

**BOARD OF REGENTS FOR HIGHER EDUCATION
 CT STATE COLLEGES AND UNIVERSITIES (CSUS)
 MINUTES – REGULAR MEETING – 10 AM, DECEMBER 14, 2017
 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	Y
Felice Gray-Kemp	N
Merle W. Harris	Y
David R. Jimenez	Y
William J. McGurk <i>via teleconf</i>	Y
JoAnn H. Price	N
Eleese E. Wright	Y
Hector Navarro, SAC Chair	Y
Juan Carlos Leal, SAC Vice Chair	Y
*Barbara E. Richards, FAC Chair <i>via teleconf</i>	Y
*Stephen Adair, FAC Vice Chair	Y
*Scott D. Jackson, Labor Commissioner	Y
*Raul Pino, Public Health Commissioner	N
*Catherine H. Smith, DECD Commissioner	Y
*Dianna R. Wentzell, Education Commissioner	Y
<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
 Elsa Nunez, VP State Universities and President, Eastern Connecticut State University
 Erika Steiner, Chief Financial Officer
 Steve Weinberger, Vice President, Human Resources & Labor Relations
 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
 Wilfredo Nieves, Capital Community College
 Paul Broadie, Housatonic Community College and Interim at Gateway Community College
 Gena Glickman, Manchester Community College

STATE UNIVERSITY/COMMUNITY COLLEGE PRESIDENTS (cont.)

Michael Rooke, Northwestern Connecticut Community College
Carlee Drummer, Quinebaug Valley Community College
Mary Ellen Jukoski, Three Rivers Community College
Zulma Toro, Central Connecticut State University
Joe Bertolino, Southern Connecticut State University
John Clark, Western Connecticut State University

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 with one revision (moving the 2018 Meeting Schedule off Consent) and **on a motion by Regent Cohen, seconded by Regent Balducci, the Agenda was unanimously adopted as amended.**

OPPORTUNITY TO ADDRESS THE BOARD

The following individuals addressed the Board on the topics indicated below:

Name	Title/Univ/College	Topic
Heather Vogt	President, Quinebaug Valley CC SGA	Community College Consolidation
Devon Harris	Student, Quinebaug Valley CC	Community College consolidation
Bobby Berriault	Student, Central CSU	Community College consolidation
Linda Samonick	Treasurer, Board of Directors of Manchester CC	Community College consolidation
John Shafer	Professor, Middlesex CC	Community College Consolidation
Karen Osbrey	Member, Quinebaug Valley CC Foundation	Community College Consolidation
Peter Deary	Member, Quinebaug Valley CC Foundation	Community College consolidation
Louise Williams	Professor of History, Central CSU	Community College consolidation
Jesse Turner	Professor of Education, Central CSU	Community College consolidation
Stephen Cohen	Professor & Chair of Dept. of English, Central CSU	Community College consolidation
Kathy Hermes	Professor & Chair of Dept. of History, Central CSU	Community College consolidation
David Spector	Professor of Biology, Central CSU	Community College consolidation
David Blitz	Professor of Philosophy, Central CSU	Community College consolidation
Joseph Adiletta	VP, Quinebaug Valley CC Foundation	Community College consolidation

FACULTY ADVISORY COMMITTEE

Faculty Advisory Committee Vice Chair Stephen Adair provided a report to the Board (see Attachment A hereto).

STUDENT ADVISORY COMMITTEE

Prior to SAC Chair Navarro offering his remarks, BOR Chair Matt Fleury welcomed incoming Student Regent Juan Carlos Leal to the Board and thanked outgoing Student Regent Holly Palmer for her past services on the Board and advocacy for the students. Student Advisory Committee Chair Hector Navarro provided a report to the Board (see Attachment B hereto).

APPROVAL OF PREVIOUS MEETING MINUTES

On a motion by Regent Balducci, seconded by Regent Wright, the October 19, 2017

Regular 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 DeNardis, the Consent Agenda was unanimously adopted.**

The following Agenda items and accompanying resolutions were approved on consent:

Terminations

i. Security and Loss Prevention – UG Certificate – TRCC

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Security and Loss Prevention leading to a Certificate at Three Rivers Community College with a phase-out period until September 1, 2020.

ii. Computer Engineering Technology AS – MCC

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Computer Engineering Technology leading to an Associate in Science degree at Manchester Community College with a phase-out period until June 1, 2018.

iii. Computer Science – AS – MCC

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Computer Science leading to an Associate in Science degree at Manchester Community College with a phase-out period until June 1, 2018

iv. Technology Management – UG Certificate – MCC

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Technology Management leading to a Certificate at Manchester Community College with a phase-out period until June 1, 2017

v. Technology Studies: Electronics Technology Option – AS – MCC

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Technology Studies: Electronics Technology Option leading to an Associate in Science degree at Manchester Community College with a phase-out period until June 1, 2018.

vi. Technology Studies: Lean Manufacturing and Supply Option – AS – MCC

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Technology Studies: Lean Manufacturing and Supply Option leading to an Associate in Science degree at Manchester Community College with a phase-out period until June 1, 2018.

vii. Technology Studies: Technology Management Option – AS – MCC

RESOLVED: That the Board of Regents for Higher Education approve the termination of a program in Technology Studies: Technology Management Option leading to an Associate in Science degree at Manchester Community College with a phase-out period until June 1, 2018.

Modifications

i. Computer Programming Technology Certificate (name change/course mod) MCC

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Computer Programming Technology leading to a Certificate at Manchester Community College including significant modification of courses and changing the title to Internet Programming Technology.

ii. Computer Programming Technology AS (name change/course mod) – MCC

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Computer Programming Technology leading to an Associate in Science degree at Manchester Community College including significant modification of courses and changing the title to Internet Programming Technology.

iii. Interpreter Preparation Program ASL/English – AS – (name change) – NCCC

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Interpreter Preparation ASL/English [IPP] leading to an Associate degree at Northwestern Connecticut Community College without modification of courses by changing the title to Interpreter Training Program ASL/English [ITP].

New Programs

i. Web Development – AAS - NCC

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a program in Web Development leading to an Associate of Applied Science degree at Norwalk Community College for a period of time concurrent with the institutional accreditation.

Naming – C.J. Huang Recreation Center – CCSU

WHEREAS, Dr. Chang-Jen Huang was a widely respected industrialist, humanitarian, and calligrapher, and

WHEREAS, Dr. Huang was a noted philanthropist who was driven to invest his wealth in ways that would make life better for people through education, science, and medicine, and

WHEREAS, Dr. Huang and the C. J. Huang Foundation have generously supported Central Connecticut State University with lifetime contributions totaling more than \$830,000, and

WHEREAS, Dr. Huang has made an estate gift to Central Connecticut State University of \$6.5 million, and

WHEREAS, Dr. Huang first became involved with Central Connecticut State University when he endowed a scholarship more than two decades ago supporting the exchange of students from Ouyang Yu Experimental Middle School in China to CCSU and also the exchange of CCSU graduate students to Ouyang Yu to teach English, and

WHEREAS, Dr. Huang's estate gift will benefit his existing scholarship fund and will establish a new fund which will support scholarships to students in the CCSU Schools of Business, Education and Professional Studies, and Graduate Studies as well as support students through general scholarships to be distributed at the discretion of the President of the University consistent with University priorities, and

WHEREAS, President Zulma R. Toro endorses the recommendation of the University's Facilities Planning Committee to name the new recreation center in honor of Dr. Huang, therefore be it

RESOLVED, That the Connecticut Board of Regents for Higher Education approves the naming of the new recreation center at Central Connecticut State University to be known as the "C.J. Huang Recreation Center."

e) Endowed Chair Appointment to American Savings Fndtn in Banking & Finance

WHEREAS, Central Connecticut State University is seeking to fill the American Savings Foundation Endowed Chair in Banking and Finance in the School of Business, and

WHEREAS, This endowed chair is to be filled by a person with a distinguished record of recognition in the financial services industry that is significant in duration and level of responsibility, and

WHEREAS, Mr. Richard A. Leone, a CCSU alumnus, is the CEO of Connecticut On-line Computer Center (COCC), Inc., a financial technology company servicing the banking industry. COCC currently employs over 80 CCSU graduates. Mr. Leone's long and outstanding trajectory in the financial services industry is widely recognized throughout the state and greatly benefits the academic programs at the university, the collegial work of faculty and the learning of students, and

WHEREAS, The President of Central Connecticut State University, Zulma Toro, has endorsed the recommendation to appoint Richard A. Leone to this position.

RESOLVED, That the Board of Regents for Higher Education of the Connecticut State Colleges and Universities System designates Richard A. Leone to fill the American Savings Foundation Endowed Chair in Banking and Finance at Central Connecticut State University beginning in the spring 2018 semester.

f) CSCU 2020, Phase III – Funding Reallocations and Project Schedule Modifications

WHEREAS, FY 2018 legislation deferred \$110,000,000 of CSCU 2020 funding from FY 2018 to new CSCU 2020 funding year FY 2020; and

WHEREAS, New CSCU 2020 FY 2020 program funding of \$16,000,000 titled “Supplemental Project Funding” was provided to mitigate escalation and unforeseen cost increases of the deferred projects; and

WHEREAS, Pending legislative approval, \$9,125,000 of the Supplemental Project Funding, which exceeds 5% of the total project budget, will be reallocated to Central’s proposed Engineering Building to mitigate escalation and an equipment funding shortfall; and

WHEREAS, Of the CSCU 2020 Program, a portion of construction and equipment for Southern’s proposed Health & Human Services Building will be rescheduled from FY 2020 to FY 2019 and FY 2020 as \$48,706,926 and \$6,293,074 respectively; and

WHEREAS, Of the CSCU 2020 Program, construction and equipment for Southern’s proposed Business School will be rescheduled from FY 2019 to FY 2020 as \$48,706,926; and

WHEREAS, Program modifications to Central’s Engineering Building, Southern’s Health and Human Services Building and Southern’s Business School mitigate current cost and schedule concerns; therefore, be it

RESOLVED, Central’s Engineering School funding will be increased by \$9,125,000 pending legislative approval. Southern’s Health and Human Services Building will be rescheduled, constructed and equipped from FY 2019 and FY 2020 funding and Southern’s Business School will be rescheduled, constructed and equipped from FY 2020 funds.

FINANCE & INFRASTRUCTURE

Following an overview by Regent Balducci, **the following resolution from the Finance and Infrastructure Committee, was approved (12 in favor; Navarro opposed) on a motion from Regent Balducci with a second from Regent McGurk.**

Preliminary Quantification – Students First College Consolidation

- WHEREAS, State funding of the Connecticut State Colleges and Universities has deteriorated since fiscal year 2015, and the Connecticut Community Colleges have been especially negatively affected, and
- WHEREAS, The state’s fiscal projections suggest that funding will not improve and is likely to deteriorate further, and
- WHEREAS, Increasing tuition and fees for Community College students to balance the budget is not feasible nor desirable, and
- WHEREAS, Management has put forth a strategy to consolidate the twelve community colleges and create one accredited institution in order to cut costs and improve services, and
- RESOLVED, Management has developed a preliminary quantification of such consolidation which is expected to generate approximately \$28 million of annual savings, implemented over a four-year period, therefore be it
- RESOLVED, That the preliminary quantification of savings and methodology employed appear to be reasonable and would support future fiscal sustainability to the extent demonstrated, and further

ENDORSEMENT OF THE CREATION OF COMMUNITY COLLEGE OF CONNECTICUT

Following an overview by CSCU President Ojakian of the proposed resolution concerning the creation of the Community College of Connecticut (one college, three regions, 12 campuses) and discussion among all Board members, , **the following resolution was approved (12 in favor; McGurk abstained) on a motion from Regent Harris with a second from Vice Chair Melendez .**

WHEREAS, the Board of Regents for Higher Education in April 2017 approved the strategic framework of one consolidated community college and directed the development of related plans; and

WHEREAS, pursuant to this approval of the strategic framework, the CSCU Administration and planning teams have developed a model for the one college structure and commenced communications with the accrediting authority, NEASC, to inform its planning; and

WHEREAS, the Finance & Infrastructure Committee of the Board has reviewed and accepted as reasonable management’s preliminary quantification of savings for the one college operating model that will provide a fiscally sustainable path; and

WHEREAS, the Board is impelled by the planning teams’ representations that the one college model has the potential to deliver more efficient, consistent and critical resources to students; and

WHEREAS, additional immediate and anticipated limitations or reductions to appropriated state funding require expedited action to avoid resulting double-digit tuition increases and further erosion of financial reserves. **NOW, THEREFORE, BE IT**

RESOLVED, that the Board of Regents endorses the proposed organizational structure for a singly accredited Community College of Connecticut with three regions and 12 local campuses (*Attachment A below*) and directs CSCU administration as follows:

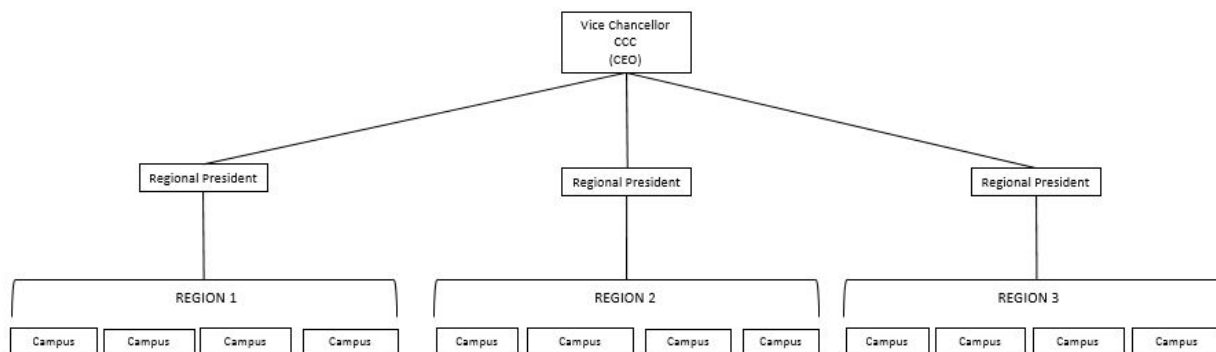
Engage with NEASC and the Academic & Student Affairs Committee to prepare the Executive Summary of the proposed Substantive Change document to be submitted to NEASC for the Board of Regents’ review and endorsement; and

In consultation with the Academic & Student Affairs Committee, commence phase two of academic planning associated with the one college model through the Students First Academic and Student Affairs Consolidation Committee comprised of community college faculty, students, and staff; and

In consultation with the Human Resources & Administration Committee, finalize organizational charts for the new college leadership structure and positions to be integrated into current class and compensation system, keep the Committee and full Board apprised on the collective bargaining implications of the new structure, and with the committee develop a hiring process for the new college leadership structure; and

Provide to the Finance & Infrastructure Committee regular updates on and opportunities to review the fiscal analysis of the college consolidation and related implementation costs.

**Attachment A:
Proposed Consolidated Community College Structure**



ACADEMIC & STUDENT AFFAIRS

Academic & Student Affairs Committee Chair Merle Harris provided an overview of the following resolution. **On a motion by Committee Chair Harris and a second by Regent DeNardis, the resolution below concerning the Establishment of Center of Excellence for Social & Emotional Learning was unanimously approved by the Board.**

RESOLVED: That the Board of Regents for Higher Education approve the establishment of the Center for Excellence in Social and Emotional Learning at Central Connecticut State University until September 1, 2022.

AUDIT COMMITTEE

Committee Chair Elease Wright reported that the audit Audit Committee met on Tuesday, December 12th and reviewed the following draft audited financial statements for the fiscal years ended June 30, 2017 and 2016:

- Connecticut State Universities
- Connecticut Community Colleges
- Charter Oak State College


Committee Wright further noted that the Committee discussed the materials with management and independent auditors, Grant Thornton. All three audits resulted in unqualified opinions, and Grant Thornton indicated that there were no material weaknesses or significant deficiencies noted. The draft reports were provided via links in the Board agenda packets, and final copies will replace those drafts.

Committee Chair Wright asked that the minutes reflect the Committee recognizes the great efforts of CFO Erika Steiner, Chris Forster, Mike Moriarty, and all of the finance staff throughout the system who contributed to an accelerated closing schedule, allowing for these financial statements to be completed before the holidays.

The Committee received copies of the System's eighteen foundation financial statements, the independent auditors' reports, and management's summary report, with each of these audits also resulting in unqualified opinions. Committee Chair Wright noted the Committee also reviewed and discussed APA audits and compliance matters, requesting that management provide a more clear statement on the consequences of non-compliance within the system.

ADOPTION OF 2018 BOARD MEETING SCHEDULE

On a motion by Regent Harris seconded by Regent Navarro, the Board unanimously adopted the 2018 Board meeting schedule.



CONNECTICUT STATE
 COLLEGES & UNIVERSITIES
BOARD OF REGENTS FOR HIGHER EDUCATION

Board of Regents for Higher Education
 2018 Meeting Schedule

Academic and Student Affairs 9:30 am – Fridays <small>unless otherwise noted</small>	Audit 10 am Tuesdays <small>unless otherwise noted</small>	HR & Administration 1 pm Thursdays <small>unless otherwise noted</small>	Finance & Facilities 10 am Wednesdays <small>unless otherwise noted</small>	Executive Comm. <small>Meets when called. 10 am Thursdays (placeholders below)</small>	Board of Regents 10 am Thursdays <small>unless otherwise noted</small>
10 am, Thurs., Jan. 11 <i>(NEASC/Accreditation)</i>		January 11	January 17	January 18	February 1
9:30 am, Fri., Jan. 12					
February 23			February 21		March 8
1 pm Wed., March 28	March 20	March 22	March 28		Tuesday, April 10
April 27			April 25		May 10
June 8	May 22	May 31	June 6		June 21
			August 15 BIENNIAL BUDGET	July 19	August 23 BIENNIAL BUDGET
September 7			September 5		September 20
October 5	October 16	September 27	October 3		October 18
November 30	December 11		November 28	November 15	December 13

Unless otherwise noted, all meetings are held at the System Office –61 Woodland Street, Hartford (agendas will specify address and room location)
 Info/contact: Erin Fitzgerald fitzgeralde@ct.edu, or 860 723-0013
 ADOPTED 12-14-2017
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EXECUTIVE SESSION

On a motion by Vice Chair Melendez seconded by Regent Cohen, the Board voted unanimously to go into Executive Session at 12:25 pm for discussion concerning

1. the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee, provided that such individual may require that discussion be held at an open meeting;
2. Educational records which are not subject to disclosure under the Family Educational Rights and Privacy Act

At the request of Chairman Fleury, President Ojakian, Steve Weinberger, Alice Pritchard, Ernestine Weaver and Erin Fitzgerald remained with the Board in Executive Session.

RETURN TO OPEN SESSION

The Board returned to open session at 1:28 pm. Chair Fleury advised that there were no votes in executive session and that discussion was limited to

1. the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee, provided that such individual may require that discussion be held at an open meeting;
2. Educational records which are not subject to disclosure under the Family Educational Rights and Privacy Act

ADJOURNMENT

Chairman Fleury declared the meeting adjourned at 1:30 pm.

ADJOURNMENT

On a motion by Regent Balducci, seconded by Regent Jimenez, the meeting adjourned at 12:18 pm.

Submitted,

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

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CT BOARD OF REGENTS FOR HIGHER EDUCATION
REGULAR MEETING DECEMBER 14, 2017
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. Report from the Faculty Advisory Committee
- B. Report from the Student Advisory Committee

Remarks to the Board of Regents from the Faculty Advisory Committee, December 14, 2017

On the Creation of One Community College

Chairman Fleury, Regents, and President Ojakian the FAC is grateful for this opportunity to address the Board.

The consolidation of Connecticut's twelve community colleges into a single Community College of Connecticut promises to save \$28 million annually, to maintain student support services, to preserve educational programs, to simplify admission, enrollment and transfer for community college students, and to forestall the closure of one or more campuses.

The FAC has concluded that promised cost savings targets will not be met, and is skeptical that other aspects will prove as favorable as suggested. Yet even if all the aims were truly realized, it would still be unclear if this would amount to adequate compensation for the loss of institutional accreditation and all of the corresponding consequences.

Alternatives

We, of course, recognize the deep and profound fiscal realities we must confront. In its May 2017 report, the FAC provided a list of alternatives that we thought and still believe the system could pursue to realize significant savings or increase revenue:

- Establish regional consortia between the state universities and local community colleges to share services. This could also lead to more direct cooperation and sharing of programs and course offerings. Create more A to B programs.
- Create more targeted economies of scale (rather than broad, administrative functions) for specific tasks such as payroll and the administration of Perkins loans.
- Monitor and institute fiscal procedures with incentives to reduce administrative costs on each campus and to encourage sharing of services across campuses.
- Reduce reliance on proprietary software.
- Reduce spending at the system office.
- Through fiscal monitoring, require Presidents to make cuts while demonstrating how budget reductions serve to preserve student access to the classes they need and student services.
- Develop an aggressive marketing and recruiting campaign to compete against the private occupational schools and to retain a larger portion of the state's high school graduates each year.
- Use the regional consortia to expand outreach to the local Chamber of Commerce and the business community.
- Expand efforts to integrate the learning and knowledge resources of the University by creating public-private partnerships.

We recognize that the system administration and the Board have already expressed considerable commitment to the idea and the vision of a single Community College. If the Board elects to pursue this path, then we recommend a shift in priorities toward building the new administration from the bottom up, rather than from the top down. That is, we could begin by building mechanisms for cost sharing and revenue sharing, creating opportunities for students to register for courses on more than one campus, establishing a single application and enrollment process, aligning some curricula and academic standards, standardizing and centralizing financial and other administrative processes. Unquestionably such a bottom-up approach to institutional change will take longer. It may stretch out the savings projections, and so incurs some financial risk. Nevertheless, we believe that building the infrastructure first would facilitate the administrative change, rather than the dysfunction that may well ensue by beginning with an accelerated administrative restructuring.

The Costs of Creating a New Statewide Community College

At the April 6th Board meeting, President Ojakian acknowledged that there would be implementation costs associated with the creation of a new statewide community college. There was, however, no acknowledgment of these costs in the staff report submitted to the Finance Committee on December 6. The FAC is not in a position to be able to put dollar estimates on the list below, but we do think the Board ought to weigh the cost side of the ledger against the purported savings and consider alternatives before finalizing a decision.

a. Loss of Student Enrollment. Student eligibility for federal financial aid depends on meeting the standards for satisfactory academic progress. Some fraction of students who do poorly at their initial attempt for a higher education reapply at a different community college so that financial aid eligibility is not hindered by their first failed attempt. In a single, statewide community college not only would students lose the ability to make a fresh start, but on the day when the single integrated transcript comes on line, hundreds, or perhaps thousands, of currently enrolled students will suddenly discover that their academic progress is no longer satisfactory.

b. Implementation costs will be incurred in the hiring of new senior personnel. The national searches for a Vice Chancellor and a Community College Provost will likely require the assistance of a professional search firm.

Printing and signage expenses will be incurred for any change in the naming of institutions and administrative offices, but just as importantly, changes in administrative forms, institutional stationery, professional cards, brochures, catalogs, webpages, and marketing materials will require additional expenditures.

Many tens of thousands of labor hours will be required to alter policy, integrate operations, standardize procedures, or create new software or computer programming operations across a variety of functional areas. These areas include:

- standards for record keeping;
- graduation verifications;
- coding of information through the Registrar offices;
- academic standards;
- database management;

- institutional governance;
- curriculum

Virtually all by-laws and procedures for hiring, promotion, employee evaluation, curricula changes, course substitutions, inter-campus departmental communication, faculty governance bodies, student records administration, and more will need to be created. Many new job descriptions and hiring committees will need to be formed. Reports for NEASC accreditation, as well as application requests for federal financial aid and institutional research identification numbers will need to be completed.

As the administrative staff is being diminished, the daily demands of keeping the institutions running will intensify. These people presumably will also be called upon to design, create, and implement a new institution.

c. Loss of Title V grant. As a Hispanic-Serving Institution, Norwalk Community College has been awarded a 2.3 million dollar Title V grant from the Federal Department of Education. Several system community colleges are also eligible for such an award. If merged, the state's one community college would lose its eligibility.

d. Loss of future foundation contributions. The Board has briefly discussed the impact of the community college consolidation on the campus-based foundations. President Ojakian has made it clear that the foundations will remain in place as they are, but what will happen to future fund raising? We believe it is likely that some alumni and local businesses that supported their local community college in the past will not feel the same obligation to support a branch campus of a state bureaucracy.

e. Transitional costs. If the system-office secures initial approval from NEASC for its transitional plan this summer, the FAC conservatively estimates that it will take at least three to four years before a consolidated community college would be in a position to seek full accreditation, and likely another year before the new college secures a federal identification for financial aid purposes. Over this time, the community colleges must maintain their accreditation to insure federal financial aid. If significant savings cannot be realized prior to completion, and additional administrative and implementation costs are incurred through the interim, then the financial crunch through the transition may be crippling.

For example, the Board insisted on a rapid implementation of TAP, but it took well over three years before the first TAP programs were approved and five years for the program to be fully in place. Just the curricular implications of the proposed consolidation far exceed what was necessary to complete the TAP programs.

TAP was also supported by a significant investment by the system office to hire faculty over the summer to create the TAP general education framework. Faculty may need to be compensated to support the accompanying curricular redesign.

To be accredited, the new state-wide community college would, among other things, need to have:

- developed structures for internal governance and institutional strategic planning;
- aligned academic standards to insure consistency and integrity in the granting of academic credit;
- created a single general education program with a corresponding assessment strategy;

- established mechanisms for the production and review of assessment data;
- aligned academic programs offered on more than one campus;
- developed a set of institutional by-laws for organizational governance;
- demonstrated the adequacy of these newly established procedures.

f. Mileage and Time Costs. In addition to the faculty meetings to review and complete curricula changes, the new institution will require a full complement of faculty and faculty/staff committees. At a minimum, such committees will include: a faculty senate, a curriculum committee, an assessment committee, a promotion and tenure committee, a general education committee, a strategic planning and budget committee, an academic standards committee, and a NEASC accreditation committee. Some campus-based governance structures will also need to be maintained to sustain two-way communication between the campuses and the new state-wide institution.

The dozens, if not hundreds, of faculty members that will serve on these committees will need to be compensated for their mileage costs. More difficult to measure are the functional costs of the time lost driving to meetings that would have otherwise been spent preparing for classes, meeting with students, or engaging in other campus-based activities.

As the hundreds of certificate and degree programs across the campuses are aligned and modified (the ASA committee is going to be very busy), many programs are likely to be terminated. These programs, however, will need to continue to serve enrolled students. This may create some academic strain or require the hiring of additional adjuncts to ensure that terminated programs continue to serve current students while newly designed programs are initiated.

Non-monetary costs

A statewide Connecticut Community College will be a complex, state bureaucracy removed from the campus communities. In the October report to the Board, President Rooke pointed out that the Community College of Connecticut would be the fifth largest in the country. Being big could be regarded as a point of pride, but it also underscores the size and complexity of the proposal. Is there any assurance that the other four large community colleges meet student's needs more effectively than the roughly 1000 smaller community colleges nationwide?

a. Stodgy Curriculum. After the curricular realignment of programs across the community colleges is complete, the FAC believes that future innovation and the redesign of programs will grow more difficult. Currently, colleagues in a discipline on a single campus are in continuing conversation about what is or is not working. Many adjustments in a program are accomplished informally through modifications in the learning objectives of prerequisite courses to better prepare students for more advanced work. Nearly all formal curricular changes are a result of the close proximity between the assessment of student work and the faculty in a department who design the curriculum they teach.

When a program curriculum is no longer the intellectual product of the departmental faculty themselves, we are concerned that future innovation will be hindered. Department faculty will need to reach out and achieve consensus for proposed changes across campuses and then work the changes through a multi-level approval process.

Once programs that are common to all campuses, including general education, are approved and operational, they will likely become very resistant to change and easily outdated.

b. Diminished Retention. In the enormous literature on student retention, the single most consistent finding is that retention increases when students develop a social, personal, or intellectual connection to someone or some activity on campus. Such connections will, of course, develop in the new structure, but few students, we believe, will develop an emotional attachment to a President and a Provost that they never see, or will want to wear a T-shirt bearing the logo of the Community College of Connecticut. A statewide campus will likely not be able to build the rituals and the symbolic engagement so that students take their enrollment as an element of their membership, their identity, or their pride.

c. Bureaucratic Red Tape. Aside from cost, arguably the most common complaint that students nationwide voice about their higher education experience concerns the complexity of the bureaucracy. Students often have difficulty finding the right person in the right office who has the authority to solve their problems. Above all else, the consolidation plan pulls authority off the 12 community college campuses. Irrespective of any and all intentions, the FAC believes this new institution will be less responsive to student needs and problems.

d. Opportunity Costs. Over the next several years, all the initiative and creativity of faculty and administrative staff will be and must be devoted to the creation and the functioning of a new bureaucratic structure. As critical administrative functions get overlooked in the transition, crisis management will come to seem like the norm. Just as importantly, administrative energy and creativity will not be devoted to improving access and quality. Programs such as the guided pathways initiative, building more A to B programs, working with local high schools to improve college readiness, and creating new marketing and certificate programs to compete against private occupational schools will need to be set aside to address required administrative priorities.

e. Loss of Institutional Accreditation. We hope that the system office is correct and that the consolidation results in a more efficient administration. Even still, such a success ought to be weighed against the loss of institutional accreditation for the twelve community colleges, which diminishes the value of each campus. Receiving and maintaining accreditation indicates a level of organizational integrity, a faithfulness to a mission, and an inclusive process of strategic planning that independently contributes to the community it serves.

Risks

The staff report presented to the Finance Committee on December 6th stated that the primary risks were due to the uncertainties regarding state funding and enrollment levels. As these remarks make clear, we believe there are considerable additional risks. We believe it is unlikely that the new administration will be in place by July 1, 2019, and delays in securing the accreditation of a new Connecticut Community College will magnify cost overruns. The 12 institutions will need to remain functional over the interim to retain accreditation and access to federal financial aid. We believe that there is a risk, which is greater than zero, that the effort to work through the transition will result in such dysfunction and cost overruns that, several years from now, we will be tasked with putting the 12 institutions back together again.

Three Recommendations

The FAC believes the decision to consolidate the 12 community colleges into a single community college is the most consequential matter that has come before the Board of Regents. The FAC calls on the Board to meet its fiduciary responsibility and to develop a process of fact finding and further inquiry to interrogate vigorously the relative benefits and costs of the proposal prior to voting.

Specifically, the FAC recommends:

1. If the BOR does elect to pursue the consolidation, it needs to be aware that the loss of the institutional accreditation of each community college is a diminishment of value for each community and the students that it serves.
2. The Board actively consider alternatives to the consolidation including the suggestion that the integration of key operational functions be built from the “bottom up,” and prior to the creation of a centralized administration.
3. The Board hold a public hearing prior to a vote to permit multiple constituencies an opportunity to have their voices heard.

BOR 12-14-2017 MINUTES - Attachment B - SAC_Remarks to the Board 12-14-2017

Chairman Fleury, President Ojakian, and fellow Regents:

I have served as a Student Advisory Committee representative for a little under a year. I have personally experienced and learned so much about how our state operates. I am humbled and grateful for the opportunity to represent the students during this year of uncertainty. Some laws were implemented this year that affected all our students. Thousands of students under the DACA program may lose protection from deportation, and Connecticut Budget cuts will affect student services and programs.

This year has been a difficult time for many of our students, most of us are unsure if we will be able to afford the future cost to further our education. Thankfully the CSCU leadership has taken the initiative to push forward the idea of a consolidated Connecticut Community College. This effort provides us the students hope for our future.

In my short time serving as the Chair of the SAC, President Ojakian has been available to answer questions at all of our scheduled SAC meeting; he is always willing to have an open conversation with the students and answer any questions and concerns. We appreciate his transparency and efforts in ensuring that the student's education is held at the highest level of priority. Throughout these unwavering times, we are indeed grateful to have leadership amongst us that display the necessary honor and courage to fight for our education and the future of our state.

The CSCU website has provided us the ability to submit our input, feedback, ideas, comments, or concerns to the steering committee during the planning phase of the consolidation. We appreciate the Board of Regents for allowing the students to be a part of the solution and clearly communicating with us. Despite the financial setbacks, we have faith in our ability to adapt and overcome during these difficult times ahead of us. I strongly believe that creativity thrives in the midst of chaos, these financial cuts will not hold us back, and thanks to the creative initiative of the consolidation proposal, we can see a glimpse of hope for our future education.

President Ojakian has not only answered questions about the consolidation but has also ensured that preventative measures are being taken to increase the safety and security of every student. ECSU Director of Public Safety and Chief of Police, Jeffrey A. Garewski, provided a detailed overview of the safety and security plans to the CSCU institutions as well as comprehensive law enforcement response to active shooter incidents. We reached out to Christine Savino, member and student representative to the UConn Board of Trustees. She provided us insightful ideas for advocacy campaigns initiatives that they successfully implemented to have their voices heard by the legislatures.

The students representative of the SAC entertained the idea of implementing a social media advocacy campaign to raise awareness and amplify the voice of the students when dealing with impactful issues such as the budget cuts. The Student Advisory Committee has also been working with the System Office to work on an Inclusion and Diversity Committee. This committee will be established in order to resolve specific hot button topics and issues related to diversity and inclusion in the CSCU campuses. There are several students interested in participating in this committee once it is fully established.

Individual Community Colleges are also taking preventative measures due to the budget cuts and establishing food pantries for the students in need. NVCC, for example, is gathering materials and working with the local organizations to feed the students in need. Many other campuses throughout the state are doing the same. We can see that the local faculty members and leadership at CSCU truly understands the daily struggles of the students in Connecticut. These types of programs allow us to make it through another day; there is a continuum of struggles that each student faces throughout the time they are enrolled in school. These proactive efforts let us know that our leadership is genuinely willing to put the student's concerns first.

We can see that President Ojakian has been consistent this year with his promises to keep the Students First. The CSCU, UCONN and CTDOT partnership for the U-Pass program is a great example, this program that has provided students in the CSCU system an affordable and dependable form of transportation. The U-Pass is a step in the right direction to ensure that students struggling are provided the resources needed to be able to move forward in their education. Lack of transportation is a contributing factor to students missing classes and not graduating. Over 16,000 passes have been issued throughout the CSCU system.

The Roberta Willis Scholarship, an essential benefit to many students, was almost compromised due to the CT Budget cuts. I firmly believe that it is a result of motivated individuals, advocating on behalf of the students, that this benefit is still available to the students. Additionally, the Board of Regents took a proactive approach attempt to reduce costs in the CSCU system by proposing the consolidation of all Connecticut Community Colleges.

President Ojakian met with the students and faculty members to answer questions in regards to the consolidation several weeks ago. All of the student's questions and concerns were addressed and explained, a majority of the community colleges attended both online via Facebook and on Campus at Capital Community College. It was a very enlightening session, and I believe it brought ease to many rumors as well as provided clarity of what the consolidation will look like from a student's perspective.

After the student's first forum I started to become increasingly aware of some negative feedback regarding the Students First initiative. A received a petition letter to sign against the Student's First initiative; I wondered why would anyone fight against this effort. After careful consideration and extensive research, I proceeded to seek a perspective from faculty members and their opinions on the Students First initiative to avoid providing a bias statement on this vital matter.

Surprisingly every faculty member I spoke to supported the effort. Some of the faculty members even stated that if the initiative resulted in no employment, they would still support it. Most of the faculty members agreed that they were provided opportunities as students to succeed in the past, and now it is time to offer that same opportunity to our current students in the present to prepare them for the future.

An unselfish leadership mentality is what we students need, the selfless act of paying it forward and allowing the future of our generation to have a better opportunity. Is this not what we all want for our children and our loved ones? So then let us treat our students as if we would treat our own children.

We understand that the Student's First proposal is a significant undertaking and that there are many moving parts and plenty of risks involved with this decision. We the students ask that you keep the following questions in mind when going through the planning process of the Students First initiative. What is our projected savings time frame? What are the accreditation risks? What are the unforeseen ramifications and how can we prepare for them? How will this affect student's services? We want to ensure that the students education, programs and services are not compromised and that tuition and book fees are not raised but lowered. The students are paying for these services, give us something worth paying for.