

# **Board of Regents for Higher Education Connecticut State Colleges & Universities Academic & Student Affairs Committee Charter**

## **Introduction**

There is established a standing committee to be called the Academic and Student Affairs Committee of the Board of Regents for Higher Education (BOR). This charter broadly defines the Committee's roles with respect to academic policies and standards, program approvals, and student affairs.

## **Membership**

The Academic and Student Affairs Committee shall be appointed by the Chair of the Board of Regents. It shall be composed of not less than five members of the board of regents. The chair of the Faculty Advisory Committee shall serve as an ex-officio member. One board member shall serve as chair of the Committee.

## **General Purpose and Scope**

The Academic and Student Affairs Committee shall be a standing committee of the Board of Regents. It is charged with oversight of student affairs and system academic policy including, but not limited to, program approval, academic standards and transfer policy.

## **Committee Responsibilities**

Actions that fall under the purview of the committee include but are not limited to:

- a. Review and recommend to the full Board mission statements for the constituent units and role and scope statements for the individual institutions and campuses (CGS section 10a-1c and section 10a-6(7))
- b. Monitor and evaluate institutional effectiveness and viability in accordance with criteria established by the board (CGS section 10a-6(5))
- c. Develop criteria to ensure acceptable quality in programs and institutions and enforce standards through licensing and accreditation as well as periodic program review (CGS section 10a-6(5))
- d. Approve and recommend to the full Board accreditation of institutions, licensing of new academic programs, modification of existing programs, and termination of programs (CGS section 10a-6(8), 10a-35a, and the Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning)
- e. Recommend to the full Board approval of administrative units that focus on research and service activities—usually called centers or institutes, including centers of excellence (CGS 10a-25j)
- f. Recommend to the full Board approval of new policies or amendment of existing policies governing academic and student life matters

- g. Recommend to the full Board approval of honorary professorships and other special recognition of faculty, in conjunction with the Finance and Administration Committees when such honors carry a financial impact
- h. Recommend to the full Board approving conferral of honorary degrees
- i. Recommend to the full Board approval of promotion, tenure, and award of CSU Professor status, as recommended by presidents

### **Meetings**

The Academic and Student Affairs Committee shall meet as often as deemed necessary by the Committee Chair. An annual calendar will be established.

### **Annual Review of Activities and Committee Charter**

Each year, the committee will assess its activities with respect to the responsibilities outlined in this charter and take action as needed. This assessment shall include the adequacy of the charter itself. Recommendations to modify the charter's general purpose and scope shall require approval by the Board of Regents for Higher Education.

### **Staff to ASA Committee**

CSCU Chief Academic Officer [Provost]

**Board of Regents for Higher Education  
Connecticut State Colleges & Universities  
Audit Committee Charter**

**Introduction**

There is established a committee to be called the Audit Committee of the Board of Regents for Higher Education (BOR). This charter broadly defines the Committee's roles with respect to auditing, risk management and compliance.

**Membership**

The Audit Committee shall be appointed by the Chair of the Board of Regents. It shall be composed of not less than three members of the board of regents, who shall be independent of management. One board member shall serve as chair of the Committee. At least one board member shall have professional expertise in financial matters, including familiarity with financial management, accounting, forecasting, and reporting.

**General Purpose and Scope**

The Audit Committee shall be a standing committee of the Board of Regents. The Committee is charged with oversight for auditing, Enterprise Risk Management, and compliance and ethics activities within the Connecticut State College & University System.

**Committee Responsibilities**

The responsibilities of the Committee are as follows:

1. Evaluate the effectiveness of management's accounting policies and system of internal controls.
2. Evaluate the effectiveness of management's efforts to prevent, deter and detect fraud.
3. Review State Auditor of Public Accounts reports.
4. Conduct an annual review of the President's expenses.
5. Engage independent counsel, external audit, internal audit, or other advisors as necessary to carry out its duties.
6. Approve the appointment and termination of external auditors and lead Internal Auditor.
7. Approve the annual Internal Audit Plan.
8. Review and accept the annual financial statements and auditors' reports.
9. As and if appropriate, recommend to the Board of Regents approval of the annual financial statements.
10. Review audit findings and evaluate management's responses.

11. Review management's performance to implement and enforce the requirements of the state of Connecticut Code of Ethics; ensure that the proper tenor for compliance and ethics is established and reinforced.
12. Review the adequacy of policies and procedures for receiving and resolving complaints concerning potential fraud, misuse of state funds, or issues of internal controls within the provisions of state law.
13. Keep abreast of changes in accounting and reporting requirements or regulations promulgated by the Government Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), or the state of Connecticut Office of Planning and Management.

### **Meetings**

The Audit Committee shall meet as often as deemed necessary by the Chairman, but not less than three times a year.

### **Annual Review of Activities and Committee Charter**

Each year, the committee will assess its activities with respect to the responsibilities outlined in this charter and take action as needed. This assessment shall include the adequacy of the charter itself. Recommendations to modify the charter's general purpose and scope shall require approval by the Board of Regents for Higher Education.

# **Board of Regents for Higher Education Connecticut State Colleges & Universities Executive Committee Charter**

## **Introduction**

There is established an Executive Committee of the Board of Regents for Higher Education (BOR). This charter defines the Committee's role.

## **Membership**

The Executive Committee shall consist of the Board Chair, Vice Chair, the chairs of all the Board's standing committees, and such additional members as the Board Chair may appoint. The BOR President shall serve as an ex officio nonvoting member. The Chair of the Board shall chair this committee. Fifty percent of the voting members of the Committee shall constitute a quorum. It shall meet at such times as deemed necessary by the Chair.

## **General Purpose and Scope**

The Executive Committee shall exercise in emergencies the authority of the Board of Regents, consistent with the policies of the Board or with any action taken earlier by the Board. For purposes of executive committee action, a matter shall be deemed an emergency circumstance when delaying action until the full Board's next meeting could result in significant risk, expense, or disruption to the Universities, Colleges or their operations. The Executive Committee shall also serve, on an as-needed basis, as the Governance Committee of the Board.

## **Committee Responsibilities**

As outlined above, the responsibilities of the Executive Committee are limited only to those instances deemed an emergency circumstance. The Executive Committee may act on behalf of the Board only in those emergency circumstances that do not permit the handling of a matter in the normally prescribed manner by the Board, and any such action taken by the Committee shall be subject to ratification by the full Board at the next regular meeting of the Board. The Executive Committee shall also serve, on an as-needed basis, as the Governance Committee of the Board of Regents for Higher Education. Upon recommendation from the BOR President, the Committee will review the Board's governance practices and provide recommendations to the Board of Regents to maintain or strengthen such practices, including but not limited to proposed bylaw amendments, committee structure, and board self-assessment. The Executive Committee shall undertake such other matters and review such other issues as may be directed from time to time by the Board Chair or as recommended by the BOR President.

## **Meetings**

The Executive Committee shall meet when called as deemed necessary by the Board Chair in consultation with the Board President.

## **Staff to Executive Committee**

BOR President and Associate Director for Board Affairs/BOR Secretary

BOR approved 3/13/2014

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# **Board of Regents for Higher Education Connecticut State Colleges & Universities Finance and Infrastructure Committee Charter**

## **Introduction**

There is established a committee to be called the Finance and Infrastructure Committee of the Board of Regents for Higher Education (BOR). This charter broadly defines the Committee's roles with respect to financial oversight planning, reporting and monitoring.

## **Membership**

The Finance and Infrastructure Committee shall be appointed by the Chair of the Board of Regents. One board member shall serve as chair of the Committee. Committee members shall have expertise in financial matters, including familiarity with financial management, accounting, forecasting and reporting.

## **General Purpose and Scope**

The Finance and Infrastructure Committee shall be a standing committee of the Board of Regents. The Committee is charged with oversight of the institutional facilities, financing strategy, financial policies and financial condition of the Connecticut State College & University System. The Committee shall conduct reviews, receive reports and provide direction to management and counsel to the Board of Regents concerning matters within its scope of responsibility.

## **Committee Responsibilities**

The responsibilities of the Committee are as follows:

- a. Review and recommend the Biennial Operating and Capital Budget Request to the Governor and General Assembly.
- b. Review and recommend annual institutional spending plans (expenditure authority) and allocation of state appropriations.
- c. Review and recommend modifications to system resource allocation strategies as needed to achieve strategic goals and priorities.
- d. Review as required the implementation of institutional spending plans to evaluate financial performance against plans.
- e. Review and recommend tuition and fee adjustments, taking into consideration any number of factors including, but certainly not limited to, the level of State support, financial aid, present fee levels, purposes of adjustments and other pertinent factors.
- f. Review and recommend new, or changes to existing, financial policies and procedures to ensure compliance with state law and regulation and promote greater efficiency and effectiveness.

- g. Review and recommend broad-based financial strategies to improve the performance of institutions and the system in meeting the Board's strategic goals and priorities
- h. Review and recommend to the Board college and institutional long-range facilities and infrastructure development (master) plans that project capital resource requirements.
- i. Review and recommend to the Board the authorization of the system to borrow funds from the Connecticut Health and Educational Facilities Authority (CHEFA) through bonding to finance construction projects for auxiliary service facilities and related expenses and financing costs; authorization to pledge revenues to finance debt service associated with the financing; and authorization to enter into various agreements with CHEFA in order to secure the financing.
- j. Review and recommend to the board amendment, as required, of the system-wide CSUS 2020 capital program consistent with the long-range development plans of the state universities.
- k. Review and recommend to the Board proposals for property acquisition and leases, or lease renewals.
- l. Review and recommend for the Board's acceptance and disposition any namings, major gifts or donations  
Make recommendations as appropriate to the Board on other finance and facilities matters in addition to those identified above which may arise from time to time.

## **Meetings**

The Finance and Infrastructure Committee shall meet as often as deemed necessary by the Committee Chair.

## **Annual Review of Activities and Committee Charter**

Each year, the committee will assess its activities with respect to the responsibilities outlined in this charter and take action as needed. This assessment shall include the adequacy of the charter itself. Recommendations to modify the charter's general purpose and scope shall require approval by the Board of Regents for Higher Education.

## **Staff to Finance and Infrastructure Committee**

CSCU Chief Financial Officer



**Board of Regents for Higher Education  
Connecticut State Colleges & Universities  
Human Resources and Administration Committee Charter**

**Introduction**

There is established a committee to be called the Human Resources and Administration Committee of the Board of Regents for Higher Education (BOR). This charter broadly defines the Committee's roles with respect to human Resources and Administration.

**Membership**

The Human Resources and Administration Committee shall be appointed by the Chair of the BOR. It shall be composed of not less than three members of the BOR. One BOR member shall serve as chair of the Committee. At least one Committee member shall have expertise in Human Resources and Administration.

**General Purpose and Scope**

The Human Resources and Administration Committee shall be a standing committee of the BOR. The Committee shall consider, review and/or develop policies and make recommendations governing employees of the Connecticut State Colleges & Universities and the BOR system office.

**Committee Responsibilities**

The Committee's jurisdiction shall include, but not be limited to, policies concerning the following topics:

1. Classification and compensation.
2. Duties and personnel distribution to achieve system mission/goals.
3. Equal opportunity and affirmative action.
4. Ethics.
5. Employee personnel files.
6. Employee benefits.
7. Collective bargaining goals and objectives.
8. Processes for recruitment, appointment, evaluation, compensation, duties and termination, if appropriate, of the President of the BOR.
9. Appointment and reappointment of campus presidents.
10. Recruitment, appointment, and compensation of interim/acting presidents and of senior staff employees.
11. Appointments that are exceptions to board policy.
12. Nepotism in employment.
13. Workplace safety.
14. Sexual harassment reporting, investigation and administrative actions.

15. Pre-employment background verification.
16. Litigation.
17. Use of computers and equipment.
18. Reimbursement/expenses.
19. Student workers, graduate assistants and interns, university assistants, co-op employees, and honorary titles.

Adoption of policies that may be recommended by the Committee shall require action of the BOR. A policy manual that incorporates approved policies shall be maintained and may be amended as necessary to reflect on-going BOR actions. The office of the President of the BOR shall disseminate the manual and amendments to all management and confidential professional employees in a manner the President deems appropriate.

### **Meetings**

The Human Resources Committee shall meet as often as deemed necessary by the Chair, but not less than three times a year.

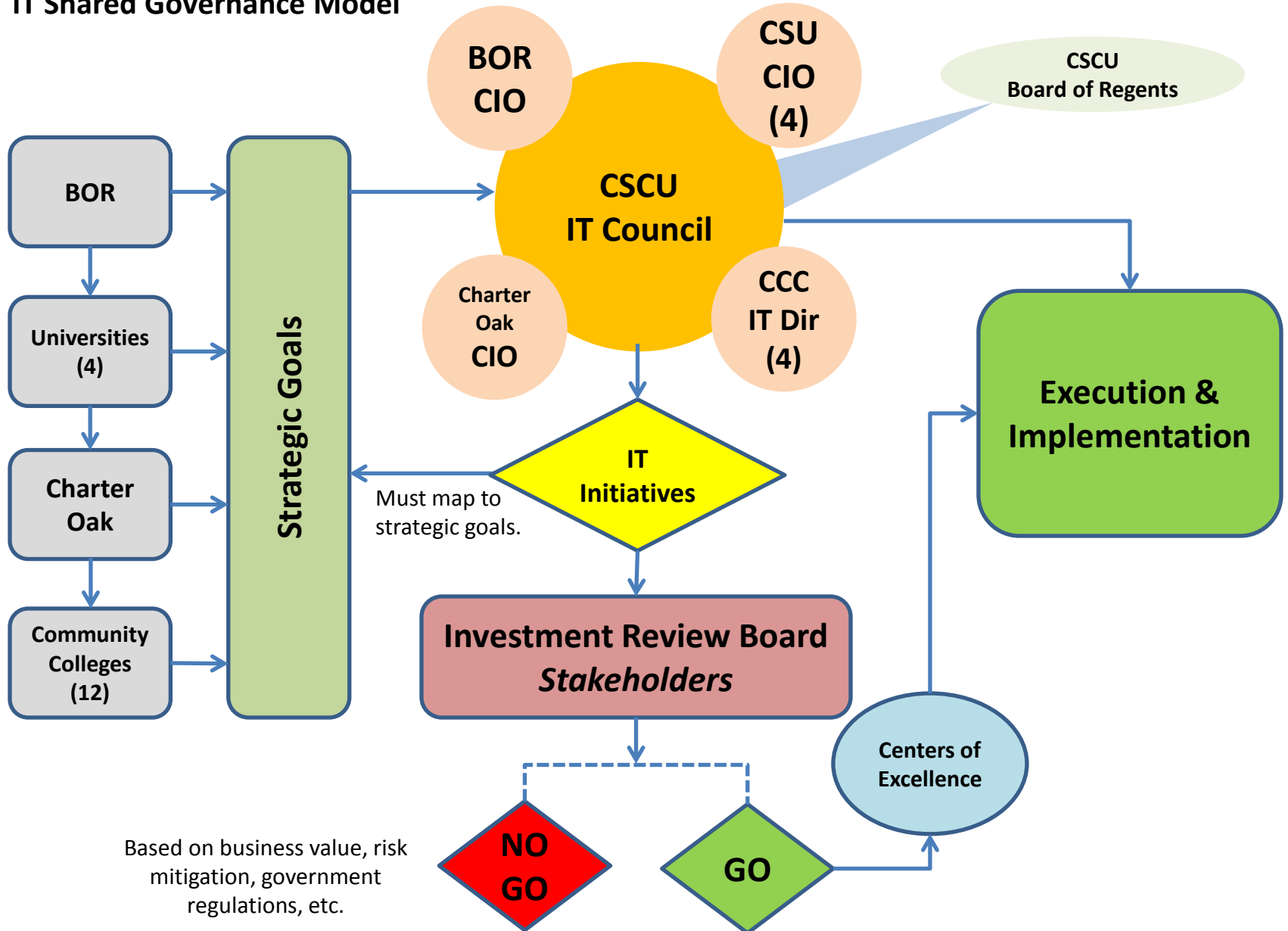
### **Annual Review of Activities and Committee Charter**

Each year the Human Resources and Administration Committee shall assess its activities with respect to the activities outlined in this charter and take action as needed. This assessment shall include the adequacy of the charter itself. Recommendations to modify the charter's general purpose and scope shall require approval by the BOR.

### **Staff to the Human Resources and Administration Committee**

CSCU Vice President for Human Resources

**Proposed CSCU  
IT Shared Governance Model**



# CSCU IT Steering Committee

## Article I: Name

The committee functioning under these bylaws is officially named the IT Steering Committee.

## Article II: Mission

The Mission of the IT Steering Committee is to help guide the development of information technology and innovation services in support of the educational mission of the CSCU system.

## Article III: Authority of Council

BOR President and BOR CIO.

## Article IV: Purpose

The IT Steering Committee is a standing advisory committee charged by the President of the BOR to review, discuss, refine and ultimately approve, key operational strategies for addressing enterprise information technology, and other strategic IT initiatives as deemed appropriate. The IT Steering Committee will work directly with the BOR CIO during the development of these IT initiatives, to provide focused, management-level advice and feedback aimed at raising and addressing potential college or university concerns, in order to facilitate the development and implementation of IT operational strategies that work well in the CSCU system.

## Article V: Roles & Duties

Members of this committee serve as recognized advisors to the BOR CIO. They are expected to provide input on the issues that come before them, but with the goal of addressing initiatives and solutions that can best support the CSCU system educational mission. Committee members are expected to make every effort to consider the broader implications of their recommendations on the entire CSCU system, and to provide guidance consistent with the diversity of activities, interests, and strategic initiatives in which the CSCU community is engaged. Matters which come before IT Council may sometimes be of a confidential or sensitive nature, and should be treated with appropriate care and discretion.

## Article VI: Membership

The IT Steering Committee members are as follows:

BOR CIO  
4 University CIOs  
4 Community College IT Directors  
CIO from Charter Oak

## Article VII: Leadership

The BOR CIO will serve as Chair for the committee.

## Article VIII: Sub-committees

The IT Steering Committee may create sub-committees and working groups as needed. Chairs of sub-committees appointed by the IT Steering Committee shall be responsible for the duties, schedules, and tasks assigned to their sub-committees. Sub-Committee Chairs shall be responsible for routinely providing committee status and activity reports to the IT Steering Committee.

#### Article IX: Operating Procedures

Decision-making will be by consensus wherever possible. Votes, when required, will be decided by a simple majority of the quorum present. Tie votes will be considered to have failed.

A quorum will consist of a simple majority of the membership of the committee. The most recent version of Robert's Rules of Order will be used to decide any parliamentary questions that arise before the committee.

Issues to be discussed by the IT Steering Committee can be brought forth by any sanctioned group. (i.e. Registrars council). This sanctioned group must also have an executive sponsor. For example if the Registrars have an item to bring forth that would require any kind of funding they must have Deans of Administration (CC) or V.P. of Finance (Univ.) as an executive sponsor.

The Investment Review Board will analyze initiatives based on business value, risk mitigation, state and federal regulations. The board will be convened on major projects and consist of CFOs, Provosts, Deans of Administration and senior managers aligned with the various projects. The BOR – CIO will convene the committee at his or her discretion.

#### Article X: Meetings

The IT Steering Committee will meet once per month or at the discretion of the BOR CIO. The Chair may call other meetings as needed. The Chair may also elect to conduct some business via electronic communications (e.g., email, audio, or Web conference). Any member of the committee may request of the Chair that a special meeting be called. Such a decision will be made at the discretion of the Chair.

In the absence of a quorum, the Chair may conduct the meeting for information purposes only, or may adjourn the meeting.

It is the responsibility of each member to be active on the committee and to attend scheduled meetings on a regular basis. A member may not send a delegate to represent them in their absence. If an appointed member fails to attend four regularly scheduled consecutive meetings or six meetings in a calendar year, the Chair may submit a request to the BOR President for a new appointment to complete the term.

Attendance at any meeting of the IT Steering Committee or its sub-committees or working groups may be in person or by other means using any two-way interactive communications (e.g., audio or Web conference), upon prior approval of the Chair.

Members of the BOR, Colleges and Universities IT staffs are welcome to attend these meetings, at the discretion of their respective CIO or CCC IT Director.

Any committee member may submit agenda items to the Chair for consideration.

Minutes will be kept by the Executive Assistant to the BOR CIO, or a committee member, for all regular and special meetings. These minutes shall be distributed to the members as soon as practicable after the respective meetings, and posted on the committee's Web site after approval.

#### Article XI: Membership Appointments/Changes

Members of the committee serve overlapping two-year terms, except in the case of appointment by position (e.g., CIO) which is continuous. Community College members will elect their 4 representatives from the 12 CCC IT Directors. Any member of the committee may resign her or his position for any reason, by submitting her or his resignation to the Chair. In the event of a vacancy, the BOR President will direct the IT Steering Committee to recommend a suitable replacement, which will be approved by a majority vote of the IT Steering Committee.

#### Article XII: Amendments to the Bylaws

These bylaws can be amended at any regular or special meeting called for this purpose, by a two-thirds vote of any quorum of members who are present and voting. Proposals to amend these bylaws must be submitted in writing to all members at least one week prior to the date of the meeting at which the amendment(s) will be considered.

Amendments to these bylaws are subject to approval of the BOR President.