CT BOARD OF REGENTS FOR HIGHER EDUCATION

ACADEMIC & STUDENT AFFAIRS COMMITTEE

Meeting – September 7, 2018
9:30 a.m. – 61 Woodland Street, Hartford

MINUTES

Regents Present:	Merle Harris, Naomi Cohen, Aviva Budd (via teleconference), William Lugo
Regents Absent:	None
Staff Present:	Jane Gates, Elsa Núñez, Vicki Bozzuto (GCC/CSCU), Pat Bouffard, Mike Buccilli, Greg DeSantis, Bill Gammell, Ken Klucznik, Lesley Mara, Nancy Melnicsak, Arthur Poole, Pat Ryiz, Mike Stefanowicz, Erika Steiner, Heidi Zenie (TRCC/CSCU)
Other Attendees:	Missy Alexander (WCSU), Robin Avant (HCC), Sara Brinkerhoff (MxCC), Paul Broadie II (HCC/GCC), Michelle Coach (ACC), Tuesday Cooper (MCC), Ilene Crawford (SCSU), David Dauwalder (CCSU), Sharifa Douglas (HCC), Amy Feest (TxCC), Patricia Fennessy (CT Career and Technical Education System), Rafaele Fierro (TxCC), Annalisa Fischer (Yale New Haven Hospital), Michele Howard-Swan (ACC), Susan Lugli (MxCC), Mark Kosinski (GCC), Susan Maxwell (Yale New Haven Hospital), Steve Minkler (MxCC), Shane Murphy (WCSU), Sue Passini (ACC/TxCC), Kirk Peters (TxCC), Angel Pickett (GCC/Yale), Robert Prezant (SCSU), Mark Salka (ECSU), Sheila Solernou (GCC), Elizabeth Steeves (HCC), Judy Wallace (MxCC), Ena Williams (Yale New Haven Hospital)

The meeting was called to order by Chair Merle Harris at 9:30 a.m.

Chair Harris remembered Regent Larry DeNardis who passed away on August 24, 2018. She talked about his accomplishments in higher education and in the state and federal government. She noted his service to the CT Board of Regents and the BOR Academic and Student Affairs Committee. She asked the ASA Committee and guests to join her in a moment of silence to honor Regent DeNardis.

1. Approval of Minutes from June 11 and August 9, 2018
   A motion to approve the minutes from the June 11, 2018 meeting and the August 9, 2018 meeting was made by N. Cohen and seconded by A. Budd. Regent Budd noted that she attended the June 11, 2018 ASA Committee Meeting. Her name was inadvertently omitted from the minutes. Chair Harris called for a vote to approve the minutes from the June 11, 2018 meeting, amended with Regent Budd's name added, indicating that she attended the meeting, and the minutes from the August 9, 2018 meeting. A vote was taken and the minutes from the June 11 meeting, as amended, and the August 9 meeting were unanimously approved.

2. <u>Consent Items</u>
   a. Discontinuations
   A motion to approve the consent items was made by N. Cohen and seconded by A. Budd. A vote was taken and the consent items were unanimously approved.
   Consent items were:
   i. Photography – AS – Northwestern CT CC
   ii. Photography – Certificate – Northwestern CT CC
   iii. Restaurant Management – Certificate – Three Rivers CC
   iv. Business Administration – Certificate – Three Rivers CC
   v. Small Business and Entrepreneurial Studies – Certificate – Three Rivers CC
   vi. Hotel Management – Certificate - Three Rivers CC
   vii. Advertising, Sales and Promotion – Certificate - Middlesex CC
   viii. Customer Service Management - Certificate - Middlesex CC
   ix. Marketing – AS - Middlesex CC
   x. Behavioral Science – AA – Naugatuck Valley CC
   xi. New Media Communication – AS – Tunxis CC
   xii. Computer Information – PC Applications (EJ01) – Certificate – Housatonic CC
   xiii. Computer Information – PC Repair Technology (EJ02) – Certificate – Housatonic CC
   xiv. Business Office Technology: Administrative Support Assistant (EJ09) – Certificate – Housatonic CC
   xv. Web Design Graphics Foundation (EK06) – Certificate – Housatonic CC

3. <u>Informational Item</u>: <u>Comparative Enrollments: 2013-2014 Cohort – Follow-up Report</u>
Arthur Poole, Director of Educational Opportunity, presented. A report on Comparative Enrollments in the 2013-2014 New Academic Programs was presented at the June 11, 2018 Academic and Student Affairs Committee meeting. The projected enrollments for the 2013-2014 new programs were compared to the 2017 actual enrollments. Of the 17 programs established by the community colleges, 16 did not meet or exceed their projected three-year enrollments. At the June 11 meeting, the ASA Committee expressed concern regarding the institutions' failure to meet enrollment projections and requested that the Committee be provided with additional information regarding the 2013-2014 programs at the ASA Committee meeting on September 7, 2018. Institutions were asked to provide reasons why the projected enrollment was not met and the financial impact of not meeting the projected enrollment. They were also asked to provide an improvement plan. Director Poole developed a chart, which mirrored these concerns, requesting an Explanation, Improvement Plan and the Financial Impact. The following institutions provided data: Gateway CC, Manchester CC, Middlesex CC, Northwestern CT CC, Quinebaug Valley CC and Eastern CSU. Because of the late date of the appointment of an Interim Academic Dean, Capital CC's report was distributed at the September 7 meeting.
Provost Gates stated that all Provosts and Academic Deans have access to a software program, Chmura JobsEQ, which provides 24-hour online access to labor market data, which should assist institutions in providing more accurate workforce data to determine enrollment projections. Representatives of the company provided a webinar on the program at the August 15 Academic Council meeting.
Questions/Discussion centered on:
   i. *New Format:* The Regents approved of the new format for the Comparative Enrollments Report and data requested. They particularly liked the depth of detail

provided by Capital CC. Director Poole stated that he would relay this to the Academic Council at its meeting on September 12. Provost Gates stated that it will be required that the Provosts/Academic Deans provide financial impact data on new programs and will be encouraged to use the JobsEQ software for projections.

    ii.   *Current Process:* Members of the Committee again questioned the big gap between the enrollment projections and actual enrollment.

    iii.   *Frequency of Reporting:* Should new programs be reviewed more frequently? Annually? Chair Harris responded that three years is a good point as it takes time to build enrollments, but since it takes two to three years to get the message out about the new program and build enrollments, institutions should carefully consider first year projections. Suggestions from the Committee included: 1) Review the program after a year if the program is at low or no enrollment, 2) Identify best practices of successful programs and identify types of programs that are not meeting goals.

    iv.   *New Programs:* Should we put a moratorium on new programs? Chair Harris responded that new programs are important; therefore, we can't have a complete moratorium on new programs. Other institutions are ahead of CSCU in the number of new and on-line programs. Programs, such as JobsEQ, should provide data to make projections more accurate.

    v.   *Using the Reports:* What do we do with the reports? How long do we continue a program when we are not meeting our goals?

    vi.   *Marketing Plan:* The program documentation should include a marketing plan.

Director Poole summarized the discussion stating that the documentation will be revised to require a marketing plan for new programs. He will request Fall 2014-2015 data on new programs from the Provosts and Academic Deans. Capital CC's Comparative Enrollments response will be used as a model in the future.

4. Action Items
   a. Acceptance of Academic Program Review for 2017-2018

Director Arthur Poole presented the Academic Program Review for 2017-2018. The Academic Program Review Policy states that every academic program must undergo a review every seven years. For this year, modified forms were used. The revision added a provision for reporting on the assessment of student learning outcomes and the option to summarize assessments of general education competencies. 87 programs were reviewed this cycle. 27 reviews were incomplete. Some institutions requested a longer timeframe to complete the form due to changes in campus Academic and Student Affairs leadership and external accreditation schedules. 12 of the 87 programs were terminated or suspended as a result of the review process. Programs are categorized as awarding less than 5 degrees, between 5 to 50 degrees, and more than 50 degrees. For the community colleges, degrees are categorized as associate only, certificate only, or both. For the CSUs, degrees are categorized as undergraduate and graduate. Chair Harris asked when an institution decides to have an external program review. Director Poole responded that all institutions are encouraged to complete external program reviews. Chair Harris agreed that an out-of-state external review is better and more objective than an in-state review. Provost Missy Alexander, WCSU, revised WCSU's process to require that all programs have an external review. Dr. Shane Murphy, Chair of the Psychology Dept. at WCSU, presented the External Review Process of WCSU's Psychology Program.

Questions/comments from the Committee centered on:

  i.   *What programs are at the five-enrollee level?* Director Poole mentioned two programs at enrollments of less than five students, the Pathways to Teaching Careers and language degrees, but deemed these programs essential.

 ii.   *Do we need additional information besides the summary?* This question was discussed after a motion was taken to accept the report.

iii.   *Who reviews the report internally? Who makes decisions regarding the programs?* Program representatives can be invited to ASA Committee meetings to provide greater detail or the institution can be asked to complete a data sheet.

Elizabeth Steeves, Chair of the Math/Science Dept. and Professor of Chemistry, HCC, spoke regarding the Pathway to Teaching Careers degree and her review process. The Low Completers report is due to Director Poole in October. Respondents will be asked to detail the plan and how the institution is going to improve it.

Chair Harris asked for a motion to accept the Academic Program Review for 2017-2018. Regent Budd asked if the Regents can make the resolution subject to requests for more information. **A motion to accept the Academic Program Review for 2017-2018 was made by N. Cohen and seconded by A. Budd.** Chair Harris asked if there is additional information that the Committee is requesting. Regent Budd asked what the cutoff point is and for other benchmarks created by the institutions. Chair Harris stated that the current benchmark is an average of five graduates and that the policy would have to be amended if this were to change. Regent Cohen recommended voting on the resolution, but suggested putting an item on the next ASA Agenda to review the policy and identify what kind of data the Committee requires. **Chair Harris called for a vote to accept the Academic Program Review for 2017-2018. A vote was taken to accept the report and the vote was unanimous.** Chair Harris suggested a review of the Academic Program Review policy for the next ASA Committee Meeting and suggested that the Academic Council also review the policy. Provost Gates stated that the policy was amended to include the Low Completer Report which will be submitted to the ASA Committee soon.

  b. Modifications
      i.   Communication – AS – Manchester CC [Name Change]
      Chair Harris asked for a motion to approve the modification [Name Change] to the Manchester CC AS in Communications [Name Change]. The motion was made by N. Cohen and seconded by A. Budd. Chair Harris called for a vote to approve the modification to the Manchester CC AS in Communications. A vote was taken to accept the program modification and the vote was unanimous.

      ii. Educational Leadership and Administration – 6th Yr. Diploma - Additional Off-Campus Instructional Location (Cheshire) - SCSU
      Chair Harris asked for a motion to approve the additional off-campus instructional location (Cheshire) for the SCSU Educational Leadership and Administration – 6th Yr. Diploma program. The motion was made by N. Cohen and seconded by A. Budd. Chair Harris called for a vote to accept the additional off-campus instructional location (Cheshire) for the SCSU Educational Leadership and Administration – 6th Yr. Diploma program. A vote was taken to accept the additional off-campus instructional location (Cheshire) and the vote was unanimous.

c. New Programs
   i. <u>Digital Marketing – Occupational Certificate – Middlesex CC</u>
   A motion to approve the Digital Marketing Occupational Certificate was made by N. Cohen and seconded by A. Budd. Steven Minkler, Interim Campus CEO and Dean of Academic Affairs, and Susan Lugli, Assoc. Professor and Program Coordinator of Business Administration and Marketing, presented the program for MxCC. The proposed Digital Marketing Occupational Certificate is a 27-credit career path under the New Media Production AS degree program. It is offered as a standalone certificate for students not seeking the AS degree or students may take the certificate as part of the New Media Production AS degree. Last year, MxCC consolidated three separate associate degrees into a new Media Production AS degree with embedded certificates. Media production has been identified as a high-growth area in CT with an estimated 11.7% growth trajectory through 2020. MxCC has been identified as a Center of Excellence in media production which entitles the college to have workforce development funding directed to its media program. In addition, the nationally acclaimed Corporate Media Center, which affords students hands-on real-world experiential learning opportunities, is located on the MxCC campus. An industry advisory board supports MxCC's media programs. MxCC plans to launch this new program in January 2019.
   Questions/discussion centered on:
   a) *Program Budget* – The budget does not include a tuition increase. MxCC did not want to make that assumption when developing the program budget.
   b) *Marketing Plan* – How will the program be marketed? MxCC has limited funds for marketing. Currently, the program will be marketed via social media and to high school students via open houses during spring break. Advertisements are another option, but there is a cost. Chair Harris stated that there are discussions about developing a coordinated marketing program across the state.
   Chair Harris called for a vote to approve the new Middlesex CC Digital Marketing Occupational Certificate program. A vote was taken to approve the new program and the vote was unanimous.

   ii. <u>Magnetic Resonance (MR) – Post-Primary Certificate – Middlesex CC</u>
   A motion to approve the Magnetic Resonance (MR) – Post-Primary Certificate was made by N. Cohen and seconded by A. Budd. In addition to Dr. Minkler, Judy Wallace, Program Coordinator, Radiologic Technology, Computed Tomography & Mammography Programs, presented this program. The Magnetic Resonance (MR) Post-Primary Certificate is a 21-credit program for students who already hold an associate degree in a primary certification. Required didactic coursework is online and clinical courses will be taken at clinical affiliates throughout the state. The program will have a selective admissions process and will run only if a minimum enrollment threshold is met. MxCC is offering the program to address employment needs and in response to requests from healthcare agencies in the college's service area. By 2026, open positions will increase for MR Technologists by 13%. MxCC and Middlesex Hospital Health Systems (MHHS) will enter into a clinical program partnership which will take advantage of MHHS' marketing and promotional assistance to recruit students statewide, and use of its imaging centers and instructors. Currently, there are no equivalent programs in the CSCU system.

Chair Harris called for a vote to approve the new Middlesex CC Magnetic Resonance (MR) Post-Primary Certificate program. A vote was taken to approve the new program and the vote was unanimous.

iii. Surgical Technology – AS – Gateway CC

A motion to approve the AS in Surgical Technology program was made by N. Cohen and seconded by A. Budd. President Paul Broadie and Sheila Solernou, Nursing/Allied Health Director, presented for GCC. The AS in Surgical Technology has 62 credits. It addresses the need for Surgical Technologists at the local, state and national levels. Employment is expected to grow 12% by 2026. In New Haven, where GCC is located, there are currently 25 openings for surgical technologists at Yale-New Haven Hospital (YNHH). GCC will have a four-way partnership with Housatonic CC, Eli Whitney Vocational Technical High School and Yale-New Haven Hospital (YNHH). GCC will serve as a satellite program of the HCC Surgical Technology program and will share resources, including the Program Coordinator. Housatonic CC will award the Surgical Technology AS degrees. The two institutions will also share one accreditation status. The program's Clinical Coordinator will be funded by YNHH and GCC will use Eli Whitney Vocational Technical School's laboratories, classroom/office space and equipment. Prospective students are already waitlisted for the program. Sheila Solernou, Division Director, Allied Health and Nursing, GCC, introduced and thanked the Surgical Technology Program Team in attendance.

Chair Harris called for a vote to approve the new Gateway CC AS in Surgical Technology program. A vote was taken to approve the new program and the vote was unanimous.

iv. Certified Phlebotomy Technician – Certificate – Asnuntuck CC

A motion to approve the Asnuntuck CC Certified Phlebotomy Technician Certificate was made by N. Cohen and seconded by A. Budd. Michelle Coach, Interim Dean of Academic Affairs, and Michele Howard-Swan, Asst. Professor and Allied Health Coordinator, presented the three Asnuntuck CC programs. The Certified Phlebotomy Technician Certificate program is currently offered as a non-credit program through Continuing Education and Workforce Development. ACC seeks to change this program to a credit program which will qualify students for financial aid. 45 students are currently enrolled in the non-credit program. Enrollment is expected to increase when the for-credit program is added. Students will have the opportunity to take the Certified Phlebotomy Technician (CPT) exam which will qualify them to work in any state as a Phlebotomy Technician. By 2016, the demand for Phlebotomy Technicians will increase by 25%. No new resources are required since ACC has suitable areas for patient care, diagnostic testing instruction and a laboratory area. Questions centered on COSC's program review and the need to revamp the non-credit curriculum, enrollment projections and faculty qualifications.

Chair Harris called for a vote to approve the new Asnuntuck CC Certified Phlebotomy Technician Certificate program. A vote was taken to approve the new program and the vote was unanimous.

v.   Health Information Management Technician – Certificate - Asnuntuck CC
A motion to approve the Asnuntuck CC Health Information Management Technician Certificate was made by N. Cohen and seconded by A. Budd. ACC proposes to offer the Health Information Management Technician Certificate, currently a non-credit program, as a credit program. The Health Information Management Technician Certificate is a 28-credit program. Plans are to develop a transfer agreement to COSC's Bachelor's degree in Health Management Information Science upon BOR approval of the certificate. By 2016, the demand for health information technicians will increase by 13%. On average, 26 students are enrolled in this certificate program each semester, but enrollment is projected to increase with the proposed credit-based program. The program qualifies students to sit for the Certified Professional Coder-A exam. Students with this certification will be able to work in any state as a Professional Medical Coder. The Committee posed questions on projected enrollment and whether QVCC's program was the same as ACC's proposed program.
Chair Harris called for a vote to approve the new Asnuntuck CC Health Information Management Technician Certificate program. A vote was taken to approve the new program and the vote was unanimous.

vi. Certified Administrative Medical Office Skills – Certificate - Asnuntuck CC
A motion to approve the Asnuntuck CC Certified Administrative Medical Office Skills Certificate was made by N. Cohen and seconded by A. Budd. ACC proposes to offer the Certified Administrative Medical Office Skills Certificate, currently a non-credit program as a credit program. The Certified Administrative Medical Office Skills Certificate is a 15-credit program. By 2016, the demand for Certified Medical Administrative Assistants will increase by 21%. Seven students are currently enrolled in this certificate program; but, enrollment is projected to increase with the proposed credit program. The program qualifies students to sit for the Certified Medical Administrative Assistant exam. This certificate program is also offered at QVCC. The Committee posed questions on projected enrollment.
Chair Harris called for a vote to approve the new Asnuntuck CC Certified Administrative Medical Office Skills Certificate program. A vote was taken to approve the new program and the vote was unanimous.

vii. Civic Engagement – Certificate – Tunxis CC
A motion to approve the Tunxis CC Civic Engagement Certificate was made by N. Cohen and seconded by A. Budd. Amy Feest, Interim Dean of Academic Affairs, and Rafaele Fierro, Professor of History and Political Science, presented this program for TxCC. The Civic Engagement Certificate is a 30-credit certificate program and is part of Tunxis' Civic Engagement Institute's mission to make Tunxis a civically engaged campus and to integrate civic engagement into the College's curriculum. The certificate, with its multi-disciplinary curriculum will be paired with the student's Associate's degree. The certificate can be considered "a gap exploratory year" allowing students to explore multiple subject areas. Students in the program will be required to take a semester-long three-credit internship focusing on research and hands-on activities in the community. Studies have shown that students who participate in civic engagement have higher grade point averages, higher retention rates and are more likely to complete their college degrees. Currently no transfer agreements exist between TxCC and the CSUs or private

institutions for graduates of this program. The proposed program will use existing resources and currently employed faculty and volunteers. The Civic Engagement Institute will seek federal grants and private funding to help pay stipends for students participating in internships (currently unpaid).

Questions/discussion centered on:

a) *Internships* – Do internships exist absent of this degree? Who supervises students in internships? TxCC has internships in other programs; however, they offer a different student experience. Internships will be set up between TxCC and community agencies which will work together to establish the parameters of the internship.

b) *Transfer Pathway* – There is no formal transfer pathway to four-year institutions. Chair Harris expressed concerns that graduates of this program will have a degree that is not transferrable. Students cannot graduate with 120 credits, will need to take more courses and may run out of financial aid.

c) *Advisement* – This type of program will require great student advising which is not always done. TxCC is trying to remedy the advising situation.

d) *Employability* – There is no guarantee of employability or no clear career path for graduates of this program.

Chair Harris called for a motion to table the Tunxis CC Civic Engagement Certificate. A motion to table the certificate program was made by N. Cohen and seconded by A. Budd. A vote to table the Tunxis CC Civic Engagement Certificate was taken and was unanimous.

Chair Harris encouraged the Tunxis CC representatives to rework the program and resubmit it to the ASA Committee for consideration.

d. College of Technology (COT) Program Replications

i. CNC Machine Technologies – AS and Certificate – Housatonic CC

A motion to approve the Housatonic CC CNC Machine Technologies Certificate and AS degree was made by N. Cohen and seconded by A. Budd. President Paul Broadie and Robin Avant, Interim Dean of Academic Affairs, presented this program for Housatonic CC which is requesting approval to replicate the Technology Studies: CNC Machine Technologies, AS degree and the CNC Machine Technologies Certificate program established at Asnuntuck CC and subsequently replicated by Tunxis CC. The certificate program is 34 credits and the AS degree program is 66 credits, which include 32 credits in General Education. Graduates with an AS degree from HCC can transfer to CCSU to earn a bachelor's degree. HCC has a strong relationship with its industrial partners. The College Connections dual enrollment for credit program allows high school students at the junior level to train in the manufacturing field until they graduate. Upon completion of the program, students will have earned 18 college credits and completed the first semester of the two-semester program. HCC has hired two full-time manufacturing instructors. Existing faculty and adjunct faculty will teach in the program. A full-time program coordinator will manage and oversee the program operations and faculty. **Chair Harris called for a vote to approve the Housatonic CC CNC Machine Technologies Certificate and AS degree program. A vote was taken to approve the replicated program and the vote was unanimous.**

e. Institutional Accreditations
    i. <u>Northwestern CC – Interim 5th Year Report</u>
    A motion to accept NEASC's actions of April 20, 2018 regarding the interim (fifth-year) report of Northwestern CT CC and to grant continued state accreditation of Northwestern CT CC until December 31, 2023 was made by N. Cohen and seconded by A. Budd. A vote was taken to accept the report and the vote was unanimous.

4. <u>Informational Items</u>
    a. <u>Key Performance Indicators (KPI) Metrics - GANTT Chart</u>
    Greg DeSantis, Interim Executive Director, Student Success and Academic Initiatives, and Bill Gammell, Director, Policy, Research and Strategic Planning presented on this initiative. 23 Key Performance Indicators (KPI's) have been identified to measure student success at CSCU's twelve community colleges. The Student Success Key Performance Indicators and proposed formal process will be presented to the ASA Committee, in draft form, at the October 5 meeting for approval and submission to the BOR. This initiative is a joint effort of the Student Success Center and the Office of Research and System Effectiveness. Following approval, a report will be presented to the ASA annually, in October, and will focus on the Students First and the Guided Pathways initiatives.

    There were no questions on the following items:

    b. NEASC Progress Report
        i. Gateway CC

    c. Promotion and Tenure – Transmittal Letter to CSCU Presidents

    d. Common Placement Scores in Math

    e. Below Threshold
        i.   Athletics Administration – Specialization – Southern CSU
        ii.   Healthcare Management – Minor – Eastern CSU
        iii. Music Industry and Leadership – Concentration – Eastern CSU
        iv.   Leadership – Graduate Certificate – COSC
        v.   Nonprofit Leadership – Graduate Certificate – COSC
        vi.   Organizational Development – Graduate Certificate – COSC
        vii. Computer Information –Database Technology - Certificate – Housatonic CC
        viii. Computer Information – Networking Technology - Certificate – Housatonic CC
        ix.   Computer Information – Software Development - Certificate – Housatonic CC
        x.   Computer Information – Software Testing and Quality Assurance - Certificate – Housatonic CC
        xi.   Computer Information – Web Development - Certificate – Housatonic CC
        xii. Liberal Arts and Sciences – Pre-Nutrition – AS - Option – Housatonic CC
        xiii. General Studies – Online Option – Housatonic CC
        xiv. Family Engagement – Certificate – Housatonic CC
        xv.   Fine Arts – Art Therapy – Transfer Pathway - Option – Housatonic CC
        xvi. Fine Arts – Photography – Option – Housatonic CC
        xvii. Fine Arts – Illustration – Option – Housatonic CC

No vote is taken on Below Threshold programs. The programs will be submitted to the Office of Higher Education.

Chair Harris asked for a motion to adjourn the meeting. The motion was made by N. Cohen, seconded by A. Budd and unanimously approved. The meeting was adjourned at 12:05 p.m.