

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSUS)
MINUTES – REGULAR MEETING – 10 AM, THURSDAY, JUNE 21, 2018
SYSTEM OFFICE, 61 WOODLAND STREET, HARTFORD, CT**

REGENTS – ATTENDANCE (Y = yes / N = no)	
Matt Fleury, Chair	Y
Yvette Meléndez, Vice Chair	Y
Richard J. Balducci	Y
Aviva D. Budd	Y
Naomi K. Cohen	Y
Lawrence J. DeNardis	N
Felice Gray-Kemp	Y
Merle W. Harris	Y
Holly Howery	N
David R. Jimenez	Y
JoAnn Ryan	Y
Elease E. Wright	Y
Vacancy - SAC Chair	
Vacancy - SAC Vice Chair	
*William Lugo, FAC Chair <i>via teleconf</i>	N
*Del Cummings, FAC Vice Chair	Y
*Scott D. Jackson, Labor Commissioner	N
*Raul Pino, Public Health Commissioner	N
*Catherine H. Smith, DECD Commissioner <i>via teleconf</i>	N
*Dianna R. Wentzell, Education Commissioner	N
<i>*ex-officio, non-voting member</i>	

CSCU STAFF

Mark E. Ojakian, President
 Alice Pritchard, Chief of Staff
 Jane Gates, Provost & Senior Vice President, Academic and Student Affairs
 Erika Steiner, Chief Financial Officer
 Keith Epstein, VP, Facilities, Real Estate & Infrastructure Planning
 Erin A. Fitzgerald, Associate Director, Board Affairs / Board Secretary

STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS

James Lombella, Asnuntuck Community College and interim at Tunxis Community College – Yes
 Wilfredo Nieves, Capital Community College – Yes
 Ed Klonoski, Charter Oak State College - Yes
 Paul Broadie, Housatonic Community College and Interim at Gateway Community College - Yes
 Gena Glickman, Manchester Community College – No
 Steven Minkler, Middlesex Community College - Yes
 Daisy Cocco De Filippis, Naugatuck Valley Community College – Yes
 Michael Rooke, Northwestern Connecticut Community College - Yes
 David Levinson, VP Comm. Colleges and President, Norwalk Comm. College - Yes
 Carlee Drummer, Quinebaug Valley Community College – Yes

STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS (cont.)

Mary Ellen Jukoski, Three Rivers Community College – Yes
Zulma Toro, Central Connecticut State University - Yes
Elsa Nunez, VP State Universities and President, Eastern CSU – No
Joe Bertolino, Southern Connecticut State University – Yes
John Clark, Western Connecticut State University - Yes

CALL TO ORDER

Chairman Fleury called the meeting to order at 10:00 am and, following roll call, declared a quorum present.

ADOPT AGENDA

Chairman Fleury called for a motion to adopt the meeting agenda with the addition of an Executive Session immediately prior to Adjournment; **on a motion by Regent Harris, seconded by Regent, the Agenda was unanimously adopted.**

OPPORTUNITY TO ADDRESS THE BOARD

No one present wished to address the Board.

BOR CHAIRMAN MATT FLEURY

No remarks.

CSCU PRESIDENT MARK OJAKIAN

President Ojakian offered brief remarks on the following items:

- **Thanked Capital Community College President Wilfredo Nieves** for his invaluable and countless contributions during his years of service, noting that he had conferred Emeritus status on President Nieves in recognition thereof.
- Introduced both incoming CEOs Dr. Duncan Harris who will be overseeing Capital Community College upon Dr. Nieves' departure and Dr. Tanya Millner-Harlee, who will be overseeing Manchester Community College upon Dr. Glickman's departure.

APPROVAL OF PREVIOUS MEETING MINUTES

On a motion by Regent Balducci, seconded by Regent Gray-Kemp, the May 10, 2018 meeting minutes were approved as submitted.

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.**

CONSENT AGENDA

Discontinuations

- i. Optical Business Management – Concentration Only – BS – COSC BR 18-059
- ii. Fire Service Administration – Concentration Only – BS – COSC BR 18-060
- iii. Interior Design Management – Concentration Only – BS – COSC BR 18-061
- iv. Environmental Science – AS – Northwestern CCC BR 18-062
- v. Technology Studies: Electrical Option (COT Degree) – AS – Three Rivers CC BR 18-063
- vi. Technology Studies: Engineering Technology Option (COT Degree) – AS – Three Rivers CC BR 18-064
- vii. Technology Studies: Lean Manf & Supply Chain Mgmt. Option (COT Degree) – AS – Three Rivers CC BR 18-065
- viii. Geology – Concentration – BA/BS – COSC BR 18-066
- ix. Geography – Concentration – BA/BS – COSC BR 18-067
- x. Philosophy – Concentration – BA/BS – COSC BR 18-068
- xi. Physics – Concentration – BA/BS – COSC BR 18-069
- xii. Religious Studies – Concentration – BA/BS – COSC BR 18-070
- xiii. Computer Systems Tech. – Computer Sveng. Technician – Certificate – Northwestern CCC BR 18-071
- xiv. Computer Systems Technology – Computer Help Desk – Certificate – Northwestern CCC BR 18-072
- xv. Criminal Justice: Computer Crime Deterrence – Option and Certificate – Naugatuck Valley CC BR 18-073
- xvi. Fire Science and EMS – AS, Option, Certificate – Capital CC BR 18-074

Modifications

- i. Environmental Sciences: Natural Resources Option – AS – Northwestern CCC [name change] BR 18-075
- ii. Digital Printing and Graphics Technology – BS – CCSU [Name change] BR 18-076
- iii. Visual Arts – Concentration – BA - ECSU [Consolidation of three concentrations into one] BR 18-077
- iv. Visual Arts – BA – ECSU [Name change] BR 18-078

New Programs

- i. Liberal Studies – Earth Science Concentration – BA – ECSU BR 18-079
- ii. Cybersecurity – BS – CCSU BR 18-080
- iii. Nursing – RN/ADN to BSN – COSC BR 18-081
- iv. Social Services Family and Child Studies – Option – AS - Capital CC BR 18-082
- v. Business Management – Certificate – Northwestern CCC BR 18-083
- vi. Health Science – BHSc – SCSU BR 18-084
- vii. Healthcare Studies – BS – SCSU BR 18-085

Suspensions

- i. English – MA – WCSU BR 18-086

Accreditation of Licensed Programs

- i. Respiratory Therapy – BSRT – SCSU BR 18-087

Extension of Lease Term with Verizon Wireless – SCSU BR 18-088

Revision to lease agreement w/Ethnic Heritage Center – SCSU BR 18-090

RESOLUTIONS APPROVED ON CONSENT

Discontinuations

Optical Business Management – Concentration Only – BS – COSC BR 18-059

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to a Bachelor of Science degree with a Concentration in Optical Business Management at Charter Oak State College.

RESOLUTIONS APPROVED ON CONSENT (cont.)

Fire Service Administration – Concentration Only – BS – COSC BR 18-060

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to a Bachelor of Science degree with a Concentration in Fire Service Administration at Charter Oak State College.

Interior Design Management – Concentration Only – BS – COSC BR 18-061

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to a Bachelor of Science degree with a Concentration in Interior Design Management at Charter Oak State College.

Environmental Science – AS – Northwestern CCC BR 18-062

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Environmental Science leading to an Associates of Science degree at Northwestern Connecticut Community College, with a phase-out period ending Spring Semester 2019.

Technology Studies: Electrical Option (COT Degree) – AS – Three Rivers CC BR 18-063

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Technology Studies leading to an Associate in Science degree with an Electrical Option at Three Rivers Community College, with a phase-out period ending Spring Semester 2020.

Technology Studies Engineering Tech. Option (COT Degree) – AS – Three Rivers CC BR 18-064

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Technology Studies leading to an Associate in Science degree with an Engineering Technology Option at Three Rivers Community College, with a phase-out period ending Spring Semester 2020.

Technology Studies: Lean Manufacturing and Supply Chain Mgmt. Option (COT Degree) – AS – Three Rivers CC BR 18-065

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Technology Studies leading to an Associate in Science degree with a Lean Manufacturing and Supply Chain Management Option at Three Rivers Community College, with a phase-out period ending Spring Semester 2020.

Geology – Concentration – BA/BS – COSC BR 18-066

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Geology at Charter Oak State College.

Geography – Concentration – BA/BS – COSC BR 18-067

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Geography at Charter Oak State College.

Philosophy – Concentration – BA/BS – COSC BR 18-068

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Philosophy at Charter Oak State College.

RESOLUTIONS APPROVED ON CONSENT (cont.)

Physics – Concentration – BA/BS – COSC BR 18-069

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Physics at Charter Oak State College.

Religious Studies – Concentration – BA/BS – COSC BR 18-070

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in General Studies leading to either a Bachelor of Arts or a Bachelor of Science degree with a Concentration in Religious Studies at Charter Oak State College.

Computer Systems Technology – Computer Servicing Technician – Certificate – Northwestern CCC BR 18-071

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Computer Systems Technology leading to a Certificate in Computer Servicing Technician at Northwestern Connecticut Community College.

Computer Systems Technology – Computer Help Desk – Certificate – Northwestern CCC BR 18-072

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Computer Systems Technology leading to a Certificate in Computer Help Desk at Northwestern Connecticut Community College.

Criminal Justice: Computer Crime Deterrence – Option and Certificate – Naugatuck Valley CC BR 18-073

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Criminal Justice/Public Safety leading to an Associate of Science degree with a Computer Crime Deterrence Option or Certificate at Naugatuck Valley Community College, with a two-year phase-out period ending Spring Semester 2020.

Fire Science and EMS – AS, Option, Certificate – Capital CC BR 18-074

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Fire Science and EMS leading to an Associate of Science degree with an Option or Certificate at Capital Community College, with a two-year phase-out period ending Spring Semester 2020.

Modifications

Environmental Sciences: Natural Resources Option – AS – Northwestern CCC [name change] BR 18-075

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree option – Environmental Science: Natural Resources Option leading to an Associate of Science degree and its name change to Natural Resources at Northwestern Community College.

Digital Printing and Graphics Technology – BS – CCSU [Name change] BR 18-076

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program – Digital Printing & Graphics Technology, specially a name change to Graphics Technology at Central Connecticut State University.

RESOLUTIONS APPROVED ON CONSENT (cont.)

Visual Arts – Concentration – BA - ECSU Consolidation of three concentrations into one BR 18-077

RESOLVED: That the Board of Regents for Higher Education approve consolidation of three concentrations in the B.A. in Visual Arts at Eastern Connecticut State University into one Studio Art concentration

Visual Arts – BA – ECSU [Name change] BR 18-078

RESOLVED: That the Board of Regents for Higher Education approve the modification of the title of the B.A. in Visual Arts at Eastern Connecticut State University to the B.A. in Art.

New Programs

Liberal Studies – Earth Science Concentration – BA – ECSU BR 18-079

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Concentration in Earth Science within the Liberal Studies program leading to a Bachelor of Arts degree at Eastern Connecticut State University.

Cybersecurity – BS – CCSU BR 18-080

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Cybersecurity program leading to a Bachelor of Science degree at Central Connecticut State University.

Nursing – RN/ADN to BSN – COSC BR 18-081

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Nursing program leading to a Baccalaureate of Science in Nursing degree at Charter Oak State College.

Social Services Family and Child Studies – Option – AS - Capital CC BR 18-082

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Family and Child Studies option within the Social Services program leading to an Associate of Science degree at Capital Community College.

Business Management – Certificate – Northwestern CCC BR 18-083

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Business Management program leading to a Certificate at Northwestern Connecticut Community College.

Health Science – BHSc – SCSU BR 18-084

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a Health Science program leading to a Bachelor of Health Science degree at Southern Connecticut State University.

Healthcare Studies – BS – SCSU BR 18-085

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a Healthcare Studies program leading to a Bachelor of Science degree at Southern Connecticut State University.

Suspensions

English – MA – WCSU BR 18-086

RESOLVED: That the Board of Regents for Higher Education approve the suspension of a program in English leading to a Master of Arts degree at Western Connecticut State University, until Spring Semester 2020.

Accreditation of Licensed Programs

Respiratory Therapy – BSRT – SCSU BR 18-087

RESOLVED: That the Board of Regents for Higher Education grant accreditation of the licensed Respiratory Therapy program leading to a Bachelor of Science in Respiratory Therapy degree at Southern Connecticut State University.

RESOLUTIONS APPROVED ON CONSENT (cont.)

Extension of Lease Term with Verizon Wireless – SCSU BR 18-088

WHEREAS, On June 18, 1997 the former CSU Board of Trustees approved negotiating and executing a lease agreement with the former NYMEX Mobile (Verizon Wireless) for use of approximately 240 square feet on the rooftop of Jennings Hall at Southern Connecticut State University; and

WHEREAS, The Board resolution included term limitations of one 5-year term and three, consecutive 5-year extensions, the last term of which has a term which expires in 2037; and

WHEREAS, Verizon Wireless has requested approval for an additional 5-year term lease with three 5-year extensions; and

WHEREAS, The lease will compensate Southern \$25,550.70 for the first term, with a 15% increase for each extension period.

NOW, THEREFORE, BE IT

RESOLVED that Southern Connecticut State University is authorized to continue leasing Jennings Hall roof space to Verizon Wireless for one 5-year term and up to three, 5-year extensions.

Revision to lease agreement w/Ethnic Heritage Center – SCSU BR 18-090

WHEREAS, In 1991, Southern Connecticut State University was authorized by the former CSU Board of Trustees to lease space in Buley Library to the Ethnic Heritage Center; and

WHEREAS, The Ethnic Heritage Center, currently made up of five historical societies, is a not-for-profit, multi-cultural educational center dedicated to celebrating human diversity of the State of Connecticut; and

WHEREAS, These historical societies consist of the Connecticut Afro-American Society, Irish-American Historical Society, Italian-American Historical Society, Jewish Historical Society of New Haven and the Ukrainian-American Historical Society; and

WHEREAS, The Ethnic Heritage Center remains open to expanding their archives with other cultural archives as opportunities arise; and

WHEREAS, The Ethnic Heritage Center focuses on the preservation of cultural history by educating the public through exhibits, lectures, author appearances, workshops and hosting group visits by local schools; and

WHEREAS, The Center will also be active with the University's Multi-Cultural Center, and university staff and students will have access to the Center's archives for study and research; now therefore be it

RESOLVED THAT, Southern Connecticut State University will enter into a \$1.00 annual lease agreement with the Ethnic Heritage Center for the use of space at the old Student Center, or at a future campus location as determined by Southern Connecticut State University.

ENDORSEMENT OF REVISED STUDENTS FIRST PLAN

Following an overview by President Ojakian with remarks from the Standing Committee Chairs and input from all Board members present, **on a motion from Regent Wright, seconded by Regent Ryan, the following resolution was unanimously approved.** (*Attachment B*)

WHEREAS, the Board of Regents believes the proposed organizational structure for a singly accredited college with three regions and 12 local campuses best serves students and the state;

WHEREAS, the Board's Human Resources and Administration Committee has discussed and provided initial input into job descriptions and hiring processes for new leadership; and

WHEREAS, the Board's Finance and Infrastructure Committee has reviewed updated savings targets for the Students First plan; and

WHEREAS, the Board's Academic and Student Affairs Committee has reviewed revised timelines for alignment of academic programs across the 12 campuses, reviewed timelines for student success efforts, and identified areas for the development of specific metrics for measuring success; therefore, be it

RESOLVED, that based on the above-referenced deliberations, the Board of Regents for Higher Education endorses the attached Students First revised plan to prepare for a singly accredited community college by:

- maintaining the accreditations of the 12 community colleges until fall 2023 when all integrated academic, student support services are in place, and CSCU has worked with NEASC on a process to achieve a single accreditation;
- reorganizing our college system regionally with new leadership structure;
- aligning college curricula statewide, while addressing local and regional distinctiveness, to support high quality educational programs and seamless transfer, including adoption of a statewide general education curriculum;
- implementing initiatives such as guided pathways to improve and increase student enrollment, retention, and completion;
- integrating administrative functions into centralized shared services; and
- sharing resources across campuses to stabilize critical college functions, reduce redundancies, and leverage expertise.

ACADEMIC & STUDENT AFFAIRS COMMITTEE

ASA Committee Chair Merle Harris shared highlights the ASA Committee received from administration concerning projected enrollment for new programs compared to actual numbers. She noted the Committee requested additional information on each of the programs as to why the targeted goals were not met.

AUDIT COMMITTEE

No report.

FINANCE & INFRASTRUCTURE

At the outset of the Committee's report, the Board was advised of a minor, grammatical change requested by Regent Budd to provide clarity [to the resolution concerning the lease renewal of space at SCSU with Verizon Wireless](#). *The resolution was modified accordingly and these minutes reflect the modification.*

Finance & Infrastructure Committee Chair Balducci provided introductory remarks on each of the following resolutions.

MOU for Advanced Manufacturing Program space – Three Rivers CC. On a motion by Regent Balducci, seconded by Vice Chair Melendez, the resolution below passed unanimously.

WHEREAS, The Connecticut State Colleges & Universities (CSCU) continues to meet the needs of a growing Advanced Manufacturing requirements in Connecticut and to develop programs to support the expanding need for skilled workers in the state's manufacturing industry; and

WHEREAS, In cooperation with the Eastern Connecticut Workforce Investment Board and Electric Boat Division of General Dynamics (EB), CSCU desires to significantly increase the number of students trained in order to support the anticipated regional growth; and

WHEREAS, EB has specifically requested that TRCC develop programs and establish facilities to train for both the growth of their business and to replace an aging workforce; and

WHEREAS, Modifying space at Ella Grasso is expeditious, cost-effective, fiscally accretive, and physically desirable and will meet the needs of EB; therefore, be it

RESOLVED THAT, TRCC may execute an MOU with Ella Grasso in order to put the educational programs in place and make modifications as necessary to the facilities, and to purchase equipment required for instruction.

MOU for Space at Eli Whitney Technical HS – Gateway CC. On a motion by Regent Balducci, seconded by Regent Ryan, the resolution below passed unanimously.

- WHEREAS, Gateway Community College (GCC) desires to expand their Allied Health & Nursing Division to include a new Surgical Technology Program as a satellite to the Housatonic Community College Surgical Technology Program; and
- WHEREAS, This program is scheduled to commence in the fall 2018 semester and is expected to accommodate cohorts up to 20 first- and 20 second-year students; and
- WHEREAS, GCC will provide instruction of the Surgical Technology Program in previously constructed space at Eli Whitney Technical High School in Hamden located about 3.7 miles from the main campus, with minimal upfront costs; and
- WHEREAS, In lieu of rent and operating expenses, GCC will provide \$2,000 annual tuition waivers to two Eli Whitney graduating high school seniors to pursue an education in any health care field at Gateway; and
- WHEREAS, GCC will also admit and fund the balance, after Federal Student Aid, for one qualified Eli Whitney High School graduating senior student into the Surgical Technology Program; and
- WHEREAS, Student tuition and fees of the Surgical Technology Program will fully fund the Surgical Technology Program; now therefore be it

RESOLVED THAT, a MOU may be signed allowing for GCC to occupy space at Eli Whitney Technical High School.

Purchase of 347 Prospect Street, Willimantic, ECSU. On a motion by Regent Balducci, seconded by Regent Gray-Kemp, the resolution below passed unanimously.

- WHEREAS, Residential property adjacent to Eastern Connecticut State University has been offered for sale to the Board of Regents for the Connecticut State Colleges and Universities; and
- WHEREAS, The residential property is located at 347 Prospect Street, Willimantic, CT; and
- WHEREAS, The acquisition of property on Prospect Street is part of a planned long-term university effort to obtain real estate parcels that are adjacent to campus to increase buildable land area, enhance aesthetics and better promote the university street frontage; and
- WHEREAS, The acquisition of 347 Prospect Street is consistent with Eastern Connecticut State University's long-term property acquisition goals; and
- WHEREAS, The purchase of 347 Prospect Street totals \$65,000; and
- WHEREAS, This purchase will be funded from the FY2013 allocation of the CSCU 2020 Program Land and Property Acquisition Program; and
- WHEREAS, The Board of Regents property purchase is contingent on the approvals of the Department of Administrative Services, State Properties Review Board, and Attorney General; now therefore be it
- RESOLVED** THAT, The Board of Regents for the Connecticut State Colleges and Universities approves the purchase of 347 Prospect Street for the consideration of \$65,000 on behalf of Eastern Connecticut State University.

FY 2019 Budget/Spending Plan and FY18 Projections - CSCU. On a motion by Regent Balducci, seconded by Regent Ryan, the resolution below passed (Gray-Kemp abstained).

- WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, "...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets..."; and
- WHEREAS, Each college, university and the System Office has submitted a budget for FY 2019 to the Board of Regents summarized in Attachment A; and
- WHEREAS, The Board of Regents approves an overall spending level for all funds except for federal and private grants, bond funds, and intra/inter agency funds; and
- WHEREAS, Each institution commits to adhere to the approved budget, maintaining expenditure control within the spending caps established; and
- WHEREAS, The FY2019 Budget/Spending has been developed based on the approved state budget and state appropriations to CSCU dated May 10, 2018; and
- WHEREAS, The institutional budgets have incorporated information provided by the Governor's office/OPM, the Office of the State Comptroller, legislative pronouncements, and agreements (including provisions of SEBAC); and
- WHEREAS, The institutions have reduced spending wherever practicable over the past several years as state support has been reduced and wages/fringe benefits have increases; and
- WHEREAS, Nonetheless the FY2019 Budget presents a loss position for each of the three constituent units; and
- WHEREAS, Management recognizes that this is not a long-term sustainable position and therefore requires strategic action plans to incorporate system-wide administrative cost savings which have been and continue to be developed; and
- WHEREAS, The Board of Regents has reviewed and discussed the budget proposal and finds the FY2019 Budget/Spending Plan appropriate under CSCU's present fiscal circumstances; therefore, be it
- RESOLVED THAT,** The Board of Regents approves the FY2019 Budget/Spending Plan as summarized in Attachment A. (*Attachment A*)

HUMAN RESOURCES & ADMINISTRATION COMMITTEE

No report.

EXECUTIVE COMMITTEE

No report.

EXECUTIVE SESSION

On a motion by Vice Chair Melendez, seconded by Regent Balducci, the Board voted unanimously to go into Executive Session at 11:23 am for discussion concerning pending litigation:

At the request of Chairman Fleury, President Ojakian remained with the Board in Executive Session.

RETURN TO OPEN SESSION

The Board returned to open session at 12:27 pm, with Chair Fleury advising there were no votes in executive session and that discussion was limited to discussion concerning pending litigation:

ADJOURNMENT

Chairman Fleury declared the meeting adjourned at 12:27 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 JUNE 21, 2018
CSCU System Office, 61 Woodland Street, Hartford, CT

Attachments to Minutes and/or Meeting Handouts/ Presentations

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

- A.** FY 2019 Budget/Spending Plan and FY18 Projections
- B.** Endorsement of Revised Students First Plan

Connecticut State Colleges & Universities
CONSOLIDATED
Fiscal Year 2019 Budget Summary

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS AND COMMITMENTS	TRANSFERS IN / OUT	ADDITIONAL FUNDS (Reserves)	NET
State Universities										
Central Connecticut State University	243,081,118	105,161,564	67,903,230	57,952,686	231,017,480	(12,194,833)	131,195	n/a		-
Eastern Connecticut State University	139,571,490	58,292,579	40,321,046	35,000,259	133,613,884	(7,030,468)	(348,796)	n/a		(1,421,658)
Southern Connecticut State University	227,762,371	101,511,681	66,737,884	52,594,098	220,843,663	(9,241,589)	2,322,881	n/a		-
Western Connecticut State University	132,627,480	60,182,314	37,093,687	29,295,497	126,571,498	(5,944,956)	(1,336,810)	n/a	1,225,784	-
CSU System Office	6,783,595	4,108,012	2,437,582	4,237,997	10,783,591	-	3,999,996	n/a		-
State Universities Total	749,826,054	329,256,150	214,493,429	179,080,537	722,830,116	(34,411,846)	4,768,466	-	1,225,784	(1,421,658)
Community Technical Colleges										
Asnuntuck Community College	22,031,965	10,728,720	7,485,809	3,561,832	21,776,361		39,353	(294,957)		-
Capital Community College	34,181,132	17,973,189	12,483,065	5,084,866	35,541,120		-	(750,884)		(2,110,872)
Gateway Community College	60,828,267	30,207,713	19,937,091	9,545,785	59,690,589		155,137	(1,292,815)		-
Housatonic Community College	42,286,026	20,811,142	13,429,187	7,876,900	42,117,229		100,000	(923,444)		(654,647)
Manchester Community College	55,156,438	28,494,342	19,938,744	6,455,193	54,888,279		149,000	(1,269,333)		(852,174)
Middlesex Community College	24,603,165	12,507,628	7,194,348	4,288,680	23,990,656		71,018	(642,398)		41,129
Naugatuck Valley Community College	60,146,403	31,367,936	21,336,709	7,105,989	59,810,634		134,050	(1,547,259)		(1,077,440)
Northwestern Community College	16,175,210	8,319,820	6,459,202	2,089,899	16,868,921		54,000	(192,576)		(832,287)
Norwalk Community College	49,766,634	26,675,235	14,698,715	8,296,526	49,670,476		155,000	(1,119,653)		(868,495)
Quinebaug Valley Community College	16,680,069	8,668,154	5,611,356	2,190,860	16,470,370		-	(311,470)		(101,771)
Three Rivers Community College	35,784,031	18,033,436	11,369,598	5,214,411	34,617,445		95,009	(962,954)		298,641
Tunxis Community College	36,192,563	18,183,698	12,238,083	4,985,801	35,407,582		113,392	(773,418)		124,955
CCC System Office	20,098,237	16,597,596	7,356,579	7,561,414	31,515,589		(896,582)	11,685,710		(628,224)
Community Technical College Total	473,930,140	248,568,609	159,538,486	74,258,156	482,365,251	-	169,377	1,604,549	-	(6,661,185)
Charter Oak State College	16,217,090	7,958,425	5,797,905	2,466,071	16,222,401	-	-	-	-	(5,311)
Board of Regents	647,587	366,875	280,712	-	647,587	-	-	-	-	-
Total Board of Regents for Higher Education	1,240,620,871	586,150,059	380,110,532	255,804,764	1,222,065,355	(34,411,846)	4,937,843	1,604,549	1,225,784	(8,088,154)

ITEM

Connecticut State Colleges & Universities (CSCU) – Fiscal Year 2019 Budget/Spending Plan and Fiscal Year 2018 Projections

BACKGROUND

At the April 25, 2018 meeting of the Finance and Infrastructure Committee meeting, management provided the members with information concerning SEBAC provisions and fringe benefit rate increases which were expected to impact the fiscal year 2019 budgets. In summary:

- All full time employees covered by bargaining unit agreements will be paid a one-time \$2,000 in FY2019; part-time represented employees will be prorated.
- Fringe benefit rates are expected to increase for all employees, but especially for those in the State Employees Retirement System (SERS); the projected fringe rate for SERS increases by 16.9%, or eleven percentage points, to 76.05%. Including the increase in average cost of medical insurance, SERS employees are estimated at a 92.29% fringe benefit rate.

These factors were used to project the FY2019 impact at over \$45M additional cost to the system. For purposes of this projection, the FY2018 Mid-Year Projections and the Governor's recommended appropriations were used, and no attrition was assumed.

Since then, the state has issued a final FY2019 budget, and the institutions have updated their projections for FY2018. Both have been favorable to the system:

- The most recent FY2018 projections as calculated by the institutions and provided herein are significantly improved:

<u>CSCU Consolidated</u>	
(12,596,753)	February Projections
(6,410,425)	May Projections
<u>6,186,328</u>	Improved Projections

- The following table shows the state appropriations for FY2018 and the February proposed and May final FY2019 appropriations.
 - We have also included the appropriations for the Roberta Willis Scholarship program as changes in this state line item can impact CSCU enrollments. The amounts appropriated herein is for all Connecticut eligible institutions.

<u>Account</u>	FY18 After Holdbacks 12/11/2017	FY19 Gov Recomm 2/5/2018	FY19 FINAL 5/10/2018	FY19 FINAL vs FY18 After Holdback	FY19 FINAL vs FY19 Gov Recomm
Workers' Comp Claims	3,289,276	3,289,276	3,289,276	-	-
Charter Oak State College	2,185,756	2,200,543	2,950,543	764,787	750,000
Comm Tech College System	143,839,173	140,293,547	134,043,547	(9,795,626)	(6,250,000)
Connecticut State University	134,159,220	138,303,242	138,303,424	4,144,204	182
Board of Regents	362,240	366,875	366,875	4,635	-
Developmental Services	8,912,702	8,912,702	8,912,702	-	-
Outcomes Based Funding	1,202,027	1,202,027	1,202,027	-	-
IMRP	300,000		450,000	150,000	450,000
Total Excluding Workers Comp	290,961,118	291,278,936	286,229,118	(4,732,000)	(5,049,818)
Total Including Workers Comp	294,250,394	294,568,212	289,518,394	(4,732,000)	(5,049,818)
OSC FB Support for Colleges			16,200,000	16,200,000	16,200,000
Roberta Willis	35,345,804	33,388,637	33,388,637	(1,957,167)	-

- Charter Oak State College
 - The increased appropriation above recognizes a fiscal cliff that was projected for COSC.
 - Losses originally projected that COSC would use up reserves completely in FY2019. OPM and legislators responded to managements’ concerns, greatly helping the FY2019 budget situation for the college.
 - As discussed further herein, there were additional structural changes undertaken to secure COSC’s financial position and the college’s management team continues to evaluate strategies to improve enrollment and revenues.
- Community Colleges
 - The \$16.2M above has been provided to the Community Colleges to offset the impact of the significant increase in fringe benefit rates on the results, and the inability of the colleges to raise tuition and fees enough to cover the large operating fund impact.
 - However, the general fund appropriation for the Community Colleges has been decreased by \$6.2M.
 - Overall, and including the fringe benefit impact of the general fund reduction, the Community Colleges are approximately \$1.4M worse off than prior year and approximately \$5M better off than the Governor’s Recommendation as shown below (\$ millions):

	<u>vs FY18 Final</u>	<u>vs FY19 Gov Rec</u>
Delta (above)	<u>(9.8)</u>	<u>(6.3)</u>
Delta w/ Fringe	(17.6)	(11.3)
FB Support	<u>16.2</u>	<u>16.2</u>
Net Inc/(Dec)	<u>(1.4)</u>	<u>5.0</u>

- State Universities
 - Funding has improved by \$4.1M from prior year and remains relatively flat with the Governor's February recommendations.

With the improved outlook for FY2018 as reported by the institutions, and with the additional state funding provided in the final state budget, the FY2019 budget – while still unfavorable in many respects – is much improved from the projections provided to the Finance Committee in April.

ANALYSIS FY2018 PROJECTIONS

The most current FY2018 projections, while significantly improved from the February projections, continue to indicate a loss for the year for the Community Colleges and for Charter Oak (\$ millions):

FISCAL YEAR 2018 MAY PROJECTIONS

	<u>Revenue</u>	<u>Wages/ Salaries</u>	<u>Fringe Benefits</u>	<u>Other Expenses</u>	<u>Total Expenses</u>	<u>Debt Service</u>	<u>Net Set-Asides /Transfers</u>	<u>Net Results</u>
State Universities	708.4	309.0	185.0	174.1	668.1	(34.5)	(5.6)	0.2
Community Colleges	454.0	241.6	146.6	73.0	461.2		1.3	(6.0)
Charter Oak State College	16.5	9.2	5.3	2.6	17.1			(0.6)
Board of Regents	0.6	0.4	0.3		0.6			0.0
Total CSCU	1,179.5	560.1	337.2	249.7	1,147.1	(34.5)	(4.3)	(6.4)

- The State Universities are projecting a break-even for the year. This is significantly improved from the earlier projections, generated by personnel cost savings. Vacancies were not filled in order to preserve budget at all of the four universities, but primarily at CCSU and SCSU.
- The Community Colleges' May projection is relatively close to the one submitted in February. The colleges in aggregate also held vacancies open in the most recent projection resulting in about \$1M in reduced spending, but still projected at a \$6M loss for the year.
- Charter Oak's current projections are the same as provided in February.
- The Net Set-Asides/Transfers at the State Universities are primarily related to the extra longevity payment deferred from FY2018 to FY2019. The funds are shown transferred back into net results below in the summary of the FY2019 Budget.
- Debt Service at the State Universities is to pay off debt incurred through CHEFA bond sales which are used to finance dormitories and student centers/parking structures at the universities.

The FY2018 losses sustained by Charter Oak and the Community Colleges are discussed further below in the Analysis of Unrestricted Net Position.

ANALYSIS FY2019 BUDGET

The following summarizes the FY2019 Budget for CSCU constituent units:

FISCAL YEAR 2019 BUDGET SUMMARY

	Revenue	Wages/ Salaries	Fringe Benefits	Other Expenses	Total Expenses	Debt Service	Net Set-Asides /Transfers	Net Results
State Universities	749.8	329.3	214.5	179.1	722.8	(34.4)	6.0	(1.4)
Community Colleges	473.9	248.6	159.5	74.3	482.4		1.8	(6.7)
Charter Oak State College	16.2	8.0	5.8	2.5	16.2			(0.0)
Board of Regents	0.6	0.4	0.3		0.6			0.0
Total CSCU	1,240.6	586.2	380.1	255.8	1,222.1	(34.4)	7.8	(8.1)

- As discussed in the background section, there has been some additional funding provided by the state following the February estimates for FY2019 provided to the Committee, and the reductions in spending for FY2018 discussed above also benefit the FY2019 budget.
- In spite of these improvements, the State Universities and the Community Colleges in aggregate are budgeting losses in the coming fiscal year.
- State Universities – Attachment E
 - As indicated, ECSU is budgeting for a \$1.4M loss in FY19.
 - WCSU would be incurring a loss in FY19 as well, but for the second year in a row the WCSU Foundation has committed to fund operations which will eliminate the \$1.2M budgeted loss.
- Community Colleges – Attachment F
 - The following colleges are budgeting for losses in FY19:
 - Capital CC
 - Housatonic CC
 - Manchester CC
 - Naugatuck Valley CC
 - Norwalk CC
 - Northwestern CC
 - Quinebaug Valley CC
 - The following colleges are budgeting at a break-even or slightly profitable in FY19:
 - Asnuntuck CC
 - Gateway CC
 - Middlesex CC
 - Three Rivers CC
 - Tunxis CC
 - In addition, the CCC portion of the System Office is budgeting a loss for FY19, primarily related to the start-up of Guided Pathways, absorption of the Call Center serving the 12 colleges and other CTDLC personnel, as well as other strategic initiatives. (See also comments re: Charter Oak below).

- Charter Oak is budgeting at a near break-even after a slight increase of state funding, and the System Office absorption of certain CTDLC personnel and activities which are deemed to be system-wide initiatives.
 - We note that Charter Oak was absorbing all CTDLC costs in the past, and the college could no longer afford to fiscally support those initiatives or associated personnel costs.
 - A reorganization has been planned for FY19 including bringing the Call Center into the System Office, and redeploying other activities, while leaving core competencies under the Charter Oak umbrella.
 - Under SEBAC job security provisions, the associated personnel are being repositioned into appropriate functions.

ANALYSIS UNRESTRICTED NET POSITION

The following table illustrates estimated unrestricted and undesignated reserves at the end of FY19:

	UNRESTRICTED NET POSITION (1)							
	Fiscal Year Ended							
	2012	2013	2014	2015	2016	2017	2018	2019
State Universities	126.1	145.1	145.1	115.1	136.8	143.1	143.2	141.8
Community Colleges	28.3	15.2	13.3	25.7	37.7	45.7	39.8	33.1
Charter Oak	1.0	1.6	1.5	1.2	0.7	0.8	0.2	0.2
Total	155.4	161.8	159.9	142.0	175.2	189.6	183.2	175.1
Estimated Undesignated (2)						136.6	130.2	122.6

(1) Unrestricted Net Position comes from the audited financial statements, less adjustments for GASB 68, Pension Liability, through FY17 (FY18 financial statements are currently under audit).

(2) Adjustments for designated funds relate to the CSU's set-asides for debt service, student designated projects, etc.

Based on estimated expenditures for FY19, this would leave the State Universities, Community Colleges, and Charter Oak with 0.67, 0.63, and 0.15 months of operating expenses in unrestricted, undesignated reserves on hand at the end of FY19. This represents the contingency funds on hand, which the professionals estimate should be approximately 6 – 9 months for a healthy “rainy day” fund in higher education.

PATH FORWARD FOR FISCAL SUSTAINABILITY

Although projections are slightly improved over earlier estimates due to (1) improved state funding over expectation, and (2) continued cost cutting by the institutions, primarily via headcount reductions through attrition, the path forward still requires cost cutting measures in certain areas.

Management will continue to look for administrative cost savings and the ability to reprioritize spending to best serve students.

RECOMMENDATION

Approve Fiscal Year 2019 Budget/Spending Plan for the Connecticut State Colleges & Universities (CSCU), as summarized in Attachment A to this report.

Attachments:

- A – Fiscal Year 2019 Budget Summary
- B – Fiscal Year 2018 Budget Summary
- C – Fiscal Year 2018 Estimate (Projection)
- D – CSCU Consolidated FY 2019 Budget and Comparatives
- E – CSU Institutional FY 2019 Budget and Comparatives
- F – CCC Institutional FY 2019 Budget and Comparatives
- G – Institutional Enrollment
- H – Financial Aid – Federal, State, Private, and Institutional
- I – Unrestricted Net Position

6/06/18 Finance & Infrastructure Committee
6/21/18 Board of Regents

CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Endorsement of Revised Students First Plan

June 21, 2018

WHEREAS, the Board of Regents believes the proposed organizational structure for a singly accredited college with three regions and 12 local campuses best serves students and the state;

WHEREAS, the Board's Human Resources and Administration Committee has discussed and provided initial input into job descriptions and hiring processes for new leadership; and

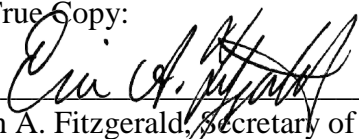
WHEREAS, the Board's Finance and Infrastructure Committee has reviewed updated savings targets for the Students First plan; and

WHEREAS, the Board's Academic and Student Affairs Committee has reviewed revised timelines for alignment of academic programs across the 12 campuses, reviewed timelines for student success efforts, and identified areas for the development of specific metrics for measuring success; therefore, be it

RESOLVED, that based on the above-referenced deliberations, the Board of Regents for Higher Education endorses the attached Students First revised plan to prepare for a singly accredited community college by:

- maintaining the accreditations of the 12 community colleges until fall 2023 when all integrated academic, student support services are in place, and CSCU has worked with NEASC on a process to achieve a single accreditation;
- reorganizing our college system regionally with new leadership structure;
- aligning college curricula statewide, while addressing local and regional distinctiveness, to support high quality educational programs and seamless transfer, including adoption of a statewide general education curriculum;
- implementing initiatives such as guided pathways to improve and increase student enrollment, retention, and completion;
- integrating administrative functions into centralized shared services; and
- sharing resources across campuses to stabilize critical college functions, reduce redundancies, and leverage expertise.

A True Copy:



Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ACTION ITEM

REVISED STUDENTS FIRST PLAN

BACKGROUND

After the CIHE-NEASC response to the Students First proposal in April, CSCU President Ojakian and his leadership team and Board of Regents members have taken several steps to determine our path forward. A meeting was held with Dr. Barbara Brittingham from NEASC to review the Commission's response. Additionally, the CSCU leadership team connected with leaders from Vermont and Maine and other systems (such as Lone Star College in Texas) to identify alternative strategies for addressing our student success and financial challenges. CSCU college faculty, staff, and the Faculty Advisory Committee (FAC) also offered suggestions for reaching the goals laid out in the Students First plan.

At Dr. Brittingham's suggestion, Board leadership, President Ojakian and his leadership team and a number of college presidents met with Dennis Jones and Sally Johnstone from National Center for Higher Education Management Systems (NCHEMS) to review the Students First submission to NEASC. NCHEMS provided input on ways to lay the foundation for a single college in the future by consolidating administrative functions and aligning curriculum through a more gradually paced academic planning and transition process. They also helped to identify ways to progress towards a more efficient organization in the near-term while adhering to the BOR's objectives of sustainable, quality, accessible public higher education, consistent with NEASC standards throughout the process. Based on this information, President Ojakian presents to the Board of Regents a revised Students First plan that advances the vision stated below as well as the benefits of this college reorganization for students, the CSCU system and the state.

VISION

Provide a dynamic community college that leverages talents and capabilities to help students attain their individual educational goals within available resources and responds to community and state needs.

BENEFITS OF CONSOLIDATION

A single CIHE-NEASC accredited community college with 12 campuses significantly improves CSCU's ability to serve students by removing barriers to student success, prioritizing student-facing services amid fiscal constraints, mitigating upward pressure on tuition, scaling best practices, streamlining administrative tasks, and aligning common procedures. The realization of these benefits will require new or updated Board policies.

Key attributes include:

- Maintaining the uniqueness, identity, and community connections of each campus.
- Establishing a common General Education curriculum that is more efficient to navigate for students.

- Aligning program curricula to provide a common and consistent high quality higher education, enabling students to take courses on different campuses without concerns about course transfer or conflicting program requirements.
- Implementing Guided Pathways strategies for student success to improve student enrollment, retention, and completion.
- Instituting clear enrollment management practices – including strategic use of limited institutional aid, targeted recruitment, and metrics-driven policies – to improve student enrollment, retention, and completion.
- Providing a consistent experience for students through fully integrated information technology systems, a single admissions application, a single financial aid process, a single billing process, a single student ID number, and a common course catalog.
- Creating consistent websites across the 12 campuses to provide information on courses, transfer opportunities, wrap around services, industry partnerships, etc.
- Ensuring colleges meet the needs of students as well as local and regional employers.
- Ensuring a financially stable and sustainable future for the state’s community colleges that minimizes tuition increases in the face of declining state funding.

REVISED STUDENTS FIRST PLAN

CSCU will prepare for a singly accredited community college while respecting the importance of the 12 campuses for the delivery of instruction and for meeting state, local and regional needs by:

- Maintaining the accreditations of the 12 colleges until fall 2023 when all integrated academic, student support services are in place, and CSCU has worked with NEASC on a process to achieve a single accreditation.
- Regionalizing our community colleges and creating a new leadership structure.
- Aligning college curricula statewide through faculty workgroups to support high quality educational programs and seamless transfer, including adoption of a statewide general education curriculum.
- Implementing initiatives such as Guided Pathways to improve and increase student enrollment, retention, and completion.
- Integrating administrative functions into centralized shared services.
- Sharing resources across campuses to stabilize critical college functions, reduce redundancies, and leverage expertise.
- Hiring a number of positions to raise additional income for the system including a VP of Enrollment Management and a CSCU Development Officer to support student success and programmatic initiatives for the colleges

New Community College Leadership and Regional Structure

CSCU will implement a regional structure, while maintaining the 12 accreditations of the colleges until fall 2023, our target date for transition to a singly accredited college. Three Regional Presidents will be hired in spring 2019, while maintaining the 12 college-based chief executive, chief financial and chief academic officers per NEASC standards. (See attached organizational chart – Attachment A)

Three regions are proposed based on an analysis of the towns that serve as primary feeders to campuses, employer partnerships, and student enrollment trends. Originally, the regions were established to distribute equitably campus populations and resources statewide. However, given geographic and programmatic considerations, as well as feedback from Middlesex Community College faculty and staff, we propose a change in their original placement. Proposed Regions (with informal working titles):

Capitol-East (Region 1): Capital, Manchester, Middlesex, Quinebaug Valley and Three Rivers Community Colleges

North-West (Region 2): Asnuntuck, Naugatuck Valley, Northwestern, and Tunxis Community Colleges

Shoreline-West (Region 3): Gateway, Housatonic and Norwalk Community Colleges

Align College Curricula Statewide

CSCU will continue to align curricula statewide to ensure seamless student transfer between colleges and to the universities. The Students First Academic and Student Affairs Consolidation Committee has begun developing a common general education curriculum. Faculty workgroups will be engaged in making all curricular decisions in consultation with campus senates, curriculum committees, and academic administrators. Those programs with specialized accreditation will remain at their current locations.

The Students First Academic and Student Affairs Consolidation Committee has updated its timeline for program curriculum revision into three rounds, with the first beginning September 2018 and the third concluding in May 2021. There are additional steps planned to get all registration, student data systems, and financial aid considerations addressed by August 2023, the single college launch date. (See attached Gantt chart for more information – Attachment B)

Based on feedback from many sources, including FAC and NEASC, CSCU also revised the proposed academic leadership plan to maintain the current department chair structure, which will minimize disruption and facilitate the academic alignment process.

Student Enrollment and Completion Initiatives

Guided Pathways will serve as the cornerstone of our plan to improve student enrollment, retention, and completion. Guided Pathways helps students efficiently complete credentials, seamlessly transfer, and attain jobs with value in the labor market. Working with the CSCU Student Success Center, faculty and staff are collaborating to design new and aligned practices for the single institution including extensive work this summer. These groups are generating recommendations to improve student experiences with enrollment in the colleges for fall 2019, including a single application to the community colleges, consistent websites at both the system and the colleges to support enrollment, transfer and transparency, and greater use of technology to enroll and support students through advising.

The Connecticut legislature appropriated over one million dollars to support student completion efforts. Distribution of these funds to the CSCU community colleges will now be based on improvement in Key

Performance Indicators, which measure first-year momentum and success, as designed by the CSCU Student Success Center.

To reverse enrollment declines, improve retention, promote timely completion, and generate revenue, CSCU will hire a Vice President of Enrollment Management in 2019 to serve the colleges and implement new strategies across the regions to support enrollment.

Shared Services

The revised plan integrates and centralizes key administrative areas including institutional research, marketing, facilities, human resources and information technology functions over the next few years. Leadership will be provided centrally to the various functional teams at the campuses.

President Ojakian has also dedicated resources for the hiring of a CSCU Development Officer to locate new funding streams to support student success and programmatic initiatives for the colleges. In addition, the Regional Presidents and Campus CEOs will support the efforts of the college foundations to raise much needed resources for the individual colleges while sharing best practices and costs where appropriate.

Shared Resources across Campuses

Regional Presidents will achieve savings and economies of scale by sharing resources across colleges, including in the areas of administration and academic programming. This has been achieved through partnerships between Gateway and Housatonic and between Asnuntuck and Tunxis Community Colleges. These efforts save resources, allow colleges to reinvest in teaching and student supports, and make better use of the talents of the system.

BOR COMMITTEE REVIEW OF REVISED PLAN

In May and June of 2018, Committees of the BOR met to review aspects of the revised Students First plan. ***The Human Resources and Administration Committee*** provided initial input into qualities essential for community college leadership endorsing those identified by Aspen Institute for exceptional leaders:

- Committed to student success
- Takes strategic risks
- Builds strong teams
- Establishes urgency
- Plans lasting internal change
- Results-oriented
- Communicates effectively
- Financial and operational ability
- Entrepreneurial fundraiser
- Develops effective external partnerships

The Committee determined that the same skills are required of the Regional Presidents and Campus CEOs as well as the eventual College President. However, the responsibilities and deliverables for each

position demand different levels of skills. For instance, all must be committed to student success, but their fundraising roles might differ. Committee members stated that key skill sets in leadership, administration, and academic/student affairs were critical for ensuring success. They acknowledged that experience in a community college setting would be desirable. In addition, the HR Committee reviewed proposed hiring processes for the Regional Presidents and Campus CEOs ensuring that the composition of search committees represent a diverse cross section of appropriate stakeholders at both the campus and system level. Decisions regarding job descriptions, CSCU leadership in consultation with the HR Committee will finalize salary ranges and searches as the plan moves forward. Additionally, the Committee has recommended to President Ojakian that the system engage in a change management process to make sure reorganization efforts are successful.

The Finance Committee met to review updated targeted savings for the revised plan. Given the Commission's response, President Ojakian and his leadership team re-evaluated what can be implemented in the near term and established a new Phase 1 target for the revised plan.

To maintain accreditation at the 12 community colleges, each must have a chief executive officer, a chief academic officer, and a chief financial officer. Each officer must maintain an appropriate structure so that the institution may “fulfill its purposes and objectives and establishes the means to assess the effectiveness of the institution.” The organizational structure proposed will comply with the standards for institutional accreditation. CSCU will seek to consolidate support activities and share services to optimize efficiencies and provide a pathway for the full single college consolidation when appropriate.

New estimates indicate \$17 million can be saved in the near term through the regionalization of the college structure and administrative consolidations in key areas such as information technology, facilities, institutional research and human resources versus \$23 million in the original plan. The \$6 million difference, attributed largely to the finance operation that cannot be consolidated at this time, can be achieved as savings as the single college structure is implemented in 2023.

<u>SUMMARY</u>	Original Consolidation Plan	Phase 1 Revised Plan	Delta
Dollar Savings	23,301,255	17,297,869	(6,003,386)
Headcount Savings	163	117	(46)
Implementation Costs	2,161,348	1,560,848	(600,500)

The Academic and Student Affairs Committee met to review the revised plan particularly related to the academic planning timeline, student success efforts and the establishment of metrics to measure progress in these areas. Based on the revised timeline, the colleges could be prepared for a single accreditation for the fall 2023 semester.

As recommended by the ASA committee, CSCU will develop specific metrics for Board review beginning Fall 2018 to document the results of regional reorganization, administrative integration, and academic and student affairs planning, as well as to identify areas for continued improvement, including:

- Increased enrollment
- Increased first-year momentum
- Increased retention
- Increased completion and completion in timely manner
- Reduced gaps in attainment for underrepresented populations in support of equity goals
- Increased use of different teaching delivery methods, including hybrid, online, and synchronized

Additional metrics were identified that speak to the fiscal effectiveness of the regional structure and administrative integration of functions:

- Savings due to administrative integration
- Savings due to regional consolidation Redirected savings to student supports
- Increased responsiveness to regional economic development and workforce needs embraced by stakeholders across sectors

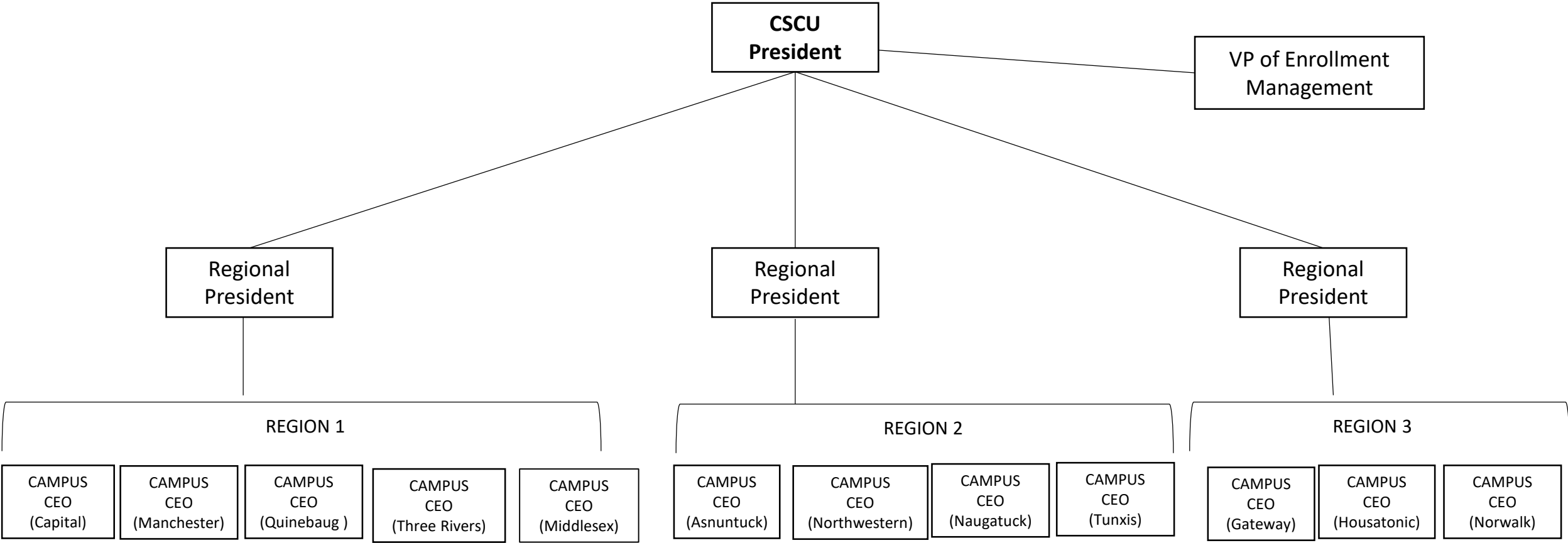
NEXT STEPS

President Ojakian seeks Board endorsement of the revised plan with direction to begin the regionalization of the college structure, selection for the new leadership positions, integration of administrative functions, implementation of student success efforts, alignment of statewide curricula, and engagement in change management activities.

President Ojakian will keep NEASC staff apprised of CSCU's efforts and invite them to attend future BOR Academic and Student Affairs committee meetings to discuss our progress and prepare for the process of accreditation.

President Ojakian will provide regular reports at BOR Committee and full Board meetings to keep members, CSCU faculty, staff and students and the public apprised of progress, challenges related to implementation and new opportunities for the system (see attached community letter dated June 18, 2018 – Attachment C hereto).

Proposed Leadership Structure



Note: Each campus will have a CEO, CFO and CAO per NEASC standards

CSCU Students First Timeline
6/13/18

ID	Task Name	Start	Finish	Timeline																													
				2018				2019				2020				2021				2022				2023									
				M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M	M	J	S	N	J	M
1	Academic Affairs: Building the Curriculum			[Red bar from 6/13/18 to 6/13/18]																													
2	General Education Work Group completes common Gen Ed proposal	Tue 5/1/18	Tue 4/30/19	[Red bar from 5/1/18 to 4/30/19]																													
3	Program/course consolidation round one	Thu 11/1/18	Fri 5/31/19	[Red bar from 11/1/18 to 5/31/19]																													
4	Round one governance/approval	Sun 9/1/19	Tue 12/31/19	[Red bar from 9/1/19 to 12/31/19]																													
5	Program/course consolidation round two	Fri 2/1/19	Tue 12/31/19	[Red bar from 2/1/19 to 12/31/19]																													
6	Round two governance/approval	Wed 1/1/20	Sun 5/31/20	[Red bar from 1/1/20 to 5/31/20]																													
7	Program/course consolidation round three	Sun 9/1/19	Sun 5/31/20	[Red bar from 9/1/19 to 5/31/20]																													
8	Round three governance/approval	Tue 9/1/20	Thu 12/31/20	[Red bar from 9/1/20 to 12/31/20]																													
9	U.S. Department of Education Program Approval (for programs not at chosen consolidation college)	Wed 1/1/20	Mon 5/31/21	[Red bar from 1/1/20 to 5/31/21]																													
10	Business Information Systems Build (Banner, myCommNet, Degree Works, etc.	Wed 1/1/20	Tue 5/31/22	[Red bar from 1/1/20 to 5/31/22]																													
11	Single Application Available for Student Use	Sat 10/1/22	Wed 8/30/23	[Red bar from 10/1/22 to 8/30/23]																													
12	Course catalog open and single college registration	Sat 4/1/23	Fri 9/15/23	[Red bar from 4/1/23 to 9/15/23]																													
13	Could mark first day of new college	Wed 8/30/23	Wed 8/30/23	[Red bar at 8/30/23]																													
14	Student Success Initiatives			[Blue bar from 6/13/18 to 6/13/18]																													
15	Establishment of Student Success Key Performance Indicators (KPIs)	Sat 9/1/18	Tue 10/30/18	[Blue bar from 9/1/18 to 10/30/18]																													
16	VP of Enrollment Management Hiring	Sat 9/1/18	Mon 12/31/18	[Blue bar from 9/1/18 to 12/31/18]																													
17	Guided Pathways development of single student application and associated paperwork	Sat 9/1/18	Tue 12/31/19	[Blue bar from 9/1/18 to 12/31/19]																													
18	Guided Pathways policy recommendations to inform consolidation	Sat 9/1/18	Mon 5/31/21	[Blue bar from 9/1/18 to 5/31/21]																													
19	Guided Pathways rolled out at 12 colleges	Sat 9/1/18	Mon 1/30/23	[Blue bar from 9/1/18 to 1/30/23]																													
20	Continue call center services for colleges with opportunity for expansion to universities and Charter Oak	Sat 9/1/18	Wed 8/30/23	[Blue bar from 9/1/18 to 8/30/23]																													
21	Create a student communications plan across all campuses including modernization of contact formats	Tue 1/1/19	Fri 5/31/19	[Blue bar from 1/1/19 to 5/31/19]																													
22	Reorganize campus structure and delivery of strategic enrollment management	Tue 1/1/19	Fri 5/31/19	[Blue bar from 1/1/19 to 5/31/19]																													
23	New College Leadership/Regional Reorganization			[Cyan bar from 6/13/18 to 6/13/18]																													
24	Hire College Marketing Director	Sat 9/1/18	Mon 12/31/18	[Cyan bar from 9/1/18 to 12/31/18]																													
25	Conduct national search for and hire three Regional Presidents	Sat 9/1/18	Fri 5/31/19	[Cyan bar from 9/1/18 to 5/31/19]																													
26	Develop plan for regional organization of workforce development	Sat 9/1/18	Fri 5/31/19	[Cyan bar from 9/1/18 to 5/31/19]																													
27	Hire CSCU Development Officer	Sat 9/1/18	Fri 5/31/19	[Cyan bar from 9/1/18 to 5/31/19]																													
28	Replace Campus CEOs as needed	Sat 9/1/18	Wed 8/30/23	[Cyan bar from 9/1/18 to 8/30/23]																													
29	Hire three budget officers	Tue 1/1/19	Fri 5/31/19	[Cyan bar from 1/1/19 to 5/31/19]																													
30	Administrative Integration			[Yellow bar from 6/13/18 to 6/13/18]																													
31	Reorganize college staff in Institutional Research into one team dedicated collectively to the needs of the colleges at both the campus and system level	Sat 9/1/18	Mon 12/31/18	[Yellow bar from 9/1/18 to 12/31/18]																													
32	Establish administrative savings metrics	Sat 9/1/18	Mon 12/31/18	[Yellow bar from 9/1/18 to 12/31/18]																													
33	Create new Strategic Human Resources Management structure for delivery of services to the colleges and Charter Oak	Tue 1/1/19	Fri 5/31/19	[Yellow bar from 1/1/19 to 5/31/19]																													
34	Create IR teams engaging all 17 campuses in areas including data analytics, federal and state reporting, etc.	Tue 1/1/19	Fri 5/31/19	[Yellow bar from 1/1/19 to 5/31/19]																													
35	Hire new facilities manager at system office	Tue 1/1/19	Fri 5/31/19	[Yellow bar from 1/1/19 to 5/31/19]																													
36	Establish Centers of HR Expertise that engage all 17 campuses in areas including labor relations, Title IX and affirmative action, searches and hiring, benefits and retirement counseling	Sat 6/1/19	Tue 12/31/19	[Yellow bar from 6/1/19 to 12/31/19]																													



June 18, 2018

Dear CSCU Community,

This week the Board of Regents will convene to discuss among other things, our proposed revisions to our Students First consolidation plan. In keeping with the promise to keep you informed, I am sharing our recommendation to the Board in advance of the meeting. I encourage all of you to review [the Staff Report](#) that will be discussed in detail during the Board meeting on Thursday.

After the NEASC response to our Students First proposal in April, members of the Board and my leadership staff have taken a number of steps to determine our path forward. First, we met with Dr. Barbara Brittingham from NEASC to review the Commission's response. At Dr. Brittingham's suggestion, we also met with the National Center for Higher Education Management Systems (NCHEMS) who assisted NEASC in reviewing our original proposal. They helped to identify ways to progress towards a more efficient organization while adhering to the BOR's objectives of sustainable, quality, accessible public higher education, consistent with NEASC standards. CSCU college faculty, staff, and the Faculty Advisory Committee (FAC) also offered suggestions for reaching the goals of removing barriers to student success, scaling best practices, streamlining administrative tasks, and aligning common procedures.

As a result, we are revising our Students First plan in three significant ways: extend our timeline for the single accredited community college to 2023 thereby keeping the 12 accreditations of the colleges, develop a more gradually paced academic planning and transition process, and maintain the current department chair structure. The revised plan is estimated to save \$17M when fully implemented versus the \$23M as originally proposed. Our revised plan also includes:

- Regionalizing our community colleges and creating a new leadership structure. We will hire three Regional Presidents in spring 2019, while maintaining the 12 college-based CEO, CFO, and CAO positions per NEASC standards.
- Aligning college curricula statewide to support high quality educational programs and seamless transfer, including adoption of a statewide general education curriculum.
- Implementing initiatives such as guided pathways to improve and increase student enrollment, retention, and completion.
- Integrating administrative functions into centralized shared services.
- Sharing resources across campuses to stabilize critical college functions, reduce redundancies, and leverage expertise.
- Hiring a number of positions to raise additional income for the system including a VP of Enrollment Management and a CSCU Development Officer.

Our goal remains the same, to create a dynamic community college focused on helping students attain their individual educational goals, and responds to community and state needs. We also recognize that more time is needed to get the foundation in place for a change as large as this.

Beginning this fall, as directed by the Board, we will implement the immediate next steps of regionalizing the college structure, selecting new leadership, integrating and centralizing administrative functions, implementing Guided Pathways and aligning curriculum statewide. CSCU will establish metrics to document the results of regional reorganization, administrative integration, and academic and student affairs planning, to help identify areas for continued improvement. We will keep NEASC staff apprised of our efforts and invite them to attend future BOR Academic and Student Affairs committee meetings so that we may discuss our progress and prepare for the single accreditation process.

I want to thank everyone for their engagement in this important work, particularly those who are planning this summer for the Guided Pathways initiative. I will continue to provide updates on the progress and challenges related to implementation and new opportunities for our students and our colleges.

Sincerely,

Mark

Mark Ojakian, President
Connecticut State Colleges & Universities