



SPECIAL MEETING - BOR ACADEMIC AND STUDENT AFFAIRS COMMITTEE

AGENDA

Tuesday, November 5, 2024 @ 8:30 a.m.

Conducted via Remote Participation

- Regents Present:** Committee Chair Ira Bloom, Regent Juanita James, Regent Richard Porth
- Members:** Professor Colena Sesanker
- Staff Present:** Terrence Cheng, Aynsley Diamond, Tamara O’Day Stevens, Pamela Heleen, Kaylah Davis
- Other Attendees:** Stephen Hegedus (WCSU), Karen Hynick (CT State), Julia Irwin (SCSU), Kerry Kelley (CT State), Kimberly Kostelis (CCSU), Benjamin Pauley (ECSU), Elle Van Dermark (CT State)

1. Call to Order and Declaration of Quorum
2. Adopt Agenda
3. Action Item

3.a. Reinstatement of Student Services at CT State Community College

Dr. John Maduko, CT State Community College President and Kerry Kelley, CT State Community College Vice President of Finance and Administration presented a plan on the restoration of student facing services at CT State Community College. The plan focuses on seven key areas of student services: library hours, tutoring, disability services, academic advising, counseling, emergency student funding, wraparound services such as childcare, food pantries, and transportation. The process leading to this proposal included comprehensive engagement, collaboration and consultation with various stakeholders, including campus leaders, central office staff, and faculty. The team used data from the Holistic Student Support survey, conducted annually to capture the needs of students, including demographics, access to technology, transportation issues, and more. The restoration plan was shaped by this data, as well as feedback from governance bodies and collective bargaining units. A challenge during the process was balancing a tight timeline while involving diverse stakeholder groups. In total, 76 service restoration requests were submitted for consideration from the campuses. Some requests, such as those for faculty positions or non-student services, were not included in the restoration plan because they did not meet the defined categories of student-facing services. Input was also gathered through town halls at various campuses, where issues such as transportation accessibility emerged as key concerns. Several campuses, particularly those outside major urban areas, face challenges due to unreliable or nonexistent public transportation options. Key presidential initiatives were introduced as part of the restoration plan, one being a partnership with Uber, which will provide subsidized transportation for students at campuses facing transportation barriers. Another initiative includes the pilot of embedded peer tutoring.

The estimated cost of implementing the plan is \$1.7 million for FY 2025, with an annualized cost of \$2.1 million. The budget breakdown allocates funds across various student service categories. The process of developing the plan is not seen as final. There is a commitment to ongoing budget reviews throughout the year to adapt to emerging needs and reallocate resources as necessary.

To ensure transparency, the team has created a dedicated website that outlines every aspect of the process, including the original deficit mitigation plan, data analysis, and stakeholder feedback. The website serves as a reference for the public to understand the work done and the decisions made.

Regent Juanita James commended the clarity and comprehensiveness of the presentation, highlighting the complexity of the plan and managing variables that are outside of CT State’s control, i.e., public transportation.

Regent Juanita James asked about creating a sustainable cost model, including opportunities, resources, support systems, and process improvement, that can streamline this work, so that a process of continual improvement can be adapted, adding that partnerships may help in providing tools and resources for this work. President Maduko agreed in bettering the process to do this work and commended the Senate and leaders across CT State's campuses who are willing to participate in the process.

Regent Richard Porth echoed Regent James' comments, and inquired on how it was decided which of the 76 submissions would move forward to the recommendation stage. President Maduko responded that upon gathering information from the campuses, Kerry Kelley and her team cross referenced the requests with the deficit mitigation plan, which was then presented to him to make the final determination, adding that items not included in this plan, will be looked at again at the mid-year point.

Regent Richard Porth inquired about how this plan will be received by stakeholders upon formal approval. President Maduko advised that despite some pushback through the process, he is hopeful, adding that there has been approval and involvement with college senators. Chair Ira Bloom confirmed with President Maduko the endorsement of the college senate.

Chair Ira Bloom inquired about the continuing reassessment and review in January. President Maduko advised that they continue to adjust and added that there is an opportunity to leverage the survey data and engage with SGA groups across the campuses, hearing directly from students regarding their needs.

Chair Ira Bloom inquired about the potential of a shared services option, where one placement director could work with students across various campuses. President Maduko advised that though that type of situation may occur in limited instances, they honor the current collective bargaining agreements, which are campus specific.

Professor Sesanker commended the thoughtfulness of the presentation and noted that the issue has been well-documented on the CT State website. She expressed surprise at the scope of the restoration plan, pointing out that the resolution called for prioritizing certain aspects of the restoration, but the cuts made last year seem to be much larger than the restoration suggests. She also raised concerns about whether the surplus funds allocated for this purpose will be used to reinstate future cuts once more permanent funding is secured. President Maduko agreed that the push for additional funds was beneficial and emphasized the potential for ongoing improvement. Kerry Kelley explained that the RSA allocation for the current fiscal year was not reflected in the budget initially, but CT State received \$7 million, which turned the FY 25 budget from a deficit into a surplus. They plan to use \$1.7 million of this surplus to fund the restoration initiatives, leaving a balance of \$3 million. Moving forward, the FY 25 budget development process will involve soliciting input from campuses about restoration needs and new strategic priorities. In January, the leadership will revisit the list of priorities and discuss the next steps, keeping in mind the importance of maintaining a process for collaboration with shared governance.

Professor Sesanker inquired about the status of the restoration efforts and how it compares to the size of last November's reduction. She also inquired whether the remaining \$3 million would mean additional funds for CT State. Kerry Kelley advised that the forecasted shortfall last year was \$33.6 million, but the mitigation plan from last year resulted in \$24 million, which is roughly 10% when fully annualized.

Chair Bloom reiterated the importance of this review, as it highlights the varying needs across campuses, and emphasized the importance that this breakdown of services across campuses is valuable to both the ASA and Finance committees. Regent Richard Porth added that the start of this continuous process of review and discussion will provide some understanding of what students need for success over time.

Chancellor Cheng expressed appreciation for President Maduko and the administrative team, praising their thoughtfulness and proactive planning. He highlighted that the model being discussed represents an effort to engage in a multi-campus conversation, ensuring inclusivity and transparency with various stakeholder groups. He viewed this as a positive start, noting that planning of this nature often involves overlapping discussions between academics and finance. Chancellor Cheng also acknowledged and thanked Professor Sesanker and Professor Van Dermark for their active engagement and representation.

Chair Ira Bloom asked for a motion to approve the resolution. On a motion by Regent Juanita James, second by Regent Richard Porth, a vote was taken, and the motion to approve the resolution was approved unanimously.

4. Adjournment

Committee Chair Ira Bloom asked for a motion to adjourn. On a motion by Regent Juanita James, second by Regent Richard Porth, a vote was taken, and the motion to adjourn was approved unanimously at 9:18 a.m.