



CT BOARD OF REGENTS FOR HIGHER EDUCATION

ACADEMIC & STUDENT AFFAIRS COMMITTEE

Meeting – January 24, 2020
9:30 a.m. – 61 Woodland Street, Hartford

MINUTES

Regents Present: Aviva Budd, Naomi Cohen, Del Cummings, Merle Harris (via teleconference), William Lugo, Peter Rosa

Regents Absent: None

Staff Present: Alison Buckley, Greg DeSantis, Bill Gammell, Jane Gates, Ken Klucznik, Lesley Mara, Steve McDowell, Pat Ryiz

Other Attendees: Missy Alexander (WCSU), Thomas Barron (COSC), Mike Butcaris (NCC), Dauwalder, David (CCSU), Lisa Dresdner (NVCC), Julie Edstrom (SCSU), Marianne Fallon (CCSU), Yvonne Kirby (CCSU), Mark Kosinski (GCC), Jay E. Murray (WCSU), Karissa Peckham (CCSU), Angel Pickett (GCC), Elizabeth Scott (ECSU), Manohar Singh (SCSU), Sheila Solernou (GCC), Elizabeth Steeves (HCC), Zulma, Toro (CCSU)

The meeting was called to order at 9:30 a.m. by Regent Naomi Cohen who is chairing the meeting today for Regent Merle Harris.

Regent Cohen stated that one item will be removed from the BOR Academic and Student Affairs Agenda for today's meeting. It is Item 4.d.i.a). State University Centers and Institutes, Center for East Asian Studies, Central CT State University. The members of the Committee agreed with the removal of the agenda item and Regent Cohen stated that the meeting will proceed with the agenda as listed.

Regent Cohen noted that it is the last BOR Academic and Student Affairs meeting for two Regents, Pete Rosa and Del Cummings. Regent Cohen noted their contributions to the Committee and the Board of Regents and thanked them for their service.

1. Approval of Minutes
 - a. December 2, 2019
On a motion by P. Rosa and seconded by A. Budd, the minutes from the December 2, 2019 BOR ASA Committee meeting were approved.

2. CSCU Student Success Key Performance Indicators (KPIs): 2018 Community Colleges

Dr. Ken Klucznik, Associate Vice President for Academic Affairs; Dr. Greg DeSantis, Executive Director of the CSCU Student Success Center and Academic Initiatives; and, Dr. Bill Gammell, Director, Research & System Effectiveness, presented this item.

Provost Gates noted that the purpose of the presentation is to provide greater detail on the CSCU Student Success Key Performance Indicators (KPIs): 2018 Community Colleges. Dr. DeSantis noted that one KPI #22 was amended as follows: Percentage of students who earned zero credits of any kind (*including developmental*) in the first term (Fall). Dr. DeSantis introduced Dr. Gammell who gave an overview of the website www.ct.edu/KPI and how to navigate and drill down to get more specific data on the KPIs. A user can look up the KPIs by region/institution, by demographic group, by indicator, or, by term. KPIs with too little data, that is, less than 10 individuals, do not appear. A Student Success update will be released in February and will include directions on how to navigate the website.

Regent Cohen called for questions/comments from the Committee.

- i. *What are you doing to ensure that all data is included?* Response: All institutions are represented in aggregate form and all data is included.
- ii. *Who collects the data?* Response: The data is supplied and managed by the Office of Institutional Research in the System Office.
- iii. *How is data being used for the new enrollment efforts?* Response: In Guided Pathways, enrollment equity is deeply embedded. What we know so far is that there is a very clear equity gap and use the data to work with the colleges to close the equity gap.
- iv. *There is a need to get feedback to faculty regarding what we're doing well and what we're not doing well.* Response: We are in the very early stages of our work with Students First now and laying the groundwork (data reporting) for future enhancements via predictive analytics.
- v. *How has the data been received by institutions and faculty?* Response: It has begun to stimulate conversation about equity in a way that we have not had before. This has affected faculty as well as support staff. The data can change faculty and institutional behavior and how we support students.
- vi. *Has anyone challenged the data?* Response: Yes. Some campuses questioned if the data was right. In these cases, Institutional Research provided the campuses with data sets and a list of definitions for the KPIs. Most questions came after the first release. Lately, there have been fewer questions.
- vii. *How difficult would it be to track the success of high schools in teaching our students and providing feedback to the high schools?* Response: We receive feedback from the P20 WIN Program but data has not been provided at the KPI level.

3. Consent Items

a. Discontinuations

- i. Child Development Associate Preparation – Certificate – Quinebaug Valley CC
On a motion by A. Budd seconded by P. Rosa the consent item was adopted unanimously.

4. Action Items

a. Application for Accreditation of a Licensed Program

i. Organizational Effectiveness and Leadership – MS – Charter Oak State College
Provost Shirley Adams (via teleconference); and, Dr. Tom Barron, Director, Master's in Organizational Effectiveness and Leadership, presented this program for Charter Oak State College. Provost Adams noted that the program is already licensed and accredited and that COSC is applying for continued accreditation. Under the new policy the program is being moved forward in the seventh semester for continued accreditation. The program was reviewed twice by NECHE, first, as a substantive change and second as part of COSC's 10-year review. The program's revenues exceed its expenditures; but, the enrollments did not meet original projections. Dr. Barron discussed a number of issues related to the program. Student outcomes are being met. Students report that the program has had a positive impact on them. He discussed marketing plans for the program and noted that in the past two years, COSC has focused its marketing efforts on undergraduate programs. More resources will now be applied to overall graduate programs.

Regent Cohen called for questions/comments from the Committee.

- i. *The application form does not include enrollment numbers.* Response: A section on projected enrollments will be added to the form.
- ii. *You mentioned giving up to 6 credits for students who have attended graduate programs. Will you also do this for students who have attended another institution and then transfer to COSC?* Response: At this point the policy is only for COSC students. We have a transfer policy and will look into this.
- iii. *The program has less than half the FTE that you projected. How do you create the enrollment projections? The BOR is very sensitive to enrollment projections.* Response: Dr. Barron noted that the enrollment projections were made before he joined the College. The projected enrollments were increased by 5% each year. Enrollment decreased after the first year. One factor was that marketing resources were allocated to undergraduate programs only.
- iv. *The projected expenses for administration are the same for three years. Now we have salary increases and the administration expenses should increase in Years 2 and 3.* Response: The program document will be revised and sent to the Provost.
- v. *What kind of enrollment increases can the program tolerate before increasing expenses?* Response: The program can grow to 200 students before administrative costs will need to be increased.

Regent Cohen called for a motion to approve the accreditation of the Charter Oak State College MS in Organizational Effectiveness and Leadership. On a motion by A. Budd seconded by P. Rosa, a vote was taken and the continued accreditation of the Charter Oak State College MS in Organizational Effectiveness and Leadership was unanimously approved.

b. Modifications

i. Manufacturing Certificate: CNC Machine Technology – Certificate – Housatonic CC
[Name Change]

Elizabeth Steeves, Professor of Chemistry and Chairperson of the Mathematics/Science Department, presented the program for Housatonic CC which is requesting a program name change from Manufacturing Certificate: CNC Machine Technology to

Manufacturing Certificate: Advanced Manufacturing: Machine Technology effective Fall 2020. The name change was requested by HCC's Industry Advisory partners which felt that the current name implied that the program was only focused on one aspect of manufacturing.

Regent Cohen called for a motion to approve the modification of the Housatonic CC Manufacturing Certificate: CNC Machine Technology, specifically a name change to Manufacturing Certificate: Advanced Manufacturing: Machine Technology. On a motion by P. Rosa seconded by A. Budd, a vote was taken and the name change to Manufacturing Certificate: Advanced Manufacturing: Machine Technology was unanimously approved.

ii. Applied Behavior Analysis – Online MS – Western CT State University
[Reallocate/add new content to create a 9-course sequence]

iii. Applied Behavior Analysis – Online Certificate – Western CT State University
[Reallocate/add new content to create a 6-course sequence]

Provost Missy Alexander; Dr. Joan Palladino, Interim Dean, School of Professional Studies; and, Dr. Katie O'Callaghan, Chair, Education & Educational Psychology Department, presented these two program modifications for Western CT State University. Both programs the MS and the Graduate Certificate in Applied Behavior Analysis were discussed together. The purpose of the program modifications was to meet the new standards (Task List 5) of the Behavior Analyst Certification Board (BACB). Every five years, the BACB releases new task lists. Institutions have to modify curriculum in time for the certification exam, in this case, by January 2022. WCSU modified the existing coursework. Modified courses received new titles. The modification addressed all of the new constructs in the curriculum. Dr. Palladino noted that WCSU's Applied Behavior Analysis (ABA) programs are very successful and WCSU is listed as one of the #1 schools on the ABA website.

Regent Cohen called for a motion to approve the modification of the Western CT State University's online MS in Applied Behavior Analysis. On a motion by P. Rosa seconded by A. Budd, a vote was taken and the modifications to the Western CT State University's online MS in Applied Behavior Analysis were unanimously approved.

Regent Cohen called for a motion to approve the modification of the Western CT State University's online Graduate Certificate in Applied Behavior Analysis. On a motion by P. Rosa seconded by A. Budd, a vote was taken and the modifications to the Western CT State University's online Graduate Certificate in Applied Behavior Analysis were unanimously approved.

iv. Surgical Technology – AS – Gateway CC [Change from satellite to stand-alone program]

Dr. Mark Kosinski, Dean of Academic Affairs; Dr. Sheila Solernou, Director of Allied Health and Nursing Division; and, Angel Pickett, Interim Surgical Technology Program Coordinator, presented the program for Gateway CC which seeks approval for a program modification from being a satellite location of Housatonic CC to being a standalone location. This modification was recommended by the accrediting body, Accreditation Review Council on Education in Surgical Technology and Surgical Assisting

(ARC/STSA), based on findings from a site visit in October 2019. The ARC/STSA determined that Gateway CC's Surgical Technology Program was not qualified to be accredited as a satellite location because it was not an exact mirror image of Housatonic CC's Surgical Technology Program. The ARC/STSA did fast track Gateway CC's application for accreditation to become a standalone program. Gateway CC has students ready to graduate in May 2020, thus emphasizing the urgency for accreditation. Regent Cohen called for questions/comments from the Committee.

- i. *What happens with this program after Students First? Will the equipment differences between Housatonic CC and Gateway CC disadvantage the students at HCC? How do you handle registrations with the differences in the locations?*
Response: The program/plan of study is exactly the same at both locations. There are some differences in equipment. Housatonic CC has central processing equipment in its lab; but, the equipment is not required. In their clinical training, students will be exposed to central sterile supply processing. Yale New Haven Hospital is the biggest supporter of the Surgical Technology program and it has offered many opportunities to our students.
- ii. *Chair Harris stated that the issue of accreditation will have to be looked at. At times, separate accreditation will be required at different institutions for the same program.*

Regent Cohen called for a motion to approve the modification of the Gateway CC AS in Surgical Technology as a standalone program. On a motion by A. Budd, seconded by P. Rosa, a vote was taken and the modification of the Gateway CC AS in Surgical Technology as a standalone program was unanimously approved.

c. NECHE Institutional Accreditations

i. Central CT State University

President Zulma Toro, Yvonne Kirby, AVP for Planning and Institutional Effectiveness, and, Karissa Peckham, JD, AVP for Enrollment Management, presented the Central CT State University Institutional Accreditation. Provost Gates congratulated CCSU on the approval/renewal of its ten-year state accreditation. When Dr. Toro became president of CCSU in January 2017, she had to make a decision to delay or proceed with the NECHE institutional accreditation. She made the decision to proceed with the reaccreditation; but, the development of a new Strategic Plan for CCSU was delayed. Instead, an interim CCSU Strategic Plan was developed to use in the reaccreditation process. She noted that NECHE made several commendations about CCSU; namely, 1) its comprehensive and candid self study; 2) the significant gains in Student Learning Objectives Assessment; and, 3) progress made in the Doctor of Nurse Anesthesia program. CCSU received renewed accreditation until 2028. It must submit a progress report in Fall 2020 and an interim report in Fall 2023. The progress report will update NECHE on CCSU's 1) new Strategic Plan; 2) progress on achieving its enrollment goals; 3) Title IV compliance; and, 4) Title IX compliance.

CCSU's Strategic Plan 2030

CCSU's new Strategic Plan is in the process of being approved by committees within the institution. Once institutional approval is achieved, the plan will be submitted to the BOR Academic and Student Affairs Committee and the BOR for approval in changes to its mission statement and role and scope.

CCSU's Enrollment Goals

In order to achieve its enrollment goals, CCSU created a Division of Enrollment Management and implemented new strategies in recruitment and retention, namely, the implementation of a dual advising model and changes in delivery mode (more online and hybrid classes). The institution has also created a marketing plan.

Title IV Compliance

As of August 2019, CCSU qualified for being removed from provisional status and will remain on regular status until March 21, 2023, when it will apply again. A concern of NECHE was the way in which CCSU awarded financial aid. CCSU implemented a new packaging strategy for financial aid which is compliant with Title IV regulations.

Title IX Compliance

CCSU has implemented a “zero tolerance” policy against acts of violence, bias, discrimination and sexual misconduct. Goal #3 of the CCSU Strategic Plan addresses these issues. In addition, a Taskforce on Sexual Misconduct, Bullying, and the Campus Climate was convened. The Taskforce delivered an action plan with five points and fifteen actions to change the culture at CCSU which is making progress on the implementation of the action plan.

Students First and the Impact of Shared Services

President Toro stated that there is a lack of information and/or the information is not consistent. The shared services have to be identified and how they are going to work. Regent Harris commended President Toro on a comprehensive document and on the progress CCSU has made in so many areas, in particular, its Strategic Plan. Regent Harris asked about the statement that “all public higher education institutions in Connecticut, including CCSU, were placed on Provisional Certification Status”. She asked Provost Gates to investigate which institutions are now in compliance and which institutions are not.

Regent Cohen called for a motion to accept the NECHE Institutional Accreditation of Central CT State University. On a motion by M. Harris, seconded by P. Rosa, a vote was taken and the NECHE Institutional Accreditation of Central CT State University was unanimously approved.

d. State University Centers and Institutes

i. Continuation and Name Change of a Center/Institute

a) Center for East Asian Studies - Central CT State University

This item was removed from the agenda.

ii. Discontinuation of a Center/Institute

a) Center for Compassion, Creativity, and Innovation – Western CT State University

Provost Alexander discussed Western CT State University’s request to discontinue this Center effective December 31, 2019. She stated that the Center did not grow as expected; but, the student-led Compassion and Creativity Club which hosts many annual compassion-related events will remain active.

Regent Cohen called for a motion to accept the discontinuance of the Western CT State University Center for Compassion, Creativity and Innovation. On a motion by A. Budd, seconded by P. Rosa, a vote was taken and the discontinuation of the Western CT State University Center for Compassion, Creativity and Innovation was unanimously approved.

b) Center for the Study of Culture and Values - Western CT State University

Provost Alexander discussed Western CT State University's request to discontinue this Center effective December 31, 2019. The Center for the Study of Culture and Values was created to administer an endowed chair. Additional endowments by the donor are now managed by a steering committee which hosts two major events and supports the endowed chair. The existence of a center to manage the endowment is no longer necessary.

Regent Cohen called for a motion to accept the discontinuance of the Western CT State University Center for the Study of Culture and Values. On a motion by A. Budd, seconded by P. Rosa, a vote was taken and the discontinuation of the Western CT State University Center for the Study of Culture and Values was unanimously approved.

e. BOR CSU Centers and Institutes Policy – Modification

Dr. Ken Klucznik presented the modification to the BOR CSU Centers and Institutes Policy. He stated that two modifications have been made to the Policy to provide clarification. In the Policy Statement section, one sentence has been expanded into two paragraphs to clarify the kinds of centers to which the policy applies. And, secondly, a paragraph was added above the Notes section which states: *After the initial seven-year review, the review process for continued Centers shall be repeated every seven years.*

Regent Cohen called for a motion to accept the modification of the BOR CSU Centers and Institutes Policy. On a motion by P. Rosa, seconded by A. Budd, a vote was taken and the modification of the BOR CSU Centers and Institutes Policy was unanimously approved.

5. Informational Items

a. Presentation on Enrollment Management and Marketing

Since ASA Committee members had continuing questions about enrollment projections and the process for meeting their enrollment goals, the Committee invited representatives of CSU institutions to discuss their enrollment management and marketing initiatives. The presenters and institutions that they represent were: Dr. Alison Buckley, VP Enrollment Management; President Zulma Toro, CCSU; Karissa Peckham, JD, AVP for Enrollment Management, CCSU; Dr. Elizabeth Scott, Dean of Education and Professional Studies, ECSU; Julie Edstrom, AVP Enrollment Management, SCSU; Dr. Manohar Singh, Dean of School of Graduate and Professional Studies (SCSU); and, Jay E. Murray, AVP Enrollment Services, WCSU.

After the presentations, Regent Budd had questions on the recruitment and support of veterans. Dr. Buckley responded that CSU is working on tactics to support veterans and focusing on areas highly populated with veterans. She also is focusing on finding commonalities among the community colleges and noted that a very successful Best Practices Conference for Enrollment Management was held in November for the community colleges. Provost Gates stated that President Ojakian has established two CSU Taskforces, one on Transferability, and the second on the Value Assets of the CSUs and how we can enhance the branding within the CSUs.

- b. CSCU Sabbatical Leaves
 - i. Central CT State University
 - ii. Eastern CT State University
 - iii. Southern CT State University
 - iv. Western CT State University

- c. NECHE Interim 5th Year Report
 - i. Naugatuck Valley CC
Dr. Lisa Dresdner, Dean of Academic Affairs, stated that she was very pleased with the NECHE Interim 5th Year Report. As a result of the report, Naugatuck Valley CC was asked to look at their Educational Competency Assessment and Advising Work, both of which the institution is addressing.

 - ii. Norwalk CC
Dr. Mike Butcaris, Interim Dean of Academic Affairs, stated that he was very pleased with Norwalk CC's NECHE Interim 5th Year Report. Norwalk CC is working on the appointment of a permanent Academic Dean and is responding to other challenges noted in the report.

- d. Below Threshold
 - i. Political Science – BA – Central CT State University [Program Modification – Credit Distribution]
 - ii. Earth Sciences – BS – Central CT State University [Program Modification – Credit Distribution]
 - iii. Hospitality and Tourism – BS – Central CT State University [Program Modification – Credit Distribution]
 - iv. Mathematics – Minor – Central CT State University [Program Modification – Credit Distribution]
 - v. Music – BA – Central CT State University [Program Modification – Credit Distribution]
 - vi. Supply Chain Logistics Management – MS – Central CT State University [Program Modification – Credit Distribution]

On a motion by A. Budd and seconded by P. Rosa, the Committee voted unanimously to adjourn the meeting of the BOR Academic and Student Affairs Committee at 12:25 p.m.