

BOARD OF REGENTS FOR HIGHER EDUCATION CONNECTICUT STATE COLLEGES AND UNIVERSITIES (CSCU)

AGENDA - REGULAR MEETING

10:00 a.m., Thursday, September 20, 2018

System Office, Regents Boardroom, Ground Level, 61 Woodland Street, Hartford, CT

1. Call to Order, Roll Call and Declaration of Quorum
2. Opportunity to Address the Board*
3. Adoption of Agenda
4. Board of Regents Chair Matt Fleury
5. CSCU President Mark E. Ojakian
6. Approval of [August 23, 2018 Meeting Minutes](#)
7. Consent Agenda
 - a) Discontinuations
 - i. Photography – AS – Northwestern CT CC 1
 - ii. Photography – Certificate – Northwestern CT CC 3
 - iii. Restaurant Management – Certificate – Three Rivers CC 5
 - iv. Business Administration – Certificate – Three Rivers CC 7
 - v. Small Business and Entrepreneurial Studies – Certificate – Three Rivers CC 9
 - vi. Hotel Management – Certificate - Three Rivers CC11
 - vii. Advertising, Sales and Promotion – Certificate - Middlesex CC 13
 - viii. Customer Service Management - Certificate - Middlesex CC 15
 - ix. Marketing – AS - Middlesex CC 17
 - x. Behavioral Science – AA – Naugatuck Valley CC 19
 - xi. New Media Communication – AS – Tunxis CC
21Computer Information – PC Applications (EJ01) – Certificate – Housatonic CC
23
 - xiii. Computer Information – PC Repair Technology (EJ02) – Cert. – Housatonic CC 25
 - xiv. Business Office Technology: Administrative Support Assistant (EJ09) – Cert. – 27
Housatonic CC
 - xv. Web Design Graphics Foundation (EK06) – Certificate – Housatonic CC 29
 - b) Modifications
 - i. Communication – AS – Manchester CC [Name Change] 31
 - ii. Educational Leadership and Administration – 6th Yr. Diploma - 33
Additional Off-Campus Instructional Location (Cheshire) – SCSU

***Opportunity to Address the Board:** 30 minutes total; no more than three minutes per speaker. There will be two separate sign-up lists: one for students and another for faculty, staff and the public. Students will address the Board first, for up to 15 minute's total, followed by up to 15 minutes total for the faculty, staff and public. The lists will available in the meeting room for sign-up beginning at 8:30 am. Only one sign up per person (one person may not sign up for a group of individuals). Individuals who wish to address the Board **must sign-up prior to 10 am**. Speakers will be recognized from each list in the order of signing up (adherence to time limits will be required).

Agenda continues on Page 2→

7. **Consent Agenda (continued)**
 - c) **New Programs**
 - i. Digital Marketing – Occupational Certificate – Middlesex CC 35
 - ii. Magnetic Resonance (MR) – Post-Primary Certificate – Middlesex CC 37
 - iii. Surgical Technology – AS – Gateway CC 39
 - iv. Certified Phlebotomy Technician – Certificate – Asnuntuck CC 41
 - v. Health Information Management Technician – Certificate - Asnuntuck CC 43
 - vi. Certified Administrative Medical Office Skills – Certificate - Asnuntuck CC 45
 - d) **College of Technology Program Replications**
 - i. CNC Machine Technologies – AS and Certificate – Housatonic CC 47
 - e) **Institutional Accreditations**
 - i. Northwestern CC – Interim 5th Year Report 49
8. **Academic & Student Affairs Committee – Merle Harris, Chair**
 - a) Acceptance of Academic Program Review for 2017-2018 55
 - b) **Information Item** – Student Achievement Measures 58
9. **Audit Committee – Elise Wright, Chair** *No Report/No Exhibit*
10. **Finance & Infrastructure Committee – Richard J. Balducci, Chair**.....*No Report/No Exhibit*
11. **HR & Administration Committee – Naomi Cohen, Chair**
 - a) Search Process Procedures to be Utilized for the Community College 67
Regional President and Chief Executive Officer Positions
12. **Executive Committee – Matt Fleury, Chair***No Report/No Exhibit*
13. **Executive Session** – discussion concerning pending litigation
14. **Adjourn**

***Opportunity to Address the Board:** 30 minutes total; no more than three minutes per speaker. There will be two separate sign-up lists: one for students and another for faculty, staff and the public. Students will address the Board first, for up to 15 minute's total, followed by up to 15 minutes total for the faculty, staff and public. The lists will available in the meeting room for sign-up beginning at 8:30 am. Only one sign up per person (one person may not sign up for a group of individuals). Individuals who wish to address the Board **must sign-up prior to 10 am**. Speakers will be recognized from each list in the order of signing up (adherence to time limits will be required).

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Photography leading to an Associate of Science degree at Northwestern Connecticut Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Photography leading to an Associate of Science degree at Northwestern Connecticut Community College

BACKGROUNDSummary

The institution's darkroom has been closed due to financial considerations, leaving the program without an essential facility.

Rationale

Any continuing students will take an alternative Art class.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Photography leading to a Certificate at Northwestern Connecticut Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Photography leading to a Certificate at Northwestern Connecticut Community College

BACKGROUNDSummary

The institution's darkroom has been closed due to financial considerations, leaving the program without an essential facility.

Rationale

Any continuing students will take an alternative Art class.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Restaurant Management leading to a Certificate at Three Rivers Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in program in Restaurant Management leading to a Certificate at Three Rivers Community College

BACKGROUNDSummary

There have been no students enrolled in this program for five years.

Rationale

Students that may have been interested in this program are now drawn to the institution's new Business Administration program – a TAP degree program with optional concentrations.

Phase-Out/Teach-Out Strategy

There being no current students in the program, there is no need for a phase-out/teach-out strategy.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Business Administration leading to a Certificate at Three Rivers Community College, with a phase-out period ending May 2020.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in program in Business Administration leading to a Certificate at Three Rivers Community College with a phase-out period ending May 2020

BACKGROUNDSummary

There has been low enrollment of students in this program for five years.

Rationale

Students that may have been interested in this program are now drawn to the institution's new Business Administration program – a TAP degree program with optional concentrations.

Phase-Out/Teach-Out Strategy

Current students in the program will be advised accordingly toward completion or transfer to another program and their progress will be monitored through the end of the phase-out period in May 2020.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee
09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Small Business and Entrepreneurial Studies leading to a Certificate at Three Rivers Community College, with a phase-out period ending May 2020.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in program in Small Business and Entrepreneurial Studies leading to a Certificate at Three Rivers Community College with a phase-out period ending May 2020

BACKGROUNDSummary

There has been low enrollment of students in this program for five years.

Rationale

Students that may have been interested in this program are now drawn to the institution's new Business Administration program – a TAP degree program with optional concentrations.

Phase-Out/Teach-Out Strategy

Current students in the program will be advised accordingly toward completion or transfer to another program and their progress will be monitored through the end of the phase-out period in May 2020.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee
09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Hotel Management leading to a Certificate at Three Rivers Community College, with a phase-out period ending May 2020.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in program in Hotel Management leading to a Certificate at Three Rivers Community College with a phase-out period ending May 2020

BACKGROUNDSummary

There has been low enrollment of students in this program for five years.

Rationale

Students that may have been interested in this program are now drawn to the institution's new Business Administration program – a TAP degree program with optional concentrations.

Phase-Out/Teach-Out Strategy

Current students in the program will be advised accordingly toward completion or transfer to another program and their progress will be monitored through the end of the phase-out period in May 2020.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee
09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Advertising, Sales & Promotion leading to a Certificate at Middlesex Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Advertising, Sales & Promotion leading to a Certificate at Middlesex Community College

BACKGROUNDSummary

There has been low enrollment of students in this program for ten years and no completions for the past six years.

Rationale

The marketplace has shifted to Digital Marketing and the institution's new program in that field is better-suited to prepare students.

Phase-Out/Teach-Out Strategy

Since there are no current students in the program, there is no need for a phase-out period.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee
09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Customer Service Management leading to a Certificate at Middlesex Community College, with a phase-out period ending May 2019.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Customer Service Management leading to a Certificate at Middlesex Community College with a phase-out period ending May 2019

BACKGROUNDSummary

There has been low enrollment of students in this program for ten years and only one completion during that period.

Rationale

The institution will be discontinuing its Marketing program; thus, the elective courses that make up this certificate program will be phased out. Enrollment trends have changed since the establishment of the Business Studies TAP degree program.

Phase-Out/Teach-Out Strategy

Current students in the program will be advised to switch to a certificate program in Digital Marketing or a degree program in Digital Media Production. Students electing to remain in the referenced program will be afforded that opportunity through courses in Digital Marketing or Digital Media Production. The referenced program is also available at other community colleges and courses are often available online.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Marketing leading to an Associate of Science degree at Middlesex Community College, with a phase-out period ending May 2020.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Marketing leading to an Associate of Science degree at Middlesex Community College, with a phase-out period ending May 2020

BACKGROUNDSummary

Following the academic program review of the referenced program involving business professionals, faculty and peers from other institutions; it was decided that the program should be discontinued.

Rationale

Currently there are 11 students enrolled in the referenced program, down from 32 students in 2014. To need workforce needs, it was decided that students would be better served through the newly-established Business Studies program – a TAP transfer degree program.

Phase-Out/Teach-Out Strategy

Current students in the program will be advised to switch to Business Studies, a certificate program in Digital Marketing or a degree program in Digital Media Production. Students electing to remain in the referenced program will be afforded that opportunity through courses in Digital Marketing or Digital Media Production. Course substitutions can also be made through independent study.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Behavioral Science leading to an Associate of Arts degree at Naugatuck Valley Community College, with a phase-out period ending May 2020.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Behavioral Science leading to an Associate of Arts degree at Naugatuck Valley Community College, with a phase-out period ending May 2020

BACKGROUNDSummary

The introduction of the System's TAP Transfer Ticket degree programs has created more efficient and smoother articulation; thus, eliminating the need for the referenced program.

Rationale

Since the introduction of TAP, advisors have recommended that students enroll in one of its social science pathways or the Liberal Arts and Sciences (LAS) degree program.

Phase-Out/Teach-Out Strategy

Enrollment in the referenced program will stop as of Fall 2018. Currently enrolled students not transferring to a TAP program or LAS will be advised as to the course of action they should pursue in order to complete the program by the 2020 Spring Semester.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in New Media Communication leading to an Associate of Science degree at Tunxis Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in New Media Communication leading to an Associate of Science degree at Tunxis Community College

BACKGROUNDSummary

The referenced program was suspended in September 2014 due to insufficient enrollment.

Rationale

No student interest in the program has been generated; thus, it has been decided to seek its termination.

Phase-Out/Teach-Out Strategy

The phase-out of the suspended program was completed in Spring/Fall 2014.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee
09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Computer Information - PC Application leading to a Certificate at Housatonic Community College with a phase-out period ending at the conclusion of the 2020 Fall semester.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Computer Information - PC Application leading to a Certificate at Housatonic Community College with a phase-out period ending at the conclusion of the 2020 Fall semester.

BACKGROUNDSummary

Very few students have been interested in the program and enrollment has been steadily declining.

Rationale

Consequently, most of the courses in this program either have been terminated or will be deactivated soon.

Phase-Out/Teach-Out Strategy

The program is not accepting new students and there are no students currently enrolled.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Computer Information - PC Repair Technology leading to a Certificate at Housatonic Community College with a phase-out period ending at the conclusion of the 2020 Fall semester.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Computer Information – PC Repair Technology leading to a Certificate at Housatonic Community College with a phase-out period ending at the conclusion of the 2020 Fall semester

BACKGROUNDSummary

Very few students have been interested in the program and enrollment has been steadily declining.

Rationale

Consequently, most of the courses in this program either have been terminated or will be deactivated soon.

Phase-Out/Teach-Out Strategy

The program is not accepting new students and there are no students currently enrolled.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Business Office Technology: Administrative Support Assistant leading to a Certificate at Housatonic Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Business Office Technology: Administrative Support Assistant leading to a Certificate at Housatonic Community College

BACKGROUNDSummary

Changes in technology have resulted in a major paradigm shift in the job descriptions for administrative support assistants and a sharp decline in employment opportunities.

Rationale

The common practice of not employing receptionists in professional offices and businesses and the lack of student interest has led to the decision to terminate this program.

Phase-Out/Teach-Out Strategy

The program is not accepting new students and there are no students currently enrolled.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee
09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Web Design Graphics Foundation leading to a Certificate at Housatonic Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Web Design Graphics Foundation leading to a Certificate at Housatonic Community College

BACKGROUNDSummary

Advances in the technology of web design, specifically the development of preprogrammed templates makes developing custom web pages much easier for anyone interested in creating their own websites.

Rationale

Technology changes has led to a decline in student enrollment prompting termination of the program.

Phase-Out/Teach-Out Strategy

The program is not accepting new students and there are no students currently enrolled.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Modification

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program – Communication, specifically a name change to Communication: Media at Manchester Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Modification/Name Change of a degree program – from Communication to Communication: Media at Manchester Community College

BACKGROUNDSummary

The reference program is an Associate of Science degree program. The proposed name change reflects that this program of study is distinct from that of Communication, an Associate of Arts degree. The name change will identify the relevancy of the curricular content for both students and employers; and provide greater clarity for new students and campus advisors when distinguishing between the two Communication degree programs and possible transfer paths.

Resources

There are no additional costs related to the proposed name change.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve this program modification. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Modification

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program in Educational Leadership and Administration leading to a 6th Year Diploma (Graduate Certificate) at Southern Connecticut State University.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Modification of a program in Educational Leadership and Administration leading to a 6th Year Diploma at Southern Connecticut State University

BACKGROUNDSummary

Southern's School of Education develops MOUs with school districts to offer school-based graduate program that respond to district needs. MOUs for the referenced program are currently operational with the Hamden, Meriden, New Britain and Waterford school districts. Southern proposes to establish an additional off-site location with the Cheshire, CT school district to develop effective school leadership.

Resources

Beginning in Fall 2019, the proposed off-site location is projected to generate more than \$400,000 for the institution over the course of its initial three academic years.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve this program modification. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/07/2018 – BOR Academic & Student Affairs Committee
09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Digital Marketing program leading to a Certificate at Middlesex Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Licensure and accreditation of a new program leading to Certificate in Digital Marketing at Middlesex Community College

BACKGROUNDSummary

Research has documented a very strong demand for Digital Media positions in the state. Additionally, the state's Labor Department (CTDOL) estimates an 11.7% growth trajectory through 2020.

Rationale

Middlesex is uniquely positioned to offer a multidiscipline certificate in Digital Marketing for it has a state-of-the-art digital facility and strong programs in New Media Production, English, Business and Communications. The institution's Center for New Media is the most advanced media production facility at a community college in the Northeast. The proposed certificate will be available as a "standalone" for those students not interested in pursuing the parent Associate degree in Digital Media Production. Students at other CSCU institutions might acquire this stackable credential through collaborative agreements as they seek degrees at their home institution. A prominent feature of the curriculum will be hands-on real-world education through embedded experiential learning opportunities – experiences to build a professional portfolio to attain a position post-graduation.

Resources

Initially, expenses for this program are minimal as all courses are currently offered. Interest in program enrollment is expected to be high, and if demand is as great as anticipated, the program will be offered fully online by Fall 2020. Growth beyond current capacity will require expenditures for new adjunct faculty; nevertheless, projected revenue will continue to surpass projected expenditures.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve the establishment of this program. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Magnetic Resonance program leading to a Post-Primary Certificate at Middlesex Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Licensure and accreditation of a new program leading to a Post-Primary Certificate in Magnetic Resonance at Middlesex Community College

BACKGROUNDSummary

The referenced program is proposed to address employment needs in response to requests from healthcare agencies in the institution's service area. The purpose of the program is to provide students who have already graduated with an Associate degree in certain related healthcare fields with additional training. Thus, the program's credential will be a post-primary certification.

Rationale

The practice of magnetic resonance imaging is performed by a segment of health care professionals responsible for the use of radio frequencies within a magnetic field on humans and animals for diagnostic, therapeutic or research purposes. Employers prefer hiring Radiographers with post-primary certification, at higher salary levels, because of their flexibility to work in various professional capacities. A selective admissions process will be employed to enroll a cohort of students, who will be able to complete all required didactic coursework online. The remaining clinical courses may be taken at designated clinical affiliates throughout the state.

Resources

The program will only be implemented if a minimum enrollment threshold is achieved through its selective admissions process. Resources will be shared among a family of programs. Projected revenue will exceed projected expenditures each of the first three years.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve the establishment of this program. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Surgical Technology program leading to an Associate in Science degree at Gateway Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Licensure and accreditation of a new Surgical Technology program leading to an Associate in Science degree at Gateway Community College

BACKGROUNDSummary

The proposed program would address the need of vacant Surgical Technology positions in the local area and the state. Healthcare is one of the fastest growing job sectors in the state; and Surgical Technology is projected by the U.S. Bureau of Labor Statistics to grow exponentially, at a rate of 12% through 2026. Job creation in this field will add to the economic vitality of the area and afford individuals with prospects to earn a livable wage with annual salaries ranging from \$45,160 to \$64,800.

Rationale

The proposed program will be housed in the Allied Health and Nursing Division, the largest such entity among the community colleges. The program will provide stimulating learning experiences with hands-on training in state-of-the-art laboratories and hospital operating suites. Clinical placements will be an element of shared resources between the institution and the nearby Yale-New Haven Hospital. Surgical Technology at Gateway will become a satellite program of the program at Housatonic Community College; thereby serving two distinct areas, sharing administrators and other resources, with one accreditation status.

Resources

In addition to the cost-sharing between the two colleges, Yale-New Haven Hospital will fund the clinical coordinator position and Eli Whitney Technical High School will offer the use of laboratories, classrooms, office space and equipment. Based on projected enrollment, the program will be fiscally sustainable as projected revenue will exceed projected expenditures.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve the establishment of this program. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Certified Phlebotomy Technician program leading to a Certificate at Asnuntuck Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Licensure and accreditation of a new Certified Phlebotomy Technician program leading to a Certificate at Asnuntuck Community College

BACKGROUNDSummary

The proposed program is currently offered through the institution's Continuing Education and Workforce Development division, and it has the largest enrollment in that area. However, the enrolled students cannot avail themselves of federal financial aid. Upon passing the certification exam, students will be able to work in any state performing the duties of a Phlebotomy Technician. The Bureau of Labor Statistics anticipates demand for this position will increase by 25% from 2016 to 2026.

Rationale

As a noncredit, the proposed program has been offered by the institution for at least fifteen years. An experienced faculty will make curricular adjustments when it is offered for credit. Students completing the Phlebotomy Technician certificate might also become interested in completing the institution's Registered Medical Assistant certificate. As stackable credentials, the opposite might be true as well, for the two programs will share some courses.

Resources

Given enrollment data as a noncredit program, it is expected that enrollment as a credit program will be even larger. Projected revenue will exceed projected expenditures during each of the first three years.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve the establishment of this program. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/07/2018 – BOR Academic & Student Affairs Committee
09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Health Information Management Technician program leading to a Certificate at Asnuntuck Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Licensure and accreditation of a new Health Information Management Technician program leading to a Certificate at Asnuntuck Community College

BACKGROUNDSummary

The proposed program is currently offered through the institution's Continuing Education and Workforce Development division, and it has the second largest enrollment in that area. However, the enrolled students cannot avail themselves of federal financial aid. Upon passing the certification exam, students will be able to work in any state performing the duties of a Professional Medical Coder. The Bureau of Labor Statistics anticipates demand for this position will increase by 13% from 2016 to 2026.

Rationale

As a noncredit, the proposed program has been offered by the institution for ten years. An experienced faculty will make curricular adjustments when it is offered for credit. Students completing the Health Information Management Technician certificate might also become interested in completing one or more of the institution's allied health certificate programs. As stackable credentials, the opposite might be true as well, for the programs will share some courses.

Resources

Given enrollment data as a noncredit program, it is expected that enrollment as a credit program will be even larger. Projected revenue will exceed projected expenditures during each of the first three years.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve the establishment of this program. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Certified Administrative Medical Office Skills program leading to a Certificate at Asnuntuck Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Licensure and accreditation of a new Certified Administrative Medical Office Skills program leading to a Certificate at Asnuntuck Community College

BACKGROUNDSummary

The proposed program is currently offered through the institution's Continuing Education and Workforce Development division. However, the enrolled students cannot avail themselves of federal financial aid. Upon passing the certification exam, students will be able to perform the duties of a Certified Medical Administrative Assistant. The Bureau of Labor Statistics anticipates demand for this position will increase by 21% from 2016 to 2024. Annual salaries range from \$25K to \$40K in the region.

Rationale

As a noncredit, the proposed program has been offered by the institution for over ten years. An experienced faculty will make curricular adjustments when it is offered for credit. Students completing the Certified Administrative Medical Office Skills certificate might also become interested in completing one or more of the institution's allied health certificate programs. As stackable credentials, the opposite might be true as well, for the programs will share some courses.

Resources

Given enrollment data as a noncredit program, it is expected that enrollment as a credit program will be even larger. Projected revenue will exceed projected expenditures during each of the first three years.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve the establishment of this program. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/07/2018 – BOR Academic & Student Affairs Committee

09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Replication of a College of Technology Program,

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Technology Studies: CNC Machine Technologies program leading to either a Certificate or an Associate of Science degree at Housatonic Community College as replication of the Technologies Studies program at Asnuntuck Community College and Tunxis Community College.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Licensure and accreditation of a new Technology Studies program leading to a Certificate and/or an Associate of Science degree in CNC Machine Technologies at Housatonic Community College

BACKGROUNDSummary

The Board of Regents approved a modified application to establish a new program, and a new program approval process specifically for the replication of previously approved programs in the College of Technology by another community college; affording the community colleges rapid response to local industry needs by providing graduates prepared with the necessary knowledge and skills for employment.

Rationale

Housatonic Community Colleges proposes to expand its Southwestern Connecticut Advance Manufacturing Center by replicating the CNC Machine Technologies degree program previously established at Asnuntuck Community College and subsequently duplicated by Tunxis Community College. The Center currently offers a stackable certificate program in CNC Machine Technologies; thus, with the proposed curricular changes, program students are afforded the opportunity to fulfill an additional 32 general education courses to complete an associate degree.

Resources

There are no new costs associated with the proposed replication.

RECOMMENDATION

The System's Provost and Senior Vice President for Academic and Students Affairs recommends that the Board of Regents approve the establishment of this program.

09/07/2018 – BOR Academic & Student Affairs Committee
09/20/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Institutional Accreditation for

Northwestern Connecticut Community College

September 20, 2018

RESOLVED: That the Connecticut Board of Regents for Higher Education accept NEASC actions of April 20, 2018 regarding the interim (fifth-year) report of Northwestern Connecticut Community College and grant continued state accreditation of Northwestern Connecticut Community College until December 31, 2023

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Institutional Accreditation of Northwestern Connecticut Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education accept NEASC actions regarding the interim (fifth-year) report of Northwestern Connecticut and grant state accreditation of Northwestern Connecticut Community College until December 31, 2023

BACKGROUND

Public institutions of higher learning in Connecticut require accreditation by the Board of Regents for Higher Education in order to operate and award degrees (C.G.S. 10a-34(a)). The Board shall accept regional or, where appropriate, national accreditation, in satisfaction of the requirements for accreditation unless Board finds cause not to rely upon such accreditation (C.G.S. 10a-34(d)).

RATIONALE

The Board of Regents for Higher Education last accredited Northwestern Connecticut Community College on May 13, 2014 until Fall 2018; following the acceptance of the college's ten-year comprehensive evaluation by the New England Association of Schools and Colleges (NEASC) Commission on Higher Education, the institution's regional accreditor.

NEASC continued its regional accreditation of Northwestern Connecticut Community College at its April 20, 2018 meeting where it accepted the institution's interim (fifth-year) report, finding that it responded to the concerns raised by the Commission in its letters of October 10, 2014, June 3, 2015, February 10, 2016, and July 31, 2017; and addressed each of the nine standards of the NEASC's *Standards for Accreditation*.

In issuing its evaluation, NEASC commended the college for its "informative, evidence-based interim report that documents the institution's constructive approach to dealing with the challenges of lower enrollment and budget reductions." Notable achievements are:

- NCCC has strengthened its ability to provide educational services to students in fulfillment of its mission
- Increased use of data "in setting goals and measuring impact"; improved internal communication and the sharing of assessment results via the Institutional Research website
- Implementation of Degree Works that aids academic advising and provides students the opportunity to develop individualized Student Educational Plans
- Use of bond funding to purchase equipment and implement deferred maintenance, and the opening of the new Joyner Science Center
- Personnel reductions and reorganization that maintains a positive unrestricted net asset balance

The Commission scheduled Northwestern Connecticut Community College's ten-year comprehensive evaluation for Spring 2023. In doing so, the Commission requires Northwestern

Connecticut to develop a self-study in advance of that evaluation that give continued emphasis to:

1. Evaluating the impact of the changes in statewide governance structures on the College's mission, with an emphasis on continuing to maintain financial stability and assuring the sufficiency of resources to support its programs and services;
2. Analyzing assessment data and using the results to inform decision-making and continuous improvement of teaching and learning;
3. Continued success in improving its retention and graduation rates with particular attention to understanding the success of students who transfer from the institution before graduation

The Commission expressed its appreciation for the institution's cooperation with the NEASC effort to provide public assurance of the quality of higher education and its hope that the evaluative process has contributed to institutional improvement.

09/07/18 – Academic and Student Affairs Committee

09/20/18 – Board of Regents



Founded in 1885

NEW ENGLAND ASSOCIATION OF SCHOOLS & COLLEGES, INC. COMMISSION ON INSTITUTIONS OF HIGHER EDUCATION

DAVID P. ANGEL, Chair (2018)
Clark University

DAVID QUIGLEY, Vice Chair (2018)
Boston College

G. TIMOTHY BOWMAN (2018)
Harvard University

THOMAS L. G. DWYER (2018)
Johnson & Wales University

JOHN F. GABRANSKI (2018)
Haydenville, MA

KAREN L. MUNCASTER (2018)
Brandeis University

CHRISTINE ORTIZ (2018)
Massachusetts Institute of Technology

JON S. OXMAN (2018)
Auburn, ME

ROBERT L. PURA (2018)
Greenfield Community College

ABDALLAH A. SFEIR (2018)
Lebanese American University

REV. BRIAN J. SHANLEY, O.P. (2018)
Providence College

HARRY E. DUMAY (2019)
College of Our Lady of the Elms

JEFFREY R. GODLEY (2019)
Groton, CT

COLEEN C. PANTALONE (2019)
Northeastern University

MARIKO SILVER (2019)
Bennington College

GEORGE W. TETLER (2019)
Worcester, MA

KASSANDRA S. ARDINGER (2020)
Trustee Member, Concord, NH

RUSSELL CAREY (2020)
Brown University

FRANCESCO C. CESAREO (2020)
Assumption College

F. JAVIER CEVALLOS (2020)
Framingham State University

RICK DANIELS (2020)
Cohasset, MA

DONALD H. DEHAYES (2020)
University of Rhode Island

PAM Y. EDDINGER (2020)
Bunker Hill Community College

THOMAS S. EDWARDS (2020)
Thomas College

KIMBERLY M. GOFF-CREWS (2020)
Yale University

THOMAS C. GREENE (2020)
Vermont College of Fine Arts

MARTIN J. HOWARD (2020)
Boston University

SUSAN D. HUARD (2020)
Manchester Community College (NH)

JEFFREY S. SOLOMON (2020)
Worcester Polytechnic Institute

President of the Commission
BARBARA E. BRITTINGHAM
bbrittingham@neasc.org

Senior Vice President of the Commission
PATRICIA M. O'BRIEN, SND
pobrien@neasc.org

Vice President of the Commission
CAROL L. ANDERSON
canderson@neasc.org

Vice President of the Commission
PAULA A. HARBECKE
pharbecke@neasc.org

Vice President of the Commission
TALA KHUDAIRI
tkhudairi@neasc.org

July 17, 2018

Mr. Matt Fleury, Chairman
Board of Regents for Higher Education
Office of Board Affairs
61 Woodland Street
Hartford, CT 06105

Dear Mr. Fleury:

Enclosed for you is a copy of the Commission on Institutions of Higher Education's letter of July 10, 2018 to President Michael Rooke notifying him of the action taken by the Commission at its April 2018 meeting. It is being sent to you in keeping with the Commission's policy to routinely inform board chairs of such actions.

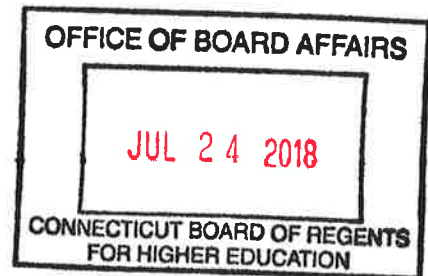
Sincerely,

Barbara E. Brittingham
Barbara E. Brittingham

BEB/jm

Enclosure

cc: Dr. Michael Rooke





Founded in 1885

NEW ENGLAND ASSOCIATION OF SCHOOLS & COLLEGES, INC.
COMMISSION ON INSTITUTIONS OF HIGHER EDUCATION

DAVID P. ANGEL, Chair (2018)
Clark University

DAVID QUIGLEY, Vice Chair (2018)
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ABDALLAH A. SFEIR (2018)
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bbrittingham@neasc.org

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Vice President of the Commission
PAULA A. HARBECKE
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Vice President of the Commission
TALA KHUDAIRI
tkhudairi@neasc.org

July 10, 2018

Dr. Michael Rooke
President
Northwestern Connecticut Community College
Park Place East
Winsted, CT 06098-1798

Dear President Rooke:

I am pleased to inform you that at its meeting on April 20, 2018, the Commission on Institutions of Higher Education considered the interim (fifth-year) report submitted by Northwestern Connecticut Community College and voted to take the following action:

that the interim (fifth-year) report submitted by Northwestern Connecticut Community College be accepted;

that the comprehensive evaluation scheduled for Spring 2023 be confirmed;

that, in addition to the information included in all self-studies, the self-study prepared in advance of the Spring 2023 evaluation give continued emphasis to three of the matters specified for attention in the Spring 2018 interim report, namely:

1. evaluating the impact of the changes in statewide governance structures on the College's mission, with an emphasis on continuing to maintain financial stability and assuring the sufficiency of resources to support its programs and services;
2. analyzing assessment data and using the results to inform decision-making and continuous improvement of teaching and learning;
3. continued success in improving its retention and graduation rates with particular attention to understanding the success of students who transfer from the institution before graduation;

that the Commission notes the proposal by the President of the Connecticut State Colleges and Universities system regarding a possible reconfiguration of community colleges and informs Northwestern Connecticut Community College that the advancement of those plans may result in changes to the scheduled monitoring of the College.

in Spring 2023, to give emphasis to its continued success in addressing three of the areas discussed in the Spring 2018 interim (fifth-year) report as specified above. As Northwestern Connecticut Community College candidly acknowledges in its interim report, these matters are a work in progress and will require the institution's continued attention over time; hence, we ask that evidence of continued progress be provided in the Spring 2023 self-study.

The Commission notes the proposal by the President of the Connecticut State Colleges and Universities system regarding a possible reconfiguration of the community colleges. Such a reorganization could result in a change in the scheduled monitoring of Northwestern Connecticut College.

The Commission expressed appreciation for the report submitted by Northwestern Connecticut Community College and hopes its preparation has contributed to institutional improvement. It appreciates your cooperation in the effort to provide public assurance of the quality of higher education in New England.

You are encouraged to share this letter with all of the institution's constituencies. It is Commission policy to inform the chairperson of the institution's governing board of action on its accreditation status. In a few days we will be sending a copy of this letter to Mr. Matt Fleury. The institution is free to release information about the report and the Commission's action to others, in accordance with the enclosed policy on Public Disclosure of Information about Affiliated Institutions.

If you have any questions about the Commission's action, please contact Barbara Brittingham, President of the Commission.

Sincerely,



David P. Angel

DPA/jm

Enclosure

cc: Mr. Matt Fleury

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Academic Program Review

September 20, 2018

RESOLVED: That the Board of Regents for Higher Education accept the submission of academic program reviews by the CSCU institution for the 2017-18 academic year.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Consideration of 2017-18 Academic Program Review by the CSU institutions

BACKGROUND

Board Resolution established the Board of Regents' Academic Program Review Policy on August 21, 2014. This Policy mandates that all academic programs undergo a "comprehensive review" on a periodic basis – at least once every seven years; and established a process wherein the Board would monitor the institutional review procedures. The first stage of the monitoring process requires the System Office Provost to confirm with institutional presidents and chief academic officers an inventory of academic programs to be reviewed during that particular academic year. Subsequently, that schedule is to be presented to the Board's Academic and Student Affairs Committee for its consideration. Upon the Committee's approval, the schedule is to be presented to the Board for its ratification. Now, in the second stage of the monitoring process, the results from the academic program review process is herein presented to the Academic and Student Affairs Committee and subsequently to the Board for its consideration. Pursuant to the Policy, following the Board's consideration: "If warranted, appropriate action which may include further study will ensue."

RATIONALE

It is the principal intention of the Policy to ensure the continuous quality improvement of academic programs. Institutional reviews are conducted through established faculty-led and administrative-support process, which might be program-, departmental or campus-based. Secondly, the Policy presents a skeletal context for the monitoring process, which is purposefully designed not to infringe upon faculty authority or institutional management of academic programs.

The Office of the Provost revised its template for an End-of-Year Report wherein each institution could summarily present the results of its academic program review process. The revision added a provision for the reporting on the assessment of student learning outcomes for the referenced academic program. The assessment of student learning outcomes is deemed the most essential element of the review process. An optional provision allows the institutions to summarize assessments of general education competencies. The revision included a primer with limited, specific reporting options stipulating a uniform reporting by the institutions, to facilitate summations of institutional results.

SUMMATIONS OF INSTITUTIONAL REVIEWS

The reporting institutions presented results of 87 academic programs in addition to an individualized major and a discipline. Below are summations of key information and data gleaned from the institutions' reports by the Office of the Provost for the Board's consideration.

Among the 87 programs, 27 reviews are incomplete and will be presented in the next cycle.

Among the 87 programs, 9 programs are subject to external accreditation:

- 1 program was granted initial accreditation
- 4 programs had their accreditation continued
- 4 programs currently have application under review by an accrediting organization

Among the 87 programs, 12 have been terminated or suspended or will be upon Board approval.

Among the 87 programs, 48 programs are recommended for continuation:

Among the other actions recommendations derived from the internal review process:

- 6 programs will undergo what the institution characterize as moderate revisions
- 42 programs will undergo what the institution characterize as minor revisions

Within the community colleges, 6 programs are “linked” – offering both an associate degree and one or more certificates:

- 5 programs awarded an average of 5 to 50 credentials, over the course of three years
- 1 program awarded an average of more than 50 credentials, over the course of three years

Within the community colleges, 13 programs offer an associate degree only:

- 1 program awarded an average of less than 5 degrees, over the course of three years
- 10 programs awarded an average of 5 to 50 degrees, over the course of three years
- 2 program awarded an average of more than 50 degrees, over the course of three years

Within the community colleges, 2 programs offer a certificate only; and the 2 programs awarded an average of 5 to 50 certificates, over the course of three years

Within the 4-Year institutions, 21 programs offer an undergraduate degree:

- 6 programs awarded an average of less than 5 degrees, over the course of three years
- 10 programs awarded an average of 5 to 50 degrees, over the course of three years
- 5 programs awarded an average of more than 50 degrees, over the course of three years

Within the 4-Year institutions, 6 programs offer a graduate degree:

- 3 programs awarded an average of less than 5 degrees, over the course of three years
- 3 programs awarded an average of 5 to 50 degrees, over the course of three years

09/07/18 – BOR-Academic and Student Affairs Committee

09/20/18 – Board of Regents

An Overview of

*Presented to the
Connecticut Board of
Regents for Higher
Education*

September 20, 2018

SAM – Student Achievement Measure

What is SAM?

- The **Student Achievement Measure (SAM)** tracks student movement across postsecondary institutions; provides a more complete picture of student progress and completion within the higher education system
- Is an alternative to the federal graduation rate, which is limited to tracking the completion of first-time, full-time students at one institution
- Two models of SAM –
 - Bachelor's degree programs
 - Associate's degree or certificate programs

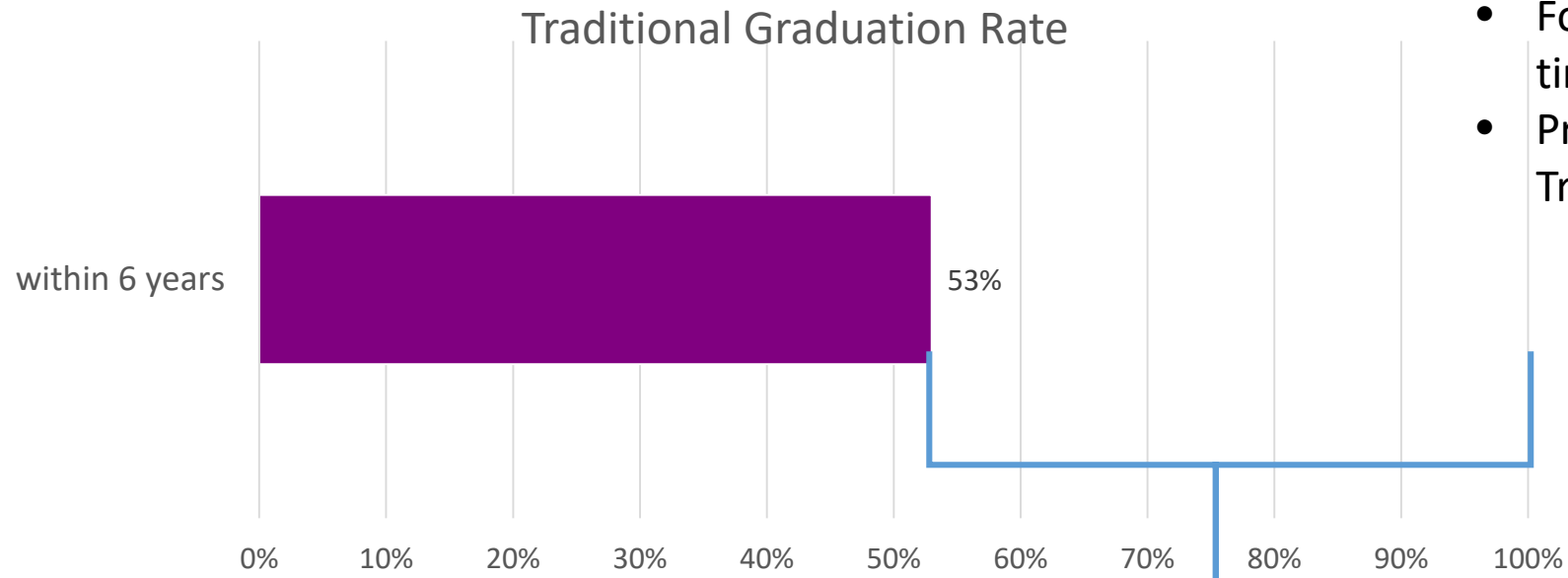
Why is SAM Important?

- Usual measures of student progress and completion underreport student achievement; do not account for an increasingly mobile student population.
- Nationally, more than one in five students who complete a degree do so at an institution other than the one where they started
- The typical method for calculating graduation rates counts only first-time full-time students that start and finish at their first institution
- The result of SAM –
 - A more comprehensive overview of student outcomes
 - Includes a greater number of students
 - A more complete picture of student progress on the path to a degree or certificate

Connecticut State University

First-Time Full-Time Students Starting Fall 2010

Historically we have concentrated on the grad rate (150% of normal completion time)

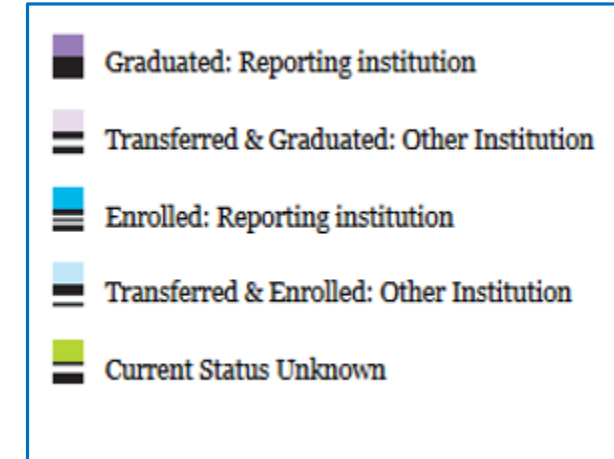
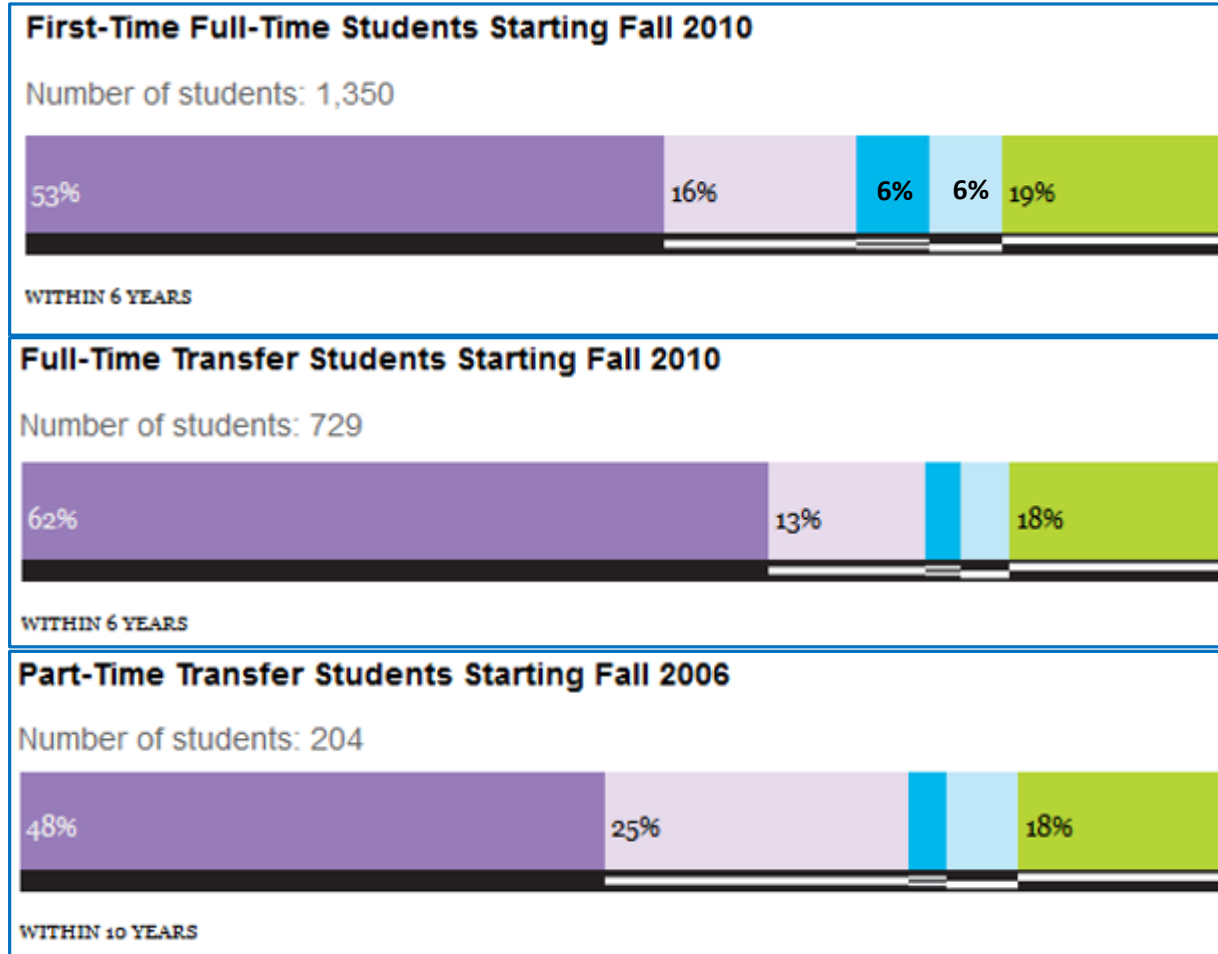


- Focused only on First-time Full-time students
- Provided no perspective on Transfer or Part-time students

This suggests that 47% of students did not persist or succeed.

SAM – Student Achievement Measure

Connecticut State University



SAM – Student Achievement Measure

Connecticut Community College

Associate/Certificate Model

Full-Time



First-time-at-Institution, Full-Time Students Starting Fall 2011



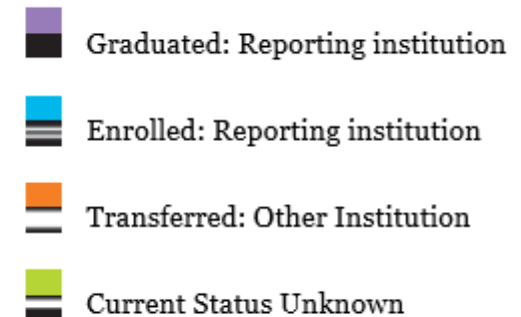
Number of students: 1,204

roll over each bar for detail data



WITHIN 6 YEARS

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%



SAM – Student Achievement Measure

Connecticut Community College

Associate/Certificate Model

Part-Time

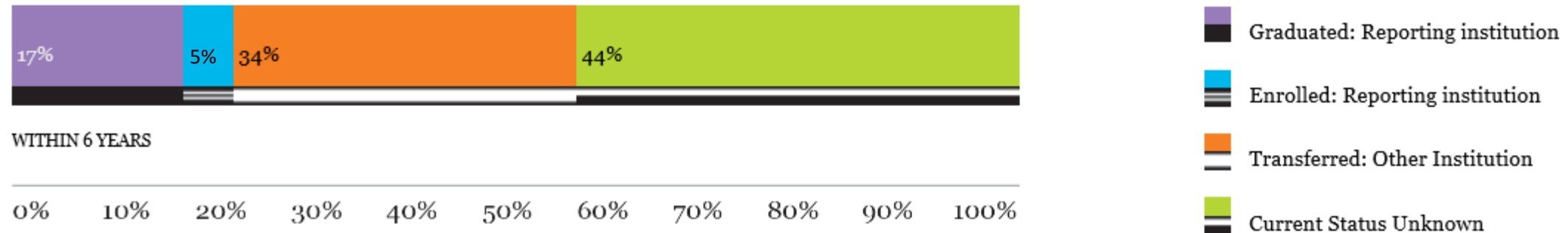


First-time-at-Institution, Part-Time Students Starting Fall 2011



Number of students: 1,026

roll over each bar for detail data



SAM – Student Achievement Measure

Connecticut Community College

ASSOCIATE / CERTIFICATE MODEL

All Students

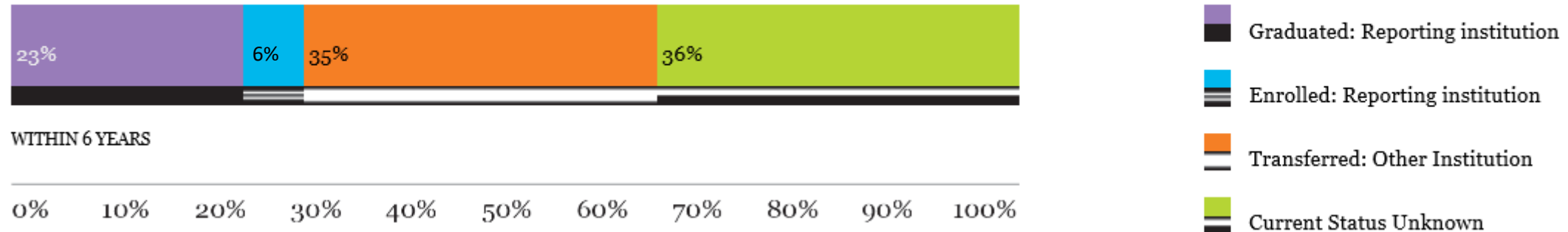


First-time-at-Institution, All Students Starting Fall 2011



Number of students: 2,230

roll over each bar for detail data



Questions?

For additional information see;

<http://studentachievementmeasure.org/participants>

CT BOARD OF REGENTS FOR HIGHER EDUCATION
BOARD OF REGENTS FOR HIGHER EDUCATION
RESOLUTION

concerning
SEARCH PROCESS PROCEDURES TO BE UTILIZED
for the
COMMUNITY COLLEGE REGIONAL PRESIDENTS AND
CHIEF EXECUTIVE OFFICER POSITIONS

September 20, 2018

WHEREAS, In 2015, via BR # 15-08, the Board of Regents for Higher Education (BOR) amended the policy governing the selection and appointment of university and college presidents, [4.2 University and College Presidential Search Policy](#); and

WHEREAS, On June 21, 2018, via Board Resolution # 18-089, the BOR endorsed a Revised Students First Plan calling for CSCU to, in part:

“...implement a regional structure, while maintaining the 12 accreditations of the colleges until fall 2023, our target date for transition to a singly accredited college. Three Regional Presidents will be hired in spring 2019, while maintaining the 12 college-based chief executive, chief financial and chief academic officers per NEASC standards.” and

WHEREAS, To provide clarity regarding the search process that will be utilized during the above-referenced interim period for the three Community College Regional Presidents as well as the Chief Executive Officer positions, and

WHEREAS, In recognition thereof and responsive to input received from the Board’s Human Resources & Administration Committee, the attached search process describes the selection for the Community College Regional Presidents and Chief Executive Officer positions. NOW, THEREFORE, BE IT

RESOLVED, That the Board of Regents for Higher Education hereby approves the attached search process outlines for the Community College Regional Presidents and Chief Executive Officer positions effective immediately and until such time as a Community College President is appointed and installed pursuant to Board Policy #15-08. (A target date for transition to a singly accredited college is Fall 2023.)

A True Copy:

Erin A. Fitzgerald, Secretary
Board of Regents for Higher Education

ITEM

Search process procedures to be utilized for the Community College Regional Presidents and Chief Executive Officer positions.

BACKGROUND

In November 2013, the Board approved a policy governing the search process for the selection and appointment of university and college presidents. When developing the policy, the Board's intent was to create procedures providing for an open, competitive and inclusive search processes. In 2015, the Board approved a minor amendment allowing the Board Chair to select a member of the Board to serve as a committee chair. This item does not modify the existing policy, [4.2 University and College Presidential Search Policy](#). It is intended to set forth the process that will be utilized based on the Board's June 21, 2018, endorsement of a Revised Students First Plan, which called for CSCU to, in part:

“...implement a regional structure, while maintaining the 12 accreditations of the colleges until fall 2023, our target date for transition to a singly accredited college. Three Regional Presidents will be hired in spring 2019, while maintaining the 12 college-based chief executive, chief financial and chief academic officers per NEASC standards.”

The Human Resources & Administration Committee members have discussed the matter of the search process with President Ojakian and members of his staff and have provided feedback resulting in the attached proposed search procedures to be followed for the Community College Regional Presidents and Chief Executive Officers. These procedures will be followed beginning with the search for the three Regional Presidents (anticipated hiring Spring 2019) until the appointment of the Community College President (Fall 2023 target date for transition to a singly accredited college). In selecting the President for the singly accredited Community College of CT, the Board's existing Policy 4.2 will be in place. Following that appointment, selection of Regional Presidents and additional chief executive officer positions within the office of the President of the single community college will be the responsibility of the President with collaboration with the CSCU President and with Board input as the Community College President deems appropriate.

RECOMMENDATION

Adopt the attached resolution clarifying the search process procedures to be utilized for the Community College Regional Presidents and Chief Executive Officers beginning with the search for the three Regional Presidents (anticipated hiring Spring 2019) until the appointment of the Community College President (Fall 2023 target date for transition to a singly accredited college).

Regional President Search Process

Note: This process is modeled on the BOR Presidential Search Policy #15-08 with variation to accommodate regional nature of the search. This process would apply to the selection for Regional Presidents in advance of the 2023 appointment of a College President for the singly-accredited Community College of CT who would lead future searches.

The Regents Search Committee

The Chair of the BOR shall determine the size of the committee, appoint members of the Board to the committee, and either chair or appoint a member of the Board to serve as committee chair. 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 CSCU President and the Regional Advisory Committee (RAC) and makes a recommendation to the Board of Regents for the appointment of Regional President.

Regional Advisory Committee Membership

The Regional Advisory Committee (RAC) assists the search process by providing input into the criteria for the selection of the Regional 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 the appointment. The chair (or co-chairs) of the Committee shall be elected by its members.

Membership includes:

- 3-5 Faculty representatives from the colleges (1 from each)
- 3-5 Professional staff representatives from the colleges (1 from each)
- 3-5 Support staff representatives from the colleges (1 from each)
- 3-5 Foundation representatives from the colleges (1 from each)
- 1 SAC representative

Capitol-East Region: 21 members

North-West Region: 17 members

Shoreline-West Region: 13 members

Capitol-East: Capital, Manchester, Middlesex, Three Rivers, Quinebaug

North-West: Northwestern, Naugatuck Valley, Asnuntuck, Tunxis

Shoreline-West: Norwalk, Housatonic, Gateway

Administration of the Search

1. 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 campuses that comprise the Region.
2. The BOR Chair shall be responsible for the administration of the search, including the keeping of official records of the Regents' Search Committee. The CSCU President shall have the opportunity to meet with the finalists and have the sole and exclusive responsibility for contacting candidates recommended by the search committee who are under consideration.
3. Members of the Regents' Search Committee and the Regional 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.
4. The finalists shall visit the region and meet with Regional Advisory Committee members, administrators, students, faculty, staff and community leaders/other stakeholders through open forums. The Regents' Search Committee shall seek comments following the regional forum from the Regional Advisory Committee Chairperson.
5. 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, CSCU, and the campuses.

Campus CEO Search Process

Note: This process is modeled on the BOR Presidential Search Policy #15-08 with slight variation to accommodate the local nature of the search. This process would apply to selection for Campus CEOs in advance of the 2023 appointment of a College President for the singly-accredited Community College of CT who would lead future searches. The initial selection of Campus CEOs would also include Board of Regents representative(s) with appointment to the CEO position made by the full Board.

The CSCU Search Committee

The CSCU President shall determine the size of the committee, appoint members to the committee including the respective Regional President as well as representatives from the system office and Board of Regents, and either chair or appoint a member to serve as committee chair. The CSCU Search Committee establishes criteria and processes for the selection of the Campus CEO, conducts such other due diligence review as the committee deems appropriate, considers the recommendations of the respective Regional President and Campus Advisory Committee and makes recommendation to the Board of Regents for the appointment of Campus CEO.

Campus Advisory Committee Membership

The Campus Advisory Committee assists the search process by providing input into the criteria for the selection of the Campus CEO, reviews the resumes of applicants and recommends possible candidates to the CSCU Search Committee for consideration, participates in the interview process for the semi-finalists and finalists, and makes recommendations to the CSCU Search Committee for nominees to be considered for the appointment. The chair (or co-chairs) of the Committee shall be elected by its members.

Membership includes:

- Faculty representatives from the campus
- Professional staff representatives from the campus
- Support staff representatives from the campus
- Student representatives from the campus
- Foundation representatives from the campus
- Alumni/community representatives

Administration of the Search

1. The CSCU 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 campuses.
2. The CSCU President shall be responsible for the administration of the search, including the keeping of official records of the CSCU Search Committee. The CSCU President shall have the opportunity to meet with the finalists and have the sole and exclusive responsibility for contacting candidates recommended by the search committee who are under consideration.
3. Members of the CSCU Search Committee and the Campus 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.
4. The finalists shall visit the campus and meet with administrators, students, faculty, staff and community leaders and other stakeholders. The CSCU Search Committee shall seek comments following the campus visit from the Campus Advisory Committee Chairperson.
5. 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, CSCU, and the campuses.