

# BOARD OF REGENTS FOR HIGHER EDUCATION

61 Woodland Street, Hartford, CT  
**MEETING MINUTES**  
December 20, 2011

## **REGENTS PRESENT**

Lewis J. Robinson, Chair  
Yvette Meléndez, Vice Chair  
Richard J. Balducci  
Naomi K. Cohen  
Dr. Lawrence J. DeNardis  
Nicholas M. Donofrio  
Matt Fleury  
Michael Fraser  
Dr. Merle W. Harris

Gary Holloway  
Craig S. Lappen  
Dr. René Lerer  
Glenn Marshall\*  
Michael E. Pollard  
Stefan Pryor\*  
Alex Tettey, Jr.  
Zac Zeitlin

## **REGENTS ABSENT :**

Catherine H. Smith\*

Jewel Mullen\*

*\*Ex-Officio member*

## **BOR STAFF**

Robert A. Kennedy, interim President, Board of Regents for Higher Education  
Michael P. Meotti, Executive Vice President, Board of Regents for Higher Education  
Louise H. Feroe, interim VP for Connecticut State Universities  
David L. Levinson, interim VP for Community Colleges and President, Norwalk Community College  
Colleen Flanagan, BOR Director of Public Affairs and Marketing  
Steven Weinberger, BOR Interim Vice President for Human Resources  
Erin A. Fitzgerald, BOR Associate Director, Board Affairs

## **UNIVERSITY/COLLEGE PRESIDENTS**

Martha McLeod, President, Asnuntuck Community College  
Wilfredo Nieves, President, Capital Community College  
Dorsey L. Kendrick, President, Gateway Community College  
Anita T. Gliniecki, President, Housatonic Community College  
Gena Glickman, President, Manchester Community College  
Anna M. Wasescha, President, Middlesex Community College  
Daisy Cocco De Filippis, President, Naugatuck Valley Community College  
Barbara Douglass, President, Northwestern Connecticut Community College  
David L. Levinson, President, Norwalk Community College  
Ross Tomlin, President, Quinebaug Valley Community College  
Grace Sawyer Jones, Three Rivers Community College  
Cathryn L. Addy, President, Tunxis Community College  
Ed Klonoski, President, Charter Oak State College  
John W. Miller, President, Central Connecticut State University  
Elsa M. Núñez, President, Eastern Connecticut State University  
James W. Schmotter, President, Western Connecticut State University

## **CALL TO ORDER**

Following roll call and announcement of emergency exits, Chairman Robinson called the meeting to order at 10:05 a.m., declaring a quorum present.

## **APPROVAL OF MEETING MINUTES**

On a motion by Lawrence DeNardis, with a second by Nicholas Donofrio, the meeting minutes listed below were unanimously approved.

- a) November 2, 2011 – BOR Workshop
- b) November 2, 2011 – Regular Meeting
- c) November 30, 2011 – Special Meeting at SCSU, New Haven
- d) November 30, 2011 – Special Meeting at Union Station, New Haven
- e) December 5, 2011 – Special Meeting
- f) December 8, 2011 – Special Meeting

## **REMARKS FROM REPRESENTATIVES OF FORMER BOARDS**

Following an introduction by Chairman Robinson, the following individuals addressed the Regents on behalf of their respective boards:

- Richard J. Balducci, Board Vice Chair, Connecticut State University System
- Naomi K. Cohen, Board Chair, Community College System
- President Ed Klonoski spoke on behalf of Jerry W. Long, Board Vice Chair, Charter Oak College/Board for State Academic Awards

## **OVERVIEW OF STATE FREEDOM OF INFORMATION AND ETHICS REGULATIONS**

Chairman Robinson introduced the individuals listed below who provided an overview of regulations specific to their respective agencies:

- Thomas Hennick, Public Education Officer, Freedom of Information Commission
- Atty. Peter Lewandowski, Assistant General Counsel, Office of State Ethics

## **ELECTION OF VICE CHAIR**

On a motion by Naomi Cohen, with a second by Matt Fleury, Yvette Melendez was unanimously elected as Vice Chair of the Board of Regents for Higher Education.

## **REPORT OF BOARD OF REGENTS INTERIM PRESIDENT KENNEDY**

[President Kennedy's report to the Board](#) focused on the following items.

**Listening Tour:** visited 15 out of 17 institutions to date meeting with students, staff, faculty, community leaders, business leaders and area legislators.

**System Office Staffing update:** staff appointments were being made with a cost-cutting mission in mind and an eye toward efficiency and experience. Several key positions filled (Michael P. Meotti, Executive Vice President; Colleen Flanagan, Director of Public Affairs and Marketing; Steven Weinberger, interim VP of Human Resources) and the search for the Chief Financial Officer underway.

**Key goal:** increase the educational attainment level of Connecticut's adult population.

**Strategic Priorities:**

1. **Preparing Students** - Students should enter college prepared, and we must improve college readiness opportunities for those who are not.
2. **Efficient and Easier Transfers** - Students should benefit from a transfer process between a public community college to a state university that is seamless and easier for degree completion.
3. **Spurring Innovation** - Students and faculty should be spurred to innovate and learn and teach in settings that foster entrepreneurship.
4. **Private Sector Collaboration** - Students should benefit from enhanced collaboration and partnerships between the state's higher education system and the private sector.

**CONSENT CALENDAR**

Chairman Robinson provided background on Consent Items and the development and review of those items prior to being placed on consent. **Lawrence DeNardis moved that the Board of Regents for Higher Education approve the Consent Calendar listed below; Gary Holloway seconded and the motion passed unanimously**

**RESOLUTIONS CONCERNING APPROVAL OF ACADEMIC PROGRAMS**

Licensure

- (1) Master of Science in Applied Physics – Southern Connecticut State University
- Licensure and Accreditation
- (1) Undergraduate Certificate in Land Surveying – Charter Oak State College
  - (2) Bachelor of Arts in Human Rights – University of Connecticut – Storrs

**RESOLUTION TO RATIFY ACTION BY CONSTITUENT UNITS**

**BOARD FOR STATE ACADEMIC AWARDS/CHARTER OAK**

**November 17, 2011**

- Approval of Minutes ( September 22, 2011)
- Conferral of Degrees (11/30/11)
- Resolution in support of concept relating to asset transfer between CCSU (Barbour Street land) and Charter Oak (55 Manafort Drive property)
- Personnel Changes –CTDLC and COSC

## **COMMUNITY TECHNICAL COLLEGE SYSTEM**

### **November 21, 2011**

- Approval of Minutes ( September 19, 2011 and October 17, 2011)
- Consent Agenda
  - New Appointment Management (Minkler/Middlesex)
  - New Appointment Exceptions (Coffin/Asnuntuck; Johnson/Capital)
  - Transfer of Manager (Ortiz/Naugatuck Valley)
  - Acceptance of Gifts (Gateway and Asnuntuck)
- Termination of Technology Studies: Construction Technology Option to the Associate in Science Degree Program – Quinebaug Valley
- Termination of the Construction Technology Certificate Program – Quinebaug Valley
- Approval of a General Automotive Technology, Applied Associate in Science Degree Program – Gateway

### **December 19, 2011**

- Approval of Minutes ( November 21, 2011)
- Consent Agenda
  - New Appointment (Exception) – (Page/Middlesex)
  - Acceptance of Gift – Gateway Community College
- Substantive Modification of the Computer Information Systems Associate in Science Degree, two (2) linked Degree Options and three (3) linked Certificates – Tunxis

## **CONNECTICUT STATE UNIVERSITY SYSTEM**

### **December 8, 2011**

- CSUS BOT Approval of Minutes (September 15, 2011)
- ECSU Sabbatic Leave Recommendations
- ECSU Appointment of Kevin Brouley, Distinguished Business Executive in Residence
- CCSU Use of Designated Fund Balances for new Public Safety Facility

## **BYLAWS**

Chairman Robinson noted that the bylaws had been revised responsive to Regents' input, separating the language discussing the BOR President and BOR staff into two different sections, however, the language utilized was taken direction from Public Act 11-48 as amended by Public Act 11-61. **On a motion by Gary Holloway seconded by Nicholas Donofrio, the following bylaws were unanimously approved.**

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

**December 20, 2011**

### **ARTICLE I**

### **THE BOARD OF REGENTS FOR HIGHER EDUCATION**

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

The Board of Regents for Higher Education serves as the governing body for the regional community-technical college system, the Connecticut State University System and

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

## **SECTION 2 - BOARD MEMBERSHIP**

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

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

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

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

Members of the Board of Regents shall serve for the public good and not for personal interest or gain. They shall comply with the provisions of the Code of Ethics for Public

Officials set forth in Sections 1-79 through 1-90 of the Connecticut General Statutes. A Regent may not directly enter into a contract for a fee or be employed by the Board of Regents or any of its colleges or universities. A Regent shall not engage in any activity that violates the intent of this section and shall avoid any appearance of impropriety.

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

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

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

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

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

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

#### **C. QUORUM**

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

#### **D. VOTING**

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

#### **E. PARLIAMENTARY RULES**

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

#### **F. CONSENT CALENDAR**

Resolutions and other proposed actions of a routine nature may be adopted on motion without discussion provided information regarding such items has been provided to Board members for review prior to the date of the meeting. At any time before a motion for adoption of such consent calendar is made, a member of the Board may

request removal of the item from the consent items in which case the item shall be so removed and assigned by the Chair of the Board to a place on the regular agenda. If possible, members should advise the President at least 24 hours before a meeting if they intend to request removal of an item from the consent calendar so that interested parties can be informed that the Board may discuss the item.

**G. ADDING ITEMS TO THE AGENDA**

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

***SECTION 2 - OFFICERS OF THE BOARD***

- A. The officers of the Board shall be the Chair, Vice-Chair, President and Secretary.
- B. The Chair shall be appointed by the Governor pursuant to Subsection (c) of Section 211 of PA 11-48.
- C. The vice chair shall be elected by majority vote of the Board for a term of three years.
- D. The President shall be appointed by the Governor pursuant to Subsection (a) of Section 212 of PA 11-48.
- E. A member of the President's staff shall be appointed by the Board as the Secretary of the Board and shall serve at the pleasure of the Board.
- F. In the event any officer except the Chair or the President shall be unable to complete his or her term, a new officer shall be elected to fill the unexpired term.

***SECTION 3 - DUTIES OF THE OFFICERS***

**A. CHAIR**

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

**B. VICE CHAIR**

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

C. PRESIDENT

Pursuant to Section 212 of PA 11-48:

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

D. SECRETARY

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

E. CHAIR PRO TEM

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

F. STAFF

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

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



### **ARTICLE III COMMITTEES AND REPRESENTATIVES OF THE BOARD**

#### ***SECTION 1 - STANDING COMMITTEES***

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

- **Academic & Student Affairs** is charged with oversight of student affairs and system academic policy including, but not limited to, program approval, academic standards and transfer policy.
- **Audit Committee** is charged with oversight of external audits of all system functions including individual campus audits.
- **Finance & Administration Committee** is charged with oversight of all systemwide fiscal, administrative and facility matters including, but not limited to, budget development, tuition, personnel policy, allocation of state general funds and capital budget.

#### ***SECTION 2 - COMMITTEE MEMBERSHIP***

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

#### ***SECTION 3 - SPECIAL COMMITTEES***

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

#### ***SECTION 4 - COMMITTEE QUORUM***

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

***SECTION 5 - ADVISORY BODIES***

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

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

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

***SECTION 6 - BOARD REPRESENTATIVES TO OTHER COMMITTEES, BOARDS OR OTHER ORGANIZATIONS***

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

**ARTICLE IV  
MAINTENANCE OF BYLAWS**

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

The Bylaws may be adopted, repealed or amended by:

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

**APPROVAL OF PLAN TO MAINTAIN CONSTITUENT UNIS' DISTINCT MISSIONS**

BOR Executive Vice President Michael P. Meotti provided an overview of the Plan to Maintain Constituent Units' Distinct Missions: The Plan is attached as Exhibit A (text below).

**On a motion by Matt Fleury with a second by Merle Harris, the following Plan to Maintain Constituent Units' Distinct Missions was unanimously approved.**

**Statutory Requirement** The Board of Regents is required to develop and implement "a plan for maintaining the distinct missions of the Connecticut State University System, the regional community-technical college system and the Charter Oak State College"

**General Principles:**

- **Maintaining mission** requires a commonly held understanding of the mission; Integration of the mission into decision-making; and active engagement by decision-makers and stakeholders in furthering the mission
- No plan or document can automatically preserve a mission, which requires continual vigilance.

**Key Players:**

- Councils of presidents for each system and the president of Charter Oak State College
- Student Advisory Committee
- Faculty Advisory Committee
- Board of Regents –

**Adopting Mission Statements: First Step (January – May)**

- BOR staff shares the compilation of existing mission statements and a matrix of common issues raised across statements with the Councils of Presidents, the Student Advisory Committee and the Faculty Advisory Committee
- June 1, 2012 Each council finishes drafting three distinct mission statements (CSU, CC and COSC)
- Meeting facilitation support will be provided, if requested

**Adopting Mission Statements: Second Step (June - October)**

- September 2012 Board of Regents, Councils of Presidents, Student Advisory Committee and Faculty Advisory Committee meet to seek consensus on three mission statements
- October 2012 Board of Regents approves the mission statements

**Maintaining Engagement**

- **Distribute Materials** - Distribute all Board of Regents meeting materials to Councils of Presidents and two Advisory Committees
- Stakeholders will review meeting materials for mission-related issues and communicate with the President, Chair and other members of the Board
- Maintenance of mission will be an agenda item at the biannual meetings of the Board of Regents with the Student and Faculty Advisory Committees

#### **EXECUTIVE SESSION**

**Chairman Robinson requested a motion to move to Executive Session for discussion limited to personnel matters. Lawrence DeNardis so moved; Nicholas Donofrio seconded the motion and it was approved unanimously, with the Board entering into Executive Session at 12:05 p.m.** Chairman Robinson asked that President Kennedy, Colleen Flanagan and Steve Weinberger join the Board in Executive Session and announced that no votes would be cast during Executive Session.

#### **RETURN TO OPEN SESSION**

The Board returned to public session at 1:00 p.m., with Chairman Robinson announcing that no votes were taken in Executive Session.

#### **APPOINTMENT OF INTERIM VICE PRESIDENTS**

**On a motion by Lawrence DeNardis, seconded by Nicholas Donofrio, the Board unanimously approved the following interim appointments:**

- Louise H. Feroe as BOR interim VP for Connecticut State Universities
- David L. Levinson as BOR interim VP for Community Colleges

#### **ADJOURNMENT**

**Michael Fraser moved to adjourn; Nicholas Donofrio seconded and the meeting was adjourned at 1:05 p.m.**

Submitted,

Erin A. Fitzgerald

Plan to

# Maintain the Distinct Missions of CSU, Community Colleges and Charter Oak State College



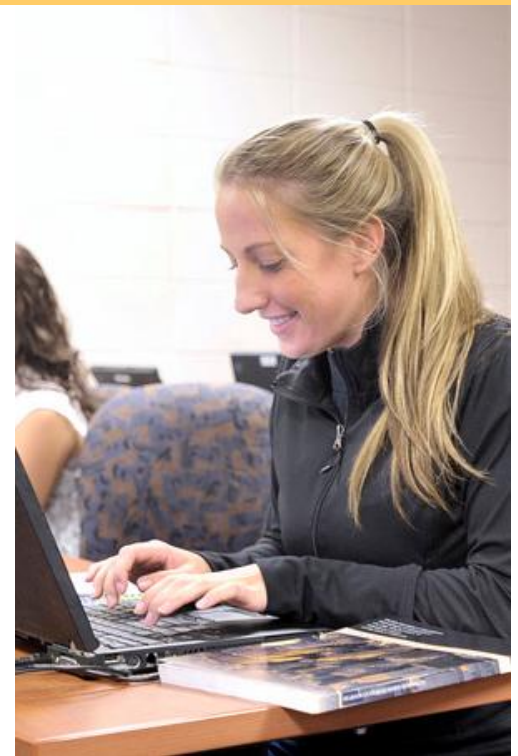
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# Statutory Requirement

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The Board of Regents is required to develop and implement “a plan for maintaining the distinct missions of the Connecticut State University System, the regional community-technical college system and the Charter Oak State College”

- Section 230 of Public Act 11-48



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# General Principles

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Maintaining mission requires:

- ▶ A commonly held understanding of the mission
- ▶ Integration of the mission into decision-making
- ▶ Active engagement by decision-makers and stakeholders in furthering the mission

No plan or document can automatically preserve a mission, which requires continual vigilance.



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# Key Players

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- ▶ Councils of presidents for each system and the president of Charter Oak State College
- ▶ Student Advisory Committee
- ▶ Faculty Advisory Committee
- ▶ Board of Regents



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# Adopting Mission Statements: First Step (Jan–May)

## ▶ January 2012

BOR staff shares the compilation of existing mission statements and a matrix of common issues raised across statements with the Councils of Presidents, the Student Advisory Committee and the Faculty Advisory Committee

## ▶ June 1, 2012

Each council finishes drafting three distinct mission statements (CSU, CC and COSC)

Meeting facilitation support will be provided, if requested



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## Adopting Mission Statements:

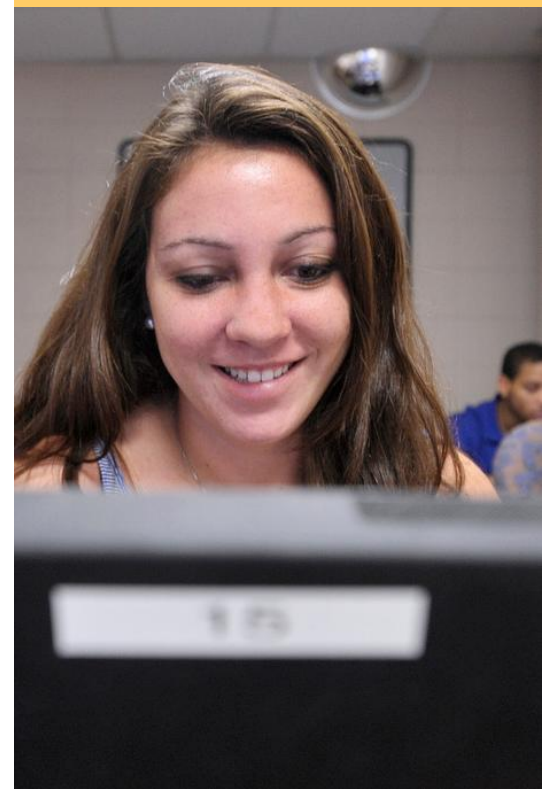
# Second Step (June–Oct)

### ▶ September 2012

Board of Regents, Councils of Presidents, Student Advisory Committee and Faculty Advisory Committee meet to seek consensus on three mission statements

### ▶ October 2012

Board of Regents approves the mission statements



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# Maintaining Engagement

## ▶ Distribute Materials

Distribute all Board of Regents meeting materials to Councils of Presidents and two Advisory Committees

## ▶ Communication

Stakeholders will review meeting materials for mission-related issues and communicate with the President, Chair and other members of the Board

## ▶ Biannual Agenda

Maintenance of mission will be an agenda item at the biannual meetings of the Board of Regents with the Student and Faculty Advisory Committees



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