

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
MINUTES OF REGULAR MEETING
WEDNESDAY, AUGUST 28, 2024 – 10:00 a.m.
CONDUCTED IN PERSON AND VIRTUALLY
LIVESTREAMED ON <https://www.youtube.com/live/5cUhlxDGcUk>**

REGENTS – PARTICIPATING (Y = yes / N = no)	
Marty Guay, Chair	Y
Richard J. Balducci	Y
Ira Bloom	Y
Juanita James	Y
Sophia Jappinen	Y
James McCarthy	Y
Richard Porth	Y
Luis Sanchez, Student Regent	Y
Ari Santiago	N
Erin Stewart	Y
Elise E. Wright	Y
Ted Yang	Y
*Brendan Cunningham, FAC Chair	N
*Colena Sesanker, FAC Vice Chair	N
*Dante Bartolomeo, Labor Commissioner	N
*Charlene Casamento, OPM Undersecretary	Y
*Dr. Manisha Juthani, Public Health Commissioner	N
*Daniel O’Keefe, DECD Commissioner	N
*Charlene Russell-Tucker, Education Commissioner	N
*Kelli-Marie Vallieres, Chief Workforce Officer	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
 Dr. Aynsley Diamond, AVP, Academic Affairs
 Lori Lamb, Interim Assistant Vice Chancellor for Human Resources and Labor Relations
 Dr. Zulma Toro, President, Central CT State University
 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. Karim Ismaili, President, Eastern CT State University
 Dr. John Maduko, President, CT State Community College
 Pam Heleen, Secretary of the Board of Regents (recorder)

1. **CALL TO ORDER**

Chair Guay welcomed everyone to the Special Meeting and called the meeting to order at 10:01 a.m. Following roll call, a quorum was declared.

2. **ADOPTION OF AGENDA**

Chair Guay made a motion to adopt the meeting agenda, which was seconded by Regent James, and unanimously adopted.

3. **CHANCELLOR CHENG'S REMARKS**

- Chancellor Cheng wished all students, faculty, staff, and administrators the very best as we kick off the fall 2024 semester. Over the past week, the Chancellor had the opportunity to join:
 - Eastern Connecticut State University's new President, Dr. Karim Ismaili, in welcoming students and their parents to campus;
 - Southern Connecticut State University's Interim President Dr. Dwayne Smith at the New Owl Convocation and Rite of Passage Ceremony and watch students take their "first steps" through the gate, representing the start of their collegiate journey at Southern;
 - Western Connecticut State University for its Entering the Gates Ceremony where the newest class of WestConn first-year students was celebrated;
 - Central Connecticut State University as classes begin.
- The Chancellor highlighted many new milestones:
 - Central is marking its 175th anniversary as the state's oldest publicly funded institution of higher education.
 - Eastern officially launched its new Bachelor of Science in Nursing degree.
 - WestConn has introduced several new degree programs in emerging areas, including a master's program in Artificial Intelligence.
 - Connecticut State Community College (CT State) recently marked its one-year anniversary as the Northeast's largest community college and will build on the strong foundation it has created in the year ahead.
- He noted that the search for Western Connecticut State University's permanent leader will begin this fall. The search will focus on identifying a leader who can continue to enhance communication, foster shared governance, and bring innovative approaches to the challenges and opportunities that lie ahead. He added that we are dedicated to conducting a thorough and inclusive search process that engages the entire WestConn community and shared that Central's President, Dr. Zulma Toro, has graciously agreed to serve as Chair of the Search Committee. The executive search firm, WittKieffer will facilitate the process, starting with a campus listening tour in September to gather insights from the WestConn community on the qualities and experiences they seek in the next president. In the coming weeks, the Chancellor will appoint representatives to the Search Committee, which will include key members from the WestConn community, and a Search Advisory Committee will be established, bringing together a diverse group of individuals from across the university. He thanked Interim President Singh for serving as a dedicated and collaborative leader over the past year.
- Chancellor Cheng officially welcomed Dr. Karim Ismaili who began his new role as Eastern's President on July 31. He previously served as Executive Vice President and Provost at Bridgewater State University in Massachusetts. Dr. Ismaili brings to Eastern extensive leadership and administrative experience, having worked in higher education for close to three decades. Throughout his career in postsecondary education, Dr. Ismaili has advanced new degree programs based on workforce needs, guided successful interim and comprehensive regional (NECHE) accreditation reviews, and deepened relationships with public and private higher educational

institutions to build academic pathways, with a particular focus on low income, first generation, and students from systemically minoritized groups.

- The Chancellor announced that Dr. Zulma Toro has been appointed Senior Advisor to the Chancellor. Dr. Toro will help the Chancellor’s office on a variety of system-wide initiatives, ranging from financial to operations to academic. Her expertise, acumen, and ability to get things done will benefit the system.

4. **CHAIR GUAY’S REMARKS**

Chair Guay discussed his reflections, expectations, and actions going forward.

Reflections

He identified three broad themes based on his meetings and discussions to date:

- A better and stronger culture needs to be created. There is mistrust and frustration within the system, in all directions. The system has been through so much change with so many plans unrealized or partially realized. Better relationships will be built based upon trust, transparency, and collaboration.
- Stronger shared governance is needed and will be achieved in two fundamental ways:
 - working closer and more engaged with faculty members; we need faculty solving problems with us and working to align this system to the realities and opportunities of today.
 - The BOR will also become more active in this shared governance model. The Chancellor and the System deserve and require a stronger and a more engaged BOR.
- Our students and their goals need to be our priority. We will measure our success through their success. We will achieve when they have achieved.

Expectations

In conversations with Regents, System leadership and others outside the System, Chair Guay has noted a desire to foster a culture of collaboration. In a shared governance model, it is the only way the work can be done that is necessary for student success. To this end, he expects not only that everyone will come prepared for the work at hand but also to do so in a decorum fit for this mission. He expects our interactions to be transparent, professional, and polite. Our students listen and watch our work. We need to comport ourselves as models of collaboration and professionalism. Chair Guay intends to hold everyone accountable to this standard to ensure that respectful discourse and collaboration prevails.

Chair Guay’s presentation on the Access-Completion-Talent key areas of focus is included as Attachment A.

Supportive comments were made by Chief Workforce Officer Kelli Vallieres, Regent James, Regent Wright, and Regent Porth.

5. **RESOLUTION FROM THE FLOOR**

Chair Guay noted that given all that “Access, Completion, and Talent” means to CSCU, he wanted to start the new academic year with a motion from the floor to approve a resolution concerning reinstating student services at CT State Community College. The motion was seconded by Regent McCarthy. Secretary of the Board Pam Heleen read the resolution into the record as follows:

RESOLUTION concerning STUDENT SERVICES AT CT STATE COMMUNITY COLLEGE

WHEREAS, The Board of Regents recognizes, as we begin the 2024-25 academic year, the critical importance of prioritizing key student support services at the 12 CT State campuses, which serve many first-generation and non-traditional students, and seeks to align these priorities with the strategic and necessary use of available resources; and

WHEREAS, The Board of Regents is responsible for the coordination of “programs and services” among the institutions within its jurisdiction to ensure that such programs and services best serve the higher educational interests of the Connecticut State Colleges and Universities System and its students in accordance with Section 10a-6(a) of the Connecticut General Statutes; and

WHEREAS, On November 15, 2023, CT State presented a deficit mitigation plan to the Board of Regents. This plan included adjustments to current services as part of a comprehensive strategy to achieve the necessary deficit reduction, with the goal of minimizing the impact on students; now, therefore, be it

RESOLVED, That the Board of Regents directs the CSCU Chancellor, in collaboration with the President of CT State, to present to the Board of Regents Finance & Infrastructure Committee and the Board’s Academic & Student Affairs Committee, during their regularly scheduled October committee meetings, a plan to strategically restore and/or adjust certain student services across CT State affected by the FY2024/FY2025 deficit mitigation efforts; and be it further

RESOLVED, That the plan should prioritize the key student service areas, such as Library Hours; Tutoring Services; Disability Services; Academic Advising and Counseling; Mental Health Support; Wraparound Services (Food Pantry, Transportation, Childcare); and Emergency Student Funding; and be it further

RESOLVED, That the plan must align with the institution’s strategic priorities and goals, provide a timeline, and identify funding sources for the strategic adjustment of student services, including the proposed allocation, as may be necessary, from CT State’s available undesignated reserves for this purpose. Upon review and recommendation by the Board’s committees on Finance and Infrastructure and Academic and Student Affairs, the plan will be submitted for final approval by the Board of Regents.

Chair Guay opened the floor for discussion. Supportive comments were received from Regent Yang, CT State President Maduko, Regent McCarthy, Student Regent Sanchez, Ex Officio Casamento, Regent Bloom, and Regent Balducci.

At the conclusion of the discussion, Chair Guay asked for the vote. The resolution passed with a unanimous voice vote.

6. ELECTION OF VICE CHAIR OF THE BOARD OF REGENTS

Chair Guay reported that with the conclusion of Jim McCarthy’s tenure on the Board of Regents at the end of September, there will be an open position as Vice Chair. He announced that Regent Juanita James has expressed her willingness to serve as Vice Chair of the Board of Regents, if called. Juanita James was appointed to the Board of Regents by Governor Lamont, with her term beginning on July 1, 2022. She currently sits on the Boards’ Academic & Student Affairs Committee, as well as our Human Resources & Administration Committee. Chair Guay noted that he believes that Juanita is a superb candidate to serve as Vice Chair of the Board and was grateful for her willingness to serve in

that capacity. He formally nominated Regent James to serve as Vice Chair. Regent Balducci seconded the nomination. There were no other nominations from the floor.

The Board unanimously elected Juanita James to serve as Vice Chair of the Board of Regents effective October 1, 2024 for a term of three years.

Regent James noted that she is honored to be elected to the role of Vice Chair. She believes that the Board is a critical partner and leader in the future success of CSCU and she has tremendous respect for the experience, the expertise, the caring, and the commitment that her fellow Regents have. She noted that she is looking forward to getting to know each of her fellow Regents better. She added that she is excited about working together with the Regents, administration and faculty to ensure the success of the 85,000+ students and she is looking forward to providing greater access to all of our students recognizing that the demographic profile of the student body is different from 10 years ago. We need to ensure a quality and relevant learning environment for recent high school graduates from in the 18 to 20 age range, but we also need to ensure a quality and relevant learning environment for adult students who are more diverse in every way – age, gender, ethnicity, race, sexual orientation, lived experience, and family pressures. This is the composition of our student body; one size does not fit all, and we need to listen to and understand the needs of this diverse population in order to ensure student success.

7. BOR COMMITTEES, ROLES AND RESPONSIBILITIES

Chair Guay announced that the BOR Executive Committee is being eliminated. A new standing committee of the Board, is to be established - a Governance & Nominations Committee. Chair Guay has asked Board Secretary Pam Heleen to update the Committee charters and amend the Board bylaws accordingly.

Chair Guay has also asked Regent Porth to begin to draft and define the roles and responsibilities of the Regents as the Regents get more engaged and active. Chair Guay wants to ensure that the Regents and everyone they interact with know what the expectations are for engagement. Regent Porth indicated that there are two overarching themes: how can the Board of Regents be more proactive and less reactive; and how can Regents be more visible, more accessible, and more engaged with stakeholders all across the system and externally. There will be three general categories of roles and responsibilities – fiduciary, strategic, and advocacy. The work will also address how the Regents set goals and measure success against those goals.

Chair Guay introduced the ongoing Board Development work of Dr. Terry MacTaggart from AGB. Dr. MacTaggart provided an overview of what other System Boards (Louisiana, Iowa, Virginia, North Carolina, Minnesota, New York, and Hawaii). He identified trends that are particularly relevant to the Regents, institution presidents, and staff:

- A strong ideological/political thrust to back away from the virtues and the goals that Chair Guay outlined. DEI is in retreat. It's very hard to simultaneously say we're pulling student support services, particularly for the students who need it most in order to succeed, while advocating for student success.
- A progressive approach to advancing students success and measuring the real progress. MacTaggart put CSCU in the lead in that the Chair has articulated this approach and put the muscle behind holding people accountable for it.
- Rethinking what systems do and what the boards of system do. MacTaggart cited Arizona State University and PASHE as two examples of actualizing “systemness.”
- A program to reinforce the culture of collaboration must include concrete steps to enable the Board to change its behaviors, its policies, and its practices.

- MacTaggart mentioned that in the next three BOR meetings, there would be time to focus on the way Regents operate, how they can realize improvements in student success, and how do they engage in “Insight, Foresight, and Oversight” of the workings of the System.
- He stated that he would invite higher education experts to share how they were successful, what they ran into that worked and what didn't with a number of opportunities for the Regents to answer the question “what would we do if.”
- A Board Retreat in December may be scheduled to have a stimulating, candid look at how well the Regents are doing.
- Ex Officio Casamento asked to be brought up to speed on the work the Regents did at the December 2023 BOR Retreat. Dr. MacTaggart noted that Jessica Paquette would provide his contact information so that he could brief Ms. Casamento.

8. **SPECIAL TASK FORCES**

Chair Guay concluded the meeting by establishing two Task Forces to report back to the Board of Regions in 90 days with an executive summary in writing:

- a Health Care Task Force with a mission to assess the existing assets and programs in our entire CSCU system to see how we align with the market needs of Connecticut and define a path forward for collaboration inside and outside of CSCU to proactively meet the demand. Chair Guay asked President John Maduko to lead this task.
- A Charter Oak Task Force to assess the opportunity to scale through existing plans and new plans and where CSCU can go in the next 5 years. Chair Guay asked Regent Ted Yang to lead this task force.
- Chair Guay noted that he wanted faculty representation on these task forces, as well as other knowledgeable leaders (maybe people outside CSCU if necessary). These task forces should be groups of no more than seven people and should submit an executive summary to the Board of Regents and Chancellor within 90 days (right before Thanksgiving).
- He noted that these Special Task Forces cover our commitment overall to the students success and need, as well as our commitment to faculty engagement and stronger shared governance.

9. **ADJOURNMENT**

Chair Guay made a motion to adjourn the meeting adjourned at 11:13 a.m. The motion was seconded by Regent James and unanimously carried.

Submitted,

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



**CONNECTICUT STATE
COLLEGES & UNIVERSITIES**

Board of Regents

Wednesday, August 28, 2024



CONNECTICUT STATE
COLLEGES & UNIVERSITIES

Board of Regents

CSCU's importance to the State.

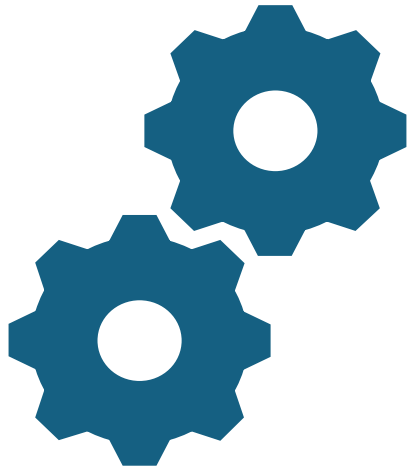
- Access and opportunity in every corner of the state.
- Connecticut's engine for social mobility & talent development.



WE ARE CONNECTICUT



CONNECTICUT STATE
COLLEGES & UNIVERSITIES
Board of Regents



**Enhance system
effectiveness and
efficiency**



**Increase faculty & staff
involvement and
collaboration**



**A proactive and fully engaged
Board of Regents**



CONNECTICUT STATE
COLLEGES & UNIVERSITIES
Board of Regents

Student Success

Board of Regents Key Areas of Focus

1. Accessibility (Expanding Talent Pipelines)
2. Completion (Cultivating & Developing Talent)
3. Talent (Activating Talent for Future Success)





CONNECTICUT STATE
COLLEGES & UNIVERSITIES

Board of Regents

Next Steps:

- Engage CSCU students, faculty, and staff to establish 3 goals and 3 KPIs for each ACT pillar.
- Completion date: November 2024





CONNECTICUT STATE
COLLEGES & UNIVERSITIES

Board of Regents

Accessibility

CSCU is renewing its commitment to making higher education accessible to all residents across Connecticut and beyond.

EXAMPLE

Example Goal: Expanding dual enrollment opportunities by increasing partnerships with local high schools to offer more programs.

Example KPI: Number of high school students enrolled in dual enrollment programs (target: # students annually).





CONNECTICUT STATE
COLLEGES & UNIVERSITIES

Board of Regents

Accessibility

- Goal 1:
 - KPI 1:
- Goal 2:
 - KPI 2:
- Goal 3
 - KPI 3:

Completion

- Goal 1:
 - KPI 1:
- Goal 2:
 - KPI 2:
- Goal 3
 - KPI 3:

Talent

- Goal 1:
 - KPI 1:
- Goal 2:
 - KPI 2:
- Goal 3
 - KPI 3:

