



CSCU

## CT BOARD OF REGENTS FOR HIGHER EDUCATION

### ACADEMIC & STUDENT AFFAIRS COMMITTEE

**Meeting – January 12, 2018**  
**9:30 a.m. – 61 Woodland Street, Hartford**

#### MINUTES

- Regents Present: Merle Harris, Naomi Cohen, Larry DeNardis (by conf.), Aviva Budd, Hector Navarro,
- Regents Absent: Stephen Adair, Catherine Smith
- Staff Present: Jane Gates, Mark Ojakian, Tracy Ariel, Pat Bouffard, Bill Gammell, Ken Klucznik, Steve McDowell, Arthur Poole, Alice Pritchard, Pat Ryiz, Mike Stefanowicz, Erika Steiner, Karen Wosczyzna-Birch,
- Other Attendees: Missy Alexander (WCSU), Vince Breslin (SCSU), Sandra Bulmer (SCSU), Michelle Coach (ACC), Ilene Crawford (SCSU), Amy Feest (TxCC), David Ferreira (NWCCC), Sean Grace (SCSU), Jerry Ice (TRCC), Tom Philbrick (WCSU), Duncan Harris (MCC), Tanya Millner-Harlee (MCC), Steve Minkler (MxCC), Gary Morin (SCSU), Edith Ouellet (TRCC), Daniel Swartz (SCSU),

The meeting was called to order by Chair Merle Harris at 9:40 a.m.

1. Approval of Minutes – November 17, 2017. **A motion to approve the minutes from the November 17<sup>th</sup> meeting was made by N. Cohen, seconded by H. Navarro, and unanimously approved.**
2. Executive Summary Preliminary Draft of NEASC Substantive Change Proposal – Version 2.2, January 10, 2018
  - a. NEASC CIHE Standards for Accreditation – Preamble  
<https://cihe.neasc.org/standards-policies/standards-accreditation/standards-effective-july-1-2016>

Chair Harris summarized the ASAC Meeting that was held Thursday January 11, 2018 with representatives from the NEASC Commission on Higher Education (CIHE). The purpose of the meeting was to discuss NEASC's expectation for CSCU's substantive change proposal and what the BOR's role is in the process. The first iteration of the Preliminary Draft of the NEASC Substantive Change Proposal (Version 2.2 dated January 10, 2018), which has been submitted to NEASC CIHE, speaks to each NEASC CIHE Standard for Accreditation which CSCU must meet in order to implement the Students First Community College of CT substantive change. NEASC CIHE will respond with suggestions that will lead to a more robust document. Chair Harris pointed out that this is not a final document, but a starting point to help us understand the issues related to the consolidation of the CSCU CCCs.

Chair Harris stated that the ASA Committee will go through the preliminary substantive change document very carefully. The proposal will be moved forward to the Board of Regents after the ASA Committee approves it.

Chair Harris solicited questions/comments/recommendations from the ASA Committee:

*1) Regent Cohen had a general stylistic suggestion about the Preliminary Draft of the NEASC Substantive Change Proposal and the role of the Governing Board.*

Each recommendation should answer the following questions: what will be done, by when, by whom and how will we know this is working. The role of the governing board is to ensure that “students will be served as well or better” as they were prior to the consolidation.

*2) Regent Budd had a question about the local community connection of the community colleges*

Each campus will have a campus vice president who will manage day-to-day operations and community relations. She indicated that we need to know who will be responsible for ensuring this happens. President Ojakian agreed and noted that job descriptions for senior positions will be included.

*3) Overview – Page 1*

Both Chair Harris and Regent Cohen suggested including language regarding the Board of Regents – “The BOR adopted, approved, authorized the Students First initiative in April 2017” and, “The BOR seeks approval of [references to what NEASC requires]”.

*4) Administrative Consolidation – Page 2*

It’s not clear how much the Administrative Consolidation impacts the community. Give examples of Human Resources functions that will be consolidated, for example, payroll. Explain how financial aid services will work at the individual colleges and universities. Pres. Ojakian commented that the overlap between the two strategies in the overview [1) Administrative consolidation, and, 2) One centrally managed community college with campuses statewide] needs to be clearer. The ASAC will only approve the Executive Summary and will move it forward to the BOR. The entire document will not be approved by the ASAC. The Financial Aid Services component is very important. This section needs to be expanded to include how financial aid will work across the system. Elaborate more in the Executive Summary by using examples. The Executive Summary should be comprehensive and stand on its own. Be careful of overpromising – e.g., “the only way” [Page 1, Paragraph 4]. The sections on IT and IR need to be clearer to explain how data analysis will be handled on campuses.

*5) One Community College and Standard One – Page 3*

Use examples to illustrate the last sentence under Standard One: Mission and Purposes – “Measures are in place to evaluate the College’s fulfillment of its mission.” Following the sentence “The proposed consolidation will preserve the unique identity of each campus in its community to ensure that it meets the needs of local students and employers.”, expand upon “community” and emphasize that foundations will remain in place. Pres. Ojakian

noted that the conversation is more general in this section. There will be more details later, in the Governance Section.

Regent DeNardis announced that he would leave the call for 10-15 minutes.

6) *Standards Two – Six – page 4*

*Standard Two: Planning and Evaluation.* Expand this section to include, how, in the future, ongoing planning and evaluation will take place. As a result of the NEASC conversation at the meeting on January 11, 2018, include – This is what we have now. This is what will remain.

*Standard Three: Organization and Governance.* Make sure that we have shared governance as we move along. Regent Cohen discussed the meeting of the BOR HR and Administration Committee on Thursday January 11, 2018. The Committee discussed the organization chart and the classification and hiring processes. The Committee recommended reinforcing the current policy on the hiring of campus presidents including the BOR's role. More detail was requested regarding the involvement of the Regional Presidents and the Committee was asked to submit a plan to the BOR. Ensure that the organizational structure will take us where we want to be. How will the transition work? What training will be available?

*Standard Four: Academic Programs.* Are courses with the same name the same courses? Are students able to take the same courses at any college they attend? This is very important. More detail regarding academic programs should be provided in the Executive Summary. Regent Harris asked Provost Gates for her vision of the single course catalogue vs. a course catalogue for each institution. Will it allow for an overview and what is offered on each individual campus? Will it be easy to use? Provost Gates responded that the common course catalogue will be the standard after the consolidation. The catalogue will be online and students will be able to pull up what courses are offered in each program. The common course catalogue will be modeled on the TAP program. Provost Gates referred the ASA Committee to the TAP website.

*A Summary of Page 5*

Chair Harris summarized the discussion on Page 5 of the Executive Summary. She discussed *Standard Three: Organization and Governance.* The roles of the campus leaders need to be defined with an emphasis on the quality and continuity of services. Regarding *Standard Four: Academic Programs,* Chair Harris referred to the 4.3 (page 8) of the Standards for Accreditation – “Programs leading to degrees or other awards have a coherent design...” and, “Coherence is demonstrated through learning goals, structure, and content; policies and procedures for admission, retention, and completion; instructional methods and procedures; and the nature, quality, and extent of student learning and achievement.” This is a critical element in a TAP system and with consolidated community colleges. The coherence has to come through TAP work. Provost Gates stated that the Academic and Student Affairs Community College Consolidation Committee is in place and has 37 members, at this time. Today there is a high level of fragmentation. The TAP Co-chairs went to all 12 CC campuses and met with the faculty. President Ojakian stated that shared governance is a theme that runs through the

document. Academic work lies with the faculty. Currently, there is a variation on academic standards. Provost Gates agreed. The goal is a seamless consolidation that will remove barriers to and increase student success across the College.

7) *Standards Seven – Nine and Implementation Process and Timeline – Page 5*  
Chair Harris stated that one theme in the discussion, thus far, is that more detail is needed.

Standard Eight: Educational Effectiveness.

In terms of educational effectiveness – what stays on the individual campus, what is centralized? A question was asked about “a state-of-the-art data warehouse for the CSCU system...that will enable consistent regular reporting for student success activities, accountability, enrollment management, and program development.” The data warehouse is in development. How will effectiveness be measured? The metrics need to be quantifiable. This section needs to be more robust and the development phase needs a timeline. Provost Gates agreed. She will discuss with the CSCU CIO.

Standard Nine: Integrity, Transparency and Public Disclosure

This section needs to be expanded.

Chair Harris summarized the main recommendations made in the discussion of the Preliminary Draft NEASC Substantive Change Proposal (Version 2.2, January 10, 2018).

- 1) State – Where we are, where are we going, and, how we will get there?
- 2) Coherence
- 3) Community
- 4) Local campuses

More detail is required in the NEASC Substantive Change Proposal. It is not a complete story; but the proposal should be expanded to 10-20 pages.

Chair Harris complimented the staff who is working on the NEASC Substantive Change Proposal.

3. **Consent Items.** **A motion to approve was made by N. Cohen and seconded by A. Budd.** **A vote was taken and the consent items were unanimously approved.** Consent items were:

a. Discontinuations

- i. Deaf Studies – AA - NWCCC
- ii. Early Childhood Education – Certificate - TRCC

Jerry Ice, Interim Academic Dean, noted that the Early Childhood Education certificate at TRCC is being eliminated because it is no longer a career-ladder completion en route to the Associates Degree and the industry now requires higher-level degrees for employment in the field.

4. Action Items

a. New Programs

i. Certified Clinical Medical Assistant – AS – TRCC

Jerry Ice, Interim Academic Dean, and Edith Ouellet, Director of Nursing and Allied Health, presented for TRCC. Director Ouellet presented a PowerPoint entitled: “TRCC Pre-nursing Student Enrollment, Meeting their Educational Needs and Serving the Community”. The Pre-Nursing program at TRCC has 700 students; only 96 of these students will be admitted to the Nursing Program. The Allied Health field has enormous opportunities for graduates. The Certified Clinical Medical Asst. AS is intended to meet this need. Students in this program meet the eligibility requirements to sit for the Certified Clinical Medical Assistant exam and the National Healthcareer Assoc. (NHA) qualifications for employment. TRCC anticipates initiating the program in Fall2018. Questions/Discussion centered on:

a) *Enrollment*

Why is the enrollment decreasing or remaining flat? TRCC will maintain the number of FT students and increase the number of PT students. The number of FT students will be in the 20-30 range with a growing enrollment of PT students.

b) *Late Afternoon/Evening Classes*

We need late afternoon and evening classes to meet the needs of the working student.

c) *Possible Expansion of the Nursing Program*

Can the Nursing Program be expanded to accept more students? This would require many more specific resources. This is clinically-based education that requires collaboration with clinical partners. In addition, TRCC is not associated with a teaching hospital (a clinical site) which limits opportunities.

d) *Potential Coordination with QVCC*

TRCC seeks to collaborate with QVCC. TRCC could not run the program under the same accreditation as QVCC’s. Data indicate that the establishment of a new Certified Clinical Medical Asst. AS program at TRCC will not infringe upon QVCC’s catchment area.

**A motion to approve was made by A. Budd and seconded by N. Cohen. The vote was taken on the new Certified Medical Assistant AS program and was unanimously approved.**

ii. Accelerated Athletic Training (3 + 2 format) – BS/MAT – SCSU

iii. Athletic Training (2 year traditional format) – MAT – SCSU

**The SCSU Accelerated Athletic Training (3+2 format) BS/MAT and the Athletic Training (2-year traditional format) MAT [4.a.ii. and 4.a.iii] programs were discussed together.**

**Chair Harris called for separate motions on each program. A motion to approve the new SCSU Accelerated Athletic Training (3+2 format) BS/MAT was made by H. Navarro and seconded by A. Budd. A motion to approve the new SCSU Athletic Training (2 year traditional format) MAT was made by A. Budd and seconded by H. Navarro.**

Ilene Crawford, AVP for Academic Affairs, Sandra Bulmer, Dean, Health and Human Services, Gary Morin, Professor and Program Coordinator, Athletic Training, and Daniel

Swartz, Chairperson, Teacher Education Program Coordinator, Exercise Science, presented for SCSU.

These two Masters of Athletic Training will replace the BS in Athletic Training degree. Due to recent changes in accreditation requirements for athletic training, all current undergraduate programs in athletic training must transition to the master's degree level. SCSU is seeking approval of two graduate degrees in Athletic Training: 1. An accelerated five year BS/MAT degree (3+2 format) and, 2. A MAT degree (traditional 2-year Master's degree). The proposed BS/MAT degree (3+2 format) graduate program starts with Summer Session 3 (7 credits) and is followed by four 8-week semesters which include four immersive clinical practicum experiences required by the Commission on Accreditation of Athletic Training Education (CAATE) for Athletic Trainers. This format reduces the time required to achieve the BS/MAT from six years to five. At the end of the program, students will be required to pass a comprehensive examination. Federally, the projected increase in employment opportunities for athletic trainers is 21% and 14.5% in CT. A recent law passed in CT increased the training scope of athletic trainers to include industrial and workplace settings.

The team from SCSU presented a revised budget for the two programs and distributed it in hard copy to the ASA Committee. The first cohort in the BS/MAT (3+2 format) program will start in 2019 and graduate in 2024. The current BS degree in Athletic Training will be terminated once the current students complete. The program currently has four full-time tenured faculty. All current undergraduate faculty will be repurposed into the new programs.

Questions/Discussion centered on:

a) *Program Budgets*

Should the program budgets reflect actual expense rather than incremental expense? Dr. Gates commented that a new pro forma budget template is being designed that will be easier to use and will use percentages.

b) *Faculty*

Four full time tenure track faculty will need to be repurposed from the undergraduate to the graduate program. Current faculty can also teach Exercise Science.

c) *Financial Aid*

Will financial aid apply to students in the graduate programs? Undergraduate financial aid will apply to students in the undergraduate part of the BS/MAT program. After students complete the undergraduate program requirements, graduate financial aid will apply.

d) *BS in Athletic Training*

Can I graduate with a BS in Athletic Training? Yes, at this point in time. CAATE has mandated that institutions cease to admit students into undergraduate athletic training programs by the fall of 2022.

**Chair Harris called for a vote on the Accelerated Athletic Training (3+2 format) BS/MAT program. A vote was taken and the program was unanimously approved.**

**Chair Harris called for a vote on the Athletic Training (2-year traditional format) MAT program. A vote was taken and the program was unanimously approved.**

iv. Integrative Biological Diversity - MS -WCSU

**Chair Harris called for a motion to remove the MS in Integrative Biological Diversity program from the table. The motion to approve was made by N. Cohen and seconded by A. Budd. The motion passed unanimously.**

**Chair Harris called for a motion to approve the MS in Integrative Biological Diversity. The motion to approve was made by N. Cohen and seconded.**

Missy Alexander, Provost, WCSU, Tom Philbrick, Professor, Biological and Environmental Sciences, WCSU, Ilene Crawford, AVP for Academic Affairs, SCSU, Sean Grace, Assoc. Professor, Biology, Co-Director of the Werth Center for Coastal Studies, SCSU, and Vince Breslin, Professor, Environmental, Geography and Marine Sciences, SCSU, presented on the MS in Integrative Biological Diversity, a collaborative degree between WCSU and SCSU. Missy Alexander indicated that eventually, the program will be a CSCU system-wide Graduate degree, which will involve review by NEASC. The proposed MS in Integrative Biological Diversity will train organismal biologists in reclamation biology, land-use, development, policy and environmental consulting and education. The proposed program also benefits teachers to increase their knowledge of biodiversity through professional development. The program will draw on talent and resources across campuses. Expenditures include a program coordinator, part-time faculty and one graduate assistant for every ten enrolled students. Two years after the program's inception, WCSU will submit a report regarding the viability and sustainability of the program to the Academic and Student Affairs Committee which will determine if the program will continue to be offered.

Questions/Discussion centered on:

*a) Program Budgets*

Regent Cohen asked for clarification on the budget, specifically on reassigned time. SCSU budgeted one credit for a liaison between the universities. The liaison is a point person to coordinate student programs. Faculty can bank credits and eventually can be released from a course. Regent Budd had questions about the full-time and part-time totals and the summer revenue.

*b) Employability*

In response to questions, it was noted that the MS in Integrative Biological Diversity degree is a project management degree focused on biological diversity. Graduates will conceptualize projects and design, implement and report on complex data sets and bioinformatics. Graduates will work in the industrial sector, in the Dept. of Energy or Environmental Protection, or, may start their own biotech companies. In New Haven, graduates could work on the redevelopment of the Long Wharf area. Some students may go on to get a PhD and teach.

**Chair Harris called for a vote to approve the MS in Integrative Biological Diversity program as a collaborative program among the CSUs. A vote was taken and the program was unanimously approved.**

b. Suspensions

i. Justice Administration – MS – WCSU

ii. Earth and Planetary Science – MA – WCSU

**WCSU's request to suspend two programs, 4.b.i. MS in Justice Administration and 4.b.ii. MA in Earth and Planetary Science, was discussed together.**

**Chair Harris called for separate motions on each program. A motion to approve the MS in Justice Administration program suspension was made by N. Cohen and seconded by H. Navarro. A motion to approve the MA in Earth and Planetary Science program suspension was made by N. Cohen and seconded by A. Budd.**

Missy Alexander, Provost, presented on these programs. WCSU is seeking the suspension of the MS in Justice Administration program for a period of not more than two years. The current enrollment in the program is seven students and there is no full-time faculty member to provide program oversight. WCSU is seeking the suspension of the MA in Planetary Science for a period of not more than two years, until May 2019. Enrollments have been consistently low in this program since Fall 2012.

**Chair Harris called for a vote to approve the suspension of the MS in Justice Administration program. A vote was taken and the program suspension was unanimously approved.**

**Chair Harris called for a vote to approve the suspension of the MA in Earth and Planetary Science program. A vote was taken and the program suspension was unanimously approved.**

c. College of Technology (COT) Replication Approval Process

**Chair Harris called for a motion to approve the College of Technology (COT) Replication Approval Process. The motion to approve was made by N. Cohen and seconded by H. Navarro.**

Dr. Karen Wosczyzna-Birch, Director of the College of Technology, presented. The revised replication process represents a more streamlined approval. The program has a common curriculum across all 12 community colleges. There are two degrees, Technical Studies and Engineering Science. Community colleges that want to replicate a COT program must submit the request to the Director of the College of Technology who submits the request to the Provost of Academic and Student Affairs who submits the request to the Academic and Student Affairs Committee for approval and submission to the Board of Regents for final approval. Approval by the Academic Council was eliminated.



**Chair Harris called for a vote to approve the College of Technology (COT) Replication Approval Process. A vote was taken and the COT Replication Approval Process was unanimously approved.**

- d. Spring 2018 Promotion and Tenure Recommendation
  - i. CCSU – Renata Vickrey
  - ii. WCSU – Rotua Lumbantobing

**Chair Harris called for a motion to approve the Spring 2018 Promotion and Tenure Recommendations. The motion to approve was made by H. Navarro and seconded by A. Budd. A vote was taken and the Spring 2018 Promotion and Tenure Recommendations were unanimously approved.**

- 5. Information Items
  - a. 2018-2019 State Universities’ Sabbaticals
    - i. ECSU
    - ii. WCSU
    - iii. CCSU
    - iv. SCSU

Provost Gates discussed the 2018-2019 State Universities’ Sabbaticals. She noted that this is a contractual benefit of the CSCU faculty. She talked about the standards and the process. The sabbaticals are shared with the BOR as an information item.

- b. Academic Program Review – Consolidated Schedule

Arthur Poole, Director, Educational Opportunity, presented. The Academic Program Review – Consolidated Schedule agenda item should have been an action item instead of an information item. Academic and Student Affairs requests that the BOR ratify the schedule for Academic Program Reviews at each CSCU institution for the 2017-2018 academic year. The schedule is presented to the Academic and Student Affairs Committee for its consideration and approval. Summative results from each institution’s academic program reviews will be presented to the Board of Regents at its September or October 2018 meeting.

**Chair Harris called for a motion to approve the Academic Program Review – 2017-2018 Consolidated Schedule. The motion to approve was made by N. Cohen and seconded by A. Budd. A vote was taken on the Academic Program Review – 2017-2018 Consolidated Schedule and the schedule was unanimously approved.**

- c. Normalization Policy – Final Resolutions

Arthur Poole, Director, Educational Opportunity, presented. In 2015, the Board of Regents for Higher Education CT State Colleges and Universities established a policy to normalize course credits for the Associates and Bachelor’s Degrees at 60 and 120 credits, respectively. 60% of the CSCU degree programs are in compliance with the 60 and 120-credit limit. 30 % of the degree programs are slightly above the limits by 1-2 credits and 10% are at higher levels. Included in the 10% are programs in technology, nursing or other specialized fields where students must meet pre-admission requirements. At the time of the study, seven community colleges were not in compliance with a total of 15 academic programs. Schools with

disapprovals were given two options: 1) to revise recommendations to ensure compliance with the BOR Policy; or, 2) appeal to the ASA Committee for an exemption from the normalization policy. All institutions chose the first option and the credits in the 15 programs were reduced to the normalized or an acceptable level.

Questions/Discussion centered on:

*i. High rate of Non-Compliance*

Although the rate of non-compliance is 40%, all institutions are in compliance with the policy, as written.

*ii. How do we report this in a transparent way?*

Transfer tickets will show this. In the catalogue, those programs that are over 60 credits will be identified and faculty committees will further normalize programs.

ADDED: Academic Program Approvals – Updated Policy, Approval Process and Forms

Director Arthur Poole spoke about the updated academic program policy, approval process and program forms, including the new pro forma budget form. Regent Harris asked if there would be a training program on using the new forms, especially the pro forma budget. Dr. Gates stated that it would be a good idea, as new academic officers come on board, to have a ½ day training session. Regent Cohen noted that Mike Lopez, Director, Human Resources, has training programs online so that completion of training can be tracked.

d. Below Threshold

i. Manufacturing Design – Certificate - NWCCC

ii. Manufacturing Processes – Certificate - NWCCC

iii. CNC (Computer Numeric Control) – Certificate – NWCCC

iv. Healthcare Administration – MBA – Concentration – SCSU

v. International Business - MBA – Concentration – SCSU

vi. Science, Values and Society – Minor - SCSU

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

Manufacturing Technology Instructor – Removed from agenda since the Academic and Student Affairs Committee is not involved with approving job descriptions.

**Chair Harris called for a motion to adjourn the meeting. A motion was made by H. Navarro, seconded by N. Cohen and unanimously approved. The meeting was adjourned at noon.**