

**MEETING OF THE
FINANCE & INFRASTRUCTURE COMMITTEE**
Board of Regents for Higher Education
Hartford, Connecticut

Thursday, September 3, 2015, at 10:00 am
Regents Board Room
61 Woodland Street, Hartford, CT

Agenda

1. APPROVAL OF MINUTES FROM THE JUNE 23, 2015 MEETING

2. INFORMATION ITEMS

- A. CSCU 2020 and Other Facilities Projects – Update
- B. Proposed New Building at Housatonic Community College
- C. Proposed New Advanced Manufacturing Center at Quinebaug Community College
- D. FY15 Financial Update (*to follow*)
- E. FY16 Enrollment Update (*to follow*)

3. ACTION ITEMS

- A. Resolution concerning the Naming of the Library and Learning Resource Center Building for Raymond F. “Sonny” Damato at Manchester Community College
- B. Establishment of Tuition and Fees for the Master of Science in Organizational Effectiveness & Leadership at Charter Oak State College

**MEETING OF THE
FINANCE & INFRASTRUCTURE COMMITTEE**

Board of Regents for Higher Education
Tuesday, June 23, 2015, at 10:00 a.m.
61 Woodland Street, Hartford CT

Minutes

REGENTS PRESENT

Matt Fleury, Committee Chair
Richard Balducci
Sarah Greco (Telephonic)
William McGurk

REGENTS ABSENT

Catherine Smith

CSCU REPRESENTATIVES

Mark Rozewski, Executive Vice President, SCSU; Lester Primus, Dean of Administration, CCC; Charlene Casamento, Chief Financial Officer, CCSU; James Howarth, Vice President for Finance & Administration, ECSU; Paul Martland, Dean of Administration, QVCC; Sean Loughran, Interim Chief Financial Officer, WCSU

CSCU STAFF

Erika Steiner Chief Financial Officer; Keith Epstein, Vice President for Facilities & Infrastructure Planning; Karen Stone, Director of Internal Audit; Kyle Thomas, Legislative Program Manager; Michael Kozlowski, Director, Public Affairs & Marketing; Melentina Pusztay, Director, Budgets and Planning; Pamela Mikaelian, Associate Director for Budgets and Planning; Rosalie Butler, Administrative Assistant for Finance

With a quorum present, Chairman Fleury called the meeting to order at 10:00 a.m.

1. APPROVAL OF MINUTES FROM THE MAY 12, 2015 MEETING

The minutes of the May 12, 2015 meeting were unanimously approved, with one minor correction.

2. INFORMATION ITEMS

A. CSCU 2020 Update

VP Epstein provided an update on CSCU projects to date. He characterized projects as being largely on schedule and within budget. Projects of note include the Fine Arts Instructional Center at ECSU, opening this winter; the Academic Laboratory building at

SCSU, opening this fall; the Police Station at WCSU, now in the design phase. VP Epstein also cited the need for supplementary funds for Goddard Hall at ECSU, since reallocation of CSCU 2020 funds had not occurred as anticipated.

3. ACTION ITEMS

B. Approval of the FY15-16 Budget for the Connecticut State Colleges and Universities

Chairman Fleury provided context and background for the budget proceedings to date, thanking Committee members for the substantial time they devoted over three days of budget hearings. He turned to CFO Steiner for further explanation. She provided an in-depth recap of budget events, since the Governor released his budget on February 18, 2015. In the absence of a legislative budget proposal, all institutions were asked to present a break-even scenario based on the Governor's budget.

Steiner explained that the Legislature had restored some funding, providing earmarks for specific projects (Veterans' Oases, Racial Profiling studies). This returned funding to a level more closely reflecting the System's original Current Services Request. The proposed budget before the Committee reflects what the institutions preferred to restore, if and when funds were added back to the budget.

Steiner further explained that \$353M (excluding Fringe benefit costs) is being provided to the System in order that it might begin to manage Workers Compensation benefits. This was previously handled by the Office of the State Comptroller. Steiner indicated a discussion with the Office of Policy & Management was needed to better understand the Operating Fund portion of the process.

Steiner indicated the proposed budget was based on Tuition and Fee revenues as approved by the BOR and provided the following key points:

- Personnel costs are expected to increase by 4.2%
- Fringe benefit costs are expected to increase by \$2.3%. This is largely attributable to the increase in retirement costs.
- All institutions will set aside at least 15% of revenue for financial aid (University set-asides may be as high as 24%).
- The majority of the institutions are projecting flat enrollment, with two projecting decreasing enrollment. Community Colleges are making contingent plans, should enrollment decline further. COSC is projecting lower enrollment, due to the one-time boost received from last year's Go Back to Get Ahead program.
- Three institutions have budgeted to utilize reserves:
 - \$2M at WCSU due to negative enrollment results
 - \$1.5M at SCSU for laboratory equipment (set aside for that purpose)
 - \$170K at COSC to establish a new Graduate program (of which \$137k will come from reserves)

CFO Steiner walked Regents through Designated Transfers for revenue and expense items. She then spoke to the institutions' Unrestricted Net Position, indicating the Community Colleges ended the year, better than anticipated, at \$12.3 million (\$11.7 million was projected at mid-year).

Steiner distributed an addendum to the FY16 Budget Staff Report, providing additional information and expected changes in personnel from FY15 to FY16. Steiner explained the attached headcount/salary schedules were based on actual payroll data and simply present a snapshot in time.

Underscoring the volatility of the State budget, Steiner related the Governor's most recent proposal for tax relief, which would reduce funding for all State agencies by 1.5% across the board. She requested the Committee approve the budget presented, with the potential for leeway, in the instance that additional funding cuts of up to 1.5% come to fruition.

Regents expressed concern regarding Community College reserves, salary levels, and access and affordability.

The FY15-16 Budget was unanimously approved on a motion by Regent Balducci, seconded by Regent McGurk.

Chairman Fleury thanked staff for their efforts.

With no other business to discuss, the meeting was adjourned at 11:00 a.m.

**CSCU 2020
Monthly Project Status Report
Reporting Period Through July 2015**

PROJECT NAME	FUND SOURCE	PROJECTED SUBSTANTIAL COMPLETION DATE	PROJECT BUDGET			PERCENTAGE OF COMPLETION	PROJECT ON SCHEDULE	REASON FOR DELAY	ACTIVITY SINCE PREVIOUS REPORT
			BUDGET	EXPENDITURES TO DATE	PROJECTED EXPENDITURES				
CCSU									
Burritt Library HVAC Code Compliance Improvement	2020	4/1/2013	2,182,000	240,257	2,182,000	11%	N	Project to commence Summer 2015	X
General Fund Minor Capital Improvements Program (FY 2011)	2020	Ongoing	462,500	447,600	462,500	97%	Y		X
General Fund Minor Capital Improvements Program (FY 2013)	2020	Ongoing	2,235,000	1,590,324	2,235,000	71%	Y		X
Auxiliary Services Fund Facilities (FY 2013)	2020	Ongoing	3,200,000	1,962,647	3,200,000	61%	Y		
ITBD Renovations	2020	TBD	200,000		200,000	0%	Y		
HVAC Improvements - Campus-Wide	2020	Ongoing	5,970,000	4,464,615	5,970,000	75%	Y		
Copernicus Hall Lower Roof Replacement	2020		722,000		722,000	0%	Y		
Maloney Hall HVAC Improvements	2020	4/28/2016	1,220,000	229,274	1,220,000	19%	Y		X
Willard & DiLoreto Hall Renovate/Expand (Design)	2020		8,360,137	17,424	8,360,137	0%	Y		X
Kaiser Hall/Bubble Renovations	2020		24,264,456		24,264,456	0%	Y		X
Engineering Classroom Building (Design)	2020		9,900,000		9,900,000	0%	Y		X
Barnard Hall Additions & Renovations (Design)	2020		3,680,000		3,680,000	0%	Y		X
Burritt Library Renovations & Expansions (Design)	2020		5,161,000	240,257	5,161,000	5%	Y		X
New Northeast Food Service Facility	CHEFA	4/18/2016	10,304,000	1,179,979	10,304,000	11%	Y		
Minor Capital Improvement Projects	CHEFA	Ongoing	800,000	647,927	800,000	81%	Y		
New Residence Hall	CHEFA	9/30/2015	82,000,000	61,798,004	82,000,000	75%	Y		X
ECSU									
General Fund Minor Capital Improvements Program (FY 2009)	2020	Ongoing	872,686	855,666	872,686	98%	Y		
General Fund Minor Capital Improvements Program (FY 2013)	2020	Ongoing	3,325,000	2,510,671	3,325,000	76%	Y		
General Fund Minor Capital Improvements Program (FY 2014)	2020	Ongoing	1,000,000	831,906	1,000,000	83%	Y		
Fine Arts Instructional Center	2020	5/1/2016	83,556,000	55,985,846	83,556,000	67%	Y		X
New Warehouse	2020		2,269,000	2,154,554	2,154,554	100%	Completed		
Auxiliary Services Fund Facilities (FY 2012)	2020	Ongoing	2,200,000	1,862,504	2,200,000	85%	Y		
Auxiliary Services Fund Facilities (FY 2014)	2020	Ongoing	1,000,000	464,598	1,000,000	46%	Y		X
Goddard / Communication Building Renovations (Design)	CHEFA	1/2/2018	2,551,000	71,855	2,551,000	3%	Y		
Shafer Hall Renovations (Design)	CHEFA	1/2/2018	4,100,000	111,279	4,100,000	3%	Y		
SCSU									
Academic Laboratory Building (New)	2020	7/1/2015	67,587,000	54,666,466	67,587,000	81%	Y		X
Buley Library Addition & Renovations (2020 Share)	2020	1/1/2016	17,437,937	17,437,937	17,437,937	100%	Completed		X
General Fund Minor Capital Improvements Program (FY 2013)	2020	Ongoing	1,299,000	1,291,541	1,299,000	99%	Y		
General Fund Minor Capital Improvements Program (FY 2014)	2020	Ongoing	1,000,000	976,306	1,000,000	98%	Y		X
General Fund Minor Capital Improvements Programs (FY 2015)	2020	Ongoing	1,000,000	241,686	1,000,000	24%	Y		X
Moore Field House - Swimming Pool Renovations	2020		925,000	821,800	821,800	100%	Completed		X
Moore Field House Locker Room Renovation, Phase III	2020		1,023,800	982,367	1,023,800	96%	Y		X
Moore Field House Roof Replacement, Phase II	2020	9/30/2015	1,119,592	691,953	1,119,592	62%	Y		
Wintergreen Renovations	2020	12/1/2015	1,975,000	480,224	1,975,000	24%	Y		X
Auxiliary Services Fund Facilities (FY 2011)	2020	Ongoing	1,126,265	1,052,346	1,126,265	93%	Y		
Auxiliary Services Fund Facilities (FY 2012)	2020	Ongoing	2,800,000	1,561,273	2,800,000	56%	Y		
Auxiliary Services Fund Facilities (FY 2013)	2020	Ongoing	400,000	0	400,000	0%	Y		
Auxiliary Services Fund Facilities (FY 2009)	2020	Ongoing	5,466,717	5,253,284	5,466,717	96%	Y		
Auxiliary Services Fund Facilities (FY 2015)	2020	Ongoing	1,000,000	0	1,000,000	0%	Y		
Brownell Hall Mechanical & Electrical Improvements	CHEFA	10/15/2015	2,684,000	2,131,589	2,684,000	79%	Y		X
North Campus Residence Hall Upgrades	CHEFA	2/28/2016	3,305,000	873,481	3,305,000	26%	Y		X
Minor Capital Improvement Project	CHEFA	Ongoing	1,100,000	1,081,069	1,100,000	98%	Y		X
WCSU									
Fine Arts Instructional Center	2020	4/1/2014	97,593,000	85,762,543	85,762,543	100%	Completed		X
General Fund Minor Capital Improvements Program (FY 2009)	2020	Ongoing	1,485,000	1,221,906	1,485,000	82%	Y		
General Fund Minor Capital Improvements Program (FY 2011)	2020	Ongoing	1,165,000	995,906	1,165,000	85%	Y		
General Fund Minor Capital Improvement Program (FY 2012)	2020	Ongoing	950,000	585,387	950,000	62%	Y		X
General Fund Minor Capital Improvements Program (FY 2013)	2020	Ongoing	545,000	396,383	545,000	73%	Y		X
General Fund Minor Capital Improvements Program (FY 2014)	2020	Ongoing	1,000,000	130,117	1,000,000	13%	Y		X
Higgins Hall Annex - Learning Emporium	2020	10/1/2015	807,025	583,387	807,025	72%	Y		
Steam and Hot Water Utilities' Infrastructure	2020	Ongoing	1,975,000	1,626,227	1,975,000	82%	Y		
Central Heat Plant Improvements	2020	Ongoing	985,000	685,459	985,000	70%	Y		
Auxiliary Services Fund Facilities (FY 09)	2020	Ongoing	1,081,000	39,950	1,081,000	4%	Y		
Auxiliary Srvices Fund Facilities (FY 11)	2020	Ongoing	1,081,000		1,081,000				
New Police Station (Design Only)	2020	12/1/2016	500,000	131,974	500,000	26%	N	Legislation did not reallcate funding	X
Litchfield Hall Renovations (Design)	2020		1,139,213	203,005	1,139,213	18%	Y		
Telecom Room - HVAC Improvements, Phase II	2020		472,000	199,300	472,000	42%	Y		X
Westside Athletic Complex Synthetic Turf Replacement	2020		853,450	610,322	610,322	100%	Completed		X
Westside Campus Parking Garage (Design)	CHEFA	3/10/2016	1,233,000	0	1,233,000	0%	Y		X
Litchfield Hall Renovations (Design)	CHEFA	1/17/2016	1,064,000	284,877	1,064,000	27%	Y		X
Litchfield Hall Renovations (Construction)	CHEFA	5/12/2017	9,130,000	0	9,130,000	0%	Y		X
Minor Capital Improvement Projects	CHEFA	Ongoing	1,397,000	1,109,437	1,397,000	79%	Y		X

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			BUDGET	EXPENDITURES TO DATE	PROJECTED EXPENDITURES				
Asnuntuck									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	1,152,497	620,381	1,152,497	54%	Y		X
Advanced Manufacturing (Design)	2020	10/1/2014	2,000,000	1,300,000	2,000,000	65%	Y		X
Campus-Wide Infrast. Improvement (Design/Bid)	2020		1,255,000		1,255,000	0%	N	Currently in Bid-Phase	X
Alterations, Renovations & Improvements to Existing Building	Bond		12,697,755	1,254,500	12,697,755	10%	Y		
Capital									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	809,036	36,070	809,036	4%	Y		X
Gateway									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	726,041	257,389	726,041	35%	Y		X
Housatonic									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	830,436	468,099	830,436	56%	Y		X
General Fund Parking Structure	2020		110,000		110,000		Y		X
Addition & Renovations (Design)	Bond		45,136,817	4,215,922	45,136,817	9%	Y		X
Parking Garage Repairs, Phase II	Bond		3,907,258	498,000	3,907,258	13%	Y		X
Manchester									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	1,156,451	160,682	1,156,451	14%	Y		X
Compl/Infrast. Improvement - Campus-Wide Structure - Concrete Repairs	2020		450,000		450,000	0%	N	Project On Hold	X
Middlesex									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	1,195,803	78,936	1,195,803	7%	Y		X
Roof/Re-Roofing Investigation	2020		500,000		500,000	0%	N		
Wheaton Hall - Chem Lab Renovations	2020		800,000	47,000	800,000	6%	Y		
Advanced Manufacturing (Pre-Design)	2020		299,418	44,400	299,418	15%	Y		
Naugatuck									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	2,063,574	261,922	2,063,574	13%	Y		X
Compl/Infrast. Improvement -Campus-Wide Remediation	2020		980,000		980,000	0%	Y		
Code Compl/Infrast. Improvement -Sprinkler Lab Relocation Project	2020		400,000	319,371	400,000	80%	Y		X
General Fund Parking Structure	2020	Ongoing	54,650		54,650	0%	Y		X
Founders Hall - Alteration & Renovations	Bond		32,417,627	3,241,379	32,417,627	10%	Y		X
Northwestern									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	831,767	205,861	831,767	25%	Y		X
Joyner Building - Veterinarian Technologies & Allied Health Services	2020		24,650,786		24,650,786	0%	Y		
Norwalk									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	1,460,002	1,128,321	1,460,002	77%	Y		X
Library HVAC Repairs/Adj.	2020		430,000	327,458	327,458	100%	Completed		
East Campu Chiller Replacement	2020		1,385,000		1,385,000	0%	Y		
Phase III Additions & Renovations (Design)	Bond		28,800,000		28,800,000		Y		
Quinebaug									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	707,215	89,710	707,215	13%	Y		X
Parking & Site Improvements	Bond		2,189,622		2,189,622	0%	Y		X
HVAC Improvements	Bond		1,612,500		1,612,500	0%	Y		X
Advanced Manufacturing	Bond	12/30/2016	8,898,724	564,000	8,898,724	6%	Y		X
Three Rivers									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	679,601	96,374	679,601	14%	Y		X
Boiler Replacement	2020		950,000		950,000	0%	Y		
Indoor Air Quality Adjustments	2020		450,000		450,000	0%	Y		
Campus-Wide Site Remediation	2020		450,000		450,000	0%	Y		
Tunxis									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	824,172	160,651	824,172	19%	Y		X
Third Floor Classroom	Bond		4,993,817		4,993,817	0%	Y		
Charter Oak									
Code Compliance/Infrastructure Impr. - Minor Capital Projects	2020	Ongoing	60,570	22,269	60,570	37%	Y		X
SYSTEM									
Master Plan Upgrades	2020	Ongoing	3,390,000	702,080	3,390,000	21%	Y		X
Consolidation & Upgrades of Student Financial IT Systems	2020		20,000,000	18,109,908	20,000,000	91%	Y		
Smart Classroom Technology (SMART)	2020		20,000,000	2,030,531	20,000,000	10%	Y		
Telecom Upgrades to Campuses - Wireless	CHEFA	9/26/2011	4,001,900	3,959,509	3,959,509	100%	Completed		X
Telecom Upgrades to Campuses	2020		7,500,000	7,500,000	7,500,000	100%	Completed		X
New & Replacement Equipment (FY 2009)	2020	Ongoing	10,000,000	10,000,000	10,000,000	100%	Completed		X
New & Replacement Equipment (FY 2011)	2020	Ongoing	8,000,000	8,000,000	8,000,000	100%	Completed		X
New & Replacement Equipment (FY 2012)	2020	Ongoing	8,895,000	8,895,000	8,895,000	100%	Completed		X
New & Replacement Equipment (FY 2013)	2020	Ongoing	9,500,000	9,044,828	9,500,000	95%	Completed		X
New & Replacement Equipment (FY 2015)	2020	Ongoing	15,000,000	4,123,846	15,000,000	27%	Y		X
New & Replacement Equipment (FY 2016)	2020	Ongoing	10,415,000		10,415,000	0%	Y		X

PROJECT SCHEDULE COLOR CODE	
	PROJECT IS WITHIN SCHEDULE ISSUE
	MINOR PROJECT SCHEDULE ISSUE
	SIGNIFICANT PROJECT SCHEDULE ISSUE

ITEM – INFORMATION ONLY

Analysis of Housatonic Community College's Proposed New Building

BACKGROUND

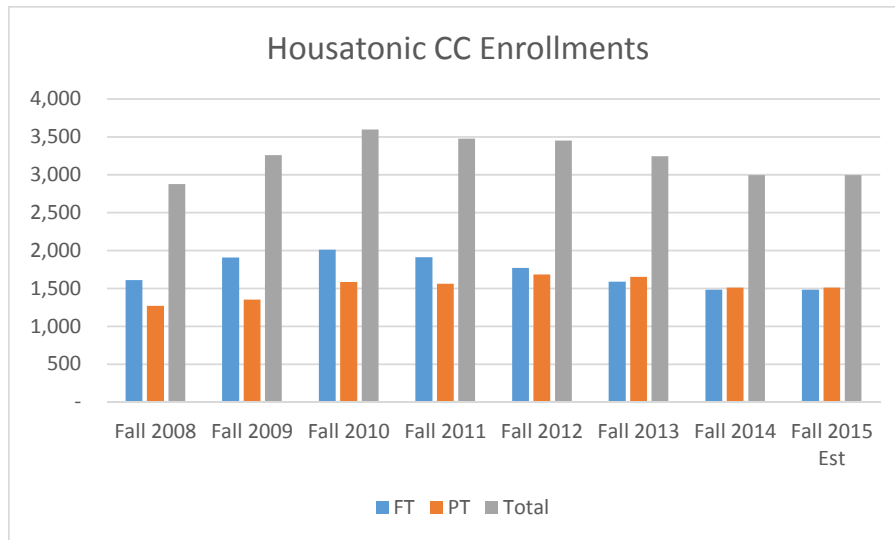
Included in our FY 11/12 and FY 13/14 biennium capital plans totaling \$44.7 million, which were previously approved by the Finance Committee and the Board of Regents, was a project for construction of a 47,000 square foot addition and 32,000 square feet of renovations at Housatonic Community College ("HCC"). In accordance with our due diligence, prior to beginning on such construction, we review the requirements and prepare a financial justification in advance of actually requesting the bond funding.

ANALYSIS

We have reviewed the financial summary of the impact of the new building on HCC's projections. We found the building to be fiscally supportable. Attached to this staff report are comments provided by HCC President, Dr. Broadie.

Certain factors were important in our consideration of this project:

1. HCC has historically provided a surplus to the Community College system. This is in part due to the offerings of the College: HCC had very little in the way of allied health or other specialty programs, which are generally more expensive to deliver than general education classes. FY15 is currently expected to result in a surplus exceeding \$2M, largely due to maintaining lower operating expenses than budgeted.
 - a. The College believes that these savings are sustainable, and will partially be offset by the increased operating costs from the new building.
2. With a new President at the College, this strategy has been re-examined. The current review suggests that we have not been offering the courses that the community needs and desires. This is evident by the dwindling enrollment figures, and the low capture rate of the eligible population. Below is a chart showing FTE enrollment trends at the College:



- a. HCC currently projects FY16 enrollment flat with prior year, which is consistent with their approved budget;
 - b. HCC wishes to re-invest in itself via the new building, and new programs;
 - c. The current capture rate of continuing education programs is very low when compared to the other eleven Colleges
3. Another attribute of this project will be to centralize all student-facing enrollment areas to create a “one-stop shopping” location for new students. The College’s research has suggested that they are losing enrollment through the process. HCC believes that by making it easier to enroll, fill out FAFSA forms, register, etc. that more students would be encouraged to attend HCC.
 4. HCC management team is also relying on enrollment growth, not from their traditional student, but from an untapped population of prospective students.
 5. Research by the management team indicates that the Bridgeport community would welcome design programs including:
 - a. Computer-based Interior Design
 - b. Web Design
 - c. Digital Film Making/Editing
 - d. Computer Gaming Design
 - e. Computer Application Software Development
 - f. Smart Phone Application Design
 - g. Digital Animation
 - h. Software Security
 6. The Colleges also plans to further emphasize and “repackage” STEAM (Science, Technology, Engineering, Arts, and Math) programs by adding:
 - a. Bio Sciences Bio-Engineering (environmental, pollution management, and hazardous waste management)

7. The College has not historically reached out to minorities, yet the Bridgeport Community is approximately 35% Latino; current administration is identifying paths to reach out to the community. The program offerings contemplated are expected to appeal to the community at large.
8. These are a combination of credit and non-credit programs, and will be implemented as possible now, but expected to be integrated into the new building; as such, design included specialty rooms (in particular with good computing capability).
9. It is expected that most of the courses will be taught by existing faculty (a collaboration of arts and sciences) as well as new adjuncts as the programs are introduced. This will minimize the additional cost of instruction; the College will continue to evaluate under-enrolled classes as a part of this introduction of new classes.
10. And importantly, the additional space was deemed reasonable for anticipated enrollment requirements; although enrollment has declined in the past several years, it is anticipated to be flat in FY16, and it is expected that the enhancements in offerings and the recruitment process will restore enrollment in one of Connecticut's growing cities. If the College's enrollment projections are correct, the additional space is indeed necessary. We discussed with Provost Lopez who agrees that these enrollment projections are reasonable.

The buildings at HCC have generally not been updated for 17 years. Although some refurbishing and renovation is also planned, the new building will accommodate the new programs and incorporate adequate space to facilitate the "one stop shopping" experience for existing and prospective students.

RATIONALIZATION OF HCC'S FACILITY EXPANSION

Housatonic Community College is the fifth largest community college in the CSCU system. The college's service region encompasses 11 towns and cities, which includes the largest city in Connecticut, Bridgeport.

As highlighted in the 2012 New England Association of Schools and Colleges, Housatonic Community College's accreditation reports the college has a robust planning and assessment process and has made changes to respond to expanding or decreasing demands of students and industry. The academic planning process at Housatonic Community College included input from the community; the college; students; regional; state; and national data; employment outlook; and a review of the changing academic landscape (NEASC Report 2012). Academic Affairs is aggressively deepening the depth, quality and use of its program review process, and conducting a more extensive environmental scanning and career information in our reviews of programs. The college's Career Services coordinator now reports to Academic Affairs to promote availability and use of career information for academic review. Programs at the college are asked to reflect annually on program health and viability, as well as opportunities for expansion or the possible need for termination. The academic departments receive data at regular intervals regarding enrollment, retention, student accumulation of credits, and numbers of recent graduates, and will be provided with data on student success at the course level to promote frequent, consistent and careful monitoring of student progress and success. However, space constraints have limited the college's ability to expand offerings.

The last major addition to the college was Beacon Hall. The addition of this facility was projected to enable the college to accommodate 5,500 students. Within two years of opening Beacon Hall, enrollment grew to 6,200. As the available square footage decreased in direct correlation, enrollment flat lined and began to decline (NEASC). In response, the college was in a position of needing to expand so that it could address current needs such as the lack of lab space and the inability to expand existing credit and non-credit programming. The expansion plan was focused on potential growth areas and has now incorporated a new strategic direction for the college. The college has spent two years planning for the development of this new facility. This involved meetings with multiple stakeholders to ensure that the right mix of programs would become a part of the new facility and the existing facility would be repurposed to support current and future space needs. This mix of programs was deemed essential for the future success and growth of the college. Moreover, the programs were identified as essential in responding to industry demands and future employment growth areas.

The college's recent enrollment declines can be attributed to a cumbersome enrollment process and the lack of innovative programs. The design of the "One Stop" Student Services Center and the addition of new programs will strengthen enrollment and retention. Changes in enrollment processing and institutional marketing appear to have reversed the sharp enrollment decline. As of August 27, 2015, the college's enrollment is up two percent after course cancellations. The college has begun to tap into new markets and in anticipation of the new facility, departments have created new program proposals and more are being created.

Housatonic Community College will be branded as the STEAM (Science-Technology-Engineering-Arts-Math) college. This builds on the college's strong focus in the arts and ties it together with the focus on STEM programs which have experienced growth and withstood enrollment declines. The college has received a STEM grant from the Leona and Harry Helmsley Foundation, Achieving the Dream and Jobs for the Future. One major focus of this grant will be to create STEM (STEAM) pathways. The college is going to be emphasizing STEAM in our academic offerings over the coming years, and so will be aggressively expanding both arts and interdisciplinary creative/scientific programming.

The Art Department is proposing several new programs that will be housed in the new facility. Interior Design, Web Design and Digital film making are all projected areas of growth. According to the Bureau of Labor Statistics, Office of Occupational Statistic and Employment projections, these fields will experience a four percent growth through 2022 in the United States. According to the Connecticut Department of Labor, Office of Research Occupation trends, these fields will experience a seven percent growth. Other areas of growth that will result in new Housatonic Community College programs, will include web design, computer application software development, computer gaming design, smartphone application design, software security and digital animation is anticipated to increase by twenty-three percent in the United States and twenty-one percent in Connecticut. The employment outlook for graphic design is also projected to grow seven percent in the United States and five percent in Connecticut.

Housatonic Community College's focus on STEAM packages together the new and innovative programs developed by the faculty in anticipation of the building. STEAM is a new focus that colleges, such as MIT, have embraced as the future. In fact, MIT has a facility dedicated to STEAM programming. STEAM is also growing at the K-12 level. We will focus on this population through STEAM Summer Camps and create a funnel to the college. Moreover, businesses are investing in and supporting STEAM programs. Texas Instruments has committed five million dollars to launch a STEAM Academy; Drew Charter School focuses on STEAM programming as their fifth academic core focus areas; and Intel/Apple/and Adobe each support Arts and STEM being an important new approach (www.stemtosteam.org).

At this point, the need for the new building represents both shift and expansion of college programs. The college offers primarily liberal arts and transfer courses and curricula. One example of the space challenges we are dealing with is the tremendous expansion of both the credit and non-credit Medical Assisting programs. As a result, in Fall 2015, the programs have outgrown the laboratory and teaching space they currently share, thus limiting further growth possibilities despite student demand.

The addition of these new programs and the collaboration across disciplines would be severely hampered if we fail to increase the available space. All of our lab space is currently at capacity and we do not have a dedicated physics lab and share lab space for microbiology and chemistry. As a result, the ability to grow enrollment in these courses is hampered by space. This space problem, if not rectified, negates our efforts to introduce new programs. The college is also embarking on the development of a bio molecular program, and is already in need of additional science laboratory space, particularly in biology. In Fall 2014, the college offered 93 sections in biology, and 2203/2266 seats (97.2%) were filled. The college was only able to offer 28 sections

of chemistry (96.6% of seats enrolled), and 2 sections of Physics (overloaded – 103% of seats enrolled). Failure to expand space capacity and add programming will also inhibit our ability to respond to the growing eco-technology development efforts occurring in the city of Bridgeport. As a college, we should be prepared to train our students for the jobs being created by this focus on eco-technology.

The new facility will change how we interact with current and prospective students by cross-training staff, reducing student run around and streamlining service, capitalizing on existing space, maximizing utilization of the new space; introducing new programs and creating efficiencies we are unable to realize currently. Creating a better student experience leading to improved completion and retention numbers, remaining innovative and current, and ensuring that we are producing a group of students ready to fulfill the need of the future.

ITEM – INFORMATION ONLY

Analysis of Quinebaug Valley Community College's proposed new Advanced Manufacturing Center.

BACKGROUND

Public Act PA-11 Sec 32, "*AN ACT PROMOTING ECONOMIC GROWTH AND JOB CREATION IN THE STATE*," authorized that up to \$17,800,000 be allocated to the Board of Regents for Higher Education to establish or expand manufacturing technology programs at three regional community-technical colleges, provided such colleges demonstrate a commitment to precision manufacturing and an ability to establish or expand such programs through space and faculty. Through a BOR competitive process, funding program expansions at Quinebaug Valley, Housatonic and Naugatuck Valley Community Colleges were selected. \$16,829,500 of the authorized funding has been allocated by the Bond Commission for this program.

ANALYSIS

Advanced manufacturing is a key economic driver for the state of Connecticut. Reports have indicated that manufacturers are keen to get additional, well-trained employees into their pipelines, and CSCU programs are geared to meet the state's demands. We consider this construction to be strategic in meeting the state's and the System's goals.

The Quinebaug Valley Community College Advanced Manufacturing program, related to the public act, was divided into two project phases. Phase I entailed a feasibility study of consolidating the current program housed at Ellis Technical High School to Quinebaug's main campus, as well as designating the equipment required for the new facility. The study determined a 10,000 gross square foot facility is necessary to support this program. The study phase was completed with some equipment purchase for the Ellis Tech site. Phase I totaled \$458,724 with an additional \$8,440,000 budgeted for Phase II. Subsequently, this project has progressed through design and into the construction bidding phase.

Prior to proceeding into the construction phase of this project, BOR staff reviewed related financial projections to verify that the college can absorb the operating costs. The projected operating costs of the new facility appear to be realistic and the assumed enrollment in the manufacturing program and projected tuition for the program is reasonable. Based on these assumptions, the revenue generated by the program should be sufficient to sustain the operating cost impact of the new facility.

ITEM

Request to authorize Manchester Community College to name the MCC Library and Learning Resource Center building in Raymond F. “Sonny” Damato’s honor.

BACKGROUND

The Board of Regents has the sole authority to provide for the naming of facilities and programs for the Connecticut State College and University System. According to the predecessor Board of Trustees policy (Section 4.7.2, amended in 2006), buildings or substantial portions thereof, including the library, auditorium, dining hall, or exterior campus areas, may be named in memory of persons or after subjects of historic, cultural, academic, geographic or other nature.

ANALYSIS

Sonny Damato, 86, of Manchester, died on April 25, 2014. Prior to his passing, Sonny’s involvement with MCC included taking Italian courses through the Continuing Education department and donating \$7,000 to the MCC Foundation through the Evening of Fine Wines. It wasn’t until Sonny’s passing that MCC was notified of his bequest, which equals 20 percent of his estate after disbursement to family. While the estate won’t be completely settled for two to three years, estimates range the total bequest to MCC Foundation will be between \$4 and \$7 million. An initial disbursement from his estate has already been made to the Foundation in the amount of \$240,000.

Sonny was born in 1927 and was a lifelong resident of Manchester. He took great pride in his family, his business, political affiliations, antique cars and involvement in numerous community organizations. His career began at the age of 12 operating a bulldozer working construction alongside his father and brother. His first independent venture at age 20 was a successful hot dog stand, Frankie’s Drive-In, which also sponsored a semi-professional basketball team. During his mid-twenties, he leased the restaurant and devoted his efforts to the business that made him locally famous: building apartments. His first building included six units. The initial effort transitioned into nearly 400 units today, now known as Damato Enterprises.

For many years he served on the board of directors for many local organizations including: The Savings Bank of Manchester, Eastern Connecticut Health Network (ECHN), and the Eighth Utilities District of Manchester. Fondly referred to as the “Mayor of Homestead Park,” Sonny was devoted to the growth and development of the town of Manchester. By far, his greatest pride was his family, followed by the town of Manchester.

RECOMMENDED MOTION FOR FULL BOARD

The Board of Regents resolves that Manchester Community College is authorized to name the Library and Learning Resource Center building in honor of Raymond F. “Sonny” Damato.

RESOLUTION

naming

THE LIBRARY and LEARNING RESOURCE CENTER

at

MANCHESTER COMMUNITY COLLEGE

IN HONOR OF RAYMOND F. "SONNY" DAMATO

September 17, 2015

WHEREAS, In accord with the Naming Policy for the Connecticut Community Colleges (4.7.2), the Board of Regents has the sole authority to provide for the naming of facilities and programs to honor those who have made a significant and enduring contribution within the CCC System, and

WHEREAS, Raymond F. "Sonny" Damato was a lifelong resident of Manchester, a student at Manchester Community College and an avid supporter of the College, and

WHEREAS, Mr. Damato was devoted to the growth and development of the Town of Manchester and served on many local boards, and

WHEREAS, Before his passing in 2014, Mr. Damato made generous provisions to bequest a portion of his estate to Manchester Community College, be it therefore

RESOLVED, That the Board of Regents for the Connecticut State Colleges and Universities designates the Library and Learning Resource Center at Manchester Community be named hereafter in honor of Raymond F. "Sonny" Damato.

A True Copy:

Erin A. Fitzgerald
Secretary

ITEM

Establishment of Tuition and Fees for the Master of Science in Organizational Effectiveness & Leadership at Charter Oak State College (“COSC”)

BACKGROUND

The Board, under its statutory authority (CGS 10a-6), establishes state-wide tuition and student fee policies. Regents approved the Master of Science in Organizational Effectiveness & Leadership, the first graduate program at Charter Oak State College (COSC), in May of 2015 at the recommendation of the Academic and Student Affairs Committee. The program was not yet ready for approval of tuition and fees at the normal time the Finance and Infrastructure Committee makes its recommendations for the system, therefore this out-of-sequence request for approval is submitted.

ANALYSIS

COSC is currently pursuing approval from NEASC for this Master’s degree and expects to hear from the accreditors this fall.

COSC would like to begin the recruitment process immediately after anticipated approval by NEASC. After careful market consideration, tuition and fees for this program are recommended as follows:

	In-State	Out-of-State
Tuition	\$450/credit	\$470/credit
Student Services Fee	\$320/per semester	\$340/per semester
Technology Fee	\$52/per semester	\$52/per semester

The proposed rates were derived via a market strategy to provide the lowest cost Master’s degree in the region, without giving away potential revenue. The following peer organizations and respective fees were evaluated:

Empire State College: \$453 per credit for residents and \$634 per credit non-residents
 Thomas Edison State College: \$645 per credit
 Granite State College: \$495 per credit residents and \$525 per credit non-residents
 Excelsior College: \$620 per credit

In addition, COSC would like to assess a non-refundable deposit fee of \$150 for all students after acceptance into the program. The deposit would indicate their commitment to enroll in courses.

RECOMMENDED MOTION FOR FULL BOARD

COSC requests approval of the attached Resolution concerning tuition and fees, effective for Academic Year 2016-17. Tuition and fees may be adjusted by the Board of Regents when it considers cost of attendance at all CSCU institutions in 2017.

RESOLUTION

concerning

ESTABLISHMENT OF TUITION AND FEES FOR THE MASTER OF SCIENCE IN ORGANIZATIONAL EFFECTIVENESS AND LEADERSHIP AT CHARTER OAK STATE COLLEGE

September 17, 2015

WHEREAS, On May 21, 2015 the Board of Regents licensed a program in Organizational Effectiveness and Leadership leading to as Master of Science (M.S.) degree at Charter Oak State College for a period of three years until May 31, 2018, and

WHEREAS, Pursuant to the provisions of Section 10a-6 of the Connecticut General Statutes, "...the Board of Regents for Higher Education shall establish state-wide tuition and student fee policies...", and

WHEREAS, Charter Oak State College is desirous to begin the recruitment process immediately after receiving accreditation by the granting authority, now therefore, be it

RESOLVED, That tuition and fees for this program are approved as follows:

	In-State	Out-of-State
Tuition	\$450/credit	\$470/credit
College Fee	320/per semester	340/per semester
Technology Fee	52/per semester	52/per semester
A non-refundable deposit fee of \$150 for all students after acceptance into the program.		

And be it further,

RESOLVED, That the tuition and fee schedule for this program be effective for Academic Year 2015-16, then be reevaluated for adjustment.

A True Copy:

Erin A. Fitzgerald

Secretary