut State University

1. **Project:** Energy Center Phase II Retrocommissioning
2. **Description:** Provide variable frequency drives for boiler force draft fans, optimize ventilation systems, and convert boiler feed pumps to variable flow.
3. **Estimated total project cost:** \$270,671
4. **Estimated annual savings:** – \$192,332
5. **Estimated simple payback:** 1 1/2 years

- Central Connecticut State University

1. **Project:** Phase III Retrocommissioning
2. **Description:** Retrocommissioning Herbert Welti Hall, Harrison Kaiser Gym, and the Student Center.
3. **Estimated total project cost:** \$185,800
4. **Estimated annual savings:** – \$74,700
5. **Estimated simple payback:** 2 1/2 years



CSCU Energy Conservation Program Overview

Leverage Funding Opportunities

OPPORTUNITY – Utility Company Programs

- Project Examples:
 - **Retrofitting & Rebates**
 - Site - Naugatuck Valley Community College
 - Project- Parking garage fluorescent lighting to LED & misc. electrical improvements

Utility Co. Rebate -	\$450,000
Out of Pocket -	<u>\$175,000</u>
Gross Project Cost -	\$625,000

Annual projected energy savings of \$110,000

Out of pocket expense recouped in 20 months from electricity savings



CSCU Energy Conservation Program Overview

Leverage Funding Opportunities

OPPORTUNITY – Utility Company Programs

- Project Examples:
 - **Other Retrofit & Rebate Projects to be started**
 - **Steam Traps**
 - Western CT State University
 - Norwalk Community College
 - **Retro-commissioning**
 - Manchester Community College
 - Tunxis Community College
 - Gateway Community College



CSCU Energy Conservation Program Overview

Leverage Opportunities

OPPORTUNITY – Construction

- **High Efficiency Building Design**

LEED silver or equivalent

- 14 current facilities with LEED certification or equivalent
- 12 new facilities in design or construction
- 1 **“Net Zero”** facility in design
annual energy = renewable energy created on the site



Gateway CC Roof Garden



QVCC Advanced Mfg.



ECSU Science Building



CSCU Energy Conservation Program Overview

Leverage Funding Opportunities

OPPORTUNITY (page 1 of 3)

Partnerships

CSCU **GREEN** Bank

CSCU **GREEN** Bank funding for colleges & universities

Cause

Establish a dedicated energy conservation funding source that promotes a balanced environment while controlling operating expense increases

❖ Case Study

NVCC Parking Garage LED Lighting Improvements

\$175,000 out of pocket expense

\$110,000 annual energy savings

20 month payback

*NVCC defers project funding to the CSCU **GREEN** Bank*



CSCU Energy Conservation Program Overview

Leverage Funding Opportunities

OPPORTUNITY (page 2 of 3)

Partnerships

CSCU **GREEN** Bank

✓ Project Funding Option

CSCU **Green** Bank project funding for NVCC of \$175,000

No up front out of pocket expense for NVCC

NVCC immediately gains:

- ✓ new equipment:
- ✓ warranties
- ✓ no system maintenance
- ✓ no relamping
- ✓ better lighting levels promoting safety & security



CSCU Energy Conservation Program Overview

Leverage Funding Opportunities

OPPORTUNITY (page 3 of 3)

Partnerships

CSCU GREEN Bank

- ❖ NVCC repays the CSCU Green Bank
repayment is based from the first 22-months of electricity savings
- ✓ NVCC's Benefit
capital funding is not tied up in this project
other important capital projects can be completed
full access to annual savings is quickly achieved

System-Wide Effect

Long term energy conservation commitment
Improvements with no upfront capital funding from college/university
Institution immediately obtains gainful use of new equipment
Energy expenditures are driven down
Revolving fund provides for reinvestment into future projects



Chairman Fleury, President Ojakian, and fellow Regents:

It is a pleasure to offer this report on behalf of the Student Advisory Committee to the Board of Regents. In my tenure on the Student Advisory Committee, I have witnessed many changes in how we function as a group. This year, we have a talented group of students on the committee who are committed to representing their fellow students and participating in this process. So far, we have had the opportunity to look in depth at a number of issues. I would like to bring four of these to your attention today.

As you can imagine, given the prospect of more funding reductions this year, many of us are concerned about what that means to students. This year, however, I feel there is a willingness on the part of the students to listen to what the Board and President Ojakian have to say and there is a sincere desire to be a part of the solution. We will not just shout “don’t raise our tuition” without offering substantive ideas. We have seen the devastating results of budget cuts on our campuses and we realize that a pledge of zero tuition increase may cost us more than we imagine.

One of the issues students feel strongly about is the impact of budget cuts on “at risk” students. Library hours come up again and again as an issue, especially at some of the community college campuses. We realize there is not an unlimited amount of funding available to keep the libraries open to everyone’s convenience. However, some of them are closing as early as 4:30 pm during the work week, including weekdays when there are evening classes meeting on campus. This impacts the students’ ability to get their work done. This is especially true for students who lack access to current technology in their homes. We view this as an issue worth addressing.

There were several suggestions from students about how we can solve this issue. We discussed having some minimum standards for how often and long the libraries should be open at a system level, shifting some of the responsibility to student workers or opening later so they can stay open later. We do not pretend to fully understand all the issues involved at each campus; however, we would like to be a part of the solution. We therefore ask that the Association Office to consider studying the issue of library hours and ask that students be invited to take part in a task force to find solutions.

Another issue of concern to students is the cost of college text books. Some 60% of college students will choose not to purchase a required text book over the course of their education because of the costⁱ. 23% of students regularly go without text booksⁱⁱ. They do so knowing it might and probably will impact their grade. Also, 35% of college students take fewer courses because of the cost of text booksⁱⁱⁱ. And finally, since 2000, the cost of text books has risen three times the rate of inflation^{iv}.

As a student, when we look at the cost of going to school, we have to take into consideration the cost of text books. This impacts our budget. There is good news however. Many of our campuses have been engaging in educational campaigns about OER resources. These OER resources can come at little to no cost and in many cases are as good as expensive text books. Additionally, the licensing with this material leaves it open for professors to customize the resources allowing them more academic freedom than traditional text books. This sounds like a win-win to us. Professors get more academic freedom and we save millions of dollars a year. Saving money on text books allows us to better handle any future tuition increases needed to keep vital services available.

We are not in any way suggesting that OER resources should be mandatory. It is, as it should be, up to our professors to decide on our text books. However, we feel that some education and additional resources made

available to faculty might solve the text book problem. We are aware that at least eight of our seventeen institutions are already examining or using OER text books in some classes. We would like to see all seventeen institutions have some additional education and support for more OER text books. We encourage the Board and the System Office to embrace this issue and join us in advancing the cause. We are prepared to work with you to bring faculty and students together to find a solution to help students save money while allowing faculty to have the academic freedom they need to teach effectively.

A serious issue that has come up with some consistency over the years is student safety. I am not going to sugar coat it for you. Some of our students don't always feel safe on their campuses. We have large open campuses which are hard to secure. As we saw in Ohio just last week, it only takes a split second for tragedy to happen. Some of the things we discussed about safety include improved lighting on campus for the night students, how many and how often guards are available, and the relationships our schools have with their local police departments.

We also discussed having active shooter drills and mandatory training for students in what to do in the event of that kind of emergency. At some of our campuses, we can't get cell coverage in our classrooms making text and cell phone warning systems an ineffective way to communicate in an emergency. We understand that this is an incredibly complicated issue and it is one we are prepared to help solve. We ask that you include us in discussions surrounding security and safety at our campuses.

Finally, we heard from students, especially LGBTQ students, that it is important for schools to adopt a preferred first name policy. That is, students are allowed to be called by their preferred first name which is not necessarily their given name and it is reflected in their school record that way. We are aware that some of our campuses have already adopted this policy and we applaud them. We feel it is time for the Systems Office to establish a policy that supports preferred first names as part of a broader LGBTQ policy to protect all of our students.

As I hope you have heard from our presentation today, we are actively working to represent the students of the CT State Colleges and Universities. We want to work with the Board and the Systems Office to address these concerns. We have students ready, able, and willing to meet with committees and task forces around these issues. We are asking you to let us be more than the voice of the students; we want to be the voice for a solution.

Thank you for this opportunity to address the Board. It is, as always, my pleasure to represent the students of the CT State Colleges and Universities.

Holly M. Palmer

Chair, Student Advisory Committee

ⁱ Source: 2012 student survey by Florida Virtual Campus

ⁱⁱ Ibid.

ⁱⁱⁱ Op. Cit.

^{iv} Source: BLS, Census Bureau