



CSCU

CT BOARD OF REGENTS FOR HIGHER EDUCATION

ACADEMIC & STUDENT AFFAIRS COMMITTEE

Meeting – March 5, 2018

10:00 a.m. – 61 Woodland Street, Hartford

MINUTES

Regents Present: Richard Balducci, Aviva Budd, Naomi Cohen, Del Cummings, Larry DeNardis, Matt Fleury, Felice Gray-Kemp, Merle Harris (by conf.), David Jimenez, William Lugo, Yvette Melendez, Hector Navarro, Elease Wright

Regents Absent: Catherine Smith, Juan Carlos Leal

Staff Present: Mark Ojakian, Jane Gates, Gayle Barrett, Candace Barrington, Michael Buccilli, Greg DeSantis, Bill Gammell, Ken Klucznik, Nancy Melnicsak, Stacey Musulin, Pat Ryiz, Mike Stefanowicz, Erika Steiner

Other Attendees: Shirley Adams (COSC), Michelle Coach (ACC), Gennaro DeAngelis (ACC and TxCC), Lisa Dresdner (NVCC), G. Duncan Harris (MCC), Paul Martland (QVCC), Steve Minkler (MxCC), Wilfredo Nieves (CCC), Michael Rooke (NWCCC)

Pat Ryiz, Administrative Assistant, Academic and Student Affairs, took the roll call for the meeting.

The meeting was called to order by Regent Naomi Cohen, chairing the meeting for Merle Harris, at 10:00 a.m.

Chair Cohen welcomed William Lugo, new faculty member on the BOR Academic and Student Affairs Committee.

Chair Cohen called for a motion to change the order of the two items on the agenda. Item 2) Draft – The Community College of CT Mission and Vision Statement will be discussed first and Item 1) Students First Substantive Change Report to NEASC will be discussed second. The motion was moved by L. DeNardis and seconded by A. Budd. A vote was taken and the motion was passed unanimously.

1. Draft - The Community College of Connecticut Mission and Vision Statement

Chair Cohen asked Regent Harris for her comments. Regent Harris stated that the CSCU Substantive Change is tremendously important to the CSCU students. The Community Colleges play a key role. The creation of the Substantive Change Report was a collaborative effort. Discussion and comments will improve the report. She thanked the BOR staff and the staff of the Community Colleges. The Mission and Vision statements will become part of the Substantive Change Proposal. Every institution reviewed a draft of the Community College of Connecticut Mission and Vision Statement in light of its own mission. The Mission and Vision Statement before the Committee reflects what is most important to students and the community. How we

proceed with the Substantive Change of the CT Community Colleges will be measured against the Mission and Vision Statement and it will be how we measure ourselves.

Chair Cohen invited President Ojakian to make a statement. President Ojakian thanked everyone who was involved in the creation of the Community College of Connecticut Mission and Vision Statement.

Chair Cohen called for a motion to discuss and adopt the Community College of Connecticut Mission and Vision Statement. H. Navarro moved and L. DeNardis seconded the motion.

Dr. Gates introduced Michael Stefanowicz, Interim Associate Vice President for Academic and Student Affairs, Co-Chair, Students First Academic and Student Affairs Consolidation Committee, who spoke to the history and process of the creation of the Community College of Connecticut Mission and Vision Statement. He noted that he and his Co-chair, Pat Bouffard, the Students First Academic Program Director, convened the ASA Community College Consolidation Committee on February 2, 2018. They reviewed the mission and vision statements of each of the twelve community colleges in the CSCU system and institutions comparable to the new CT Community College. The Mission states what we do and the Vision states who we are and for what we want to be recognized. AVP Stefanowicz stated that the Mission and Vision Statement, Version 7, was discussed with the Community Colleges Council of Presidents, the BOR Faculty Advisory Committee and the BOR Student Advisory Committee at their meetings on March 2, 2018, and with the twelve community colleges. The campuses provided a great deal of feedback, primarily in the areas of community college affordability, career training, lifelong learning, equity and diversity, student-centered education, student success and importance of local communities.

Regent Harris stated that CT state statute requires the Mission statement to include degree levels. She asked Dr. Gates to add a statement to the last sentence of the Mission statement to read, "...industries it serves and awards associates degrees and certificate programs". Chair Cohen called for questions and discussion. There were none. A vote was taken and the motion passed unanimously.

2. Students First Substantive Change Report to NEASC

- [Please use this link to access referenced Appendices](#)

Chair Cohen called for a motion to adopt the BOR Resolution concerning the Substantive Change Request for the Consolidation of Connecticut's Community Colleges and the Draft of the NEASC Substantive Change Request Connecticut State Colleges and Universities dated February 28, 2018. A. Budd moved and L. DeNardis seconded the motion.

Regent Harris discussed the definition of a Substantive Change Proposal and noted that it is important to know what the Committee is voting on. She noted that the definition and framework of a Substantive Change were discussed at the January 11, 2018 Academic and Student Affairs Committee meeting. Representing the NEASC Commission on Institutions of Higher Education (CIHE) at the meeting were Dr. Barbara E. Brittingham, President of the Commission, and Dr. Patricia M. O'Brien, Senior Vice President of the Commission, who spoke about what a Substantive Change is and that it is submitted when a major change is planned. The purpose of the Substantive Change Report is to determine if the proposed CT Community College is in compliance with the CIHE Standards for Accreditation. In preparing the Substantive Change

Report, it was advantageous to have consultations with the CIHE and the opportunity to get an Early Advisory Opinion from the CIHE in June 2017 before submission of the proposal to the BOR in October 2017. The NEASC Substantive Change Request will be submitted to the BOR on March 8, 2018 for approval to submit the request to CIHE by March 16, 2018 for the consolidation of the 12 individually accredited community colleges into a single accredited College.

President Mark Ojakian thanked all those involved with the latest draft of the NEASC Substantive Change Request which will be submitted to the NEASC CIHE for consideration at the Commission's April 2018 Meeting. President Ojakian indicated that he firmly believes that the consolidation of the twelve CSCU Community Colleges into the CT Community College with twelve campuses is the best path forward for the system's 55,000 students. Although a bold step, the single CT Community College proposal will improve the educational quality while continuing to provide affordable education to CT's community college student population.

Jane Gates, Provost and Senior Vice President for Academic and Student Affairs, discussed the process of creating the NEASC Substantive Change Proposal, which was first presented to the ASA Committee at its meeting on January 11, 2018. She discussed the six guiding principles/goals of the proposed consolidation of the community colleges into the CT Community College:

1. To create a single NEASC accredited community college with 12 campuses, with clear and consistent practices and procedures.
2. To improve student success by implementing proven strategies throughout the College.
3. To institute clear enrollment management practices to address declining enrollment patterns.
4. To provide seamless transition for students to the future single college.
5. To maintain the uniqueness, identity and community connections of each campus.
6. To ensure a financially stable and sustainable future for the state's community colleges.

Provost Gates introduced the subject matter experts at the table who were assigned specific NEASC CIHE Standards of Accreditation: Erika Steiner, CFO, Michael Stefanowicz, Co-chair of the Academic and Student Affairs (ASA) Community College Consolidation Committee, Bill Gammell, Director, Policy, Research and Strategic Planning, Michael Rooke, President, Northwest CT CC and G. Duncan Harris, Dean of Student Affairs, Manchester CC.

Chair Cohen solicited questions and comments from the Regents regarding the NEASC Substantive Change Request. She stated that technical recommendations on grammar, typos, syntax, etc. have already been submitted. She asked the Regents to confine their questions and comments to substantive issues.

Regent Lugo expressed his concern about the elimination of the role of the Department Chair. He cited his own experience as a department chair dealing with HR issues, grade appeals, union issues and others. Provost Gates responded that the Department Chair and the Program Coordinator roles are similar. Regent Melendez also had questions about the Department Chair role; but asked if the Committee can proceed with the discussion section by section, standard by standard. When the overview of organizational changes is addressed, the role of the Campus VP and the role of the Department Chair can be discussed. The new HR structure and the role and scope of each function at

the local level vs. the system-wide central office can also be discussed. Chair Cohen stated that Regent Melendez' suggestion is well taken. Regent DeNardis stated that Regent Lugo makes a good point regarding the position of the Department Chair. Pres. Ojakian stated that he and Regent Lugo met this morning regarding the issue.

Regent Cohen stated that the issues discussed in the Overview are addressed in further detail in the Standards. The Committee will address the Standards for Accreditation, in order, starting on Page 30 of the report.

Standard One: MISSION AND PURPOSES

Chair Cohen called for questions on Standard One and there were none.

Standard Two: PLANNING AND EVALUATION

Chair Cohen solicited questions and comments from the Regents on Standard Two. Regent Melendez referred to the Strategic Planning Process discussed in this section. She asked for the status of the Strategic Planning Process and how the consolidation of the CCCs will tie into it. Will there eventually be a Strategic Plan? President Ojakian stated that the BOR approved a strategic plan for the system in 2013. Due to internal and external events, the strategic plan was never fully developed or implemented. In the near future, the BOR will need to reevaluate the Strategic Planning process and determine the next steps around the Strategic Plan. Regent Melendez asked if the BOR needs to move forward to further revise the Strategic Plan. President Ojakian stated that the Strategic Planning is part of the Substantive Change document and the entire Plan will be revisited after CIHE approval and implementation of Students First.

Standard Three: ORGANIZATION AND GOVERNANCE

Chair Cohen solicited questions and comments from the Regents on Standard Three. Pres. Ojakian stated that the new CT Community College will have a President/CEO search process based on current BOR policy for the selection of a College President. Regent DeNardis asked if a candidate for the President/CEO would be considered for the position without having been a CCC president. Chair Cohen stated that the BOR Human Resources Committee will meet at the end of March to further revise the job descriptions of the CT CC leadership team. President Ojakian referred to the Organization Chart noting that 17 colleges and three satellite locations will be grouped into three regions each headed by a Regional President each representing four colleges. Each campus will be led by a Campus Vice President who will report to the Regional President and who will be responsible for the day-to-day operations of the campus, community engagement and philanthropic partnerships. Pres. Ojakian noted that Steve Minkler, Lead Campus Administrator, MxCC, is an example of a Campus Vice President. President Michael Rooke noted that, right now, the leaders at each campus run the day-to-day operations and oversee faculty and staff. Campus Vice Presidents will be considered the CEO of the campus and will be charged with improving the educational experience of students and will work closely with the other Campus VP's, the community, the legislature and external agencies among other entities. He reminded the BOR that "Community is our middle name".

Regent Melendez asked what role the Campus VP has in academic programming on the campus. President Rooke responded that the Campus VP insures that the curriculum is deployed, hires the Dean of Academic and Student Affairs and faculty. He/she will be the external face of the organization.

Regent Budd asked what role the Campus VP has in the budget. Does the President/CFO allocate funds among the regions, and then the Regional Presidents allocate the funds among the colleges? She would like to see guidelines for budget allocation and more detail regarding the block grant allocations. President Ojakian responded that the intention is to have a formula for the allocation of the block grant. Overall, the budget will be managed by the CFO and the President/CEO. The campuses will have a role in the budget allocation. Regent Budd asked if the Regional Presidents or the Campus VPs will have a role in budget allocation. CFO Steiner responded that now each community college owns its tuition and fees and that there is a formula for state funding. The President/CEO is the budget owner and decides on the distribution of state funding/block grant. Colleges today are responsible to work within their budgets comprised of a portion of the block grant/state appropriations plus tuition and fees. Regent Budd asked if the tuition is paid to the college or to the system. CFO Steiner responded that tuition and fees are paid at the institution level. The budget allocation process will be made clearer.

Chair Cohen asked what the role of the Campus VP will be in the budget process. President Rooke responded that the Campus VP must advocate to the Regional President and the President/CEO. Provost Gates responded that the overall structure regarding budgeting, the strategic plan, and Key Performance Indicators within the college should be clarified in the document. Regent Cummings asked if the process was streamlined and if we are missing an opportunity to gain efficiency in the new organization. President Rooke replied that we don't want to diminish the structure so much that it no longer functions. The new structure is modeled after what we have now. Regent Gray-Kemp stated that at this point in the Substantive Change process, not everything needs to be in place. We need a game plan with a current statement (what is the current state), a destination statement (what the intent is) and identify the gaps.

Standard Four: ACADEMIC PROGRAMS

Chair Cohen solicited questions and comments from the Regents on Standard Four. Regent Lugo questioned how the current 760 certificate and degree programs will be approved through the curriculum committee from Spring 2018 to Spring 2019. Currently, it is not a quick process. Dr. Gates responded that we will begin with those programs that can be moved quickly, the General Education core programs through TAP and pre-requisites. These are manageable. Dr. Gates responded that the ASA Community College Consolidation Committee is devising a reasonable plan to move forward. What will a common program look like? The work groups for the 22 TAP programs have tried to design a manageable program. We need a statewide curriculum committee. TAP and FIRC (TAP Framework and Implementation Review Committee) are models we can follow. We do need to cut down on the time it takes for program approval.

Standard Five: STUDENTS

Chair Cohen solicited questions and comments from the Regents on Standard Five. Regent Gray-Kemp referenced the first full paragraph on Page 57 of the Substantive Change Report as an area of concern. The paragraph states, *“With Commission approval, we propose that the requirements for all current degree programs remain in effect until degrees for the College have been modified and approved. Students will have up to six years to complete the requirements for the degree programs in which they are currently enrolled.”* Regent Gray-Kemp asked what work has been done to eliminate the effect of the transition (on students). Dean G. Duncan Harris responded that we will honor commitments made to students at the time they declared their majors. Dr. Gates stated that every

month academic programs are revised. Students can remain in a program or choose a revised program. CCC students graduate in an average of 5.5 years. Degree Works will track progress toward degree completion. Status of degree completion will be clearly communicated to students.

Regent Wright asked if the document has been reviewed by CIHE. President Ojakian responded that discussion regarding the Substantive Change has been welcomed by CIHE and CSCU has been in communication with CIHE colleagues on the first draft of the document. He expressed his confidence that most, if not all, of their comments have been addressed. Regent Navarro referenced the last three sentences of the first paragraph on Page 58 which state, “*Students who wish to take courses across multiple institutions must apply separately to each college and may be placed in different level courses. This holds true for students who transfer from one community college to another. In some cases, courses taken at one community college will not transfer to another community college, owing to differences in prerequisites, requirements, competencies, and outcomes.*” Dr. Gates responded that the admission process will be streamlined and standardized in the new College. What the paragraph is saying is that this is true under the current state of the CCC and should be clearer

Standard Six: TEACHING, LEARNING AND SCHOLARSHIP

Chair Cohen called for questions and comments on Standard Six and there were none.

Standard Seven: INSTITUTIONAL RESOURCES

Chair Cohen called for questions and comments on Standard Seven and there were none.

Standard Eight: EDUCATIONAL EFFECTIVENESS

Chair Cohen solicited questions and comments from the Regents on Standard Eight. Regent Cummings pointed to the Critical Success Factors (CSFs) listed on Page 74. “*The CFSs for the College will consist of the following measures of persistence and completion: retention, graduation, and gainful employment rates.*” Regent Cummings asked if regular feedback is solicited from employers and if the report could incorporate comments from employers. Director Gammell responded that the task of surveying employers is onerous and specifics about employees can involve FERPA requirements. The Office of Institutional Research is doing a lot of work on what we mean by retention and graduation rates. With Student Achievement Measure (SAM), we can track students still attending, graduates and students who transfer and graduate. We are tracking not only full-time but also part-time students as well. We will have a much better reading of student data for the CSUs and CCC.

Regent Melendez asked the Chair if we could return to Standard Five. Chair Cohen stated that we will have a chance to address that after all standards have been discussed.

Standard Nine: INTEGRITY, TRANSPARENCY, AND PUBLIC DISCLOSURE

Chair Cohen solicited questions and comments from the Regents on Standard Nine. A question was raised regarding how Section XI. Involvement of Community College Presidents in Consolidation Proposal fits with the rest of the document. Dr. Gates stated that this can be moved to an earlier portion of the document. Chair Cohen stated that the College Presidents were clearly involved in the process and Regent Melendez indicated that there continues to be a need for transparency and building consensus. Chair Cohen reiterated that change is hard and people want to be reassured that the Substantive Change is about students and it will make it better for students. Regent Jimenez cited

the Student Code Conduct on Page 76, Paragraph 4, “*The students however are required to adhere to their own Code of Conduct...*” He suggested citing the specific title of the Student Code of Conduct.

Appendices

Chair Cohen solicited questions and comments about the Appendices to the document. Regent Budd stated that Appendices L. Community College Academic Programs by Award and M. Community College Non-Credit Programs are confusing. She also stated that the narrative was wonderful, showing the financials before and after the consolidation and the savings must add up to \$28 million. CFO Erika Steiner stated that she has all the data and that a reconciliation is missing from the package.

Chair Cohen addressed Regent Melendez’ request to go back to Standard Five: STUDENTS. Regent Melendez requested a clarification on the demographic issues regarding Hispanic/Latino students and the rationale for qualifying the new CCC for Hispanic Serving Institution (HIS) Status. Currently there are 3-4 Hispanic Serving Institutions. As a consolidated system, we are seeking one HIS. How feasible is this in terms of Title V? Dr. Gates responded that, as a consolidated institution, 26.4% of the student population is Hispanic/Latino. When we submit grants, it will be as a consolidated HIS for Title V grants. Using this rationale, we think this would serve a higher percentage of Hispanic/Latino students. President Ojakian responded that the goal is not to diminish support of our students in the current situation. We are in close communication with the federal government. Some institutions that serve Hispanic/Latino students are not currently eligible for Title V grants. As a consolidated institution, we can scale to the correct proportion to serve more Hispanic/Latino students to insure that we don’t decrease services to Hispanic/Latino students.

Chair Cohen called upon Regent Harris for comments. Regent Harris stated that we have covered everything in the Substantive Change document. The comments/questions were good. Revisions to the document will be made based on the Regents’ comments when the CIHE Substantive Change Report is rewritten for submission to the CIHE on March 16, 2018. We have to determine how we move forward to the BOR meeting on Thursday March 8, 2018. Regent DeNardis noted that the Substantive Change document was very well done. He noted that while some had a different model in mind, we must move forward. He commended all who worked on the project.

Chair Cohen asked Erin Fitzgerald, Associate for BOR Affairs, if The Community College of CT Mission and Vision Statement is amended per the discussion and asked her to read the amended Mission and Vision statement. A vote was previously taken to adopt the amended Mission and Vision Statement of the Community College of CT (See Page 2) and the motion passed unanimously.

Chair Cohen noted that there is a motion to adopt the BOR Resolution concerning the Substantive Change Request for the Consolidation of Connecticut’s Community Colleges and the Draft of the Substantive Change Proposal dated February 28, 2018. (See Page 2) A vote was taken to adopt the BOR Resolution concerning the Substantive Change Request for the Consolidation of Connecticut’s Community Colleges and to move the Resolution forward to the BOR for its meeting on Thursday March 8, 2018 and the vote was unanimous.

Chair Cohen called for a motion to adjourn at 12:05 p.m. The motion was moved, seconded and unanimously approved.