Following the development of a draft Shared Governance proposal and a public comment period, the current Shared Governance proposal has been revised and approved through the following transitional governance groups: Shared Governance Workgroup, Students First Academic and Student Affairs Consolidation Committee (SF ASA CC) and the College Consolidation Implementation Committee (CCIC). The proposal is now being sent to all 12 colleges for an endorsement vote.

The attached documents include a history and description of the Shared Governance proposal process. The current proposal was shared with the entire college community for public comment in December 2020. Feedback was received via a web form, from college senates and other governance bodies, and from the Faculty Advisory Committee (FAC).

A summary of changes made based upon the feedback:

- Clarification of language throughout the document, including a commitment to NECHE standard 3.15 that curriculum remains the primary domain of faculty. A flow diagram for curriculum development and approval was added.
- The appeal process from the Curriculum Congress to the College Senate was removed. All curriculum or policy decisions may be appealed directly to CT State executive leadership.
- Membership for Community College Professionals (CCPs) on the Curriculum Congress was modified. Rather than all the membership slots being designated by functional role (Fin Aid, Registrar, etc) a mix of designated roles and at large roles was created. CCP membership was changed from 5 to 6 slots; however, a 2/3 minimum of faculty on the Congress was maintained. Ex-officio members and subject matter expert guest roles were clarified.
- Clarifying language regarding elections of members for the major bodies was added.
- Clarifying language regarding the items under the jurisdiction of Campus Senates was added
- Language regarding compensation for faculty and staff serving on the Curriculum Congress and College Senate as clarified.
- A five-year review of the governance model was added.
- Note: This governance proposal is based upon the draft organizational chart for CT State presented in May 2020.

The model is now ready for endorsement votes by all twelve colleges; attached are the endorsement protocols.
Protocol for Endorsement of Shared Governance Model

for Connecticut State Community College

Following the development of a draft Shared Governance proposal and a public comment period, the current Shared Governance proposal (attached) has been revised and approved through the following transitional governance groups: Shared Governance Workgroup, Students First Academic and Student Affairs Consolidation Committee (SF ASA CC) and the College Consolidation Implementation Committee (CCIC). The proposal is now being sent to all 12 colleges for an endorsement vote.

The purpose of endorsement is to:

- keep college communities apprised of the Shared Governance model being recommended for CT State Community College
- provide college communities the opportunity to submit feedback that might strengthen the model before it goes to the CT State CC executive leadership for final approval

Feedback is critical for decision-making

- Decisions to move the model forward will be based upon a thorough consideration of the substantive feedback provided rather than a simple count of yes and no votes. Endorsement votes and feedback to will be shared with the Shared Governance workgroup, SF ASA CC, and CCIC.

ENDORSEMENT VOTE:

Campuses may vote yes or no or may abstain from voting on the proposal:

- A “yes” vote signifies that the campus has no objections to the content of the proposed model. Feedback is encouraged, but not required.
- A “no” vote signifies that the campus has identified objections to the content of the proposed model. Such objections must be submitted in writing along with any recommended remedies.
- An abstention signifies that the campus declines to vote yes or no in response to the proposed model. Feedback regarding the proposal is encouraged, but not required.

ENDORSEMENT PROCESS:

1. The colleges, following local governance procedures, will review and vote on endorsement of the proposed Shared Governance model proposal by May 21, 2021.
2. All colleges are welcome to submit comments with their votes, but are required to forward reasons specifically focused on the content of the proposed proposal if the vote is against endorsement.
3. The results and rationales from these votes will be reported to the SF ASA CC Shared Governance Work Group Co-Chairs, Eleanor Bloom (HCC) and Michael Stefanowicz (CSCU), who will bring them forward to the Shared Governance Work Group.
4. The Shared Governance Work Group, based on the vote and the rationales provided, will make a recommendation to the SF ASA CC on whether the proposal will go to the CSCC executive leadership for approval or will require further review and revision by the Work Group.
5. If the Work Group recommends that the proposal take the next step, the SF ASA CC will make a recommendation that the proposal proceed to the next governance level, the CCIC, or that it be returned to the Work Group for further review and revision.
6. If the SF ASA CC recommends that the proposal take the next step, the CCIC will make a recommendation about whether the proposal should proceed or that it be returned to the Work Group for further review and revision.

7. Once the CCIC approves of the proposal moving to leadership, executive leadership will consider all endorsement vote tallies and rationales.

8. If executive leadership approves the proposal, it will become the Shared Governance model for the Connecticut State Community College. The governance bodies can form in Spring 2022, and begin operating for the 2022-2023 academic year. If executive leadership votes against the proposal, it will be returned to the SF ASA CC for further review and revision.

Name of College: _______________________________

Results of Endorsement Vote:

___ Yes
___ No
___ Abstain

If the vote is “yes,” attach any comments. (not required)

If the vote is “No,” attach a rationale for voting against endorsement. This rationale should address the shape and content of the proposed Shared Governance proposal. (required)
Connecticut State Community College

Shared Governance Workgroup Proposal

INTRODUCTION

Connecticut State Community College is a student-centered institution and is committed to collaborative decision making through shared governance.

The Shared Governance model for the Connecticut State Community College 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 community, 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 of our 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)

History

The Shared Governance workgroup was formed as a sub-group of the Students First Academic and Student Affairs Consolidation Committee (SF ASA CC) in the Spring of 2018. During the formation of the workgroup the SF ASA CC defined the membership and called for 12 elected members, one from each college, along with 6 at-large members from the SF ASA CC.

The Students First: Academic and Student Affairs Consolidation Committee Charge:

The Students First: Academic and Student Affairs Consolidation Committee [ASA CC] is charged with the responsibility to work out the details associated with the one community college consolidation related to academic and student affairs on the twelve community colleges. Specifically, the committee will provide guidance on the alignment of academic programs (shared and differentiated), assessment, policies, procedures, institutional data, websites, catalogs and other relevant issues to campus constituents.

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. [CSCU Website; Regents: Shared Governance Award]
SF ASA CC Shared Governance Charge

The workgroup received the follow charge from Provost Gates at its first meeting on December 18, 2018.

**Group Name:** Shared Governance Workgroup

The Shared Governance Workgroup is charged with crafting a proposal on how to operationalize the concepts noted above and, ultimately, to provide to the Connecticut State Community College its governance structure. This includes: defining shared governance, determining eligibility for governance members, describing membership [terms, voting rights, organizational placement, etc.], recommending policies for governance, etc.

Understanding the complexity of governance and the many domains or layers affected [BOR, Presidential/CEO, Connecticut State Community College, regional, and local campus based decision-making], the workgroup will develop and recommend the governance structure that relates to academic and student affairs for the Connecticut State Community. Using accepted higher education practices, existing expertise in the CSCU community colleges, and best practices, this workgroup will make its recommendation to the ASA CC.

**Group Meetings**

The group has been meeting from December 2018 through the present. Guiding principles and a review of current governance structures occurred during 2019. The majority of the current proposal was developed and refined from Spring 2020 to the present.

Meeting notes and membership can be found at [https://www.ct.edu/consolidation/groups](https://www.ct.edu/consolidation/groups) and [https://www.ct.edu/consolidation/meetings](https://www.ct.edu/consolidation/meetings).

Initially, members of the group asked to modify its charge to also define the transitional governance structure. Provost Gates and the College Consolidation Implementation Committee (CCIC) clarified that the transitional governance structure had previously been established by the Board of Regents as part of the Students First plan; the charge of this workgroup was to develop a proposal for a governance model for the single college (Connecticut State Community College-)

**Guiding Principles**

- The legislated authority for decision making at Connecticut State Community College rests with the Connecticut Board of Regents for Higher Education (BOR). The BOR delegates decision-making authority to the Connecticut State Community College President, who is charged with building an administrative and leadership structure for the college. A shared governance process provides a route for the Connecticut State Community College President to receive input from faculty, staff, and students to use in making policy recommendations and other decisions that affect college-wide issues.
• A Shared Governance model should ensure that college constituents have a voice, and all constituencies should be represented. Constituencies include administration, faculty, staff and students. Each of the 12 main campuses should be represented in a statewide single college.
• The model should respect expertise, and should promote acknowledgment, explanation and communication of recommendations forwarded.
• The model should have a simple and effective structure – understandable and efficient.
• The workgroup recognizes that in an overall governance model, shared governance bodies are advisory and that shared governance does not necessarily translate into shared decision making. The workgroup recognizes that the Connecticut State Community College President has the final decision and accountability for the decision to the Board of Regents.
• The model should cover policy and curriculum approval processes, and should differentiate between statewide single college governance and local campus governance bodies.
• All college-wide elected positions will have elected or identified alternates to ensure adequate participation.
• At the campus level, the model recognizes the self-determination of local shared governance.
• Methods and process for elections and voting will be codified by all governance bodies and shall be codified in their charters and bylaws.

Main Governance Bodies

College Senate

The primary charge of the College Senate will be to deliberate and determine by majority vote recommendations to be forwarded to the Connecticut State Community College administration.

Purpose: The College Senate is the main forum for discussion of issues that affect the entire college community, such as, but not limited to, the following:

• academic calendar and scheduling
• academic-related standards and policy recommendations
• issues concerning students, faculty, staff of Connecticut State Community College
• admissions, registration, and financial aid

Items may be forwarded by a campus senate to Connecticut State Community College College Senate as needed; if the issue affects Connecticut State Community College broadly, it needs to be brought to Connecticut State Community College College Senate.

Membership

• 27 members: 12 faculty, 12 professional/classified staff, 3 students
  o Two Elected Senators from each of the 12 campuses
    ▪ One full-time faculty, One full-time professional staff or classified staff
    ▪ Two- year term, (term limits to be decided by the College Senate by-laws)
  o Three elected system-wide SGA Senators
    ▪ (one from each region, one-year term, can repeat)
Chair / Co-chairs elected from within the Senate - term limits for chairs/co-chairs to be decided by the College Senate in accordance with their by-laws

**Appeal contingency**

The Curriculum Congress may make any appeal to the Connecticut State Community College President regarding any recommendation made by the College Senate. The College Senate may make any appeal to the CT State President regarding any recommendation made by the Curriculum Congress.

**The Flow of Policy Proposals**

Policy proposals may originate from the 12 Campus Senates, or from members of the Senate.

There may be a need for policy proposals to also originate from Connecticut State Community College groups outside of a campus senate, including student groups. If this is the case, such proposals will proceed in the same way as a proposal from a campus senate.

Policy proposals will require a majority vote to pass at the Senate.

Proposals that are approved by the Connecticut State Community College College Senate will be sent to the College President for consideration.

**Compensation for service on College Senate**

**Additional Responsibilities (Faculty):** membership on College Senate will constitute a major Additional Responsibility commitment or course release and should be honored as such.

Faculty serving should receive a full 3 semester hours of credit toward Additional Responsibilities (AR) or a 3-credit course release. The College Senate Chair / Co-Chairs should receive 6 credits/hours of release or AR credit.

A similar work release/credit or stipend (9 hours) should be given to professional staff members serving.

Senate will create and update its own charter, operating procedures and bylaws. These bylaws should include publishing agendas, minutes and materials in a timely manner.

Local governance bodies can be used for initial elections to College Senate. College Senate bylaws should define future election and voting procedures.

**Curriculum Congress**

The primary charge of the Curriculum Congress will be to review and approve curriculum proposals for Connecticut State Community College.

- Voting Members (27): 18 faculty, 6 professional staff (CCPs), 3 students
  - Eighteen Faculty positions: There will be three Faculty Representatives from each of the 6 Areas of Study (18 total) with no more than one from a discipline grouping (i.e. PSY, CJ).
A variety in discipline representation within each Area of Study should be achieved. Logistics for ensuring such diversity of representation will be addressed in the Curriculum Congress bylaws.

- Six CCP (Community College Professional) positions: one representing advising, one representing registration, and 4 professionals at large
- Three Students: Three elected system-wide Student Government Association (SGA) members (must be from separate campuses)

Ex-Officio members (non-voting):

- Provost or AVP of Academic Programs and Curriculum (or designee)
- VP EMSA or AVP of Enrollment and Retention Services (or designee)

Functional Expertise Guests:

Guests (non-voting) with functional expertise as needed should be invited and designated by Congress Chairs, Provost, Vice-President of EMSA, or President.

Co-chairs should be elected from within the Congress (minimum 1 Faculty co-chair).

Congress members should serve 2 year terms (staggered), with a 2 term limit; SGA representatives should serve a 1-year term, but can repeat a term.

Congress should include at least one representative (faculty/staff) from each of the 12 main 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 complete communication between each campus and the Congress.

Congress will create and update its own charter, operating procedures and bylaws. These bylaws should include publishing agendas, minutes and materials in a timely manner.

Compensation for service on Curriculum Congress:

Additional Responsibilities (Faculty): membership on either the Curriculum Congress will constitute a major AR commitment or course release and must be honored as such.

Faculty serving should receive a full 3 semester hours of credit toward Additional Responsibilities (AR) or a 3-credit course release. Congress Co-chairs should receive 6 credits/hours of release or AR credit.

A similar work release/credit or stipend (9 hours) should be given to professional staff members serving.

Area of study and discipline group statewide meetings can be used for initial elections to Curriculum Congress. Congress bylaws should define future election procedures.

The Flow of Curricular Proposals:

Curricular proposals will come to the Curriculum Congress from the Discipline and Program Groups and/or an Area of Study.

Areas of Study Deans and Associate Deans will be responsible for submitting curriculum proposals and notifying impacted disciplines/programs and other relevant Area of Study Deans.
Proposals will require a majority vote to pass at the Curriculum Congress.

If the Curriculum Congress does not pass a curricular proposal, the proposal will be sent back to the originating Area of Study Discipline / Program group for revision.

Once a curricular proposal is passed, it is sent to the Connecticut State Community College President for consideration and submission to the CSCU academic approval process.

**Curriculum Flow Diagram**

- **Appeal contingency**
  - Appeals could go to the College Administration: Deans of Area of Study/ Provost / or President
  - The Curriculum Congress may appeal to the CT State President regarding any recommendation made by the College Senate. The College Senate may appeal to the CT State President regarding any recommendation made by the Curriculum Congress.

- **Areas of Study / Discipline and Program Groups**
The Areas of Study identified in the Connecticut State Community College organization chart (available at https://www.ct.edu/files/pdfs/ctstate-org-draft.pdf) serve to align programs and disciplines of like nature, and will be led by Deans of Areas of Study. Discipline /Program groupings will align related disciplines and program and will be led by Associate Deans.

Areas of Study and Discipline and Program groups serve the function that discipline departments/divisions do currently at a single college campus.

- All full-time faculty will be assigned to a discipline or program group and a corresponding Area of Study. It will be assumed that all full-time faculty will participate in their respective groups. All full-time faculty will be full voting members of their group (one vote per faculty)
- All part-time faculty will be assigned to a discipline or program group within an Area of Study. Their participation will be encouraged, but not required.

**Discipline Subgroups**

There may be a need for sub-groups within the discipline and program groups. For instance, a Chemistry group within the sciences, or an Accounting group within Business. These groups may form within the larger groups (even down to the individual course level), discuss needed curricular changes and bring proposals back to their larger Discipline / Program group for consideration.

It will be up to each Associate Dean and Discipline / Program group to determine how to form and run their sub-groups.

Each Discipline / Program Group will hold (at a minimum) one system-wide meeting per semester. These meetings will be scheduled by the second week of the semester and preferably held in the second half of the semester to ensure that sub-groups will have adequate time to work on proposals for consideration at the system-wide meetings. Provisions will be made at all of these meetings for members to call-in and participate remotely.

Each Area of Study and Discipline / Program group will elect its representative(s) to the Curriculum Congress.

Local governance bodies can be used for initial elections to College Senate. CS bylaws should define future election procedures.

**Campus Level Governance Bodies**

Each overarching Campus Level shared governance body should be named the **Campus Senate.**

A. **Purpose:** The Campus Senate is a local forum for discussion of issues that affect the campus community, such as, but not limited to, the following:
   - campus buildings, grounds, and non-academic technologies
   - campus health and safety
   - broad issues of campus culture, community, and priorities

Each local Campus Senate (e.g. Manchester Campus Senate) will handle issues that originate at the campus level. If an issue is not purely local in nature (it has system-wide implications) then the Campus Senate will create a proposal and move it up to the Connecticut State Community College College.
Senate. The Campus Senate does NOT need the approval of the campus CEO or other campus administrators to do so.

If an issue is local to a campus in nature, then the Campus Senate(s) will pass it on to the campus CEO, or to the next local governance body in line, for a final decision, as long as a local decision does not have implications that may affect the accreditation status of Connecticut State Community College.

If the issue affects Connecticut State Community College broadly, it will need to be brought to Connecticut State Community College College Senate.

Each campus must decide the voting membership of its Campus Senate.

The Campus Senate should include representatives from all campus constituent groups.”

There should be a minimum of one seat on the Campus Senate for:

- Faculty
- Professional Staff / CCP/ ACL elected from Staff council
- Classified Staff elected from Staff council
- Students elected from SGA/Student council

CONCLUSION

This document was written and endorsed by the Shared Governance Workgroup of the Students First Academic and Student Affairs Consolidation Committee. It has been approved by the Students First Academic and Student Affairs Consolidation Committee, the College Consolidation Implementation Committee, and the Connecticut State Community College President.

At least every five years this document should be reviewed by the CSCC Senate and the Connecticut State Community College President.
CT State Community College
Shared Governance Structure

CT State CC Level

- Curriculum Congress
- Areas of Study: Discipline and Program Groups
- Policy
- CT State CC Senate
- CT State CC President
- College CAO
- CSCU Provost & Academic Council
- Board of Regents

Campus Level

- Campus Senate
- SGA
- Faculty Council
- Staff Council(s)

Campus Senate will elect representatives to the CT State CC Senate

CT State CC Level

Campus Level