

# **BOARD OF REGENTS FOR HIGHER EDUCATION**

## **MEETING MINUTES**

**10:00 a.m., Thursday, November 21, 2013**

**61 Woodland Street, Hartford, CT**

### **REGENTS PRESENT**

Yvette Meléndez, Acting Chair

Richard J. Balducci

Eugene L. Bell

Naomi K. Cohen

Nicholas M. Donofrio

Matt Fleury

Sarah Green

J. Thomas Failla\*

Craig S. Lappen

Michael E. Pollard

Sharon Palmer\* *via teleconference*

Jewel Mullen\*

Lawrence J. DeNardis

Merle W. Harris

Gary Holloway

### **REGENTS ABSENT**

Catherine H. Smith\*

Rene Lerer

Stefan Pryor\*

*\*ex-officio, non-voting member*

### **BOR STAFF**

Gregory W. Gray BOR President

Elsa M. Nuñez, VP for State Universities/President, Eastern Connecticut State University

Erika Steiner, Chief Finance Officer

James Howarth, ECSU VP Finance & Admin./former interim BOR Chief Finance Officer

Steve Weinberger, Vice President for Human Resources

Ernestine Y. Weaver, Counsel

Erin A. Fitzgerald, Associate Director of Board Affairs/BOR Secretary

### **UNIVERSITY/COLLEGE PRESIDENTS**

Edward Klonoski, Charter Oak State College

Dorsey Kendrick, Gateway Community College

Anita T. Gliniecki, President, Housatonic Community College

Anna M. Wasescha, President, Middlesex Community College

Daisy Cocco De Filippis, President, Naugatuck Valley Community College

Grace S. Jones, Three Rivers Community College

Cathryn Addy, Tunxis Community College

Jack Miller, Central Connecticut State University

Mary Papazian, President, Southern Connecticut State University

James Schmotter, Western Connecticut State University

## **CALL TO ORDER**

Chairman Melendez called the meeting to order at 10:05 a.m.

## **REMARKS - BOARD CHAIR**

**Acting BOR Chair Meléndez** remarked that in addition to hearing from the Faculty Advisory Committee, members of the Board were looking forward to hearing President Gray's regular update, in particular, his report concerning Excel CT, which is the official name for the system plan he has been developing since his arrival this past summer.

Chair Meléndez noted that President Gray shared his plan summary, not only with the members of the Executive Committee, but, also with the Faculty Advisory Committee at their last meeting. She pointed out that this was just one example of the opportunities for interaction and engagement with the representatives on the FAC.

Chair Meléndez stated that as codified in statute, the Faculty Advisory Committee (FAC) was prescribed with the following duties: #1) to assist the Board of Regents in performing its statutory functions and #2) to meet biannually with the Board of Regents. The FAC is also required to report to the legislature on its performance of those duties. Upon passage of the authorizing legislation in 2011, it was noted that the creation of the FAC put the faculty in a more formal position with the governing board and more formal with the legislature due to the mandated reported requirements.

Chair Meléndez noted that the engagement efforts between the FAC and the Board have extended well beyond the statutorily articulated duties. And, certainly, with the recent addition of a faculty member sitting on the Board, faculty has even more of a voice at the table.

Chair Meléndez highlighted the myriad of opportunities that have always been and continue to be available to staff and faculty to allow for input on system-wide issues: the various faculty and administrative senates, the AAUP (American Association of University Professors) the 4Cs (the Congress of Connecticut Community Colleges) and SUOAF (the State University Organization of Administrative Faculty) to name a few. The Chair stated that the Board of Regents for Higher Education would not only remain open to a continuation of those efforts but would, through the BOR President and soon-to-be appointed System Provost & Senior Vice President, endeavor to seek and identify additional opportunities for engagement with faculty.

## **FACULTY ADVISORY COMMITTEE REMARKS**

As requested per the Chair of the Faculty Advisory Committee, Dr. J. Thomas Failla, his prepared remarks, as edited following his presentation to the Regents, are provided below:

“Madame Chair, fellow Regents, Dr. Gray, faculty, staff and members of the public, it is my honor to present to you on behalf the Faculty Advisory Committee. I am accompanied by our Vice Chair Stephen Adair from Central Connecticut State University, and other members of the FAC.

Today, I will briefly review the work of the committee during its first two-year term and outline the work that lies ahead. Through the momentous change associated with creating a new system for public higher education in Connecticut, the founding of the new Board of Regents, and the changes in senior leadership, the thousands of faculty and staff across the 17 institutions have remained committed to the core mission: transforming student’s lives so that they can be engaged citizens and key contributors to Connecticut’s economic and social vitality.

During this period, the Faculty Advisory Committee has advanced ConnSCU’s mission by:

- Creating and sustaining communication across campuses,
- Building a context for collaboration and collegiality among the state universities, the community colleges and Charter Oak,
- Promoting the key principles of academic freedom and shared governance, and shaping sound policy to further student success,
- Making available faculty expertise and skills to the BOR and system office.

We believe our efforts have made valuable contributions to a number of system initiatives while at the same time creating a structure for continuation of an effective Faculty Advisory Council in the years ahead. We remain fully committed in the belief that our steady, constructive advice – with the long view in mind – provides value and untapped potential for the system. We also appreciate the encouragement and willingness to listen that many Regents have afforded us.

First, we will review the major initiatives where we contributed sound guidance and advice. Then, we will briefly summarize the structures we have put in place to bring to life the legislation that enabled our existence.

### Major Initiatives

- At the first FAC meeting in February 2012, we agreed on the priorities of establishing a structure for meaningful communication and collaboration among faculty, the

- Board, and the senior administration. We also agreed to work through a number of substantive issues that required faculty involvement
- Our first task was to review the BOR's initial draft of a Transfer and Articulation Policy. In March 2012, we presented ten recommendations to the ASA committee for changes in the initial draft of the Transfer and Articulation Policy (TAP) based on hundreds of faculty e-mails solicited from across the 17 institutions. Eight of these recommendations were accepted by ASA and the BOR
  - We advised senior management and the ASA committee to conduct campus-wide votes on the General Education TAP framework following best practices of shared governance as stated in the BOR policy on TAP. In the subsequent voting, 15 of the 17 institutions voted in favor of adopting the TAP framework.
  - We then joined members of the Academic Council on the TAP Coordinating Council to write and adopt an implementation plan for TAP that included the formation of the TAP Steering Committee. Work on the Coordinating Council continued this past year as we developed procedures for the next stages of TAP implementation.
  - Since then, the FAC has been instrumental in promoting progress toward the goal of 20 majors articulated by June 2014, as well as a structure for ongoing guidance in the operation of TAP.
  - Following the passage of PA 12-40, the developmental education bill, we advised senior management on faculty concerns. We continue to engage with faculty on our respective campuses and the PA12-40 Advisory Group to meet the legislative challenge and to ensure student success. The advisory group is making good progress in assessing and developing a catalog of best practices and defining multiple measures for student placement. In the coming months, data from the campus pilot programs will need to be reviewed to document practices leading to student success that can be adopted for Fall 2014 and beyond. Renewed emphasis across the state in the K-12 level also holds promise for increasing the numbers of students who are college ready.
  - Through constructive meetings with Regent Lerer in 2013, we contributed to the positive revision of the system's mission statement that had initially been approved by the Board in September 2012. We also contributed to the crafting and revision of the mission statements for the community colleges, the state universities and Charter Oak.
  - Through acting IT director Joe McAuliffe and the IT Committee led by Regents Donofrio, Pollard and Fleury we have engaged in productive dialogue toward

- establishment of system-wide IT governance, collaboration and focus on needs of faculty and students.
- Recently, we began a dialogue with Regent Cohen, chair of the Administration Committee, and we look forward to offering constructive advice on the committee's efforts to harmonize system policies. This includes advice this week on the proposed board policy on presidential searches assuring that faculty are involved in the selection of faculty representatives serving on the search advisory committee.

#### Structural Activities

- We also have established communication links across the faculty governance bodies of the 17 institutions and recently met with them at Central Connecticut. Dr. Gray presented to the group.
- We worked with IT to establish a method for system-wide e-mail communication between the FAC and the faculty across the seventeen institutions.
- In fulfillment of our annual statutory obligation, we testified before the General Assembly's Higher Education & Employment Advancement Committee in Feb. 2013. The committee heard from four FAC members and the dialogue gave lawmakers a strong impression of the high level of commitment, resolve and skill in carrying out the mission of the academy.
- We supported change in the legislation that allowed for a member of the FAC to serve on the Board of Regents ex officio and to include seats on the FAC for administrative faculty.
- Three FAC representatives participated in the Presidential search advisory committee, which resulted in the selection of Dr. Gray.
- Three of our members are currently participating in the search committee for a system Chief Academic Officer and the entire FAC serves as an advisory committee to the search committee.
- We developed consistent procedures to facilitate FAC elections through campus governance bodies. The elections were completed in the spring term giving the FAC the practical benefit of allowing new members to participate in our fall meetings as they prepare for their term of office that starts in January.
- We have adopted by-laws to govern our activities.
- This summer we met with UConn Associate Provost, Sally Reis, to discuss concerns regarding UConn's expansion of the number of major programs at the regional

campuses and established a context for continuing dialog. We look forward to UConn faculty representatives meeting with us as appropriate in the future.

In the coming months, the FAC will remain constructively engaged. In addition to continuing its work on TAP and improving developmental education, the FAC looks forward to advising on President Gray's, Excel CT plan, including several bold initiatives that will require system-wide dialog, collaboration, and compromise. We intend and expect that the FAC will play a significant role in the process of bringing these initiatives and ideas to life and advancing our institutional missions, promoting student success, and expanding opportunities for the citizens of Connecticut.

At this time, we would like to make one request. While we sincerely appreciate the single seat that we gained on the BOR, we would like to collaborate with the Board to secure additional avenues for communication, collaboration, and shared governance. To that end, we are requesting an opportunity to meet with the administration committee to review current policies and practices and to consider possible changes to the current organizational structure.

In closing it has been a pleasure serving on the Faculty Advisory Committee during these two years and now serving as a Regent. I believe the level of commitment and collaboration among my colleagues stands as a shining model of constructive cooperation and positive energy for the entire system."

Chair Melendez and other members of the Board expressed their thanks for the presentation, noting that they looked forward to continued avenues of dialog between the Board and members of faculty at the universities and colleges.

## **REMARKS - BOARD CHAIR & BOARD PRESIDENT**

BOR President Gray introduced Jim Kadamus and Jon King from Sightlines LLC who provided a summary of their comprehensive review of the infrastructure and operational expenses of the community colleges and state universities. Sightlines' PowerPoint: at <http://www.ct.edu/newsroom/viewpoints#presentations>

Following the Sightlines presentation, President Gray provided an overview of Excel CT, sharing that Excel CT is the plan for building a world-class system of higher education in Connecticut. *The Excel CT document is included as Attachment A hereto.*

President Gray provided highlights of several components of Excel CT:

- 1) community colleges (referencing career clusters, middle colleges and development of corporate support);
- 2) universities (need to remodel and rebuild teacher education programs and expansion of engineering and arts offerings);
- 3) Charter Oak State College (citing tremendous potential and need to aggressively pursue expansion of online education, both internally and externally);
- 4) the development of a true system vs. a collection of separate 17 institutions; and
- 5) Excel CT is being developed to make CT a better place to live and to provide greater educational opportunities for our students (citing goals for expanding markets, increasing degrees conferred and improved graduation and retention rates).

President Gray emphasized that Excel CT is a student-focused initiative.

President Gray noted there had been considerable input into the development of the framework of this plan and he anticipated opportunities for additional input would occur in the future. He noted the plan would come before the Board in late spring. Chair Meléndez stressed that this is the beginning of a dialogue on the development of a new vision for the system and that this was a process that would require many hands as President Gray and the Board attempt to articulate that which will be accomplished. Regent DeNardis expressed the need for consideration of the humanities vs. sole focus on STEM. Further discussion ensued with Regents thanking President Gray for laying out the framework and also noting that many of the items cited in the plan would move through the board's committee approval process, once they were more fully developed and ready for additional review.

## CONSENT AGENDA

Chairman Melendez provided background on Consent Items and the development and review of those items prior to being placed on consent. **On a request from Craig Lappen, seconded by Merle, Harris, item 7i, Policy Governing the Search Process and Appointment of University and College Presidents, was removed from Consent and added to the Agenda as item 7d. Richard Balducci moved that the Board of Regents for Higher Education approve the Consent Agenda as detailed below; Matt Fleury seconded and the Consent Agenda items listed below were unanimously approved.**

- a) Termination of Existing Academic Programs
  - i. Liberal Arts & Sciences: Computer Science Concentration (A.A.) – Housatonic CC

- ii. Computer Information Systems: Web Development Option (A.S.) – Housatonic CC
- iii. Computer Information Systems: Business Info. Systems Option (A.S.) – Housatonic CC
- iv. Business Office Technology: Medical Secretary Certificate (C2) – Quinebaug Valley CC
- v. Business Office Technology: Office Skills Certificate (C2) – Quinebaug Valley CC
- vi. Business Office Technology: Secretarial Certificate (C2) – Quinebaug Valley CC
- vii. Business Office Technology: Admin. Office Management (A.S.) – Quinebaug Valley CC
- b) Licensure of New Programs
  - i. Interpersonal and Organizational Communications (A.A.) – Manchester CC
- c) Extension of Ed. D in Nursing – Southern CSU and Western CSU
- d) Endowed Chair Appointment – Vance Endowed Chair in Communication – Central CSU
- e) Nanotechnology Center – New Center of Excellence – Southern CSU
- f) Five-year Review and Reauthorizations – Centers of Excellence
  - i. Biotechnology Institute – Central CSU
  - ii. East Asian Studies Center – Central CSU
  - iii. Institute for Technology and Business Development – Central CSU
  - iv. Church Farm Center for Arts & Sciences – Eastern CSU
  - v. Center for the Study of Culture and Values – Western CSU
- g) Update to 2007 Comprehensive Campus Master Plan – Western CSU
- h) Policy Regarding Faculty Consulting and Research with Public and Private Entities

## **RESOLUTIONS ON CONSENT:**

### **Termination of Existing Academic Programs**

**RESOLVED:** That the Board of Regents for Higher Education approve at the request of the institution to terminate a program LAS: Computer Science Concentration leading to the Associate of Arts (A.A.) degree at Housatonic Community College

**RESOLVED:** That the Board of Regents for Higher Education approve at the request of the institution to terminate a program Computer Information Systems with an Option in Web Development leading to the Associate of Science (A.S.) degree at Housatonic Community College

**RESOLVED:** That the Board of Regents for Higher Education approve at the request of the institution to terminate a program Computer Information Systems with an Option in Business Information Systems leading to the Associate of Science (A.S.) degree at Housatonic Community College

**RESOLVED:** That the Board of Regents for Higher Education approve at the request of the institution to terminate a program Business Office Technology: Medical Secretary, leading to an undergraduate certificate at Quinebaug Valley Community College

**RESOLVED:** That the Board of Regents for Higher Education approve at the request of the institution to terminate a program Business Office Technology: Office Skills, leading to an undergraduate certificate at Quinebaug Valley Community College



**RESOLVED:** That the Board of Regents for Higher Education approve at the request of the institution to terminate a program Business Office Technology: Secretarial, leading to an undergraduate certificate at Quinebaug Valley Community College

**RESOLVED:** That the Board of Regents for Higher Education approve at the request of the institution to terminate a program Business Office Technology: Administrative Office Management, leading to the Associate of Science (A.S.) degree at Quinebaug Valley Community College

#### **Licensure of Programs**

**RESOLVED:** That the Board of Regents for Higher Education license a program in Interpersonal and Organizational Communication leading to an Associate of Arts (A.A.) degree at Manchester Community College

#### **Extension of Existing Program**

**RESOLVED:** That the Board of Regents for Higher Education extend licensure of a program in Nursing Education leading to the Doctor of Education (Ed.D.) degree at Southern Connecticut State University and at Western Connecticut State University administered jointly and offered online until February 28, 2014

#### **Endowed Chair Appointment – Vance Endowed Chair in Communication – CCSU**

**RESOLVED:** That the Board of Trustees for the Connecticut State University System designates Ms. Susan Campbell to fill the Robert C. Vance Chair in Journalism and Mass Communication at Central Connecticut State University for spring 2014 and fall 2014.

#### **Nanotechnology Center – New Center of Excellence – Southern CSU**

**RESOLVED:** That the Board of Regents for Higher Education establishes the Connecticut State Colleges & Universities (ConnSCU) Center for Nanotechnology at Southern Connecticut State University – a multi-institutional center with a central-HUB at Southern and regional-HUBS at Central Connecticut State University, Eastern Connecticut State University and Western Connecticut State University; to exist until December 31, 2018, unless approved for continuance pursuant to Board policy.

#### **Biotechnology Institute at Central Connecticut State University**

**RESOLVED:** That the Board of Regents for Higher Education approve continuation of the Biotechnology Institute at Central Connecticut State University until December 31, 2018.

#### **Continuation of East Asian Studies Center - Central Connecticut State University**

**RESOLVED:** That the Board of Regents for Higher Education approve continuation of the East Asian Studies Center at Central Connecticut State University until December 31, 2018.

**Continuation of the Institute for Technology and Business Development at Central Connecticut State University**

**RESOLVED:** That the Board of Regents for Higher Education approve continuation of the Institute for Technology and Business Development at Central Connecticut State University until December 31, 2018.

**Continuation of the Church Farms Center for the Arts and Sciences at Eastern Connecticut State University**

**RESOLVED:** That the Board of Regents for Higher Education approve continuation of the Church Farm Center for the Arts and Sciences at Eastern Connecticut State University until December 31, 2018.

**Continuation of the Center for the Study of Culture and Values at Western Connecticut State University**

**RESOLVED:** That the Board of Regents for Higher Education approve continuation of the Center for the Study of Culture and Values at Western Connecticut State University until December 31, 2018.

**Update to 2007 Comprehensive Campus Master Plan - Western Connecticut State University**

WHEREAS, Western Connecticut State University completed its Comprehensive Campus Master Plan in 2007, and was approved by the former Board of Trustees on March 16, 2007 (BR#07-13), and

WHEREAS, Amendment of an approved Master plan may be sought if significant changes to the original Master Plan are identified as necessary, and

WHEREAS, Western's senior administration and police have concluded that the Master Plan location of the new Police Station located in a renovated White Hall space is not a beneficial location for the university, and

WHEREAS, A new standalone Police Station located across the street from the current Boiler House/Police Station on the north side of Roberts Avenue will be constructed, and

WHEREAS, There are no changes to the project funding as allocated in CSUS 2020 FY 12 & FY 14 that totals \$4,750,000.00; therefore be it

**RESOLVED,** That the Board of Regents for Higher Education approves the redesignation of Western's proposed Police Station to a new standalone facility located at Roberts Street.

**Policy regarding Faculty Consulting and Research with Public or Private Entities**

- WHEREAS, The Board of Regents in accord with the Connecticut state Colleges and Universities recognize that the faculty professional activities such as consulting or engaging in a research project for a public or private entity often is useful in maintaining and enhancing the faculty member's academic scholarship and competence; and
- WHEREAS, the primary responsibility of full-time faculty during the academic year is to their respective college or university; and
- WHEREAS, Section 1-84(r)(2) of the General Statutes requires the board to adopt a policy regarding faculty consulting agreements and research projects with public and private entities, requires that procedures be promulgated at the institutions to manage and account for such agreements and projects, and provide information semiannually to an oversight committee established pursuant to the statute;
- WHEREAS, The Board of Regents has established a process to create and adopt policy that would supersede policies of the Boards of Trustees of the Connecticut State University System ,the Regional Community – Technical Colleges and the Board of Academic Awards; therefore, be it .
- RESOLVED, That the Board of Regents rescinds the following policy, “Connecticut State University System Policy Regarding Faculty Consulting and Research with Public or Private Entities adopted pursuant to BR#07-55; and be it
- RESOLVED, that the Board of Regents adopts the attached “Policy Regarding Faculty Consulting and Research with Public or Private Entities” effective immediately.

**Policy Regarding Faculty Consulting and Research with Public or Private Entities**

Faculty professional activities such as consulting or engaging in a research project for a public or private entity often are useful in maintaining and enhancing the faculty member's academic scholarship and competence. However, the primary responsibility of full-time faculty during the academic year is to the Board of Regents for Higher Education of the Connecticut State Colleges and Universities and their respective institution. The value of these outside activities is recognized through Collective Bargaining Agreements and statute and regulation.

For the purposes of this policy, consulting shall be defined as the provision of services for compensation to a public or private entity by a member of the faculty or member of the faculty bargaining unit: (i) when the request to provide such service is based on such member's expertise in a field or prominence in such field, and (ii) while such member is not acting in the capacity of a state employee.

For the purposes of this policy, research shall be defined as a systematic investigation, including, but not limited to, research development, testing and evaluation, designed to develop or contribute to general knowledge in the applicable field of study.

Faculty is expected to comply with the applicable provisions of the aforementioned Collective Bargaining Agreement, state statute and regulation. As such, no faculty member may engage in

consulting agreement or research project that (A) inappropriately uses the institution's proprietary information in connection with such agreement or project; (B) interferes with the proper discharge of his or her employment with the university; and/or (C) inappropriately uses such member's association with the institution in connection with such agreement or project.

Each institution shall establish internal operating procedures that shall ensure, to the extent possible: (i) the disclosure, review, and management of conflicts of interest relating to any such agreement or project; (ii) the approval of the chief academic officer and dean of the institution prior to any such member entering into any such agreement or engaging in any such project; and (iii) the referral of any failure to comply with the provisions of this policy or institution procedure to the applicable disciplinary process outlined in the Collective Bargaining Agreement. Each institution shall provide a report to the Office of the BOR President of any such approved activities on or before May 1 and November 1 of each year. In addition, the Director of Internal Audit for the Connecticut State Colleges and Universities shall audit each institution's compliance with the established internal procedures and this policy annually.

## **ADMINISTRATION COMMITTEE**

Upon additional commentary on the items below from Committee Chair Cohen and other members of the Board, **the following action occurred:**

### **Policy regarding Suspected Abuse or Neglect to a Child**

With questions raised about the nature of mandatory reporters who were not employees of ConnSCU but who use university/college facilities for activities involving children, **the proposed policy was tabled on a motion by Naomi Cohen with a second by Nicholas Donofrio. Committee Staff will redraft for consideration at the next Administration Committee meeting and subsequent referral at the January meeting of the full Board.**

### **Policy Regarding Consensual Relationships between Employees and Students**

Prior to calling for a vote on the matter, there was discussion among several Regents regarding whether the policy applied to only "on campus" consensual relationships or was intended to extend beyond (the physical on-campus vs. digital, social media world was referenced) with both VP Weinberger and Counsel Weaver indicating the intent was a broad interpretation (to include social media). With Committee Chair Cohen noting the policy would be distributed annually, **on a motion by Naomi Cohen, seconded by Nicholas Donofrio, the following resolution and policy as amended was approved unanimously.**

WHEREAS, All employees with managerial, supervisory, or evaluative responsibilities for students or other employees carry a special responsibility to adhere to the highest ethical and professional standards and to avoid any actions that may appear to

undermine this atmosphere of trust and respect and thereby hinder the institution's educational mission; and

WHEREAS, Because of the inherent imbalance of power and need for trust, all employees with evaluative or supervisory authority over students and employees should be aware that dating or sexual relationships that might be appropriate in other circumstances have inherent dangers when they occur between employees, or between an employee and a student; and

WHEREAS, Consensual relationships can create real conflicts of interest and appearances of impropriety that can impair the integrity of academic and employment decisions and pose special risks between individuals in inherently unequal positions of power, such as students and teachers or supervisors and employees; and

WHEREAS, Although these relationships may begin and remain consensual, they may easily be later characterized as non-consensual given the inherent power differential between the parties, and such relationships could potentially lead to sexual harassment charges; therefore be it

RESOLVED, That the Board of Regents rescinds the following policy, "Connecticut State University System Policy Regarding Consensual Relationships" adopted pursuant to BR#05-13; and be it

RESOLVED, That the Board of Regents adopts the attached policy regarding "Policy regarding Consensual Relationships" applicable to all Connecticut State Colleges and Universities effective immediately, and that a copy thereof shall be disseminated annually to all employees.

### **Policy on Consensual Relationships**

The Board of Regents for Higher Education (BOR) of the Connecticut State Colleges and Universities' respects that the educational mission of its institutions is founded on an atmosphere of mutual trust and respect between all members of the academic community. Faculty members, as well as those individuals upon whom the institution confers managerial, supervisory, or evaluative responsibilities, (including graduate assistants or undergraduate teaching assistants) carry a special responsibility to adhere to the highest ethical and professional standards and to avoid any actions that may appear to undermine this atmosphere of trust and respect and thereby hinder the institution's educational mission.

Because of the inherent imbalance of power and need for trust, faculty members, supervisory staff, and those with evaluative authority should be aware that dating or sexual relationships that might be appropriate in other circumstances have inherent dangers when they occur between a staff member and a student as well as when they occur between a supervisor and employee.

Such relationships can create real conflicts, are susceptible to an appearance of exploitation, and can impair the trust and integrity of the teaching, coaching, or other supervisory or evaluative relationship and may cause a perception of favoritism or bias on the part of the staff. In addition, although these relationships may begin and remain consensual, they may easily be later characterized as non-consensual and could potentially lead to sexual harassment charges.

## **Policy**

### **Prohibited**

**Between employee and student:** Consensual romantic, dating, or sexual relationships between any employee and any student over whom that employee exercises direct or otherwise significant academic, supervisory, or evaluative authority or influence are prohibited at all State Universities and Colleges. The evaluative relationship can take a variety of forms, such as teacher to student, advisor to advisee, coach to athlete, supervisor to student employee, or similar relationship.

### **Strongly Discouraged**

**Between employee and student:** Romantic, dating or sexual relationships between employees and students over whom said employee does *not* have supervisory or evaluative authority are strongly discouraged. Such relationships are not only susceptible to future conflicts of interest, but also may present the appearance of impropriety.

If this situation exists, no employee should agree to supervise or evaluate a student with whom he or she has, or formerly had, a consensual relationship. A faculty member should inform the Dean if such a student wishes to enroll in a credit bearing course that he or she is teaching so that alternate arrangements can be made. Nor should a faculty member direct the student's independent study, internship, or thesis; participate in decisions regarding grades; or write letters of recommendation or reference.

**Between employee and employee:** BOR discourages employees with supervisory or evaluative authority from engaging in romantic, dating or sexual relationships with employees who they supervise or evaluate. If such a relationship exists or develops, the supervisory employee must notify his/her manager so that arrangements can be made for the unbiased supervision and evaluation of the employee. These situations are handled on a case-by-case basis and may require transfer or reassignment of one or more employees.

### **In the event of a Sexual Harassment Charge**

Anyone who enters into a romantic, dating or sexual relationship where a professional power differential exists must realize that if a charge of sexual harassment is subsequently filed, it may be difficult to defend the charge by claiming that there was mutual consent. Employees could be held personally liable in a criminal or civil lawsuit.

### **Sanctions**

All violations of this policy should be reported to Human Resources for investigation and appropriate administrative action, up to and including disciplinary action.

## **BOR President's Recommendation Authorizing Performance Recognition for Management and Confidential Employees**

**On a motion by Yvette Melendez seconded by Naomi Cohen, the following was unanimously approved:**

WHEREAS, In the interests of maintaining an equitable compensation program for its Management and Confidential Professional Employees, the Board has

determined to administer a performance recognition program, to be effective September 6, 2013, consistent with its Human Resources Policies; therefore be it

RESOLVED, That the Board hereby adopts the recommendations of its President to proceed with a performance recognition program for Management and Confidential Professional Employees in accordance with the terms and conditions set forth in the Staff Report and Exhibits associated with this Resolution, which are incorporated herein by reference, to be effective on September 6, 2013.

### **Guidelines Governing Performance Recognition Compensation for Management and Confidential Professional Employees of the Board of Regents for Higher Education**

#### **1. Effective Date/Payment Date**

- The effective date for performance recognition compensation shall be September 6, 2013.
- The performance recognition compensation will be reflected in the pay check dated December 27, 2013.

#### **2. Salary Increase Pool/Employee Eligibility**

The pool for each of the colleges, universities and the System Office shall be derived by summing the salaries of all employees assigned to Management and Confidential Professional positions who were eligible and received a general wage increase on June 28, 2013, in accordance with Board policy, and who will continue to be employed on the payment date of December 27, 2013.

The pool of dollars available for distribution is equal to 2 percent (2%) of the payroll base on November 15, 2013, for eligible employees as stated above.

#### **3. Interim Appointments/Additional Duty Pay**

Employees holding an interim/acting position shall have their annual increase applied to their full interim salary.

If an employee is receiving additional duty pay, then the regular lower pay should be used as the employee's base for calculating a salary increase. The extra duty pay percentage will be calculated on the new base pay and added to it.

#### **4. Salary Ranges**

Performance recognition increases are added to the employee's base salary; however, no increase may take an employee beyond the maximum of the salary grade to which the employee is assigned. Any amount awarded over the maximum, shall be paid as a lump sum on December 27, 2013.

**5. Individual Performance Recognition Increase Determination**

Performance recognition compensation is based on the employee’s performance during the July 1, 2012, through June 30, 2013, evaluative period.

- a. Each employee whose work is judged to be satisfactory/meets expectations shall be awarded a 1 percent (1%) increase.
- b. The remaining dollars in the increase pool after awarding all of the increases to employees who have met expectations may be distributed on the basis of merit at the presidents’ discretion; however, no employee’s performance recognition increase may exceed 3.5 percent (3.5%).

**Connecticut State Colleges and Universities**

Proj FY14 Annual cost with 2% additional increase in PS for management confidential employee

		Total Full Time and Part Time		
UNIV	DEPT ID	ANNUAL_RT	Annual cost w adtl 2%	\$ Inc
SO	CSU83500	1,841,382	1,871,128	29,745
CCSU	CSU84000	5,016,012	5,097,040	81,028
ECSU	CSU85500	3,629,550	3,688,182	58,631
SCSU	CSU85000	4,264,400	4,333,286	68,886
WCSU	CSU84500	3,405,888	3,460,906	55,018
	Total CSU	18,157,232	18,450,541	293,309

		Total Full Time and Part Time		
UNIV	DEPT ID	ANNUAL_RT	Annual cost w adtl 2%	\$ Inc
Charter Oak		1,191,046	1,210,286	19,240

		Total Full Time and Part Time		
College	DEPT ID	ANNUAL_RT	Annual cost w adtl 2%	\$ Inc
SO	CCC78100	4,265,279	4,319,313	54,034
Manchester	CCC78300	1,287,656	1,303,865	16,209
Northwestern	CCC78500	740,043	749,116	9,073
Norwalk	CCC78700	1,129,360	1,143,206	13,847
Housatonic	CCC78900	984,083	996,148	12,065
Middlesex	CCC79100	727,082	735,996	8,914
Capital	CCC79300	1,128,077	1,141,908	13,831
Naugatuck Valley	CCC79500	1,344,438	1,361,356	16,918
Gateway	CCC79700	1,209,171	1,223,996	14,825
Tunxis	CCC79900	1,019,960	1,032,619	12,659
Three Rivers	CCC80100	1,067,928	1,081,021	13,093
Quinebaug Valley	CCC80300	849,278	859,690	10,413
Asnuntuck	CCC80500	570,518	577,512	6,995
	Grand Total	16,322,872	16,525,749	202,877

Total ConnSCU		35,671,150	36,186,576	515,426
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## **Policy Governing the Search Process and Appointment of University and College Presidents by the Board of Regents**

**Following discussion among Regents regarding the proposed policy, as requested by Craig Lappen, the policy was amended to remove the reference to receiving a “recommendation from the BOR President” and the resolution and policy listed below was unanimously approved.** While the amendment was approved in the adopted policy, Chair Meléndez noted that the BOR President had an important role in the search process as the administrator for the Board and the Regents Search Committee. Chair Melendez noted, also, that the process and policy would allow the Board the opportunity to provide the greatest amount of flexibility in appointing/identifying constituencies for advisory committee representation.

WHEREAS, A need exists to adopt a Board of Regents policy governing the selection and appointment of university and college presidents at ConnSCU institutions; and

WHEREAS, A policy that draws upon the search provisions of former governing boards, as well as the Board of Regents’ recent experience in selecting and appointing its own president has been prepared; and

WHEREAS, The intent of the proposed policy is to create procedures that provide for an open, competitive, and inclusive search process; therefore be it

RESOLVED, That the Board hereby adopts the University & College Presidential Search Policy attached hereto effective immediately.

### **BOR UNIVERSITY AND COLLEGE PRESIDENTIAL SEARCH POLICY**

#### **SECTION 1 - APPOINTING AUTHORITY**

Connecticut General Statutes Section 10a-6 authorizes the Board of Regents to appoint a president of all universities and colleges under its jurisdiction. Upon a recommendation from the Regents’ Search Committee, the Board of Regents shall decide by majority vote whether to offer the position to the candidate recommended.

#### **SECTION 2 - PURPOSE OF THE COMMITTEES**

##### **A. Regents’ Search Committee**

The Regents’ Search Committee establishes criteria and processes for the selection of the President, conducts such other due diligence review as the committee deems appropriate, considers the recommendations of the President of the BOR President and of the

University/College Advisory Committee and makes a recommendation to the Board of Regents for the appointment of campus president.

**B. University/College Advisory Committee**

The University/College Advisory Committee assists the search process by providing input into the criteria for the selection of a new president, reviews the resumes of applicants and recommends possible candidates to the BOR Search Committee for consideration, participates in the interview process for the semi-finalists and finalists, and makes recommendations to the Regents' Search Committee for nominees to be considered for appointment.

**SECTION 3 – MEMBERSHIP OF THE COMMITTEES**

**A. University/College Advisory Committee**

The Chair of the Board of Regents shall determine the constituencies to be represented and the number of each who will serve on the University/College Advisory Committee. Consideration shall be give the following groups: faculty (teaching, non-teaching, and administrative), professional employees (including administrators), support staff (classified and unclassified); representatives of employees' unions; designees of the Faculty Advisory Committee and the Student Advisory Committee; alumni, and the Campus Foundation. The Chair may prescribe the manner in which such appointees are selected. The chair of the committee shall be selected by its members.

**B. Regents' Search Committee**

The Chair of the Board of Regents shall determine the size of the committee, appoint members of the Board to the committee, and chair the committee. The committee should be representative of the standing committees of the Board and include at least one student Regent, provided, however, that such student shall not be enrolled in the university or college which is the subject of the search.

**SECTION 4 – ADMINISTRATION OF THE SEARCH**

**A. The Regents' Search Committee shall establish and provide guidelines for the search.**

The search shall proceed according to the Affirmative Action Policy of the Board of Regents and the affected university or college.

**B. The President of the Board of Regents shall be responsible for the administration of the search, including the keeping of the official records of the Regents' Search Committee.**

At the direction of the Regents' Search Committee, the President of the Board may engage and supervise the services of a search firm. The President of the Board shall have, in conjunction with the search firm, the sole and exclusive responsibility for contacting candidates recommended by the search committee who are under consideration.

- C. Members of the Regents' Search Committee and the University/College Advisory Committee shall have access to the resumes and such other information as is available for those candidates determined to be under serious consideration for appointment.
  
- D. The finalists shall visit the university or college and meet with administrators, students, faculty, and community leaders. The Presidents of the Connecticut State Colleges and University institutions shall also have an opportunity to meet the finalists during the campus visits. The BOR Search Committee shall seek comments following the campus visits.
  
- E. Complete confidentiality of all proceedings shall be maintained throughout the search. The names of all candidates under consideration and any other information and/or material related to the search process shall be held in strict confidence by all persons having access to such information. Breach of confidentiality can result in grave injustice to the candidates and serious harm to the reputation of the Board of Regents along with its universities and colleges.

## **FINANCE COMMITTEE**

Committee Chair Matt Fleury introduced CFO Erika Steiner and thanked Jim Howarth for his outstanding efforts serving in his dual capacity as BOR CFO and Eastern's VP for Finance and Administration.

Following Committee Chair Fleury's introduction and discussion which included participation by the Regents, Jim Howarth and Erika Steiner, **the following resolution, Use of University Reserves and Insurance Proceeds by SCSU for Renovations at Buley Library, was approved unanimously on a motion by Nick Donofrio seconded by Matt Fleury:**

- WHEREAS, Construction of the Buley Library building envelope, lower level, first floor, and building core and infrastructure installations on the second, third and fourth floors are currently in process; and
  
- WHEREAS, The finished build-out of second, third, and fourth floors of the existing Buley Library have not commenced due to a funding shortfall; and
  
- WHEREAS, Recent bids for construction of the second, third, and fourth floors, in addition to all other miscellaneous project costs to complete the Buley project total \$8,039,412; and
  
- WHEREAS, Southern wishes to complete the finished build-out of second, third, and fourth floors; and

- WHEREAS, Southern has an available uncommitted operating fund balance of \$2,546,369.30 from a 2008 insurance claim for damages caused by a flood at the Buley Library; and
- WHEREAS, Southern can make available up to \$5,493,042.70 from its unrestricted fund balances towards the completion of the Buley project; and
- WHEREAS Board policy provides that the use of current fund or plant fund balances must be approved by the president and, if the amount to be used is \$250,000 or greater, by the Board; and
- WHEREAS State law requires legislative approval (or from its Finance Advisory Committee when the Legislature is not in session) if “repairs, alterations or additions” to University facilities supported by the operating fund cost one million dollars or more (CGS Sec. 10a-99(b)); and
- WHEREAS, Southern requests Board approval to reallocate \$2,546,369.30 of operating funds from the Buley Flood insurance claim and \$5,493,042.70 from its operating reserves (\$8,039,412.00 total request) to complete the Buley project; and
- WHEREAS, Southern requests Board approval to submit for the December 2013 Legislature Finance Advisory Committee approval to reallocate \$2,546,369.30 of Buley flood insurance claim operating funds and up to \$5,493,042.70 of operating reserves; therefore be it
- RESOLVED, That Southern Connecticut State University is authorized to reallocate \$2,546,369.30 of Buley flood insurance claim operating funds and up to \$5,493,042.70 of operating reserves pending Finance Advisory Committee approval.

Committee Chair Fleury also advised that the Committee received a status update on CSUS 2020 Projects, the majority of which are proceeding according to schedule. The Committee approved an update to the 2007 Master Plan Update and proposed relocation of a stand-alone Police Station at Western Connecticut State University [approved on consent earlier]. Committee members also previewed the very informative Sightlines presentation with Messrs. Kadamus and King. In addition, the Committee heard from Interim Chief Financial Officer Howarth regarding annual projections for Fiscal Year 2014.

#### EXECUTIVE SESSION

**Chairman Melendez requested a motion to move to Executive Session for discussion limited strategy and negotiations with respect to pending litigation and the appointment of a public officer or employee. Nicholas Donofrio so moved; Matt Fleury seconded the motion and it was approved unanimously, with the Board entering into Executive Session at 12:28**

**p.m.** The Chair directed President Gray, Ernestine Weaver, Steve Weinberger, Darlene Mancini Brown, Jim Howarth and Liz Caswell to remain with the Board in Executive Session and indicated that no votes would be cast during Executive Session.

### **RETURN TO OPEN SESSION**

The Board returned to Open Session at 12:50 p.m., with Chair Melendez noting that no votes were taken in Executive Session and discussion was limited to discussion regarding pending litigation and the appointment of a public officer or employee.

### **REQUEST TO ADD ITEM TO THE AGENDA:**

**On a motion by Naomi Cohen, the Board unanimously voted to add the following item to the agenda: Accept the Settlement recommendation of the BOR Counsel and BOR President in the matter known as Lawrence Brunoli, Inc., vs. State of Connecticut Department of Construction Services, the Board of Regents for Higher Education.”**

### **ACCEPT THE SETTLEMENT RECOMMENDATION OF THE BOR COUNSEL AND BOR PRESIDENT IN THE MATTER KNOWN AS LAWRENCE BRUNOLI, INC., VS. STATE OF CONNECTICUT DEPARTMENT OF CONSTRUCTION SERVICES, THE BOARD OF REGENTS FOR HIGHER EDUCATION**

**On a motion by Nicholas Donofrio, with a second by Richard J. Balducci, the Board, the following resolution was unanimously approved.**

RESOLVED, that, in the matter known as Lawrence Brunoli, Inc. vs. State of Connecticut Department of Construction Services, the Board of Regents for Higher Education accepts the recommendation of the Board Counsel and Board President to fully and finally settle the matter with Lawrence Brunoli, Inc. regarding the construction of the New Technology Building at Naugatuck Valley Community College for the total sum of \$1,650,000, to be funded utilizing Alterations, Renovations and Improvements to Facilities including Fire, Safety, Energy Conservation, Code Compliance and Acquisition of Properties bond funds.

### **EXECUTIVE COMMITTEE**

Acting Chair Melendez noted that the Executive Committee had the following action items to bring forward for action by the Board.

Standing Committee Responsibilities – **On a motion by Richard Balducci with a second by Nicholas Donofrio, the proposed charters were unanimously approved** (Attachment B to these minutes).

Proposed 2014 BOR Schedule of Meetings – While it was noted the proposed schedule may change depending up on the appointment of a permanent chair, **on a motion by Richard Balducci with a second by Lawrence DeNardis, the proposed schedule was approved as submitted** (Attachment C to these minutes).

While not up for a vote, a red-lined copy of the Board's bylaws was shared with the Board, noting that the proposed revisions are offered to align existing bylaws with the legislation concerning the addition of the member of the Faculty Advisory Committee to the Board as well as the changes concerning Committees of the Board. (Attachment D to these minutes)s

## **ADJOURNMENT**

**Richard Balducci moved to adjourn; Naomi Cohen seconded and the meeting adjourned at 12:56 p.m.**

Submitted,

Erin A. Fitzgerald, Associate Director, Office of Board Affairs/  
Secretary of the Board of Regents for Higher Education

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# Connecticut State Colleges & Universities: Building a System

## Excel CT: November 12, 2013

### Executive Summary

The Board of Regents is developing a plan to realize the vision and mission for its seventeen state colleges and universities. The goal is to create a system-wide delivery of programs to improve the quality of our institutions, provide for greater student success, and as such, improve the quality of life in our state.

Information about our schools, business community, and students is being gathered, validated and analyzed. We are deepening insights into our financial condition, current sources and uses of funds, and strengthening partnerships with governmental agencies, legislators and the Governor's office. To accelerate and affirm our recommendations for investments and organizational alignment, we are pursuing best practices for both the strategy and approaches to optimize Connecticut's system of colleges and universities.

Our timeline currently anticipates the delivery of progressively more detailed plans and investment discussions throughout the upcoming legislative session.

### Vision, Mission, and Goals

**Our Vision for Connecticut:** A continually increasing share of Connecticut's population will have a high quality post-secondary education that enables them to achieve their life and career goals and make Connecticut a place of engaged, globally competitive communities.

**Our Mission:** The Connecticut State College & Universities contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovate and rigorous programs. Our learning environments transform students and facilitate an ever increasing number of individuals to achieve their personal and career goals.

The Strategic Plan for The Board of Regents established five goals by which to measure the success of the vision and mission:

1. A Successful First Year – Increase the number of students who successfully complete a first year of college.
2. Student Success – Graduate more students with the knowledge and skills to achieve their life and career goal.
3. Affordability and Sustainability – Maximize access to higher education by making attendance affordable and our institutions financially sustainable.
4. Innovation and Economic Growth – Create educational environments that cultivate innovation and prepare students for successful careers in a fast changing world.
5. Equity – Eliminate achievement disparities among different ethnic/racial, economic, and gender groups.

### Excel CT: Capabilities and Planning Timeline

<i>Initiatives</i>	<i>Strategic Goals Supported</i>
<b>Student Services Coordination</b>	
- Integrate admissions (application) for all 17 schools	1,3,5
- Common registration and academic calendar	1,3,5

<b>Initiatives</b>	<b>Strategic Goals Supported</b>
- Enable seamless transfer and articulation amongst 17 schools	1,2,3
- Streamline and improve school administrative/service areas	1,2,3,5
- Institutionalize the Experiential Learning program (military, etc).	1,2,3,5
- Scale Transitions (Developmental Education) program	1,2,4,5
- Expand military/veteran support: recruiting, counseling, advising, centers	1,2,3,5
- Online orientation center	1, 5
- Online curriculum support	1, 2, 5
<b>Early College</b>	
- Expand and strengthen Early College Programs	1-5
<b>Charter Oak</b>	
- Expand online education access and provide high quality programs	1,2,3,5
- Scale “Lifetime Experience” program – military and non-traditional demographic	1-5
<b>Centers of Excellence</b>	2,4
- Expand and deepen community college expertise with CT’s areas of job growth	1,2
- Strengthening university program depth	1-4
- Optimize teacher education programs and increase STEM graduates	2,4,5
- Develop corporate partnerships to create opportunities for students & business	1-5
<b>Infrastructure</b>	
- Improve measurement data and accountability for success metrics	1-5
- Modify state’s funding model	2,3
- Develop long term tuition model	1-3,5
- Integrated Human Resources & Procurement functions	3
- System-wide IT architecture design and information management practices	3
- Build Institutional Research capabilities	1-5

**Timeline:**

<b>Activities</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>
College, Community, Legislative: Vision Discussions								
Enrollment Management Strategy (Maguire) <sup>1</sup>								
Communication/Support Campaign								
Centers of Excellence Identification: Industry Clusters								
Charter Oak Strategy								
Review others’ best practices (SUNY)			4th					
Discuss Plan Updates								
Private Public Partnership Meetings								
Early College Strategy								
Facilities Strategies (Sightlines )								
Development of Goal Metrics Data								
Funding/Sustainability Strategies								
Identification & Sizing of Impact Investments								
Plan Draft Review by BOR; Edits and “Finalize”								
Marketing Strategy <sup>2</sup>								

<sup>1</sup> Maguire Associates’ engagement will culminate in June, 2014, with marketing/branding analysis and recommendations. Interim deliverables will be levered in BOR strategic plan.

<sup>2</sup> Placeholder dollars will be included in plan. Strategy specifics will follow capital investment approval.



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

### **Introduction**

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

### **Membership**

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

### **General Purpose and Scope**

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

### **Committee Responsibilities**

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

- a. Review and approve mission statements for the constituent units and role and scope statements for the individual institutions and campuses (CGS section 10a-1c and section 10a-6(7))
- b. Monitor and evaluate institutional effectiveness and viability in accordance with criteria established by the board (CGS section 10a-6(5))
- c. Develop criteria to ensure acceptable quality in programs and institutions and enforce standards through licensing and accreditation as well as periodic program review (CGS section 10a-6(5))
- d. License and accredit institutions and new academic programs, modify existing programs, and terminate programs (CGS section 10a-6(8), 10a-35a, and the Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning)
- e. Approve administrative units that focus on research and service activities—usually called centers or institutes, including centers of excellence (CGS 10a-25j)
- f. Approve new policies or amend existing policies governing academic and student life matters
- g. Approve honorary professorships and other special recognition of faculty, in conjunction with the Finance and Administration Committees when such honors carry a financial impact
- h. Approve conferral of honorary degrees
- i. As recommended by presidents: promotion and tenure, award of CSU Professor status

**Meetings**

The Academic and Student Affairs Committee shall meet as often as deemed necessary by the Committee Chair.

**Annual Review of Activities and Committee Charter**

Each year, the committee will assess its activities with respect to the responsibilities outlined in this charter and take action as needed. This assessment shall include the adequacy of the charter itself. Recommendations to modify the charter shall require approval by the board.

**Staff to Academic and Student Affairs Committee**

BOR Chief Academic Officer [Provost]

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

**Introduction**

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

**Membership**

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

**General Purpose and Scope**

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

**Committee Responsibilities**

As outlined above, the responsibilities of the Executive Committee are limited only to those instances deemed an emergency circumstance. The Executive Committee may act on behalf of the Board only in those emergency circumstances that do not permit the handling of a matter in the normally prescribed manner by the Board, and any such action taken by the Committee shall be subject to ratification by the full Board at the next regular meeting of the Board.

**Meetings**

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

**Staff to Executive Committee**

BOR President and BOR Secretary

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

**Introduction**

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

**Membership**

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

**General Purpose and Scope**

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

**Committee Responsibilities**

The responsibilities of the Committee are as follows:

- a. Review and recommend the Biennial Operating and Capital Budget Request to the Governor and General Assembly.
- b. Review and recommend annual institutional spending plans (expenditure authority) and allocation of state appropriations.
- c. Review and recommend modifications to system resource allocation strategies as needed to achieve strategic goals and priorities.
- d. Review as required the implementation of institutional spending plans to evaluate financial performance against plans.
- e. Review and recommend tuition and fee adjustments, taking into consideration any number of

factors including, but certainly not limited to, the level of State support, financial aid, present fee levels, purposes of adjustments and other pertinent factors.

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

## **Meetings**

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

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

Each year, the committee will assess its activities with respect to the responsibilities outlined in this charter and take action as needed. This assessment shall include the adequacy of the charter itself. Recommendations to modify the charter shall require approval by the board.

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

BOR Chief Financial Officer

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

**Introduction**

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

**Membership**

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

**General Purpose and Scope**

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

**Committee Responsibilities**

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

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

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

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

### **Meetings**

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

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

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

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

Vice President for Human Resources



# Board of Regents for Higher Education 2014 Meeting Schedule

Academic/Student Affairs 9:30 a.m.	Audit 11:30 a.m.	HR and Administration 12:30 p.m.	Finance & Infrastructure 9:30 a.m.	Information Technology Special Committee 3:00 p.m.	Executive Comm. meets when called. Placeholder dates identified on those months the full Board is not in session	Board of Regents 10:00 a.m. <i>3<sup>rd</sup> Thursdays unless otherwise noted</i>
Fri., Jan 10		Fri., Jan 10	Tues., January 7	Fri., Jan 10		January 16 HARTFORD
Fri., March 7	Tues., March 11	Fri., March 7	Tues., March 11	Fri., March 7	Thurs., Feb. 20 10:00 a.m.	March 20 HARTFORD
Fri., April 4		Fri., April 4	Tues., April 8	Fri., April 4		April 17 WESTERN CSU
Fri., May 2		Fri., May 2	Tues., May 6	Fri., May 2		May 15 THREE RIVERS CC
Fri., June 6	Tues., June 10	Fri., June 6	Tues., June 10	Fri., June 6		June 19 HARTFORD
Fri., August 1		Fri., August 1	Tues., August 12	Fri., August 1	Thurs., July 17 10:00 a.m.	August 21 HARTFORD
Fri., September 5	Tues., Sept. 9	Fri., September 5	Tues., September 9	Fri., September 5		September 18 MANCHESTER CC
Thurs., October 2		Thurs., October 2	Tues., October 7	Thurs., October 2		October 16 ASNUNTUCK CC
Fri., December 5	Tues., Dec. 9	Fri., December 5	Tues., December 9	Fri., December 5	Thurs., Nov. 20 10:00 a.m.	December 18 HARTFORD

11/18/13

**Yellow shading** indicates a Special Meeting

The following committees meet when called: Executive Committee (standing); Strategic Planning Committee (special); *placeholder dates have been identified for Executive Committee meetings on those months the full Board is not in session.*

**Unless otherwise noted, meetings are held at the Regents' Offices – 39 and 61 Woodland Street, Hartford (agendas will specify address and room location)**

Info/contact: Erin Fitzgerald [fitzgeralde@ct.edu](mailto:fitzgeralde@ct.edu), or 860 723-0013

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**BYLAWS OF THE CONNECTICUT BOARD OF REGENTS  
FOR HIGHER EDUCATION**

**amended and restated to ~~June 20, 2013~~ January 16, 2014**

**ARTICLE I**

**THE BOARD OF REGENTS FOR HIGHER EDUCATION**

***SECTION 1 - AUTHORITY OF THE BOARD OF REGENTS***

The Board of Regents for Higher Education serves as the governing body for the regional community-technical college system, the Connecticut State University System and Charter Oak State College pursuant to Subsection (a) of Section 211 of PA 11-48, On January 1, 2012, the Board of Regents is also authorized to act, as necessary, as the Board of Trustees for the Community-Technical Colleges, the Board of Trustees for the Connecticut State University System and the Board for State Academic Awards (which is the Board for Charter Oak State College) pursuant to sections 10a-71, 10a-88 and 10a-143 of the Connecticut General Statutes, as amended. The specific powers and duties of the Board are prescribed in Title 10a of the Connecticut General Statutes and are further delineated in policies adopted by the Board from time to time.

***SECTION 2 - BOARD MEMBERSHIP***

Membership on the Board is defined in Subsection (a) of Section 211 of PA 11-61 as follows:

*The board shall consist of nineteen members who shall be distinguished leaders of the community in Connecticut. The board shall reflect the state's geographic, racial and ethnic diversity. The voting members shall not be employed by or be a member of a board of trustees for any independent institution of higher education in this state or the Board of Trustees for The University of Connecticut nor shall they be employed by or be elected officials of any public agency as defined in subdivision (1) of section 1-200 of the general statutes, during their term of membership on the Board of Regents for Higher Education. The Governor shall appoint nine members to the board as follows: Three members for a term of two years; three members for a term of four years; and three members for a term of six years. Thereafter, the Governor shall appoint members of the board to succeed such appointees whose terms expire and each member so appointed shall hold office for a period of six years from the first day of July in the year of his or her appointment. Four members of the board shall be appointed as follows: One appointment by the president pro tempore of the Senate, who shall be an alumnus of the regional community-technical college system, for a term of four years; one appointment by the minority leader of the Senate, who shall be a specialist in the education of children in grades kindergarten to twelve, inclusive, for a term of three years; one appointment by the speaker of the House of Representatives, who shall be an alumnus of the Connecticut State University System, for a term of four years; and one appointment by the minority leader of the House of Representatives, who shall be an alumnus of Charter Oak State College, for a term of three years. Thereafter, such members of the General Assembly shall appoint members of the board to succeed such appointees whose terms expire and each member so appointed shall hold office for a period of four years from the first day of July in the year of his or her appointment. The chairperson of the faculty advisory committee created under section 10a-3a shall serve as an ex-officio, nonvoting member of the board for a term of two years and, in his or her role as chairperson, shall be excluded from any executive session, as defined in section 1-200, of the board. The chairperson and vice-chairperson of the student advisory committee created under section 10a-3 of the general statutes, as amended by this act, shall serve as members of the board. The Commissioners of Education, Economic and Community*

*Development and Public Health and the Labor Commissioner shall serve as ex-officio, nonvoting members of the board.*

It shall be the duty of each Regent to attend all Board meetings, as well as meetings of committees to which he or she has been appointed.

### **SECTION 3 - CODE OF ETHICS**

Members of the Board of Regents shall serve for the public good and not for personal interest or gain. They shall comply with the provisions of the Code of Ethics for Public Officials set forth in Sections 1-79 through 1-90 of the Connecticut General Statutes. A Regent may not directly enter into a contract for a fee or be employed by the Board of Regents or any of its colleges or universities. A Regent shall not engage in any activity that violates the intent of this section and shall avoid any appearance of impropriety.

## **ARTICLE II ORGANIZATION OF THE BOARD**

### **SECTION 1 - MEETINGS OF THE BOARD OF REGENTS**

#### **A. REGULAR MEETINGS**

Regular meetings of the Board shall be held in accordance with a schedule established and approved yearly by the Board. The decision to cancel a meeting for lack of business shall be made by the Chair in consultation with the President.

#### **B. SPECIAL MEETINGS**

Special meetings shall be at the call of the Chair or whenever requested by nine or more voting members of the Board. Notice of a special meeting shall be given in accordance with the Connecticut Freedom of Information Act and shall specify the time and place of the meeting, and the business to be transacted.

#### **C. QUORUM**

A majority of the current voting membership of the Board shall constitute a quorum. Meetings may be conducted in the absence of a quorum provided that all actions taken are confirmed at a subsequent meeting where a quorum is present. Participation and interaction, through the use of available technologies (i.e., speakerphone, video or web conference), will constitute a member's being present, provided that all members participating in the meeting are able to communicate with one another.

#### **D. VOTING**

For the purposes of these Bylaws, a “majority vote” shall be defined as a vote of more than half of the votes cast by members present, excluding abstentions, at a regular or properly-called meeting at which a quorum is present. A “two-thirds vote” shall be defined as a vote of at least two-thirds of the votes cast by members present, excluding abstentions, at a regular or properly-called meeting at which a quorum is present.

E. PARLIAMENTARY RULES

Parliamentary rules as set forth in Robert's Rules of Order (latest revised edition) shall govern the conduct of the meetings of the Board.

F. CONSENT CALENDAR

Resolutions and other proposed actions of a routine nature may be adopted on motion without discussion provided information regarding such items has been provided to Board members for review prior to the date of the meeting. At any time before a motion for adoption of such consent calendar is made, a member of the Board may request removal of the item from the consent items in which case the item shall be so removed and assigned by the Chair of the Board to a place on the regular agenda. If possible, members should advise the President at least 24 hours before a meeting if they intend to request removal of an item from the consent calendar so that interested parties can be informed that the Board may discuss the item.

G. ADDING ITEMS TO THE AGENDA

Any motion made to add an item to the agenda shall require an affirmative two-thirds vote.

**SECTION 2 - OFFICERS OF THE BOARD**

- A. The officers of the Board shall be the Chair, Vice-Chair, President and Secretary.
- B. The Chair shall be appointed by the Governor pursuant to Subsection (c) of Section 211 of PA 11-48.
- C. The vice chair shall be elected by majority vote of the Board for a term of three years.
- D. The President shall be appointed by the Board of Regents and shall serve at the pleasure of the Board pursuant to Subsection (a) of Section 1 of PA 13-4.
- E. A member of the President's staff shall be appointed by the Board as the Secretary of the Board and shall serve at the pleasure of the Board.
- F. In the event any officer except the Chair or the President shall be unable to complete his or her term, a new officer shall be elected to fill the unexpired term.

**SECTION 3 - DUTIES OF THE OFFICERS**

A. CHAIR

The Chair shall preside over meetings of the Board in accordance with the general principles stated in Robert's Rules of Order, shall appoint members to committees established by the Board, and shall serve as ex-officio member of all committees. The Chair shall have the same right to vote and to participate in discussion as any other member.

B. VICE CHAIR

In the absence of the Chair, the Vice Chair shall preside over meetings of the Board and shall perform all the duties of the Chair.

C. PRESIDENT

Pursuant to Section 1 of PA 13-4:

*The president shall be the chief executive officer of the Board of Regents for Higher Education and shall administer, coordinate and supervise the activities of the board in accordance with the policies established by the board. The President shall (1) have the authority to implement the policies, directives and rules of the board and any additional responsibilities as the board may prescribe, (2) implement the goals identified and recommendations made pursuant to section 10a-11b of the general statutes, (3) build interdependent support among the Connecticut State University System, the regional community-technical college system and Charter Oak State College, (4) balance central authority with institutional differentiation, autonomy and creativity, and (5) facilitate cooperation and synergy among Connecticut State University System, the regional community technical college system and Charter Oak State College.*

D. SECRETARY

The Secretary shall be responsible for providing notice of meetings, maintaining the minutes and other records of the proceedings of the Board. The Secretary shall sign the minutes of each meeting of the Board following approval thereof by the Board. In the absence of the Secretary, any other Officer of the Board may sign the approved minutes.

E. CHAIR PRO TEM

In the absence of the Chair and Vice Chair, the Secretary shall call the meeting of the Board to order and a Chair Pro Tem shall be elected by an affirmative vote of two-thirds of the Board members present and voting to perform the duties of the Chair.

F. STAFF

Pursuant to Section 212 of PA 11-48 as amended by PA 11-61:

*There shall be an executive staff responsible for the operation of the Board of Regents for Higher Education. The executive staff shall be under the direction of the president of the Board of Regents for Higher Education, who may employ staff as is deemed necessary, including, but not limited to, temporary assistants and consultants. The board shall establish terms and conditions of employment of its staff, prescribe their duties and fix the compensation of its professional and technical personnel. Upon recommendation of the president, the Board of Regents shall appoint a vice-president for each constituent unit with such duties and responsibilities as the board and president shall prescribe, so that each constituent unit fulfills its mission. Such duties shall include, but not be limited to, oversight of academic programs, student support services and institutional support.*

## ARTICLE III COMMITTEES AND REPRESENTATIVES OF THE BOARD

### *SECTION 1 - EXECUTIVE COMMITTEE*

The Executive Committee shall consist of the Board Chair, Vice Chair, the chairs of all the Board's standing committees, and such additional members as the Board may appoint. The BOR President shall serve as an ex officio nonvoting member. The Chair of the Board shall chair this committee. Fifty percent of the members of the Committee shall constitute a quorum. It shall meet at such times as deemed necessary by the Chair. The Executive Committee shall exercise in emergencies the authority of the Board of Regents, consistent with the policies of the Board or with any action taken earlier by the Board. For purposes of executive committee action, a matter shall be deemed an emergency circumstance when delaying action until the full Board's next meeting could result in significant risk, expense, or disruption to the Universities, Colleges or their operations.

### *SECTION 2 - STANDING COMMITTEES*

Standing Committees of the Board shall be the Academic & Student Affairs Committee, Audit Committee, Finance Committee and Administration Committee, and such additional committees as may be authorized by the Board Chair from time to time for purposes of efficient operation.

- **Academic & Student Affairs** is charged with oversight of student affairs and system academic policy including, but not limited to, program approval, academic standards and transfer policy.
- **Audit Committee** is charged with oversight of external audits of all system functions including individual campus audits.
- **Finance and Infrastructure Committee** The Committee is charged with oversight of the institutional facilities, financing strategy, financial policies and financial condition of the Connecticut State College & University System. The Committee shall conduct reviews, receive reports and provide direction to management and counsel to the Board of Regents concerning matters within its scope of responsibility. ~~is charged with oversight of all systemwide fiscal and facility matters including, but not limited to, budget development, tuition, allocation of state general funds and capital budget.~~
- **Human Resources and Administration Committee** The Committee shall consider, review and/or develop policies and make recommendations governing employees of the Connecticut State Colleges & Universities and the BOR system office. ~~is charged with oversight of all systemwide administrative and personnel policy matters.~~

### *SECTION 3 - COMMITTEE MEMBERSHIP*

A. The Chair of the Board shall appoint the Chair of each Standing Committee.

- B. To provide a quorum for a committee meeting, the Chair or acting Chair of a committee may appoint any Board member to act in the absence of a regular committee member.
- C. When the Chair of a Standing Committee is unable to be present for a committee meeting, he or she may appoint any regular member of the committee as acting Chair.

***SECTION 4 - SPECIAL COMMITTEES***

The Chair of the Board may appoint committees from time to time to address other subjects or issues as appropriate.

***SECTION 5 - COMMITTEE QUORUM***

Fifty percent or a majority of the members of a standing or special committee shall constitute a quorum.

***SECTION 6 - ADVISORY BODIES***

A. The Board is advised by two bodies created by statute:

1. The Student Advisory Council created pursuant to section 10a-3, as amended by section 213 of PA 11-48, of the Connecticut General Statutes.
2. The Faculty Advisory Committee created by section 214 of PA 11-48.

B. The Board may authorize the creation of additional advisory bodies on a permanent or temporary basis from time to time.

***SECTION 7 - BOARD REPRESENTATIVES TO OTHER COMMITTEES, BOARDS OR OTHER ORGANIZATIONS***

The Chair of the Board of Regents shall appoint a member or members to represent the Board on other committees, boards, or organizations, where required by statute or otherwise appropriate.

**ARTICLE IV  
MAINTENANCE OF BYLAWS**

***SECTION 1 - AMENDING THE BYLAWS***

The Bylaws may be adopted, repealed or amended by:

- A. The introduction of a proposed amendment at the time of a regularly scheduled meeting, and
- B. An affirmative vote of two-thirds of the members of the Board at the time of the next regularly scheduled meeting.

APPROVED 12/20/11; AMENDMENTS 06/21/12; 10/18/12; 11/15/12; 6/20/13

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