

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES
(CSCU)**

**Minutes of Special Finance & Infrastructure Meeting
November 6, 2024**

Conducted Via Remote Participation

REGENTS - PARTICIPATING (Y = yes / N = no)	
Richard J. Balducci, Committee Chair	Y
Marty Guay, BOR Chair	Y
Ari Santiago	Y
Erin Stewart	Y
Ted Yang	Y
*Charlene Casamento	Y
*Brendan Cunningham, FAC Chair	Y
*Colena Sesanker, Vice Chair FAC	Y
<i>*ex-officio, non-voting member</i>	

CSCU STAFF:

Terrence Cheng, Chancellor
John Maduko, President, CT State Community College
Lloyd Blanchard, VP of Administration / Chief Financial Officer
Kerry Kelley, VP of Finance & Administration, CT State Community College
Elle Van Dermark, CT State Senate President
Rachel Cunningham, Admin Assistant to Lloyd Blanchard (recorder)
Pamela Heleen, Secretary of the Board of Regents

CALL TO ORDER:

Committee Chair Balducci called the meeting to order at 10:05 a.m. Following the roll call, Rachel Cunningham recorded a quorum present.

ACTION ITEMS:

Reinstatement of Student Services at CT State Community College

Chair Balducci invited President Maduko and CFO Kelley to provide an overview and presentation of the reinstatement of student services. (Attachment A)

Who We Serve, [timestamp 2:18](#)
Student Facing Services to Restore, [timestamp 2:50](#)
CT State Plan, [timestamp 4:08](#)
Progress in Developing Plan, [timestamp 7:07](#)
[Transparency Webpage](#), [timestamp 9:04](#)
Review of Requests Received, [timestamp 9:45](#)
Presidential Initiatives & Student Services, [timestamp 13:03](#)
Analysis of Plan by Functional Area, [timestamp 17:50](#)
Implementation Timeline & Budget, [timestamp 19:15](#)
Requests Not Included in the Plan, [timestamp 22:12](#)

Q: Chair Balducci asked if emergency student funding is needed, where the money is coming from, and what the role of foundations is in funding emergencies.

CFO Kelley responded the proposed funding for \$1.76 million emergency support will come from the \$4.8 million surplus in the current FY25 budget, reducing the surplus to \$3 million. The primary funding source for emergency support comes from college foundations, and the proposed budget allocation for emergencies is an additional measure, not the primary source.

Q: Chair Balducci asked for an explanation of the Uber program and the cost.

Pres Maduko responded the Uber pilot program is to address some of the limitations of the existing public transportation program and provide students with an affordable and reliable transportation option, particularly in areas where bus routes are unavailable after 9:00 PM, and for some of the campuses that lack access to public transit entirely. The program has been allocated a budget of \$250,000, which will subsidize Uber rides, making them more affordable for students in specific locations across Connecticut.

Q: Chair Balducci asked whether the number of tutors proposed (10) is appropriate for the current needs of the campuses.

Pres Maduko & CFO Kelley explained the demand for tutoring is significant. Tutors play a critical role in supporting students, especially in courses with high withdrawal and failure rates and the proposal of 10 currently is moderate. There's a separate proposal for 25 peer tutors to be embedded in sections of courses across all campuses, with at least one peer tutor per campus. These tutors would likely be part-time employees.

Q: Prof Cunningham asked for a reflection of restoration percentages by campus.

Pres Maduko & CFO Kelley explained that the campuses are generally grouped by size (large, mid-size, and small). Larger campuses, with bigger budgets, were given larger targets for savings and, therefore, may be seeing more substantial restorations. The restoration plans vary by campus, and an analysis can be conducted to break down these figures more precisely.

Q: Prof Cunningham asked if the Microtransit pilot program through DOT was reviewed for comparative rates and affordability.

Pres Maduko pointed out that the Microtransit program is for those who qualify for the current UPASS program, and it does not reach all student populations such as non-credit students and undocumented students.

Q: Prof Sesanker asked why the scope of the restoration of services was limited and if CT State will have access to the remainder of the funds received.

Pres Maduko explained that the limited scope of the restoration plan had to be targeted and that of the additional \$33 million in funding received a significant amount was used to expand the PACT/Mary Ann Hanley program (free tuition). The remaining funding was not enough to restore all cuts, especially considering the need for long-term sustainability and making decisions based on one-time funds that may not be available in the future. A midyear review of the budget is planned to assess whether additional restoration is possible.

Q: Prof Sesanker asked why the CT State Senate's approval was provisional.

Prof Van Dermark explained that the Senate had significant concerns about the restoration plan, particularly regarding the use of the \$14 million surplus that was not allocated for restoration. There were also concerns about the sustainability of quickly rehired positions, the short-term nature of some restorations, and whether the restoration plan adequately reflected shared governance processes. Ultimately, while the Senate approved the restoration plan, they remained cautious, particularly regarding long-term impacts on students.

Chair Balducci made a motion to adopt the resolution, seconded by Regent Stewart, which was approved by a unanimous vote.

Chair Balducci requested a motion to adjourn, Regent Santiago seconded, and following a unanimous vote the meeting adjourned at 10:50 a.m.

2023
CT STATE
COMMUNITY COLLEGE

Report to the Finance & Infrastructure Committee on the Board Resolution to Restore Student Facing Services

November 6, 2024

Your Community. Your College.



In July of 2023, CT State became the **LARGEST COLLEGE** in Connecticut. Currently enrolling **64,883** students.

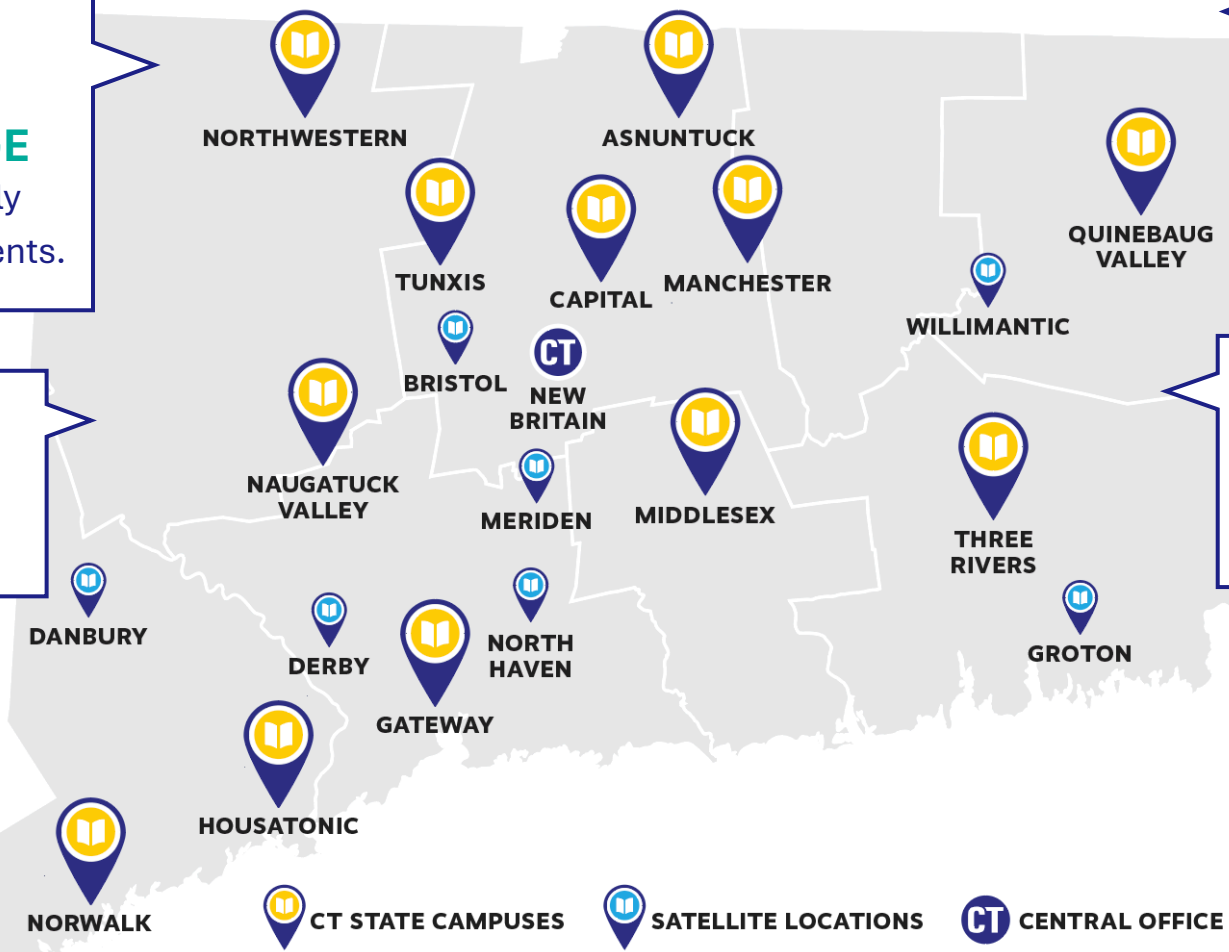
We serve **25%** of all undergraduate students in Connecticut.

We serve over **5,000** dual-enrolled high school students.

Connecticut's community colleges have a 60-year history of educating **250,000** alumni.

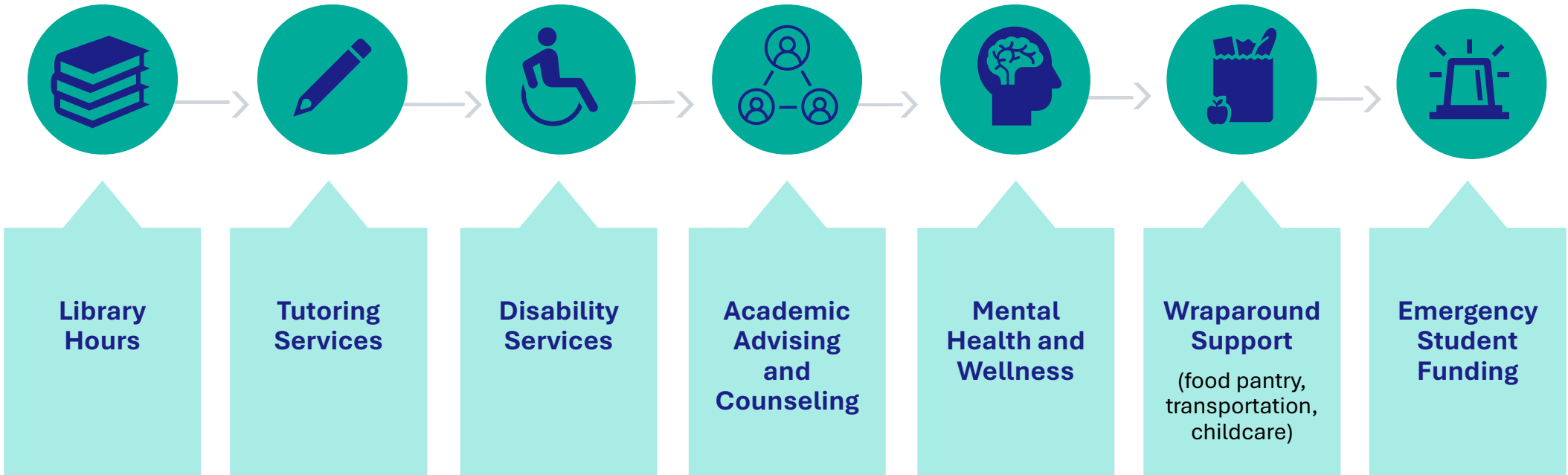
Over **90%** of our alumni remain in Connecticut and are Connecticut taxpayers.

57% are students of color; we are a minority-majority institution.



Resolution to Restore Student Facing Services

The Board directed CT State to develop a plan to strategically restore student services affected by the FY 24 & 25 deficit mitigation
Plan should prioritize the key student services such as:





The CT State Plan

- Aligns with CT State's strategic priorities and goals
- Leverages the Holistic Student Support Surveys on student needs & challenges
- Recognizes that no two years are the same & analyze the makeup of the student body and how they access our campuses/offerings
- Honors our Principles of Shared & Participatory Governance & **received conditional endorsement from the CT State College Senate**
- Provides a timeline for implementation
- Identifies a funding source
- Is transparent



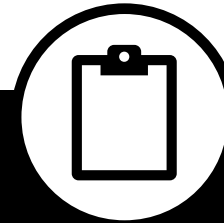
▶▶ CT State Progress in Developing the Plan



Campus leaders engaged with local stakeholder groups to identify student needs



**Initial recommendations were submitted on 9/27/24
Finance Division analyzed the cost for each**



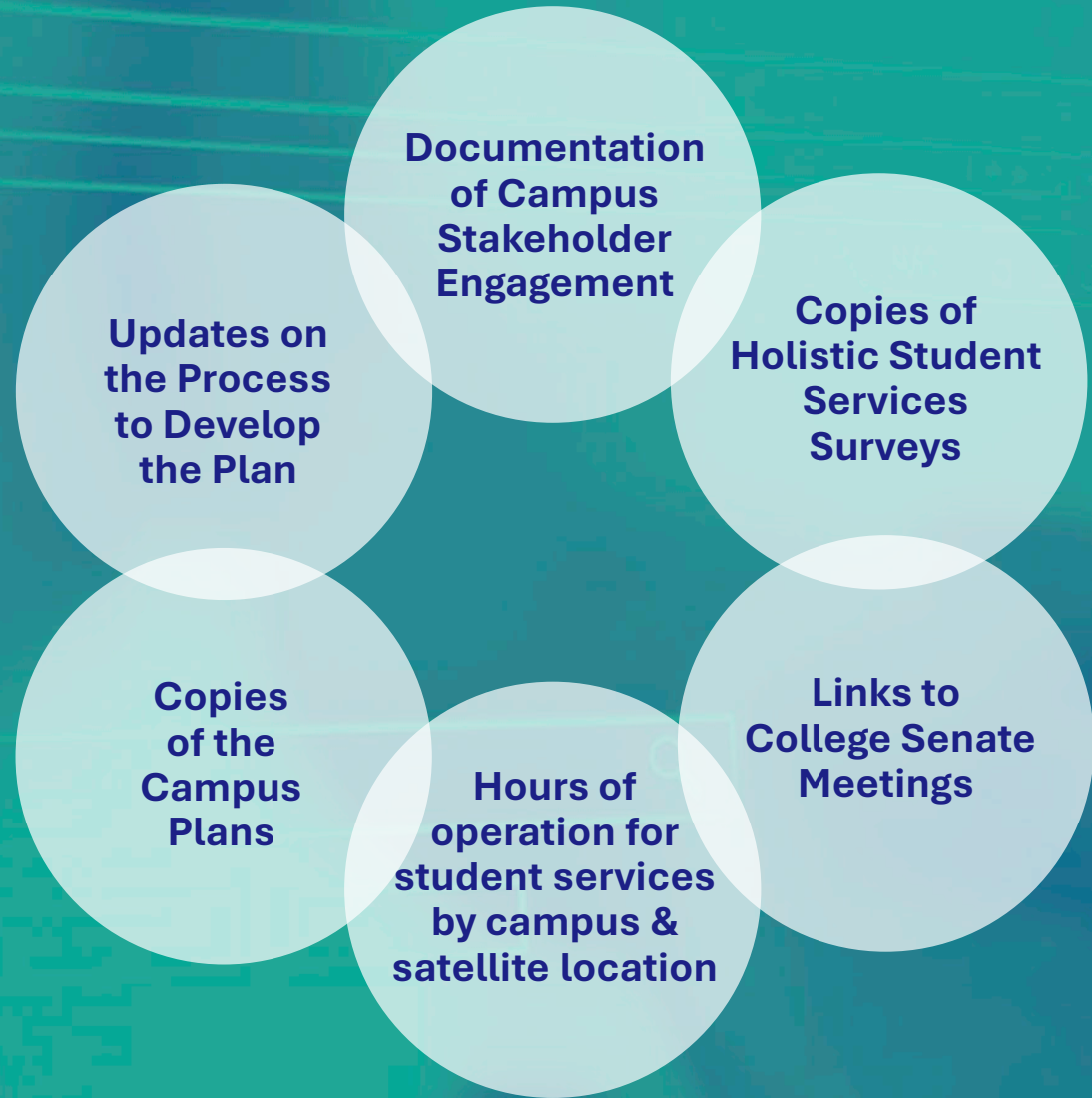
CT State completed a survey on the Hours of Operation for student facing services by campus and satellite location



With support from College Senate leaders, the timeline to develop the plan was extended to allow for statewide shared governance

CT State is Committed to Transparency

The college has established a
webpage that contains:



CT State's Plan to Restore Student Services



Received 76 requests



All evaluated to affirm

- Impacted by FY 24 or 25 deficit mitigation
- Meets resolution's definition of student facing services



Plan recommends 39 requests with FY 25 costs of \$1.7 million, which annualizes to \$2.1 million thereafter

Count of Recommendations by Campus					
Campus	Section I Funded Recommendations	Section II Not Funded: Not Defined As Student Services in the Resolution	Section III Not Funded: Not part of FY 24 or FY 25 Deficit Mitigation	Section IV Withdrawn: Recommendation Already Funded	TOTAL
AS	1	-	-	-	1
CP	4	1	-	1	6
GW*	6	7	4	-	17
HO	4	-	-	1	5
MA	2	1	2	3	8
MX**	2	4	2	4	12
NK	2	-	-	-	2
NV	4	-	1	-	5
NW	1	1	-	-	2
QV	2	-	-	-	2
TR	2	-	-	-	2
TX	6	5	-	-	11
CT	3	-	-	-	3
TOTAL	39	19	9	9	76

* Originally, campus submitted 13 requests, but those with multiple parts were divided into component parts
 ** Originally, campus submitted 7 requests, but those with multiple parts were divided into component units

▶▶ Presidential Initiatives & Student Services



Student Transportation

CT State is partnering with a ridesharing company to develop a pilot program to subsidize student rides to augment public transportation.



Supplemental Instruction

Establishes a pilot program to provide embedded peer tutors to support student success in 25 sections of courses with high withdrawal or failure rates. (This will fund at least one section per campus).



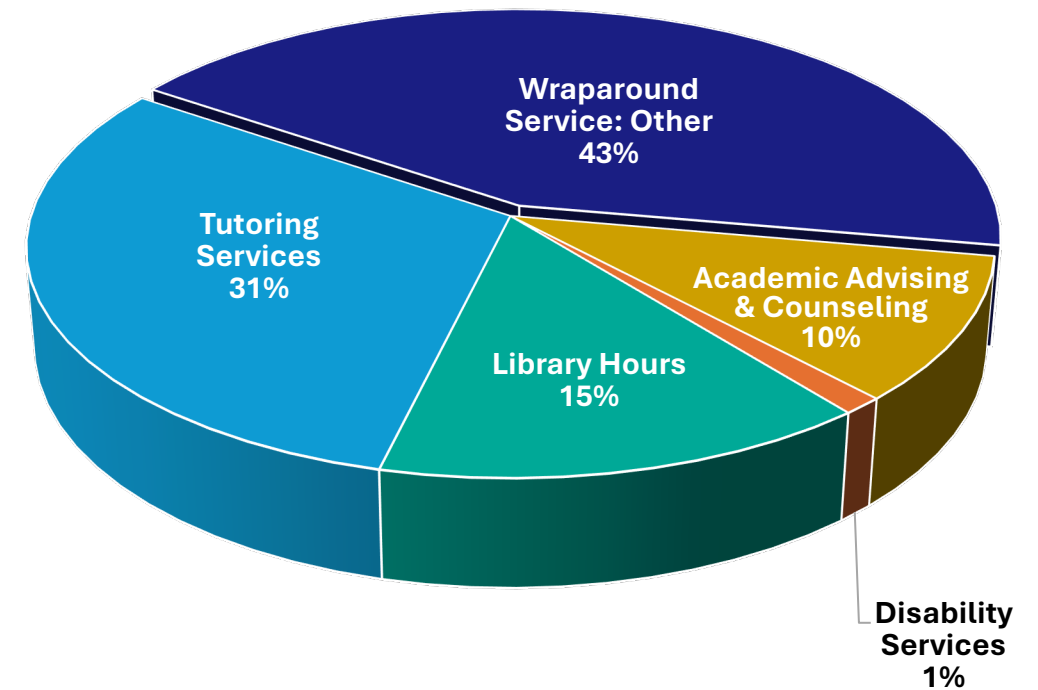
Career Services

Provides additional career services at four campuses that do not have dedicated resources. (Asnuntuck, Northwestern, Three Rivers & Tunxis)
The plan funds a FT position at Middlesex & Capital is hiring a grant funded position.

Analysis of Plan to Restore Student Facing Services by Functional Area

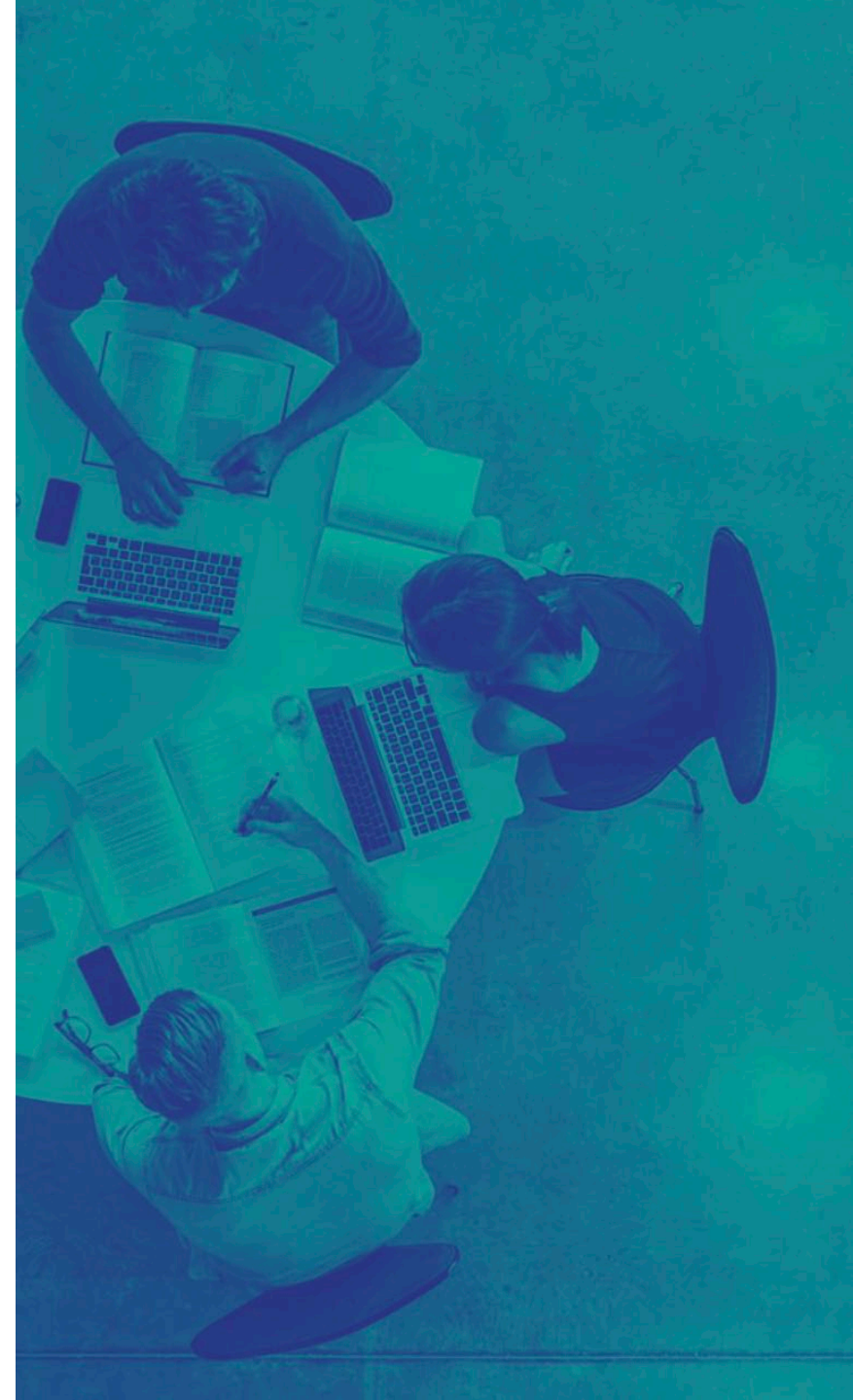
- Because the FY 24 & 25 deficit mitigation plans minimized the impacts on students, some campuses did not have many items to request
- Similarly, because certain areas of student facing services were shielded from reductions, like disability & mental health, there are not a lot of requests in those areas

CT State Plan to Restore Student Facing Services by Functional Area



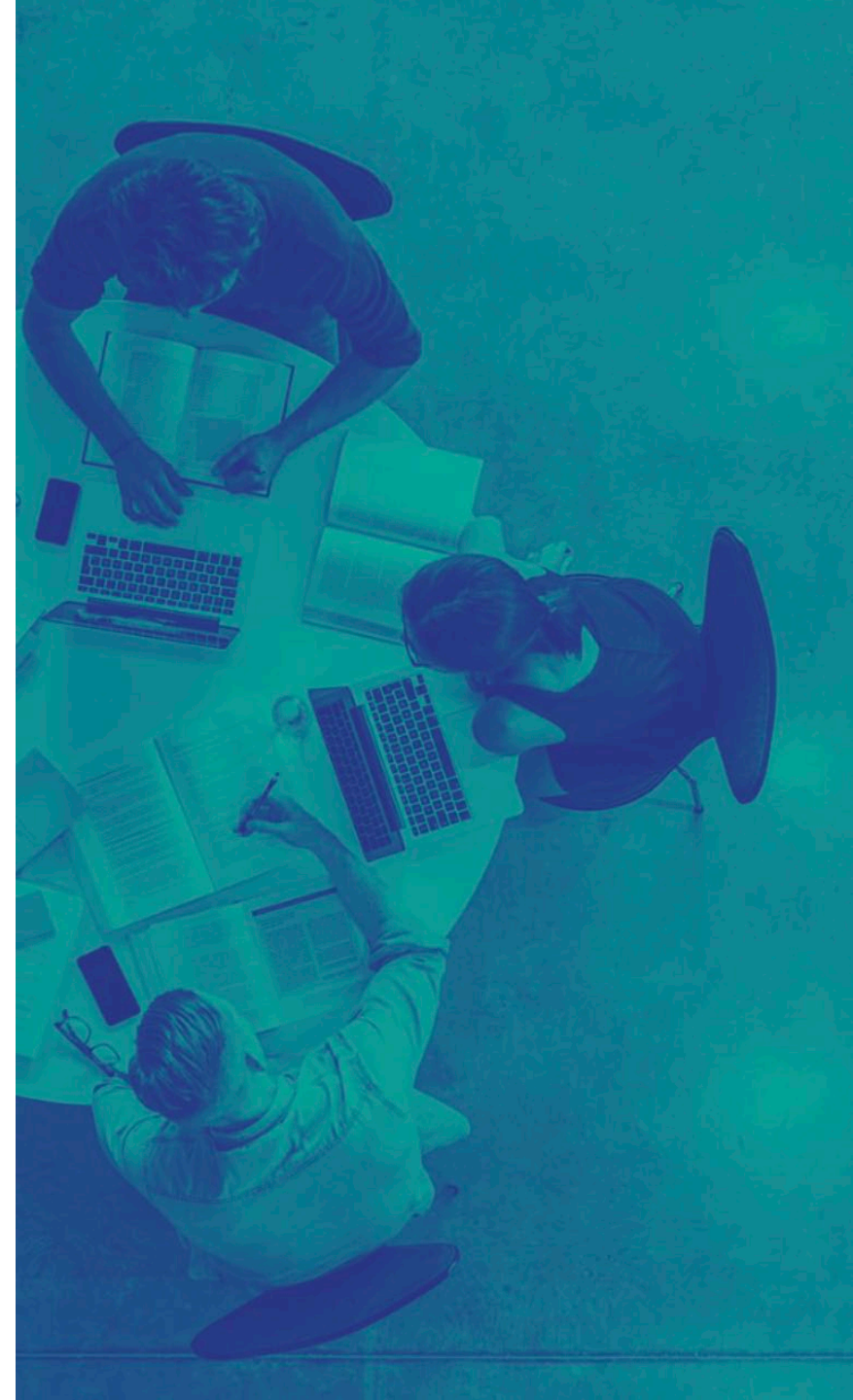
Implementation Timeline & Budget

- Assumes December 1st implementation
- FY 25 budget has a \$4.8 million surplus
- Request authority from the board to increase FY 25 expenditures by \$1.76 million for FY 25, thereby reducing surplus to \$3.0 million
- The FY 24 deficit mitigation plan implemented a net reduction of \$24.0 million in expenditures, this plan restores approximately 10% of reductions when fully annualized



Requests **NOT** included in the Plan

- Will be added to the requests campuses made as part of the FY 25 budget development process (referred to as Template E) to restore services or for new strategic priorities
- CT State will re-evaluate these and all budget requests at the mid-year assessment of the FY 25 budget in early January and if possible, re-allocate lapsing funds to support these important services





Thank You

CT STATE
COMMUNITY COLLEGE