

BOARD OF REGENTS FOR HIGHER EDUCATION

SPECIAL MEETING - MINUTES

9:00 a.m., Tuesday, September 25, 2012

Ground Floor Community Room, 61 Woodland Street, Hartford, CT

REGENTS PRESENT

Lewis J. Robinson, Chair
Yvette Meléndez, Vice Chair
Naomi K. Cohen
Dr. Lawrence J. DeNardis
Matt Fleury
Michael Fraser
Dr. Merle W. Harris

Craig S. Lappen
Dr. René Lerer
Dennis C. Murphy*
Michael E. Pollard
Catherine H. Smith*
Alex Tettey, Jr.
Zac Zeitlin

REGENTS ABSENT :

Richard J. Balducci
Nicholas M. Donofrio
Gary Holloway

Jewel Mullen*
Stefan Pryor*

**ex-officio, non-voting member*

BOR STAFF

Robert A. Kennedy, President
Michael P. Meotti, Executive Vice President
David Levinson, BOR VP for Community Colleges/President, Norwalk Comm. College
Erin A. Fitzgerald, Associate Director for Board Affairs/Board Secretary

UNIVERSITY/COLLEGE PRESIDENTS

Wilfredo Nieves, President, Capital Community College
Anita T. Gliniecki, President, Housatonic Community College
Anna M. Wasescha, President, Middlesex Community College
Daisy Cocco De Filippis, President, Naugatuck Valley Community College
Barbara Douglas, Northwestern Community College
Grace Sawyer Jones, President, Three Rivers Community College
Cathryn L. Addy, President, Tunxis Community College
Ed Klonoski, President, Charter Oak State College
John W. Miller, President, Central Connecticut State University
Mary Papazian, President, Southern Connecticut State University
James W. Schmotter, President, Western Connecticut State University

CALL TO ORDER

Chairman Robinson called the meeting to order at 9:15 a.m.

REPORT OF BOARD OF REGENTS CHAIR ROBINSON

Chairman Robinson noted he was looking forward to the discussion regarding the recommendation of the Strategic Planning Committee (SPC) and thanked the members of the committee for their work: Dr. René Lerer, serving as Committee Chair; Nicholas Donofrio, Matt Fleury, Merle Harris, and Michael Pollard.

The Chairman spoke favorably regarding Eastern Connecticut State University being included in The Princeton Review's "Best Colleges in the Northeast" for the 3rd time in four years, as well as their being named as one of the best colleges in the nation to work for according to a recent survey by The Chronicle of Higher Education. Chairman Robinson also noted The Education Trust's recognizing Eastern's number one ranking in a national study of the improvement of six-year graduation rates of Hispanic students among public universities and colleges.

Chairman Robinson indicated the Board members were very pleased to learn of the recently-announced grant awarded by the US Department of Labor (DOL), responsive to a consortium proposal by five community colleges (Capital, Norwalk, Manchester, Gateway and Middlesex), Eastern Connecticut State University, and Charter Oak State College, focusing on providing targeted certifications, industry-recognized credentials, and associate degrees to dislocated workers, veterans and other under-employed workers for careers in the growing health and life science fields.

REPORT OF BOARD OF REGENTS PRESIDENT KENNEDY

President Kennedy remarked further upon the DOL grant award, adding that additional funds were forthcoming which would further allow the ConnSCU institutions to aid the state's workforce, create jobs, and help Connecticut's economy. President Kennedy expressed his appreciation and gave credit to both Dr. David Levinson and Gail Coppage for their outstanding efforts in securing the grant opportunity.

President Kennedy commended the members of the Strategic Planning Committee for the considerable amount of effort and hard work they provided over the course of their deliberations.

The President noted the successful progress to date on each of the five goals (listed below) that he presented to the Board a year earlier:

1. Approve and begin to implement a seamless transfer policy.
2. Approve and begin to implement a workable remediation policy.
3. Launch 3 successful manufacturing centers and enroll the first class in Fall 2012.
4. Launch a ConnSCU-wide program to encourage unfinished students to return to school and complete.
5. Identify the way in which we will meet/exceed \$4.3 million in savings and initiate a plan to fund at least 40 faculty/direct student support service positions across the campuses.

President Kennedy introduced Ernestine Weaver as a member of the President's Executive Staff who would be handling in-house counsel responsibilities for the Board of Regents and ConnSCU institutions. Atty. Weaver previously served as the Corporation Counsel for the City of Torrington where, among other things, she provided direct counsel to the Mayor, City Council and other city officials. President Kennedy also introduced Assistant Attorney General (AAG) Mary Lenehan, noting that while she reports to the Office of the Attorney General, she would be working closely with Ernestine Weaver on any issues which require AG participation.

Referencing that the updated plan to redirect consolidation savings back to the ConnSCU institutions was placed on the consent agenda, President Kennedy provided a brief overview of the highlights of the plan.

REPORT FROM STRATEGIC PLANNING COMMITTEE

Committee Chairman René Lerer shared that the Committee had been meeting over the past several months to lay out the vision, mission and associated goals of the ConnSCU System. That was the first step in the process: to lay out that which the Committee felt was important to the ConnSCU System and then, as the next step, to socialize all those issues with faculty and various stakeholders and constituencies. Dr. Lerer stated that the Vision, Mission and Goals (VMG) document was the “design” and the next step, the socialization component, would be the “development” of indicators or metrics to determine how to achieve the mission goals. Dr. Lerer thanked the members of his committee, noting that the process had been open and collaborative and that now the design, the framework of the strategic plan, the VMG document, must move out to a much broader audience—the stakeholders.

Following Dr. Lerer's remarks, BOR Executive Vice President Michael P. Meotti provided an overview of the Committee's proposed Vision, Mission and Goals (an updated copy incorporating the Board's 9/25/12 amendments is attached hereto as Attachment A).

At the conclusion of the presentation, following input from all Board members, with the assistance of Elaine Kuttner of Cambridge Associates, as well as a brainstorming session on Values, **on a motion by Michael Pollard with a second by Dr. Merle Harris to approve the proposed resolution, which after further debate and amendment offered through a motion by Zac Zeitlin and seconded by Naomi Cohen, was unanimously adopted as follows:**

RESOLVED, That the Board of Regents for Higher Education approves the following components (Vision for Connecticut; Vision for ConnSCU; ConnSCU Mission and Goals) of a Strategic Plan for the Connecticut State Colleges and Universities (ConnSCU) as developed by the Strategic Planning Committee:

Our Vision for Connecticut: A continually increasing share of Connecticut's population will have a high quality post-secondary education that enables them to achieve their life and career goals and makes Connecticut a place of engaged, globally competitive communities

Our Vision for ConnSCU: Connecticut State Colleges and Universities will continually increase the number of students completing personally and professionally rewarding academic programs.

ConnSCU's Mission: Connecticut State Colleges and Universities provide affordable, innovative and rigorous programs in settings that permit* an ever increasing number of students to achieve their personal and career goals as well as contribute to the economic growth of the state of Connecticut

ConnSCU's Goals

1. **A Successful First Year** – Increase the number of students who successfully complete a first year of college.
2. **Student Success** – Graduate more students with the knowledge and skills to achieve their life and career goals.
3. **Affordability and Sustainability** – Maximize access to higher education by making attendance affordable and our institutions financially sustainable.
4. **Innovation and Economic Growth** – Create educational environments that cultivate innovation and prepare students for successful careers in a fast changing world.
5. **Equity** – Eliminate achievement disparities among different ethnic/racial, economic, and gender groups.

and be it further

RESOLVED, That the Board of Regents for Higher Education hereby directs BOR President Kennedy to:

1. Discuss the vision, mission and goals (VMG) with the Faculty Advisory Committee, the Student Advisory Committee, the Council of Presidents and other stakeholders; and
2. Form a working group to develop strategic indicators for each of the five goals; and
3. Form five working groups (one for each of the above ConnSCU goal areas) to identify the high level strategies that drive success on that goal.

CONSENT CALENDAR

Chairman Robinson provided background on Consent Items and the development and review of those items prior to being placed on consent. **Yvette Melendez moved that the Board of Regents for Higher Education approve the Consent Calendar listed below; Zac Zeitlin seconded and the Consent Calendar (resolutions following) passed unanimously**

9/25/12 Consent Calendar

- a) Updated Plan to Redirect Consolidation Savings Back to the Connecticut State Colleges and Universities
- b) Honorary Degree – WCSU
- c) New Mission Statement for Middlesex Community College
- d) Academic Program Approvals
 - 1) Program Modifications
 - (1) AS in General Studies to be offered at Meriden Location (Middlesex CC)
 - (2) AS in Technology Studies Option in Manufacturing Machine Technology to be offered at Meriden Location (Middlesex CC)

RESOLUTIONS ON CONSENT

UPDATED PLAN TO REDIRECT CONSOLIDATION SAVINGS BACK TO THE CONNECTICUT STATE COLLEGES AND UNIVERSITIES

RESOLVED, That the Board of Regents for Higher Education approves the plan to redirect consolidation savings back to campuses by providing access to funding for full-time positions identified by the President.

BACKGROUND FROM STAFF REPORT:

The higher education governance consolidation that formed the Board of Regents for Higher Education resulted in savings above the \$4.3 million identified in the reorganization proposal. These savings are to be redirected to the campuses for the purpose of hiring full-time faculty and direct student support services (e.g. counselors, advisors, retention specialists). The Board

approved the plan to redirect a portion of this savings toward sixteen positions at the state universities and seven positions at the community colleges at its meeting on June 21, 2012 and requested that approval of the plan to redirect savings to additional positions be deferred to fall 2012.

Institutions submitted requests for additional positions to the President. Position requests were reviewed in the context of institutional needs, cross-campus collaboration, state priorities for workforce development, and ratios of students to full-time faculty and staff.

The resulting plan to redirect consolidation savings to hire full-time faculty and direct student support services staff identifies an additional twenty-one positions at the community colleges and three positions at the state universities, for a total of 24 positions in addition to the 23 positions approved in June, for a total of 47 new positions across the campuses. All institutions that submitted a request received approval for at least one position.

Institutions may access funding to make a “temporary or emergency hire” to fill a position in 2012-13, but it is expected that a robust search for a permanent hire will be conducted in each case. Once an offer has been made to a candidate for one these positions, institutions shall notify the Chief Financial Officer, who will then transfer the funding for that position to the institution. The CFO shall also be notified of any planned “temporary or emergency” hires in order to make the requisite funding available.

The BOR Academic and Student Affairs Committee unanimously approved this recommendation be forwarded to the full Board.

SAVINGS-FUNDED POSITIONS

Community College	Full-Time Faculty/Staff Position
Asnuntuck	Chemistry and Physics Faculty Member
Capital	Student Advising Counselor
Gateway	CSU Transfer Specialist Hospitality Faculty Member (collaboration with SCSU)
Housatonic	Art Faculty Member Computer Science/Computer Technology Faculty Member Psychology Faculty Member
Manchester	Biology/Polysomnography Faculty Member Coordinator, Transfer and Degree Completion Advising Neurodiagnostic Technology Faculty Member
Middlesex	Computer Engineering Technology Faculty Member (collaboration with CCSU) Director of Center for Sustainability and Technology
Naugatuck Valley	Physical Therapy Assistant Program Faculty Member Surgical Technology Faculty Member
Northwestern	Nursing Faculty Member
Norwalk	Nursing Faculty Member
Quinebaug Valley	Retention Specialist

Community College	Full-Time Faculty/Staff Position
Three Rivers	Engineering Faculty Member (collaboration with CCSU) Transfer Counselor
Tunxis	Criminal Justice Faculty Member (collaboration with CCSU) Director of Advising, Counseling and Student Retention
State University	Position
Central	Criminology Faculty Member (collaboration with Tunxis)
Eastern	Health Care Informatics Faculty Member
Southern	Business Administration Faculty Member (Hospitality Management) (Collaboration with Gateway)

HONORARY DEGREE – WESTERN CONNECTICUT STATE UNIVERSITY

RESOLVED, That the nominee for an honorary degree, His Holiness the Dalai Lama, Tenzin Gyatso, be approved according to the guidelines in the board policies presently in effect granting honorary degrees to honor a person for unusual and exemplary accomplishments and to advance the work and reputation of the Connecticut State Colleges and Universities

NEW MISSION STATEMENT FOR MIDDLESEX COMMUNITY COLLEGE

RESOLVED, That the Board of Regents for Higher Education approves the following mission statement from Middlesex Community College proposed by the College.

“In all it does, Middlesex Community College strives to be the college of its community. By providing high quality, affordable, and accessible education to a diverse population, the college enhances the strengths of individuals through degree, certificate, and lifelong learning programs that lead to university transfer, employment, and an enriched awareness of our shared responsibilities as global citizens.”

ACADEMIC PROGRAM APPROVALS

- Program Modifications

AS in General Studies to be offered at Meriden Location (Middlesex CC)

RESOLVED, That the Board of Regents for Higher Education approve a modification to a program in general studies leading to the associate of science (A.S.) degree at Middlesex Community College to be offered at 55 West Main Street in Meriden, Connecticut.

AS in Technology Studies Option in Manufacturing Machine Technology to be offered at Meriden Location (Middlesex CC)

RESOLVED, That the Board of Regents for Higher Education approve a modification to a program in technology studies with an option in manufacturing machine technology leading to the associate of science (A.S.) degree at Middlesex Community College to be offered at 55 West Main Street in Meriden, Connecticut.

REVISION TO BOR BYLAWS (INFORMATION ONLY)

Chairman Robinson advised that the Board's bylaws mandate that any changes thereto must first be brought to the Board as an information item, prior to it moving forward for action at a regularly scheduled meeting of the Board. The proposed amendment (below) to the bylaws allowing for the additional at large members to the Executive Committee will be on the October 18 for the Board's consideration and action.

RECOMMENDED MOTION FOR BOARD'S CONSIDERATION ON 10/18/12

RESOLVED, that the Board of Regents hereby approves the following amendment to Article III, Committees and Representatives of the Board, of the Board Bylaws calling for the addition of additional, at large members to the Executive Committee of the Board of Regents for Higher Education.

ARTICLE III - COMMITTEES AND REPRESENTATIVES OF THE BOARD

SECTION 1 - EXECUTIVE COMMITTEE

The Executive Committee shall consist of the Board Chair, Vice Chair, ~~and the chairs of all the Board's standing committees,~~ and such additional members as the Board may appoint. The BOR President shall serve as an ex officio nonvoting member. The Chair of the Board shall chair this committee. ~~A simple majority~~ Fifty percent of the members of the Committee shall constitute a quorum. It shall meet at such times as deemed necessary by the Chair

ADJOURNMENT

Zac Zeitlin moved to adjourn; Michael Fraser seconded and the meeting adjourned at 10:39 a.m.

Submitted,

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

The Components of the Strategic Plan

- Vision for the state as a whole
- Vision and Mission for ConnSCU
- Five Goals

Our Vision for Connecticut

- A continually increasing share of Connecticut's population will have a high quality post-secondary education that enables them to achieve their life and career goals and makes Connecticut a place of engaged, globally competitive communities

Our Vision for ConnSCU

- Connecticut State Colleges and Universities will continually increase the number of students completing personally and professionally rewarding academic programs

ConnSCU's Mission

Connecticut State Colleges and Universities provide affordable, innovative and rigorous programs in settings that permit an ever increasing number of students to achieve their personal and career goals as well as contribute to the economic growth of the state of Connecticut

Why this Vision and Mission?

- ConnSCU institutions have long been the affordable provider of high quality post-secondary education for the largest segment of college-going Connecticut residents.
- ConnSCU has the mission, resources and scale to meet the increasing demand for post-secondary education.
- Almost all ConnSCU students come from Connecticut and stay here after graduation.
- Life and career challenges are continually increasing the demands on Connecticut residents for rigorous and relevant knowledge and skills. Completion alone is not enough; continual improvement in the quality and relevance of education programs must go hand-in-hand.
- Increasing the number of our graduates will have an economic multiplier effect that creates a significant benefit to our state as a whole.

ConnSCU Mission and Goals

MISSION

Provide affordable, innovative and rigorous programs in settings that permit an ever-increasing number of students to achieve their personal and career goals as well as contribute to economic growth of the state of CT

A Successful First Year

Increase the number of students who successfully complete a first year of college

Student Success

Graduate more students with the knowledge and skills to achieve their life and career goals

Affordability and Sustainability

Maximize access to higher education by making attendance affordable and our institutions financially sustainable

Innovation and Economic Growth

Create educational environments that cultivate innovation and prepare students for successful careers in a fast changing world

Equity

Eliminate achievement disparities among different ethnic/racial, economic, and gender groups

Goal #1: *A Successful First Year*

- Increase the number of students who successfully complete a first year of college
- Why?
 - Students are more likely to succeed if they complete the broad curriculum of a first year of college in a timely fashion.
 - We are much more efficient in educating students who have completed a first year of courses distributed across core disciplines.
 - At risk students will be more likely to succeed in an integrated educational pathway from K-12 to college that maintains educational momentum through the transition to college.
 - The college readiness of incoming students and our low success rates in remedial education impose a major limit on our ability to increase rigor, relevance and completions.
 - Our role as the primary educator of new K-12 teachers binds us to a role of shared responsibility for the readiness of high school graduates.

Goal #2: *Student Success*

- Graduate more students with the knowledge and skills to achieve their life and career goals
- Why?
 - Same purpose that underlies the vision statement: the unrivaled benefits to successful students and to the entire community/region/state.
 - We need to be explicit about completion given the longstanding emphasis on access (enrollment) over success (completion).
 - Research shows that limited credit accumulation (< 30 credits) does not improve economic benefits to students.

Goal #3: *Affordability and Sustainability*

- Maximize access to higher education by making attendance affordable and our institutions financially sustainable
- Why?
 - Increasing total enrollment and completions will require significant growth in success measures for students from lower income households.
 - Household income in Connecticut has not kept pace with inflation for the past decade and that trend is likely to continue.
 - Primary revenue sources (federal aid, state support, and household income of our students) will not keep pace with inflation and may decrease.

Goal #4: *Innovation and Economic Growth*

- Create educational environments that cultivate innovation and prepare students for successful careers in a fast changing world
- Why?
 - Education that prepares graduates for increasingly competitive environments is the only strategy that lifts individuals and communities out of a subsistence career or economy.
 - ConnSCU graduates who complete rigorous and innovative professional and occupational programs do very well in employment and earnings.
 - The demand for innovation penetrates all levels of organizations and is not confined to specific units or leadership levels.
 - Participation in faculty research and external internships provide students with exposure to innovative thinking.

Goal #5: *Equity*

- Eliminate achievement disparities among different ethnic/racial, economic, and gender groups
- Why?
 - CT's population is growing increasingly diverse
 - Educational success measures are lower for African-American and Latino students
 - Males have significantly lower rates of college enrollment and completion