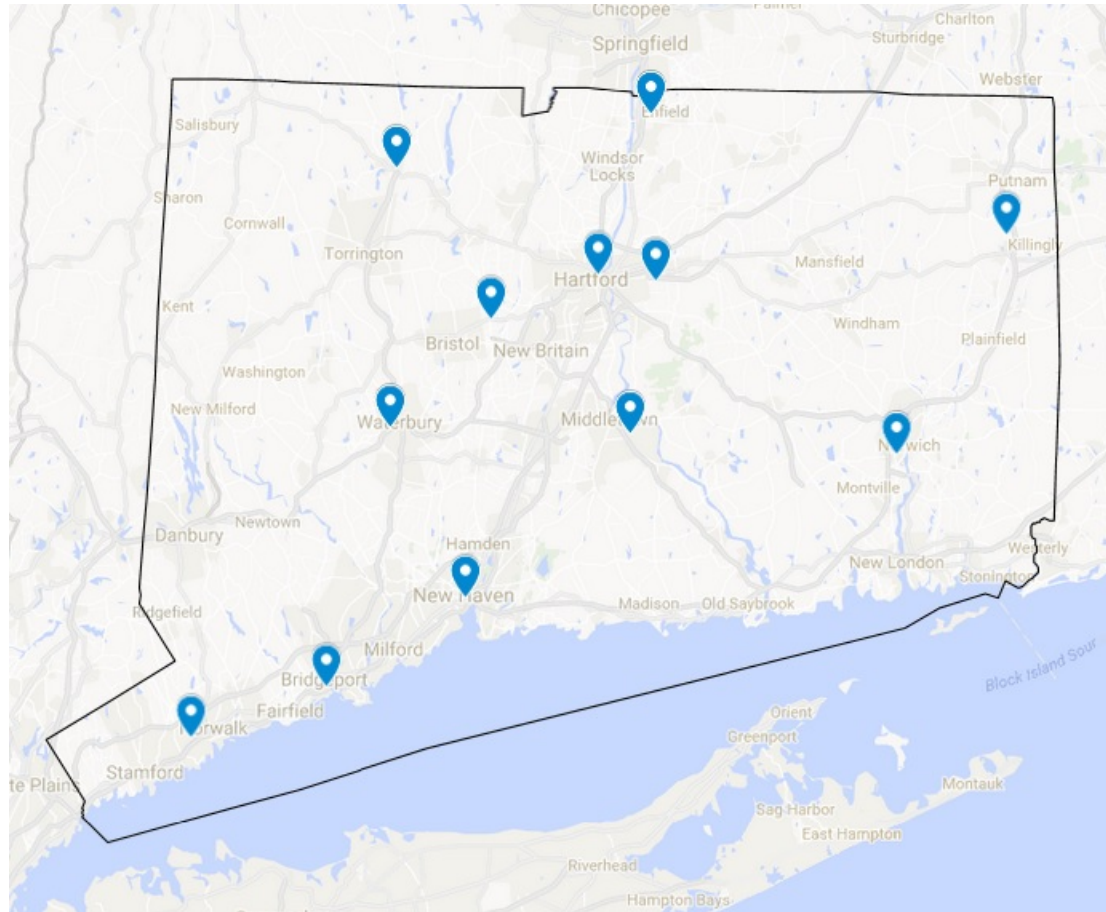


DRAFT

Students First

CT Community College
Management Consolidation



Board of Regents
Presentation
Draft
Organizational
Structure
October 19, 2017

Committee's Charge

- Recommend to the Board
 - A Management Structure for a SINGLE, accredited, Connecticut Community College, with 12 campuses
 - Savings target of \$28 million
- After numerous considerations, we are recommending
 - A Single NEASC accredited **Community College of Connecticut** that supports Students First
 - Provides opportunities for the 12 campuses to work together
 - Develop a new Enrollment Management Strategy that serves students
 - Develop a process to align curriculum across the 12 campuses with broad faculty participation
 - Maintain unique programs and create greater student access statewide
- We believe that over time the projected savings WILL be realized
- Keep all 12 campuses OPEN

Vision

- Create a dynamic community college that leverages talents and resources and focuses on getting students to their individual educational goals and in response to community and state needs.
- Create a financially stable and sustainable future for the state's community colleges
- Create a single NEASC accredited community college with 12 campuses, with clear and consistent practices and procedures
- Maintain the uniqueness, identity and community connections of each campus
- Have clear enrollment management practices to address declining enrollment patterns
- Provide seamless transition for students to the future single college

Summary of Work

- May 1 – the 12 community college presidents had a retreat to review possible structural options for the system
- May 6 - a sub-committee of presidents and deans representing the major work functions met to consider these options
 - This group focused on three areas:
 - Academic affairs and continuing education
 - Student affairs
 - Enrollment management

Summary of Work Cont.

- May 26 –sub-committee reviewed a draft organizational structural options
- June 8 – a team from the CSCU system attended the NEASC CIHE Commission meeting in Maine to request an advisory opinion
- June 12 - subcommittee met and began developing functional duties for key positions
- June 14 - the Presidents met to review and discuss the draft
- June 23 - subcommittee met to continue refining position functions
- July 11 - met to review academic and enrollment structures
- July 27 - reviewed draft structure
- July 28 - Presidents reviewed draft structure
- Aug 30/Sep 1 - Presidents reviewed small, medium and large campus structures, and began assessing positions
- Oct 2-16 - Latest draft reviewed by all work groups
- Oct 18 - a team from the CSCU system meeting to update NEASC staff
- Oct 19 - Board of Regents Presentation

Benefits to Students

of a single Community College of Connecticut

Examples of benefits to students

- Clear and consistent processes to enroll in colleges
- Student can work with advisors to pick best options for financing their education combining federal, state and local financial aid and scholarships
- Common degree programs with common courses between campuses
- Easier to take courses at any campus, including online
- No need to transfer credits across colleges
- Common Guided Pathways across the 12 campuses
- One placement test, with consistent course assignment
- Less confusion on transfer pathways to the universities

Enrollment

Currently:

- Students often take classes at multiple campuses
 - Apply to each college
 - Provide HS transcripts
 - Proof of Immunization
 - Provide college transcripts
 - Fill out a single FAFSA application with school codes
 - May be required to do Income Verification multiple times



In a Single Community College:

- Apply ONCE
- Fill out FAFSA with one code
- Arrange ONCE for
 - HS transcripts
 - Proof of Immunization
 - College transcripts
- Receive ONE aid package that can be used across multiple campuses

Registration

Currently:

- Each semester, students must register for classes at each college separately
- They often do not know whether their classes will successfully transfer from one community college to the next
- They need to earn at least 25% of their credits at a primary college in order to be able to graduate
- Any credits earned at other campuses will NOT help students improve their GPA at their primary campus
- If students transfer to another community college, their GPA starts again at 0.0



In a Single Community College:

- Student can more easily take classes at any of the 12 campuses
- Common courses will have the same pre-requisites
- No need to TRANSFER credits back and forth
- All credits earned will count toward GPA
- All credits earned will apply to degree

Financial Aid

Currently

- If a student wants to apply financial aid between campuses, they have to do a consortium agreement, requiring signatures
- Students have to wait until the paperwork arrives
- Students may get dropped for non-payment in the meantime
- Even with a consortium agreement, students cannot use their aid to pay for books at other campuses



In a Single Community College:

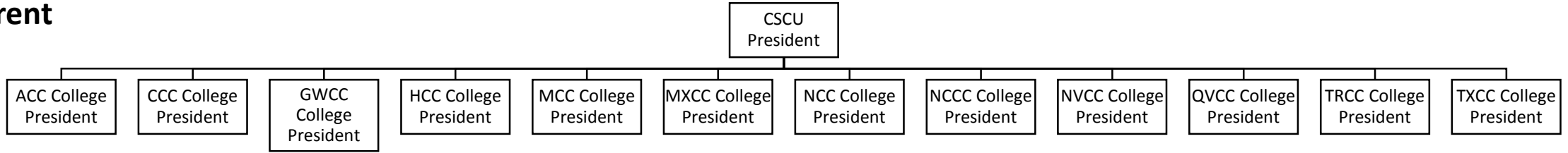
- Student can work with advisor to pick best options for financing their education combining federal, state and local financial aid and scholarships
- Can apply that aid for tuition/fees and books at multiple campuses

Proposed Leadership Structure

Community College of Connecticut

Positions required for NEASC accreditation

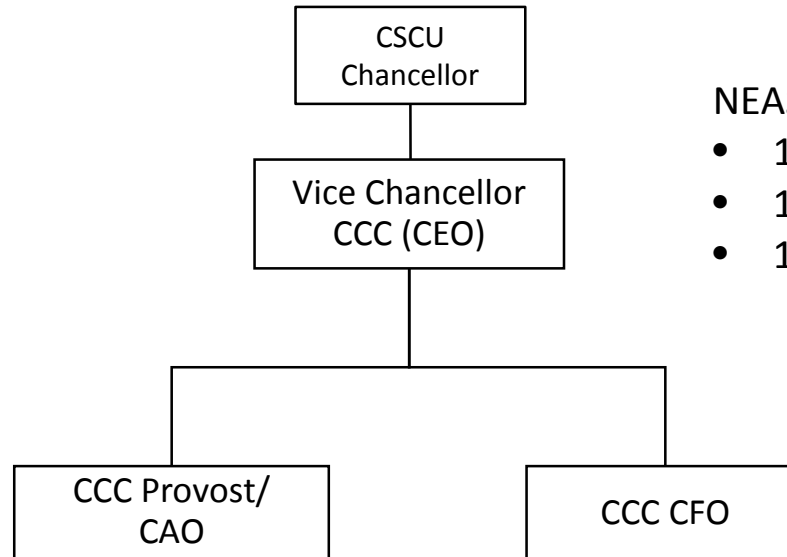
Current



NEASC Standards require

- 12 CEOs/Presidents (Std 3.10-3.12)
- 12 CFOs (Std 7.11)
- 12 Chief Academic Officers (Std 3.14)

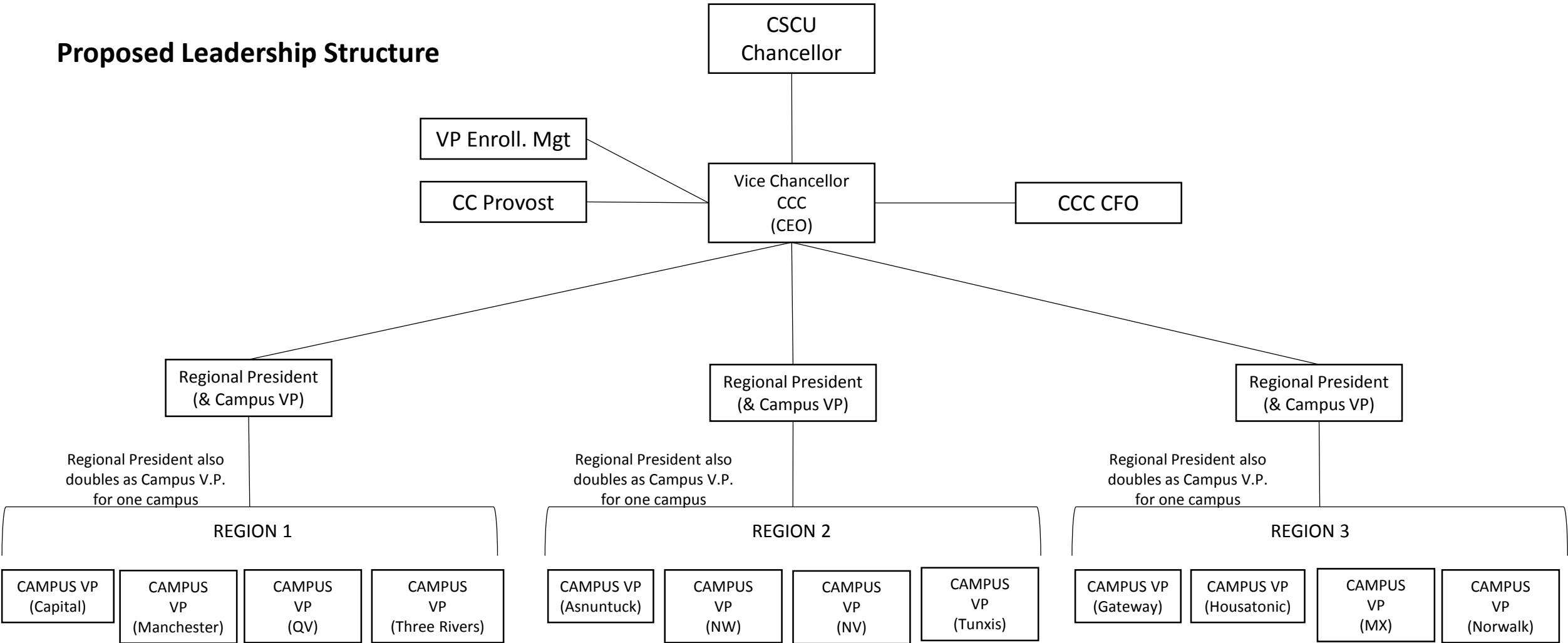
Prospective



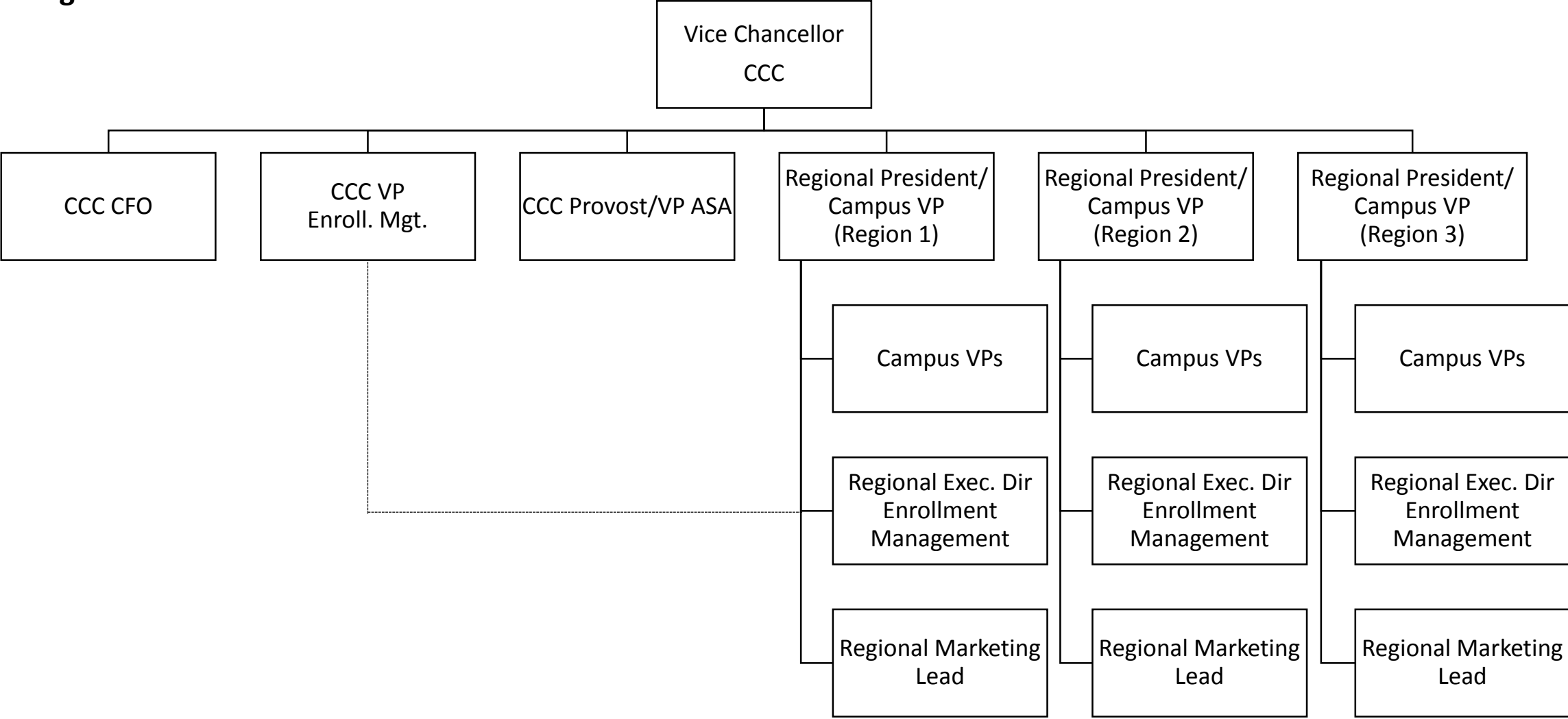
NEASC Standards require

- 1 CEO
- 1 Chief Financial Officer
- 1 Chief Academic Officer

Proposed Leadership Structure



CT Community College Regional Structure



Features of a Regional Approach

- Create 3 regions, to enhance student experience, assure academic quality and maximize organizational effectiveness
- Build upon strong relationships between community colleges in a region and leverage expertise and personnel assets currently at the colleges
- Incorporate shared services in HR, finance, marketing, IT, facilities and Institutional Research
- Establish regional centers of excellence for special academic programs
- Seek regionally coordinated grant opportunities
- Maintain regional and local campus programs that are responsive to regional workforce needs
- Manage academic program offerings and enrollment across the region

Role of the Regional Presidents

- Provide focused leadership and coordination among the 4 campuses
- Serve as Campus Vice President for one campus within their region
- Foster collaboration and alignment across campuses
- Re-align resources and human capital within the region
- Advocate legislatively at the local, regional and state level along with the Campus VP
- Partner with state, local, community agencies, businesses, and school districts to respond to needs and create opportunities for students throughout the region
- Serve as a liaison to the community along with Campus Vice Presidents
- Work with the VP Enrollment Management to support regional recruitment and retention initiatives

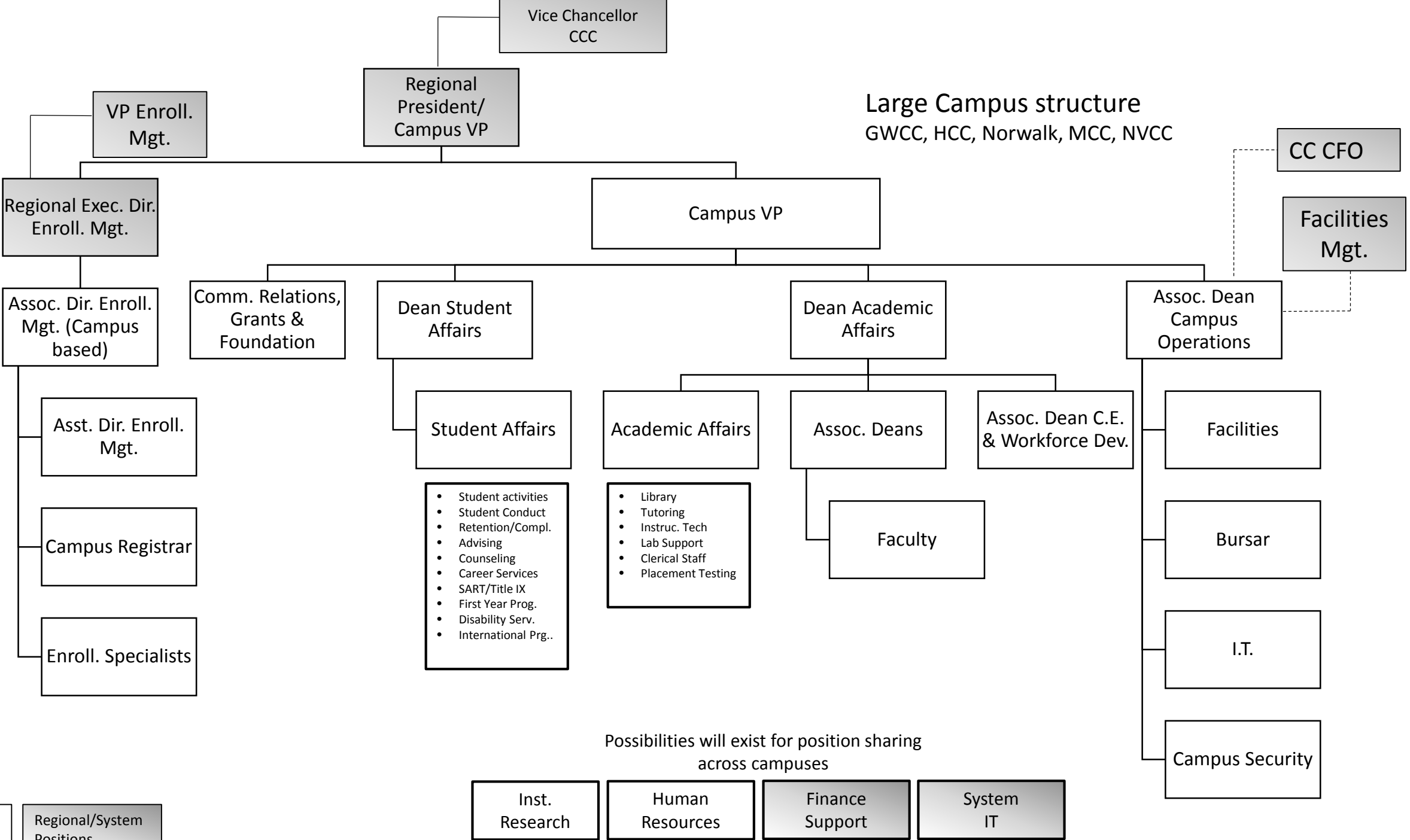
Role of the Campus Vice Presidents

- Be a visible presence on campus and within the local community
- Oversee local campus operations
- Manage all campus academic and student programming
- Foster a positive environment that maximizes student enrollment, retention and completion
- Collaborate with the campus foundation to secure additional resources
- Advocate legislatively at the local level along with the Regional President
- Partner with state, local, community agencies, businesses, and school districts to create opportunities for students

Features of a Centralized Enrollment Management Strategy

- Coordinate strategic recruitment and retention best practices at the state, regional and local levels
- Streamline enrollment processes to remove barriers to student access
- Merge into single Title IV entity with a single program participation agreement
- Leverage limited financial aid funds to strategically address college affordability
- Create a Student Retention & Completion Council

Large Campus structure
 GWCC, HCC, Norwalk, MCC, NVCC



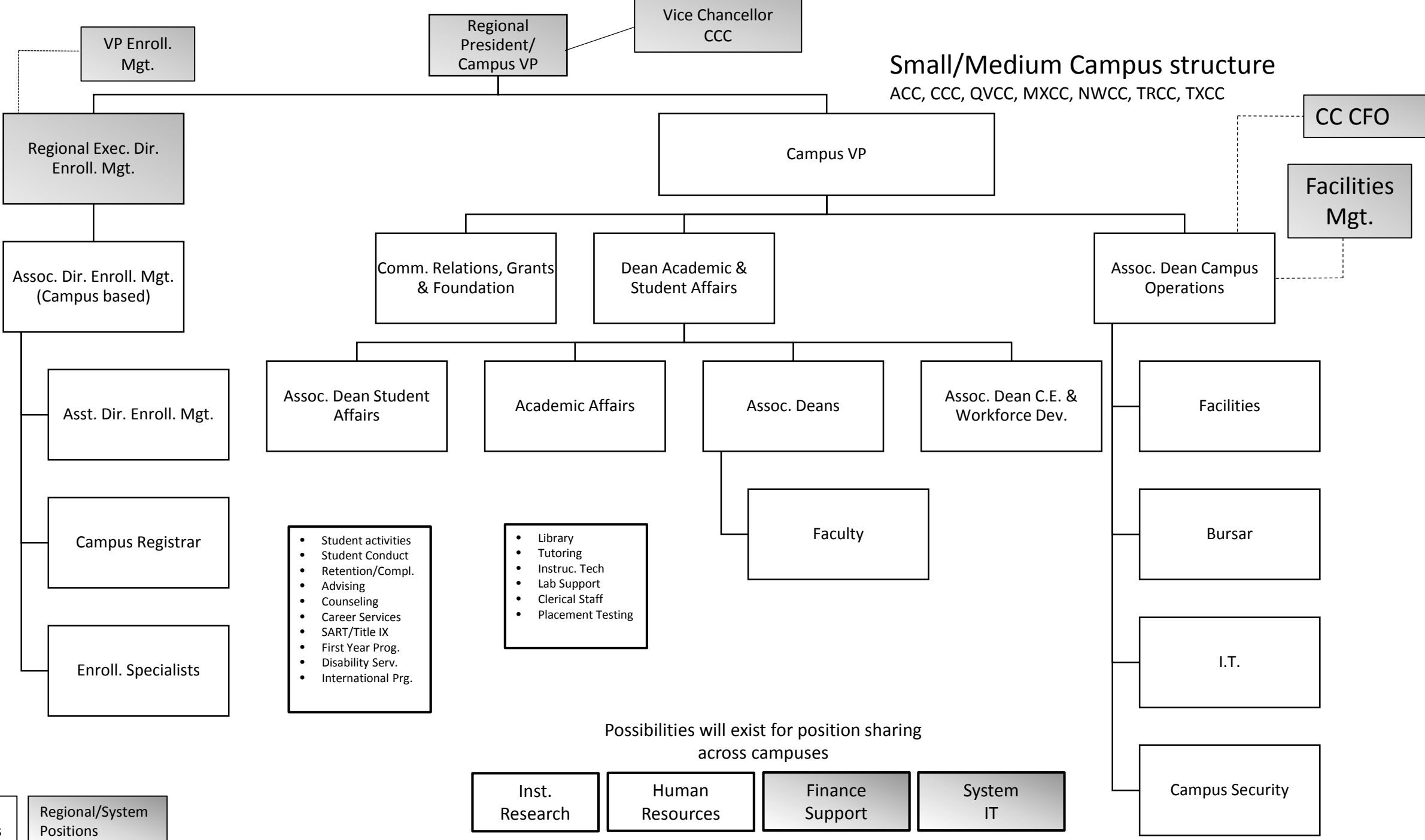
Possibilities will exist for position sharing across campuses

Campus positions Regional/System Positions

Inst. Research Human Resources Finance Support System IT

Small/Medium Campus structure

ACC, CCC, QVCC, MXCC, NWCC, TRCC, TXCC



Campus positions Regional/System Positions

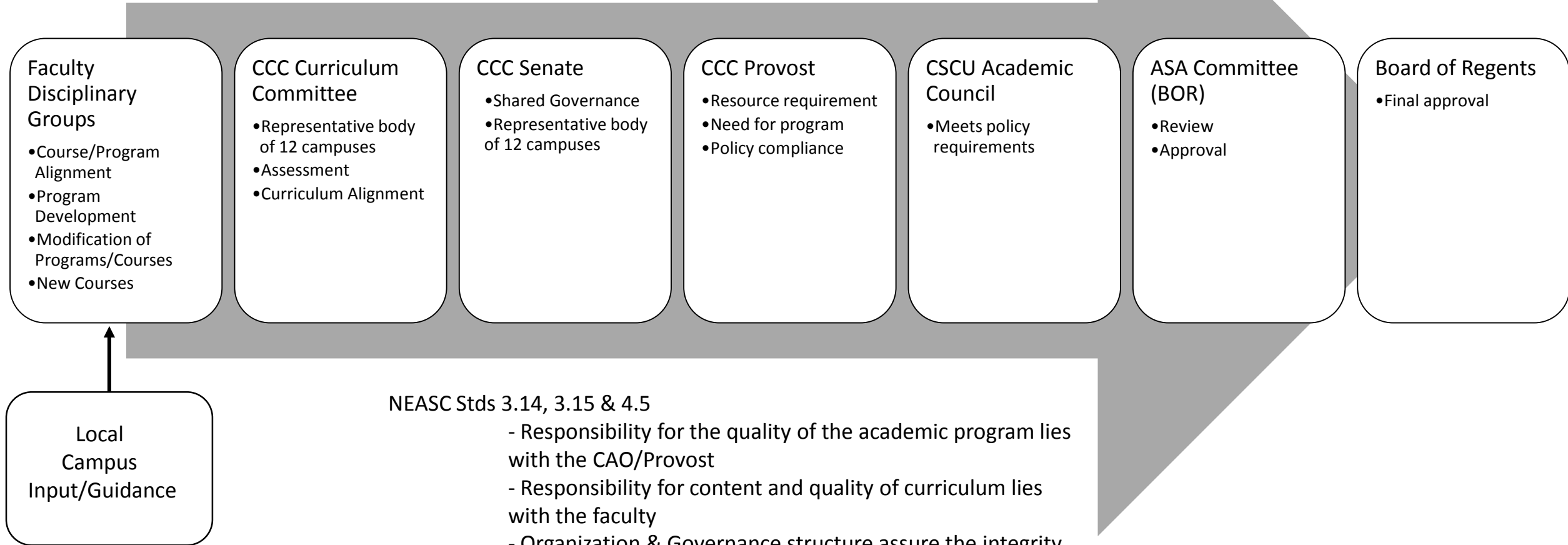
Possibilities will exist for position sharing across campuses

Inst. Research Human Resources Finance Support System IT

Next Steps

- Develop a process to align curriculum across the 12 campuses with broad faculty participation
 - Which degree programs will be common across 12 campuses?
 - Create common courses, syllabi, common pre-requisites, course numbers, contact hours, etc.
 - Establish academic structure to manage degree programs
 - Review implications of academic changes for Banner, Degree Works and Blackboard
 - Recommend Governance representation
 - Curriculum committee
 - CCC Senate
 - Create assessment processes for student learning and institutional effectiveness in a single CCC
 - Create transition plan to teach-out of students from current colleges to a single CCC

**CT Community College
FAC/Academic Council
Proposed Shared
Governance
Curriculum Review
Structure**



Faculty Disciplinary Groups

- Course/Program Alignment
- Program Development
- Modification of Programs/Courses
- New Courses

CCC Curriculum Committee

- Representative body of 12 campuses
- Assessment
- Curriculum Alignment

CCC Senate

- Shared Governance
- Representative body of 12 campuses

CCC Provost

- Resource requirement
- Need for program
- Policy compliance

CSCU Academic Council

- Meets policy requirements

ASA Committee (BOR)

- Review
- Approval

Board of Regents

- Final approval

NEASC Stds 3.14, 3.15 & 4.5

- Responsibility for the quality of the academic program lies with the CAO/Provost
- Responsibility for content and quality of curriculum lies with the faculty
- Organization & Governance structure assure the integrity and quality of academic programs

Tentative Planning Timeline

- April/May 2017 – Strategy proposed and committees begin work
- Oct 2017 – Plan proposed to Board of Regents
- Dec 2017—Plan submitted for Board of Regents approval
- FY '18 – Begin developing shared governance and curriculum review structure
- Mar '18 – Submit substantive change proposals for the one community college to NEASC
- FY '19 – Build leadership team
- FY '19 – Faculty groups begin developing common degree programs
 - Campuses can have degree option variations locally as well as unique degree programs
- FY '19– Begin building New CCC Academic Banner system
- July 1st 2019 – formally begin CT Community College regional structure

Top 25 U.S. Community College Institutions

(with single accreditation)

by Enrollment

(Most recent IPEDS data - 2015)

U.S. Community Colleges

1. Ivy Tech Community College (81,668)
2. Lone Star College System (70,724)
3. Miami Dade College (62,332)
4. Houston Community College (56,522)
5. **Community College of Connecticut (52,761)**

Acknowledgements

- CT Community College Presidents
- Consolidation sub-committee
 - Presidents Jukoski (TR), Levinson (NCC) & Rooke (NWCC)
 - Deans Williams (QV), Harris (MCC), Bozzuto (GW & HCC), Ellis (GW & HCC), Minkler (MX), DeAngelis (ACC)
- FAC/Academic Council sub-committee
 - D. Cummings (NV), R. Brown(TX), J. Wallace (MX), L. Roller (GW), T.J. Barber (MCC)
 - Deans I. Rios-Knauf (NV) & K. Kosinski (GW)
 - N. Melnicsak (SO), K. Klucznik (SO)
 - Pres. Rooke (NWCC)

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