

# BOARD OF REGENTS FOR HIGHER EDUCATION

## MEETING MINUTES

10:00 a.m., January 17, 2013

Student Center Alumni Hall

Central Connecticut State University, New Britain, CT

### 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  
Craig S. Lappen  
Jewel Mullen\*  
Michael E. Pollard  
Sharon Palmer\*  
Catherine H. Smith\* *via teleconference*  
Alex Tettey, Jr.  
Zac Zeitlin

### REGENTS ABSENT

Dr. Rene Lerer  
Gary Holloway

Stefan Pryor\*

*\*ex-officio, non-voting member*

### BOR STAFF

Philip E. Austin, interim BOR President  
Elsa M. Nuñez, VP for State Universities/President, Eastern Connecticut State University  
David Levinson, VP for Community Colleges/President, Norwalk Community College  
Braden Hosch, BOR Director of Policy & Research and Interim Director of Academic Affairs  
Erin A. Fitzgerald, Associate Director of Board Affairs/BOR Secretary

### UNIVERSITY/COLLEGE PRESIDENTS

Wilfredo Nieves, Capital Community College  
Dorsey Kendrick, Gateway Community College,  
Anita T. Gliniecki, President, Housatonic Community College  
Anna M. Wasescha, President, Middlesex Community College  
Daisy Cocco De Filippis, President, Naugatuck Valley Community College  
Robert Miller, Quinebaug Valley Community College  
Ed Klonoski, President, Charter Oak State College  
Jack Miller, Central Connecticut State University  
Mary Papazian, President, Southern Connecticut State University  
James Schmotter, Western Connecticut State University

## **CALL TO ORDER**

Chairman Robinson called the meeting to order at 10:10 a.m.

## **REMARKS FROM CHAIR ROBINSON**

Chairman Robinson advised the Board of the formation of the Special Committee on Information Technology, chaired by Nicholas Donofrio, assisted by Michael Pollard, Alex Tettey and Matt Fleury. A brief update on the BOR President Search was provided, with Chairman Robinson indicating the Board intended to make their recommendations to the Governor during the month of April, with the goal of the new president coming on board during the summer.

## **REMARKS FROM BOR PRESIDENT AUSTIN**

President Austin noted the success achieved to date in the implementation of the Transfer and Articulation proposal and progress with regards to the reform of remedial education. Dr. Austin provided brief updates to the board on the following items:

- Enrollment management project launch (Maguire Associates) with data being collected to help analyze how institutions:
  - attract and enroll students
  - use financial aid to assist with student enrollment and progression
  - may inadvertently compete for the same students
- CT's acceptance into the Postsecondary State Policy Network (an initiative led by Jobs for the Future in conjunction with Achieving the Dream)
- Connecticut State Colleges' and Universities' acceptance for participation in the New England Board for Higher Education's Developmental Mathematics Project
- US Department of Labor's Health & Life Sciences Grant Initiative (Norwalk Community College, lead college, hiring of a project director to ensure project remains on track)
- New media Studies Center Initiative at Middlesex Community College

## **APPROVAL OF MEETING MINUTES**

The following meeting minutes were approved as noted below:

- November 30, 2012 Special Meeting; on a motion by Richard Balducci, seconded by Michael Fraser; (w/correction: Regent Cohen's last name was omitted on page 1 under call to Executive Session)
- November 15, 2012 Regular Meeting; on a motion by Michael Fraser, seconded by Merle Harris;
- October 25, 2012 Special Meeting; on a motion by Yvette Melendez, seconded by Naomi Cohen;
- October 18, 2012 Emergency Meeting; on a motion by Yvette Melendez, seconded by Naomi Cohen

## CONSENT CALENDAR

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

### Consent Calendar November 15, 2012

- a) Academic Program Approvals
  - i. Program Modifications
    - (a) Physical Education (MS) – Specializations in Exercise Science and Teaching Physical Education [*Central CSU*]
    - (b) Communication Sciences (BA) –Name Change to Communication [*University of Connecticut*]
    - (c) Communication Sciences (BA) –Name Change to Speech, Language, and Hearing Sciences [*University of Connecticut*]
    - (d) Communication Sciences (MA) – Name Change to Communication [*University of Connecticut*]
    - (e) Communication Sciences and Audiology (MA) – Name Change to Speech, Language, and Hearing Sciences [*University of Connecticut*]
    - (f) Communication Sciences (PhD) –Name Change to Communication [*University of Connecticut*]
    - (g) Communication Sciences and Audiology (PhD) –Name Change to Speech, Language, and Hearing Sciences [*University of Connecticut*]
    - (h) Audiology (AuD) –Name Change to Speech, Language, and Hearing Sciences [*University of Connecticut*]
    - (i) Languages, Literatures and Cultures leading to the Master of Arts (M.A.) and Doctor of Philosophy (Ph.D.) degrees at the *University of Connecticut* to change the names of the programs to Literatures, Cultures and Languages
  - ii. Accreditation
    - (a) Environmental Studies (BA) [*University of Connecticut*]
  - iii. Licensure & Accreditation
    - (a) Financial Management (BS) [*University of Connecticut-Stamford Campus*]
- b) Issues related to the Transfer and Articulation Policy (TAP)
- c) CSU Tenure Recommendations (CCSU and WCSU)
- d) Award of the Title Connecticut State University Professor to Dr. Edward A. Hagan
- e) Award of the Title Connecticut State University Professor to Dr. Marie A. Wright
- f) Temporary Stipend for ConnSCU Director of Policy & Research
- g) Community College Budget Adjustments
- h) Sub-lease of a Portion of an Office Trailer at CCSU to New Britain EMS

## **ACADEMIC AND STUDENT AFFAIRS COMMITTEE**

Committee Chair Harris provided a report concerning the status of recommendations received from the Faculty Advisory Committee (see Attachment A).

## **FINANCE AND ADMINISTRATION COMMITTEE**

**Zac Zeitlin reported for Committee Chair Gary Holloway noting the Finance Committee met on January 8<sup>th</sup>.** Mr. Zeitlin provided information on the items previously approved on consent (tenure, awarding title of CSU Professor to Dr. Edward Hagan and Dr. Marie Wright, temporary stipend for ConnSCU Director of Policy and Research, Community Colleges Budget adjustments, and the sub-lease of a portion of an office trailer at CCSU to New Britain Emergency Medical Services, Inc.)

Mr. Zeitlin noted the committee received and reviewed the following five information items

Sabbatic Leaves for 2013-2014<sup>1</sup>

Progress Report on CSUS 2020

CHEFA Bond Sale (noting decision not to include CCSU new residence hall)

FY13 Budget Rescission Plans

Discussion with no action regarding tuition and fee increases for FY2014, with the committee directing staff to evaluate and offer recommendations regarding cost savings options.

## **AUDIT COMMITTEE**

Committee Chair Craig Lappen advised the Audit Committee met in December to receive the final report on the audit of CSUS 2020 Project expenditures for FY2012, noting the issuance of an unqualified opinion from Marcum LLP, the CSUS 2020 independent auditors. The Committee also met with representatives of PwC on the completion of their audit of the fiscal 2012 financial statements for the universities and colleges; an unqualified opinion was also issued on those statements. Concerning the report to management, there were no material control weaknesses nor significant deficiencies, however, there were four control comments (relating to review of access rights, restriction of data center access to authorized personnel, formalization of

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<sup>1</sup> 12/12/12 letter from CCSU President Miller  
11/5/12 letter from ECSU President Nunez  
12/19/12 letter from SCSU President Papazian  
11/20/12 letter from WCSU President Schmotter

infrastructure and firewall change management processes, and enhancement of the network termination process).

He further noted that the Internal Auditor search was moving forward and looked forward to being kept apprised of the status of the search as it moved forward.

## **ADMINISTRATION COMMITTEE**

Committee Chair Naomi Cohen provided a brief update on the outcome of the committee's December meeting, indicating that the one action item for consideration by the full Board had just been approved on consent.

Further, Chair Cohen advised that *“Committee members received and noted the Owen Pottier “Special Compensation Analysis Final Executive Report (December 2012)” with regard to the classification and compensation system. In the discussion which ensued, Committee members further noted that, with the exception of the two Vice Presidents and one other employee who had received stipends for new responsibilities requiring additional knowledge, skills and accountabilities, the current compensation of the incumbents should remain unchanged. For two positions determined to be outside the existing minimum and maximum applicable salary ranges, the Committee directed the administration to develop a remediation proposal for implementation, subject to appropriate review and approval.”*

Having completed Phase I, Chair Cohen noted the Committee would proceed with Phase 2 -- to develop a Request for Proposals for purposes of a full classification and compensation study of all management, confidential, and otherwise non-represented positions within the CONNSCU system.

The Administration Committee will also look to staff to recommend common HR policies for the committee's review and consideration.

## **EXECUTIVE COMMITTEE**

Chairman Robinson noted the Executive Committee met on January 8 and received updates from the committee chairs.

Additionally, the Committee had one action item for the Board's consideration, the **Higher Education Accountability Measures**. Following a brief overview, **on a motion by Richard Balducci with a second by Michael Fraser, the following resolution was unanimously approved.**

WHEREAS Sections 10a-6a and 10a-6b of the Connecticut General Statutes require development, approval, and implementation of a new set of accountability measures for higher education, and

WHEREAS A working group of representatives from the Connecticut Community Colleges, Connecticut State Universities, the University of Connecticut, the Board of Regents for Higher Education, the Office of Policy and Management, the Department of Education, the Higher Education and Employment Committee of the State Legislature, and the Office of the Governor drafted an accountability framework and measures, and

WHEREAS The Higher Education Coordinating Council reviewed and modified this framework and accountability measures, and subsequently approved the measures on November 29, 2012, be it

RESOLVED: That the Board of Regents for Higher Education approve the higher education accountability framework and measures for use in annual accountability reports,

#### **PREFACE**

This framework is intended to articulate Connecticut's statewide vision and goals for attaining higher levels of educational attainment of our state's residents.

Achieving this vision will require partnerships with other state and local agencies and organizations.

#### **CONNECTICUT PUBLIC POLICY FRAMEWORK FOR HIGHER EDUCATION**

##### *Vision*

A continually increasing share of Connecticut's population will have the high quality post-secondary education that enables them to achieve their life and career goals and makes Connecticut a place of engaged, globally competitive communities.

##### *Goals*

Five goals follow from this vision:

##### **College Readiness**

Prepare more high school graduates, GED graduates, and adults to enter college prepared for college-level work.

##### **Student Success**

Graduate more people with the knowledge and skills to achieve their life and career goals.

##### **Affordability and Sustainability**

Maximize access to higher education for students from all economic backgrounds

##### **Innovation and Economic Growth**

Create environments that emphasize innovation and prepare students for successful careers in a fast changing world.

##### **Equity**

Eliminate achievement disparities among different ethnic/racial, economic, and gender groups.

#### **VISION**

A continually increasing share of Connecticut's population will have the high quality post-secondary education that enables them to achieve their life and career goals and makes Connecticut a place of engaged, globally competitive communities.

*Indicators*

- Connecticut adults, 25-44 holding associate's degree and above (Census, state-level)
- Median household income (Census, state-level)
- Voter participation (Census, state-level)
- State Domestic Product per capita (US Bureau of Economic Analysis, state-level)
- Enrollment per capita, 18-44 (Statewide, Sector, Institutions)

**College Readiness**

Prepare more HS graduates, GED graduates, and adults to enter college prepared for college-level work.

*Indicators*

- Percent of high school graduates identified as "college-ready" (Statewide, Sector, Institution)
- College-going rates of public high school graduates (Statewide)
- Percent completing college-level English and math courses within 2 years (Statewide, Sector, Institution)
- Percent on track to completing on-time: FT student completing 24 credits in 1st academic year; PT student completing 12 credits in 1st academic year (Statewide, Sector, Institution)

**STUDENT SUCCESS**

Graduate more people with the knowledge and skills to achieve their life and career goals.

*Indicators*

- Completions per 100 FTE student by level (Sector, Institution)
- Graduation rate of full-time, first-time students in 150% of normal time; community colleges only will include transfers out (Sector, Institution)
- Employment and earnings after graduation (Sector, Institution)
- Time/Credits to Credential (Sector, Institution)
- Transfers from 2-year to 4-year institutions per 100 FTE (Community Colleges only, Institution)

NOTE: Learning outcomes are an important element that should be understood more fully; however, at this time, there is no reliable, agreed-upon method for evaluating these.

**ADJOURNMENT**

**Richard Balducci moved to adjourn; Craig Lappen seconded and the meeting adjourned at 10:54.m.**

Submitted,

Erin A. Fitzgerald, Associate Director, Office of Board Affairs/  
Secretary of the Board of Regents for Higher Education

Recommendation from Faculty Advisory Committee	Status
<p><b>Transfer and Articulation Policy (TAP) Framework</b></p>	<p>On December 7, 2012, the ASA Committee considered recommending to the full Board adoption of a motion accepting TAP framework designed by the faculty as the primary guidance for creation of transfer associate degrees common to all of the Connecticut Community Colleges. Following discussion with Chair of the FAC and the Co-Chairs of the TAP Core Competencies Steering Committee the ASA Committee agreed to adopt additional whereas clauses to address issues raised at this discussion (described below). The revised motion was unanimously approved on January 11, 2013 and forwarded to the full Board for consideration on January 17, 2013.</p>
<p><b>Campus Role in Ratifying the TAP Framework</b></p> <p>The Faculty Advisory Committee recommends that each ConnSCU institution vote to ratify the TAP framework, competencies, and learning outcomes using established curriculum governance procedures.</p>	<p>The motion forwarded to the Board for consideration:</p> <ul style="list-style-type: none"> <li>• Acknowledges the TAP Framework was developed by over 80 faculty representing all 17 institutions</li> <li>• Indicates the TAP Framework is consistent with the policy adopted by the Board and the requirements of Public Act 12-31</li> <li>• Addresses the campus role in TAP ratification to acknowledge the role of shared governance and to sets a deadline for ratification for Feb. 15, 2013</li> <li>• Resolves to extend appreciation to the faculty who developed the framework</li> <li>• Resolves that the TAP Framework will be the primary protocol for creation of transfer associate’s degrees</li> </ul> <p>This action was recommended because the implementation plan was silent on the final steps of implementation. Management should ensure that future large scale initiatives should more explicitly describe roles, responsibilities, and processes in final implementation.</p>

Recommendation from Faculty Advisory Committee	Status
<p><b>Timeline for Implementation</b></p> <p>The Faculty Advisory Committee endorsed a plan for implementation that extends implementation beyond the date set in the original plan.</p>	<p>The provisions of Public Act 12-31 require the implementation of the common core of 30 credits and of transfer degrees to be complete not later than July 1, 2013. The ASA Committee does not recommend action on this recommendation and remarked that the Board should not issue policy that contradicts state statute.</p>
<p><b>Request for Resources</b></p> <p>At many of the institutions, and especially at the community colleges, meeting the requirements of the General Education TAP framework will require significant curricula changes, the design of new courses, and adapting some current courses to embed competencies within them. Additional resources for summer curriculum grants, faculty development support, and reassigned time would be valuable and perhaps essential to realize the required changes.</p>	<p>Management recommended that responsibilities for the process, control and support for curriculum development, course re-design, integration of learning outcomes and other curricular matters remain, as is current practice, under the purview of campus-level faculty and management. The ASA Committee concurred that deploying resources to support various local curricular adjustments that may be required on each campus to align with TAP is an implementation issue best left to campus-level faculty and management.</p>
<p><b>FAC Recommendation that the TAP Core Competencies Steering Committee Become a Standing Committee</b></p> <p>A detailed proposal regarding the responsibilities, processes, authority, terms of service, and committee structure will be forthcoming. The FAC believes the TAP Steering Committee (whose charge currently ends in May) needs to become a standing committee to continue to review and revise the learning outcomes and core competencies, to review data and monitor processes in the TAP implementation, to review and adjudicate curricula matters relative to TAP implementation, and to insure consistency across the institutions in the interpretation of the General Education framework, the development of the major pathways, and the design of an interactive web resource for transfer students.</p>	<p>Representatives from the FAC and the Academic Council, consisting of the 17 chief academic officers, presented views on continuation of the TAP Core Competencies Steering Committee. The academic officers asserted that (1) the Core Competencies Steering Committee had fulfilled its charge in producing the TAP framework, (2) the Committee was established with faculty who have expertise in core competencies, but not subject matter expertise to oversee or adjudicate articulations in each major, and (3) addition of a layer of bureaucracy could detract from construction of a better articulation paradigm. The academic officers also indicated that all faculty who participated in developing the TAP Framework did a superb job and deserve thanks for their work. The ASA Committee concurred that the faculty deserve gratitude and recognition for their effort. The Committee also agreed that the implementation plan, including creation of committees and division of efforts, fell to the purview of management. Monitoring of the TAP process should continue.</p>