

**BOARD OF REGENTS FOR HIGHER EDUCATION  
CT STATE COLLEGES AND UNIVERSITIES (CSCU)  
MINUTES – REGULAR MEETING – 10 AM, THURSDAY, SEPTEMBER 20, 2018  
CSCU SYSTEM OFFICE, 61 WOODLAND STREET, HARTFORD, CT**

<b>REGENTS – PARTICIPATING (Y = yes / N = no)</b>	
Matt Fleury, Chair	Y
Yvette Meléndez, Vice Chair	Y
Richard J. Balducci	Y
Aviva D. Budd	Y
Naomi K. Cohen	Y
Felice Gray-Kemp	Y
Merle W. Harris	Y
Holly Howery	Y
David R. Jimenez	Y
JoAnn Ryan	Y
Elease E. Wright	Y
Vacancy - SAC Chair	Y
Vacancy - SAC Vice Chair	Y
*William Lugo, FAC Chair	Y
*Del Cummings, FAC Vice Chair	Y
*Kurt Westby, Labor Commissioner	Y
*Raul Pino, Public Health Commissioner	N
*Catherine H. Smith, DECD Commissioner	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  
 Dr. William Gammell, Director, Policy, Research and Strategic Planning  
 Erin A. Fitzgerald, Associate Director, Board Affairs / Board Secretary

**STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS/CEOs**

James Lombella, Asnuntuck Community College and interim at Tunxis Community College – Yes  
 Duncan Harris, Capital Community College – Yes  
 Ed Klonoski, Charter Oak State College - Yes  
 Paul Broadie, Housatonic Community College and Interim at Gateway Community College - Yes  
 Tanya Millner Harlee, Manchester Community College – Yes  
 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 – No

**STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS/CEOs (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 – Yes  
Joe Bertolini, Southern Connecticut State University – Yes  
John Clark, Western Connecticut State University - Yes

**CALL TO ORDER**

Chairman Fleury called the meeting to order at 10:05 am and, following roll call, declared a quorum present.

**ADOPT AGENDA**

Chairman Fleury called for a motion to adopt the meeting agenda as presented; **on a motion by Regent Cohen, seconded by Regent Balducci, the Agenda was unanimously adopted.**

**BOR CHAIRMAN MATT FLEURY**

Chairman Fleury welcomed board members, faculty and staff back after the summer, noting that the 18-19 academic year was off to a good start. He welcomed CT Department of Labor Commissioner, Kurt Westby, to the Board of Regents. He commented on the passing of former Regent Larry DeNardis, noting his invaluable contributions to not only the Board of Regents, but, also, to the state and the nation. Chairman Fleury noted that Vice Chair Yvette Melendez, having served on the Board since its inception, would not be seeking another term. Board members and President Ojakian expressed their deep appreciation for Yvette's leadership on the Board and wished her well in all her future endeavors.

Chairman Fleury announced that Regent Merle Harris would succeed Yvette Melendez in serving as Vice Chair of the Board of Regents for Higher Education. He also announced that he had begun the process of empaneling a Regents Search Committee for the three Community College Regional President positions, having chairs of the three regional committees (listed below) and that he anticipated identifying Board members for each of the committees RSC by October, with the process of identifying members of the Advisory Committees to follow.

1. Capitol-East (Capital, Manchester, Middlesex, Three Rivers, Quinebaug) – Cohen
2. North-West (Northwestern, Naugatuck Valley, Asnuntuck, Tunxis) – Jimenez
3. Shoreline-West (Norwalk, Housatonic, Gateway) – Harris

### **CSCU PRESIDENT MARK OJAKIAN**

President Ojakian addressed the following topics:

- Expressed his sympathy to the family of Larry DeNardis upon his passing
- Expressed his appreciation to CCSU President Toro for the memorial service held to celebrate the life of former President Miller.
- Provided a State of the System address (See Attachment A hereto).

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

**On a motion by Regent Balducci, seconded by Vice Chair Melendez, the August 23, 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 Ryan, the Consent Agenda was unanimously adopted.**

### **CONSENT AGENDA**

#### **a) Discontinuations**

- i. Photography – AS – Northwestern CT CC
- ii. Photography – Certificate – Northwestern CT CC
- iii. Restaurant Management – Certificate – Three Rivers CC
- iv. Business Administration – Certificate – Three Rivers CC
- v. Small Business and Entrepreneurial Studies – Certificate – Three Rivers CC
- vi. Hotel Management – Certificate - Three Rivers CC
- vii. Advertising, Sales and Promotion – Certificate - Middlesex CC
- viii. Customer Service Management - Certificate - Middlesex CC
- ix. Marketing – AS - Middlesex CC
- x. Behavioral Science – AA – Naugatuck Valley
- xi. New Media Communication – AS – Tunxis CC
- xii. Computer Information – PC Applications (EJ01) – Certificate – Housatonic CC
- xiii. Computer Information – PC Repair Technology (EJ02) – Cert. – Housatonic CC
- xiv. Business Office Technology: Administrative Support Assistant (EJ09) – Cert. – Housatonic CC
- xv. Web Design Graphics Foundation (EK06) – Certificate – Housatonic CC

#### **b) Modifications**

- i. Communication – AS – Manchester CC [Name Change] 1
- ii. Educational Leadership and Administration – 6th Yr. Diploma - 3 Additional Off-Campus Instructional Location (Cheshire) – SCSU

#### **c) New Programs**

- i. Digital Marketing – Occupational Certificate – Middlesex CC
- ii. Magnetic Resonance (MR) – Post-Primary Certificate – Middlesex
- iii. Surgical Technology – AS – Gateway CC
- iv. Certified Phlebotomy Technician – Certificate – Asnuntuck CC
- v. Health Information Management Technician – Certificate - Asnuntuck
- vi. Certified Administrative Medical Office Skills – Certificate - Asnuntuck CC

#### **d) College of Technology Program Replications**

- i. CNC Machine Technologies – AS and Certificate – Housatonic

#### **e) Institutional Accreditations**

- i. Northwestern CC – Interim 5<sup>th</sup> Year Report

## **RESOLUTIONS APPROVED ON CONSENT**

### **Discontinuations**

#### **Photography – AS – Northwestern CT CC BR 18-102**

**RESOLVED:** That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Photography leading to an Associate of Science degree at Northwestern Connecticut Community College.

#### **Photography – Certificate – Northwestern CT CC BR 18-103**

**RESOLVED:** That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Photography leading to a Certificate at Northwestern Connecticut Community College

#### **Restaurant Management – Certificate – Three Rivers CC BR 18-104**

**RESOLVED:** That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Restaurant Management leading to a Certificate at Three Rivers Community College.

#### **Business Administration – Certificate – Three Rivers CC BR 18-105**

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of a program in Business Administration leading to a Certificate at Three Rivers Community College, with a phase-out period ending May 2020.

#### **Small Business and Entrepreneurial Studies – Certificate – Three Rivers CC BR 18-106**

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of a program in Small Business and Entrepreneurial Studies leading to a Certificate at Three Rivers Community College, with a phase-out period ending May 2020.

#### **Hotel Management – Certificate - Three Rivers CC BR 18-107**

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of a program in Hotel Management leading to a Certificate at Three Rivers Community College, with a phase-out period ending May 2020

#### **Advertising, Sales and Promotion – Certificate - Middlesex CC BR 18-108**

**RESOLVED:** That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Advertising, Sales & Promotion leading to a Certificate at Middlesex Community College.

#### **Customer Service Management - Certificate - Middlesex CC BR 18-109**

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of a program in Customer Service Management leading to a Certificate at Middlesex Community College, with a phase-out period ending May 2019.

#### **Marketing – AS - Middlesex CC BR 18-110**

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of a program in Marketing leading to an Associate of Science degree at Middlesex Community College, with a phase-out period ending May 2020.

#### **Behavioral Science – AA – Naugatuck Valley BR 18-111**

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of a program in Behavioral Science leading to an Associate of Arts degree at Naugatuck Valley Community College, with a phase-out period ending May 2020.

**New Media Communication – AS – Tunxis CC BR 18-112**

**RESOLVED:** That the Board of Regents for Higher Education approve the immediate discontinuation of a program in New Media Communication leading to an Associate of Science degree at Tunxis Community College.

**Computer Information – PC Applications (EJ01) – Certificate – Housatonic CC BR 18-113**

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of a program in Computer Information - PC Application leading to a Certificate at Housatonic Community College with a phase-out period ending at the conclusion of the 2020 Fall semester.

**Computer Information – PC Repair Technology (EJ02) – Cert. – Housatonic CC BR 18-114**

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of a program in Computer Information - PC Repair Technology leading to a Certificate at Housatonic Community College with a phase-out period ending at the conclusion of the 2020 Fall semester.

**Business Office Technology: Administrative Support Assistant (EJ09) – Cert. – BR 18-115  
Housatonic CC**

**RESOLVED:** That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Business Office Technology: Administrative Support Assistant leading to a Certificate at Housatonic Community College.

**Web Design Graphics Foundation (EK06) – Certificate – Housatonic CC BR 18-116**

**RESOLVED:** That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Web Design Graphics Foundation leading to a Certificate at Housatonic Community College.

**Modifications**

**Communication – AS – Manchester CC [Name Change] BR 18-117**

**RESOLVED:** That the Board of Regents for Higher Education approve the modification of a degree program – Communication, specifically a name change to Communication: Media at Manchester Community College.

**Educational Leadership and Administration – 6th Yr. Diploma BR 18-118**

**RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program in Educational Leadership and Administration leading to a 6<sup>th</sup> Year Diploma (Graduate Certificate) at Southern Connecticut State University.

**New Programs**

**Digital Marketing – Occupational Certificate – Middlesex CC BR 18-119**

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure and accreditation of a Digital Marketing program leading to a Certificate at Middlesex Community College.

**Magnetic Resonance (MR) – Post-Primary Certificate – Middlesex BR 18-120**

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure and accreditation of a Magnetic Resonance program leading to a Post-Primary Certificate at Middlesex Community College.

**Surgical Technology – AS – Gateway CC BR 18-121**

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure and accreditation of a Surgical Technology program leading to an Associate in Science degree at Gateway Community College.

**Certified Phlebotomy Technician – Certificate – Asnuntuck CC BR 18-122**

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure and accreditation of a Certified Phlebotomy Technician program leading to a Certificate at Asnuntuck Community College.

**Health Information Management Technician – Certificate - Asnuntuck BR 18-123**

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure and accreditation of a Health Information Management Technician program leading to a Certificate at Asnuntuck Community College.

**Certified Administrative Medical Office Skills – Certificate - Asnuntuck CC BR 18-124**

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure and accreditation of a Certified Administrative Medical Office Skills program leading to a Certificate at Asnuntuck Community College.

**College of Technology Program Replications**

**CNC Machine Technologies – AS and Certificate – Housatonic BR 18-125**

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure and accreditation of a Technology Studies: CNC Machine Technologies program leading to either a Certificate or an Associate of Science degree at Housatonic Community College as replication of the Technologies Studies program at Asnuntuck Community College and Tunxis Community College.

**Institutional Accreditations**

**Northwestern CC – Interim 5th Year Report BR 18-126**

**RESOLVED:** That the Connecticut Board of Regents for Higher Education accept NEASC actions of April 20, 2018 regarding the interim (fifth-year) report of Northwestern Connecticut Community College and grant continued state accreditation of Northwestern Connecticut Community College until December 31, 2023

**ACADEMIC & STUDENT AFFAIRS COMMITTEE**

ASA Committee Chair Merle Harris provided an update on recent committee deliberations relating to academic program review, both in terms of enrollment projections and the regular cyclical reviews.

**Academic Program Review BR 18-127**

Committee Chair Harris provided an overview of the subject report (excerpt from staff report below.

**On a motion by Regent Balducci, seconded by Regent Ryan, the Consent Agenda was unanimously adopted.**

**Summations of Institutional Reviews** (excerpt from staff report)

The reporting institutions presented results of 87 academic programs in addition to an individualized major and a discipline. Below are summations of key information and data gleaned from the institutions' reports by the Office of the Provost for the Board's consideration.

Among the 87 programs, 27 reviews are incomplete and will be presented in the next cycle.

Among the 87 programs, 9 programs are subject to external accreditation:

- 1 program was granted initial accreditation
- 4 programs had their accreditation continued
- 4 programs currently have application under review by an accrediting organization

Among the 87 programs, 12 have been terminated or suspended or will be upon Board approval.

Among the 87 programs, 48 programs are recommended for continuation:

Among the other actions recommendations derived from the internal review process:

- 6 programs will undergo what the institution characterize as moderate revisions
- 42 programs will undergo what the institution characterize as minor revisions

Within the community colleges, 6 programs are “linked” – offering both an associate degree and one or more certificates:

- 5 programs awarded an average of 5 to 50 credentials, over the course of three years
- 1 program awarded an average of more than 50 credentials, over the course of three years

Within the community colleges, 13 programs offer an associate degree only:

- 1 program awarded an average of less than 5 degrees, over the course of three years
- 10 programs awarded an average of 5 to 50 degrees, over the course of three years
- 2 program awarded an average of more than 50 degrees, over the course of three years

Within the community colleges, 2 programs offer a certificate only; and the 2 programs awarded an average of 5 to 50 certificates, over the course of three years

Within the 4-Year institutions, 21 programs offer an undergraduate degree:

- 6 programs awarded an average of less than 5 degrees, over the course of three years
- 10 programs awarded an average of 5 to 50 degrees, over the course of three years
- 5 programs awarded an average of more than 50 degrees, over the course of three years

Within the 4-Year institutions, 6 programs offer a graduate degree:

- 3 programs awarded an average of less than 5 degrees, over the course of three years
- 3 programs awarded an average of 5 to 50 degrees, over the course of three years

**On a motion by Regent Balducci, seconded by Regent Ryan, the following resolution accepting the 2017-18 Academic Program Reviews was unanimously adopted**

**RESOLVED:** That the Board of Regents for Higher Education accepts the submission of academic program reviews by the CSCU institution for the 2017-18 academic year. **BR 18-127**

## **Student Achievement Measures**

ASA Committee Chair Merle Harris, introduced Dr. William Gammell, who provided information concerning the Student Achievement Measure (SAM) for the colleges and universities (Attachment B hereto).

## **AUDIT COMMITTEE**

No report.

## **FINANCE & INFRASTRUCTURE**

No report.

## **HUMAN RESOURCES & ADMINISTRATION COMMITTEE**

HR & Administration Committee Chair Naomi Cohens explained the resolution that describes the process for searches of regional presidents and campus executive officers modeled on the Board's 2013 policy for Presidential searches, noting that the proposed search processes would continue to

- Be open, competitive searches
- Incorporate faculty, staff, student and Foundation representation
- Be in place until the transition is completed for one, NEASC accredited Community College of CT with 12 campuses. Following accreditation, the one College President will be selected under the Board's Presidential Search Policy and any searches for regional presidents and campus CEO's will be under the aegis of the Community College President.

Committee Chair Cohen offered the following iteration of what was the same in both the Board's Presidential search policy and proposed process:

1. A Board Committee and an Advisory Committee
2. BOR chair appoints BOR committee and its chair
3. Advisory Committee is constituted from representatives of various campus faculty, student, professional staff and foundations
4. Advisory committee selects its own chair or co-chairs
5. Both Committees reviewing resumes
6. The Advisory Committee makes recommendations to the Board Committee for the semi-finalists
7. Both committees will be part of off-site interviews of semi-finalists
8. Advisory committee recommends finalist candidates to Board Committee
9. Regional forums held for stakeholders to meet finalists and the advisory committee will report to the Board search committee on impressions from the forums
10. Advisory committee providing Board committee with input on each of finalists before Board Committee makes decision on each of regional presidents

The search for the CEO selection for each campus will be similar to the Regional Presidents search process with the following three modifications:

1. There will be a CSCU Search Committee rather than a BOR committee under the direction of the CSCU President.
2. There will be a Campus Advisory committee appointed by the CSCU president that reflects campus representatives from stakeholder groups.
3. The regional presidents and Board member representatives will also participate in the selection process as part of the CSCU committee.

**At the conclusion of HR & Administration Committee Chair Naomni Cohen's above-referenced remarks, as well as her motion to move the item, which was seconded by Regent Balducci, the resolution below concerning the Search Process Procedures to be Utilized for the Community College Regional Presidents and Chief Executive Officer Positions, passed unanimously.**



**Search Process Procedures to be Utilized for the Community College Regional Presidents and Chief Executive Officer Positions BR 18-128**

WHEREAS, In 2015, via BR # 15-08, the Board of Regents for Higher Education (BOR) amended the policy governing the selection and appointment of university and college presidents, [4.2 University and College Presidential Search Policy](#); and

WHEREAS, On June 21, 2018, via Board Resolution # 18-089, the BOR endorsed a Revised Students First Plan calling for CSCU to, in part:

“...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.” and

WHEREAS, To provide clarity regarding the search process that will be utilized during the above-referenced interim period for the three Community College Regional Presidents as well as the Chief Executive Officer positions, and

WHEREAS, In recognition thereof and responsive to input received from the Board’s Human Resources & Administration Committee, the attached search process describes the selection for the Community College Regional Presidents and Chief Executive Officer positions. NOW, THEREFORE, BE IT

**RESOLVED,** That the Board of Regents for Higher Education hereby approves the attached search process outlines for the Community College Regional Presidents and Chief Executive Officer positions effective immediately and until such time as a Community College President is appointed and installed pursuant to Board Policy #15-08. (A target date for transition to a singly accredited college is Fall 2023.) : *See Attachment C to these minutes for associated staff report and supporting documentation.*

Regent Cohen also reported that the Aspen Institute has offered to participate in the first meeting of the three search committees who will select the Regional Presidents to help set the foundation for the searches by facilitating a discussion of desirable leadership qualities, interview questions that will be a rubric to align with those desired qualities.

**EXECUTIVE COMMITTEE**

No report.

**EXECUTIVE SESSION**

No Executive Session.

## **ADJOURNMENT**

**On a motion by Regent Balducci, seconded by Regent Ryan, the meeting adjourned at 11:39**

**am.**

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 September 20, 2018, 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.** CSCU State of the System – President Mark Ojakian
- B.** Student Achievement Measure (SAM) – Dr. William Gammell
- C.** Search Process Procedures to be Utilized for the Community College  
Regional Presidents and Chief Executive Officer Positions

## **CSCU President Mark E. Ojakian – State of the System Address Board of Regents Meeting – September 20, 2018**

It's been three years since I became President of CSCU, and in that time, we have witnessed a sea of changes in our institutions, our state, and our country. CSCU continues to adapt to those changes, because of our incredibly dynamic students, dedicated faculty and staff, visionary campus leaders, and our committed board members.

These last three years have taught me so much about Connecticut, the students we educate, and the communities we serve. As we embark on a new academic year, I want to share a few of my observations about where we came from, and where we will go into the future.

Three years ago, our system was facing serious challenges with few solutions in sight. We had a structural deficit that needed focused strategic thinking to solve. We had a crisis of confidence by policymakers and key community stakeholders. And fundamentally we were not acting as a system, but rather as a fractured group of institutions under a single board.

Today, because of our combined efforts, I believe we are more stable than we were three years ago, and the role we play in shaping the future of Connecticut is more visible. We don't sit on the sidelines as the important decisions facing our state are made. When the General Assembly was debating important issues like affirmative consent, institutional aide to undocumented students, or free college, we were there advocating on behalf of all of our students. At the same time our students have been our strongest and most compelling advocates in these important policy debates, clearly showing legislators how their lives are impacted by the decisions they make.

When the state's budget crisis began to impact our own budgets, we didn't just advocate for more funding and complain, we came up with solutions. Rather than choose to raise tuition and close campuses or satellites to make up the difference, we launched Students First, to make sure that our institutions are sustainable, resilient, and responsive to students' needs into the future. Access and affordability remain paramount to our mission, and thus we cannot continue to solve our budget problems on the backs of students or their families.

As enrollment challenges have hit nearly every institution in our system, we have:

- √ Worked to coordinate our enrollment and marketing strategies across the system.
- √ Worked with CPTV to produce a documentary ("College Bound") and supporting marketing materials which showcase every CSCU institution.
- √ Launched a summer college marketing campaign with billboards visible across the state, radio spots and print ads, along with heavy social media placements.
- √ Explored ways to attract nontraditional students like adult learners by offering more flexible schedules.

- √ We institutionalized our partnership with the Department of Social Services and we are now the *first community college system in the country* to provide workforce education to Supplemental Nutrition Assistance Program (SNAP) recipients.
- √ Improved outreach to groups of high school counselors and other K12 groups across the state.

It can be hard to keep track of everything we have done in the last few years. These are just a few examples of the ways we help our students and our communities thrive. But it indicates what we can accomplish together to help foster student success, and to make our campuses a home for everyone.

**In the process, CSCU has become more flexible.** We meet our students wherever they call home in Connecticut, and wherever they are in their lives. **We are ready when they are, wherever they are.**

Our campuses are public spaces that belong to their local communities. Our institutions cultivate free speech, creativity, innovation, cultural differences and sometimes the intellectual disruption needed for individuals to evolve and grow.

When Washington rescinded federal protections allowing transgender students to use public facilities that matched their gender identity, our Board of Regents immediately adopted a new policy that promotes students' ability to identify themselves by their preferred name on their student IDs, and ensures access to facilities based on that identity.

At the request of the SAC, we created a task force on diversity and we will be hosting the first system-wide PRIDE conference on October 13<sup>th</sup> at Middlesex.

When Washington provided the opportunity to help educate our incarcerated residents, CSCU jumped at the chance to address a critical need in our communities. We launched our Second Chance Pell Program at four community colleges, offering eligible inmates the opportunity to pursue a postsecondary degree, giving people a second chance to break the cycle of incarceration and rejoin their communities, rebuilding a new life for themselves and their families. To date, we have helped 962 of these students pursue a postsecondary education.

When undocumented immigrants were locked out of access to higher education in their own states, we partnered with TheDream.US to support "Opportunity Scholars". This successful program afforded students the ability to pursue a quality education at Eastern, as well as the scholarship opportunities for our own undocumented students. We became the first state and first system to embark on this program.

And we have been responsive to the state's employers, working to identify their needs and preparing pipelines of students to join the workforce. When the state's manufacturers announced the need for tens of thousands of new highly skilled employees in the coming years

CSCU stepped in and expanded our advanced manufacturing program to 8 campuses across the system, more than tripling our previous capacity. We expanded a partnership with the Connecticut Technical High School System to offer manufacturing classes in some of their schools to their students, and the public at large. We also established an MOU with The Jackson Laboratory (JAX) and created the “Genomics Workforce Institute” to train and prepare students for careers in bioscience and biotechnology.

**We are pursuing creative ways to address issues that face our students and our institutions.**

When we heard repeatedly from our students that transportation and the costs of textbooks were their two biggest concerns, we took concrete action to address them:

- √ We collaborated with the State Department of Transportation to offer the UPass program, giving CSCU students unlimited public transportation for one year for \$40. For the current semester, we have made 68,000 passes available to our students at all the participating institutions.
- √ We negotiated a new contract for our bookstores to reduce the cost of books for students, and promoted the use of Open Education Resources (OER). As a result, our students have saved more than \$4 million dollars in textbook costs in one year while, over the past 4 years, our faculty has saved over 14,000 students more than \$1.5 million through OER.

To address the other personal challenges associated with pursuing an education, we are establishing a single point of contact at each campus to ensure students know how to access needed supports like food and housing while leveraging the services of federal, state, local and nonprofit agencies. We are working with foundation leaders who support early childhood education to assess our current services and develop plans to create, expand and sustain childcare centers on our campuses.

In addition, there is a growing concern both nationally, and within the CSCU system, about the mental health needs of students. We have a moral obligation to provide better behavioral health services to our students and our campuses. We must, and will, do more.

We are building an Institutional Equity office to provide system-wide support to campuses on equity and discrimination matters, and to ensure consistent prevention, investigation and enforcement of matters brought to the office. This month the Office of Violence against Women renewed our \$750,000 federal Safe and Friendly Environment (SAFE) grant. We are the largest consortium to receive the grant to date. New funding will increase and strengthen all our efforts on sexual violence prevention across all 17 campuses including bystander intervention and training for faculty and staff.

We made transfer among our institutions more seamless and straightforward for students by significantly expanding CSCU's Transfer Articulation Program (TAP). Community college students can complete associate degree programs that transfer without hassle to all CSCU universities and Charter Oak offering their major, without losing any credits. Pathways are now available in 26 major areas of study, with over 3,200 students enrolled in these pathways as of the Spring 2018 semester.

We are also working across our colleges and universities to increase enrollment and retention. Southern and Gateway and Housatonic have launched the "A to B" program to encourage students not yet ready for the university to start their education with the colleges and move seamlessly to SCSU after they complete their associate's degree. Southern and the colleges will jointly provide students with the advising they need to succeed on their educational path. The other CSUs are now working with nearby community colleges to launch similar partnerships.

Our CSCU Student Success Center launched the Guided Pathways initiative, part of a national movement to redesign college practice and policy to help students efficiently earn credentials, transfer, and attain jobs with value in the labor market. Similar efforts in other states have also led to dramatic increases in college completion rates. In the near future, we will also develop a single application for students applying to any CSCU institution and a consistent website for all 12 campuses. We will also continue to promote the "15 to Finish" campaign.

Starting this spring, all 12 community colleges will join the Achieving the Dream, a national network which comprises 200 colleges in 40 states that share student-centered best practices and industry expertise. The CSCU partnership with Achieving the Dream will focus on local integration of Guided Pathways.

Thanks to faculty and staff who gave up a part of their summer, we are aligning curriculum across the 12 colleges and developing a common General Education core for colleges. This is a crucial first step in the alignment process, and in the realization of Students First. We had an opportunity just last week to brief Dr. Barbara Brittingham on our progress and will continue to keep the Commission informed as we move forward with the Students First initiative including hiring the Regional Presidents and Campus CEOs as part of the new leadership structure.

At a time when people continue to question the value of higher education, we must continue these critical initiatives and make the case to our students and our communities that **CSCU is the path to the future our students deserve**. We know this is true, because we see how the power of our public higher education system transforms lives and communities, **every day**.

**CSCU is an investment that delivers. An investment that is worth it.**

The value of public higher education will be at the center of any discussion about the future of our state and our country. As crushing student debt continues to hurt Connecticut families, access to an affordable, high quality education will emerge as the essential investment for our state and its residents. We must continue our momentum and move forward.

In January 2019, we will have a new Governor with a new administration, and new leadership in the legislature. Candidates from across the political spectrum have talked about public higher education as a way to provide opportunity to our residents and help businesses grow.

We have embarked upon a bold path to highlight the lasting benefits we deliver to Connecticut. Right now, leaders on all campuses are compiling a set of ideas to present a vision for the future of CSCU. We must be courageous and bold in advocating for investments the next administration must make to support our system. This will help us create a vision for CSCU, not for the next biennium, but for the next decade to come.

The CSCU system contributes a significant amount to the state of Connecticut. Our students form the backbone of the state's economy. They are sons and daughters, fathers and mothers, and even grandparents from all corners of the state. Our alumni occupy positions and professions of all types, including mayors, legislators, corporate executives, engineers, inventors and First Responders.

All of us who have the honor and the pleasure to serve the CSCU communities understand the impact we make, but too often we find it difficult to quantify this impact for policymakers and community stakeholders. So, to help make the case for investing in our students and our institutions, we have commissioned, for the first time in CSCU's existence, a system-wide economic impact study.

We are committed to remaining an institution of higher education that students can afford. At the same time, we need to accelerate our efforts to meet workforce demands and ensure our students are able to compete in today's job market.

We are committed to identifying more resources on campus so our students receive the advice and guidance they need, both academically and personally. As policymakers talk about free college models, we must make sure they include adequate funding for support services, particularly academic advisors that are the key to ensuring student success.

If CSCU is to remain accessible and affordable to all Connecticut residents, we must talk about new tuition and financial aid policies that can help prevent increasing costs and budget cuts from being thrown onto the backs of students.



We'll continue to advocate and fight for our students as we have done over the last three years so that state financial aid is not only *not* decreased, but actually increased so that we continue to produce an educated population and a trained workforce for the future ahead of all of us.

As we face a new year, a new administration, and new challenges, the state of CSCU is strong. And it will get stronger as we continue to work together. While we have challenges and a lot of work to do over the next few years, we have built a strong foundation for our future.

We must remain bold in addressing the challenges we know we will face as we move into the future. Connecticut families, local businesses and most importantly our students are counting on us.

We will continue to be an example of **What works in Connecticut**.

# An Overview of sam student achievement measure

*Presented to the  
Connecticut Board of  
Regents for Higher  
Education*

*September 20, 2018*

## *SAM – Student Achievement Measure*

### **What is SAM?**

- The **Student Achievement Measure (SAM)** tracks student movement across postsecondary institutions; provides a more complete picture of student progress and completion within the higher education system
- Is an alternative to the federal graduation rate, which is limited to tracking the completion of first-time, full-time students at one institution
- Two models of SAM –
  - Bachelor's degree programs
  - Associate's degree or certificate programs

## *SAM – Student Achievement Measure*

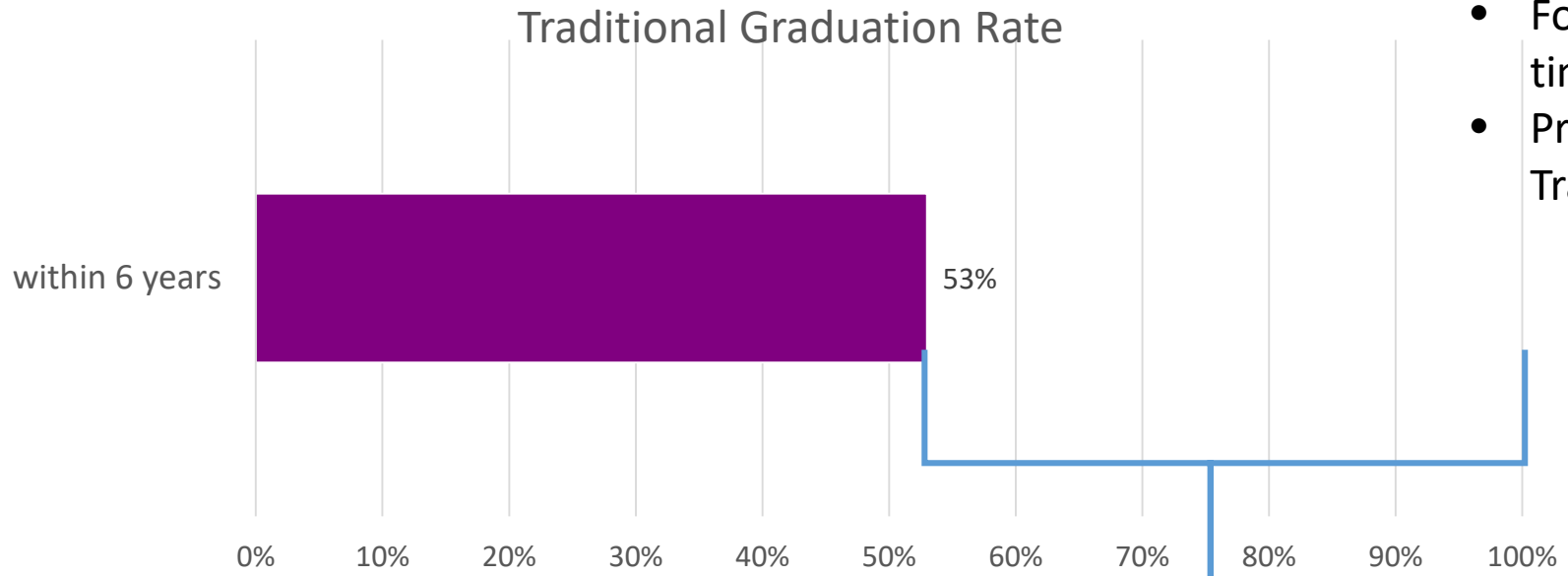
### **Why is SAM Important?**

- Usual measures of student progress and completion underreport student achievement; do not account for an increasingly mobile student population.
- Nationally, more than one in five students who complete a degree do so at an institution other than the one where they started
- The typical method for calculating graduation rates counts only first-time full-time students that start and finish at their first institution
- The result of SAM –
  - A more comprehensive overview of student outcomes
  - Includes a greater number of students
  - A more complete picture of student progress on the path to a degree or certificate

# Connecticut State University

First-Time Full-Time Students Starting Fall 2010

Historically we have concentrated on the grad rate (150% of normal completion time)

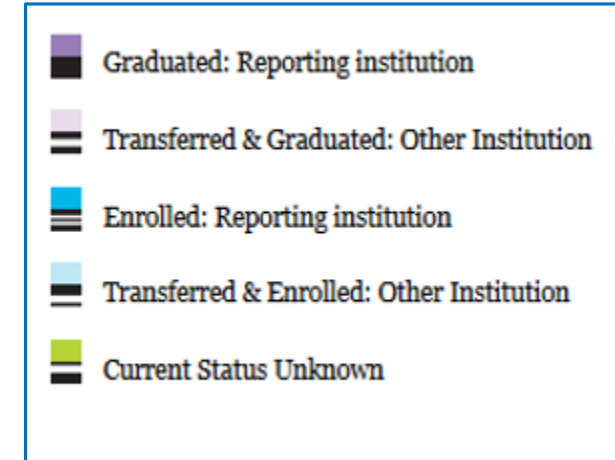
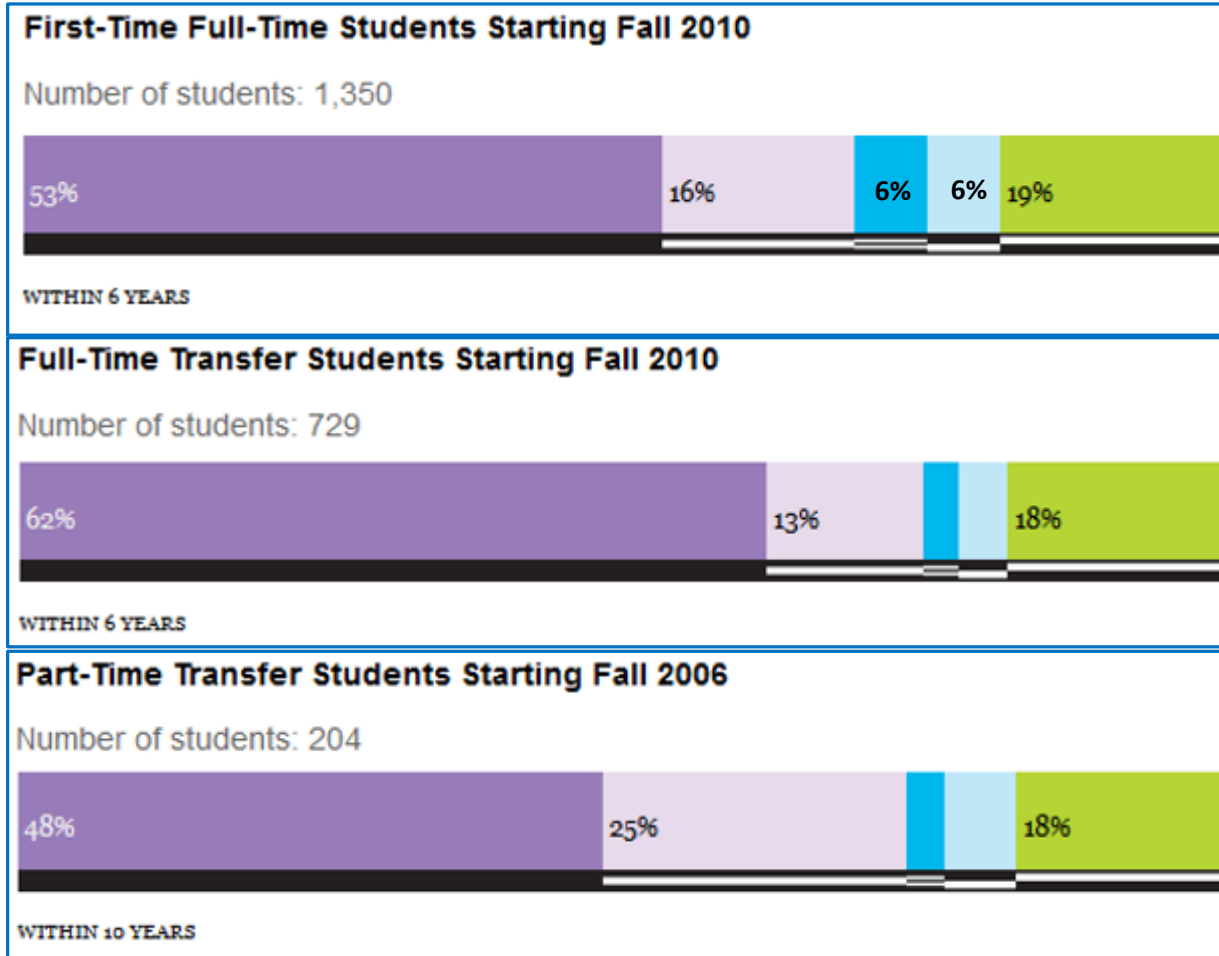


- Focused only on First-time Full-time students
- Provided no perspective on Transfer or Part-time students

This suggests that 47% of students did not persist or succeed.

# SAM – Student Achievement Measure

## Connecticut State University



# SAM – Student Achievement Measure

## Connecticut Community College

### Associate/Certificate Model

Full-Time



#### First-time-at-Institution, Full-Time Students Starting Fall 2011



Number of students: 1,204

*roll over each bar for detail data*



- Graduated: Reporting institution
- Enrolled: Reporting institution
- Transferred: Other Institution
- Current Status Unknown

WITHIN 6 YEARS

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

# SAM – Student Achievement Measure

## Connecticut Community College

### Associate/Certificate Model

Part-Time

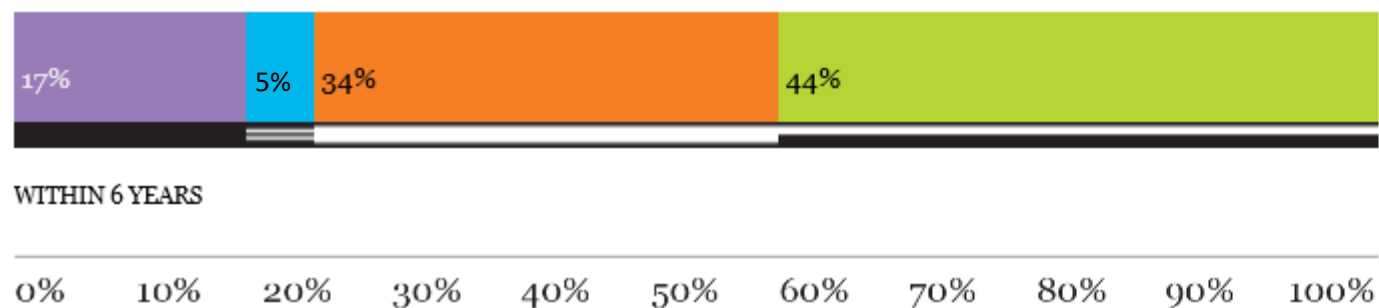


#### First-time-at-Institution, Part-Time Students Starting Fall 2011



Number of students: 1,026

*roll over each bar for detail data*



- Graduated: Reporting institution
- Enrolled: Reporting institution
- Transferred: Other Institution
- Current Status Unknown



# SAM – Student Achievement Measure

## Connecticut Community College

ASSOCIATE / CERTIFICATE MODEL

All Students



### First-time-at-Institution, All Students Starting Fall 2011



Number of students: 2,230

*roll over each bar for detail data*



WITHIN 6 YEARS

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- Graduated: Reporting institution
- Enrolled: Reporting institution
- Transferred: Other Institution
- Current Status Unknown

# Questions?

For additional information see;

<http://studentachievementmeasure.org/participants>

**CT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**BOARD OF REGENTS FOR HIGHER EDUCATION**  
**RESOLUTION**

concerning

**SEARCH PROCESS PROCEDURES TO BE UTILIZED**  
**for the**  
**COMMUNITY COLLEGE REGIONAL PRESIDENTS AND**  
**CHIEF EXECUTIVE OFFICER POSITIONS**

September 20, 2018

WHEREAS, In 2015, via BR # 15-08, the Board of Regents for Higher Education (BOR) amended the policy governing the selection and appointment of university and college presidents, [4.2 University and College Presidential Search Policy](#); and

WHEREAS, On June 21, 2018, via Board Resolution # 18-089, the BOR endorsed a Revised Students First Plan calling for CSCU to, in part:

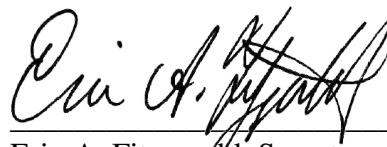
“...implement a regional structure, while maintaining the 12 accreditations of the colleges until fall 2023, our target date for transition to a singly accredited college. Three Regional Presidents will be hired in spring 2019, while maintaining the 12 college-based chief executive, chief financial and chief academic officers per NEASC standards.” and

WHEREAS, To provide clarity regarding the search process that will be utilized during the above-referenced interim period for the three Community College Regional Presidents as well as the Chief Executive Officer positions, and

WHEREAS, In recognition thereof and responsive to input received from the Board’s Human Resources & Administration Committee, the attached search process describes the selection for the Community College Regional Presidents and Chief Executive Officer positions. NOW, THEREFORE, BE IT

**RESOLVED**, That the Board of Regents for Higher Education hereby approves the attached search process outlines for the Community College Regional Presidents and Chief Executive Officer positions effective immediately and until such time as a Community College President is appointed and installed pursuant to Board Policy #15-08. (A target date for transition to a singly accredited college is Fall 2023.)

A True Copy:



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

**ITEM**

Search process procedures to be utilized for the Community College Regional Presidents and Chief Executive Officer positions.

**BACKGROUND**

In November 2013, the Board approved a policy governing the search process for the selection and appointment of university and college presidents. When developing the policy, the Board's intent was to create procedures providing for an open, competitive and inclusive search processes. In 2015, the Board approved a minor amendment allowing the Board Chair to select a member of the Board to serve as a committee chair. This item does not modify the existing policy, [4.2 University and College Presidential Search Policy](#). It is intended to set forth the process that will be utilized based on the Board's June 21, 2018, endorsement of a Revised Students First Plan, which called for CSCU to, in part:

“...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.”

The Human Resources & Administration Committee members have discussed the matter of the search process with President Ojakian and members of his staff and have provided feedback resulting in the attached proposed search procedures to be followed for the Community College Regional Presidents and Chief Executive Officers. These procedures will be followed beginning with the search for the three Regional Presidents (anticipated hiring Spring 2019) until the appointment of the Community College President (Fall 2023 target date for transition to a singly accredited college). In selecting the President for the singly accredited Community College of CT, the Board's existing Policy 4.2 will be in place. Following that appointment, selection of Regional Presidents and additional chief executive officer positions within the office of the President of the single community college will be the responsibility of the President with collaboration with the CSCU President and with Board input as the Community College President deems appropriate.

**RECOMMENDATION**

Adopt the attached resolution clarifying the search process procedures to be utilized for the Community College Regional Presidents and Chief Executive Officers beginning with the search for the three Regional Presidents (anticipated hiring Spring 2019) until the appointment of the Community College President (Fall 2023 target date for transition to a singly accredited college).

## Regional President Search Process

*Note: This process is modeled on the BOR Presidential Search Policy #15-08 with variation to accommodate regional nature of the search. This process would apply to the selection for Regional Presidents in advance of the 2023 appointment of a College President for the singly-accredited Community College of CT who would lead future searches.*

### **The Regents Search Committee**

The Chair of the BOR shall determine the size of the committee, appoint members of the Board to the committee, and either chair or appoint a member of the Board to serve as committee chair. The Regents Search Committee establishes criteria and processes for the selection of the President, conducts such other due diligence review as the committee deems appropriate, considers the recommendations of the CSCU President and the Regional Advisory Committee (RAC) and makes a recommendation to the Board of Regents for the appointment of Regional President.

### **Regional Advisory Committee Membership**

The Regional Advisory Committee (RAC) assists the search process by providing input into the criteria for the selection of the Regional President, reviews the resumes of applicants and recommends possible candidates to the BOR Search Committee for consideration, participates in the interview process for the semi-finalists and finalists, and makes recommendations to the Regents' Search Committee for nominees to be considered for the appointment. The chair (or co-chairs) of the Committee shall be elected by its members.

Membership includes:

- 3-5 Faculty representatives from the colleges (1 from each)
- 3-5 Professional staff representatives from the colleges (1 from each)
- 3-5 Support staff representatives from the colleges (1 from each)
- 3-5 Foundation representatives from the colleges (1 from each)
- 1 SAC representative

Capitol-East Region:	21 members
North-West Region:	17 members
Shoreline-West Region:	13 members

## **Administration of the Search**

1. The Regents' Search Committee shall establish and provide guidelines for the search. The search shall proceed according to the Affirmative Action Policy of the Board of Regents and the campuses that comprise the Region.
2. The BOR Chair shall be responsible for the administration of the search, including the keeping of official records of the Regents' Search Committee. The CSCU President shall have the opportunity to meet with the finalists and have the sole and exclusive responsibility for contacting candidates recommended by the search committee who are under consideration.
3. Members of the Regents' Search Committee and the Regional Advisory Committee shall have access to the resumes and such other information as is available for those candidates determined to be under serious consideration for appointment.
4. The finalists shall visit the region and meet with Regional Advisory Committee members, administrators, students, faculty, staff and community leaders/other stakeholders through open forums. The Regents' Search Committee shall seek comments following the regional forum from the Regional Advisory Committee Chairperson.
5. Complete confidentiality of all proceedings shall be maintained throughout the search. The names of all candidates under consideration and any other information and/or material related to the search process shall be held in strict confidence by all persons having access to such information. Breach of confidentiality can result in grave injustice to the candidates and serious harm to the reputation of the Board of Regents, CSCU, and the campuses.

## **Campus CEO Search Process**

*Note: This process is modeled on the BOR Presidential Search Policy #15-08 with slight variation to accommodate the local nature of the search. This process would apply to selection for Campus CEOs in advance of the 2023 appointment of a College President for the singly-accredited Community College of CT who would lead future searches. The initial selection of Campus CEOs would also include Board of Regents representative(s) with appointment to the CEO position made by the full Board.*

### **The CSCU Search Committee**

The CSCU President shall determine the size of the committee, appoint members to the committee including the respective Regional President as well as representatives from the system office and Board of Regents, and either chair or appoint a member to serve as committee chair. The CSCU Search Committee establishes criteria and processes for the selection of the Campus CEO, conducts such other due diligence review as the committee deems appropriate, considers the recommendations of the respective Regional President and Campus Advisory Committee and makes recommendation to the Board of Regents for the appointment of Campus CEO.

### **Campus Advisory Committee Membership**

The Campus Advisory Committee assists the search process by providing input into the criteria for the selection of the Campus CEO, reviews the resumes of applicants and recommends possible candidates to the CSCU Search Committee for consideration, participates in the interview process for the semi-finalists and finalists, and makes recommendations to the CSCU Search Committee for nominees to be considered for the appointment. The chair (or co-chairs) of the Committee shall be elected by its members.

Membership includes:

- Faculty representatives from the campus
- Professional staff representatives from the campus
- Support staff representatives from the campus
- Student representatives from the campus
- Foundation representatives from the campus
- Alumni/community representatives

## **Administration of the Search**

1. The CSCU Search Committee shall establish and provide guidelines for the search. The search shall proceed according to the Affirmative Action Policy of the Board of Regents and the campuses.
2. The CSCU President shall be responsible for the administration of the search, including the keeping of official records of the CSCU Search Committee. The CSCU President shall have the opportunity to meet with the finalists and have the sole and exclusive responsibility for contacting candidates recommended by the search committee who are under consideration.
3. Members of the CSCU Search Committee and the Campus Advisory Committee shall have access to the resumes and such other information as is available for those candidates determined to be under serious consideration for appointment.
4. The finalists shall visit the campus and meet with administrators, students, faculty, staff and community leaders and other stakeholders. The CSCU Search Committee shall seek comments following the campus visit from the Campus Advisory Committee Chairperson.
5. Complete confidentiality of all proceedings shall be maintained throughout the search. The names of all candidates under consideration and any other information and/or material related to the search process shall be held in strict confidence by all persons having access to such information. Breach of confidentiality can result in grave injustice to the candidates and serious harm to the reputation of the Board of Regents, CSCU, and the campuses.