

AGENDA - FACULTY ADVISORY COMMITTEE
June 14, 2019 - 1:00 PM
Location: Regents Boardroom, 61 Woodland Street, Hartford, CT

1. Introductions
2. Discussion/Revision/Approval of Agenda
3. Discussion/Revision/Approval of Minutes
4. FAC membership update and distribution list (D. Cummings)
5. Archive of FAC conference presentations (D. Cummings)
6. Legislature update (D. Cummings)
7. How should HR be structured going forward? (D. Cummings)
8. Open Letter to BOR (S. Adair)
9. AAUP letter to BOR (S. Adair)
10. Bylaws update (S. Adair)
11. FAC conference support (D. Cummings)
12. New business

Regular Meeting of the State of Connecticut
Faculty Advisory Committee to the Board of Regents for Higher Education
April 26, 2019
61 Woodland St., Hartford, CT
Minutes

Present:

Del Cummings, FAC Chair, NVCC
William Lugo, FAC Vice-Chair, ECSU
Judy Wallace, FAC Secretary, MxCC
Stephen Adair, Member, CCSU
Lois Aime, Admin, At-Large Rep, NCC
Myrna Garcia-Bowen, Member, SUOAF, CCSU
Linda Wilder, Member, COSC
Oluwole Owoye, Member, WCSU
Susan Gentry, Alt- Member, TxCC

Phone:

Lisa Washko, SUOAF, AFSCME, CCSU
Kevin Bechard, Alt. Member, MCC
Barbara Richards, Member, HCC
Patrice Farquharson, COSC
Joy Thompson, Alt Member. MCC
Mike Shea, Member, SCSU

Guests:

Arian Gorishti, Police Sergeant NVCC
Charles Cleary, Dean of Administration TXCC
Jeffrey Garewski, Chief of Police/Director of Public Safety ECSU
Colena Sesanker GWCC

Meeting was called to order at 1:09 PM

1. Discussion/Revision/Approval of Agenda
Motion to approve (1st Wallace, 2nd Owoye) Unanimous.
2. Discussion/Revision/Approval of Minutes
Motion to approve (1st Aime, 2nd Farquharson) Unanimous.
3. Proposed changes to the FAC By-Laws
Barbara Richards and Stephen Adair provided updated documents and responded to questions and concerns regarding the proposed changes to the FAC By-Laws. There was some confusion regarding the various versions that have been circulated. There was discussion with recommendations for changes needed for elections at COSC.

There was an issue involving the audio necessitating a three minute break.

4. 2020 FAC Elections

There was general discussion regarding the new election process. The revised By-Laws are somewhat cumbersome and required clarification. Colena offered to make a process flow chart to assist with the election process which will be sent electronically to the governance leaders at each of the campuses.

Each campus should hold an election that results in one teaching faculty member and one professional staff member being nominated to advance in the broader election. All full-time faculty members are eligible to vote for the teaching faculty representative and staff to vote for the staff representative nominees. These two names should be sent to the FAC with a 150 word maximum statement from each nominee for use in the inter-campus ballot this September.

5. CSCU Public Safety Taskforce

Three representatives from the Public Safety Task Force, Arian Gorishti Police Sergeant NVCC, Charles Cleary Dean of Administration TXCC, and Jeffrey Garewski Chief of Police/Director of Public Safety ECSU from the public safety task force attended the FAC meeting. They solicited FAC input regarding the most effective way to provide safety training for each campus. There was an in-depth discussion regarding campus resources, multi-modal delivery, off-peak times, and considerations for full-time versus part-time faculty, staff and for students. Additional information should be electronically sent to Alice Pritchard.

6. Institutional Research

There was general discussion regarding the importance of institutional research in general as well as the need for them to remain at our local campuses. There is an increasing demand data mining and evidence-based decision making. A loss of their presence on a campus and loss of their campus focus to produce meaningful data was discussed. It was felt that there is a trend to risk the needs of the college for the aspirational college which does not yet exist.

Motion to vote on the Amended FAC Resolution on Institutional Research.
(1st Wallace, 2nd Shea) Motion passed. One Abstention.

7. 6th Annual Conference on Student Success and Shared Governance

Theme: *TBA*

WCSU: Friday April 3, 2020

8. Remarks to the May 9, 2019 BOR meeting

10:00 am at the LOB

Discussion regarding ideas for comments. Del to draft and present remarks.

Motion to adjourn (1st Wallace, 2nd Farquharson). Unanimous.

Meeting adjourned at 4:00 PM

Next FAC Meeting 1:00 on May, 9, 2019. Then June 14, 2019 at from 1:00 – 4:00.

Respectfully submitted,
Judy Wallace, FAC Secretary

**Open letter to Governor Lamont, Higher Education Committee and the Board of Regents
for Higher Education on No Confidence Votes and the Community College Consolidation,
May 20, 2019**

Dear Governor Lamont, Senator Haskell, Representative Haddad, Chairman Fleury, President Ojakian, and members of the Board of Regents,

The CSCU system is at an impasse. Recent actions confirm, beyond any reasonable doubt, that experienced educators across this state have no confidence that the path the Board of Regents (BOR) has chosen for the community colleges will lead to improved outcomes for students.

We propose abandoning consolidation and “Students First,” and letting each community college keep its individual accreditation, identity, autonomy, traditions, and history.

In press reports, Leigh Appleby, the Director of Communications for the CSCU system, attributes the petition, the no confidence votes, and other actions as merely the work of a small group of faculty and staff who are afraid of change. The results of the petition have already been presented to you. The tallies on the votes of no confidence are below (A template for the no confidence resolution appears at the end of this letter. All the resolutions were based on this template although some institutions added additional "whereas" statements.). If you choose to dismiss the importance of these actions, then you will fail to see how deep, reasonable, and pervasive the opposition to the consolidation is. And so, the impasse will remain.

Votes in Governance Body unless otherwise noted	Date	Yes	No	Comments
Asnuntuck CC	5/03			Supported NC - SF, Ojakian, BOR; no tally
Capital CC	5/09	11	0	Supported NC - SF, Ojakian, BOR; 91% support in survey
CCSU	5/06	38	11	Supported NC - SF, Ojakian, BOR
ECSU				No Vote
Gateway CC	5/09	48	1	Supported NC - SF, Ojakian, BOR
Housatonic CC	5/15	75%		Supported NC - SF, Ojakian, BOR; via Survey monkey
Manchester CC	5/02	58	11	Supported NC - SF, Ojakian, BOR
Middlesex CC				No Vote
Naugatuck CC	5/14	11	1	Supported NC - SF, Ojakian, BOR
Northwestern CC				No Vote
Norwalk CC	5/20	28	2	Supported NC - SF, Ojakian, BOR
QVCC	5/01	22	10	Supported NC - SF, Ojakian, BOR
SCSU				No Vote
Three Rivers CC	5/07	85%		Supported NC - SF, Ojakian, BOR; via electronic ballot
Tunxis CC	5/16	48	2	Supported NC - SF, Ojakian, BOR
WCSU	5/08	18	0	Supported NC - SF, Ojakian, BOR
NCC Student Gov.	5/20			Supported NC - SF, Ojakian, BOR; no tally
CSU-AAUP Council	5/09			Supported NC - SF, Ojakian, BOR; unanimous

The [TIAA Institute study on mergers in higher education](#) outlines a 20-60-20 rule, which refers to a tendency for proposed mergers to be supported by 20 percent of faculty and staff, to be opposed by 20 percent, and for 60 percent to occupy an uncommitted center. The study emphasizes the importance for the proponents of a merger to capture the middle. The opposite has occurred.

We agree with President Ojakian on one thing: a merger of twelve higher education institutions at the same time is unprecedented in the history of American higher education. We do not believe that the CSCU system will be able to do what has never been done before while working against the better judgment of the professionals who you will need to complete the work.

For two years we have also been told that without the consolidation, it will be necessary to close one or more of the community colleges. Closing a community college will result in many of the affected students no longer being able to access a higher education. But this is a false choice. There are multiple paths to achieve financial stability for the community colleges.

In this open letter, we present reasons for our skepticism of the proposed savings from the consolidation and offer our recommendations on how to move forward.

On the Proposed Savings

"Students First" is based on magical thinking. It purports that additional deep cuts into what were already unsustainable budgets of austerity will result in improved student outcomes, higher graduation rates, and reductions in the achievement gap through an enlightened and expanded central state bureaucracy. Moreover, the featured student initiative associated with the plan, the Guided Pathways initiative, is not funded in the budget projections. If "Students First" is, indeed, about putting students first, then the presumed benefits of the plan need to be budgeted alongside the cuts - otherwise it is just empty promises.

There are many reasons to be skeptical of the budgetary claims. Consider the following:

- While there have been many mergers in higher education, there are no published examples of savings in other states or from other mergers that are even close to the projected savings that are being estimated here.
- There are no documented reasons to assume that a really large community college runs more efficiently or with a lower administrative cost than moderate size colleges.
- Under the current plan, replacing the Presidents alone will cost more than keeping them. From openpayroll.ct.gov, the most recent salary for the last full-time President at each of the colleges can be reviewed (Addy, Broadie, DeFilippis, Drummer, Glickman, Jukoski, Kendrick, Levinson, Lombella, Nieves, Rooke, Wasescha). The total salary for the 12 Presidents was \$2.33 million. The proposed plan replaces these positions with campus

CEOs and regional presidents. Twelve CEOs at \$150,000 (assuming that full searches do not result in negotiated increases) and three regional presidents at \$220,000 is \$2.46 million. This does not include the President for the consolidated college, nor any staff. This also does not include the transitional costs as several institutional Presidents are still in place, and David Levinson is being added to the growing staff at the system office to manage the transition.

- The closing pages of the [April update to NECHE](#) include the latest financial sketch of the proposed merger. On page 33, the table indicates that 88 positions from Academic and Executive Leadership will be eliminated. The total salary and fringe benefits for these positions is \$7.536 million, which is an average of \$85,625 per position. These are replaced with 48 new positions, with a total cost of \$6.284 million, or an average of \$130,917 per position - an average increase of 53 percent. While the reduction of 40 positions does save about \$1.25 million, it appears the system will be replacing low- cost employees with much more expensive ones.
- The chart on page 34 on the Update shows the proposed net changes in personnel at each of the community colleges. Presumably, the system office is working from some planned organizational charts to make these projections, but such details have never been shared publicly. This lack of transparency into the basic functioning of the community colleges invites skepticism. There is no way to estimate whether the plan maintains enough personnel to support the basic and necessary functions of the consolidated college. In its April 25, 2018 letter, NECHE indicated that the original application for a substantive change did not include enough personnel in the consolidated academic office for proper functioning. What assurances are there that this type of underestimation of the projected workload is not a pervasive quality of the plan?
- The legislature has a long standing obligation that it will include negotiated salary increases from collective bargaining agreements in its budgeting. The baseline funding on the first line on page 37 of the NECHE update should include those increases for FY21 and FY22.
- The initial quantification of the savings associated with "Students First" in November of 2017 included not a single dollar in transition costs, which now, just 18 months later, appear to be considerable. Since the system is not meeting the specified completion dates for tasks based on the timelines established in June 2018, these transition costs will likely continue to rise.
- Although the budgets for the community colleges are reported to be unsustainable and are forecasted to draw on their reserves, the system office continues not only to hire people

into several new senior administrative positions, but also is taking on additional discretionary spending. For example, in 2019, eight Connecticut colleges joined Achieving the Dream, which requires a three-year commitment at a fee of \$234,000 each. This does not include the cost of having 60 or so faculty and staff attend the Achieving the Dream week-long conference in Long Beach, California last February, and 60 more or so at the upcoming conference in Phoenix in June.

- The fiscal crisis for the community colleges presumes no additional state funding, but the legislature has been stepping up. It added \$16 million in fringe benefit costs in FY 2019 and another \$8 million for 2020. The legislature also changed the line item for the system office by allocating over \$17 million in direct funding by taking roughly \$4 million from the community colleges and \$13 million from the state universities. This likely adds an additional \$4 to \$5 million into the general fund for the community colleges. With these additions, we believe that if the system office had maintained its spending at the 2017 level of \$30.3 million (and not ballooning to \$39.5 million in FY 2019), then the community colleges would currently be adding to its reserves in both 2019 and 2020.

The financial concerns do not exhaust the problems with "Students First." As has been previously reported, it will lead to a stodgy curriculum as programs will be difficult to change once they are ensconced across multiple institutions. It will lead to less robust programs because program consolidation already reveals a pull toward the "lowest common denominator" as some colleges lack the resources to offer courses required in the same program on other campuses. It will lead to lower levels of engagement from faculty and staff as they will not be in positions to enact change. It will diminish the ability of the colleges to be responsive to the needs of the local community. And so far, the planning and implementation has not respected principles of shared governance.

On Alternatives

We believe there are many sound alternatives to "Students First," yet reiterate the call from the petition:

"We urge the governor and the state legislature to form a Higher Education Task Force, composed of legislators, retired Connecticut community college presidents, educators, and local business leaders, to study and present options to Governor Lamont. The best path forward draws on those with expertise in higher education and a commitment to students. There are alternative approaches that can solve our fiscal challenges with much less disruption and cost.

Alternatives have been suggested to the Board, but were never seriously considered. The Faculty Advisory Committee to the Board of Regents (FAC) included a list of alternatives in both the [May 2017](#) and the [December 2017](#) reports to the BOR (These and other documents are available

on the [Reluctant Warriors website](#)). The Community College Round Table has also offered practical suggestions.

One particular recommendation that we would like the Task Force to consider is the relationship between institutional presidents and the Board. The Board must take a much more active role in reviewing institutional budgets and in evaluating campus presidents. All information and control should not pass through a single person with no opportunity for any direct, public communication with the people who are charged with overseeing educational institutions. This may require breaking up the Board of Regents and creating multiple or regional boards, or it may require expanding the Board to create regional subcommittees with specific oversight responsibilities. A single person, who is not actually charged with educating anyone, should not be the sole decision maker and purveyor of information.

The recent change that instructs the regional presidents to hire the campus CEOs expands the already sizeable social, political, moral, and practical gulf between the BOR and the people and places that educate students. This policy must be reversed.

We do believe there are multiple ways the system could save money without the consolidation and without closing campuses. Some options to be considered include:

- Create regional consortia led by campus presidents to share services and administrative functions.
- Reduce the size and functions of the system office. Move some of the functions of the system office to be under the control of institution presidents.
- Use open-source software to reduce the cost of software.
- Support "free" community college legislation, which would boost enrollment.
- Expand recruitment efforts to compete more directly against private occupational schools.
- Expand the use of solar power on campuses to reduce costs and combat climate change.

A Priority on Student Success

The CSCU system has urgent work that needs to be done to improve retention, graduation, and student success. For the last five years, faculty and staff across the CSCU system have been diverted from this task. Too much time has been wasted in unproductive planning and reorganization efforts mandated by the system office. This needs to end. We cannot afford more years of contention and disruption to plan for changes that never seem to come.

Some of the student-oriented goals of "Students First" can be accomplished without consolidating. Despite some claims to the contrary, the colleges can easily adopt a single application process. Colleges can share student information with a simple check box of permission. We can simplify processes of transfer and revenue sharing for students who swirl. These goals have been discussed for years. We simply need to move ahead and get them done.

We also need to:

- find ways to reduce food and housing insecurity for our students;
- adopt more high-impact practices, such as accelerated developmental education, first-year experience programs, intensive advising, systems of alerts and interventions, peer tutoring, learning communities, and supplemental instruction;
- invest in full-time faculty and staff to provide the academic programs and services necessary to expand opportunities for students and to improve the economic and cultural life of the state of Connecticut.

We have a moral and social responsibility to invest our time and money to educate the next generation and the citizens of this great state.

Respectfully submitted (listed alphabetically),

Stephen Adair, Central Connecticut State University

Lois Aime, Norwalk Community College

David Blitz, Central Connecticut State University

John Christie, Capital Community College

Francis M. Coan, Tunxis Community College

Anne E. Dawson, Eastern Connecticut State University

Lauren Doninger, Gateway Community College

Brian Donohue-Lynch, Quinebaug Valley Community College

Diba Khan-Bureau, Three Rivers Community College

Riaz Lalani, Norwalk Community College

Kevin Lamkins, Capital Community College

Charlene LaVoie, Community Lawyer

Patricia O'Neill, CSU-AAUP President, Western Connecticut State University

Ronald Picard, Naugatuck Valley Community College

Minati Roychoudhuri, Capital Community College

Teresa M. Russo, Gateway Community College

Colena Sesanker, Gateway Community College

John Shafer, Middlesex Community College

Patrick Sullivan, Manchester Community College

Kathy Taylor, Naugatuck Valley Community College

Stephen Monroe Tomczak, Southern Connecticut State University

Lisa Van Dermark, Asnuntuck Community College

Matt Warshauer, Central Connecticut State University

Louise Blakeney Williams, CCSU-AAUP President, Central Connecticut State University

Carmen Yiamouyiannis, Capital Community College

___ Community College Senate

No Confidence Vote

As an institution, ___ Community College's most important asset is its individual and independent accreditation. It allows our faculty and staff to make local decisions that respond to the specific needs of our students and our community. The Students First Proposal from President Mark Ojakian, as endorsed by the CSCU Board of Regents, would take away our accreditation. This loss would remove our ability to act on behalf of our local constituents. The fact that decisions would be made at a distance by bureaucrats who neither understand nor have direct knowledge of the needs of our community and of our students is counter to who we are as a community college and why we exist.

Whereas in April 2017 the Board of Regents (BOR) for the Connecticut State Colleges and Universities (CSCU) System and its President, Mark Ojakian, launched the "Students First" Initiative, which attempts to consolidate the administrative infrastructure and academic programs of the 12 community colleges and consolidate "back office" functions for the 17 CSCU institutions with no understanding of how this might affect the colleges and universities ability to function and retain accreditation;

Whereas the planning process for "Students First" violates established principles of shared governance, despite repeated calls to create a more representative and deliberative process for managing the transition;

Whereas the committees created as part of this plan do not provide adequate faculty representation and participation in academic decision-making;

Whereas the processes adopted for curriculum reform are unlikely to build academic excellence into programs, but will instead result in programs that meet the "lowest common denominator," so that campuses with fewer academic resources can continue to offer programs;

Whereas we share all of the concerns raised in the initial NEASC (now NECHE) response dated April 25, 2018 when they did not endorse the initial Substantive Change application, and there is no guarantee that an updated application for accreditation will be approved;

Whereas over the last two years "Students First" has already failed to meet both budgetary expectations and planned timelines, and will continue to drain resources from the colleges to build a statewide bureaucratic structure that does not educate anyone;

Whereas the plan to build a single community college for Connecticut with 12 campuses removes the community from the community colleges;

Whereas "Students First" risks plunging the community college system into years of uncertainty and chaos that will have negative impacts on students;

Whereas "Students First" endangers the ability of the twelve Community Colleges in Connecticut to fulfill their respective missions, while only putting the system office first; now, therefore, be it

Resolved, that the ___ Community College Senate, as the representative body for faculty and staff of ___ Community College, votes No Confidence in the "Students First" plan, Mark Ojakian, president of the CSCU system, and the Board of Regents for the CSCU system.



VIA ELECTRONIC MAIL

May 14, 2019

Mr. Mark E. Ojakian
President
Connecticut State Colleges and Universities System

Mr. Matt Fleury
Chair, Board of Regents
Connecticut State Colleges and Universities System

Dear President Ojakian and Chair Fleury:

Faculty senate leaders and other members of the faculty of the Connecticut Community Colleges have sought the advice and assistance of the American Association of University Professors. They have done so as a result of the Connecticut State College and University System (CSCU) administration and governing board adoption of the Students First Initiative, which, we understand, will consolidate the twelve independently-accredited community colleges into a single, centrally-administered institution, and which mandates a unified, standardized curriculum. We understand further that the CSCU administration proposal for the consolidated college, which had been submitted to the New England Association of Schools and Colleges Commission on Institutions of Higher Education Members for its approval, was rejected by the commission as being “unrealistic.” According to its April 24, 2018, letter to you, the commission determined that the consolidated college would have to undergo a separate accreditation process due to “the magnitude of the proposed changes, the proposed timeline, and the limited investment in supporting the changes” involved in the administration’s planning process. We understand that the administration is pursuing candidacy for accreditation of the consolidated college, and recently submitted an update on the Students First initiative to the accrediting agency. The faculty who have contacted us complain that the process the administration has followed in proceeding with consolidation planning, accomplished by an administration-appointed Academic and Student Affairs Consolidation Committee, and its associated working groups, contravened longstanding system policies and practices for dealing with curricular matters and bypassed the well-established governance role of elected faculty bodies at various levels throughout the community college system. Faculty members have also called into question the academic and educational soundness of the Students First Initiative and raised concerns about the potential academic freedom implications of the changes to curriculum mandated under the Students First planning process. We understand that throughout the Students First process faculty bodies at virtually all of the community colleges in the system adopted resolutions opposed to the plan and no campus-level faculty governance body has supported the process.

* * * * *

Our Association's interest in these matters stems from a longstanding concern for sound academic governance, the principles of which are enunciated in the enclosed *Statement on Government of Colleges and Universities*, originally formulated in conjunction with the American Council on Education and the Association of Governing Boards of Universities and Colleges. The AAUP adopted the document as policy, and the other two organizations commended it to the attention of their respective constituents. The *Statement on Government*, which embodies standards widely upheld in American higher education, rests on the premise of appropriately shared responsibility and cooperative action among the governing board, the administration, and the faculty in determining educational policy and in resolving educational problems within the academic institution. It refers to “an inescapable interdependence” in this relationship which requires “adequate communication among these components, and full opportunity for appropriate joint planning and effort.” It further asserts that “the interests of all are coordinate and related, and unilateral effort can lead to confusion or conflict.”

Section V of the *Statement on Government* defines the particular role of the faculty in institutional government, stating in pertinent part:

The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process. On these matters the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty. It is desirable that the faculty should, following such communication, have opportunity for further consideration and further transmittal of its views to the president or board.

The faculty sets the requirements for the degrees offered in course, determines when the requirements have been met, and authorizes the president and board to grant the degrees thus achieved.

The particular authority and primary responsibility of the faculty in the decision-making processes of the academic institution in these areas derive from its special competence in the educational sphere. It follows from this proposition that the faculty should play an active and meaningful role in the development as well as in the revision of institutional policy in those areas in which the faculty has primary responsibility. Also implicit in the foregoing passage is the expectation that the faculty will play a primary role in the establishment as well as in any subsequent revision or modification of the institution's academic policies and structure.

* * * * *

Beyond the issues of governance as they relate to the faculty's corporate authority and its primary responsibility for oversight of the curriculum, and the questions raised about the educational and pedagogical soundness of the changes prompted by the Students First

Preside Ojakian
Chair Fleury
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Initiative, faculty members have also raised concerns about the potentially harmful ramifications of those changes for the academic freedom of individual faculty members in their teaching. Under generally accepted principles of academic freedom, “[t]he freedom to teach includes the right of the faculty to design their courses, select the materials to be assigned, determine the approach to the subject [including the methods of instruction], make the assignments, and assess student academic performance in teaching activities for which faculty members are individually responsible, without having their decisions subject to the veto of a department chair, dean, or other administrative officer.” Faculty members argue that the proposed curricular changes planned under the Students First Initiative threaten to impinge upon their academic freedom as teachers by effectively limiting their autonomy in the classroom.

* * * * *

We appreciate that the information in our possession on which this letter is based has come to us almost entirely from faculty sources at the Connecticut Community Colleges and that you may have additional information that would contribute to our understanding of the events we have recounted and the issues with which we are concerned. We would accordingly welcome your comments. Assuming the essential accuracy of the foregoing, we hope and expect that the administration and the CSCU board of regents will address the faculty’s concerns and do so in a manner that is respectful of the principles of shared authority and collegial responsibility that we have commended to your attention.

Sincerely,



Anita Levy, Ph.D.
Associate Secretary

Enclosure via Email

cc: Ms. Patricia Bouffard, Students First Planning and Guided Pathway Initiative
Mr. Delwyn Cummings, Co-chair Faculty Advisory Council
Mr. Greg DeSantis, Executive Director of the CSCU Student Success Center and
Academic Initiatives
Mr. Ryan Drajewicz, Chief of Staff for Governor Ned Lamont
Representative Josh Elliot
Ms. Erin Fitzgerald, CSCU Associate Director for Board Affairs
Senator Mae Flexer, member Higher Education and Employment Advancement
Committee
Dr. Jane Gates, CSCU Provost & Senior Vice President for Academic & Student
Affairs
Rep. Gregory Haddad, Co-Chair, Higher Education and Employment Advancement
Committee

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Dr. Merle Harris, Regent, CSCU Board of Regents
Mr. Will Haskell, Co-Chair, Higher Education and Employment Advancement
Committee
Dr. David Levinson, CSCU VP for Community Colleges
Dr. William Lugo, Co-Chair, Faculty Advisory Council
Dr. Elsa Núñez, CSCU VP for State Universities
Mr. Michael Stefanowicz, Interim CSCU Associate Vice President for Academic &
Student Affairs

FACULTY ADVISORY COMMITTEE BYLAWS

~~PROPOSED REVISION~~

DRAFT OF ~~JUNE ANUARY 16~~14, 2019

ARTICLE I – NAME, AUTHORITY AND DEFINITIONS

A. The name of this group is the **Faculty Advisory Committee (FAC) to the Board of Regents (BOR) for Higher Education**. The FAC is established in accordance with Connecticut General Statutes § 10a-3a of the Connecticut General Statutes approved May 2, 2012 and shall be deemed a public agency within the scope of the Connecticut Freedom of Information Act as define in sections 1-200. Faculty refers to tenured or non-tenured full-time teaching faculty and administrative faculty who provide direct student services, except in the cases of representatives from Charter Oak State College (COSC), which does not employ full-time faculty.

B. The term “administrative faculty” is used in this document for employees of the system who are professionals but not in positions of management, and whose job involves direct service to students. Other names sometimes used are “professional staff” or “non-teaching faculty”. In the case of the community colleges, the union uses the term “community college professionals” to refer to the professional staff members included in the bargaining unit.

C. The abbreviation “CSU” refers to the Connecticut State University system.

D. ~~The term~~For the community colleges, “faculty senate” refers to ~~the a~~ shared governance body elected by the non-management employees of the college or university. The current shared governance bodies at the community colleges and the CSUs have a variety of names. The shared governance body at COSC refers to the Academic Council.

ARTICLE II – FACULTY ADVISORY COMMITTEE FUNCTIONS

The FAC Shall:

- A. Assist the Board in performing its statutory functions.
- B. Advise the BOR, the management of the Connecticut State College and University System (CSCU) and the General Assembly on matters of policy and faculty concerns regarding higher education.
- C. Expect that the BOR and system management shall provide in a timely manner the information, materials and resources necessary for the FAC to carry out its assisting and advisory functions.
- D. Provide a mechanism to discuss issues of importance to faculty across the seventeen (17) institutions within the CSCU system and to provide specific recommendations and, as necessary and appropriate, proposals on system academic policies, including approval of new proposals or changes to existing strategies, plans policies and procedures. With respect to recommendations or proposals, the FAC will seek comment at its meetings or through e-mail from campus governance leadership and faculty. Any dissenting or “minority opinion” of the FAC with rationale shall be included in any recommendations forwarded.
- E. Operate and be guided by the principles and standards stated in the American Association of University Professors 1966 Statement on Government of Colleges and Universities <http://www.aaup.org/file/statement-on-government.pdf>.
- F. Meet at least biannually with the BOR. Agendas shall be prepared for such meetings and shall be distributed by the board prior thereto and shall consist of matters recommended for inclusion by the BOR chair and the FAC. The BOR chair shall preside over such meetings and FAC members shall

have the right to participate in all discussions and deliberations but shall not have the right to vote at such meetings in accordance with the provisions of *Connecticut General Statutes § 10a-3a* (Sect. 1 (d)).

- G. Report annually in January to the joint standing committees of the General Assembly having cognizance of matters relating to higher education and appropriations, regarding the performance of its statutory functions and its biannual meetings with the BOR in accordance with the provisions of *Connecticut General Statutes § 10a-3a* (Sect. 1 (e)).

ARTICLE III -- OFFICERS - Officers of the FAC shall be the ~~e~~Chair, ~~V~~ice-chair, and ~~R~~ecording secretary. Officers shall be elected by the members annually in January and February of even-numbered years.

A. The election of officers shall be conducted as follows: Officers of the ~~FAC~~Committee shall be the Chair, Vice Chair, and Recording Secretary. Officers shall be elected annually in January ~~or February~~ by the members, by secret ballot. The election of officers shall be completed no later than February. [AS(1)]

B. The term of office is two years. During the first of those two years (even-numbered years), the office of chair shall be held by the CSUs and the community college representative shall serve as vice-chair. In February of the second year (odd-numbered years) they shall trade positions.

C. The duties of officers shall be as follows:

1. The chair:

a. To prepare agendas in collaboration with the vice chair and FAC, and to provide an opportunity for members to review proposed agendas before meetings for the purpose of suggesting additions or changes.

b. To convene FAC meetings, and in the event of unexpected developments related to weather or other emergencies, to cancel or postpone meetings through notification to the secretary of the BOR for proper public notice.

c. To conduct all meetings of the FAC guided by Robert's Rules of Order 11th Edition. In the event of any inconsistency between Robert's Rules and these by-laws, the by-laws shall take precedence.

d. To work with the officers of the CSCU system to facilitate a meaningful-~~assisting~~ and [AS(2)] advisement role for the FAC

e. To represent the positions of the FAC to the BOR, management of the CSCU system and the joint standing committees of the General Assembly having cognizance of matters relating to higher education and appropriations

f. To notify the FAC when there are committees or meetings where it might be useful to send representatives from the FAC, and arrange elections of such representatives by the FAC. [AS(3)]

g. To assure through the secretary of the BOR that meeting agendas, minutes and materials relevant to current FAC activity are posted on a timely basis on the BOR's public website in accordance with Connecticut Freedom of Information Act requirements.

h. To maintain the FAC membership list and contact information on file with the BOR secretary or designee and post this information on the BOR website provided members and alternates agree to have this information posted on the website.

i. To access the FAC's system e-mail account with approval from the FAC for the purpose of broadside communications to inform CSCU employees about issues of interest and solicit suggestions and/or comments on matters of importance^[AS(4)]

j. To report at each FAC meeting on the activities undertaken as part of the duties of the chair

2. The vice-chair:

a. To assume the duties of the chair in his or her absence.

b. To assist the chair in the fulfillment of his or her duties.

c. To report at each FAC meeting on the activities undertaken as part of the duties of the vice-chair^[AS(5)].

d. To represent the positions of the FAC to the BOR, management of the CSCU system and the joint standing committees of the General Assembly having cognizance of matters relating to higher education and appropriations.

3. The recording secretary:

a. To maintain attendance records.

b. To record votes and minutes, and post votes and minutes by sending them to the Associate Director of Board Affairs or designee.

ARTICLE IV – DUTIES OF MEMBERS AND ALTERNATES OF THE FAC^[AS(6)]

A. Alternates may speak at meetings, make motions, be named by the FAC to represent it on other committees or boards, or serve as FAC officers or chairs of task forces. Duties of the members and alternates^[AS(7)] of the FAC shall include:

1. Attend and participate in meetings of the FAC.

2. Maintain understanding of the concerns of their campus constituents and represent their interests, while prioritizing the academic functioning of the entire system.

3. Assist with the work of the FAC.

4. Communicate regularly with the relevant campus senate and campus community about FAC activities.

5. Communicate regularly to the FAC about the situation on the campus represented, and bring to the FAC any communication requested by the campus senate.

B. Attendance

1. FAC members or alternates (primary and secondary) shall notify the chair, the vice-chair, and their designated alternate if they are unable to attend a meeting. The designated alternate shall assume the member's voting powers. In the event a member does not report for the meeting and/or does not make notification, the presiding meeting officer (chair or vice-chair) may designate the alternate to vote in place of the missing member. If the designated alternate is not present at the start of the meeting, the presiding officer for the meeting (chair or vice-chair) may appoint another teaching faculty or administrative staff alternate to serve in the member's place.

2. An FAC member or alternate who does not report for three consecutive regular meetings without making prior notification of the absences, with reasons, to the chair, vice-chair and alternate may be

eligible for removal by a two-thirds vote of the FAC at the discretion of the chair in consultation with campus governance leaders.

3. An FAC member or alternate may resign by sending a written letter to the FAC chair, the vice-chair, and the senate chair at the campus he or she represents. [AS(8)]

C. Vacancies

In the event of a vacancy in the position of an FAC member or alternate, the senate at the campus represented by that person shall be asked to replace them. Until such time as the faculty senate has made the replacement, the FAC members may appoint an interim member or alternate.

ARTICLE V -- COMMITTEES [AS(9)]

The FAC may establish any other committees or task forces that are necessary to carry out FAC responsibilities. Each committee may be chaired by an FAC member, an alternate, or another teaching or administrative faculty member. Faculty not on the FAC may serve as members of such committees or task forces.

ARTICLE VI – ELECTIONS AND MEMBERSHIP

Members shall serve terms of two (2) years provided full-time employment is maintained. New members shall take office in January of even-numbered years following elections conducted by campus governance bodies every two years in the spring semester of the immediately previous odd-numbered year. Newly-elected members may attend meetings in the fall semester to help assure continuity between the outgoing and incoming FAC members but the newly-elected members shall not have voting power until they take office in January.

A. The FAC shall be composed of *ten* (10) voting faculty members and sixteen (16) alternates who shall be elected by their peers in accordance with the provisions of Connecticut General Statutes § 10a-3a (Sect. 1 (a))

1. There shall be three (3) teaching faculty voting members and one (1) primary alternate representing the four (4) Connecticut State Universities (CSU) elected by full-time faculty. The position of primary alternate will rotate among the four universities on an annual basis (calendar year) in the following order: SCSU (2019), WCSU (2020), CCSU (2021), ECSU (2022).
2. There shall be four (4) secondary alternates elected by the full-time teaching faculty at the CSUs.
3. There shall be one (1) voting member and one alternate elected by administrative faculty at the CSUs.
4. There shall be three (3) voting members elected by the full-time teaching faculty at the community colleges.
5. There shall be three (3) primary alternates elected by the teaching faculty at the community colleges.
6. There shall be four (4) secondary alternates elected by the teaching faculty at the community colleges.
7. There shall be one (1) voting member and one (1) alternate elected by the administrative faculty at the community colleges.
8. There shall be one (1) voting member and one (1) alternate elected by the (part-time) teaching faculty and one voting member and one (1) alternate elected by the Academic Council at COSC administrative faculty at Charter Oak.

B. ELECTIONS: All campus elections for the FAC shall involve universal participation by the people to be represented (either all teaching faculty or all administrative faculty, with the exception of COSC). In no

case should the management of an institution of higher education play a role in the selection or removal of a member of the FAC.

1. General Procedures - There shall be:

- a. ~~A~~a reasonable period of time for nominations or self-nominations, with all members of the group eligible to run.
- b. ~~An~~ opportunity for candidates to write a statement with biographical information and an explanation of how they intend to fulfill the role of FAC representative.
- c. ~~A~~a secret paper ballot with adequate time for all members of the group to vote.
- d. ~~A~~a way of counting the ballots that includes an opportunity for all candidates to observe and, if necessary, conduct a recount.

2. Detailed Procedures

- a. CSU teaching faculty – Faculty Senates will conduct the elections. The candidate with the highest vote count will be the voting member of the FAC or the primary alternate. The person with the second highest vote count will be the secondary alternate to the FAC.
- b. Community college teaching faculty – There shall be a first round of voting at each college to select a single nominee. Then there will be three separate elections within the small, medium, and large community colleges (based on FTE student enrollment). The two highest vote-getters within each of these groups will be the teaching faculty representative and primary alternate. The other nominees will become secondary alternates, except in the case of the campuses where the administrative faculty representative and alternate become the representatives.
- c. Community college administrative faculty representative - There shall be a first round of voting at each college to select a nominee. Then there shall be a twelve-college vote among the campus nominees. The administrative faculty voting representative and primary alternate shall be the two nominees who have the highest number of votes at campuses that will not be represented by the teaching faculty voting or primary representative.
- d. Each community college shall have no more than one member or alternate (primary and secondary) on the FAC^[AS(10)].
- e. Charter Oak representatives and primary alternates—~~The teaching faculty representative and primary alternate~~ shall be selected by a vote of the Academic Council.
~~part-time teaching faculty.~~

ARTICLE VII-- MEETINGS

A. Regularly scheduled public meetings shall be conducted. The frequency (monthly is recommended), location and timing of regular meetings shall be determined by the FAC and posted on the BOR website and filed with the Secretary of State's Office no later than January 31 with updates provided as necessary in between for special meetings or schedule changes. Such interim public notice shall be made at least 24 hours before the scheduled meeting time on the BOR website and filed with the Secretary of State's Office- in accordance with Connecticut General Statutes § 1-225 (see appendix).

B. A quorum for a meeting shall consist of six voting members or alternates serving in place of a member. Any action of a majority of a quorum shall be an act of the FAC. However, in absence of a quorum, those present may take action on provisional basis, which measures may be raised for consideration by any member at the next meeting of the FAC.

C. Only members or their alternates acting in their place who are present in person or by telephone shall be permitted to vote. There will be no provision for absentee or proxy voting.

D. The agenda will be drafted by the chair who shall solicit input for agenda items from members and alternates. The proposed agenda shall be distributed to members for comment one week prior to the date of the meeting. The final agenda shall be posted on the BOR website and filed with the Secretary of State's Office 24 hours before the meeting in accordance with Connecticut General Statutes § 1-225 (see appendix) .

E. At the start of each meeting, the Chair shall review those in attendance to determine who is eligible to vote. If a member is not present, the right to vote is given to the designated primary alternate. Secondary alternates are only given the right to vote if the primary alternate is also not present, and they are from the same institution or, in the case of the community colleges, are from a corresponding small, medium, or large institution. That is, a secondary alternate from CCSU is given the right to vote if the primary alternate is not present and the CCSU member is not present; a secondary alternate from^[AS(11)]^[AS(12)] CCSU will not be given the right to vote if there is no representation from ECSU. Likewise a secondary alternate from a large community college will not be given a right to vote, if there is no representation from the small community colleges present.

F. Minutes shall be kept of all FAC meetings and distributed to members and posted on the BOR website^[AS(13)].

ARTICLE VIII – Parliamentary Authority

Robert's Rules of Order shall govern meeting proceedings where they are not in conflict with these by-laws, the FAC's statutory authority and rules of society

ARTICLE IX -- AMENDMENTS

The bylaws may be amended by a majority of the membership. Any proposed amendment to the bylaws shall be voted on for adoption at a regular meeting subsequent to the one where it was introduced. The bylaws will be automatically amended to reflect changes in institutional names.

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The bylaws were ratified at the Sept. 20, 2013 meeting of the FAC by a 8-0 vote. Attending: Stephen Adair, Peter Bachiochi, Christine Barnett, Ilene Crawford, Tom Failla, Nick Lefakis, Patty O'Neill, Mary Jean Thornton. Special thanks to Barbara Richards for her contributions on behalf of alternate members of the FAC.

Bylaws modified on April 15, 2016.

Bylaws modified on February 22, 2019 and June 14, 2019.

Appendix

C.G.S. § 10a-3a

Sec. 10a-3a. Faculty advisory committee to Board of Regents for Higher Education. Membership. Duties. (a) There shall be a faculty advisory committee to the Board of Regents for Higher Education to assist the board in performing its statutory functions. The committee shall consist of the following members: Three teaching faculty members and one administrative faculty member who provides direct student services from the Connecticut State University System, three teaching faculty members and one administrative faculty member who provides direct student services from the regional community-technical college system and one teaching faculty member and one administrative faculty member who provides direct student services from Charter Oak State College. Such members shall serve a term of two years. If the membership of any such faculty member terminates, the constituent unit that elected such member shall, not later than thirty days after the membership terminates and in such manner as the council determines, elect a faculty member who shall serve for the remainder of the term.

(b) Not later than October 1, 2013, the members of the committee and alternates for such members shall be elected pursuant to a uniform, fair and open system-wide election by the faculty governance body of each of the constituent units they are to represent and, in the case of Charter Oak State College, by a majority vote of the Academic Council at Charter Oak State College. The alternate members of the committee may serve in the absence of the regularly elected member.

Nothing in this section shall be construed to require a labor union representing faculty members to participate in any election held pursuant to this subsection.

(c) The committee shall, on a rotating basis among its members, elect its own chairperson and vice-chairperson, one of whom shall be a member from the Connecticut State University System and the other of whom shall be a member from the regional community-technical colleges, and such other officers as it deems necessary, to serve for a term of two years. The committee shall be deemed to be a public agency within the scope of the Freedom of Information Act, as defined in section 1-200, and shall keep such records as may be appropriate.

(d) The committee, established pursuant to subsection (a) of this section, shall meet at least biannually with the Board of Regents for Higher Education. Agendas shall be prepared for such meetings and shall be distributed by the board prior thereto and shall consist of matters recommended for inclusion by the chairperson of the Board of Regents for Higher Education and the committee. Such meetings shall be chaired by the chairperson of the Board of Regents for Higher Education and the committee members shall have the right to participate in all discussions and deliberations, but shall not have the right to vote at such meetings.

(e) Beginning on January 1, 2012, and annually thereafter, the faculty advisory committee shall report to the joint standing committees of the General Assembly having cognizance of matters relating to higher education and appropriations, in accordance with the provisions of section 11-4a, regarding the performance of its statutory functions and its biannual meetings with the Board of Regents for Higher Education.

(P.A. 11-48, S. 214; P.A. 12-7, S. 1.)

History: P.A. 11-48 effective July 1, 2011; P.A. 12-7 amended Subsec. (a) to specify that committee shall consist of 3 teaching faculty members and 1 administrative faculty member who provides direct student services from the Connecticut State University System and the regional community-technical college system and 1 teaching faculty member and 1 such administrative faculty member from Charter Oak State College, and amended Subsec. (b) to require uniform, fair and open system-wide election not later than October 1, 2013, substitute "governance body of" for "senates representing", add provision re majority vote of the Academic Council at Charter Oak State College and provide that nothing in section shall be construed to require a labor union representing faculty members to participate in election, effective July 1, 2012.

C.G.S. Sec. 1-225. (Formerly Sec. 1-21). Meetings of government agencies to be public. Recording of votes. Schedule and agenda of certain meetings to be filed and posted on web sites. Notice of special meetings. Executive sessions.

(<http://www.cga.ct.gov/current/pub/chap014.htm#Sec1-225.htm>)

I. Agendas of Regular Meetings

The agenda of the regular meetings of every public agency, except for the General Assembly, shall be available to the public and shall be filed, not less than twenty-four hours before the meetings to which they refer, (1) in such agencies regular office or place of business, and (2) in the office of the Secretary of the State for any such public agency of the state, in the office of the clerk of such subdivision for any public agency of a political subdivision of the state or in the office of the clerk of each municipal member of any multitown district or agency. For any such public agency of the state, such agenda shall be posted on the public agencies and the Secretary of the States web sites.....

Secretary of the State requirements for regular meeting agendas

1. Agenda to be submitted to this office in a pdf format.
2. Agenda should be sent as soon as it is available. Note requirements of the statute above.
3. Send agenda to the following email address and indicate that it is an agenda and the name of the agency and committee if applicable.

Email address: lead@ct.gov

II. Regular Meeting Notices

Each such public agency of the state shall file not later than January thirty-first of each year in the office of the Secretary of the State the schedule of the regular meetings of such public agency for the ensuing year and shall post such schedule on such public agencies Internet web site, if available...

Secretary of the State requirements for regular meeting notices

1. Send notice in a pdf format
2. Note the requirements of the statute above for when the notices are due.
3. Send notice to the following email address and indicate that it is a "notice of regular meetings," name of the agency and committee if applicable.

Email address: lead@ct.gov

III. Special Meeting Notices

(d) Notice of each special meeting of every public agency, except for the General Assembly, either house thereof or any committee thereof, shall be posted not less than twenty-four hours before the meeting to which such notice refers on the public agency's Internet web site, if available, and given not less than twenty-four hours prior to the time of such meeting by filing a notice of the time and place thereof in the office of the Secretary of the State for any such public agency of the state

Secretary of the State requirements for special meeting notices

1. Send notice in pdf format
2. Note the requirements of the statute above
3. Send notice to the following email address and indicate that it is a "special meeting notice" name of agency and committee if applicable.

IV. Minutes

The meetings of all public agencies, except executive sessions, as defined in subdivision (6) of section 1-200, shall be open to the public. The votes of each member of any such public agency upon any issue before such public agency shall be reduced to writing and made available for public inspection within forty-eight hours and shall also be recorded in the minutes of the session at which taken. Not later than seven days after the date of the session to which such minutes refer, such minutes shall be available for public inspection and posted on such public agency's Internet web site, if available, except that no public agency of a political subdivision of the state shall be required to post such minutes on an Internet web site. Each public agency shall make, keep and maintain a record of the proceedings of its meetings.

No requirement to notify the Secretary of the State related to the minutes of regular meetings. Exception to this requirement can be found in C.G.S. § 1-210. (<http://www.cga.ct.gov/current/pub/chap014.htm#Sec1-210.htm>)

If you have specific questions regarding your agency's Freedom of Information requirements contact the Freedom of Information Commission at 860-566-5682 or foi@ct.gov

Sources:

CGS - Public Act 12-7

<http://www.cga.ct.gov/2012/act/pa/2012PA-00007-R00SB-00042-PA.htm>

Roberts Rules of Order - Bylaws Chapter 20

http://westsidetoastmasters.com/resources/roberts_rules/chap20.html

University of South Florida System Faculty Advisory Council Bylaws

http://www.usfsm.edu/faculty/facultysenate/fac_minutes/bylaws_revised_24may11.pdf

Maryland Higher Education Commission Faculty Advisory Council

<http://www.fac-mhec.csmd.edu/bylaws.htm>

University of Texas System FAC

<http://www.utsystem.edu/utfac/guidelines.html>

University of North Carolina Board of Governors FAC Formation Letter and Roster and Functions

http://faccoun.unc.edu/wp-content/uploads/2012/10/Ross-RigsbyLetter_08Oct2012.pdf

http://faccoun.unc.edu/wp-content/uploads/2012/10/FACULTY-ADVISORY-COUNCIL_Roster-and-Functions_2012Oct11.pdf