Agenda
State of Connecticut
Board of Regents Faculty Advisory Committee
Friday, Nov. 15, 2013
2:00 p.m. – 5:00 p.m.
BOR Offices
39 Woodland Street, Room 123
Hartford, Conn.

1. Call to Order

2. Review and acceptance of minutes from Oct. 18, 2013 meeting

3. Chair's report - IT Governance – schedule possible follow up meeting with Joe McAuliffe for Dec. 20 meeting

4. Update on Chief Academic Officer job description, search progress, FAC's advisory role to the search committee – I. Crawford, C. Hoyser, M. Thornton

5. Update on TAP Coordinating Council and selection of 6 FAC members for TAPCC and TAP Implementation and Review Committee on Campuses (see Appendix A)

6. President Gray comments and question and answer; Visit to SUNY; status of "The Plan" and opportunity for faculty input; progress on TAP vis a vis 20 disciplines by June 2014; central office staffing update

7. Themes and Items for report to BOR Nov. 21 (this will be the major emphasis of meeting (see Appendix B)

8. Planning liaison's with campus governance organizations

9. Items for possible inclusion in the next meeting (Dec. 20)

10. Other business

 Adjourn

Appendix A: TAP Implementation Plan 2013-14 and 2014-15 DRAFT v03 (9/16/2013)

This document outlines the plan for the implementation of the Transfer and Articulation Policy (TAP) approved by the Connecticut Board of Regents for Higher Education approved in March 2012. This implementation plan supersedes the plan issued in April 2012.

Principles
A broad set of principles accompany this implementation plan. These principles stem from the spirit of the resolution adopted by the Board to develop and implement rigorous, high-quality academic programs that provide seamless transfer for students from community colleges to ConnSCU four-year institutions upon completion of an approved transfer associate's degree.
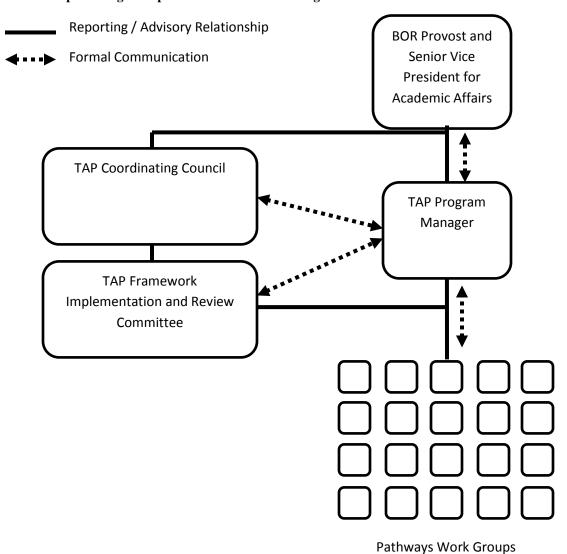
- The TAP and its accompanying implementation plan are designed to promote student success and progress; the purpose of this work is to serve ConnSCU students
- All ConnSCU students should meet the same expectations for student learning
- To serve students, fast progress is essential; processes for implementation should accelerate and scale implementation of pathways

- Faculty have primary responsibility for curriculum and in development of pathways
- Faculty should play a leadership role in pathways development
- Disciplinary disagreements must be resolved by faculty in the discipline
- Faculty participating in pathways will communicate expectations up-front and openly
- Faculty participants in pathways discussions should have authority to negotiate and make agreements

- The TAP implementation
- Benefits from clarity and transparency, including:
  - agreed-upon means for dispute resolution
  - expectations that student learning on TAP outcomes will be assessed at all 17 ConnSCU institutions
  - explicit timelines for implementation
  - interpretations should be consistent, and articulate a relationship between the framework and pathways
- Recognizes campuses have a vested interest in smooth student transitions between high-quality academic programs; participation of each campus is essential for the success of TAP and to preserve campus-level curricular governance
- Acknowledges communication is essential and requires a structure. The TAP Coordinating Council, the TAP Framework Implementation and Review Committee, the TAP Pathways Work Groups, and the TAP Program Manager each should have a plan for what to communicate, an identified audience, and a set regular period for communication.

- TAP Pathways
- Should be constructed to be uniform and consistent for the sake of transparency and ease of use for students
- In instances where flexibility is absolutely necessary, 3-6 credits of variation among pathways to 4-year institutions is allowable
- Represent the curriculum for transfer associate's degrees at community colleges; these degrees need approval as new programs at the campus level and by the Board
- Represent articulation agreements with the 4-year institutions and follow whatever campus-based approvals are needed to establish articulation agreements
- Should be depicted using a common template for presentation:
  - it should be clear and easy for students and faculty to understand
  - it should include coursework that completes the bachelor's program

Implementation

Three groups and a full-time Program Manager at BOR will implement the TAP:

- TAP Coordinating Council
- TAP Framework Implementation and Review Committee
- TAP Pathways Work Groups (1 per discipline)
- TAP Program Manager

Relationships Among Groups and Communication Diagram

──── Reporting / Advisory Relationship

◄┄┄► Formal Communication

BOR Provost and Senior Vice President for Academic Affairs

TAP Coordinating Council

TAP Program Manager

TAP Framework Implementation and Review Committee

Pathways Work Groups

TAP Coordinating Council

The TAP Coordinating Council creates the overarching implementation plan, monitors its success, adjusts the plan as needed, resolves issues of process, and makes recommendations to BOR executive staff for major changes. The Council is staffed by the TAP Program Manager.

Charge:
- Advises the Provost and SVP for Academic and Student Affairs through the TAP Program Manager
- Develop a plan for ongoing overarching implementation of TAP that identifies and determines
- Roles and responsibilities
- Membership and constitution of groups
- Timelines for completion of activities
- Disciplines for pathways in 2013-14
- Receive reports at the end of each calendar month or more frequently as needed from:
- TAP Program Manager
- TAP Framework Implementation and Review Committee
- Review high-level assessment of TAP (how well is TAP working? What evidence supports this? What recommendations should be made to adjust?)
- Receive recommendations from the TAP Framework Implementation and Review Committee for adjustments to process
- Approve process for changes in TAP Framework requiring shared governance approvals
- Establishes on an ad hoc basis small, disciplinary-based dispute resolution groups to adjudicate disagreements within pathways work groups
- Meet once a semester and as needed
- Communicate following each meeting the outcomes of all deliberations to the Provost and Senior Vice President for Academic and Student Affairs, ConnSCU Academic Council of Chief Academic Officers, and the Faculty Advisory Committee

Membership:
- Terms run September 1 – August 31
- BOR Vice Presidents of the state universities and the community colleges, Co-chairs
- Six members of the Faculty Advisory Committee to be determined by the FAC
- Six chief academic officers to consist of:
- 2 state university provosts, to rotate each year
- 3 community college academic deans/provosts (with one alternate), to rotate each year
- Provost of Charter Oak State College

TAP Framework Implementation and Review Committee

The TAP Framework Implementation and Review Committee has primary responsibility to oversee the general education portion of transfer associate's degrees created under TAP, to monitor how the TAP Framework is integrated into pathways, to review learning outcomes assessment data about general education outcomes provided by campuses, and to make advisory recommendations for adjustments to the TAP Framework. Recommendations from the committee are advisory but do not bind campuses or disciplines.

Charge:

- Advises the TAP Coordinating Council and the TAP Pathways Work Groups through the TAP Program Manager
- Review campus implementation of TAP Framework and report findings to TAP Program Manager
- Review general education portion of pathways templates generated by work groups for consistency with TAP Framework but does not have responsibility to recommend or adjudicate disciplinary matters; review takes place prior to 4-year institution approval of the articulation
- Review layout, structure, and effectiveness of TAP templates for pathways; make recommendations to TAP Program manager for period adjustment
- Facilitate periodic review of the TAP learning outcomes
- Make recommendations to the Coordinating Council via the TAP Program Manager for major changes to TAP Framework
- Makes recommendations about assessment expectations, including when assessment should occur (e.g. should 4-year institutions assess students following completion of 60 credits?); reviews assessment results
- Determine consistency of pathways with TAP framework and communicate changes via the Program manager where changes are needed
- Reviews and grants exceptions for inclusion of the entire TAP Framework in a pathway, upon the request of disciplinary Pathways Work Groups
- Establish a subcommittee to adjudicate student issues unresolved at the campus level
- Receive regular reports from TAP Program Manager about work group progress
- Meet monthly, except in June, July and August
- Communicate following each meeting the outcomes of all deliberations to the TAP Coordinating Council, TAP Pathways Work Groups

Membership:

- Terms begin September 1 and run for 2 years, except that representatives from Asnuntuck CC, Middlesex CC, Tunxis CC, Housatonic CC, Naugatuck Valley CC, Gateway CC, Central CSU, and Eastern CSU will serve an initial term of only one year, with subsequent elections for representatives with two-year terms to be conducted in even-numbered years. All other institutions will conduct elections in odd-numbered years.
- 17 faculty members, one elected representative from each ConnSCU institution
- One co-chair from the community colleges and one co-chair from the state universities are to be elected by the committee and may not serve as co-chair for more than one consecutive year
- TAP Program Manager, ex officio

<u>TAP Pathways Work Groups</u>

TAP Pathways Work Groups will be constituted for each university major based on a schedule approved by the TAP Coordinating Council. Work groups will be responsible for developing pre-major pathways, which in a clear and consistent fashion will present coursework required in the transfer associate's degree that transfers into the 4-year institutions. The 4-year institutions are responsible for providing in the template the complementary set of coursework that completes the bachelor's degree. Through the campus chief academic officer in consultation with disciplinary faculty, each campus will designate a faculty representative to each major pathways committee.

Charge:
- Create a disciplinary pathway for a transfer associate's degree that allows someone who completes the degree to be admitted to a 4-year institution with junior status
- The template should be created in the standard TAP template, listing
o all coursework needed for the major, articulated with bachelor's degree requirements
o 30 credits of coursework needed to fulfill the TAP Framework
o Any additional GPA or other requirements for the program
- Work group members communicate the deliberations and decisions of the work group to faculty in their department at their home institutions; work group members have the capacity to negotiate and make agreements on behalf of their departments
- Temporary co-chairs attend orientation in October, coordinate meeting dates and locations, and construct preparatory documents; permanent co-chairs elected at first meeting (may be the temporary chairs) facilitate meetings, prepare the pathways template, and communicate with the TAP Program Manager
- Communicate template to TAP Framework Review and Implementation Committee through the TAP Program Manager

Membership:
- Terms run September 1 – May 31, or until pathway is approved; terms may be extended
- Each Work Group will consist of disciplinary faculty representatives for each major pathway, up to 17 faculty members, one for each campus where the discipline is offered; members will be identify by chief academic officers in consultation with the department housing the degree program
- A temporary co-chair from the community colleges and one from the 4-year institutions will be recommended by nominating chief academic officers and selected by the TAP Program Manager
- Permanent co-chairs will be elected by the Pathways Work Groups at their first meeting; additional orientation for permanent co-chairs will be provided by the TAP Program Manager as needed

<u>Program Manager</u>

The TAP Program Manager has primary day-to-day responsibility for the implementation of TAP, with special focus in 2013-14 of pathways creation and approval. The TAP Program Manager is a permanent, full-time employee of the BOR and reports to the BOR Provost and Senior Vice President for Academic and Student Affairs. The duties of the position will evolve from implementation to maintenance and evaluation over time.

Charge:

- Prepares layout of uniform pathways template
- Conducts pathways co-chair orientation
- Reviews and guides activity of pathways work groups
- Incorporates feedback to report to council, assists with scheduling, coordinates communication among all groups
- Oversees website construction, content, and updates with technical support from BOR IT
- Responsible for communication among all groups about TAP
- Provides regular reports to TAP Coordinating Council, TAP Framework Review and Implementation Committee, and TAP Pathways Work Groups
- Monitors curricular changes and adjustments that may implement TAP Pathways
- Communicate at least monthly a formal progress report to the Coordinating Council, TAP Framework Review and Implementation Committee, and TAP Pathways Work Groups

Employee Qualifications:

- An earned doctorate
- 3-5 years of experience working in higher education
- Considerable understanding of student transfer issues, articulation, and curricular design
- Ability to work with faculty and administrators
- Strong project management, organizational, and communication skills

Timeline

2013-14

July – Sept   TAP Coordinating Council reviews 2012-13 implementation and constructs new implementation plan

Mid Sept   TAP Implementation plan finalized; call to identify co-chairs issues to chief academic officers

Late Oct   TAP Program Manager conducts co-chair orientation meetings with pathways temporary co-chairs

Nov   Pathways groups convene for the first time

Feb   Pathways groups meet for the 2nd time to continue work on the pathway

Feb & March   Pathways work groups complete their templates and provide to TAP Program Manager, who forwards to Provost and SVP as well as the TAP Framework Implementation and Review Committee

TAP Framework Implementation and Review Committee reviews general education portion of each pathway for consistency with TAP Framework

March & April   Community colleges craft proposals for transfer associate's degrees following the disciplinary pathways

State universities approve pathways articulations following their local process

April & May   ConnSCU Academic Council affirms at least 15 additional transfer associates degrees (concept papers will not be needed).

May & June   BOR approves at least 15 additional transfer associate's degrees

Pathways for Transfer Associate's Degrees
Pathways have been identified roughly in rank order by the number of students enrolled in major fields at the 4-year institutions

Pathways from 2012-13 being completed:
1. Biology
2. Business/Management
3. Communication
4. Nursing
5. Psychology

Pathways for 2013-14:
1. Elementary Education[1]
2. Accounting
3. Social Work
4. Physical Education
5. Exercise Science
6. English[2]
7. Computer Science
8. History[2]
9. Sociology
10. Criminology
11. Mathematics[2]
12. Marketing[3]
13. Political Science
14. Art[2]
15. Finance[3]
16. Chemistry
17. Sport and Fitness Administration/Management[4]
18. Industrial Technology/Technician[4]
19. Construction Management[4]
20. Theater/Drama

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[1] High enrollment but difficulties because students declare majors in various subjects

[2] Has a secondary education track; initial focus should be on non-education track

[3] May be encompassed by Business/Management for several institutions

[4] Available only at one CSU; transfer pathway may already exist and should not be placed into TAP

Appendix B: Background and Summary of Faculty Advisory Committee (FAC)
for August 23, 2013 Meeting with President Gray

Background

 In the 2011 legislation that created the Board of Regents, the FAC was defined as consisting of three members from the state universities, three members from the Community Colleges, and one from Charter Oak.   Legislation in 2012 increased the number of members to 10 by adding one administrative faculty member from each of the institutional types. In 2013, the Chair of the FAC was added as a non-voting member of the BOR effective October 2013.

      The FAC was first constituted in January of 2012. Members are elected by the faculty and serve for two years. Elections for the terms that begin on January 1, 2014 have been completed. The FAC has defined its own rules for system-wide elections and the role and service of alternate members.

      In addition to working on several substantive issues, the priority for the FAC in its initial term has been to establish procedures and structures for effective communication with the Board, senior management, and faculty to promote shared governance and institutional excellence. It is currently in the process of adopting by-laws.

Summary of FAC activities (presented in roughly chronological order)

•	Presented 10 recommendations to the ASA committee for changes in the initial draft of the Transfer and Articulation Policy (TAP) based on hundreds of e-mails solicited from across the 17 institutions. Eight of these recommendations were accepted by ASA and the BOR (The two that were not accepted stated that a timeline without an implementation plan was premature and that an implementation plan with a timeline be established first).

•	Joined members of the Academic Council on the TAP Coordinating Council to write and adopt an implementation plan for TAP that included the formation of the TAP Steering Committee. Work on the Coordinating Council continues as we develop procedures for the next stages of TAP implementation.

•	Requested from President Kennedy the selection of a Program Manager to assist in TAP implementation.

•	Advised senior management on faculty concerns subsequent to the passage of PA 12-40, the developmental education bill. Continue to engage with both the faculty regional work groups and the PA12-40 Advisory Group to meet the legislative challenge and to ensure student success.

•	Worked with IT to establish a method for system-wide e-mail communication between the FAC and the faculty across the seventeen institutions. Also established communication links across the faculty governance bodies of the 17 institutions.

•	Advised senior management and the ASA committee against foregoing campus-wide votes on the General Education TAP framework. In the subsequent voting, 15 of the 17 institutions voted in favor of adopting the TAP framework.

•	Testified before the General Assembly's Higher Education & Employment Advancement Committee on Feb. 28 2013. Testimony begins two hours into the recording at http://ct-n.com/ondemand.asp?ID=8750

•	Contributed to the drafting of the institutional mission statements. Met with Regent Lerer and led effort to revise the ConnSCU mission statement that had initially been approved by the Board on 9/25/2012.

•	Testified in support of FAC representation on BOR and still seeking voting membership on BOR subcommittees especially ASA.

•	Three FAC representatives participated in the Presidential search advisory committee Spring 2013

•	Developed procedures to facilitate FAC elections through campus governance bodies.

•	Discussed with UConn Associate Provost, Sally Reis, matters of mutual concern, principally regional campuses. Established context for continuing dialog.