

CSCU Board of Regents

AGENDA - REGULAR MEETING

10:00 a.m., Thursday, September 26, 2024

Conducted at Eastern Connecticut State University, Smith Library, Johnson Room
Meeting will stream live at: [https://youtube.com/live/ 1Gd1FbS_lo?feature=share](https://youtube.com/live/1Gd1FbS_lo?feature=share)

NOTE: If any member of the public is unable to attend the meeting in real-time due to a lack of physical location or electronic equipment, they may request assistance by email to Pamela.Heleen@ct.edu at least 24 hours before the meeting.

OPPORTUNITY TO ADDRESS THE BOARD THIS MONTH:

- Written comments will be accepted concerning any matters. They will become part of the permanent record of the meeting. Written comments must be received via email to Pamela.Heleen@ct.edu at least 24 hours in advance of the meeting. All emails received will be compiled, shared with the Board members, and posted on the CSCU website in advance of the meeting, as well as attached to the meeting minutes. Please provide your name, affiliation (public, faculty, staff, student) and, if applicable, college or university affiliation. Anonymous emails will not be posted or shared.
- The Board encourages public comment on matters that appear on this agenda. Requests to provide in-person comments (including virtual appearances) must be received at least 24 hours in advance of the meeting by emailing the Secretary to the Board at Pamela.Heleen@ct.edu. Each speaker must specify the subject of their comments. A confirmation email with instructions to access the meeting will be forwarded the day before the meeting. In fairness to all who wish to address the Board, each speaker must abide by a three-minute time limit. At the end of each speaker's allotted time, the speaker will be asked to yield to the next speaker.
- Presenters will be prioritized based on the agenda of the meeting. First, the Regents will hear comments on action items before them; students will speak first, followed by the public, faculty, and staff. If time remains within the 30 minutes allocated to public comment, general presentations will be heard first from students followed by the public, faculty, and staff. Supplemental information may be provided in written form for distribution to the Regents. Again, should time not be sufficient to accommodate all speakers, written submissions are encouraged.

1. Call to Order, Roll Call & Declaration of Quorum

2. Adoption of Agenda

3. Public Comment

4. Report from CSCU Chancellor Terrence Cheng

5. Comments from Chair Marty Guay

6. Approval of Previous Meeting Minutes

- June 27, 2024 - Regular Meeting.....Page 1
- July 31, 2024 – Special MeetingPage 50
- August 28, 2024 – Special MeetingPage 56

7. Consent Agenda

- a. Academic Program – Discontinuation.....Page 69
 - i. SCSU – Clinical Mental Health Counseling - Post-Master’s Certificate
 - ii. SCSU - Environmental Studies - Master of Science
- b. Academic Programs – Modifications.....Page 74
 - i. SCSU – Clinical Mental Health Counseling – MS – Modify Instructional Modality
 - ii. SCSU – Exercise and Sport Science – BS and MS – Modification of CIP Code

- i. CT State – Licensed Practical Nursing – Certificate
- ii. SCSU – Behavioral Neuroscience – Bachelor of Science

8. **Academic & Student Affairs Committee – Ira Bloom, Chair**

September Meeting: <https://www.youtube.com/live/jMd1yLkIVpY>

Report. No action items

9. **Audit Committee – Elease Wright, Chair**

No report. No action items.

10. **Finance & Infrastructure Committee – Richard J. Balducci, Chair**

No report. No action items.

11. **Human Resources & Administration Committee – Sophia Jappinen, Chair**

No report. No action items.

12. **Technology Committee – Ted Yang, Committee Chair**

No report. No action items.

13. **Board Development Activities**

- **How Other Boards Do It** Lisa Foss, Senior Director of U.S. Practice
University Design Institute, Arizona State University
- **Regent Roles and Responsibilities** Dr. Terry MacTaggart, AGB
Vice Chair James and Regent Porth

14. **Executive Session Anticipated**

15. **Adjourn**

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
MINUTES OF REGULAR MEETING
THURSDAY, JUNE 27, 2024 – 10:00 a.m.
CONDUCTED IN PERSON AND VIRTUALLY
LIVESTREAMED ON <https://www.youtube.com/live/ZbKKbZECqKA>**

REGENTS – PARTICIPATING (Y = yes / N = no)	
JoAnn Ryan, Chair	Y
Richard J. Balducci	Y
Ira Bloom	Y
Marty Guay	Y
Juanita James	Y
Sophia Jappinen	Y
James McCarthy	N
Richard Porth	Y
Luis Sanchez, Student Regent	Y(arrived at 10:20)
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 (arrived at 10:30)
*Dr. Manisha Juthani, Public Health Commissioner	N
*Daniel O’Keefe, DECD Commissioner	N
*Charlene Russell-Tucker, Education Commissioner	Y
*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
 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
 Dr. Stephen Hegedus, Interim Provost and VP for Academic Affairs, WCSU
 Steve Marcelynas, Director for the Office of Transfer and Articulation
 Pam Heleen, Secretary of the Board of Regents (recorder)

1. CALL TO ORDER

Chair Ryan called the meeting to order at 10:06 a.m. Following roll call, a quorum was declared. It was also noted that one letter was received and was shared with the Board in advance of the meeting.

2. ADOPTION OF AGENDA

Chair Ryan called for a motion to adopt the meeting agenda; on a motion by Regent Balducci, seconded by Regent Yang, the Agenda was unanimously adopted.

3. CHAIR RYAN'S REMARKS

- Chair Ryan welcomed everyone to the meeting and thanked President Zulma Toro and the staff at Central Connecticut State University for their hospitality.

4. CHANCELLOR CHENG'S REMARKS

Chancellor Cheng made the following remarks:

- The Chancellor noted that it is JoAnn Ryan's last meeting as Chair of the Board of Regents. He continued by adding that since her appointment as chair in 2022, JoAnn has been a guiding light during these times of transition. She helped guide the merger of the 12 community colleges and the accreditation of Connecticut State Community College, which is now New England's largest community college. This has created more opportunity for countless individuals and allows CSCU to be more responsive to the workforce needs of the state. Following the COVID-19 pandemic, Chair Ryan also helped get CSCU students back to school safely. These were not easy feats, but she handled this with grace and always put the needs of students, faculty, and staff first. As President of the Northwest CT Chamber of Commerce, she understands the importance of partnerships between our higher education and business communities, as our colleges and universities are key economic drivers for our state. She also leveraged the power and size of the CSCU system to create more efficiencies and drive innovation. The Chancellor thanked Chair Ryan for all the incredible work done on behalf of CSCU students, institutions, and the system.
- To build on the tremendous progress Chair Ryan and the entire Board has made, he shared that Governor Lamont has appointed Marty Guay as its next chair. Regent Guay's experience in workforce development, economic development, and advanced manufacturing strategies will play a significant role in shaping the future of the CSCU system. He understands that one of Connecticut's greatest assets is our highly educated, highly trained citizenry, and he is committed to ensuring that everyone today can, and generations to come will, have the skills, training, resources and experience needed to secure good-paying jobs in high-demand sectors after receiving their degrees or certificates.
- The Chancellor stated that he looked forward to working closely with Regent Guay and the Board on priorities, such as increasing accessibility across the system, strengthening retention efforts, boosting completion rates, and improving our employment pathways. He thanked Regent Guay for taking on the role and helping as CSCU continues to chart a new path forward.
- He also thanked the entire Board, every Regent for their generosity of thought, care, and time. He specifically pointed out Regent Balducci who has served on the Board the longest; he has worked tirelessly and diligently as the chair of the Finance and Administration committee for many years. He has also been a staunch advocate for our system, and specifically for students, using his experience in the state legislature to CSCU's advantage. If CSCU is able to secure the additional \$20M of ARPA funding that is in the recently approved state ARPA spending plan, it will be largely due to Regent Balducci's efforts, and CSCU has every intention of using that \$20M toward tuition relief for our students across the system.

- The Chancellor also thanked the other chairs of the Board committees - Regents Bloom, Yang, Wright, and Jappinen. Regent Bloom pours through every sentence of our Academic and Student Affairs work with a magnifying glass to make sure proposals and policies are as sharp and tight as they can be. Regent Yang has made great strides with the Technology Committee to advance our IT and cybersecurity work from both a system and institutional perspective. Regents Wright and Jappinen have been instrumental in guiding their committees to ensure due diligence is paid to a myriad policy and administrative matters affecting all employees across the system.
- He continued by noting that the contributions of every Regent are critical to sharpening and improving CSCU's work, while also ensuring that CSCU is responsible and accountable financially and operationally. Regent Stewart has more than a full-time job as Mayor of New Britain, while giving a great deal to the BOR and CSCU benefits from her political, operational, and management acumen. Regent Santiago is CEO of a very successful company and CSCU is fortunate to have his expertise in business and as an IT expert on our Board. Regent James is a long-time non-profit and corporate leader with strong ties to higher education. She contributes to multiple committees and to the BOR. Regent McCarthy, whose distinguished career as an academic and administrative leader, is such an asset to our system. Regent Porth is a nonprofit leader and well-respected figure in Connecticut whose balanced thoughtful approach and benevolent ethos permeates this work and enriches the Board's conversations and actions.
- The Chancellor commented on the contributions of the Student Regents, Carla Galaise and Luis Sanchez. Carla Galaise started at NWCCC and will be going on to Stanford University on a full ride via the Jack Kent Cooke Scholarship. He noted that Luis Sanchez is going to not just help change CSCU for the better but will have a great impact on the world. In addition to being a role model in his family, he is a role model for all students, especially those who know how hard the path and journey are for minoritized and marginalized students.
- He continued by referencing the spending proposal for FY25 that is in the Board packet. Governor Lamont recently signed into law legislation that would allocate an additional \$80 million in American Rescue Plan Act funding to CSCU. He added his appreciation for the students, faculty, staff, and administrators who came out and made their voices heard throughout the legislative session about the transformative impact public higher education has had on your lives. Because of your efforts, the General Assembly took up our cause. The funding outlined in the proposal stabilizes CSCU's current situation and positions the system and its institutions to make further changes in the future that will put CSCU on a sustainable path forward. He stressed that the \$80 million in additional ARPA funds will allow CSCU to address the remaining balance of its budget deficit, cover state-negotiated salary increase for our employees, and fund the expansion of Connecticut's free-tuition program, previously known as the PACT program. Specifically, \$41.5 million will be used to address CSCU's budget shortfall, \$32.8 million will be used to cover the SEBAC wage reopener; and \$5.7 million will be allocated to the free-tuition program. This is what CSCU began advocating for as early as November 2023, and the full amount of this funding has been allocated as planned.
- The Chancellor continued that there is the potential that CSCU will receive an additional \$20M in ARPA funding later this year. When this funding comes through, the plan is to utilize it for tuition relief for our students. Unfortunately, reserves at CSCU institutions cannot be utilized for this purpose at this time, as some have requested. As stated by CFO Blanchard and Regent Balducci in the June 12 Finance and Administration committee meeting, to do so would be imprudent and would jeopardize the financial health and standing of CSCU institutions.
- CSCU's spending plan for FY2025 totals \$1.2 billion, which is only 1 percent more than the fiscal year 2024 budget, with the majority of cost increases due to state-negotiated salary increases and fringe cost and calculation methodology. When you strip away the things we cannot control, the

spending plan shows that our mitigation efforts have us currently on stable financial footing, as each of our universities, CT State Community College, and Charter Oak State College are all expected to have balanced budgets for fiscal year 2025. He thanked CFO Lloyd Blanchard and his team for putting the spending proposal together and he encouraged all Regents to support this plan.

- He noted that CSCU has been working with Social Impact Partners, formerly known as SVP-CT on developing and setting future strategic priorities for the CSCU system. This initiative is called “ReNew CSCU.” Through this partnership, Social Impact Partners will engage with a wide range of stakeholders, including faculty, staff, students, alumni, employers, government officials and community leaders, which will lead to building a strong investment case for the biennium. It should be noted that Social Impact Partners is providing CSCU with their services pro bono. The Chancellor believes that next year, the state of Connecticut will have an opportunity to make real strategic long-term investments in CSCU and Connecticut. This partnership will allow CSCU to build a shared vision with key stakeholders on what investment in higher education looks like and how we can reach that shared North Star together. In addition to engaging stakeholders and developing strategic priorities, Social Impact Partners will also create a plan for how to strengthen education and employment pathways and CSCU’s early college and dual enrollment programs. Through these efforts, it is hoped that CSCU can give more students a head start and ensure they are ready to succeed at the university level. To date, Social Impact Partners has engaged nearly 90 focus groups across the system. Work on ReNew CSCU is set to be completed in December 2024.
- The Chancellor welcomed Dr. Karim Ismaili as the next president of Eastern Connecticut State University. He will begin his new role on July 31. Dr. Ismaili currently serves as Executive Vice President and Provost at Bridgewater State University in Massachusetts, where he 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.

5. PUBLIC COMMENT

Attachment A includes written comments received prior to the beginning of this Board meeting.

STUDENTS	FACULTY/PUBLIC
Natalie Nicholson CT State Manchester Student	Christopher Trombly SCSU Faculty
Benice Makiwi CT State Capital Student	Elle Van Dermark President of CT State Senate
Adelie Elisabeth (Andre Freeman will read her statement into the record) COSC Student	Manoj Misra WCSU Faculty/WCSU-AAUP President
	John O’Connor CCSU Faculty
	Tricia Stewart WCSU Faculty
	Kofi Adomako-Ayisi CT State Housatonic
	Michael Hinton CT State Tunxis
	Frank Valier – 4Cs Negotiating Team COSC Faculty

6. APPROVAL OF PREVIOUS MEETING MINUTES

– **May 23, 2024 Meeting Minutes**

On a motion by Regent Yang and seconded by Regent Stewart, the May 23, 2024 Regular Meeting minutes were unanimously approved.

7. CONSENT AGENDA

On a motion by Regent Balducci, seconded by Regent Jappinen, the Consent Agenda was unanimously adopted.

RESOLUTIONS APPROVED ON CONSENT

a. Academic Programs – Discontinuations

- i. **RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of the Nutrition program leading to a Master of Science degree at Western Connecticut State University effective Spring 2023.

b. Academic Programs – Modifications

- i. **RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program – MA in Modern Language, specifically a Name Change at Central Connecticut State University.
- ii. **RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program – BA in Spanish, specifically significant course changes and substitutions, as well as changes to the core and the requirement of an internship at Eastern Connecticut State University.
- iii. **RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program – BS in Recreation & Leisure Studies, specifically a name change and CIP Code change at Southern Connecticut State University.
- iv. **RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program – Doctorate in Business Administration, specifically a correction to CIP Code, at Southern Connecticut State University.
- v. **RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program – BS in Criminal Justice, Criminology, and Law, specifically a name change at Western Connecticut State University.

c. Academic Programs – New Programs

- i. **RESOLVED:** That the Board of Regents for Higher Education approve the licensure of a program in Climate Change Studies (CIP Code: 030103, OHE# TBD) leading to a Bachelor of Arts at Central Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.
- ii. **RESOLVED:** That the Board of Regents for Higher Education approve the licensure of a program in Climate Change Studies (CIP Code: 030103, OHE# TBD) leading to a Bachelor of Science at Central Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.
- iii. **RESOLVED:** That the Board of Regents for Higher Education approve the licensure of an Accelerated Nursing program (CIP Code: 513801, OHE# TBD) leading to a Bachelor of Science at Central Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

- iv. RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Computer Science (CIP Code: 110701, OHE# TBD) leading to a Bachelor of Arts at Eastern Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

d. Charter Oak State College Updated Mission Statement

WHEREAS: Section 10a-1c of the Connecticut General Statutes requires the Board of Regents to develop and implement distinct missions for the constituent units of the Connecticut State Colleges and Universities System (CSCU); and

WHEREAS: New England Commission of Higher Education (NECHE), CSCU’s accrediting body, states in Standard 1.2 that an institution’s mission statement must be formally adopted by the governing board and appears in appropriate printed and digital institutional publications; and

WHEREAS: Charter Oak State College’s new Fall 2023 – Spring 2028 Strategic Plan requires modification to Charter Oak’s mission statement to highlight and reinforce student demographics, industry-relevant workforce focus, and their ability to offer non-credit offerings; and

WHEREAS: Adoption of this new mission statement aligns with NECHE Standard 1.2 and will provide evidence of achieving that standard for Charter Oak’s NECHE site visit in fall 2026; now, therefore be it

RESOLVED: That the Board of Regents adopt the following mission statement for Charter Oak State College:

The Charter Oak State College Mission

Charter Oak State College fosters the potential of current and future working professionals by providing dynamic and industry-relevant online education to advance success in a global society through affordability, collaboration, and learning experiences that can occur inside and outside the virtual classroom.

8. ACADEMIC & STUDENT AFFAIRS COMMITTEE – Committee Chair Bloom

Committee Chair Bloom reported that the Academic & Student Affairs Committee met on June 7th. He thanked the Board for their approval of the Consent Agenda. He made special note of the following:

- A common theme running through all of the programs is that they are truly student focused. From modality to keystone projects, internships, and course preference, these new programs are designed to attract students, build enrollment, and assist the students in completion of their degrees and certificates. For example, the new Climate Change Studies programs at Central will offer both a B.A. and a B.S. track depending on the student’s preferred focus.
- Another theme we have been seeing regularly in our Committee work is that these new programs are designed with Connecticut partnerships and workforce development in mind. This month, an Accelerated Bachelor of Nursing program at Central and a new Computer Science program at Eastern have just been approved on consent.

Committee Chair Bloom presented one item for Board consideration -- the General Education Transfer Credit Alignment Policy. He noted that this policy addresses at least three of the Board’s Key Areas of Focus which were adopted in December 2022 including...student success, innovation and economic growth, affordability and sustainability, and systemness. Dr. Aynsley Diamond and Stephen Marcelynas presented how the policy came to be, what it requires, and its impact on students. Attachment B provides their full presentation.

Committee Chair Bloom presented the resolution as a motion to approve. It was second by Regent Porth. The resolution was approved by unanimous voice vote.

9. AUDIT COMMITTEE - Committee Chair Wright

Committee Chair Wright reported that the Audit Committee met on May 29, 2024 and discussed the following:

- Management provided an update on the Auditors of Public Accounts, who issued the Statewide Federal Single Audit on March 27, 2024. This type of audit reviews and tests compliance with Federal award requirements across all state agencies. There were 8 findings related to the CSCU System, and corrective actions were put in place to address the findings.
- Management provided an update on the statutorily required agency audits which are also conducted by the Auditors of Public Accounts. One report was issued since our last meeting, which was for Charter Oak for fiscal year 2021 and 2022. There were 5 findings in total and corrective action is in place.
- Management explained that due to state statutes, the CSCU 2020 Construction Expenditure Audit must rotate auditors every 5 years. Since Cohn Reznick concluded their fifth year, management put out a bid for proposals using the statewide DAS contract. Whittlesey, P.C. was selected as the successor auditor.
- The auditors from Whittlesey then presented the planning procedures and timeline for the CSCU 2020 Construction audit.
- Auditors Grant Thornton then presented the planning procedures and required communications for the Connecticut Community Colleges, Connecticut State Universities, and Charter Oak State College audits for the year ended June 30, 2024.

10. FINANCE & INFRASTRUCTURE COMMITTEE – Committee Chair Balducci

Committee Chair Balducci and CFO Blanchard introduced CSCU’s FY25 Spending Plan for Board consideration. CFO Blanchard walked through the presentation included here as Attachment C.

After several clarifying questions and supportive discussion, Committee Chair Balducci presented the resolution as a motion to approve. It was second by Regent Bloom. The resolution was approved by unanimous voice vote.

11. HUMAN RESOURCES & ADMINISTRATION COMMITTEE – Committee Chair Sophia Jappinen

No report.

12. TECHNOLOGY COMMITTEE – Committee Chair Yang

No report.

13. EXECUTIVE COMMITTEE – Chair Ryan

No report.

14. EXECUTIVE SESSION – None Needed

15. SPECIAL RECOGNITION –

Chair Ryan made the following statement:

“As I step down and retire from my role as Board Chair, I want to express my heartfelt gratitude for the incredible journey we have shared. It has been an honor to work alongside such dedicated and talented individuals.

Over the years, we have achieved remarkable milestones and navigated numerous challenges together. Your support and commitment have been invaluable. I am confident that the board will thrive under new leadership, building on the strong foundation we have established.

Thank you for your trust, collaboration, and friendship. I look forward to seeing the continued growth and accomplishments of this outstanding organization.”

Committee Chair Bloom proposed a resolution thanking Chair Ryan for her long and distinguished service to the Board of Regents. He made the proposal as a motion to approve; the resolution was seconded by Regent Porth and passed unanimously.

Secretary of the Board, Pam Heleen, read the following 2 proclamations into the record – the first from Lieutenant Governor Susan Bysiewicz and the second from Governor Ned Lamont:

FROM HER EXCELLENCY SUSAN BYSIEWICZ
ON THE 27TH DAY OF JUNE 2024

I take great pleasure in offering my sincerest appreciation to JoAnn Ryan in recognition of your continued commitment to public service and education and two years as chair of the Board of Regents and four additional years as a board member, you have helped strengthen the State's higher education system and improve outcomes for students and faculty through this role and throughout your career you have dedicated yourself to building thriving communities.

Thank you for your service to your community and to the state of Connecticut.

AN OFFICIAL STATEMENT
FROM HIS EXCELLENCY GOVERNOR NED LAMONT
ON THE 27TH DAY OF JUNE 2024

As JoAnn M. Ryan, chairperson of the Board of Regents for Higher Education, the governing body of the Connecticut State Colleges and University system, departs this role after a distinguished multi-year tenure; and

WHEREAS, a graduate of Albertus Magnus College in New Haven and Trinity College in Hartford where she obtained her master's degree in education, JoAnn taught in Torrington and Stamford High Schools and later taught for 10 years as an adjunct faculty at Naugatuck Valley Community College and Northwestern Connecticut Community College; and

WHEREAS, after her career in teaching, JoAnn went on to work in different leadership roles at Kelly Services Inc and would later on become the president and CEO of the Northwestern Connecticut Chamber of Commerce, a position she has held since 2002 and the first woman to achieve this title since the Chamber's inception in 1901; and

WHEREAS, she was first appointed to the board in 2018 by Governor Dannel Malloy, JoAnn later became vice chairperson serving on both the Finance and Infrastructure and Audit committees and was appointed as chairperson of the board in 2022; and

WHEREAS, under her devoted supervision and direction, JoAnn oversaw a momentous transformation of the Connecticut public higher education system in which 17 state higher education institutions were unified under one banner as Connecticut State Colleges and Universities providing a strategic vision and leaving behind an enduring legacy from which students in our state will benefit for years to come; now,

THEREFORE, I, Ned Lamont, Governor of the State of Connecticut in recognition of her years of outstanding contributions to our state and in celebration of the many accomplishments achieved under her leadership on this day of Thursday June 27th 2024 do hereby officially convey honor upon JoAnn M. Ryan in the state of Connecticut.

16. ADJOURNMENT

Chair Ryan made a motion to adjourn the meeting adjourned at 12:58 p.m. The motion was seconded by Regent Guay and unanimously carried.

Submitted,

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

BOR Meeting

Attachments

June 27, 2024

- Attachment A** Written Communication Received Prior to BOR Meeting
- Attachment B** CSCU General Education Transfer Credit Alignment Policy
- Attachment C** CSCU FY25 Spending Plan

June 25, 2024

Dear Regents:

I want to bring to your attention an ongoing long-term situation that needs the attention of the Board of Regents, because you determine State tuition and fees and CTState will not resolve the situation.

The laboratory fees collected from our students are not returned to the campus or the department according to our CEO Lisa Dresdner at CTState-Naugatuck Valley. Science students pay \$51 in [lab] materials fees/course. This yields \$1224/lab section of 24 students. We run 140 lab sections per year that yields \$171,360. The campus allocation to the science department for lab supplies is \$62,000 per year at NV. This situation also affects Art studio courses as well as Food Service Management courses. We tell our students that the Materials Fee for their labs, but the money is being held back by CTState. This is not ethical. This policy is not being honest with our students.

Our budget for many years has remained flat or decreased due to CTState mandates to cut the budget. This affects science lab supplies that deal with inflation costs. The Lab Materials Fee is currently deposited in the General Fund for Operation Expenses; whereas, the Student Activity Fee is kept separate and returned to that department.

This has been the policy used by the CT Community College System Office since the Materials Fee was established in 1995. The new era of CTState needs to be honest with the money students pay: The [Lab] Materials Fee needs to be completely and directly allocated to the academic department teaching those lab courses. I am asking the Board of Regents to investigate this situation and change the fiscal policy on this matter to better serve our students.

Respectfully,

Joseph Faryniarz, Ed.D.
Professor of Biological Sciences
CTState-NV

Science Student Cost for 4 credit laboratory course	FY2023	FY2024
Tuition	\$ 696	\$768
Service Fee	\$ 112	\$137
Supplemental Fee (credit hour vs. contact hour)	\$205	\$215
[Lab] Materials Fee	\$51	\$54
Student Activity Fee	\$15	\$20
Total Student Cost for 1 science lab course	\$1079	\$1194
[Lab] Materials Fee generated per course	\$1224	\$1296

[Lab] Materials Fee generated per year (140 sections)	\$171,360	\$181,440
Total Income generated per lab section (24 students)	\$25,896	\$28,656
Total Income generated for 140 science lab sections	\$3,625,440	\$4,011,840

Statement by David Blitz as Public Comment for the BOR meeting of June 27, 2024:

I wish to express my thanks to Joann Ryan for her efforts to deal with many issues and numerous difficulties as Chair of the Board of Regents, despite health problems and her other professional responsibilities. It is always difficult to retire, as some may say it's too early, others, perhaps the opposite. As I have just found out retiring is fraught with danger if those with whom you have previously cooperated turn against you, as did the AAUP leadership and my successor at the FAC as co-chair for the universities. I am sure that will not happen to Joann Ryan, who has earned the long-term respect of those with whom she has worked.

There are two-major issues for the CSUS System, as for any complex organization: regulating finances and exercising power, both of which are conditions for accomplishing its purpose: facilitating the teaching, research and service of the faculty and staff of its member universities and colleges. I see that there is the usual multi-page spread-sheet on finances for today's meeting, but a rather basic principle applies to the component institutions: to balance their books and live within their means. That is a necessary condition permitting each to maintain its autonomy and integrity, and do what its faculty, staff and administrators do best.

A second condition is the judicious use of power at all levels; from the CSUS Chancellor to an instructor in the class room. Plato, if I may cite a philosopher, wrote a major book on the topic, well known to all of us: *The Republic*. His concept of justice, central to the volume, required that each focus on what they do best and avoid interfering with others in the accomplishment of their goals. In order to do so, rulers had to be trained to exercise power judiciously, avoiding extremes and rash judgments, basing their decisions on an understanding of reality and using reason and wisdom in all they do.

Plato lived a long time ago (more than two thousand years); but more recently Bertrand Russell (within the last 100 years) wrote his follow-up, explicitly entitled *Power*, where he traced the use and abuse of power in political, economic, educational and professional institutions and organizations, stressing both the scope and limits of authority. We have seen the abuse of power with a previous System executive in the over-centralized and flawed consolidation of the community colleges, and more recently with the AAUP leadership in their unilateral and biased rejection of the retirement initiative.

Can the CSUS system and its components do better, including the unions as needed maintainers of the collective agreement, which, along with section 185 of state statutes provides the framework within which we operate? We don't have to read volumes of philosophy to apply basic common sense: communicate and consult before decisions are made, and aim for cooperation on that basis and, where possible, coordination; avoiding a command and control approach. Conflicts will no doubt arise, but merely denouncing one's opponent won't resolve them. A strategy involving respect for those with whom we disagree may win them over, or result in a compromise, or at least allow for future improved interactions.

I wish the new Chair of the BOR, Marty Guay well in his efforts, and hope he can develop a strategy to further accomplish the principle we all share: the advancement of public higher education in our state.

David Blitz, until Aug.1, 2024, Professor of Philosophy and Co-Coordinator, Peace Studies Program, CCSU and thereafter "retired".



**Academic &
Student Affairs**

**CSCU General Education Transfer Credit
Alignment Policy**

CSCU Board of Regents Presentation June 27, 2024

80% of community college students seek to earn a bachelor's degree

(Source: National Student Clearinghouse Tracking Transfer 2020 data)

Most community college students never transfer to a four-year school.

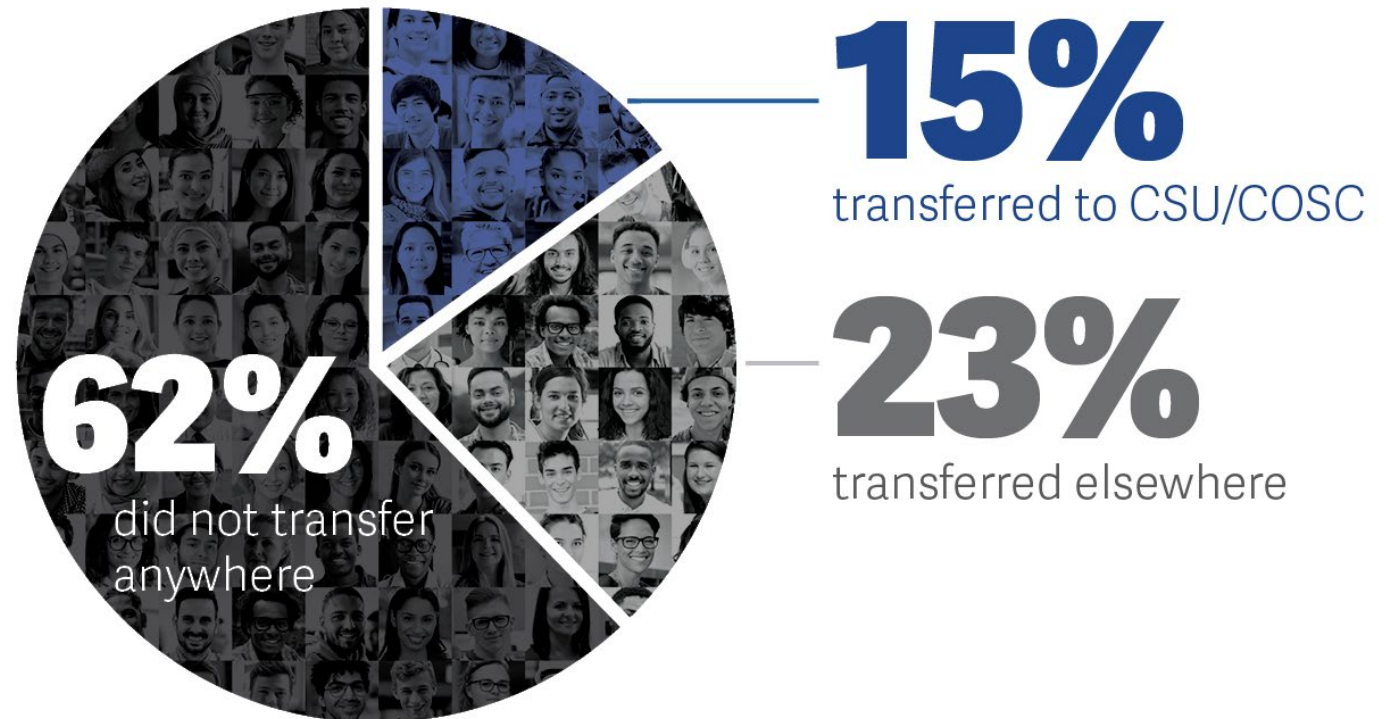
In our system,

38% of the Fall 2016 cohort transferred to a four-year institution;
a majority of those students transferred outside of the CSCU System.

The Challenge

- Guide more students to vertical transfer
- Retain more transfer students within our system

2022 OUTCOMES FOR OUR CC STUDENTS:



This is 2022 data, which includes outcomes for full- and part-time students who were attending a CT Community College for the fall 2016 cohort of first-time degree-seeking students.

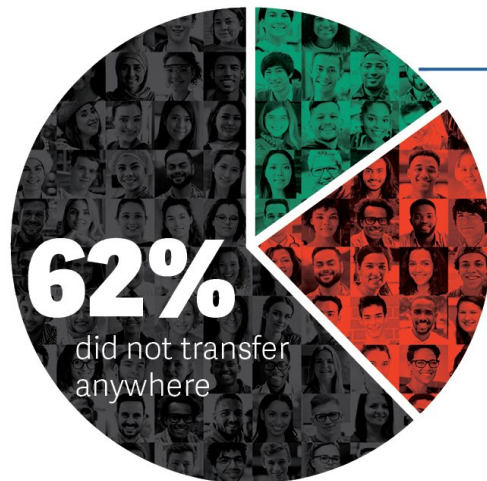
Opportunity for Growth

How do we work together to retain more students within CSCU institutions?

2022 OUTCOMES FOR OUR CC STUDENTS

19,237 students transferred to a four-year institution

of those students:



15%
transferred to CSU/COSC

7,519 transferred to a CSCU 4-year institution

23%
transferred elsewhere

11,718 transferred OUTSIDE of the CSCU System

This is 2022 data, which includes outcomes for full- and part-time students who were attending a CT Community College for the fall 2016 cohort of first-time degree-seeking students.

Another Look

Retaining just 10%

of the students who transferred out of the system, would have brought in an additional

\$30.9 million in tuition and fees.

Assuming students needed two years to complete their degree, average cost of roughly \$13,190/year

This is 2022 data, which includes outcomes for full- and part-time students who were attending a CT Community College for the fall 2016 cohort of first-time degree-seeking¹ students.

What is the problem that we are trying to solve?

- Increase vertical transfer rates from CT State to CSCU institutions

How will this policy address this issue?

- Eliminate barriers in navigating specific general education requirements for CSCU institutions
- Reduce the risk of general education courses not being applied as general education courses at CSCU receiving institutions
- Simplifies academic planning for vertical transfer within CSCU institutions

CONSIDER THIS



A newly accepted CT State student approaches you and asks:

"I plan to transfer, but I am not sure what I should be majoring in. Can you help me put together a full-time schedule for the Fall?"

Category to Category alignment of CSCU 2yr and 4yr General Education Categories

- Moves away from the confusion of Course-to-Course Articulation
- Ensures the application of General Education courses
- Reduces the risk of excess credit hours
- Applicable to students in all majors at CT State

How It Works

Framework30		SCSU	
Written Comm I	3	Written Communication Prerequisite	3
Written Comm II	3	Written Communication	3
Arts and Humanities ¹	3-4	Creative Drive OR Cultural Expressions/Global Awareness OR Exploration Elective	3-4
Social and Behavioral Sciences	3	Social Structure, CC / Mind & Body OR Exploration Elective	3
Historical Knowledge	3	American Experience OR Time and Place	3
Scientific Reasoning ²	4	Natural World I	4
Scientific Knowledge and Understanding ²	3-4	Natural World II	3-4
Oral Communication	3	First Year Experience	3
Continued Learning and Information Literacy	3	Technical Fluency	3
Quantitative Reasoning ³	3		3

How did we get here?

- Safe Course Task Force
 - Spring 2022 to March 2023
 - Charged to provide a recommendation to increase transparency and reduce barriers in respect to course and credit transfer associated with general education requirements.
- Initial Campus Feedback on the Recommendation
 - October 23, 2023 to November 10, 2023
 - Provosts were asked to submit a “CSCU General Education Transfer Credit Alignment Provost Report”
 - Request for subject matter experts to review and submit feedback

How did we get here?

- Campus policy review and feedback
 - March 29, 2024, to May 3, 2024
 - Provosts were asked to submit a “CSCU General Education Transfer Credit Alignment Provost Policy Report”
 - Suggested to assign a faculty lead to aid in the dissemination of the policy and to coordinate the feedback from the campus.
- Academic and Student Affairs Committee
 - Informational presentation May 10
 - Follow-up discussion June 7
 - Vote to move to the full Board June 7

More information posted on the Office of Transfer & Articulation website (<https://www.ct.edu/ota>)



Supporting documents:

- [PDF Staff Report](#)
- [DOC CSCU General Education Transfer Credit Alignment Template](#)
- [PDF Framework 30 Student Learning Outcome Categories](#)
- [PDF Composite Common Packages](#)
- [PDF Appendix A](#)
- [PDF Appendix B](#)
- [Transfer Council](#)
- [FIRC Information](#)
- [XLS Fall 2021, Where did they go report DSIR](#)
- [PDF Safe Course Task Force Charge](#)
- [PDF Safe Course Task Force Recommendation](#)
- [PDF All Provost Recommendation Reports](#)

Campus Feedback:

- [PDF COSC Provost Policy Report](#)
- [PDF CCSU Provost Policy Report](#)
- [PDF ECSU Provost Policy Report](#)
- [PDF SCSU Provost Policy Report](#)
- [PDF WCSU Provost Policy Report](#)

A newly accepted CT State student approaches you and states:

"I plan to transfer, but I am not sure what I should be majoring in. Can you help me put together a full-time schedule for the Fall?"



This policy will:

- Allow students time to explore majors with minimal risk of losing credit
- Simplify academic planning
- Shift the conversation from navigating general education requirements to student success

CSCU

CSCU

**Academic &
Student Affairs**



We welcome your questions.



Board of Regents Meeting

June 27, 2024

- System faced \$146M deficit for FY25
 - We developed \$100M mitigation plan
 - Sought additional support of \$48M to close remaining deficits
- SEBAC raises for FY25 (\$33M)
 - We expect block grant to increase by 3.6% (~14M from RSA)
 - This leaves ARPA funds to pay for:
 - \$4M block-grant employees
 - \$15M non-block grant employees
 - Includes non-represented employees
- Expanded PACT (\$5.7M)
- CSCU requested, received, & plan to allocate \$80M from General Assembly
 - \$41.5M for deficits + \$32.8M for SEBAC + \$5.7M for PACT = \$80M
- Additional \$20M based on OPM declaration of availability will be dedicated to student tuition relief (HB 5523, Sec. 7).



FY25 Biennium & Additional Appropriations

Relative to FY24, total FY25 State support of \$596M is down by \$36M (-5.7%).

Account Name	State Appropriations			Variance
	HB 6941		HB 5523	Approved vs. Prior Year
	2024	2025	2025	2025 vs 2024 \$ Inc(Dec)
<u>General Fund Appropriations</u>				
Charter Oak State College (1)	3,127,472	3,182,468	3,182,468	54,996
Connecticut State Community College (1) (2)	208,495,341	217,494,271	217,494,271	8,998,930
Connecticut State University (1)	176,054,688	178,635,888	178,635,888	2,581,200
BOR	460,084	466,906	466,906	6,822
Developmental Services	10,042,069	10,190,984	10,190,984	148,915
Outcomes-Based Funding Incentive	1,354,341	1,374,425	1,374,425	20,084
O'Neill Chair	315,000	315,000	315,000	-
	\$ 399,848,995	\$ 411,659,942	\$ 411,659,942	\$ 11,810,947
<u>Additional State Appropriations</u>				
PACT Program - Debt Free Community College	23,500,000	28,500,000	28,500,000	5,000,000
Enhance Student Retention at Community Colleges (1)	6,500,000	-	-	(6,500,000)
Provide Operations Support Through Short-Term Recovery Funds (ARPA) (2)	147,700,000	48,800,000	128,800,000	(18,900,000)
Provide Temporary Operating Support	55,000,000	27,500,000	27,500,000	(27,500,000)
GRAND Total State Support	\$ 632,548,995	\$ 516,459,942	\$ 596,459,942	\$ (36,089,053)

Notes:

- (1) Restructure Fringe Benefits allotments were included within each block grant.
- (2) Beginning with FY25, funding for Enhance Student Retention (GP) has been reallocated to CT State Community College General Fund.



Temporary Operating Support for FY 25

Total temporary support for FY25 amounts to \$156.3M, which is \$46.4M less than FY24 (-23%).

						Variance	
	Total FY24	<i>Provide Operations Support Through Short-Term Recovery Funds (ARPA) - HB6941</i>	<i>Provide Temporary Operating Support (CF) - HB6941</i>	<i>Additional Operating Support (ARPA) - HB5523</i>	Total FY25	FY25 vs. FY24	
<u>Allocation by Institution</u>							
Central	35,703,457	9,629,856	3,953,329	4,837,987	18,421,172	(17,282,285)	-48%
Eastern	16,977,029	4,530,158	2,124,544	4,454,638	11,109,340	(5,867,690)	-35%
Southern	33,594,135	9,018,315	3,734,027	8,036,550	20,788,892	(12,805,243)	-38%
Western	21,410,977	4,383,014	6,571,777	12,088,309	23,043,100	1,632,123	8%
Total State Universities	\$ 107,685,598	\$ 27,561,342	\$ 16,383,678	\$ 29,417,484	\$ 73,362,504	\$ (34,323,094)	-32%
CT State Community College	83,555,222	20,982,457	10,524,446	48,459,375	79,966,278	(3,588,944)	-4%
Charter Oak State College	3,459,180	256,201	591,875	2,123,141	2,971,218	(487,962)	-14%
Total Distributed to Institutions	\$ 194,700,000	\$ 48,800,000	\$ 27,500,000	\$ 80,000,000	\$ 156,300,000	\$ (38,400,000)	-20%
Undistributed balance	8,000,000	-	-	-	-		
Grand Total	\$ 202,700,000	\$ 48,800,000	\$ 27,500,000	\$ 80,000,000	\$ 156,300,000	\$ (46,400,000)	-23%



Allocation of Additional Funds per HB 5523

This \$80M covers projected deficits, SEBAC raises, and PACT.

	<i>FY25 Estimated Deficit (net of SEBAC)</i>	<i>FY25 SEBAC Pay Increase</i>	<i>PACT Funding</i>	<i>HB 5523 Provide Operations Support (ARPA)</i>
Central Connecticut State University	-	4,837,987		4,837,987
Eastern Connecticut State University	(1,531,563)	2,923,075		4,454,638
Southern Connecticut State University	(1,993,604)	6,042,946		8,036,550
Western Connecticut State University	(9,139,380)	2,948,929		12,088,309
CT State Community College	(29,159,070)	14,146,904	5,650,000	48,459,375
Charter Oak State College	(1,379,972)	743,169	-	2,123,141
CCC SO/SS	-	840,544		-
CSU SO	-	313,620		-
BOR	-	21,643		-
CSCU Total	(\$43,203,589)	\$32,818,816	\$5,650,000	\$80,000,000

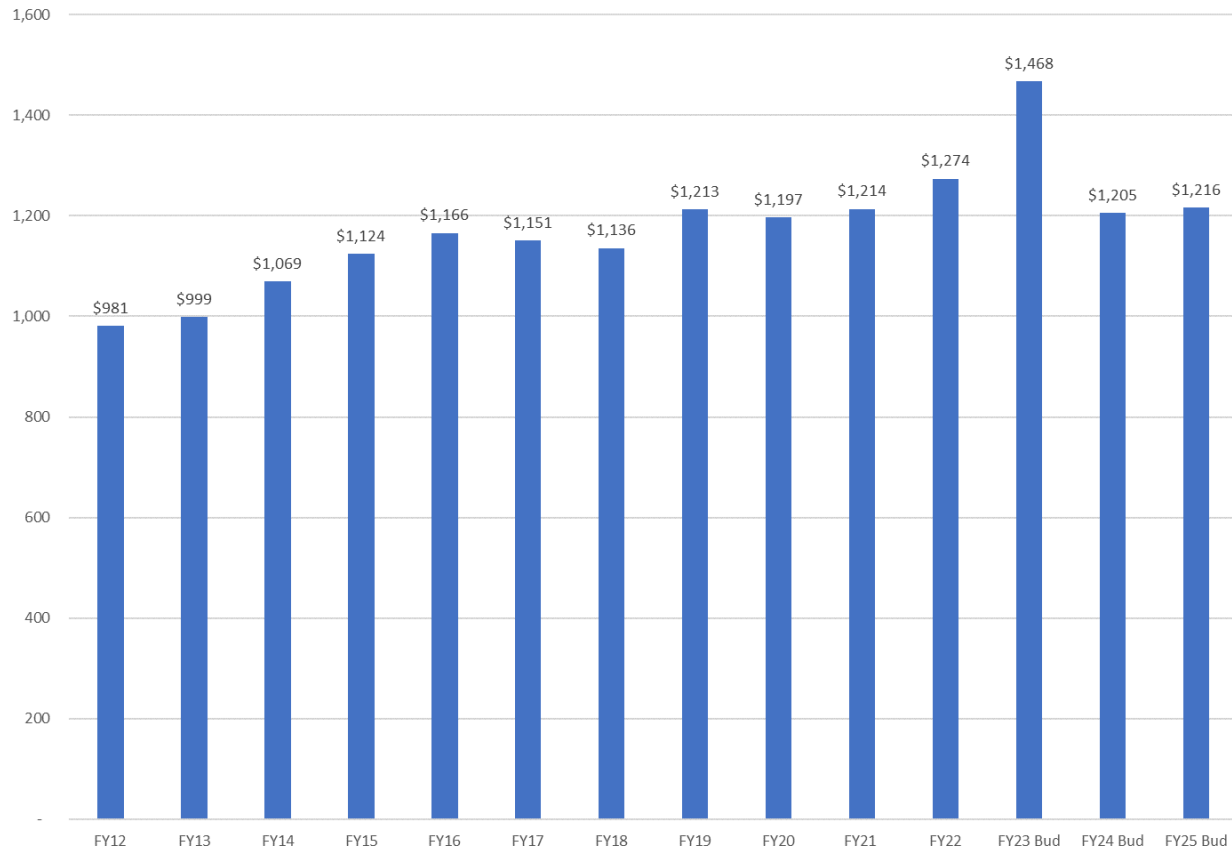
<i>Millions (\$)</i>	<i>Projected Results</i>			
	FY24			
	Budget	Estimate	FY25 Budget	
Central	\$ 13.5	\$ 7.6	\$ 6.1	
Eastern	(0.0)	3.0	-	
Southern	5.5	10.6	-	
Western	(12.0)	(0.3)	-	
CT State Community College	(33.6)	30.0	(2.2)	
Charter Oak State College	0.0	1.4	-	
System Office/Shared Services/BOR	(0.0)	4.2	-	
	\$ (26.7)	\$ 56.4	\$ 3.9	
Operations Support Funding	13.5	8.0	-	
CSCU Total	\$ (13.2)	\$ 64.4	\$ 3.9	



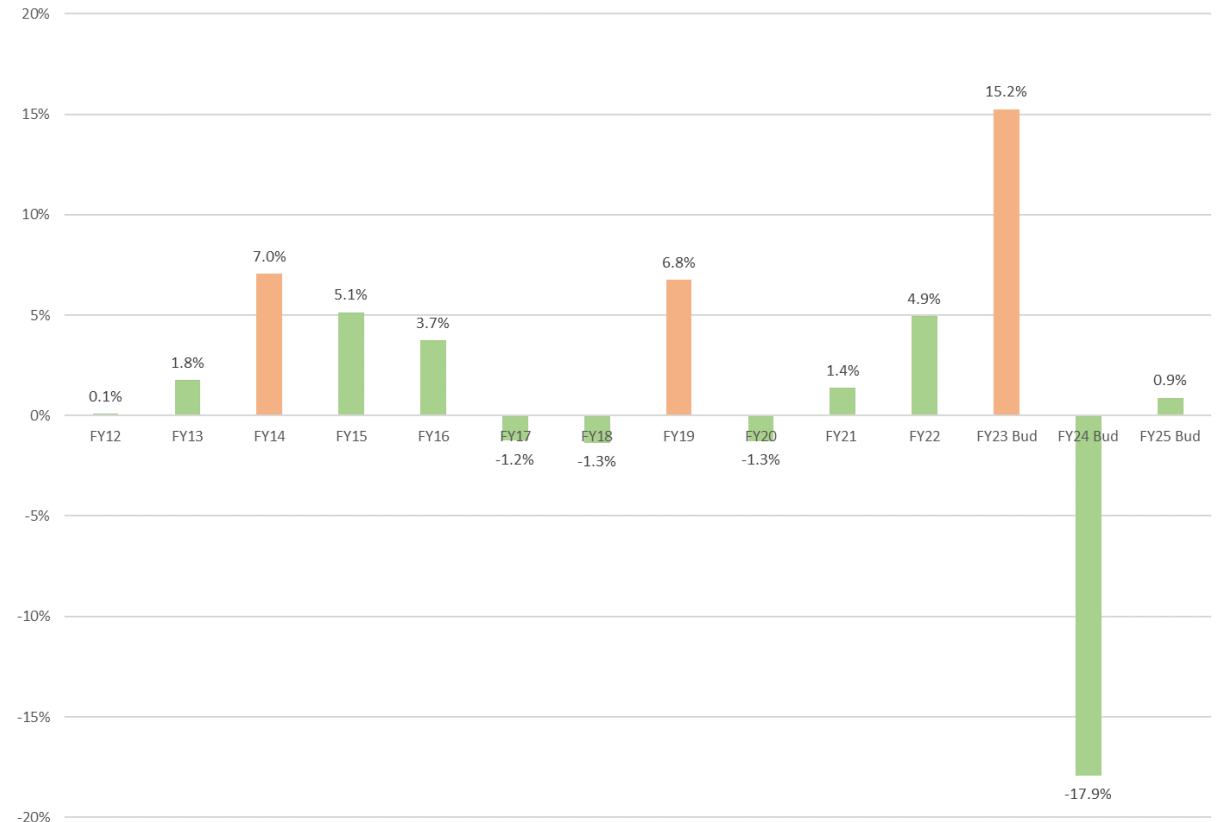
Spending Level Reset Accomplished

CSCU spending, now at pre-pandemic level, has been reset downward by more than a quarter billion dollars.

Annual Spending (in \$millions)



Annual Growth in Spending





FY25 Spending Plan

We propose a spending plan totaling \$1.2B. This is a 4.5% increase from FY24 Estimate, but the FY24 Estimate represents a 3.5% decrease from FY24 Budget. The FY25 spending plan is only 1% more than FY24 Budget, suggesting that our mitigation plan for FY25 made room for these extra costs.

<i>Millions (\$)</i>	FY24		FY25 Budget	FY25 Bud vs. FY24 Est	
	Budget	Estimate		\$ Change	% Change
<u>Revenue</u>					
State Aid	\$ 399.8	\$ 399.8	\$ 411.7	\$ 11.8	3%
Additional Operations Support (one-time funding)	202.7	202.7	150.7	(52.0)	-26%
Operating Revenue	589.6	625.5	657.6	32.1	5%
	\$ 1,192.2	\$ 1,228.1	\$ 1,219.9	\$ (8.1)	-1%
<u>Expenditures</u>					
Salaries	668.1	635.7	685.8	50.0	8%
Fringe Benefits	179.9	158.9	174.8	15.9	10%
Inst. Financial Aid & Waivers	80.5	82.0	87.7	5.7	7%
All Other Expenses, Utilities and Debt Service	275.1	265.2	271.4	6.2	2%
Transfers, Set-aside Funds and Commitments	1.8	21.7	(3.7)	(25.5)	-117%
	\$ 1,205.3	\$ 1,163.6	\$ 1,216.0	52.4	4.5%
Projected Net	\$ (13.2)	\$ 64.4	\$ 3.9	\$ (60.6)	-94%

With spending of \$232M, CCSU projects a \$6.1M surplus for FY25.

<u>Millions (\$)</u>	FY24			FY25 Bud vs. FY24 Est	
	Budget	Estimate	FY25 Budget	\$ Change	% Change
Revenue					
State Appropriations	\$54.0	\$54.0	\$55.4	\$1.4	3%
One Time Funding	35.7	35.7	18.4	(17.3)	-48%
Tuition and Fees (FT & PT)	116.0	119.9	126.9	7.1	6%
Housing and Food Services	26.4	29.4	29.6	0.2	1%
All Other Revenue	4.2	7.9	7.9	-	0%
	<u>\$236.2</u>	<u>\$246.8</u>	<u>\$238.2</u>	<u>(\$8.6)</u>	<u>-3%</u>
Expenditures					
Personnel Cost (salaries)	111.1	110.2	116.8	6.5	6%
Fringe Benefits Cost	28.4	28.4	30.2	1.8	6%
Other Expenditures	67.8	70.2	71.8	1.6	2%
Debt Service	12.5	12.2	13.2	1.0	8%
	<u>\$219.8</u>	<u>\$220.9</u>	<u>\$232.0</u>	<u>\$11.0</u>	<u>5%</u>
Transfers	(2.9)	(18.3)	(0.1)	18.2	-99%
Net Change	<u>13.5</u>	<u>7.6</u>	<u>6.1</u>	<u>(\$1.4)</u>	<u>-19%</u>

With spending of \$124.9M, ECSU projects a balanced budget for FY25.

<i>Millions (\$)</i>	FY24			FY25 Bud vs. FY24 Est	
	Budget	Estimate	FY25 Budget	\$ Change	% Change
Revenue					
State Appropriations	\$32.3	\$32.3	\$32.7	\$0.3	1%
One Time Funding	17.0	17.0	11.1	(5.9)	-35%
Tuition and Fees (FT & PT)	47.0	46.3	49.7	3.4	7%
Housing and Food Services	26.9	27.2	28.3	1.0	4%
All Other Revenue	2.4	3.7	3.7	(0.0)	-1%
	<u>\$125.7</u>	<u>\$126.6</u>	<u>\$125.4</u>	<u>(\$1.2)</u>	<u>-1%</u>
Expenditures					
Personnel Cost (salaries)	62.2	60.2	63.3	3.1	5%
Fringe Benefits Cost	15.7	15.3	16.0	0.6	4%
Other Expenditures	40.4	39.5	40.0	0.5	1%
Debt Service	5.8	5.5	5.7	0.2	3%
	<u>\$124.1</u>	<u>\$120.6</u>	<u>\$124.9</u>	<u>\$4.3</u>	<u>4%</u>
Transfers	(1.6)	(3.0)	(0.5)	2.5	-84%
Net Change	<u>0</u>	<u>3.0</u>	<u>-</u>	<u>(\$3.0)</u>	<u>-100%</u>

With spending of \$231.8M, SCSU projects a balanced budget for FY25.

<i>Millions (\$)</i>	FY24			FY25 Bud vs. FY24 Est	
	Budget	Estimate	FY25 Budget	\$ Change	% Change
Revenue					
State Appropriations	51.2	51.2	52.4	1.1	2%
One Time Funding	33.6	33.6	20.8	(12.8)	-38%
Tuition and Fees (FT & PT)	111.9	116.9	126.9	10.0	9%
Housing and Food Services	24.3	26.7	28.5	1.9	7%
All Other Revenue	(0.1)	3.2	2.6	(0.6)	-20%
	<u>\$221.1</u>	<u>\$231.7</u>	<u>\$231.2</u>	<u>(\$0.5)</u>	<u>0%</u>
Expenditures					
Personnel Cost (salaries)	122.8	121.8	129.3	7.5	6%
Fringe Benefits Cost	27.0	29.8	32.9	3.1	10%
Other Expenditures	56.8	57.0	61.1	4.1	7%
Debt Service	7.3	7.7	8.5	0.8	10%
	<u>\$214.0</u>	<u>\$216.3</u>	<u>\$231.8</u>	<u>\$15.5</u>	<u>7%</u>
Transfers	(1.6)	(4.8)	0.6	5.4	-113%
Net Change	<u>5.5</u>	<u>10.6</u>	<u>-</u>	<u>(\$10.6)</u>	<u>-100%</u>

With spending of \$126.5M, WCSU projects a balanced budget for FY25.

<i>Millions (\$)</i>	FY24		FY25 Budget	FY25 Bud vs. FY24 Est	
	Budget	Estimate		\$ Change	% Change
Revenue					
State Appropriations	\$32.3	\$32.3	\$32.0	(\$0.2)	-1%
One Time Funding	16.9	21.4	23.0	1.6	8%
Tuition and Fees (FT & PT)	51.9	51.1	54.3	3.2	6%
Housing and Food Services	13.1	13.2	15.6	2.4	18%
All Other Revenue	2.7	2.2	2.9	0.7	33%
	<u>\$116.8</u>	<u>\$120.1</u>	<u>\$127.8</u>	<u>\$7.7</u>	<u>6%</u>
Expenditures					
Personnel Cost (salaries)	63.7	60.3	63.8	3.5	6%
Fringe Benefits Cost	17.5	16.1	17.4	1.3	8%
Other Expenditures	40.7	37.2	39.8	2.6	7%
Debt Service	5.3	5.3	5.5	0.2	4%
	<u>\$127.2</u>	<u>\$118.8</u>	<u>\$126.5</u>	<u>\$7.6</u>	<u>6%</u>
Transfers	(1.6)	(1.6)	(1.4)	0.2	-14%
Net Change	<u>(12.0)</u>	<u>(0.3)</u>	<u>(0)</u>	<u>\$0.3</u>	<u>-100%</u>

With spending of \$420M, CT State projects a small deficit for FY25.

<i>Millions (\$)</i>	FY24		FY25 Budget	FY25 Bud vs. FY24 Est	
	Budget	Estimate		\$ Change	% Change
Revenue					
State Appropriations	\$189.6	\$189.6	\$204.1	\$14.5	8%
One Time Funding	83.6	83.6	74.3	(9.2)	-11%
Tuition and Fees (FT & PT)	151.4	161.0	164.9	3.8	2%
All Other Revenue	(2.5)	2.2	(0.6)	(2.8)	-125%
	<u>\$422.1</u>	<u>\$436.4</u>	<u>\$442.8</u>	<u>\$6.4</u>	<u>1%</u>
Expenditures					
Personnel Cost (salaries)	268.2	245.5	275.0	29.5	12%
Fringe Benefits Cost	80.2	60.1	68.7	8.6	14%
Other Expenditures	76.7	73.9	76.3	2.3	3%
	<u>\$425.2</u>	<u>\$379.5</u>	<u>\$420.0</u>	<u>\$40</u>	<u>11%</u>
Transfers	(30.5)	(26.9)	(25.0)	1.8	-7%
Net Change	<u>(33.6)</u>	<u>30.0</u>	<u>(2.2)</u>	<u>(\$32.2)</u>	<u>-107%</u>

With spending of \$22M, Charter Oak projects a balanced budget for FY25.

<u>Millions (\$)</u>	<u>FY24</u>			<u>FY25 Budget vs. FY24 Est</u>	
	<u>Budget</u>	<u>Estimate</u>	<u>FY25 Budget</u>	<u>\$ Change</u>	<u>% Change</u>
Revenue					
State Appropriations	\$3.1	\$3.1	\$3.2	\$0	2%
One Time Funding	2.5	3.5	3.0	(0.5)	-14%
Tuition and Fees (FT & PT)	12.6	13.5	14.3	0.8	6%
All Other Revenue	1.1	1.1	2.2	1.1	97%
	<u>\$19.3</u>	<u>\$21.2</u>	<u>\$22.6</u>	<u>\$1</u>	<u>7%</u>
Expenditures					
Personnel Cost (salaries)	10.8	11.2	12.2	1	9%
Fringe Benefits Cost	2.9	2.7	3.0	0	12%
Other Expenditures	5.0	5.4	6.9	2	29%
	<u>\$18.8</u>	<u>\$19.3</u>	<u>\$22.2</u>	<u>\$3</u>	<u>15%</u>
Transfers	(0.5)	(0.5)	(0.4)	0	-11%
Net Change	<u><u>\$0.0</u></u>	<u><u>\$1.4</u></u>	<u><u>\$0.0</u></u>	<u><u>(\$1)</u></u>	<u><u>-100%</u></u>



System Office and Shared Services

Relative to FY24, SO/SS reduced spending by \$12M, split evenly between personnel and non-personnel costs.

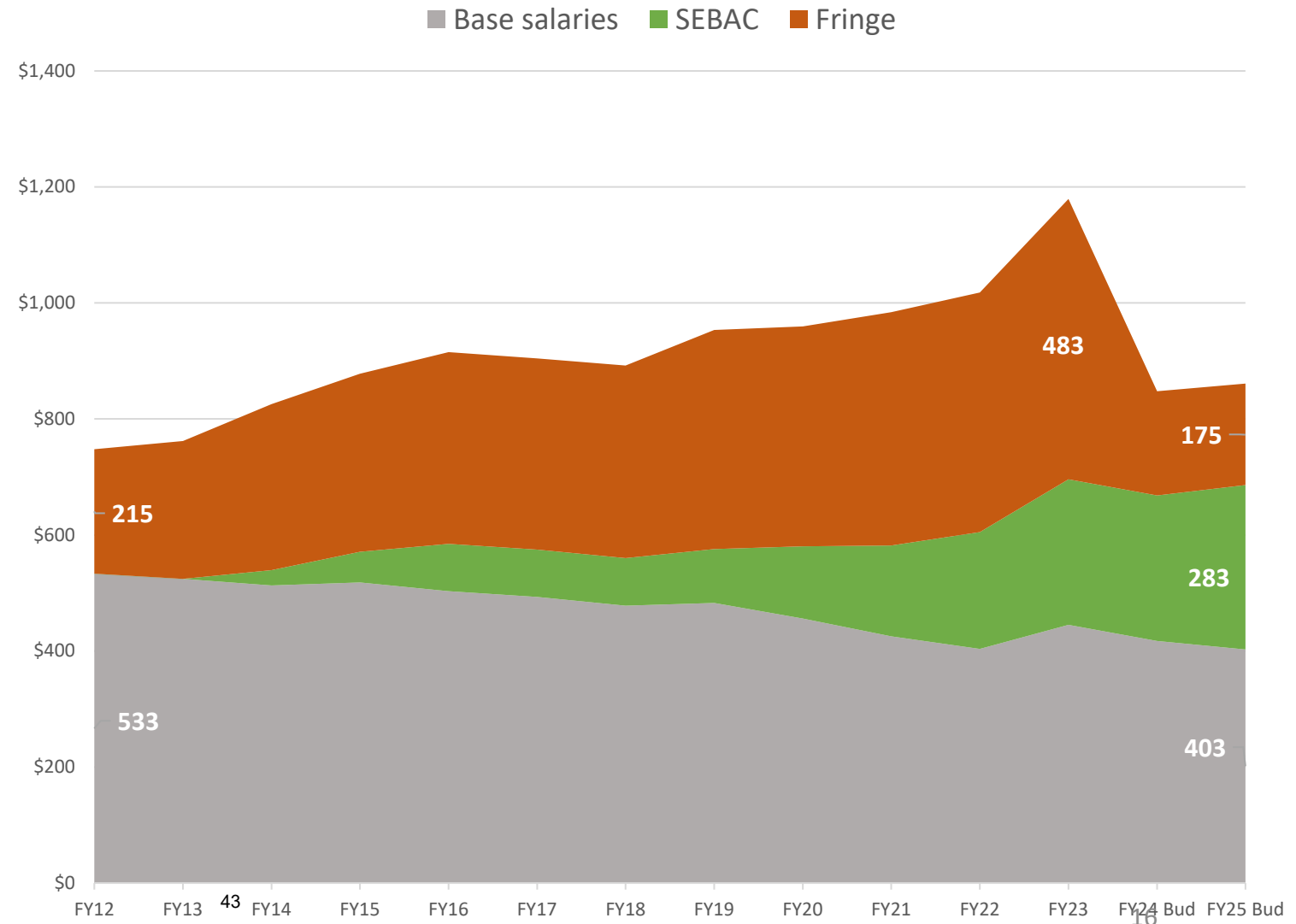
<i>\$ Millions</i>	FY24			FY25 Budget vs. FY24 Budget	
	Budget	Current Estimate	FY25 Budget	\$ Change	% Change
Revenue	\$37.6	\$37.3	\$31.9	(\$6)	-15%
Expenditures					
Personnel Cost (salaries)	29.1	26.5	25.4	(4)	-13%
Fringe Benefits Cost	8.2	6.5	6.5	(2)	-20%
Other Expenditures	37.2	33.4	30.5	(7)	-18%
<i>Total Expenditures</i>	\$74.5	\$66.4	\$62.4	(\$12)	-16%
Transfers	36.9	33.3	30.5	(6)	-17%
<i>Net Change</i>	<u>\$0.0</u>	<u>\$4.2</u>	<u>\$0.0</u>	<u>\$0</u>	<u>n.a.</u>



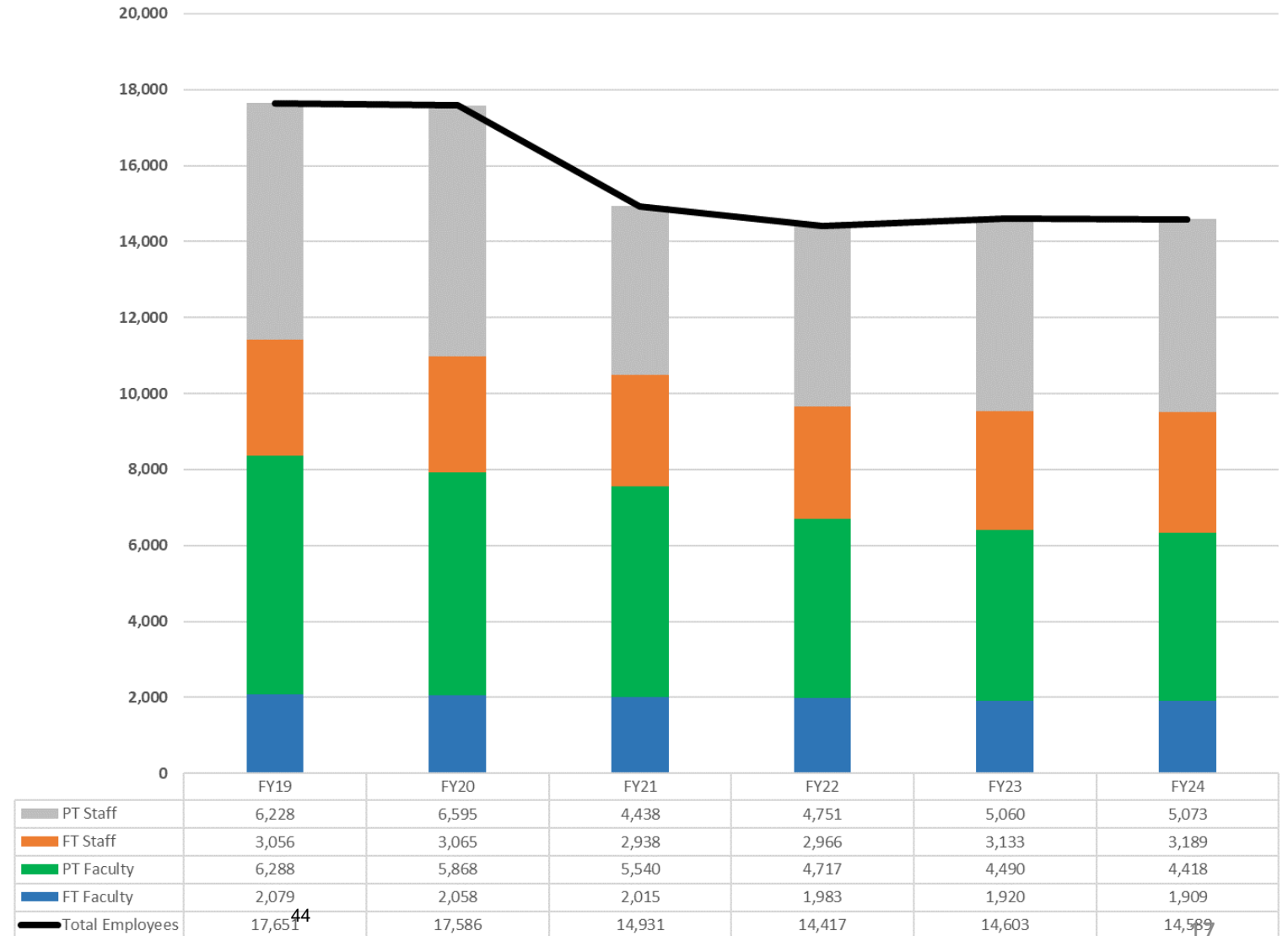
What Explains Growth in Spending

From FY2012 to FY2023, personnel expenditures grew by \$431M, from \$748M to \$1,179M, then fell to \$848M in FY24.

- Base salaries in FY12
 - Down \$120M from \$533M to \$408M
- SEBAC & other wage increases
 - Up \$283M from \$0M to \$283M
- Fringe
 - Up \$268M from \$215M to \$483M in FY23, then down over \$300M to \$159M in FY24.
- Fringe policy change in FY24 shifted over \$300M in fringe costs to State Comptroller.
- Personnel costs comprised 80% of all spending in FY23; it is 70% in FY24.

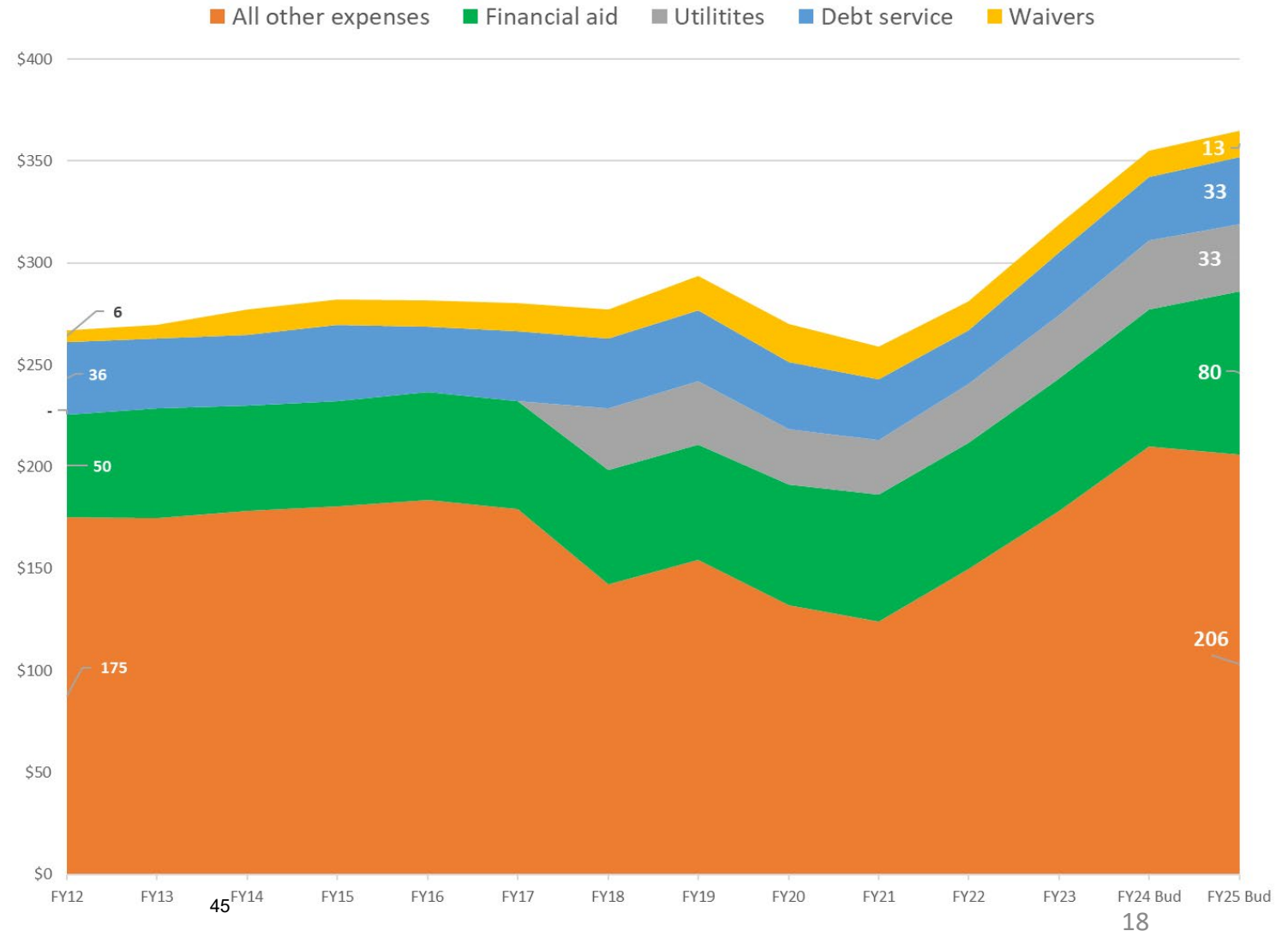


- Not increases in personnel counts, as these have declined by nearly 3,000 employees.
- Employee count went from 17,651 (FY19) to 14,589 (FY24) employees—a drop of 17%.
- Of the 2,996 fewer employees, 2,972 were part-time employees, of which 1,870 were part-time faculty.



From FY2012 to FY2025:

- Non-personnel expenditures have grown by \$98M, from \$267M to \$365M, an average annual increase of 3.1%.
 - Other expenses
 - Up \$31M from \$175M to \$206M
 - Financial aid
 - Up \$30M from \$50M to \$80M
 - Utilities
 - Up \$2M from \$31 (FY18) to \$33M
 - Debt service
 - Down \$3M from \$36M to \$33M
 - Waivers
 - Up \$7M from \$6M to \$13M



Though we sought relief from high fringe costs, State changed the fringe cost methodology that resulted in increased fringe costs.

- Fringe support down \$354M
- Fringe expenses down \$270M

This change shifted \$69 million (FY24) and \$85 million (FY25) of fringe cost burden onto our students.

	FY23	FY24	FY25
Fringe revenues from state	396	42	42
Fringe expenses	(445)	(159)	(175)
Fringe costs paid by tuition & fees	(48)	(117)	(133)
Funding Gap (from FY23 level)	-	(69)	(85)



Added Costs Reduce Mitigation Impact

CSCU outperformed its mitigation plan!

However, more than two-thirds of the reduced spending in FY24 (\$66M of \$94M) is offset by additional cost requirements:

- SEBAC raises,
- inflation, and
- added fringe costs from policy change.

Maintaining cost control in the face of these upward cost pressures is evidence of solid fiscal management.

	FY24 Deficit Mitigation Target	FY25 Deficit Mitigation Target	FY24 Expenditure Reduction	Add: FY25 SEBAC Costs	Add: FY25 Inflation on OE	Add: FY25 Fringe Cost Change
CCSU	.4	(1.7)	(3.8)	4.8	3.9	7.1
ECSU	(3.7)	(5.6)	(5.9)	2.9	2.2	
SCSU	(.04)	(1.8)	(3.7)	6.0	3.1	
WCSU	(6.6)	(8.7)	(11.3)	2.9	2.0	
CT State	(23.6)	(26.8)	(59.8)	14.1	4.1	8.4
Charter Oak	0.0	(0.2)	(0.2)	0.7	0.3	.3
System Office	(3.3)	(3.9)	(9.5)	1.4	1.8	
Total CSCU expenditures	(36.8)	(48.7)	(94.2)	32.8	17.4	15.8

⁴⁷

²⁰

CSCU Reserves, Designated and Available for Operations

	Central	Eastern	Southern	Western	CT State	Charter Oak
FY23 UNP (per Financial Statements)	\$ 90,164,696	\$ 43,600,369	\$ 49,186,639	\$ 11,167,718	\$ 153,950,034	\$ 8,327,639
Designated <u>not</u> available for operations	63,337,946	37,407,032	47,248,210	10,369,499	30,303,995	5,105,089
Total available for operations	26,826,750	6,193,337	1,938,429	798,219	123,646,039	3,222,550
Primary Reserve Ratio (Benchmark = 40%)	35%	30%	18%	8%	26%	41%

CT STATE
COMMUNITY COLLEGE



CharterOak
STATE COLLEGE



**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
MINUTES OF REGULAR MEETING
WEDNESDAY, JULY 31, 2024 – 2:30 p.m.
CONDUCTED IN PERSON AND VIRTUALLY
LIVESTREAMED ON <https://www.youtube.com/live/ZbKKbZECqKA>**

REGENTS – PARTICIPATING (Y = yes / N = no)	
Marty Guay, Chair	Y
Richard J. Balducci	N
Ira Bloom	Y
Juanita James	Y
Sophia Jappinen	Y
James McCarthy	Y
Richard Porth	N
Luis Sanchez, Student Regent	Y
Ari Santiago	Y
Erin Stewart	Y
Elease E. Wright	Y
Ted Yang	N
*Brendan Cunningham, FAC Chair	Y
*Colena Sesanker, FAC Vice Chair	Y
*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
 Kim Pacelli, Interim CSCU Title IX Coordinator
 Shannon Walsh, Assistant General Counsel
 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 2:38 p.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. **CHAIR GUAY'S REMARKS**

Chair Guay noted that the Board had three resolutions to consider:

- Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy and Affirmative Action and Equal Employment Opportunity Policy Statement
- Interim Student Code of Conduct
- Policy on the Evaluation of the CSCU Chancellor

He thanked everyone who has worked on the policies, specifically the Academic & Student Affairs Committee under Regent Ira Bloom and the Human resources Committee under Committee Chair Sophia Jappinen, System Office leadership. There is a deadline of August 1st to come into compliance for the new Department of Education regulations.

4. **HUMAN RESOURCES & ADMINISTRATION COMMITTEE** – Committee Chair Sophia Jappinen

The Human Resources and Administration Committee met on July 17th and approved two items for consideration by the full Board. The first item is a resolution on the Implementation of the Interim Discriminatory Harassment, Nondiscrimination, and Title IX Policy, and Update to the Affirmative Action and Equal Employment Opportunity Policy Statement.

Committee Chair Jappinen introduced Lori Lamb, Interim Assistant Vice Chancellor of Human Resources and Labor Relations to present the item and to answer any questions from the Regents.

- Ms. Lamb recognized all those who contributed to the collective effort to present the items, including Kim Pacelli, Interim CSCU Title IX Coordinator, CSCU General Counsel and her staff, the University Council at CCSU, all Title IX Coordinators across CSCU, DEI leaders, and CSCU institution presidents.
- She introduced Kim Pacelli, the CSCU Interim Title Coordinator and consultant from TNG Consulting, the preeminent national firm that specializes in overall risk management.
- Ms. Lamb identified the convergence of the issues that help set the context for where CSCU is:
 - Existing CSCU policies have long needed updating to better comply with state and federal regulations and clarify and streamline the policies and procedures for everyone, including students, faculty, and staff who may need to utilize these policies, as well as those individuals on campuses who implement them.
 - There has been a lack of clarity in policies and a lack of clear direction, specifically around discriminatory harassment, non-discrimination, and retaliation. Ms. Lamb noted that it was time for CSCU to remedy that lack of clarity.

On April 19, 2024, the US Department of Education promulgated new Title IX regulations that supersede existing Title IX regulations. Policies need to be amended in accordance.

- Ms. Lamb added that a committee has been looking at the student conduct code and how to make it better. It was important that it be looked at in the context of the new Title IX regulations, as well.

- She also noted that the Discriminatory Harassment, Non-discrimination, and Title IX Policy is interim. It was recommended as such because the August 1st deadline has not provided sufficient opportunity to adequately consult with all stakeholders, especially faculty and students who are not well represented during summer months. There is more work to do; interim procedures are being developed that will implement these policies.
- Training under the new Title IX regulations will be required for all of faculty and staff.
- CSCU must stay alert to numerous legal challenges; there are many of them across various states. So far, CSCU is not impacted, but this could change both locally and politically in the coming months.
- Ms. Lamb mentioned an updated Affirmative Action policy statement is also presented to make sure that CSCU complies with both federal and state laws and to add clarity.
- This collective work will significantly move CSCU forward in these crucial areas; it not only sets the policy framework for the important work that must be done, but also helps establish CSCU as firmly committed to providing an education and working environment that is free from discrimination and harassment based on any protected characteristic and free from retaliation.
- Kim Pacelli added that even though Title IX has always prohibited discrimination on the basis of sex and gender and is very closely connected with sexual harassment, the idea that CSCU has to have specific procedures that adhere to federal regulations for all discrimination cases in addition to all cases associated with harassment is a bit new. There is a broadening of the scope of the procedures; so, it makes it an opportune time to look more globally at a policy that addresses all. She added that the new Title IX regulations broaden the scope of bad behaviors that arguably fall under Title IX. This presents the opportunity to update the definitions of what constitutes forms of discriminatory harassment or discrimination and connects them with all civil rights issues.

Regent James made a motion to approve the resolution which was second by Regent Bloom. The resolution was approved by unanimous voice vote.

5. ACADEMIC & STUDENT AFFAIRS COMMITTEE – Committee Chair Bloom

Committee Chair Bloom reported that the Academic & Student Affairs Committee met on July 18th and approved an Interim Student Code of Conduct policy for full Board consideration. He noted that the substantive changes that have been incorporated in the Interim policy are as a direct result of the revised regulations mandated by the US Department of Education, as well as changes required by the Department of Justice. One important item to note is that the new 2024 regulations of the Department of Education do not address the issue of protections for transgender students in athletics with the US Department of Education indicating that the regulatory process related to athletics is ongoing. There are other non-substantive changes to the document, for instance the inclusion of CT State language and the change in the Chancellor's title from President.

- Regent Bloom added that the Code is "Interim." There are numerous legal challenges underway in several states that may affect the implementation of some or all the new Title IX regulations. Additional consultation with internal stakeholders, including institution administrators, faculty and students, is required to complete the necessary revisions to the Student Code of Conduct, including more coordination between this policy and the Interim Non-discriminatory Harassment Policy and a separated Academic Integrity Policy.
- The ASA Committee anticipates receiving regular updates from staff as this process moves forward.
- Regent Bloom turned the discussion over to Interim General Counsel Vita Litvin to provide some background from the Department of Education and Department of Justice, as well as the references to the proposed Interim Discriminatory Harassment, Nondiscrimination, and Title IX

Policy. Ms. Litvin mentioned the confusion within CSCU institutions regarding applying three separate board policies that cover the same subject matter regarding sexual misconduct. The streamlining of the Interim Discriminatory Harassment, Non-discrimination, and Title IX Policy is timely and necessary to bring all components together.

- Ms. Litvin noted that the Student Code will no longer have student-specific procedures regarding sexual misconduct, rather the interim code refers jurisdiction to the new Interim Discriminatory Harassment, Non-Discrimination and Title IX policy. The other notable changes fall into two large categories - one is revisions to the Preamble, the definitions, the jurisdiction, and the scope of the code; the second category is revisions to the prohibited conduct section. Some significant changes of note within the prohibited conduct section are language and additional tools provided to our communities to address protests on campuses given the state of national politics and that we are in an election year.
- Self-harm language has been removed from the prohibited conduct, suspensions, and resident hall separation sections.
- Work on the code is definitely not complete, and work will continue to revise the Student Code in the coming academic year. CSCU institutional leaders have expressed the need to separate academic misconduct from the code and establish a separate Academic Integrity Policy that would provide robust language around the use of artificial intelligence in the classroom and in the workplace.
- The behavioral misconduct procedure section still needs to be further evaluated and revised to ensure compliance with federal and state laws and regulations and to establish consistent best practices throughout CSCU.
- Regent Santiago asked that the information regarding self-harm be clarified. Ms. Litvin stated that the student code currently contains, within its prohibited conduct section, language that prohibits self-harm. Self-harm is not behavior or conduct that should be punishable under the code. That language is also being removed from the interim suspensions section of the code. References are being removed in order to be compliant with the ADA.
- Regent Santiago asked for clarification about changes related to campus protests. Ms. Litvin shared that there are specific sections of the code that address the First Amendment (i.e., use of firearms, the prohibition on erecting permanent and semi-permanent structures without authorization). Those types of tools are provided for our campuses to be able to regulate conduct and to ensure a peaceful, welcoming, and safe environment for students.
- Regent James reiterated, as was discussed in the ASA Committee meeting, that there will be appropriate training and communication of all of these new policies and procedures for the different constituent groups within the system.
- Professor Cunningham's question was prompted by a report that came out a few days after the ASA meeting detailing the fact that the University of California system has calculated that their response to protests cost them roughly \$30 million. His question was twofold - does this new policy push CSCU towards the University of California type response to protests and what is the financial risk exposure to CSCU as a consequence of that. Regent Bloom responded that the Code provides a great deal of discretion for university and college officials as to how the provisions are administered. These are rules of conduct that can be enforced depending on what the circumstances are; it is an administrative decision that is made at particular events.

Committee Chair Bloom presented the resolution as a motion to approve. It was second by Regent James. The resolution was approved by unanimous voice vote.

6. **HUMAN RESOURCES & ADMINISTRATION COMMITTEE** - Committee Chair Jappinen

The HR Committee's second item is a resolution on adopting a policy related to the Appointment and Evaluation of the Chancellor. Lori Lamb presented the item.

- Ms. Lamb introduced the new policy related to the Chancellor's appointment and evaluation comes to ensure that the Board's oversight responsibilities include a consistent process for evaluating your chief executive officer, the Chancellor. The policy is a collaborative effort with the BOR HR committee and input from Terry MacTaggart from AGB who's been working with the Board of Regents on a number of items. The Chancellor has reviewed and understands and agrees with the general principles involved in the policy.
- The policy provides for a required annual evaluation of the Chancellor, largely under the supervision and direction of the BOR Chair. The chair will obtain necessary input and will use that to inform the evaluation that is ultimately delivered to the Chancellor. In addition, every three years, there will be a comprehensive or 360-degree evaluation which will involve seeking input from a much broader audience than perhaps the annual evaluation would. The Chair will have the opportunity to implement this process and develop procedures for doing so. The policy intentionally does not include specific procedures so that they could vary from time to time depending upon the conversation between the Chair and the Chancellor. Also, AGB may provide additional input on some best practices. This three-year portion of the evaluation process was a specific recommendation from Terry MacTaggart from AGB.
- Professor Sesanker made suggestions related to the implementation of the policy and to the explicit process of the evaluation.
 - Any political stance taken by and claimed by the leadership should be a public political stance.
 - The evaluation process should make use of the voices of faculty and staff and that the faculty advisory committee is available for just that purpose. It would be good to have a written response on file to any self-evaluation.

Ms. Lamb responded that the policy is written to provide the Board Chair enough discretion to collect that exact type of feedback; every piece of feedback is not enumerated in the policy. Professor Sesanker's recommendation will be taken into consideration in developing the procedures moving forward. Professor Sesanker followed up by saying that she didn't think that it should be up to the discretion of the Board; there should be documentation of the input and context of faculty and staff. Chair Guay committed to getting faculty feedback in writing.

- Regent James reminded the Board that there must be a balance between transparency and protecting privacy. Things needed from an implementation and execution standpoint have to be very carefully balanced in terms of the need for transparency and shared governance with the needs of protecting the privacy of the individual. Ms. Lamb reminded the Board that we also have to always comply with the state public meeting law.
- Regent McCarthy added that there is a balance between a very in depth, very careful more public kind of evaluation every third year and the annual evaluation. Regent Bloom agreed.

Regent James presented the resolution as a motion to approve. It was second by Regent Wright. The resolution was approved by unanimous voice vote.

7. **ADJOURNMENT**

Chair Guay made a motion to adjourn the meeting adjourned at 3:16 p.m. The motion was seconded by Regent James and unanimously carried.

Submitted,

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

**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
Elease 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.

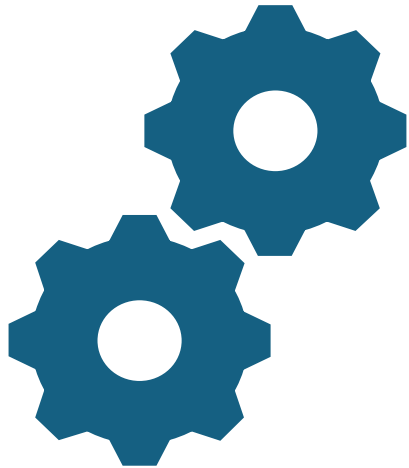
- Access and opportunity in every corner of the state.
- Connecticut's engine for social mobility & talent development.



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:



CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Discontinuation of an Existing Program
at Southern Connecticut State University

September 26, 2024

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Clinical Mental Health Counseling program leading to a Post Master's Certificate at Southern Connecticut State University effective Summer 2026.

A True Copy:

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

ITEM

Discontinuation of the Clinical Mental Health Counseling program leading to a Post Master's Certificate (PMC) at Southern Connecticut State University effective Summer 2026.

RATIONALE:

The PMC was developed as a bridge program for those who had completed a master's degree in School Counseling, preferably from a CACREP (Council for Accreditation of Counseling and Related Educational Programs) program, to gain enough courses and fieldwork experience to potentially obtain licensure in the state of Connecticut as a Licensed Professional Counselor. This means that students did not need to obtain a master's degree in Clinical Mental Health Counseling to gain their licensure as a counselor. Since the inception of the PMC, Connecticut Mental Health Center (CMHC) faculty, students, and our program advisory board have evaluated the efficacy and challenges involved with the program. Below are the reasons that it is necessary to retire the PMC program permanently:

- The PMC program is not CACREP-accredited which may inadvertently function as a loophole that can lead to inappropriately trained clinical mental health counselors in the field. Some Advisory Board members noted that they see a real difference in the quality of counselors who came from CACREP-accredited MS programs and those who are not.
- Numerous students in the PMC program have had to take leave of absences as they were/are unable to afford the courses out of pocket, as it is a part time program. Southern does not have the faculty or PMC students required to offer a full-time PMC program with 3 classes in one semester.
- Since 2018, Southern has had only 5 graduates of this program; Southern currently has 7 PMC students that have yet to graduate.
- Students in the PMC program report a lack of cohesiveness with other students, as there are typically only a few PMC students in any given year.
- Students are in the program for a very brief period (1-2 semesters) before they are placed in internship. This bridge program does not provide the same quality of fieldwork; there is no practicum required in a clinical setting. Southern also cannot verify (outside of the students who graduated in School Counseling at SCSU) the quality of the students' previous educational experiences, including their practicum. For the PMC students, Southern also cannot verify the preparedness of the students placed in agency settings.
- Faculty and Advisory Board Members also believe that CMHC practicum experiences are very important for training, which for our MS program occurs in the semester before Internship. For PMC students, they are placed directly into Internship without having a practicum in a clinical mental health setting.
- The non-CACREP certificate takes time, energy, and space from CACREP MS students; Southern must reduce the number of MS students taken in each year based upon how many PMC students accepted in order to keep our ratios required by our master's program accreditation.

TEACHOUT STRATEGY:

Southern has 7 students in the PMC program who are scheduled to graduate according to the following dates:

Spring 2024 - 2

Summer 2024 – 2

Fall 2024 - 2

Summer 2026 – 1

Southern will support these students to graduation.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this discontinuation. CSCU Academic and Student Affairs concurs with this recommendation.

09/06/2024 – BOR - Academic and Student Affairs Committee

9/26/2024 – Board of Regents

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Discontinuation of an Existing Program
at Southern Connecticut State University

September 26, 2024

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Environmental Studies program leading to a Master's of Science degree at Southern Connecticut State University effective Spring 2026.

A True Copy:

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

ITEM

Discontinuation of the Environmental Studies program leading to a Master’s of Science degree at Southern Connecticut State University effective Spring 2026.

RATIONALE:

Southern has decided to discontinue/sunset the Environmental Studies program due to changing workforce needs in our state and region, and in consideration of student and faculty interests that have emerged over the past four years. Southern is transitioning from an Environmental Studies program to a more focused Coastal Resilience program (approved by the BOR 5-23-2024). This decision was made due to increased demands for resilience-trained students, as well as a growing interest in coastal resilience topics and careers among students.

Given the current faculty capacity, Southern is unable to offer both programs. This decision was also bolstered by the active research related to coastal resilience that is a foundation of the Environment, Geography and Marine Science department, and an area the recent STAR review report indicated was an area of strength and growth. Southern will use the new Coastal Resilience program to focus on growing research and hands on learning opportunities for students.

TEACHOUT STRATEGY:

No new students will be admitted following Spring 2024. Advising plans for all students currently enrolled in the Environmental Studies program will be completed. Southern will work with each student to ensure timely and appropriate completion of the program, including several options for flexible completion of the program (independent studies, capstone projects, thesis research).

Plans for completion of the Environmental Studies program will be implemented between Spring 2024 and Spring 2025. There will be two semesters of phase out (Fall 2024 and Spring 2025). Following that time, the program will be terminated.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this discontinuation. CSCU Academic and Student Affairs concurs with this recommendation.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Modification of a Program

Master of Science in Clinical Mental Health Counseling
Southern Connecticut State University

September 26, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – MS in Clinical Mental Health Counseling, specifically an instructional modality change at Southern Connecticut State University.

A True Copy:

Pamela A. Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

Instructional Modality Change for MS in Clinical Mental Health Counseling at Southern Connecticut State University.

RATIONALE AND RECOMMENDED CHANGE

The justification for this modification of instructional delivery is to align with other programs within the Counseling and School Psychology (CSP) Department, as all other programs are currently hybrid. The Department currently offers online and hybrid courses. According to program evaluation data, as well as data from the Comprehensive Exam and passing rates on the National Counselor Exam, there has been no distinguishable difference based on course modality. The Department feels strongly about keeping skill building classes on ground. Only content courses will be held in an online format.

Following the pandemic, more programs within the College of Education have adopted hybrid programs to meet the needs of a new generation of students, post-pandemic. Additionally, the model of a hybrid program meets the expressed needs of the students, who often work full time.

Original Modality 100% on ground
Proposed Modality Combined/Hybrid with 51% of courses fully online

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this modification. CSU Academic and Student Affairs concurs with this recommendation.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Modification of a Program

Bachelor of Science in Exercise and Sport Science

Master of Science in Exercise and Sport Science

Southern Connecticut State University

September 26, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of both programs – BS in Exercise and Sport Science and MS in Exercise and Sport Science, specifically a CIP Code change at Southern Connecticut State University.

A True Copy:

Pamela A. Heleen, Secretary of the
CT Board of Regents for Higher Education

ITEM

CIP Code Change for BS in Exercise and Sports Science and MS in Exercise and Sport Science at Southern Connecticut State University.

RATIONALE AND RECOMMENDED CHANGE

Both Southern's undergraduate and graduate Exercise and Sports Science programs meet the description provided at the National Center for Education Statistics and the Classification of Instructional programs for CIP Code 26.0908:

- A program that focuses on the scientific study of the physiological processes involved in physical or motor activity, including sensorimotor interactions, response mechanisms, and the effects of injury, disease, and disability. Includes instruction in muscular and skeletal anatomy; molecular and cellular basis of muscle contraction; fuel utilization; neurophysiology of motor mechanics; systemic physiological responses (respiration, blood flow, endocrine secretions, and others); fatigue and exhaustion; muscle and body training; physiology of specific exercises and activities; physiology of injury; and the effects of disabilities and disease.

The current CIP code has some of the description of 26.0908 but focuses on rehabilitative therapies, the development of diagnostic and rehabilitative methods and equipment, and related analytical methods and procedures in applied exercise and therapeutic rehabilitation which are not focuses of Southern's programs.

Original CIP Code 31.0505 – Exercise Science & Kinesiology
Proposed CIP Code 26.0908 - Exercise Physiology and Kinesiology

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this modification. CSCU Academic and Student Affairs concurs with this recommendation.

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

Approval of a New Certificate

CT State Community College

September 26, 2024

RESOLVED: That the Board of Regents for Higher Education approve the licensure of Licensed Practical Nursing Certificate (CIP Code: 513901, OHE# TBD) at Connecticut State Community College; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

A True Copy:

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

ITEM

Establishment of a new Certificate in Licensed Practical Nursing at Connecticut State Community College.

Name of Institution	Connecticut State Community College	
Name of Certificate	Licensed Practical Nursing	
CIP Code	513901	
OHE# (Leave blank for new programs)		
Degree Level	Certificate	
Number of Collegiate Credits	54	
Date of Action (Anticipated)	09/26/2024	
Nature of Request	<input checked="" type="checkbox"/> Licensure and Accreditation <input type="checkbox"/> Program Change <input type="checkbox"/> Phase-out Program <input type="checkbox"/> Terminate Program	
If Name Change, New Name		
Delivery	Current (If not a new program) <input type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input type="checkbox"/> Online	Future <input checked="" type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input type="checkbox"/> HyFlex <input type="checkbox"/> Online
Effective Term	Spring 2025	
If a Discontinuation, date of Termination	N/A	
If a Suspension, dates of Suspension	N/A	

BACKGROUND AND PROGRAM OVERVIEW

The School of Nursing and Allied Health Careers Practical Nursing program offers a 4 semester, 12-month curriculum with additional prerequisites which combines foundational nursing concepts with hands on clinical training in area healthcare facilities. Graduates of the certificate in Practical Nursing are eligible to seek licensure as Licensed Practical Nurses (LPN). Licensed Practical Nurses have the opportunity to work in hospitals, long term care facilities, physician offices, outpatient centers, and residential care facilities. The curriculum is organized by concepts that guide students learning about the nursing profession, health and illness, health care systems and patients who are the recipients of nursing care. The PN program curriculum includes theory, hands-on-skills lab sessions and clinical experiences in long term and acute care facilities. The delivery of the curriculum is accomplished through a dynamic educational experience that involves active and diverse learning processes.

CT State Community College at Quinebaug licensed practical nursing program will provide the first and the only public option for becoming a licensed practical nurse in the state. As a credit program, students will be able to apply for federal financial aid at a tuition price point far lower than what is currently offered at other proprietary schools. Our practical nursing student upon completion of the program will have thirteen (13) college credits to transfer to any of the 6 associate degree nursing programs within the CT State system.

According to The Connecticut Center for Nursing Workforce 2021 survey, it states that in 2020, the total new seat of practical nursing student capacity stood at 2,085 (-313 from 2019). Of the 2,034 qualified practical nursing applicants, 1,951 were admitted and 8 waitlisted resulting in 1,534 new enrollees in the 2020 calendar year, filling up 74% of all new seats. The closing of Stone Academy has created a ripple effect on the education of practical nurses in our state. Approximately, 1,000 students have been displaced between their 3 locations. This school closure has illuminated the increased need for additional practical nursing programs. There are (3) three current practical nursing programs in Connecticut. Porter and Chester, Lincoln Tech and Griffin Health which are for-profit, private institutions with limited seats. While the existing practical nursing schools have offered to assist the displaced students, and enroll them into their own programs, there remains a gap of qualified students pursuing their practical nursing education to meet the needs of the Connecticut workforce.

PRO FORMA

APPENDICES

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this new program. CSCU Academic and Student Affairs concurs with this recommendation.

09/06/2024 – BOR Academic and Student Affairs Committee
09/26/2024 – Board of Regents

Connecticut State Community College, Quinebaug Valley (CT State, QV)

Executive Summary of the Practical Nurse (PN) Program

Connecticut has a well-documented nursing shortage and current state labor market projections show a 6% growth in licensed practical nursing jobs between 2021 and 2031 with an average wage hovering around 65,000 dollars. Licensed practical nurses care for the ill, injured, or convalescing patients or persons with disabilities in hospitals, clinics, private homes, group homes, and schools. Creation of the practical nursing program at Connecticut State Community College- Quinebaug Valley (CT State-QV) provides the entry point to the nursing field, for students to seek employment upon completion of the certificate as well as the pathway to pursue furthering their education from a Certificate in Practical Nursing to an Associate of Science degree in Nursing to a Bachelor of Science in Nursing with options to continue their education at both CT State and Connecticut State Universities. With its location in Willimantic, the program can also be a natural feeder into the new BSN program at Eastern Connecticut State University (ECSU) or into one of the six CT State PN to RN programs.

Practical nursing education aligns with CT State's mission to prepare Connecticut's workforce as Connecticut employs upwards of 8,000 licensed practical nurses annually. Once approved, this program becomes the first practical nursing program to be available at a public Connecticut post-secondary institution.

Due to the rural nature of northeast Connecticut, it has been particularly difficult to find trained nurses. Thus, this program seeks to develop a pipeline of existing residents from the region who are more likely to stay in Windham County and be employed within this region. In a recent review of Indeed, a job posting website, 103 open practical nursing jobs were available in Windham County and two hundred within a 25-mile radius.

The proposed program will take place at the newly renovated CT State- QV, Willimantic campus where enrollment will be capped at 24 full-time students per cohort start. The campus has two recently refurbished skill labs and fully equipped spaces that meet both state and national programmatic accreditation requirements where students and faculty practice their nursing skills in a simulated patient environment. This atmosphere will prepare nursing students with the development of clinical and critical thinking skills necessary to establish a foundation, to practice safely in the healthcare setting. The Willimantic location has two computer labs to provide students with on-campus computer laboratories which an enrolled student can use for coursework, research, and other learning activities.

Practical nurses usually complete a one-year certificate program or diploma in practical nursing. Their training focuses on basic nursing skills, such as taking vital signs, administering medications, and providing basic patient care under the supervision of registered nurses or physicians. The scope of practice for a licensed practical nurse (LPN) and registered nurse (RN) differs primarily in terms of their education, training, and the responsibilities they are legally allowed to undertake. RN programs use hospital based clinical sites while PN programs use long term care facilities, physician offices, clinics, day care centers, and schools for clinical sites. As a result, there will be no competition between the PN programs and the RN programs existing at CT State or at Eastern Connecticut State University for clinicals. Registered nurses typically hold either an associate degree in nursing (ADN) or a bachelor's degree in nursing (BSN). RNs undergo more extensive education and training, which includes clinical rotations and coursework in nursing theory, and advanced assessment skills. Connecticut State Community College offers registered nursing programs at six of our twelve legacy campuses, each with programming that allows students access to an LPN to RN program. In the chart below, it is evident that from the data for 2023-2024 academic year, CT State has an ample waitlist for our RN programs who can naturally be drawn from as a target audience for the PN program.

Campus	# Applied	# Offered a Seat	Eligible waitlist
Capital	505	155	110
Gateway	413	124	129
Naugatuck	343	124	81
Northwestern	72	30	16
Norwalk	233	113	5
Three Rivers	195	91	23
	1761	637	364

The Connecticut Board of Examiners for Nursing (BOEN) requirement for PN programs is that the length of the program shall be a minimum of 1500 hours over no less than 10 months. In Connecticut, LPN programs are required to complete the clinical portion of the program at the following: long term care facilities, physician offices, clinics, day care centers, and schools. Whereas RN programs provide most of the required clinical coursework at hospitals. Fifty percent of contact hours shall be in supervised direct client care experiences and observational experiences appropriate to the program's educational outcomes. Their requirements for ADN and BSN Programs are the same. The minimum length of the nursing component of the program must be equivalent to four fifteen-week academic semesters and contain a minimum of 35 semester hours of credit in nursing. Fifty percent of contact hours shall be in supervised direct client care experiences, observational experiences and simulated experiences appropriate to the program's educational outcomes, and laboratory experiences for the acquisition and practice of clinical nursing skills.

CT State Quinebaug Valley is well poised to offer this program, beginning the financial preparation in 2023 in alignment with CT State's budget mitigation plan. Costs associated with this program were planned for by reallocating funding which included not hiring two faculty, one in English and one in College and Career Success, and instead choosing to use the funding to hire the full-time nursing administrator and the vacant nursing faculty member position. Kimberly Griffiths was hired in June of 2024 as the nurse administrator and has more than 26 years of nursing experience, beginning her healthcare career as a certified nursing assistant, holding numerous nursing roles including significant experience as a nurse educator familiar with BOEN and Accreditation Commission for Education in Nursing (ACEN) standards to her current pursuit as a candidate for a Doctorate of Nursing Practice degree from Capella University. Her experience in medical surgical procedures and program quality will ensure our compliance with BOEN's requirements. Equipment for the skills lab was purchased through the Perkins Grant and CHEFA grant. Ongoing consumables are planned for and budgeted within CT State Quinebaug Valley's allotment. Quinebaug Valley's Foundation has also secured a 1,000 dollar per student scholarship for the inaugural class, to help cover student costs for scrubs and other textbooks and supplies.

The new interim campus chief executive officer, Dr. Manuel Gomez, has the need experience managing and supporting nursing programs, having recently oversee Housatonic's campus and having been a chief academic officer at Estrella Mountain Community College. The program will also have administrative support from CT State Quinebaug Valley's dean of students and faculty, Dr. Mac Griswold, and the school's dean of nursing and allied health, Paula Dowd. The conversations to date with BOEN leadership have yielded enthusiastic support for the concept of a PN training being available at the state's community college. In addition, there is significant support for this program from the community and our industry partners. Affiliation agreements for clinical sites are already in place from St. Josephs in Windham, Pierre Memorial in Brooklyn. and Matulaitis in Putnam. Contracts for three other sites, Mansfield Center for Nursing and Rehabilitation in Storrs, Douglas Manor in Windham, and Day Kimball Hospital are pending. In addition, this program has received letters of support from Hartford Healthcare, the Department of Mental Health and Addiction Services, the Office of Higher Education, the Office of Workforce Strategy, Leading Age, and the Connecticut Hospital Association.