

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
MINUTES OF A SPECIAL MEETING
THURSDAY, NOVEMBER 21, 2024 – 10:00 a.m.
CONDUCTED VIRTUALLY**

LIVESTREAMED ON https://www.youtube.com/live/RscoO_Ji6wc

REGENTS – PARTICIPATING (Y = yes / N = no)	
Marty Guay, Chair	Y(arrived at 10:11)
Richard J. Balducci	Y(arrived at 10:13)
Ira Bloom	Y
Shian Earlington, Student Regent	Y
Juanita James	Y
Sophia Jappinen	Y
Richard Porth	Y
Luis Sanchez, Student Regent	Y
Ari Santiago	Y
Erin Stewart	Y
Elease E. Wright	Y
Ted Yang	Y
*Brendan Cunningham, FAC Chair	Y
*Colena Sesanker, FAC Vice Chair	Y
*Dante Bartolomeo, Labor Commissioner	Y
*Dr. Manisha Juthani, Public Health Commissioner	Y
*Daniel O’Keefe, DECD Commissioner	Y
*Charlene Russell-Tucker, Education Commissioner	N
*Kelli-Marie Vallieres, Chief Workforce Officer	N
*Charlene Casamento, OPM Undersecretary	Y
<i>*ex-officio, non-voting member</i>	

CSCU STAFF:

Terrence Cheng, CSCU Chancellor
 Jessica Paquette, Vice Chancellor for System Affairs & Chief of Staff
 Danny Aniello, Special Asst to the Chancellor, Executive Director for System Project Management
 Dr. Lloyd Blanchard, CSCU Interim Vice President for Administration and Chief Financial Officer
 Adam Joseph, Vice Chancellor of External Affairs
 Vita Litvin, Interim General Counsel
 Lori Lamb, Interim Assistant Vice Chancellor for Human Resources and Labor Relations
 Dr. Aynsley Diamond, Associate Vice President of Academic Affairs
 Dr. Tamara O’Day Stevens, Interim AVP, Enrollment Management and Student Success
 Lesley Mara, AVP, Systemwide Initiatives and Sponsored Programs
 Dr. Manohar Singh, Interim President, Western CT State University
 Ed Klonoski, President, Charter Oak State College
 Dr. Dwayne Smith, Interim President, Southern CT State University
 Dr. Zulma Toro, President, Central CT State University
 Dr. Karim Ismaili, Incoming President, Eastern CT State University
 Dr. John Maduko, President, CT State Community College
 Tom Yelich, CT State Chief of Staff

Pam Heleen, Secretary of the Board of Regents

1. **CALL TO ORDER**

As Chair Guay had technological difficulties for the first few minutes of the meeting, Vice Chair Juanita James called the meeting to order at 10:04 a.m. Following roll call, a quorum was declared.

2. **AMEND THE AGENDA**

Seth Freeman, President of the Congress of Connecticut Community Colleges (4Cs), exercised his contractual privilege to speak at this Special BOR Meeting.

Vice Chair James made a motion to amend the agenda to add this item. Regent Porth seconded the motion which carried by unanimous voice vote.

3. **ADOPTION OF AMENDED AGENDA**

Vice Chair James made a motion to adopt the amended agenda; the motion was seconded by Regent Wright, the amended agenda was unanimously adopted.

4. **PUBLIC COMMENT (00:04:17)**

PUBLIC
Seth Freeman, President of the 4Cs

5. **CHANCELLOR CHENG'S REMARKS (00:07:55)**

- Chancellor Cheng noted that on Dec. 5, 2024, NCHEMS will present their report to the BOR. NCHEMS was commissioned by the Office of Policy and Management to do an analysis of the financial situation across our system. I encourage all stakeholders to engage in that meeting.
- The Chancellor shared his appreciation for CT State's prioritization of shared governance throughout the process of the reinstatement of student-facing services, engaging stakeholders across the institution to identify the services most essential to student support and success. This inclusive approach ensures that the voices of students, faculty, and staff have been central to the development of this plan. The restoration of these services is not just a matter of operational necessity; it underscores the Board's deep commitment to CSCU students and the quality of their higher education experience.
- The Chancellor provided an update on various searches around the System:
 - The WCSU President search was officially advertised. He thanked President Toro for her work as Search Committee Chair, as well as the members of the committee who are engaged in this process. Currently, participation on the Search Advisory Committee is being requested from various constituent groups across the Western community to ensure an inclusive and engaging search. In response to calls for greater transparency and campus involvement in the presidential search process, significant updates have been made. The process now includes campus visits and open public forums for candidates advancing to the final round. These changes reflect the need to balance confidentiality with a commitment to fostering an open and inclusive process which has already been positively received by stakeholders.
 - The search for the next president of Southern Connecticut State University will begin shortly with an announcement planned for the upcoming week. The Chancellor thanked Dr. Smith for his tireless work and dedication as interim president during this transitional period.
 - On November 29, 2024, Karen Buffkin as General Counsel and Cameron Liston as Chief Compliance Officer will join the CSCU leadership team. Karen Buffkin brings a wealth of

legal expertise and deep experience in both the public sector in CT and higher education, which will be invaluable navigating the complex landscape of policies and governance. Similarly, Cameron Liston's extensive background in compliance and oversight will be instrumental in strengthening our commitment to accountability and integrity.

- The Chancellor announced that Michael Mundrane will serve as CSCU's interim CIO. He has been CIO at UConn for 10 years and brings a wealth of knowledge and experience.
- The Chancellor announced the recent appointment of Marilyn Albrecht as the Director of Labor Relations. Marilyn has been serving in this role on an interim basis, and her leadership, expertise, and commitment during this time have been invaluable.
- Chancellor Cheng provided an update on the progress of the Board of Regents' ACT framework and its directive to establish systemwide goals and key performance indicators (KPIs). With systemwide goals identified by the CSCU Presidents Council, each campus is now actively working to select KPIs that align with these priorities. This process is being conducted collaboratively, through the shared governance process, to ensure that diverse perspectives are represented. This inclusive approach not only strengthens the alignment of KPIs with institutional priorities but also fosters a sense of shared ownership and commitment across the system. The work being done to select KPIs is not just about metrics; it's about creating a culture of accountability and continuous improvement.

6. BOR CHAIR GUAY'S REMARKS (0:17:30)

- Prior to turning the meeting back to Chair Guay, Vice Chair James reminded everyone that the BOR policy on Public Participation at BOR Meetings (Policy 6-03) states that everyone should avoid personal affronts and that it would be appropriate decorum to abide by the policy.
- Chair Guay noted that in late August, the Board directed the Chancellor and the President of CT State Community College to present to the Board's Finance & Infrastructure Committee and the Board's Academic & Student Affairs Committee, a plan to strategically restore and/or adjust certain student services across CT State affected by the FY2024/FY2025 deficit mitigation efforts. Earlier this month, CT State's plan was unanimously approved by the Academic & Student Affairs Committee and the Finance & Infrastructure Committee for consideration by the full Board. President Maduko and CT State's CFO Kerry Kelley reviewed the plan and answered questions.

7. APPROVAL OF PLAN TO REINSTATE STUDENT SERVICES AT CT STATE COMMUNITY COLLEGE (00:19:42)

- Attachment A includes the complete PowerPoint presentation from President Maduko and CT State CFO Kerry Kelley.
- Professor Elle Van Dermark noted that she was representing CT State Senate (00:37:00). She discussed the provisional support that the CT State Senate provided for the plan and why there was provisional support. The Senate's support was provisional due to the narrowness of the student services resolution and the rigor that was applied for the positions being considered. Senators expressed that there were more important student facing positions that did not fall within the rubric and that those positions should have been considered. There were also concerns about the sustainability of the positions and the potential harm for students if these provisional positions weren't sustained, and there were concerns about the shared governance process employed at each

of the campuses. President Maduko's commitment to implement a midyear review process overcame all concerns. She continued by noting that in light of Governor Lamont's recent order for additional cuts, some CT State Senators have already expressed concern that those positions will not be given the same consideration that they would have six weeks ago. She concluded by asking each Regent to leverage your proximity to the governor and advocate for CT State and urged him to honor his previous commitment to exclude higher education from any further cuts.

- Professor Colena Sesanker provided commentary (00:40:16). She reiterated a source of disappointment with the restoration citing that it is about \$1.7 million in FY25, annualized to approximately 10% of the cut that was made during deficit mitigation. She continued by noting that in a non-budget legislative session, the legislature provided the system with \$33 million more than it was asking for (which she asserts was specifically in response to advocacy from faculty and staff). Professor Sesanker noted that there is a big difference between what was cut and what has been restored, and it would be good to see how the additional money (\$33M) was spent and if any of it made its way to CT State. Chair Guay indicated that CFO Blanchard would be available to follow up on these issues after the meeting and volunteered to attend the meeting if Professor Sesanker so chooses.
- Vice Chair James responded to CT State Senator Van Dermark and indicated the importance for the BOR to advocate in the best interests of CSCU students. She noted that there will be many more discussions about how to do that collectively and more effectively.
- Regent Santiago thanked President Maduko and his team for the work put into the plan. He also supported the idea that the Board wants to be collaborative with all stakeholders starting with the appropriate decorum during BOR meetings. He noted that the BOR needs to face the reality of mandated salary increases from the state that are unsupported, the need to budget for decreasing enrollment and other challenges.
- Chair Guay instructed the Board Secretary to distribute BOR Policy 6.3 to all those who will be attending Board meetings. If proper decorum is not demonstrated as requested in the policy, the Board Chair will stop public comments and revert back to accepting them only in writing.
- Regent Porth also thanked President Maduko and all those who worked on this rigorous and comprehensive process. He noted that this project represents a good example of how CSCU can operate going forward in the most inclusive and transparent way and that the mid-year review mentioned is a way for the Board to stay focused on this item over time.
- Chair Guay gave Professor Sesanker his commitment to get the “puts and takes” of our budget process on a one-pager so that we can all agree on the facts and realities of the funding model.

A motion to approve the CT State Plan to Reinstate Student Services was made by Chair Guay and seconded by Regent Wright; the motion was approved unanimously by voice vote.

8. UPDATE FROM SPECIAL TASK FORCE ON HEALTH CARE – President John Maduko (00:58:34)

- The strategic initiative is focused and targeted to begin to align CSCU's healthcare programs with Connecticut's evolving workforce needs, healthcare innovations, and policy priorities. The primary goal of the Task Force is to assess CSCU's healthcare portfolio, identify gaps and

opportunities, and address critical workforce needs within Connecticut’s healthcare sector. This ensures CSCU’s programs are optimized to support the state’s future healthcare workforce.

- The key objectives are to:
 - Evaluate the current state of CSCU’s healthcare programs.
 - Identify workforce and educational gaps.
 - Enhance program alignment with industry needs.
 - Foster healthcare innovation and promote equity and access.
 - Strengthening partnerships to support long-term success.
- By aligning programs with industry demands and improving educational outcomes, CSCU is committed to advancing the future of healthcare across Connecticut and providing more opportunities for student access, opportunity, and postgraduate success.
- The task force includes experts from healthcare, academia, workforce development, philanthropy, innovation, policy, and national best practices. Collaborators include the Department of Public Health, CT Health Foundation, Office of Workforce Strategy, SIP, CT Innovations, and CSCU academic leaders.
- Activities to date include:
 - Convened with taskforce contributors.
 - Established a report outline.
 - Collected data on workforce development, equity, access, and policy from external contributors.
 - Held discussions with CSCU healthcare educators to gather insights.
- Next steps include:
 - Draft Taskforce Recommendations
 - Synthesize data collected from discussions, reports, and system-wide input.
 - Develop actionable recommendations aligned with identified gaps and opportunities.
 - Engage Stakeholders
 - Share preliminary findings and seek feedback from internal and external stakeholders, including industry partners, policymakers, and academic leaders.
 - Finalize Taskforce Report

**9. UPDATE – SPECIAL TASK FORCE ON ONLINE EDUCATION – Regent Ted Yang
(01:03:30)**

- Slide presentation is included as Attachment B.
- Professor Sesanker asked if state funding for Charter Oak will be addressed by the Task Force and how the non-represented faculty will be supported. Regent Yang responded that the Task Force is developing a financial model; the team did not know as of yet the dollar amount of the State funding request. President Klonoski remarked that they are at the final stages of an agreement between Charter Oak State College and their adjunct faculty.
- Regent Santiago congratulated Regent Yang and the Task Force on the work to date.
- Commissioner Juthani asked if the Task Force knew the types of online programs that students have been accessing at other competitor schools and how Charter Oak might be able to fill the gaps, so Connecticut residents are less likely to choose an out-of-state online school. Regent Yang indicated that the Task Force has some of the data, but not all. He stated that none of the Task Force’s work is about program review, but the key to accomplishing the goals is to have the right courses in the right programs that students are looking for. Conclusions will be in the December 16th report.

- Chair Guay asked that the final report include a review of the NCHEMS recommendations as they relate to online education. He also asked that the final report address Professor Sesanker's financial question, as well as around the issue of intellectual property and program development.

Professor Cunningham provided commentary concerning the development of ACT goals and KPIs citing a discussion that took place during the November 15th (01:18:56). He stated that he shared Professor Sesanker's understanding of the biennium adjustment and the money involved. He also offered comments about decorum. He shared that he does not have the same view as Chancellor Cheng does with respect to the ACT pillars. Based on the Faculty Advisory Committee meeting on November 15, the ACT pillars did not involve shared governance; he added that the President's Council is not shared governance and the goals they developed arriving to the institutions predetermined. He stated that the four CSU Senate presidents are talking about boycotting the ACT pillars. Chair Guay indicated that he had been in communication with the Senate presidents and granted them their requested extension. President Toro stated that the process described by Professor Cunningham is a misrepresentation of the what is going on at CCSU; she described the stages and involvement of shared governance. Professor Cunningham stated that he is channeling the remarks made by CCSU's FAC representative, Mark Jackson. Professor Cunningham suggested that if there are inaccuracies in Professor Jackson report on the record, they should be documented and submitted to the FAC for discussion at their next meeting. Professor Cunningham also noted his belief that strategic plans are not shared governance. Chair Guay asked Professor Cunningham to send him the strategic plans that were developed with shared governance and indicated that he would follow-up after viewing the last FAC meeting.

Regent Santiago indicated that we need to live up to the tone for Board meetings established by Chair Guay at the June Board meeting.

Interim President Smith responded that when he arrived at SCSU in June, 2023, the institution was 18 months into the development of the current strategic plan with all stakeholders involved in its development. Interim President Singh also noted that his campus began discussions of a new strategic plan in shared governance in August 2023 and that it reflects the will of the stakeholders and does not belong to the President, but to its faculty, staff, and students.

18. ADJOURNMENT

Chair Guay reminded everyone of the December 5 Special BOR Meeting to be held at CCSU when the recommendations in the NCHEMS report will be presented. Chair Guay adjourned the meeting at 11:38 a.m.

Submitted,

Pamela Heleen
Secretary of the CT Board of Regents for Higher Education

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.

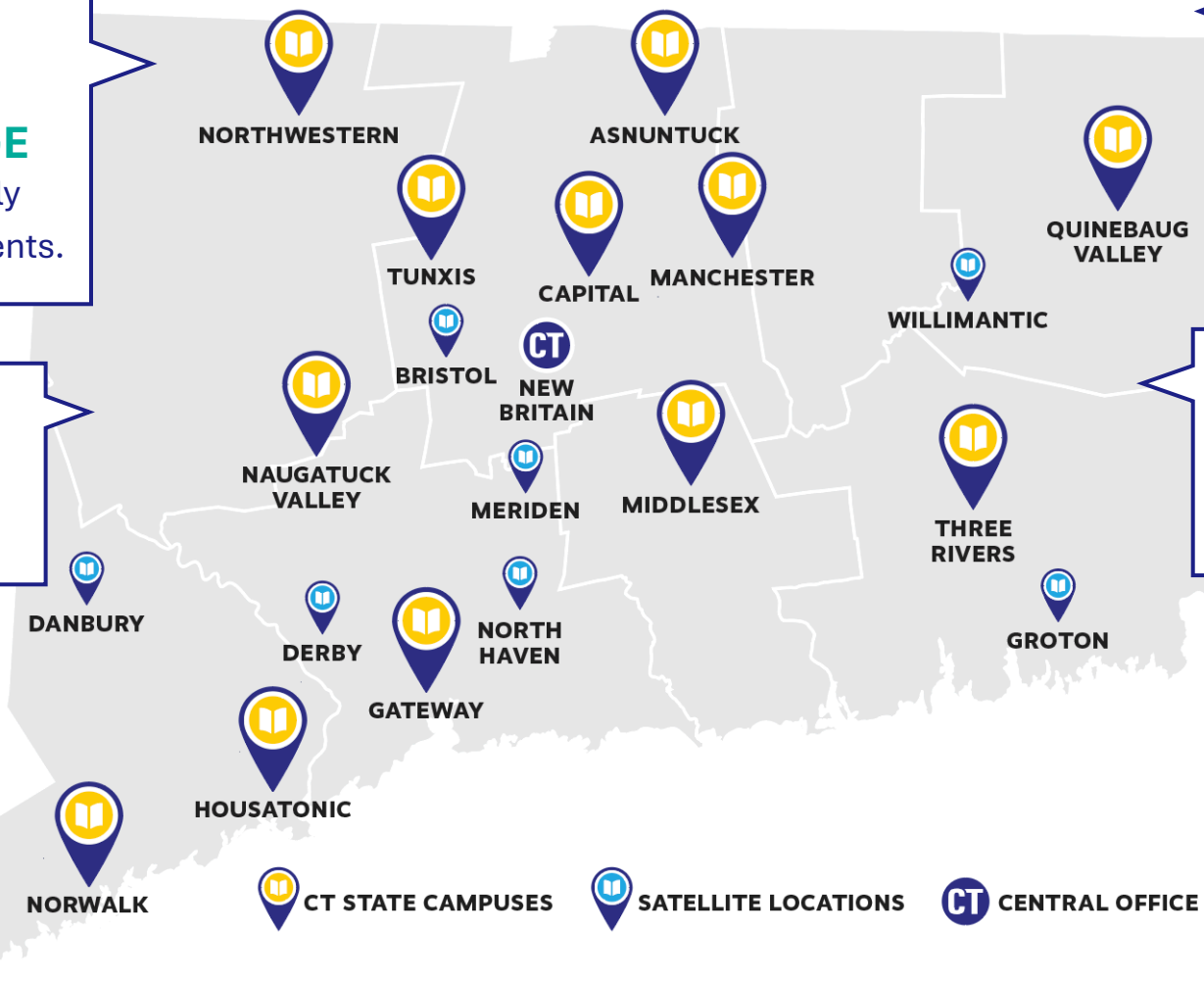
We serve **25%** of all undergraduate students in Connecticut.

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

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

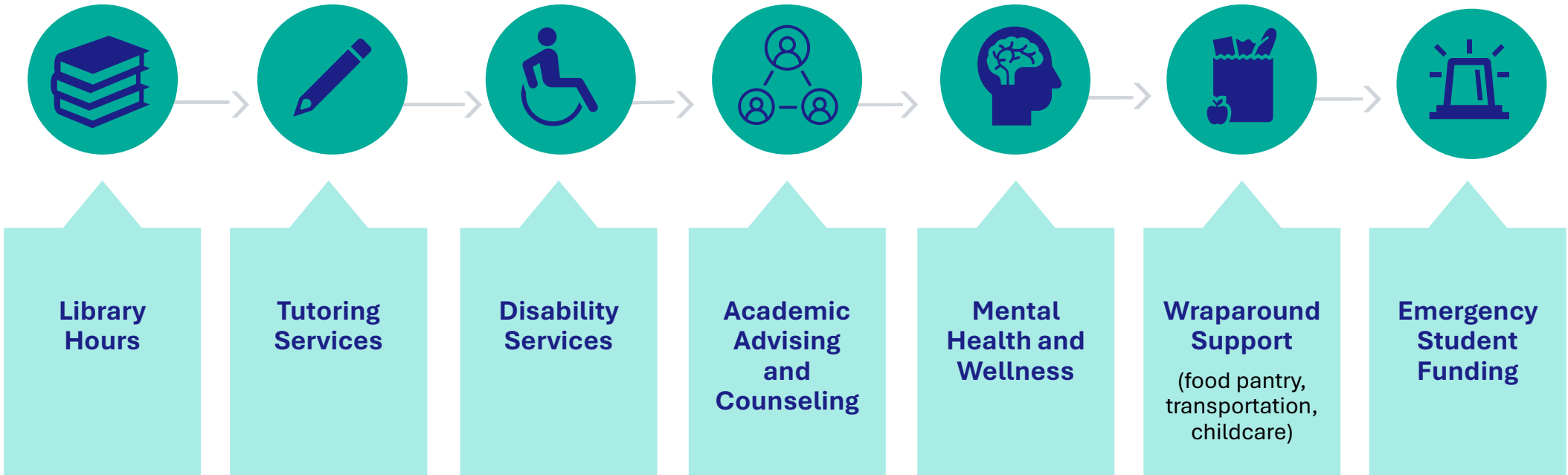
Over **90%** of our alumni remain in Connecticut and are Connecticut taxpayers.

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



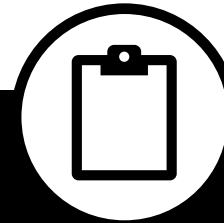
▶▶ CT State Progress in Developing the Plan



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



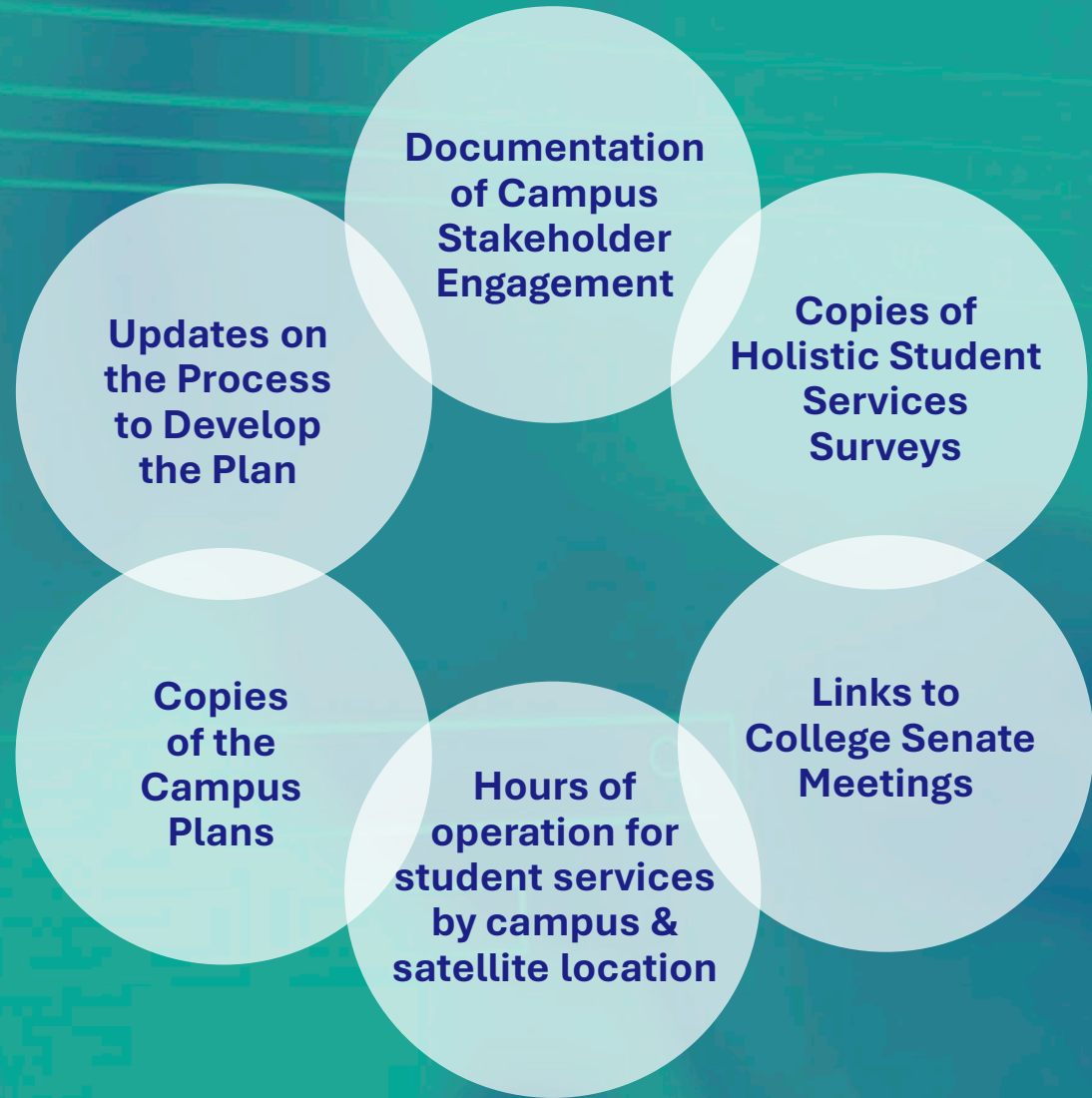
CT State completed a survey on the Hours of Operation for student facing services by campus and satellite location



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).



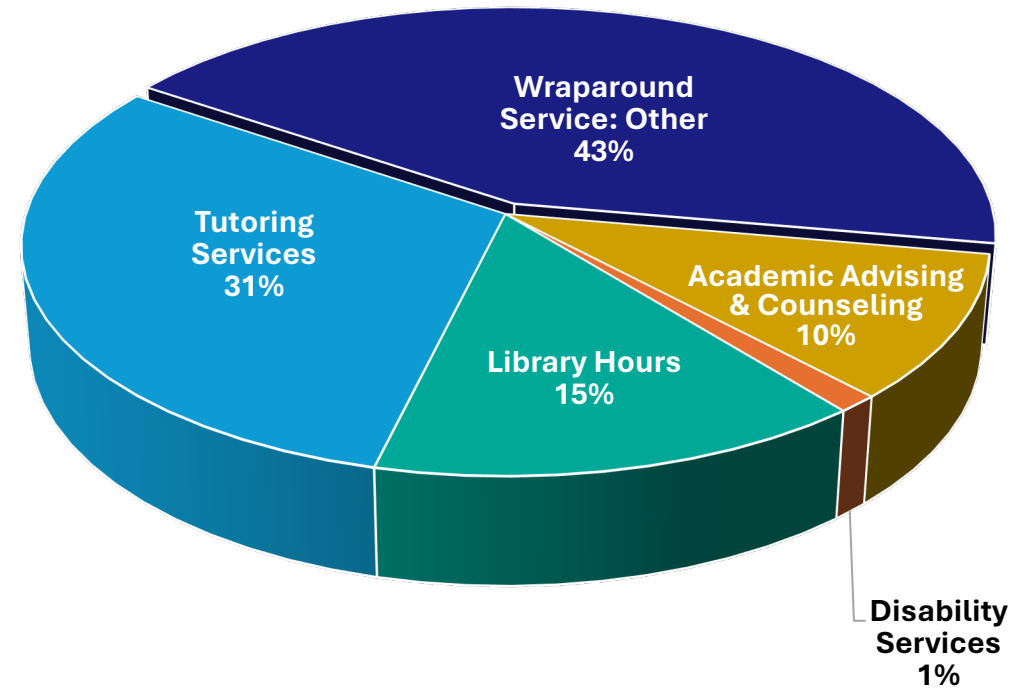
Career Services

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

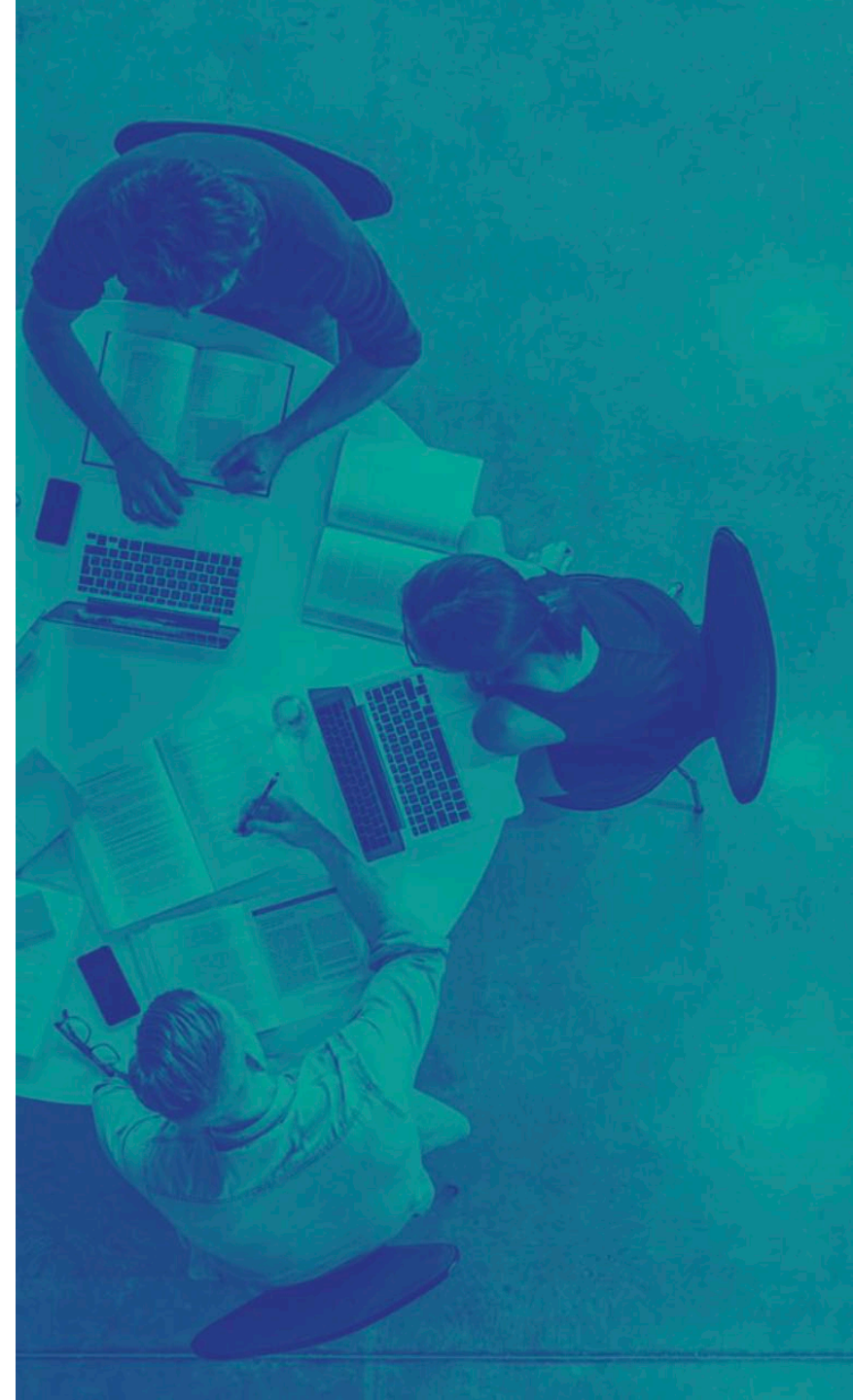
- Because the FY 24 & 25 deficit mitigation plans minimized the impacts on students, some campuses did not have many items to request
- Similarly, because certain areas of student facing services were shielded from reductions, like disability & mental health, there are not a lot of requests in those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

CT State Plan to Restore Student Facing Services by Functional Area



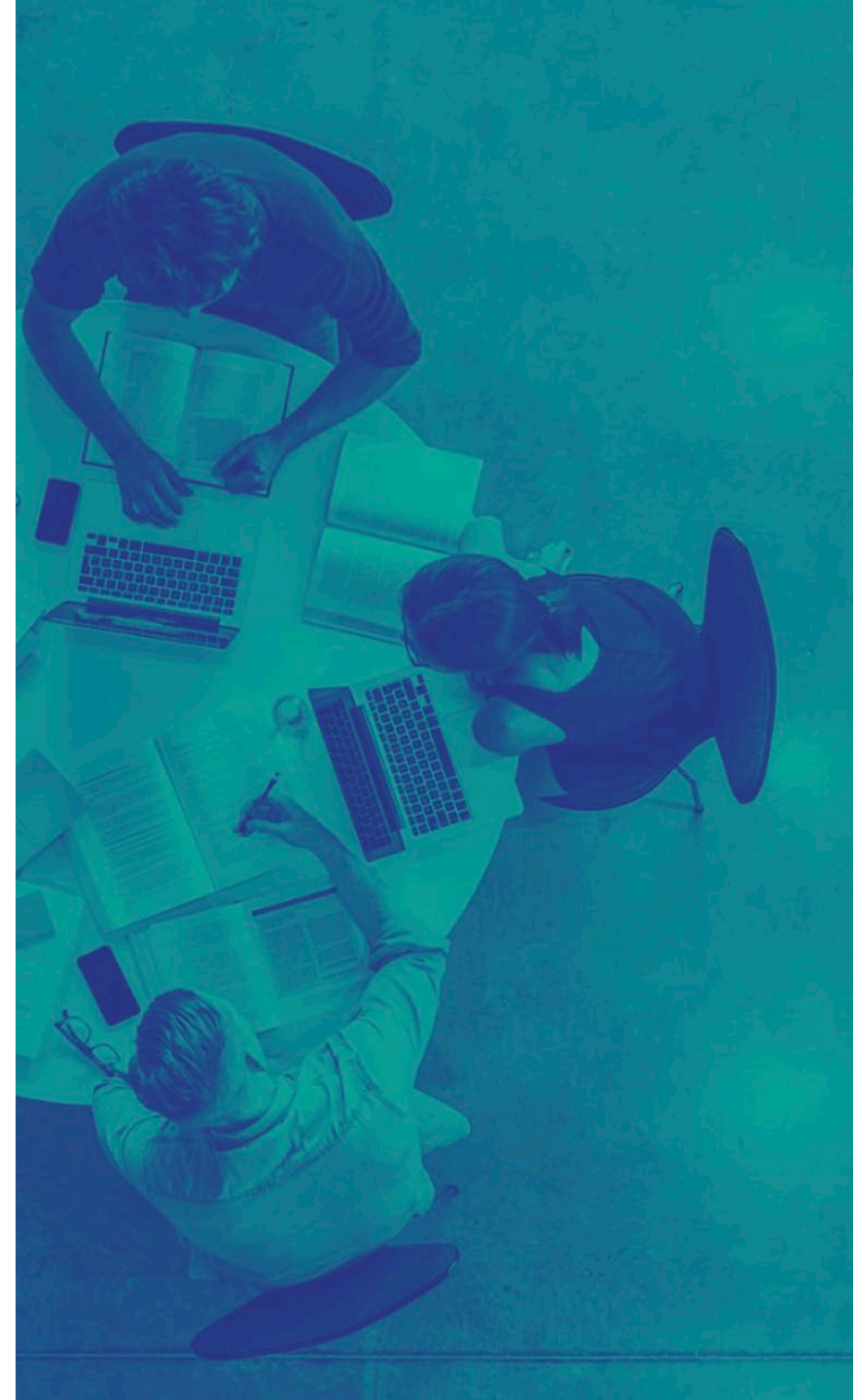
Implementation Timeline & Budget

- 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

CharterOak
STATE COLLEGE

Scaling Charter Oak State College for Connecticut's Workforce



November 21, 2024

Ted Yang

CSCU

Charter Oak Scaling Taskforce

Rick Levin - Former CEO Coursera, Former
President Yale

Matt McCooe - CEO, Connecticut Innovations

Maureen Hogan – Professor Charter Oak and
Director of Early Childhood Education

Bogdan Zamfir - Professor SCSU and Director,
Center for Educational and Assistive Technology

Samantha Fisher – Managing Director, Global
Education Practice Accenture

Bruce Soltys – VP of HR and Emerging Talent
Travelers

Cindy Pugliese – SVP of Revenue Cycle Services at
Hartford Healthcare

Ed Klonoski - President, Charter Oak State College

Problem: CT is a Net Exporter of CT Online Students
Problem: Workforce Shortages in CT

CT Online Students Attending OOS (Top5)		CT Students Attending In State (Top 5)	
Institution	Number	Institution	Number
SNHU	3,786	CT State	7,501
WGU	1,206	Post	1,855
Penn Foster	813	Goodwin	1,626
U of Phoenix	689	COSC	1,560
Capella	650	UCONN	1,084
<i>All OOS Colleges</i>	<i>20,352</i>	<i>All CT Colleges</i>	<i>18,832</i>

Currently there are 90,000+ unfilled jobs in CT.

Top Current Job Postings in CT (Bachelor's Level)	
Job	Number
Registered Nurse	6.8k
Computer User Spec	3.24k
Software Developers	3.05k
Elem Teach, Spec Ed	3k
Marketing Managers	2.81k

COSC's Unique Position



FULLY ONLINE



STATEWIDE &
SCALABLE



WORKFORCE
RESPONSIVENESS



AFFORDABILITY

Online Competitive Pricing Undergraduate Level

	Goodwin	Post	Thomas Edison	Excelsior	Southern New Hampshire	Charter Oak
Part Time Cost per Semester	\$ 4,410	\$ 3,824	\$ 3,336	\$ 3,356	\$ 1,980	\$ 2,279
Per Credit Charge	\$ 735	\$ 629	\$ 556	\$ 550	\$ 330	\$ 329
Additional Semester Fees	\$ -	\$ 50		\$ 56		\$ 305
Application Fee	\$ -	\$ -	\$ 50	\$ -	\$ -	\$ 50
% Charge Rate Compared to Charter Oak	94%	68%	46%	47%	-13%	-
Notes:						

Thomas Edison has a \$427 in state per credit rate, out of state rate utilized in the calculation above.



Goals

Scale COSC from 2,000 to 6,000 Students Within 5 Years.

\$0 of Direct State Support within 5 Years.



Key Initiatives for Growth

Partnership Expansion:

- LADDERS

School of Education:

- Focus on Early Childhood Education and addressing educator shortages.

Brand Competitiveness:

- Increase recognition through rebranding and targeted marketing.

Technological Enhancements

- Artificial Intelligence

Supporting CSCU Institutions

Online Program Experience (OPX):

- Develop and implement an OPX rate card.



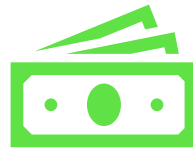
Minimized Impact on CSUs:

- Target different student demographics and online markets.

Projected Benefits



Enrollment Growth &
Achieve Economies of
Scale.



Retain tuition dollars
within Connecticut.



Financial Independence
to Invest Directly to
Students.

Questions & Discussion



Final
Report
Dec 16

