

CSCU Board of Regents

AGENDA - REGULAR MEETING

EXECUTIVE COMMITTEE

10:00 a.m., Thursday, June 8, 2023

Conducted Via Remote Participation

Meeting will stream live at: <https://youtube.com/live/Bthwutt9yig?feature=share>

1. **Call to Order, Roll Call & Declaration of Quorum**
2. **Adoption of Agenda**
3. **Approval of Special Meeting Minutes – May 5, 2023**
4. **Discussion Item**
 - a. CSCU System President Title Change
5. **Executive Session** - to discuss the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee
6. **Adjourn**

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
EXECUTIVE COMMITTEE
MINUTES OF A SPECIAL MEETING
THURSDAY, MAY 4, 2023
CONDUCTED VIA WEBEX; LIVESTREAMED ON
<https://www.youtube.com/watch?v=E5tQr1urJs0>**

COMMITTEE MEMBERS - PARTICIPATING (Y = yes / N = no)	
JoAnn Ryan, Chair	Y
Richard J. Balducci	Y
Ira Bloom	Y
Holly Howery	Y
James McCarthy, Vice Chair	Y
Elease E. Wright	Y

CSCU STAFF:

Terrence Cheng, CSCU System President
Pam Heleen, Asst. Secretary of the Board of Regents (recorder)

CALL TO ORDER

Chair Ryan called the meeting to order at 9:00 a.m. and, following roll call, declared a quorum of the Committee present.

ADOPTION OF AGENDA

Chair Ryan called for a motion to adopt the meeting agenda as submitted; on a motion by Regent Balducci, seconded by Regent Wright, the Agenda was unanimously adopted as presented.

EXECUTIVE SESSION

At 9:03 a.m. on a motion by Regent Balducci, seconded by Regent McCarthy, the Committee voted to go into Executive Session for the purpose of discussion concerning the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee. Chair Ryan announced that no votes would be taken in Executive Session. Chair Ryan directed CSCU President Cheng to remain with the Committee in Executive Session.

ADJOURNMENT

With the conclusion of the Executive Session, Chair Ryan declared the meeting adjourned at 10:12 a.m.

Submitted,

Pamela A. Heleen
Secretary of the CT Board of Regents for Higher Education

CSCU Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

Concerning

ESTABLISH THE TITLE “CHANCELLOR/PRESIDENT” of the CONNECTICUT STATE COLLEGES & UNIVERSITY

June 29, 2023

WHEREAS, Connecticut General Statutes Section 10a-1b establishes the President of the Connecticut State Colleges & Universities (CSCU) as the chief executive officer of the Board of Regents for Higher Education, and

WHEREAS, according to Connecticut General Statutes Section 10a – 1b, the President of the Connecticut State Colleges and Universities shall have the authority to implement the policies, directives and rules of the board and any additional responsibilities as the board may prescribe, implement the goals identified in section 10a-11c of the Statute, build interdependent support among the Connecticut State University System, the regional community-technical college system and Charter Oak State College, balance central authority with institutional differentiation, autonomy and creativity, and facilitate cooperation and synergy among the Connecticut State University System, the regional community-technical college system and Charter Oak State College, and

WHEREAS, the title of "President" has led to confusion between the System President and the Presidents of Central, Eastern, Southern and Western Connecticut State Universities, the President of Charter Oak State College, and the President of CT State Community College, and

WHEREAS, nationally, most systems of higher education designate their chief executive officer as "Chancellor," therefore be it

RESOLVED, that the title “President of Connecticut State Colleges & Universities” be changed to “Chancellor/President of Connecticut State Colleges & Universities,” and that in the policy statements of the Board of Regents which are currently in effect and in all other documents that are currently in effect, where the term "President" appears it shall have the same meaning as “Chancellor”, and be it further

RESOLVED, that the appropriate CT State legislative bodies enact the necessary changes to Connecticut General Statutes Section 10a-1b thus making the establishment of the title “Chancellor” a permanent functional title, and be it further

RESOLVED, that the current CSCU President, Terrence Cheng, is hereby named Chancellor/President of the Connecticut State Colleges & Universities with no change in responsibilities, duties, or salary until such time as the Connecticut General Assembly adopts the permanent change of title to “Chancellor.”

A True Copy:

Pamela Heleen, Secretary of the
CT Board of Regents for Higher Education

DRAFT

**Staff Report
System and Institution Leadership Titles**

June 8, 2023

Over the last few months, the Board of Regents and various constituent groups (both internally and externally) have pointed out the persistent confusion created by the naming convention of the CSCU System and institution leadership. Specifically, that there are institution presidents reporting to a system president, and in two cases, there is an added confusion of campus presidents reporting to an institution president.

While this confusion is shared internally across the CSCU System, it is particularly acute for external stakeholders such as community leaders, media, legislators, and other government partners who are not always aware of the distinctions between institution and system roles and responsibilities.

Prior to the 2011 creation of the Board of Regents for Higher Education, the Chancellor and Vice Chancellor naming convention for the systemwide leaders was the historical practice of the former CSU Board of Trustees. Importantly, Conn. Gen. Stat. 10a-1b(b) was specifically revised effective April 22, 2013, by Public Act 13-4 to amend subsection (b) to give the BOR authority to establish the terms and conditions of its president's employment, which generally includes title, compensation, and any other relevant terms and conditions of employment.

Relying on BOR's statutory authority to establish the terms and conditions of its president's employment, including any changes to the title, we researched the naming conventions at other peer public institutions and provide the following information and recommendations to address this confusion:

1. What are the naming conventions used in other state systems of higher education to distinguish between system and institution-based roles?
2. Recommend one of those naming convention which fits best with CSCU's organizational structure, will cause the least disruption, has the smallest fiscal impact, and resolves the existing confusion in titles.
3. What are the recommended steps and timing moving forward to achieve this change in naming convention with no change in compensation or responsibilities to those impacted?

Naming Conventions used in other State Systems:

In looking at comparable public higher education systems across the country, it was immediately clear that there are two predominate naming conventions among these systems.

1. The "Board – Chancellor – President" Naming Convention

The first, and overwhelmingly more common among state systems is for a chancellor of the system who reports to the Board of Regents/Trustees, with institution presidents reporting to the chancellor. This naming convention is typical in systems whose constituent units predate the system. In the tri-state area, there are two large systems which follow the Board-Chancellor-President naming convention:

- The State University of New York (SUNY), the largest higher education system in the country, is a system of colleges, universities, academic medical centers and major research institutions, led by a Chancellor who reports to a Board of Trustees. The Chancellor works with over 500 professionals in the system's central administration, as well as campus leadership across the state. Campus leaders are referred to as Presidents in the SUNY system.
- The City University of New York (CUNY), is the nation's leading urban public university. The University comprises 25 institutions: 11 senior colleges, seven community colleges, and seven

professional and graduate schools. CUNY is led by a Chancellor who supervises campus presidents. Central administrative leaders are Vice Chancellors.

Other state systems outside of the tri-state area which have institution presidents reporting to a Chancellor as the system leader, include but are not limited to:

- California State University — The CSU Chancellor oversees 23 campus Presidents and reports to the Board of Trustees. The administrative leaders in the Chancellor's Office are Vice Chancellors and Associate Vice Chancellors, etc., while those at the institutions are Vice Presidents and Associate Vice Presidents etc.
- California Community Colleges – The system is led by a Chancellor overseeing Presidents at 116 community colleges in 73 community college districts, and reports to the Board of Governors.
- University System of Georgia—led by a Chancellor who reports to a Board of Regents. The USG is composed of 26 higher education institutions led by Presidents including four research universities, four comprehensive universities, nine state universities and nine state colleges.
- University System of Maryland-- The system, led by a Chancellor appointed by the Board of Regents, leads 12 USM institutions. The campus leaders are referred to as Presidents.
- University of Texas—the Chancellor, reporting to a Board of Regents, leads a system of 13 academic and health institutions each with a campus President.
- State University System of Florida—the Chancellor reports to the Board of Governors and supervises 12 university Presidents.
- Minnesota State System- the Chancellor, reporting to the Board of Trustees, oversees the third largest system of state colleges and universities in the United States with 26 colleges, 7 universities, and 54 campuses. Each college and university are headed by a President who serves as the chief executive officer, and they report to the system Chancellor.
- University of Maine System- the Chancellor, reporting to the Board of Trustees, oversees the UMS's seven universities, law school, and eight outreach centers. There are six Presidents at the university level and one President and dean of the law school.

2. The “Board – President – Chancellor” Naming Convention

The second most common naming convention is a system led by a President reporting to a board, with institution/campus leaders being named Chancellor. This naming convention is more common for flagship university systems which gradually expanded overtime to include several campuses and professional/graduate schools. Examples of these types of systems include:

- University of Arkansas – A system led by a President who reports to the Board of Trustees and includes six campuses, several professional/graduate schools, an HBCU, an online institution, and several community colleges, with institutions led by Chancellors.
- University of California – The UC is led by a President reporting to the Board of Regents, with 10 campuses led by Chancellors.
- University of Massachusetts – Comprised of four universities, a medical and a law school with a System President and Chancellors on each of their university campuses.
- University of Missouri – The President reports to the Board of Curators and leads the system of four universities led by Chancellors and a health system led by a CEO.
- University of North Carolina – Led by a President reports to the Board of Governors and oversees the Chancellors who lead the 16 member universities and the North Carolina School of Science and Mathematics.

- University of Wisconsin system, one of the largest in the country, is comprised of 13 universities with 26 campuses and is led by System President and the university leaders are referred to as Chancellors.

Recommendation:

As leadership is documenting the list of recommended changes to Connecticut General Statute Section 10a for submission to the Connecticut General Assembly (i.e., references to CT State Community College, Board of Regents for Higher Education, CSCU Vice Presidents), it is recommended that the Board take this action rather than waiting for changes to proceed through the legislature.

Staff recommends that CSCU adopt the Board – Chancellor – President naming convention similar to the preponderance of naming conventions with peer systems like the CSU, SUNY, CUNY, UMaine, UT, and Minnesota systems. Specifically, Chancellor is the recommended title for the CSCU System Office executive authority, which requires BOR approval, an amendment to the BOR Bylaws, and a subsequent amendment to Conn. Gen. Stat 10a-1b and all other relevant statutes. While the statutory revision is pending, we recommend Chancellor/President as the working title, until the statutory changes take full effect. This would put CSCU in line with our peer systems nationally and remove the confusion about system vs institutional roles and leaders. The title revision from System President to Chancellor is merely a technical clarification within the terms and conditions of the System President's employment, and is not intended to change the statutory role, functions, or responsibilities of the System President. Importantly, the title change does not carry any change in compensation of the incumbent or in compensation of other senior executive leaders affected by this change.

Additionally, the change to a Board – Chancellor – President naming convention has the added benefit of impacting the smallest number of positions across the CSCU System. Leadership and senior executive staff across the CSCU System currently use the title of president, vice president, or some version thereof. Changing the title of the system leader and senior system staff to Chancellor and Vice Chancellors, would impact fewer than a dozen staff at System Office, while the alternative would change the titles of six presidents and senior staff across the CSCU System. Additionally, the cost associated with changing titles at the System Office are nominal and consists of business cards, parking signage, etc.

Furthermore, the change to Chancellor and Vice Chancellor for the systemwide leaders would align with historical practices of the former CSU Board of Trustees prior to the 2011 creation of the Board of Regents for Higher Education. Again, these title changes would not impact compensation structures or roles/duties but would clarify the naming convention of executive leadership at the CSCU System Office and the institutions across the CSCU System.