



**BOARD OF REGENTS FOR HIGHER EDUCATION**  
**EXECUTIVE COMMITTEE**  
**AGENDA**

Regents Boardroom  
39 Woodland Street, Hartford, CT  
10:00 a.m., Thursday, February 20, 2014

A meeting of the Executive Committee of the Board of Regents for Higher Education will be held at 10:00 a.m. on Thursday, February 20, 2014, in Boardroom 123 at 39 Woodland Street, Hartford, CT. The agenda for the meeting is below.

**INFORMATION/DISCUSSION**

1. Update from BOR President Gray

**ACTION**

1. Approval of Meeting Minutes
2. Executive Session
3. BOR Executive Committee Charter
4. Adjourn

**Board of Regents for Higher Education  
Connecticut State Colleges & Universities  
Executive Committee Charter**

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**Introduction**

There is established an Executive Committee of the Board of Regents for Higher Education (BOR). This charter defines the Committee's role.

**Membership**

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

**General Purpose and Scope**

The Executive Committee shall exercise in emergencies the authority of the Board of Regents, consistent with the policies of the Board or with any action taken earlier by the Board. For purposes of executive committee action, a matter shall be deemed an emergency circumstance when delaying action until the full Board's next meeting could result in significant risk, expense, or disruption to the Universities, Colleges or their operations. The Executive Committee shall also serve, on an as-needed basis, as the Governance Committee of the Board.

**Committee Responsibilities**

As outlined above, the responsibilities of the Executive Committee are limited only to those instances deemed an emergency circumstance. The Executive Committee may act on behalf of the Board only in those emergency circumstances that do not permit the handling of a matter in the normally prescribed manner by the Board, and any such action taken by the Committee shall be subject to ratification by the full Board at the next regular meeting of the Board. The Executive Committee shall also serve, on an as-needed basis, as the Governance Committee of the Board of Regents for Higher Education. Upon recommendation from the BOR President, the Committee will review the Board's governance practices and provide recommendations to the Board of Regents to maintain or improve such practices, including but not limited to proposed bylaw amendments, committee structure, and board self-assessment. The Executive Committee shall undertake such other matters and review such other issues as may be directed from time to time by the Board Chair or as recommended by the BOR President.

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## **Meetings**

The Executive Committee shall meet when called as deemed necessary by the Board Chair in consultation with the Board President.

## **Staff to Executive Committee**

BOR President and Associate Director for Board Affairs/BOR Secretary

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**BOARD OF REGENTS FOR HIGHER EDUCATION  
EXECUTIVE COMMITTEE  
MINUTES – REGULAR MEETING  
8:00 a.m., Tuesday, November 12, 2013  
1<sup>st</sup> floor Boardroom, 39 Woodland Street, Hartford, CT 06105**

**REGENTS PARTICIPATING**

Yvette Meléndez, Acting Chair  
Naomi K. Cohen  
Rene Lerer via teleconference  
Nicholas Donofrio via teleconference

Merle W. Harris  
Craig S. Lappen via teleconference  
Matt Fleury via teleconference

**BOR STAFF**

Gregory W. Gray, BOR President  
Elizabeth Caswell, Chief of Staff  
Erin A. Fitzgerald, Associate Director of Board Affairs/BOR Secretary  
James Howarth, ECSU VP for Finance and Administration (*former interim BOR CFO*)  
Juliet Manalan, Director of Public Affairs and Marketing  
Joseph McAuliffe, interim CIO  
Erika Steiner, CFO  
Ernestine Weaver, Counsel  
Steven Weinberger, VP Human Resources & Labor Relations  
Dr. Theodore Yungclas, Principal Academic Officer

**GUESTS:**

Randy Behm and Darlene Dimitrijevs, for CSLF c/o Education Solution Partners, LLC  
Nancy Hancock, Pullman & Comley, Counsel for CSLF

**CALL TO ORDER**

Chair Meléndez called the meeting to order at 8:06 a.m., declaring a quorum present.

**APPROVAL OF MINUTES**

On a motion by Craig Lappen, with a second by Merle Harris, the minutes from the September 10 2013 meeting were unanimously accepted as presented.

**UPDATE FROM BOR PRESIDENT GRAY**

President Gray provided an administrative update on the following ongoing activities and planning efforts:

- 11/12/13 executive summary “CT State Colleges & Universities: Building a System” (Attachment A)
- provided a status update on senior level hiring efforts for the System Office (Provost and CIO) as well as the three presidential vacancies at the community colleges;

- introduced CFO Erika H. Steiner, BOR Chief Financial Officer and Dr. Theodore Yungclas, Principal Academic Officer;
- remarked upon follow-up activity following the recent visit to SUNY, noting that a collegial, collaborative relationship had been established; and
- reported on his state advocacy efforts on behalf of ConnSCU with the legislature and Governor.

### **CT STUDENT LOAN FOUNDATION (CSLF) STATUS UPDATE**

Following President Gray's update, representatives from Education Solutions for CSLF provided an update on the status of the organization, which covered the following areas:

- Organization history
- Composition of board
- Authorized activities
- 2009 CSLF challenges and board-directed changes
- Action taken from 2010 – present
- Current financial status (9/30/13) and financial projections
- Strategies evaluated (refinancing or loan sale & redemption of bonds)
- Overview of primary administrative activities
- Comparison of CHESLA vs. CSLF

Following the overview, a brief discussion ensued with committee members agreeing appointments should be made to their board to allow the Regents more input into a CHEFA/CHESLA decision.

### **BOR STANDING COMMITTEE RESPONSIBILITIES**

Committee members received a final copy of the proposed committee charters, scheduled for submittal to the full Board on November 21, along with associated edits to the bylaws as an information item in compliance with board bylaws.

### **2014 PROPOSED BOR MEETING SCHEDULE**

The proposed 2014 meeting schedule was approved as presented, with Chair Melendez noting that additional changes may be necessary upon the appointment of a Board Chair.

### **EXECUTIVE SESSION**

On a motion by Naomi Cohen and Craig Lappen, the Committee voted unanimously to go into Executive Session at 9:00 a.m. **to discuss** the following:

1. strategy and negotiations with respect to pending claims or pending litigation
2. information technology processes, disclosure of which would comprise the security of the system
3. personnel matters re appointment of a public officer or employee

All Regents listed above remained; Chairman Melendez noted that the following staff members were requested to remain during Executive Session: President Gray, Erin Fitzgerald, Ernestine Weaver, Erika Steiner, Jim Howarth, Darlene Mancini Brown, Steve Weinberger, Joe McAuliffe, Liz Caswell.

1. strategy and negotiations with respect to pending claims or pending litigation  
*this discussion concluded at 9:20, after which the following staff members left:  
Darlene Mancini Brown, Jim Howarth, and Erika Steiner.*
2. information technology processes, disclosure of which would comprise the security of the system  
*this discussion concluded at 9:25, after which Joe McAuliffe left.*
3. personnel matters re appointment of a public officer or employee

The Committee returned to open session at 9:35 a.m. Chair Melendez confirmed no votes were taken in executive session and that discussion was limited to the following:

1. strategy and negotiations with respect to pending claims or pending litigation
2. information technology processes, disclosure of which would comprise the security of the system
3. personnel matters re appointment of a public officer or employee

#### **ADJOURNMENT**

Craig Lappen moved to adjourn; Naomi Cohen seconded and the meeting adjourned at 9:40 a.m.

Submitted,

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

# Connecticut State Colleges & Universities: Building a System

Excel CT: November 12, 2013

## Executive Summary

The Board of Regents is developing a plan to realize the vision and mission for its seventeen state colleges and universities. The goal is to create a system-wide delivery of programs to improve the quality of our institutions, provide for greater student success, and as such, improve the quality of life in our state.

Information about our schools, business community, and students is being gathered, validated and analyzed. We are deepening insights into our financial condition, current sources and uses of funds, and strengthening partnerships with governmental agencies, legislators and the Governor's office. To accelerate and affirm our recommendations for investments and organizational alignment, we are pursuing best practices for both the strategy and approaches to optimize Connecticut's system of colleges and universities.

Our timeline currently anticipates the delivery of progressively more detailed plans and investment discussions throughout the upcoming legislative session.

## Vision, Mission, and 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 make Connecticut a place of engaged, globally competitive communities.

**Our Mission:** The Connecticut State College & Universities contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovate and rigorous programs. Our learning environments transform students and facilitate an ever increasing number of individuals to achieve their personal and career goals.

The Strategic Plan for The Board of Regents established five goals by which to measure the success of the vision and mission:

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 goal.
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.

## Excel CT: Capabilities and Planning Timeline

<b>Initiatives</b>	<b>Strategic Goals Supported</b>
<b>Student Services Coordination</b>	
- Integrate admissions (application) for all 17 schools	1,3,5
- Common registration and academic calendar	1,3,5

<b>Initiatives</b>	<b>Strategic Goals Supported</b>
- Enable seamless transfer and articulation amongst 17 schools	1,2,3
- Streamline and improve school administrative/service areas	1,2,3,5
- Institutionalize the Experiential Learning program (military, etc).	1,2,3,5
- Scale Transitions (Developmental Education) program	1,2,4,5
- Expand military/veteran support: recruiting, counseling, advising, centers	1,2,3,5
- Online orientation center	1, 5
- Online curriculum support	1, 2, 5
<b>Early College</b>	
- Expand and strengthen Early College Programs	1-5
<b>Charter Oak</b>	
- Expand online education access and provide high quality programs	1,2,3,5
- Scale "Lifetime Experience" program – military and non-traditional demographic	1-5
<b>Centers of Excellence</b>	2,4
- Expand and deepen community college expertise with CT's areas of job growth	1,2
- Strengthening university program depth	1-4
- Optimize teacher education programs and increase STEM graduates	2,4,5
- Develop corporate partnerships to create opportunities for students & business	1-5
<b>Infrastructure</b>	
- Improve measurement data and accountability for success metrics	1-5
- Modify state's funding model	2,3
- Develop long term tuition model	1-3,5
- Integrated Human Resources & Procurement functions	3
- System-wide IT architecture design and information management practices	3
- Build Institutional Research capabilities	1-5

**Timeline:**

<b>Activities</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>
College, Community, Legislative: Vision Discussions								
Enrollment Management Strategy (Maguire) <sup>1</sup>								
Communication/Support Campaign								
Centers of Excellence Identification: Industry Clusters								
Charter Oak Strategy								
Review others' best practices (SUNY)			4th					
Discuss Plan Updates								
Private Public Partnership Meetings								
Early College Strategy								
Facilities Strategies (Sightlines )								
Development of Goal Metrics Data								
Funding/Sustainability Strategies								
Identification & Sizing of Impact Investments								
Plan Draft Review by BOR; Edits and "Finalize"								
Marketing Strategy <sup>2</sup>								

<sup>1</sup> Macguire Associates' engagement will culminate in June, 2014, with marketing/branding analysis and recommendations. Interim deliverables will be levered in BOR strategic plan.

<sup>2</sup> Placeholder dollars will be included in plan. Strategy specifics will follow capital investment approval.