



CT BOARD OF REGENTS FOR HIGHER EDUCATION

ACADEMIC & STUDENT AFFAIRS COMMITTEE

Meeting – December 4, 2020

9:30 a.m. – Conducted via Remote Participation

MINUTES

- Regents Present: Aviva Budd, Naomi Cohen, Merle Harris, Holly Howery, Colena Sesanker
- Regents Absent: None
- Staff Present: Jane Gates, Alison Buckley, Gayle Barrett, Kevin Corcoran, Pam Heleen, Ken Klucznik, David Levinson, Tanya Millner, Pat Ryiz, Mike Stefanowicz
- Other Attendees: Shirley Adams (COSC), Missy Alexander (WCSU), Carrie Andreoletti (CCSU), Ethan Balk (WCSU), Eleanor Bloom (HCC), Kem Barfield (TRCC), Joe Cullen (QVCC), David Dauwalder (CCSU), Ellen Durnin (SCSU), Nicholas Edgington (SCSU), Marianne Fallon (CCSU), Amy Feest (TxCC), Jill Flanigan (MxCC), Bruce Kalk (SCSU), Mark Kosinski (GCC), Minjae Lee (SCSU), Sharale Mathis (MxCC), Trudy Milburn (SCSU), Joan Palladino (WCSU), Brooke Palkie (COSC), Robert Prezant (SCSU), Greg Robbins (SCSU), Bill Salka (ECSU), Fatma Salman (MCC), Elena Schmitt (SCSU), Emily Stevens (WCSU), Sheri Valentin (GCC), Wesley Winterbottom (GCC)

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

1. Approval of Minutes
 - a. October 2, 2020
On a motion by N. Cohen and seconded by H. Howery, a vote was taken and the minutes from the October 2, 2020 BOR ASA Committee meeting were approved.
2. Consent Items
 - a. Discontinuations
 - i. Therapeutic Recreation – C2 Certificate – Northwestern CT Community College
 - ii. Therapeutic Recreation – AS – Northwestern CT Community College**On a motion by A. Budd and seconded by H. Howery, a vote was taken and the consent items were approved.**

3. Action Items

a. Accreditation of a Licensed Program

i. Health Care Administration – MS – Charter Oak State College

Chair Harris called for a motion to approve the accreditation of the Charter Oak State College MS in Health Care Administration. The motion was moved by A. Budd and seconded by H. Howery.

Provost Shirley Adams and Dr. Brooke Palkie, Director, Health Care Administration and Health Informatics Master's Degree Program, presented the program. Charter Oak State College is seeking early accreditation for the MS in Health Care Administration so that the 26 enrolled students can graduate from an accredited program and veterans can qualify to receive financial aid. In response to whether accreditation is a growth factor, Provost Adams responded that potential students, including veterans, are waiting for the program to be accredited before they enroll. COSC is developing a pathway that allows undergraduates to take graduate courses. Provost Adams noted that Dr. Palkie has formed an impressive Advisory Board for both the Health Care Administration and Health Informatics Management programs which provides input and internship opportunities for students. Dr. Palkie noted also that representatives of COSC met with the State of CT Health Department which will work with COSC students in its final capstone course to help develop the CT Health Information Exchange

Chair Harris called for a vote to approve the accreditation, for seven semesters, of the Charter Oak State College MS in Health Care Administration. A vote was taken to approve the accreditation and the vote was unanimous.

ii. Biotechnology – BS – Southern CT State University

Chair Harris called for a motion to approve the continued accreditation of the Southern CT State University BS in Biotechnology. The motion was moved by H. Howery and seconded by N. Cohen.

Provost Bob Prezant, Dr. Bruce Kalk, Dean of the College of Arts and Sciences, and Dr. Nicholas Edgington, Professor, Biology and Program Coordinator, Biotechnology, presented the program. 32 students are currently enrolled in the program with modest growth projected annually. The program was initially launched in 2015, but a series of unfortunate circumstances caused the program to be relaunched in Fall 2017. Dean Kalk noted that the City of New Haven had approached SCSU to provide a pipeline for entry-level lab positions to New Haven's Biotech sector. In 2015, SCSU was on provisional status with the US Department of Education. In addition, two large biotech companies Alexion and Bristol Meyers Squibb left the New Haven area. SCSU completed an industry needs assessment which targeted workforce needs, namely, undergraduate research experience, skills development, and, a required internship. SCSU has established a partnership with Jackson Labs, which provides internships, and is looking to other companies as well. The BS in Biotechnology is part of the larger Biopath initiative at SCSU which has been designated as a model program in Governor Lamont's plan. The Committee asked about internships in Biotechnology and if graduates of the program get jobs in CT. Dr. Edgington responded that graduates will most likely be hired in the biomedical research field in diagnostics and pharmaceuticals.

Chair Harris called for a vote to approve the continued accreditation of the Southern CT State University BS in Biotechnology.

Before the vote was taken, Regent Budd proposed an amendment to the motion. She requested to see a report in two years to verify that there are 32 actual majors for this program. Chair Harris noted that this request can be handled in two ways: 1) Request a report in two years showing actual enrollment, OR, 2) Request that the institution come back in 7 semesters for a decision on continued accreditation.

Chair Harris called for a second to Regent Budd's amended motion to approve the continued accreditation of the Southern CT State University BS in Biotechnology.

Regent Cohen did not second the amended motion but stated that, as an operating procedure, the BOR ASA Committee should receive a report annually or every two years which shows, for new programs accredited during the specified timeframe, the projected and actual enrollment. Provost Gates stated that low enrolled programs are rolled into the annual Academic Program Review. Both Chair Harris and Regent Budd agreed that the BOR ASA Committee should see reports annually showing projected and actual enrollment for programs operating for a full year

Chair Harris asked if Regent Budd would withdraw her amended motion to approve the continued accreditation of the Southern CT State University BS in Biotechnology. Regent Budd agreed to withdraw her amended motion.

Chair Harris called for a vote to approve the accreditation of the Southern CT State University BS in Biotechnology. A vote was taken to approve the accreditation and the vote was unanimous.

Chair Harris asked Dean Kalk why there is not one pathway program for Biotechnology from the community colleges to SCSU instead of individual pathways. Dean Kalk responded that there are four community colleges who agreed to advise students to follow the TAP Biology pathway, which can be used to transfer seamlessly into the SCSU program. SCSU is currently working with the two community colleges that have AS in Biotechnology programs.

iii. Public Utilities Management – AS – Gateway CC and BS in Business Administration – Southern CT State University

Chair Harris called for a motion to approve the accreditation of the Gateway CC AS in Public Utilities Management and the Southern CT State University BS in Business Administration. The motion was moved by H. Howery and seconded by A. Budd.

The presenters from Gateway CC: Dr. Mark Kosinski, Dean of Academic Affairs, Professor Sheri Valentin, Chair, Department of Business, and Dr. Wesley Winterbottom, Professor and Program Coordinator of Public Utilities Management. The presenters from Southern CT State University: Dr. Ellen Durnin, Dean, School of Business, Dr. Greg Robbins, Chair and Associate Professor, Management, and Dr. Minjae Lee, Assistant Professor, Management.

Gateway CC and Southern CT State University are seeking accreditation of their AS in Public Utilities Management and BS in Public Utilities Management Business Administration programs, respectively, through Fall 2022 when the institutions will apply for continued accreditation. Dean Kosinski discussed the low enrollment in the AS program. He noted that this is a historic program, the first time that a community college worked with a CT State University in a partnership on an academic program. He noted that a breakthrough in the program came when SCSU hired a Program Coordinator, Dr. Minjae Lee. Dr. Lee and Dr. Wesley Winterbottom have been working together on a seamless transfer package of classes between GCC and SCSU. Dean Kosinski noted that

Public Act – PA 19-150 was enacted charging public utility companies to work with CT’s technical high schools, CT’s community colleges, and CT’s state universities. He noted that the onset of COVID has put this legislative initiative on hold. Dean Kosinski listed a set of corrective strategies that will increase enrollment and build a linkage with SCSU for the Public Utilities Management Program in the coming years.

Dr. Durnin stated that SCSU underestimated the challenges of this 2+2 program. The vision was that students would get their AS degree at Gateway and transfer into the BS program at SCSU. Some students took that route, but it became apparent that there are multiple points of entry into the program. Some students have come directly to SCSU, as freshmen, to enter the BS Public Utilities Management Program without getting an AS degree first. Other students complete their AS in Public Utilities Management at GCC and get a job without going to SCSU for a BS degree. Gateway CC started its program in 2017 and is in the seventh semester; SCSU started its program in 2019 and is only in its third semester. SCSU has met its goals and is very viable financially. The member companies in SCSU’s Leadership Advisory Board have provided financial support, internships, and have acted as feeders to the Public Utilities Management program.

Chair Harris noted that the Committee will see this program again in seven semesters. The two institutions are implementing changes that should make the programs grow, and, hopefully, in-person internships will be reinstated after the pandemic.

Chair Harris called for a vote to approve the accreditation, for seven semesters, of the joint Gateway CC AS in Public Utilities Management and the Southern CT State University BS in Business Administration. A vote was taken to approve the accreditation of the programs and the vote was unanimous.

b. Modifications

- i. Accounting – BS – Central CT State University [Addition of a Hybrid Instructional Modality]
- ii. Finance – BS – Central CT State University [Addition of a Hybrid Instructional Modality]
- iii. Management – BS – Central CT State University [Addition of a Hybrid Instructional Modality]
- iv. Management Information Systems – BS – Central CT State University [Addition of a Hybrid Instructional Modality]
- v. Marketing – BS – Central CT State University [Addition of a Hybrid Instructional Modality]

Chair Harris called for a motion to approve the modification of the five Central CT State University BS programs in Accounting, Finance, Management, Management Information Systems, and Marketing. The motion was moved by A. Budd and seconded by H. Howery.

Provost David Dauwalder and Dr. Marianne Fallon, AVP for Academic Affairs, Planning & Resources, presented the program modifications that will add a hybrid instructional modality to the existing traditional instructional modality for each of these programs. The addition of a hybrid option offers greater access and flexibility to working students. The accrediting body, AACSB, promotes online business education and CCSU offers faculty professional development to develop their skills in online education.

The Committee asked if these programs can be offered fully online. Dr. Fallon responded that it’s not possible to complete these degrees fully online because CCSU can’t guarantee that all General Education courses are offered fully online.

Chair Harris noted that an institution can offer a degree if it partnered with Charter Oak State College for online courses to transfer into the original institution. Chair Harris stated that we need to look at fully online learning as a global issue. Chair Harris posed a timeline of six months to complete the research into fully online learning and our institutions partnering with COSC. Provost Gates stated that this timeline was reasonable. **Chair Harris called for a vote to approve the modification of the five Central CT State University BS programs in Accounting, Finance, Management, Management Information Systems, and Marketing adding a hybrid instructional modality to each program and the vote was unanimous.**

vi. Gerontology – Official Certificate Program (OCP) – Central CT State University [Modification of Instructional Modality]

Chair Harris called for a motion to approve the modification of the Central CT State University Official Certificate Program (OCP) in Gerontology. The motion was moved by N. Cohen and seconded by A. Budd.

Provost Dauwalder, Dr. Fallon, and Dr. Carrie Andreoletti, Professor of Psychological Science presented the Gerontology OCP, a 15-credit certificate geared towards working professionals. CCSU wishes to add a hybrid instructional modality to the OCP while retaining the on-ground instructional modality. No additional expenses are incurred with this modification. Regent Budd asked why this program is not fully online and if there any electives that students can take to make the program fully online. Dr. Fallon responded that the two electives in the certificate program come from other programs/disciplines and CCSU can't guarantee that every class is online. However, CCSU does have the flexibility, through directed electives, internships or independent study projects to craft a fully online certificate.

Chair Harris reiterated that this is the reason the Committee will come back to this issue in six months, creating fully online programs or working in partnership with other colleges that offer online courses.

Chair Harris called for a vote to approve the modification of the Central CT State University Official Certificate Program (OCP) in Gerontology. A vote was taken to approve the modification of the Central CT State University Official Certificate Program (OCP) in Gerontology by adding a hybrid instructional modality and the vote was unanimous.

vii. Bilingual/Bicultural Education and TESOL – Residency Program – MS – Southern CT State University [Addition of a Hybrid Instructional Modality]

Provost Prezant, Dean Kalk, and Dr. Elena Schmitt, Professor of Applied Linguistics and Coordinator of the MS in Bilingual Education and TESOL Program presented the program. Southern CT State University is adding a hybrid instructional modality and a summer residency to the MS in Bilingual/Bicultural Education and TESOL. The program is one of three highest enrolled graduate programs at SCSU. Over 36 students have been enrolled in this program each Fall semester for the past eight years. The summer residency component is designed to add an additional ten graduate students, in a cohort format, to the program. The program will have a nine-credit summer residency on SCSU's campus, followed by two semesters of online study, culminating with a second and final nine-credit summer residency. Dr. Schmitt noted that, over the last seven years, the number of ESL learners has grown by over 20%. The need for more Bilingual/Bicultural and TESOL

teachers is urgent. With the expansion of the program to include two summer residencies, students will have the opportunity to form a cohort and work collaboratively and attain their MS degrees in one year without interrupting their careers. SCSU feels that a hybrid instructional modality will work better than a fully online component for this type of program.

Chair Harris called for a motion to approve the modification of the Southern CT State University MS in Bilingual/Bicultural Education and TESOL to include a hybrid modality and an in-person summer residency. The motion was moved by A. Budd and seconded by H. Howery.

Questions from the Committee included:

- a) *How do we know that students would be willing to stay on campus?* Response: We are not sure that students will be willing to live on campus. Our neighboring states do not have summer programs in Bilingual/Bicultural Education and TESOL, so the summer residency may be a good alternative for out-of-state students to complete three intensive in-person courses in 10 weeks over the summer.
- b) *If no students will be staying on campus, how will this affect your revenue?* Response: Dean Kalk responded with specific figures on the cost of instruction, summer tuition, part-time Fall and Spring tuition, and, residence hall income. By the second year of the summer residency program, there will be two cohorts with 20 projected enrollments. He stated that the revenue will exceed the cost of housing for in-residence students.

Chair Harris called for a vote to approve the modifications to the Southern CT State University MS in Bilingual/Bicultural Education and TESOL to include a hybrid modality and an in-person summer residency. A vote was taken to approve the modifications to the Southern CT State University MS in Bilingual/Bicultural Education and TESOL program and the vote was unanimous.

c. New Programs

i. Health Care Administration – AS – Middlesex CC

Chair Harris called for a motion to approve the proposed new Middlesex Community College AS in Health Care Administration program. The motion was moved by A. Budd and seconded by H. Howery.

Dr. Sharale Mathis, Dean of Academic and Student Affairs, and Professor Jill Flanigan, Program Coordinator for Health Information Management and Health Care Administration, presented the proposed new program. MxCC is seeking licensure and accreditation, for seven semesters, for a fully online 61-credit AS program in Health Care Administration, which would be the first of its kind in the system. The program, created from existing courses in Healthcare and Business, is in response to student and employer demand. A significant number of job postings seek a background in health care administration. MxCC has an articulation agreement with Charter Oak State College. Graduates can transfer into COSC's BS and MS degree programs in Health Care Administration. Graduates of the AS in Health Care Administration are employable in smaller physician practices and with home health care and behavioral health providers where they perform general office management functions. MxCC has incorporated the competencies for the Physician Practice Management certification offered by the American Academy of Professional Coders in the AS program.

Chair Harris called for a vote to approve licensure and accreditation, for seven semesters, of the proposed new Middlesex Community College AS in Health Care Management. A vote was taken to approve the proposed new Middlesex Community College AS in Health Care Management and grant it accreditation for seven semesters and the vote was unanimous.

ii. Human Nutrition – MS – Western CT State University

Chair Harris called for a motion to approve licensure and accreditation, for seven semesters, for the proposed new Western CT State University MS in Human Nutrition program. The motion was moved by H. Howery and seconded by N. Cohen.

Provost Missy Alexander, Dr. Emily Stevens, Associate Chair, Health Promotion and Exercise Sciences, and Dr. Ethan Balk, Assistant Professor, Health Promotion and Exercise Science, presented the program. The 38-credit Master's program comes out of the Dept. of Health Promotion and Exercise Sciences which annually graduates 45-60 students. The new program will provide an affordable path to a nutrition degree for graduates and offer opportunities for students unsuccessful in the nursing path. Dr. Balk discussed the curriculum and advanced certification as a Nutrition Specialist. WCSU has been in contact with the certifying body for the Nutrition Specialist certification and with the Academy of Nutrition and Dietetics to publicize the program. Marketing this new program will be included in WCSU's full marketing campaign. In response to why this program is not fully online, Provost Alexander responded the program must remain partially on-ground because it has a lab component. In response to whether WCSU will hire new full-time faculty for this program, Provost Alexander responded that WCSU plans to run the program with existing faculty and adjunct staffing. By Year 3, WCSU expects to have enough enrollment to hire another faculty member. Provost Gates confirmed that the BOR Academic and Student Affairs Committee approved criteria that must be met before new programs take on additional expenses, such as hiring new faculty.

Chair Harris called for a vote to approve licensure and accreditation, for seven semesters, of the proposed new Western CT State University MS in Human Nutrition. A vote was taken to approve the proposed new Western CT State University MS in Human Nutrition and grant it accreditation for seven semesters and the vote was unanimous.

d. Refund & Course Withdrawal Policy Recommendation

Dr. Gayle Barrett, AVP of Enrollment and Retention Services, and, Dr. Alison Buckley, VP for Enrollment Management, presented this policy. Chair Harris noted that this policy recommendation will treat all students equitably and encourage continuation.

Chair Harris called for a motion to approve the Refund and Course Withdrawal Policy Recommendation. The motion was moved by N. Cohen and seconded by A. Budd.

Dr. Buckley discussed the three goals of the revised Refund and Course Withdrawal Policy. Dr. Barrett stated that currently a misalignment exists between the census date and the refund date. The purpose of the proposed Refund and Course Withdrawal Policy is to provide a uniform framework for refunds and course withdrawals for full term and abbreviated courses.

Dr. Barrett discussed the revisions to the Refund and Course withdrawal policy:

- 1) Equal treatment of all students;
- 2) Remove financial disincentives for early course registration;
- 3) Students will be allowed to adjust courses at the start of the term with no financial penalty. Students will receive a 100% refund of tuition and fees prior to census;
- 4) Allow students to test instructional modalities within the first seven days of the term; and,
- 5) Align course withdrawal dates with the four CT State Universities. The withdrawal deadline is Week 12.

Dr. Barrett discussed the five Exhibits (A through E) to the policy recommendation, most notably, Exhibit B: Financial Impact of Policy Implementation. The policy could eliminate and reduce bad debt that students currently have. Outstanding debt has been proven to be an impediment to future enrollment and student persistence. A new Late Drop Fee will be implemented as part of the policy. The fee will be assessed to students who drop courses between Calendar Day 8 and the census date. The Late Drop Fee is \$75.00 per course with a cap of \$200.00/term.

Regent Budd asked why the Late Drop Fee was not less for abbreviated courses. Dr. Barrett noted that the credits earned for full term and abbreviated courses are the same regardless of the length of the term. Chair Harris asked if the Late Drop Fee applies to students in the PACT program. Dr. Buckley responded that the Late Drop Fee would apply to students on financial aid and students can use financial aid to pay a past balance in a previous term up to \$200.00.

Chair Harris called for a vote to approve the Refund and Course Withdrawal Policy Recommendation. A vote was taken and the Refund and Course Withdrawal Policy Recommendation was approved unanimously.

4. Informational Items

a. Below Threshold

- i. Addition of BMG 210: Organizational Behavior, to the Business Studies Transfer Ticket
- ii. Health Insurance Customer Service – Certificate – Charter Oak State College [Course substitutions]
- iii. Business Office Technology (BOT) – Office Support Specialist – Certificate – Manchester CC [Course substitutions]
- iv. CSCU Business Studies TAP – AA – Manchester CC [Course substitutions]
- v. Seven AS Degrees and two C2 Certificates – Manchester CC [Course Substitutions]
 - a) Accounting – C2 Certificate
 - b) Entrepreneurship/Small Business – C2 Certificate
 - c) Accounting and Business Transfer – AS
 - d) Accounting – AS
 - e) Business Administration Career – AS
 - f) Business Administration: Entrepreneurship Option – AS
 - g) Marketing – AS
 - h) Business Office Technology: Office Option – AS
 - i) Business Office Technology: Medical Option – AS

b. Connecticut State Community College Shared Governance Update

Dr. David Levinson, Interim President of the CT State Community College, Michael Stefanowicz, Interim AVP Academic Affairs, CT State Community College, and Professor Eleanor Bloom, English, Housatonic CC, and Co-Chair of the Shared Governance Workgroup, presented this update. Chair Harris noted that no vote will be taken on this informational item; it is a draft policy for discussion. The CSCC Shared Governance Workgroup Proposal Draft has been distributed for public comment with a return date for comments by December 31, 2020.

AVP Stefanowicz provided an overview of the proposal and process as outlined in the distributed material. Provost Gates formally charged the group, in December 2018, to develop a shared governance proposal for the One College, subsequently renamed the CT State Community College (CSCC). The Workgroup adopted the BOR definition of shared governance and established guiding principles for its work. AVP Stefanowicz stated that the CSCC governance structure is comprised of three main governance bodies, Local Campus Senates, a Curriculum Congress, and, the CSCC College Senate and discussed the functions of each body. He noted that the process used to develop the CSCC Shared Governance Proposal was the same as the process to develop the General Education Core for the Single College. After the feedback is returned to the Shared Governance Workgroup, the group will review the feedback, make necessary changes to the proposal, and send the revised proposal to the community colleges for endorsement. AVP Stefanowicz estimates that this process will be completed by early to mid-Spring 2021 semester.

Professor Bloom discussed the Curriculum Congress, with representation throughout the 12 community colleges, and compensation for those serving. Since decisions of the Curriculum Congress don't go through the College Senate, Professor Bloom discussed the appeal process through the College Senate if there is a dispute. AVP Stefanowicz and Professor Bloom talked about local campus representation, the need to ensure that both small and large community colleges are represented, honoring local structures in place, and, allowing the personality and culture of individual campuses to remain as they need to be.

Discussion of the CSCC Shared Governance Update centered on compensation for Committee Chairs and members and types of compensation for Senior and New Faculty. Chair Harris has asked Dr. Levinson and AVP Stefanowicz to look carefully at the difference in time requirements of the Congress and the Senate and provide more data on the compensation issue in the future.

A discussion was held regarding the appeal process if the Curriculum Congress does not pass a curricular proposal. Chair Harris stated that the appeal process may need to be detailed more in the final proposal. Although many of the logistical details could be worked out in the bylaws; it may be better to detail processes sooner in the proposal so everyone will be aware of how the governance model will work.

The issue of representation on the Shared Governance Workgroup was raised. Chair Harris stated that the issue of membership is very important and that the final report can reflect levels of participation. She also noted that she wants to ensure that we don't lose some campus-level flexibility in the areas of employer-driven and workforce needs. Chair Harris thanked the members of the Shared Governance Workgroup for its work on this proposal.

Chair Harris stated that by the time we meet in 2021, Dr. Gates will be in her role as Interim President of CSCU; but, that she will still hold the position of Provost of Academic and Student Affairs. Dr. Klucznik will be working with the BOR Academic and Student Affairs Committee on meetings and agendas. Chair Harris wished Dr. Gates and Dr. Klucznik all the best in their new and continuing roles.

On a motion by N. Cohen and seconded by H. Howery, the Committee voted unanimously to adjourn the meeting of the BOR Academic and Student Affairs Committee at Noon.