Governance & Brief Overview of Academic Program Areas
Introduction & Overview

Dr. Miah LaPierre-Dreger
Interim Provost & Vice President
Academic Affairs, CT State
Presenters

Amy Feest
Associate Vice President of Academic Programs & Curriculum, CT State

Mike Stefanowicz
Interim Associate Vice President of Higher Education Transitions, CT State
## Academic Webinar Topics:

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 22</td>
<td>Curriculum Alignment, General Education, &amp; One College Catalog</td>
</tr>
<tr>
<td>March 29</td>
<td>Governance &amp; Brief Overview of Academic Program Areas</td>
</tr>
<tr>
<td>April 5</td>
<td>Teaching and Learning, Tutoring, &amp; Library</td>
</tr>
<tr>
<td>April 12</td>
<td>Academic Operations, Scheduling, &amp; Blackboard</td>
</tr>
<tr>
<td>April 19</td>
<td>Institutional Effectiveness and Planning, Assessment, &amp; Institutional Research</td>
</tr>
<tr>
<td>April 26</td>
<td>Deep Dive into Academic Program Areas and Departments</td>
</tr>
</tbody>
</table>
Academic Affairs Leadership

Provost and Vice President Academic Affairs

Interim Provost
Dr. Miah LaPierre-Dreger

Administrative Support

Associate Vice President Academic Operations
AVP Manuel Gomez
- Educational Tech/LMS
- Regional Academic IT
- Academic Scheduling
- Faculty Workload
- Catalog

Associate Vice President Academic Programs and Curriculum
AVP Amy Feest
- Academic Program Areas
- Academic Departments
- Curriculum Development
- Perkins/Career Services

Associate Vice President Higher Education Transitions
AVP Mike Stefanowicz
- Transition Programs
- First Year Experience
- Perkins/CCP
- Prison Education Programs
- Transfer Articulations

Associate Vice President Teaching and Learning
AVP Tamara O'Day-Stevens
- Professional Development
- Center for teaching (CFT)
- Tutoring & Academic Success
- Disability Services
- Library

Associate Vice President Institutional Effectiveness & Planning
AVP JD Mathewson
- Accreditation
- Program Review & Assessment
- Institutional Research & Planning
Governance

What is Shared Governance?

- Currently the BOR has recognized that Shared Governance can be conceptualized as:

"Consonant with the mission, vision and goals of the CSCU System, the Board of Regents and the Faculty Advisory Committee recognize the importance of administration, faculty, staff, and student cooperation in contributing to the advancement of shared governance in the CSCU institutions. Shared governance is defined as communication, collaboration, and mutual accountability between administration, faculty, staff, and students which advances excellence in the operation of CSCU institutions."

(https://www.ct.edu/regents/governanceawards)
Governance Workgroup

- Charged with developing and recommending a governance structure that relates to academic and student affairs for the Connecticut State Community College
- This includes:
  - Defining shared governance
  - Determining eligibility for governance members
  - Describing membership [terms, voting rights, organizational placement, etc.]
  - Recommending policies for governance
Guiding Principles

The CT State Shared Governance Model will foster:

• A student-centered and equity-focused culture, which supports the development of the whole student, including learning inside and outside of the classroom.

• A voice for all members of the college, including students, faculty, staff, and administrators.

• Transparency and trust through clear communication.

• Freedom to respectfully debate or disagree without fear of recrimination.

• Representation from all campuses and constituencies.

• Participatory decision making, with the acknowledgement that the legislated authority for all decisions rests with the Connecticut Board of Regents for Higher Education (BOR).
# Governance Workgroup Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>Spring 2018</td>
<td>Governance Workgroup formed as a sub-group of the Students First Academic and Student Affairs Consolidation Committee (SF ASA CC)</td>
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<tr>
<td>Fall 2018</td>
<td>Workgroup charged</td>
</tr>
<tr>
<td>Spring-Fall 2019</td>
<td>Guiding principles developed and existing campus governance structures reviewed</td>
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<tr>
<td>Spring-Fall 2020</td>
<td>Initial CT State governance model developed and refined</td>
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<tr>
<td>December 2020</td>
<td>Public comment period</td>
</tr>
<tr>
<td>Spring 2021</td>
<td>Feedback and changes incorporated into proposal</td>
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<tr>
<td>May 2021</td>
<td>Updated model shared for endorsement</td>
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<tr>
<td>Fall 2021</td>
<td>Feedback and changes incorporated into model</td>
</tr>
<tr>
<td>December 2021</td>
<td>SF ASA CC voted to approve model</td>
</tr>
<tr>
<td>February 2022</td>
<td>Updated model, including summary of changes, shared with campuses</td>
</tr>
<tr>
<td>March 2022</td>
<td>CCIC voted to approve model</td>
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# Governance Implementation

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>2022-2023</td>
<td>New governance structure will be stood up for CT State</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>Curriculum approval shifts from transitional governance process to new CT State governance structure</td>
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<td></td>
<td>Statewide departments elect governance representatives</td>
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<td></td>
<td>Initial convening of CT State governance bodies</td>
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<td></td>
<td>By-laws established</td>
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<tr>
<td>Spring 2023</td>
<td>Periodic convening of CT State governance bodies</td>
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<td></td>
<td>Curriculum modifications not included in prior APRC curriculum alignment process (i.e., BOR approved by June 2022) must go through new governance approval process (by March 2023) for inclusion in official CT State 2022-23 College Catalog.</td>
</tr>
<tr>
<td>2023-2024</td>
<td>Regular convening of CT State governance bodies</td>
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</table>

*Note: The Governance Model should be reviewed initially upon two full years of operation, and then at least every five years by the CT State Senate and the CT State President*
New Shared Governance Model

CT State College Level
- Curriculum Congress
- CT State Community College Senate
- Discipline, Department, & Program Groups
- CT State CAO & CT State President
- CSCU Academic Council
- Board of Regents

CT State Campus Level
- Campus Senate
- Campus CEO & Administration
- Faculty
- Staff
- Students

Policy:
- CT State College Senate will have representatives elected from all 12 campuses.
- Policies affecting all campuses will be referred to CT State College Senate
- Local campuses are free to design new local governance bodies in a way that suits their needs and culture or maintain existing ones.
New Curriculum Development & Approval

*BOR policy requires prior approval for the following institutional actions regarding academic programming. These proposals would continue to the CSCU Academic Council and the Board of Regents:

- Above Threshold Establishment or Modification of a New Academic Program
- Reinstatement of Discontinued or Suspended Program
- Continued Licensure and Accreditation of an Academic Program
- Replication of a College of Technology (COT) Program
- Establishment of a CSCU Center/Institute
- Suspension of an Academic Program
- Discontinuation of an Academic Program

Course proposals would complete the development & approval process with the CT State Provost/President.
Shared Governance Model

**College Senate:**

- **Purpose:** The College Senate is the main forum for discussion of issues that affect the entire CT State community, such as, but not limited to, the following:
  - academic calendar and scheduling
  - academic-related standards and policy recommendations
  - issues concerning students, faculty, or staff of Connecticut State Community College
  - admissions, registration, and financial aid
Shared Governance Model

College Senate Membership:

- 39 elected voting members: *(increased from 27 in original proposal)*
  - 12 full-time faculty *(one from each campus)*
  - 12 full-time professional/classified staff *(one from each campus)* *(added in response to feedback)*
  - 12 non-management/at-large members *(one from each campus)*
  - 3 students *(one SGA representative from each region)*
- Two-year initial term
  - Term limits to be decided by the College Senate by-laws
- Co-chairs elected within Senate
  - 1 Faculty member, 1 Staff member
Shared Governance Model

Curriculum Congress:

• Primary charge: to review and approve curriculum proposals for CT State
• The Curriculum Congress is not a sub-committee of the College Senate for the following reasons:
  • To honor the NECHE standard that curriculum is the primary domain of faculty (3.15)
  • To maximize the ability to timely respond to industry needs
  • To streamline the process of curriculum development
  • (This model is currently in place at several colleges in the system.)
• All curricular recommendations will be applicable to CT-State including local unique campus programs that may only be currently offered at a single campus.
• There should be representation from a variety of disciplines as well as relevant enrollment services, administration, and other professional staff.
Shared Governance Model

Curriculum Congress Membership:

• 33 elected voting members: *(increased from 27 in original proposal)*
  • 24 full-time faculty *(4 from each academic program area, with no more than 1 from each academic discipline group)* *(increased from 18 in original proposal in response to feedback)*
  • 6 community college professional (CCP) positions
    • 1 from Advising
    • 1 from Registration
    • 1 CCP with direct curricular responsibilities *(changed from “at-large” in original proposal in response to feedback)*
    • 1 from Library *(changed from “at-large” in original proposal in response to feedback)*
    • 2 At-Large
  • 3 Students *(one SGA representative from each region)*

Note: The Curriculum Congress should include at least one representative (faculty/staff) from each of the 12 campuses... If there is no representation from a campus, that campus’s senate will elect a non-voting member to the Congress to ensure communication between each campus and the Congress.
Shared Governance Model

Program Area Curriculum Committee (PACC):

• Primary charge: to review and propose curriculum proposals from each academic program area in CT State.

• A Program Area Curriculum Committee (PACC) for each of the six CT State Program Areas will be established in order to:
  • Honor the NECHE standard that curriculum is the primary domain of faculty (3.15)
  • Increase local faculty involvement in the curriculum approval process
  • Maximize the ability to timely respond to industry needs
  • Streamline the curriculum development process by addressing inter-departmental curriculum issues across each program area prior to being forwarded to the Curriculum Congress

(continued...)
Shared Governance Model

Program Area Curriculum Committee (PACC): (…continued)

• PACCs will review and refine curriculum proposals prior to being forwarded to the Curriculum Congress.

• 6 PACCs will be formed:
  • Social & Behavioral Sciences PACC
  • Arts & Humanities PACC
  • Sciences & Mathematics PACC
  • Nursing & Health Careers PACC
  • Business & Hospitality PACC
  • Engineering & Technology PACC
Program Area Curriculum Committee (PACC) Membership:

- 6-8 elected voting members in each PACC:
  - There should be representation from each academic department in each program area.
  - Ideally, 2 full-time faculty from each academic department in an academic program area
    - *However*, if there are less than 3 academic departments a given program area, 3 representatives from each academic department will be selected to ensure the PACC is comprised of at least 6 faculty from the program area.
  - If there are multiple disciplines in an academic department, it is recommended that the two representatives be from different subject areas and different campuses.
  - In total, approximately 38 FT Faculty anticipated in PACC membership, engaged in curriculum governance within each program area.
Legacy Governance Process

1. Campus Curriculum Body (Varied by institution)
2. Campus Senate Body (Varied by institution)
3. Campus CEO/President & Campus CAO
4. CSCU Academic Council
5. Board of Regents Academic & Student Affairs (BOR ASA) committee
6. Board of Regents (BOR)
Transitional Governance Process

- Aligned Program Review Committee (APRC)
- Students First Academic and Student Affairs Consolidation Committee (SF ASA CC)
- College Consolidation Implementation Committee (CCIC)
- CT State President & CT State Provost & CSCU Academic Council
- Board of Regents Academic & Student Affairs (BOR ASA) committee
- Board of Regents (BOR)
Transitional Curriculum Process

1. **Faculty**
   - (Aligned programs drafted)

2. **Aligned Program Review Committee (APRC)**
   - (Initial review)

3. **Students First Academic & Student Affairs Consolidation Committee (SF ASA CC)**
   - (Approval to send to campuses for endorsement or return to faculty for revision)

4. **12 Campuses**
   - (Program drafts sent for Endorsement)

5. **College Consolidation Implementation Committee (CCIC)**
   - (Approval to move programs forward or return to APRC)

6. **SF ASA CC**
   - (Approval to move programs forward or return to APRC)

7. **APRC**
   - (Review of endorsement feedback & recommendations to move programs forward or return to faculty for revision)

8. **Board of Regents Academic & Student Affairs (BOR ASA) committee**
   - (Approval to move forward or return to APRC)

9. **Board of Regents (BOR)**
   - (Final approval)
New Governance Process

Policy/Non-Curriculum Issues

Campus Faculty, Staff, & Students

Campus Senate Body

Elected Senate representation (varies by campus)

Elected Senate representation* (39 total)
1 FT Faculty from each campus
1 FT Staff from each campus
1 At-large from each campus
1 Student from each region

CT State College Senate

CT State President/Provost & CSCU Academic Council

Board of Regents Academic & Student Affairs (BOR ASA) committee

Board of Regents (BOR)

Curriculum Issues

Statewide Faculty Discipline, Department, & Program Groups

Program Area Curriculum Committees (PACC)

CT State Curriculum Congress

CT State Curriculum Congress

Board of Regents Academic & Student Affairs (BOR ASA) committee

Board of Regents (BOR)

Elected Congress representation** (33 total)
4 FT Faculty from each statewide program area
6 CCPs across the state (areas vary)
1 Student from each region

**The Curriculum Congress should include at least one representative (faculty/staff) from each of the 12 campuses.

If there is no representation from a campus, that campus’s senate will elect a non-voting member to the Curriculum Congress to ensure communication between each campus and the Congress.

*The College Senate shall include mechanisms to ensure communication between the College Senate and the campus governance body.
Shared Governance Model

**CT State Merger Website** ([www.ct.edu/merger](http://www.ct.edu/merger))
- Click “Consolidation” link
- Click “Working Groups” link in menu

**Updated Shared Governance Proposal** ([https://www.ct.edu/consolidation/groups](https://www.ct.edu/consolidation/groups))
- Open the “Shared Governance” Option
- Updated proposal available
- Approved by CCIC (March 2, 2022)
- Document includes a 2-page summary of changes made to the model in response to feedback received after the public comment period.
Statewide Academic Departments

AVP Amy Feest

- Academic Programs & Curriculum
- Academic Dean, Social & Behavioral Sciences
  - Assoc. Dean, x4 Departments
  - Asst. Dean, (English Dept)
- Academic Dean, Arts & Humanities
  - Assoc. Dean, x3 Departments
- Academic Dean, Sciences & Mathematics
  - Assoc. Dean, x3 Departments
  - Asst. Dean, (Math Dept)
- Academic Dean, Nursing & Health Careers
  - Assoc. Dean, x3 Departments
  - Nursing Dir, x6 Programs
- Academic Dean, Business & Hospitality
  - Assoc. Dean, x2 Departments
- Academic Dean, Engineering & Technology
  - Assoc. Dean, x3 Departments
- Director Perkins & Career Services
  - Perkins Grant/Career Clusters
  - Advisory Board Assistance
  - Career Services Liaison with Deans & PCs
Social & Behavioral Sciences

CT State College Associate Academic Dean
- Academic Areas: Economics, Geography, Political Science, History, Women Studies, Latino Studies

CT State College Associate Academic Dean
- Academic Areas: Psychology, Anthropology, Sociology
- Academic Areas: Criminal Justice, Drug and Alcohol Recovery Counselor, Human Services, Disability Specialist, Speech and Language Pathology Assistant, Therapeutic Recreation, Interpreter Training/Deaf Studies

CT State College Associate Academic Dean
- Academic Areas: Early Childhood Education, General Studies, Liberal Arts and Sciences, College and Career Success

Administrative Support

FT Faculty, Program/Academic Discipline Coordinators
- Adjunct Faculty
- Academic Support Positions

Central Office Supervision Line
Campus Supervision Line
Relationship Line
Arts & Humanities

CT State College Academic Dean, Arts and Humanities

CT State College Associate Academic Dean, English

CT State College Assistant Academic Dean, English

FT Faculty, Program/Academic Discipline Coordinators

Adjunct Faculty

Academic Support positions

CT State College Associate Academic Dean

Academic Areas
Communication
English as a Second Language
Humanities
Philosophy
Religion
Language & Cultures

FT Faculty, Program/Academic Discipline Coordinators

Adjunct Faculty

Academic Support positions

CT State College Associate Academic Dean

Academic Areas
Visual Arts
Digital Arts
Graphic Design
Music
Photography
Theatre

FT Faculty, Program/Academic Discipline Coordinators

Adjunct Faculty

Academic Support positions

Administrative Support
## Academic Deans - Program Areas

Searches underway for the six Academic Dean positions over the Program Areas:

<table>
<thead>
<tr>
<th>Month</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 2022</td>
<td>Searches posted for the six Academic Deans</td>
</tr>
<tr>
<td>March 2022</td>
<td>Submission Deadlines:</td>
</tr>
<tr>
<td></td>
<td>Social and Behavioral Sciences <em>(3/18)</em></td>
</tr>
<tr>
<td></td>
<td>Arts and Humanities <em>(3/18)</em></td>
</tr>
<tr>
<td></td>
<td>Sciences and Mathematics <em>(3/18)</em></td>
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<tr>
<td></td>
<td>Business and Hospitality <em>(3/18)</em></td>
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<tr>
<td></td>
<td>Nursing and Allied Health <em>(4/8)</em></td>
</tr>
<tr>
<td></td>
<td>Engineering and Technology <em>(4/8)</em></td>
</tr>
<tr>
<td>March 2022</td>
<td>Search committees charged</td>
</tr>
<tr>
<td>April 2022</td>
<td>Search committee committee interviews</td>
</tr>
<tr>
<td>May 2022</td>
<td>Target start dates for Academic Deans</td>
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</tbody>
</table>
# Associate/Assistant Academic Deans – Academic Departments

The Academic Deans will oversee the new CT State academic departments until the Associate/Assistant Academic Deans are hired.

<table>
<thead>
<tr>
<th>Date Range</th>
<th>Event Details</th>
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<tbody>
<tr>
<td>Sept/Oct 2022</td>
<td>Initial meetings for statewide academic departments convened</td>
</tr>
<tr>
<td>Oct/Nov 2022</td>
<td>Associate Academic Dean positions posted</td>
</tr>
<tr>
<td></td>
<td>Faculty volunteers identified for Associate/Assistant Academic Dean search committees</td>
</tr>
<tr>
<td>Late 2022–Early 2023</td>
<td>Searches and interviews conducted for Associate Deans</td>
</tr>
<tr>
<td>Mid Spring 2023</td>
<td>Target start dates for Associate Academic Deans</td>
</tr>
<tr>
<td></td>
<td>Assistant Academic Dean positions posted</td>
</tr>
<tr>
<td>Late Spring 2023</td>
<td>Searches and interviews conducted for Assistant Academic Deans</td>
</tr>
<tr>
<td></td>
<td><em>(English and Math only due to the large department sizes)</em></td>
</tr>
<tr>
<td>Summer 2023</td>
<td>Target start dates for Associate Academic Deans</td>
</tr>
</tbody>
</table>
Live Q & A

Questions may be entered in the chat...
Frequently Asked Questions (FAQs)

https://www.ct.edu/merger/faqs#academic