

CT State Informational Webinar Series

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# CT State Shared Governance (Revised Model)

**CT STATE**  
COMMUNITY COLLEGE

# **Brief Overview & History...**

# What is Shared Governance?

*"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>)

# Shared Governance

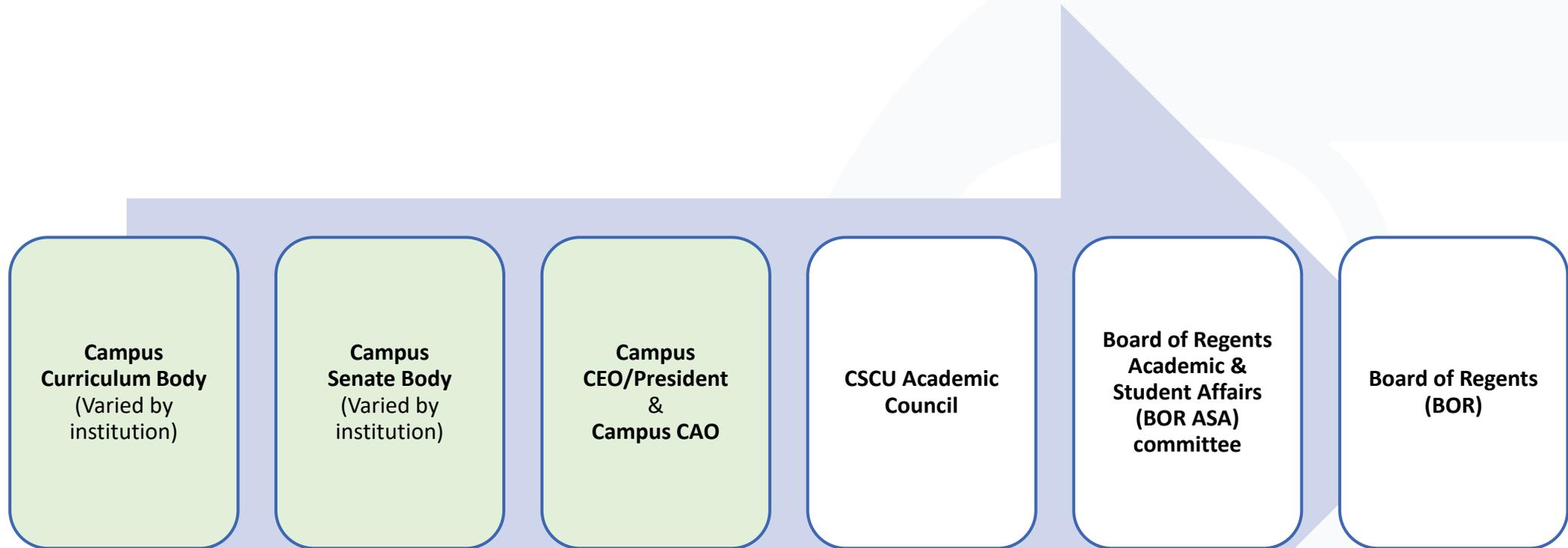
## Why *Statewide* involvement?

- Single accredited entity under NECHE
- Single academic catalog
- Aligned programs, courses, policies, and procedures
- Ensure collaboration and representation across campuses
- Address statewide initiatives and issues

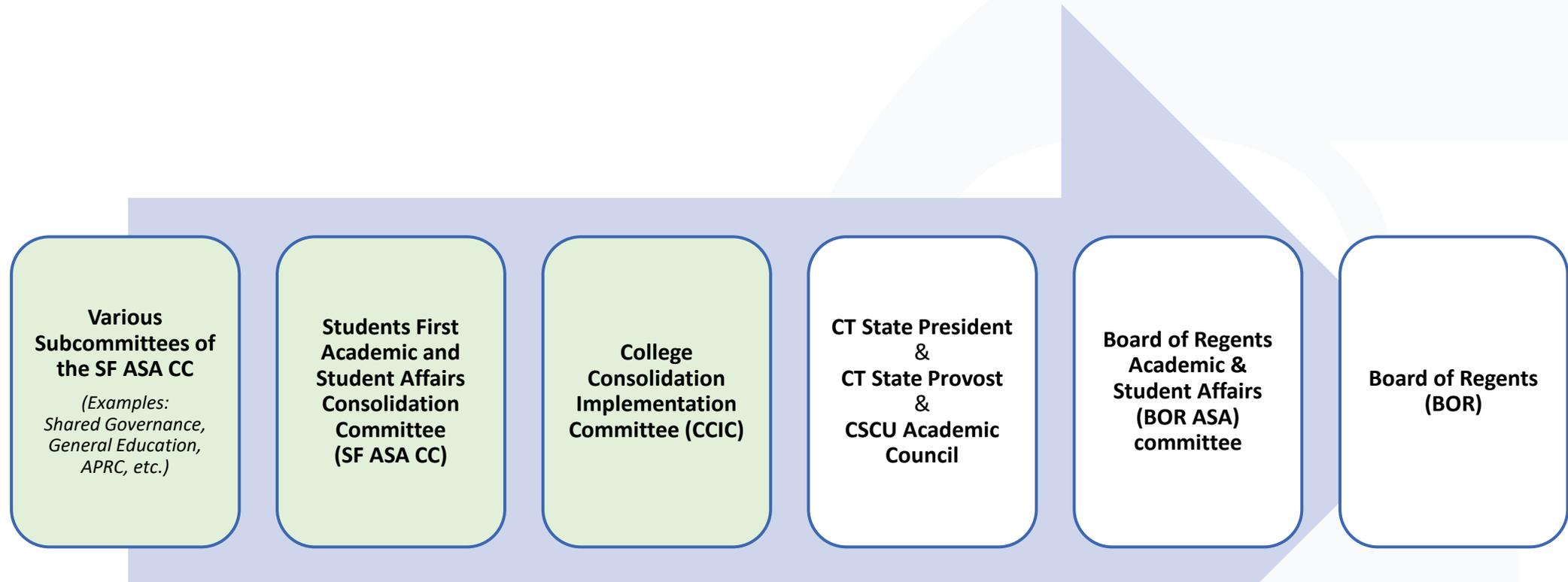
## Why *Campus* involvement?

- Retain campus identity and culture
- Ensure local representation and perspective
- Address needs of local communities

# Legacy Governance Process

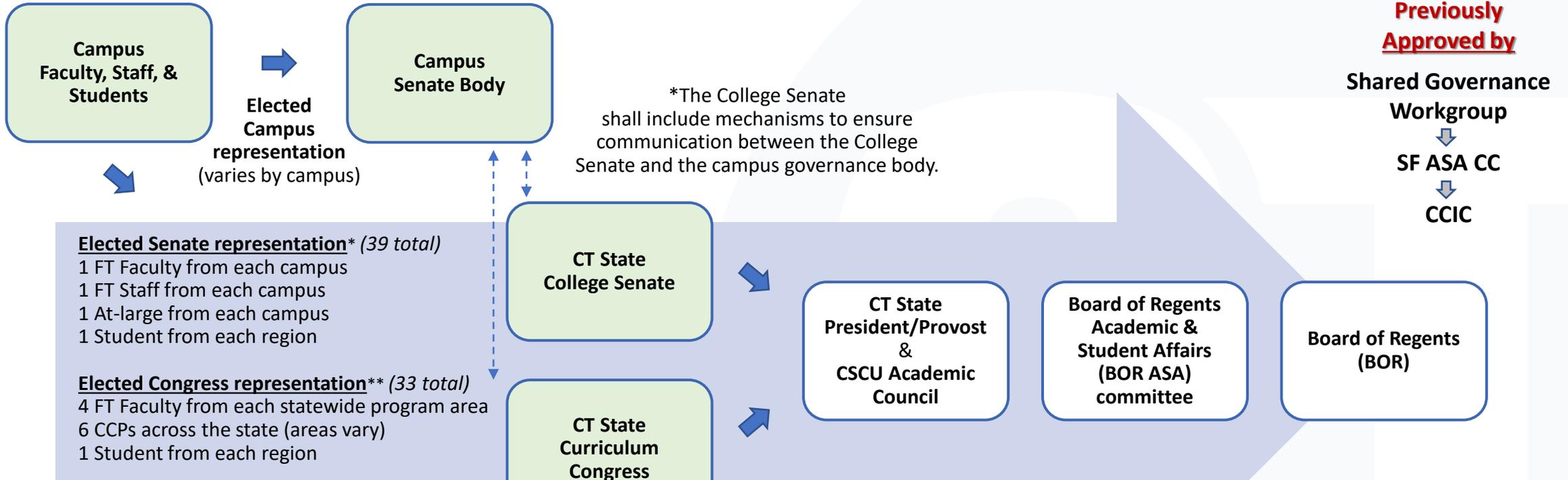


# Transitional Governance Process

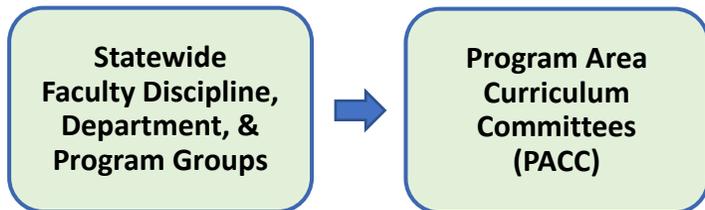


# CT State Governance Process

## Policy/Non-Curriculum Issues



## Curriculum Issues



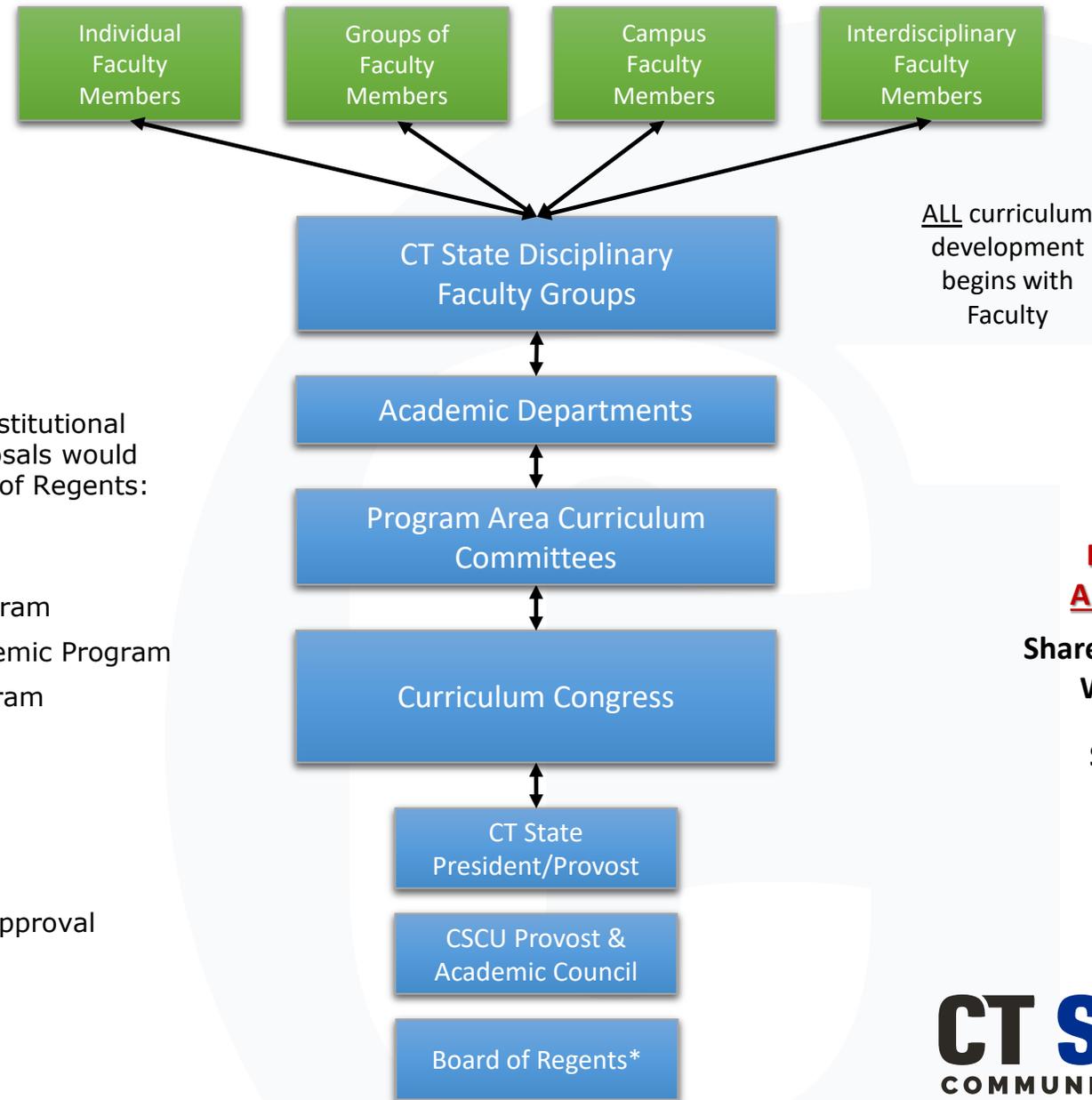
\*\*The Curriculum Congress should include at least one representative (faculty/staff) from each of the 12 campuses. If there is no representation from a campus, that campus's senate will elect a non-voting member to the Curriculum Congress to ensure communication between each campus and the Congress.

# Curriculum Development & Approval

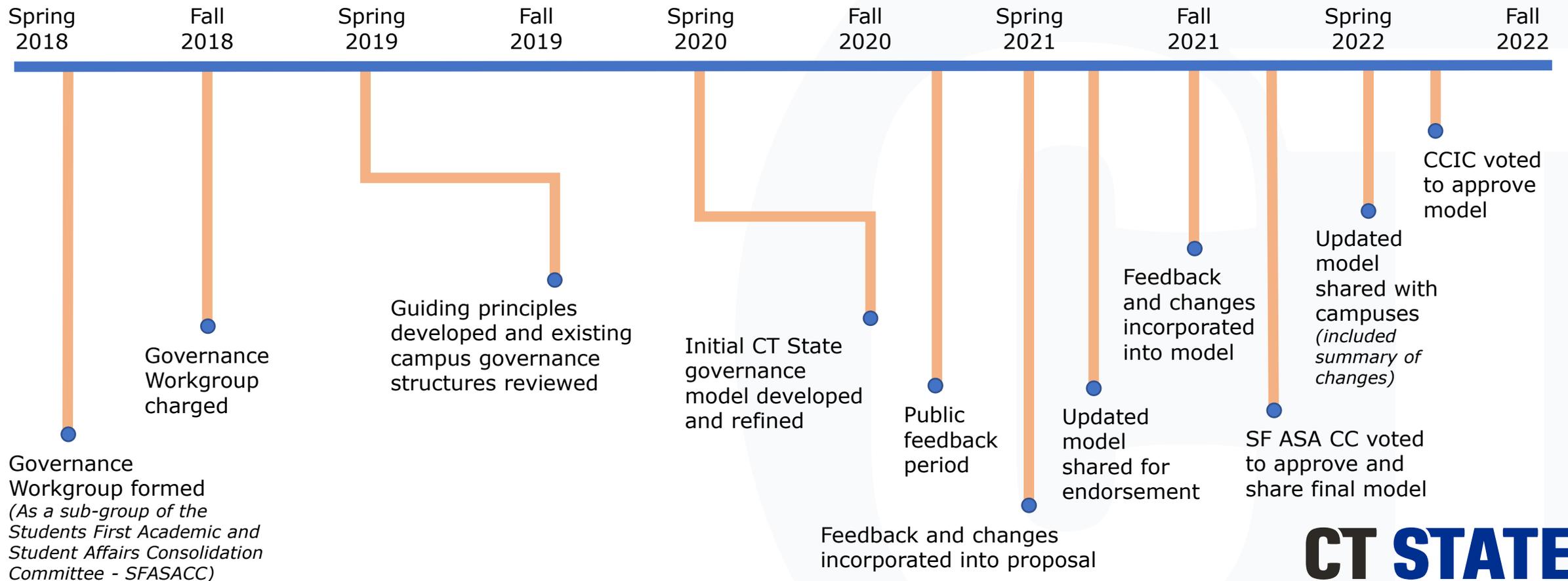
\*BOR policy requires prior approval for the following institutional actions regarding academic programming. These proposals would continue to the CSCU Academic Council and the Board of Regents:

- Above Threshold Establishment or Modification of a New Academic Program
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- Discontinuation of an Academic Program
- Establishment of a CSCU Center/ Institute

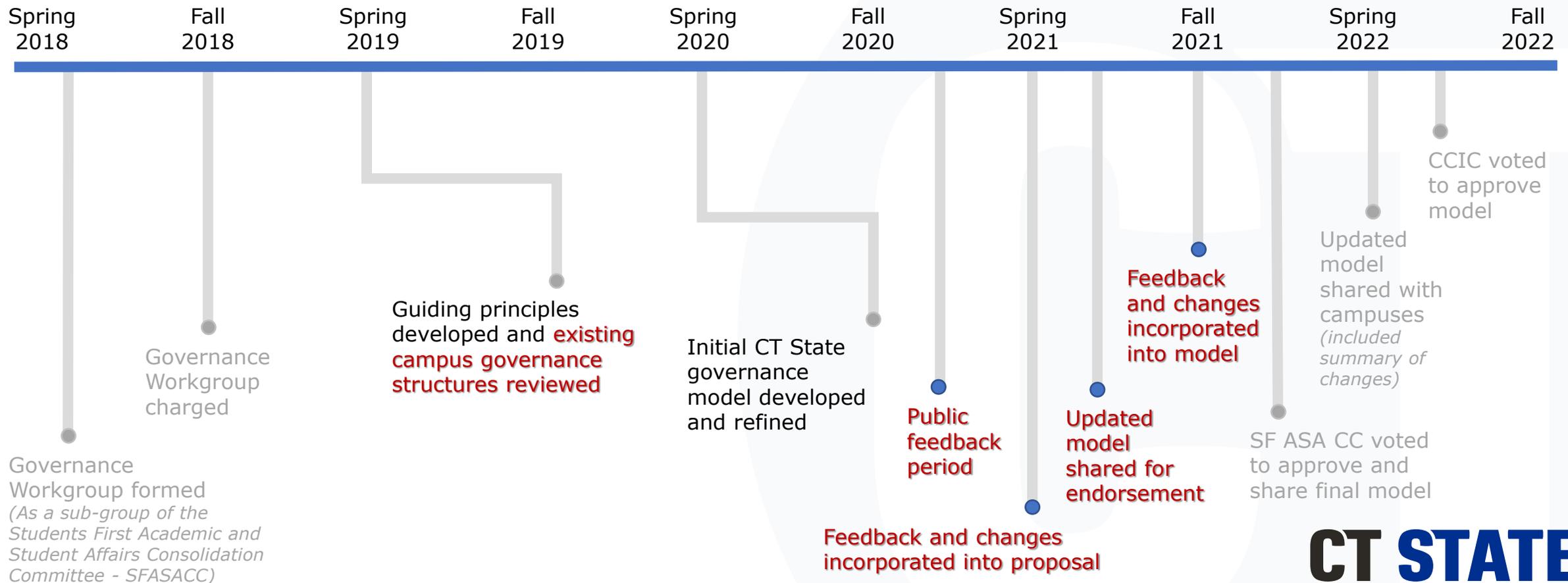
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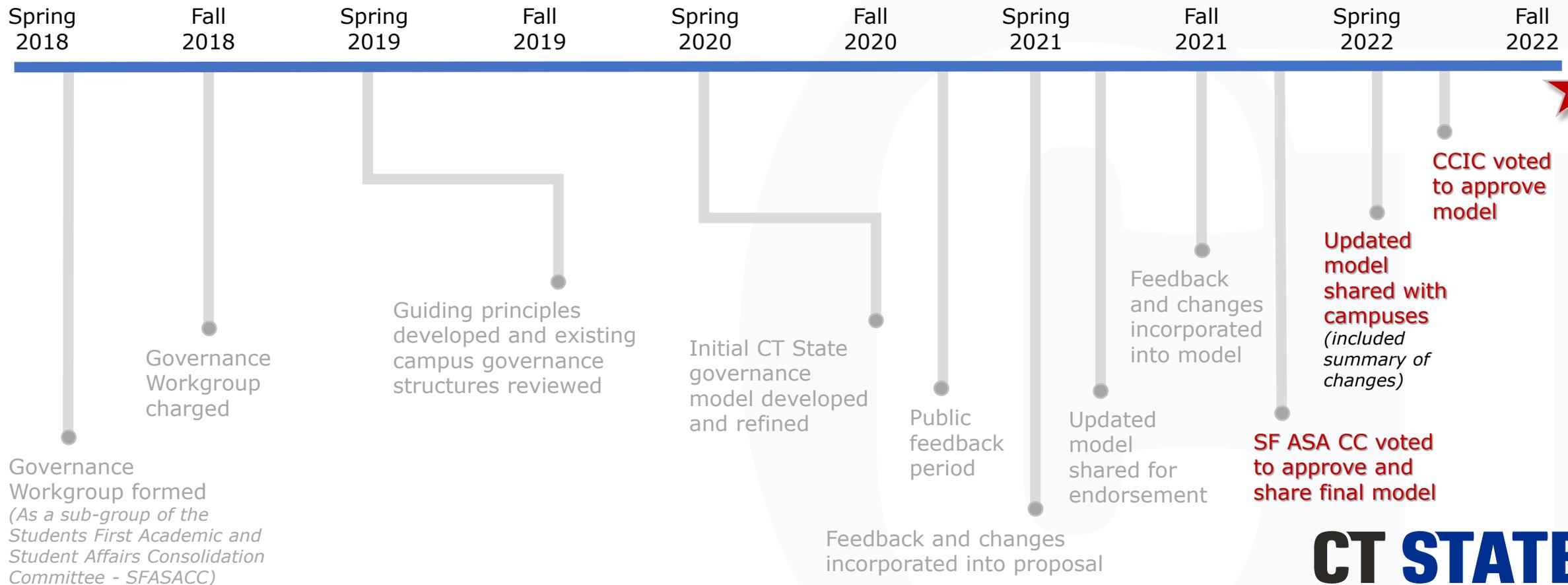
# 4+ Year Development of CT State Shared Governance Model



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# 4+ Year Development of CT State Shared Governance Model



# Changes Incorporated...

- *Post Public Comment Period (Dec 2020)*
- *Post Endorsement (Apr 2021)*

To view the full list of changes made based on feedback:

Go to [www.ct.edu/consolidation/groups](http://www.ct.edu/consolidation/groups)

Click link for “Shared Governance”

**SHARED GOVERNANCE WORKGROUP PROPOSAL (PDF)**

# After 4+ Years ...

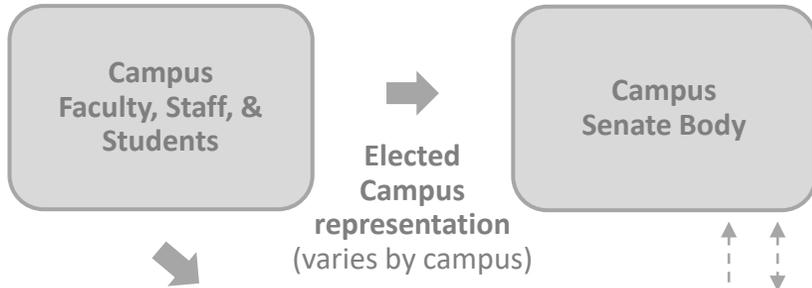
## Why are additional changes to governance being considered?

- **New CT State Leadership under President Maduko**
  - Review of various plans for CT State
  - Feedback from campus visits in September & October 2022
- **Department Chair Impact Bargaining**
  - Request for campus-based academic departments instead of statewide academic departments
  - Request for "Statewide Discipline Councils" (SDC)
- **Governance Resolutions from Campuses**
  - Not all campuses have submitted resolutions and those submitted vary

# Fall 2022 Changes...

# CT State Governance Process

## Policy/Non-Curriculum Issues



## Resolution Request *(by some campuses)*

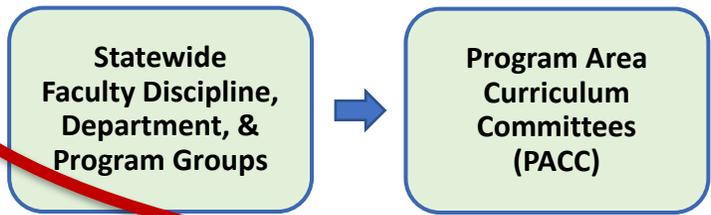
\*The College Senate shall include mechanisms to ensure communication between the College Senate and the campus governance body.

**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

**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



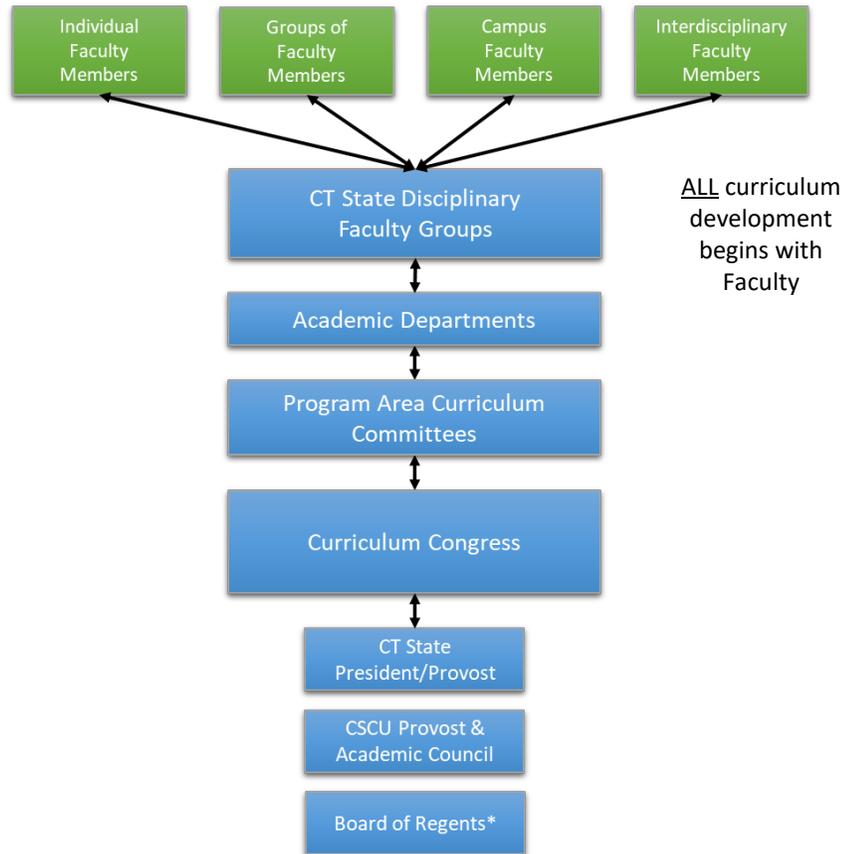
## Curriculum Issues



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# Curriculum Governance

## Previously Approved



## Resolution Request *(by some campuses)*

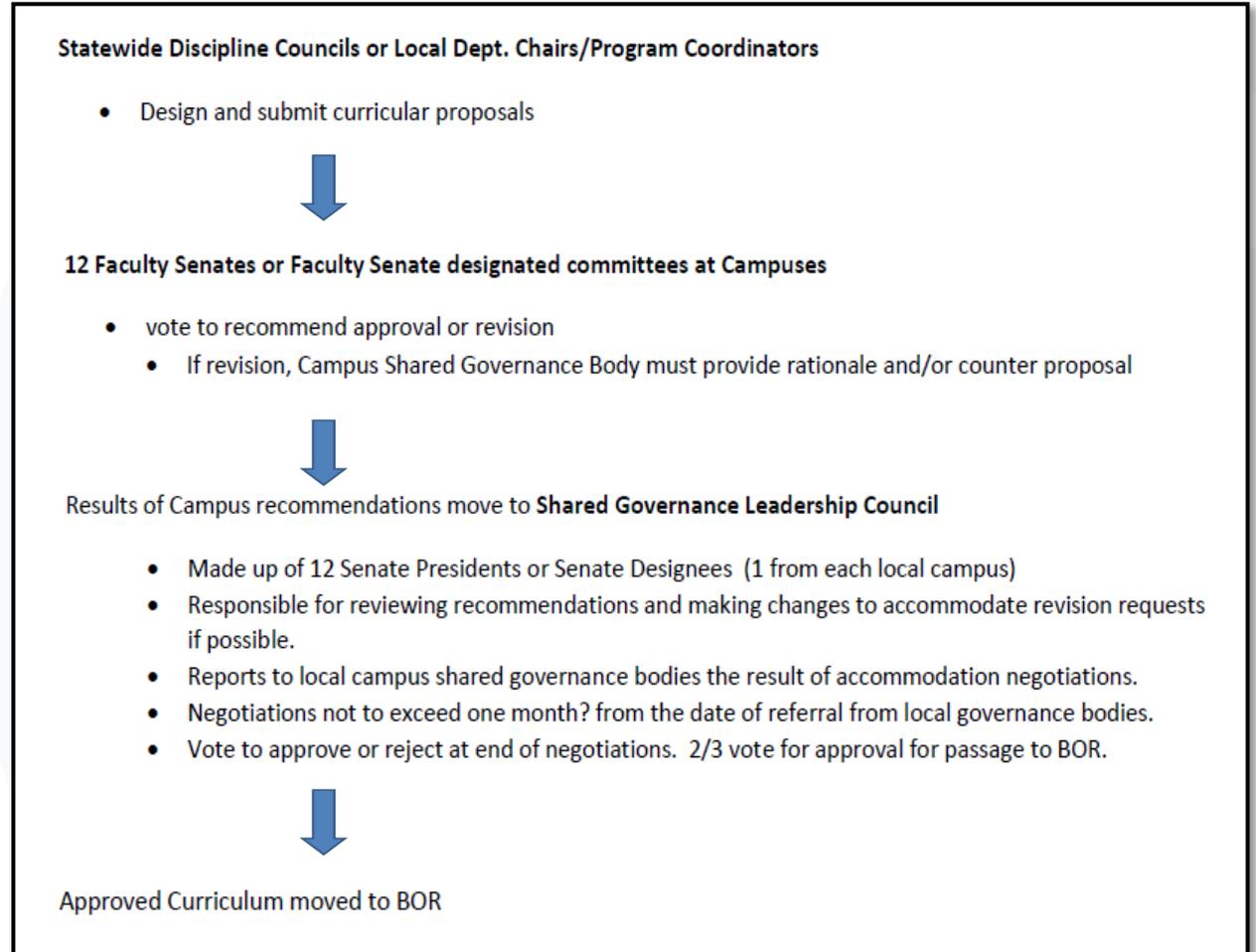


# Curriculum Governance

## Concerns

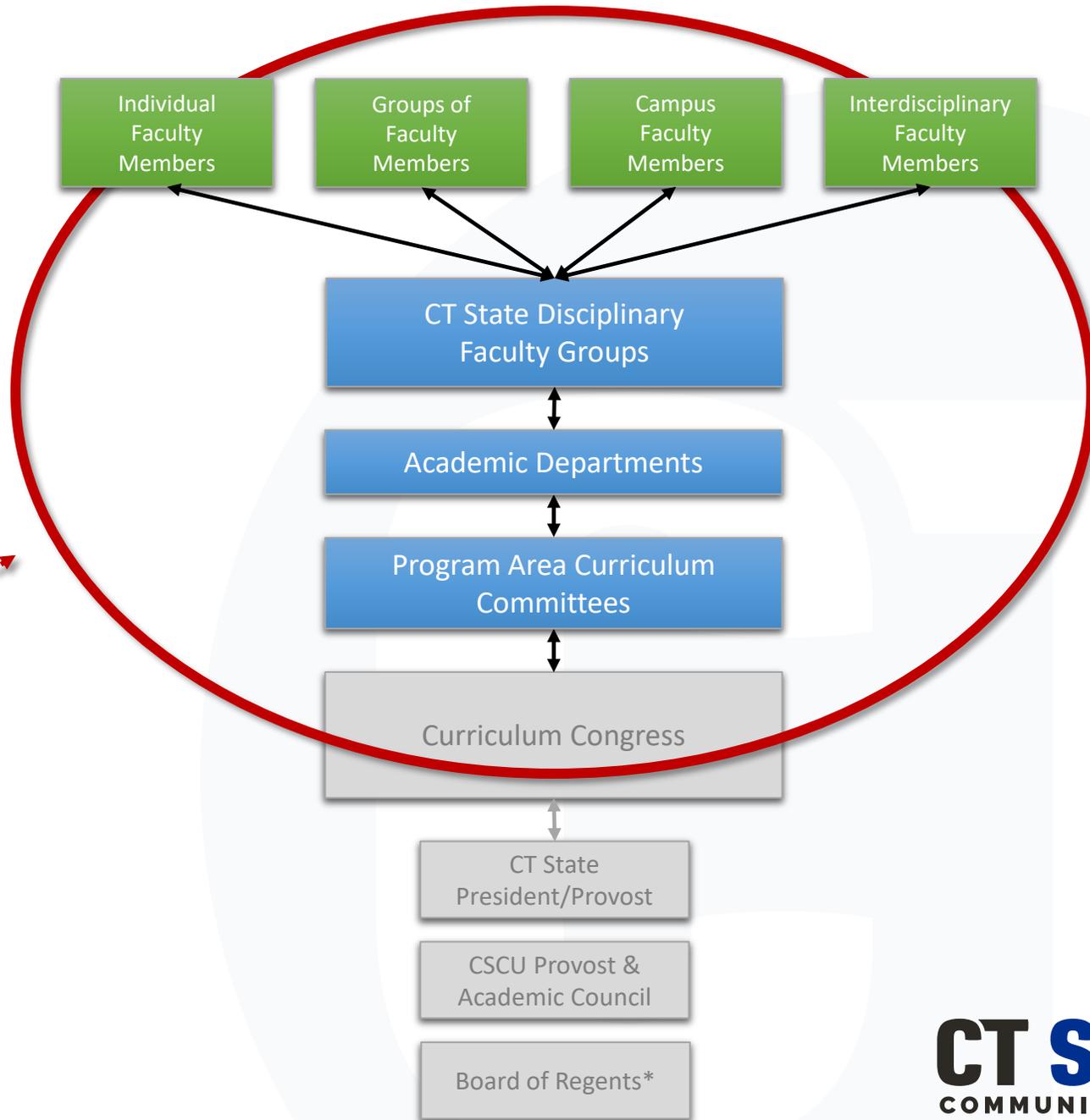
- Proposed “**Shared Governance Leadership Council**” would be comprised of Senate Presidents (or designees), not necessarily faculty
  - In other words... non-faculty could be responsible for “*making changes to accommodate revision requests if possible*”
  - Curriculum remains the primary domain of faculty (*NECHE standard 3.15*)
- Limited faculty engagement across multiple campuses
- No clear process for ensuring curriculum alignment across campuses
- Varying governance resolutions from campuses
  - Some support the original model, others support the model shown
  - Some have asked for a revised model that integrates ideas from campus resolutions

## Resolution Request *(by some campuses)*



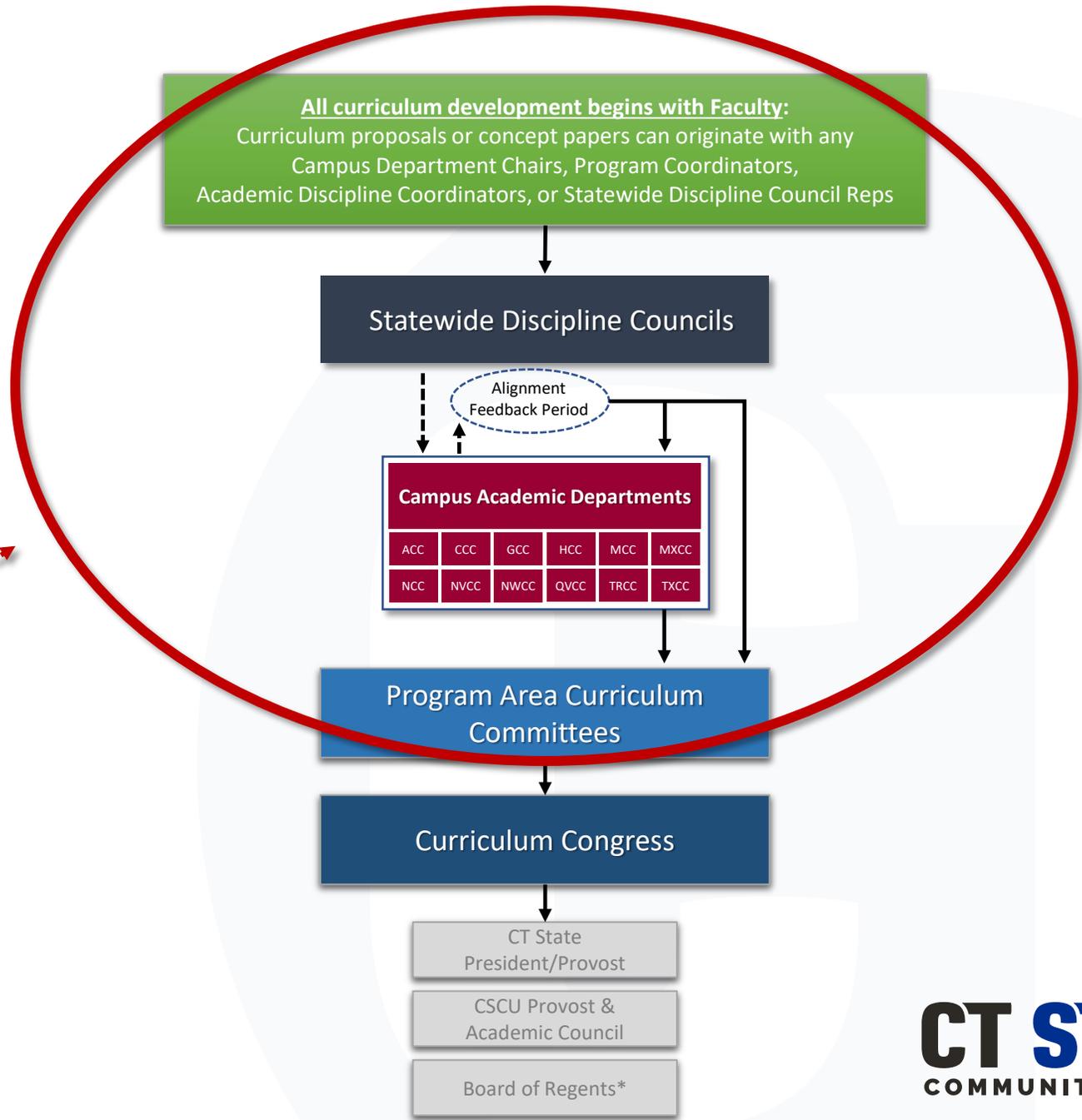
# Previously Approved Process for Curriculum Development & Approval

*(Changes made in response to Fall 2022 feedback...)*



# **(Revised)** Process for Curriculum Development & Approval

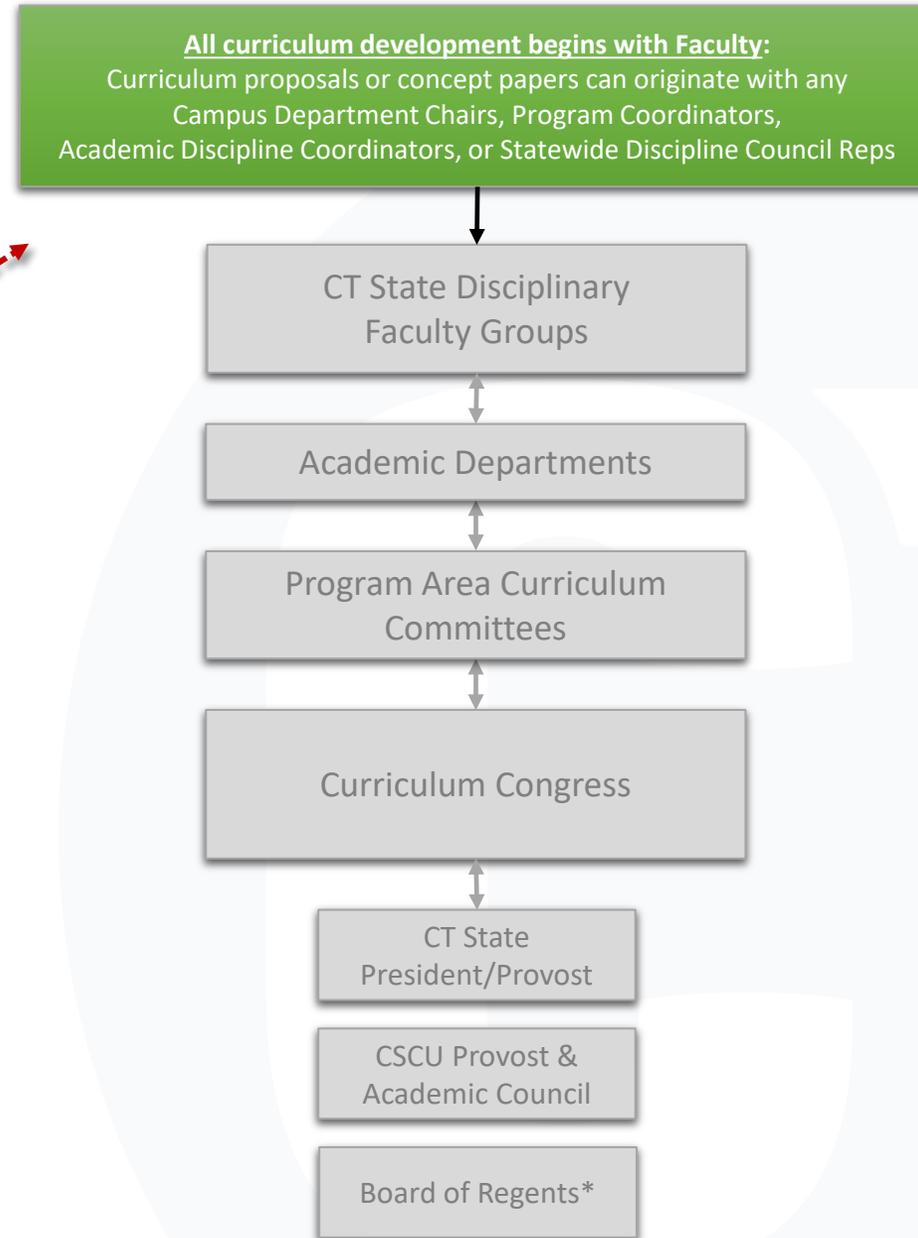
*(Changes made in response to  
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# Revised Model

*(Changes made in response to Fall 2022 feedback...)*

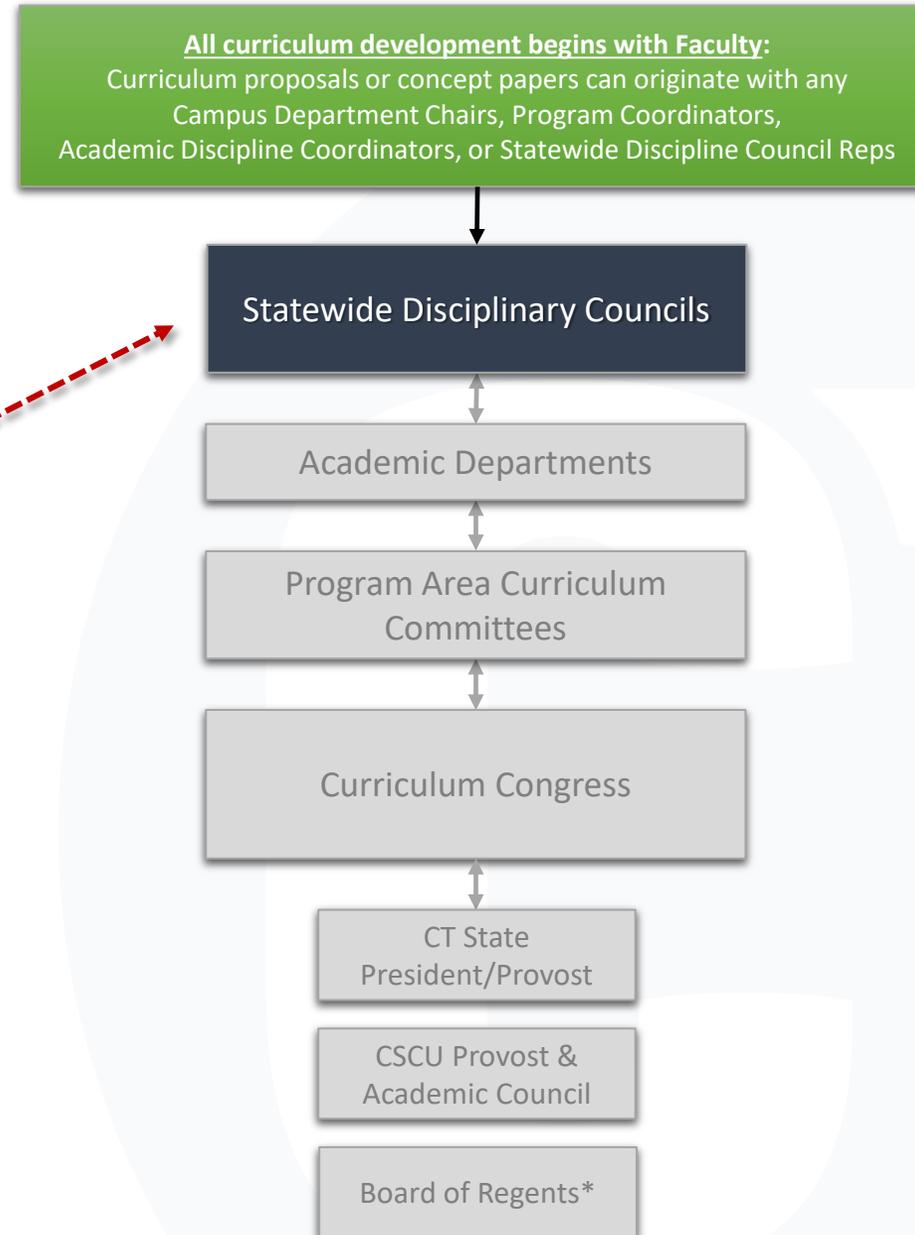
- **Any Statewide Discipline Council or local Department Chair, PC/ADC, or faculty member** can design/submit curricular proposals



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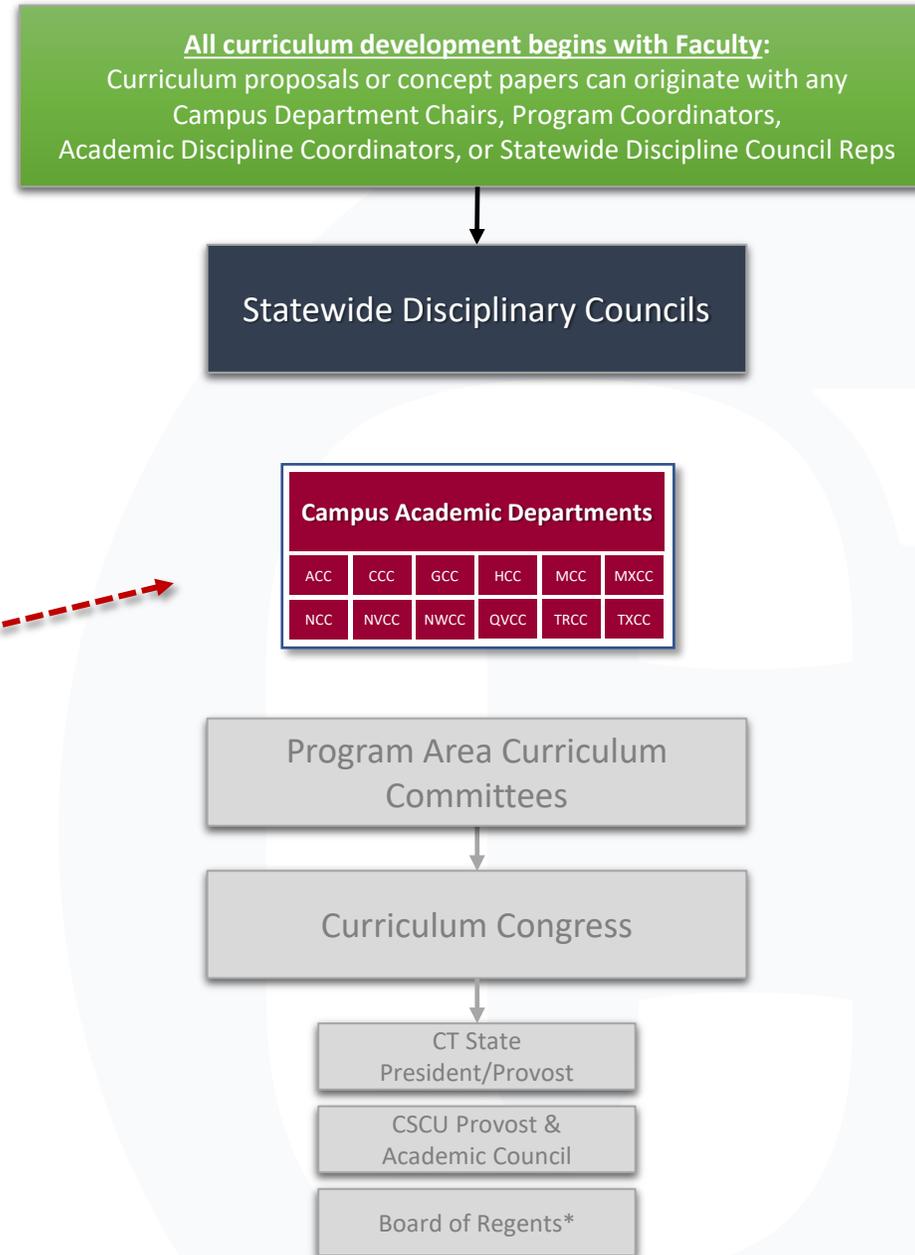
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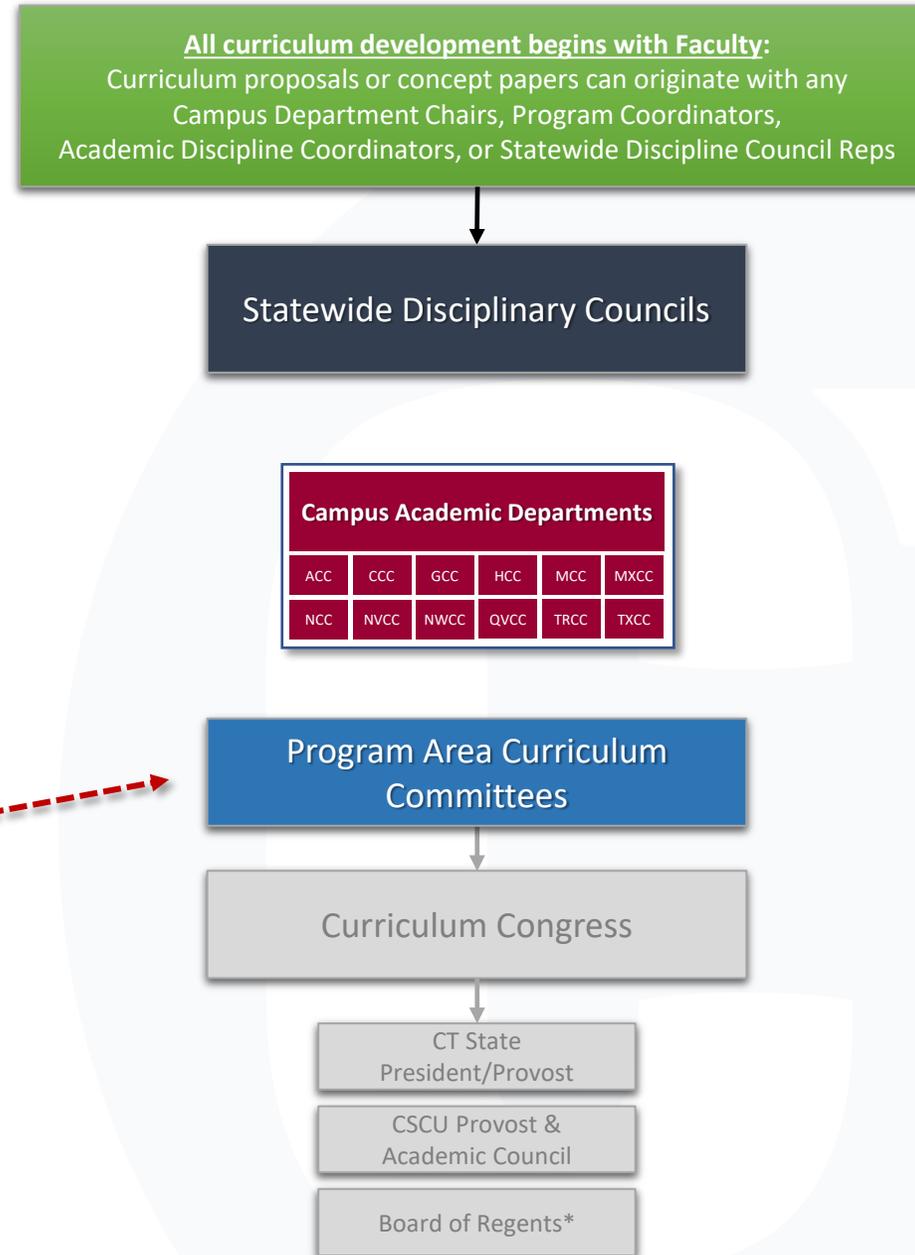
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- **Campus Academic Departments** instead of statewide academic departments



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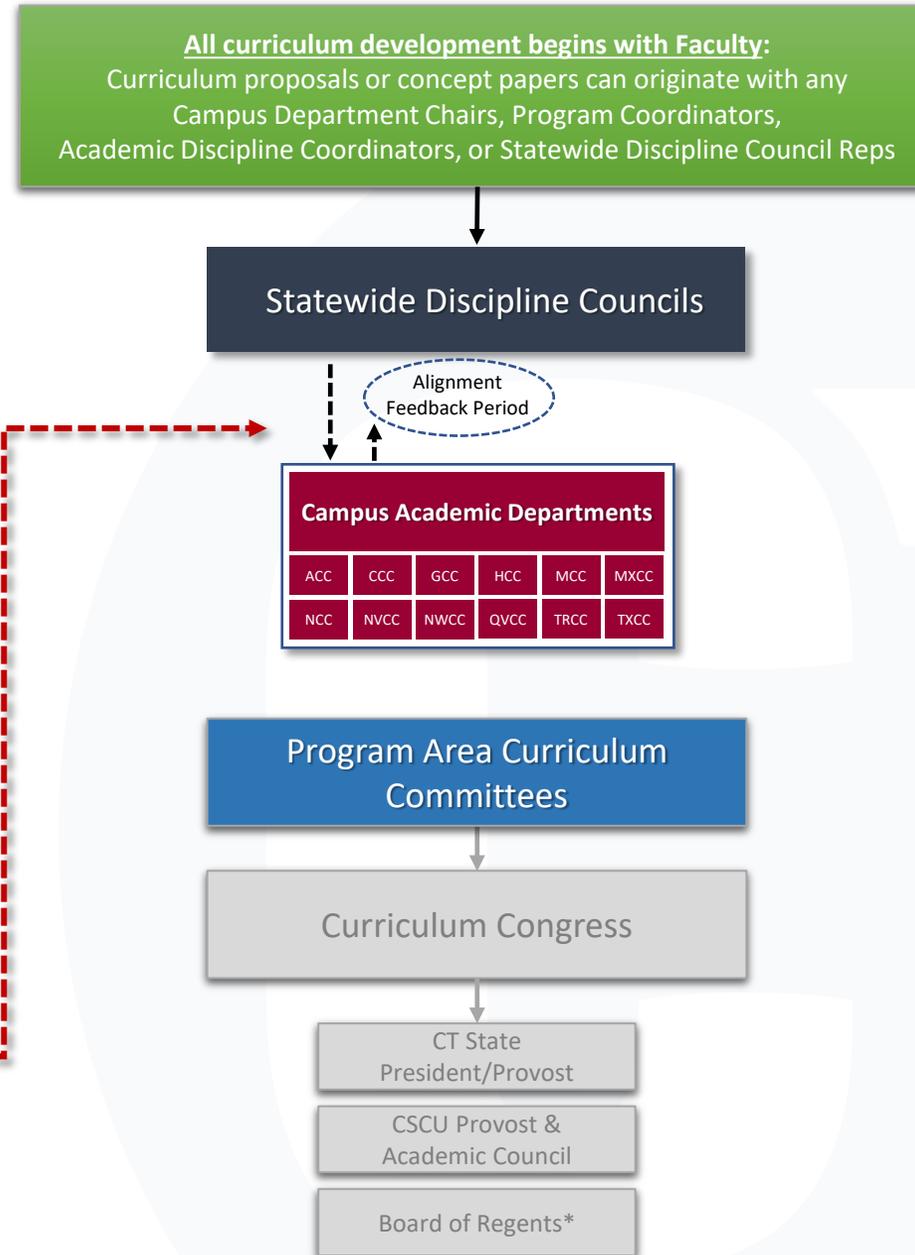
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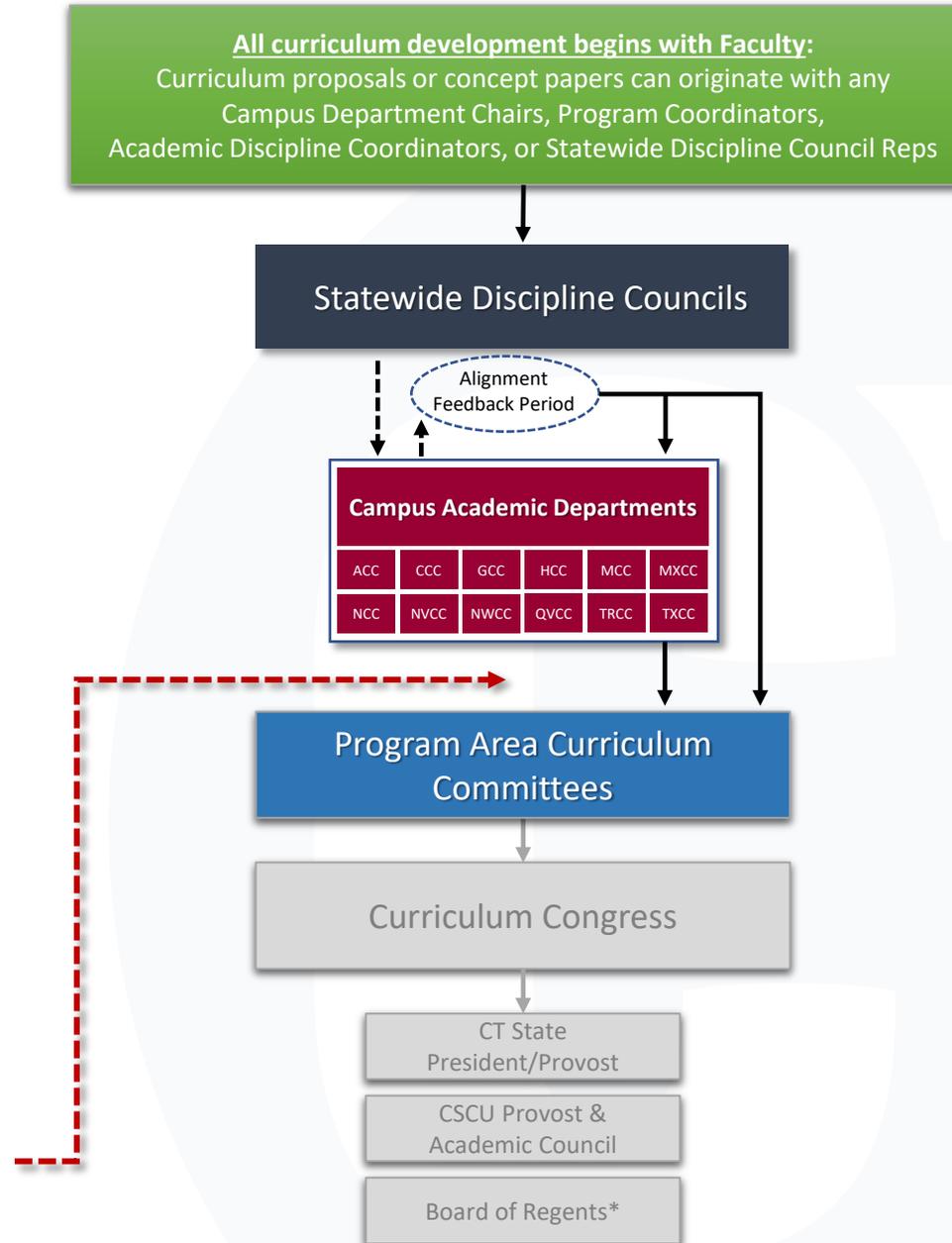
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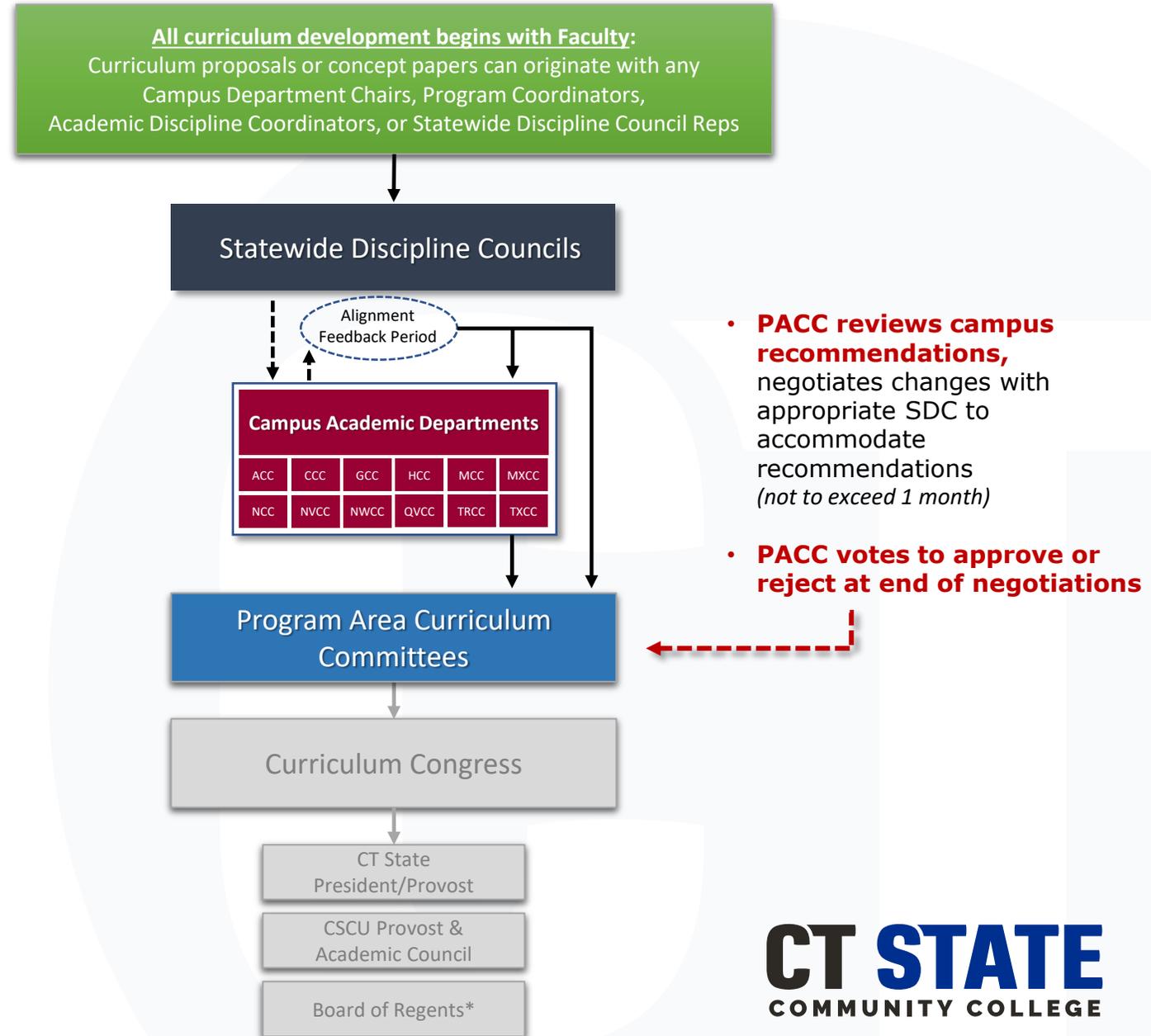
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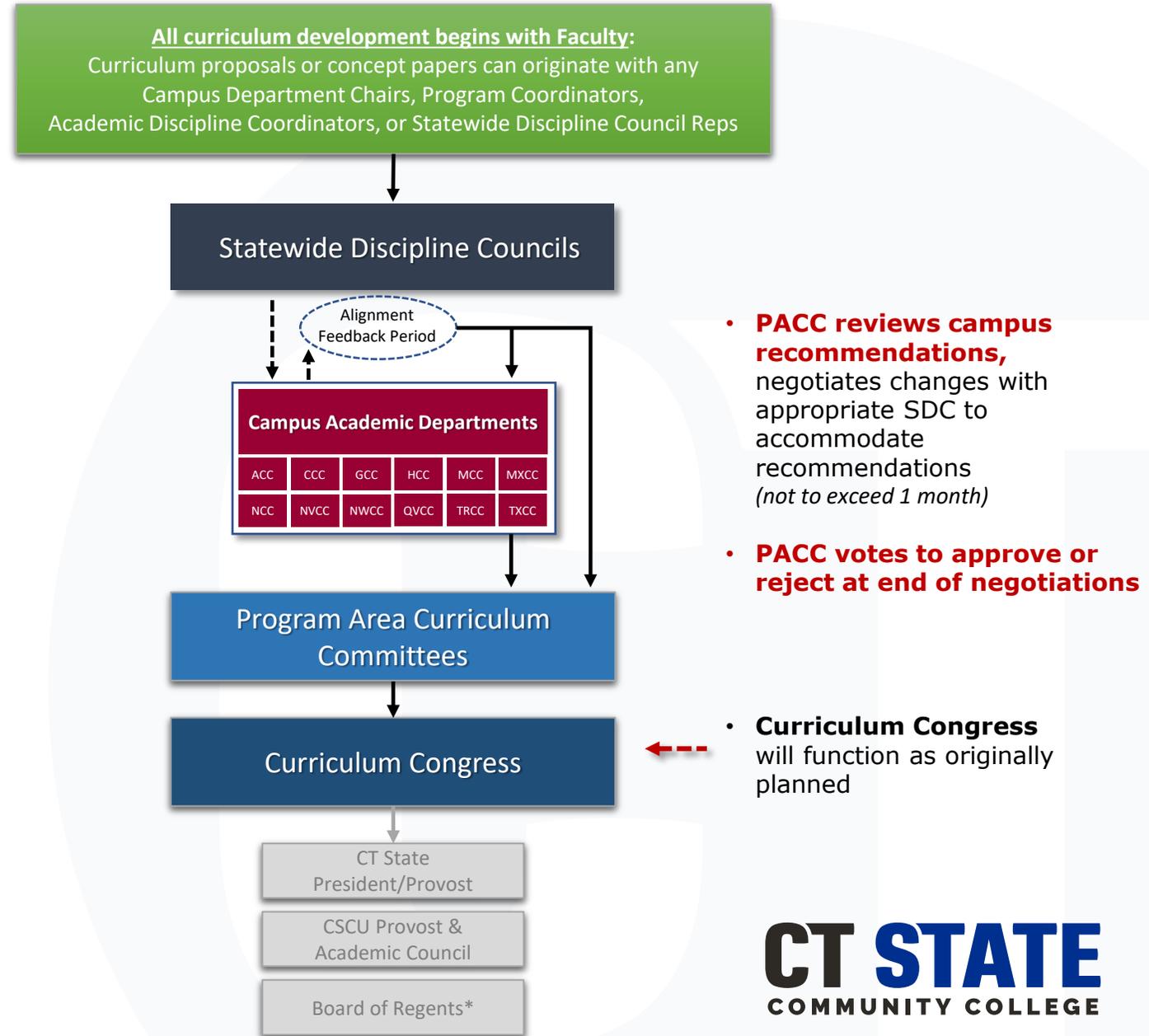
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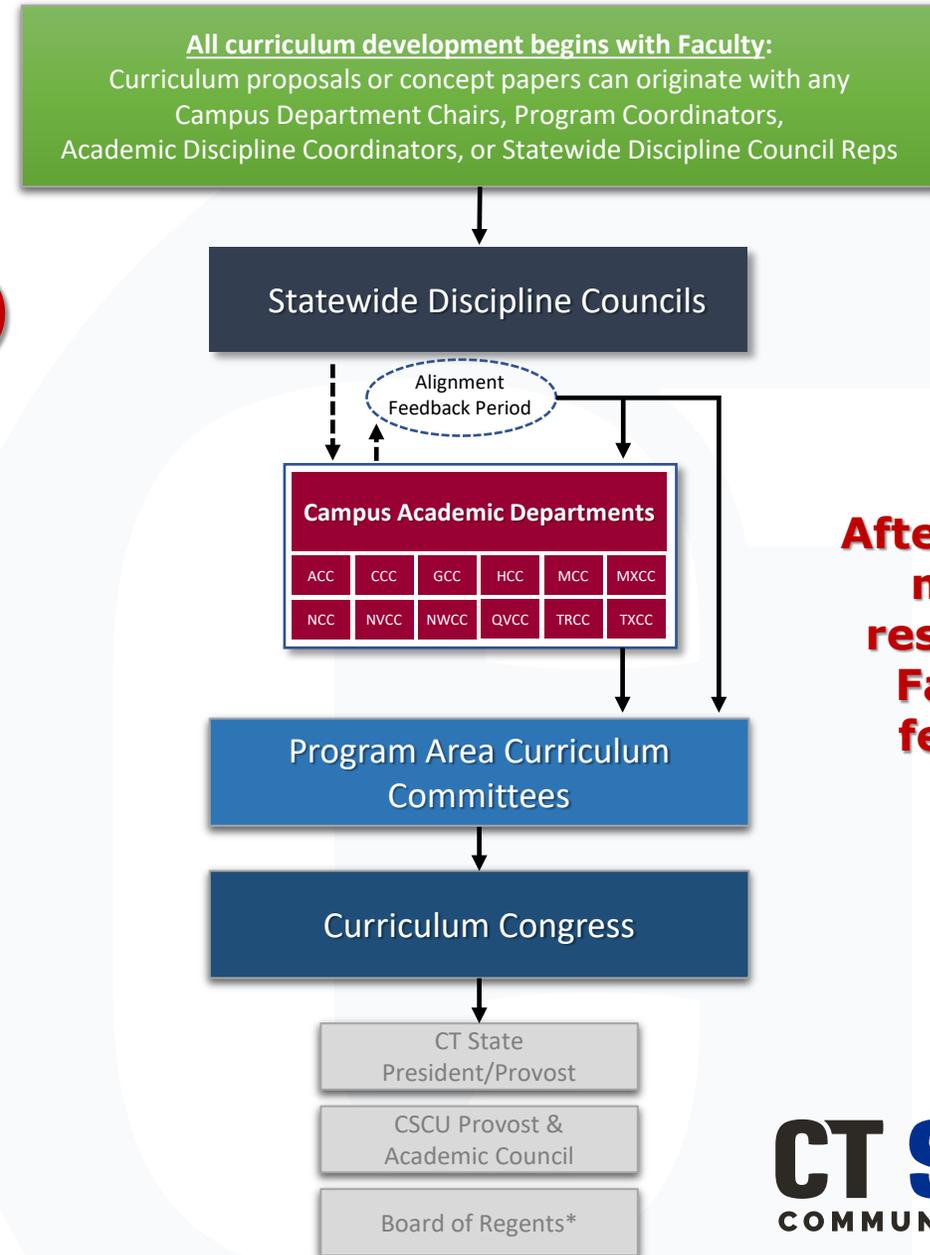


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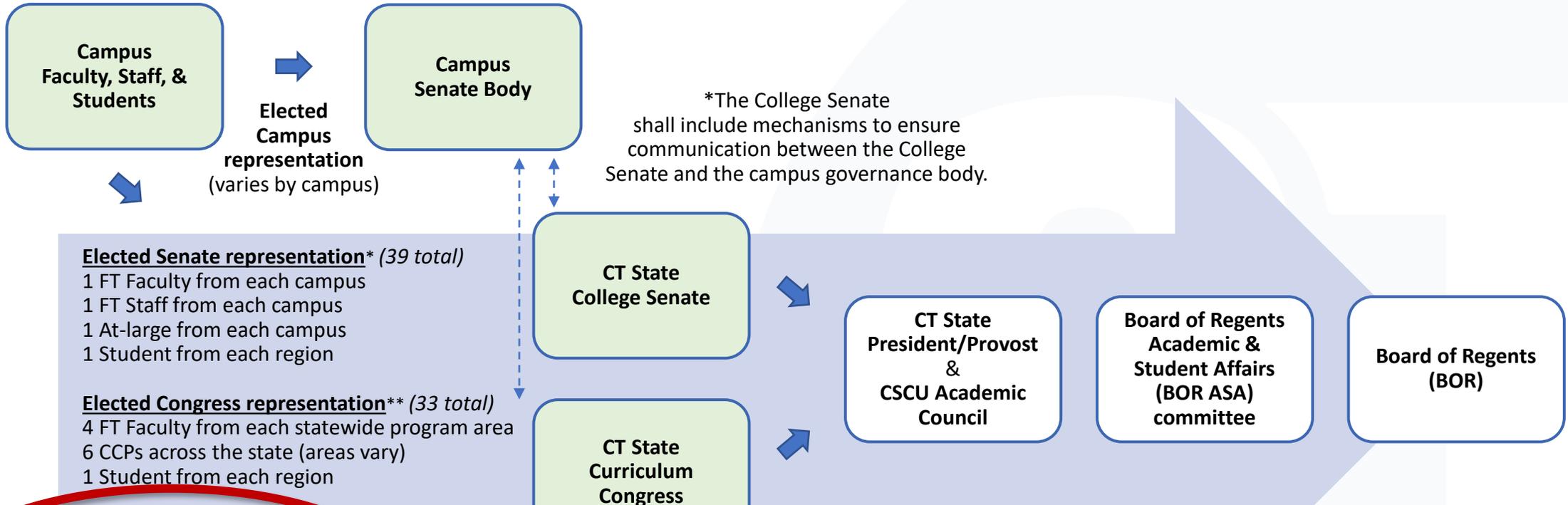
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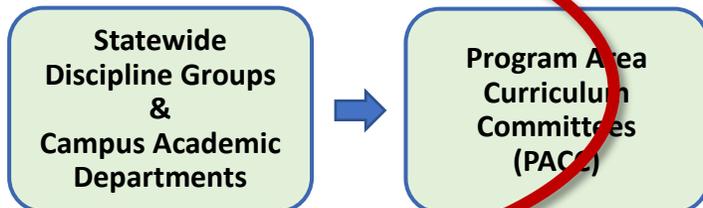
# CT State Governance Process

## (Revised)

### Policy/Non-Curriculum Issues



### Curriculum Issues

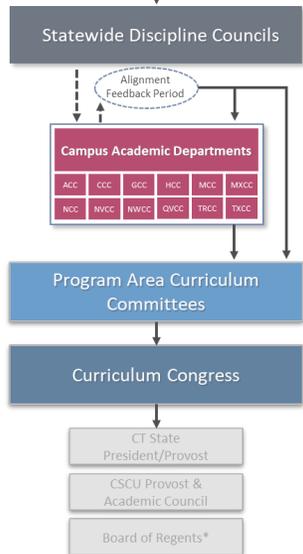


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**Deeper Dive...**

# Example: New Theatre Program Option

All curriculum development begins with Faculty:  
Curriculum proposals or concept papers can originate with any  
Campus Department Chairs, Program Coordinators,  
Academic Discipline Coordinators, or Statewide Discipline Council Reps

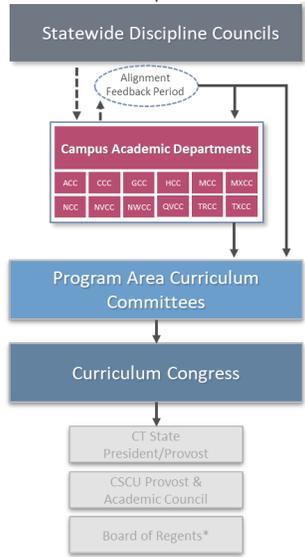


Example:  
A faculty member, Campus CEO, and a representative from a local performing arts center collaborate with the Campus Theatre Program Coordinator (PC) to propose a new theatre program option.

- All curriculum development begins with Faculty  
*NECHE standard (3.15) - curriculum is the primary domain of faculty*
- Curriculum proposals or concept papers can originate with any  
Campus Department Chairs, Program Coordinators, Academic Discipline Coordinators,  
or Statewide Discipline Council Reps
- Submit initial (draft) curriculum proposals or concept paper to the  
Statewide Discipline Council (SDC)  
*(must include fiscal and needs analysis)*

# Example: **New Theatre Program Option**

All curriculum development begins with Faculty:  
Curriculum proposals or concept papers can originate with any  
Campus Department Chairs, Program Coordinators,  
Academic Discipline Coordinators, or Statewide Discipline Council Reps



**“Performing Arts”  
Statewide Discipline Council (SDC)**  
*(1 FT Faculty rep from campuses with related programming)*

- Develop/align (draft) curriculum proposals, credit for prior learning, AP and CLEP exams, etc.
- During feedback period:
  - Post (draft) proposals for 2-4 weeks to gather feedback
  - Incorporate feedback
  - Update proposals
- Vote/approve (aligned) proposals
- Forward aligned proposals to the PACC (“Arts & Humanities”) and send notifications to Campus Academic Departments

# Example: **New Theatre Program Option**

All curriculum development begins with Faculty:  
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Statewide Discipline Councils

Alignment  
Feedback Period

Campus Academic Departments					
ACC	CCC	GCC	HCC	MCC	MXCC
NCC	NVCC	NWCC	QVCC	TRCC	TXCC

Program Area Curriculum Committees

Curriculum Congress

- CT State President/Provost
- CSCU Provost & Academic Council
- Board of Regents\*

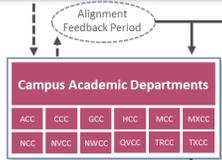
Campus "Arts & Humanities" Academic Departments					
ACC	CCC	GCC	HCC	MCC	MXCC
NCC	NVCC	NWCC	QVCC	TRCC	TXCC

- **During feedback period:**
  - Review/provide feedback for (draft) proposals to inform vote by SDC
- **After feedback period and SDC alignment completed:**
  - Each Campus Arts & Humanities Department votes to recommend approval or revision of (aligned) proposals  
*(vote optional by campus)*
  - Each campus Arts & Humanities PACC rep brings dept recommendation to the Arts & Humanities PACC  
*(if revision, must provide rationale and/or counter proposal)*

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Statewide Discipline Councils



Program Area Curriculum Committees

Curriculum Congress

- CT State President/Provost
- CSCU Provost & Academic Council
- Board of Regents\*

**“Arts & Humanities”  
Program Area Curriculum Committee (PACC)**  
*(with FT Faculty reps from all 12 colleges)*

- Chair of appropriate SDC (“Performing Arts”) presents aligned proposals to PACC
- Review campus recommendations, negotiate changes with appropriate SDC to accommodate recommendations *(not to exceed 1 month)*
- Vote to approve or reject at end of negotiations
- Forward approved proposals to the Curriculum Congress
- Denials or requests for additional edits sent back to SDC
- Report results of accommodation negotiations to local campus departments and SDC

# Example: **New Theatre Program Option**

All curriculum development begins with Faculty:  
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Statewide Discipline Councils

Alignment  
Feedback Period

Campus Academic Departments

ACC	CCC	GCC	HCC	MCC	MXCC
NCC	NVCC	NWCC	CVCC	TRCC	TXCC

Program Area Curriculum  
Committees

Curriculum Congress

CT State  
President/Provost

CSCU Provost &  
Academic Council

Board of Regents\*

**Curriculum Congress**  
*(With FT Faculty reps from all six CT State Schools  
+ 6 CCP Staff + 3 Students)*

- Chairs of appropriate PACC (“Arts & Humanities”) and SDC (“Performing Arts”) present aligned proposals to Congress
- Interdisciplinary review/approval of all curriculum proposals
- Discuss/address other curriculum-related issues/concerns/proposals/policies
- Forward approved proposals to CT State Provost/President
- Denials or requests for edits sent back to PACC
- Prepare summary reports to post for public record

# Curriculum Governance (Revised)

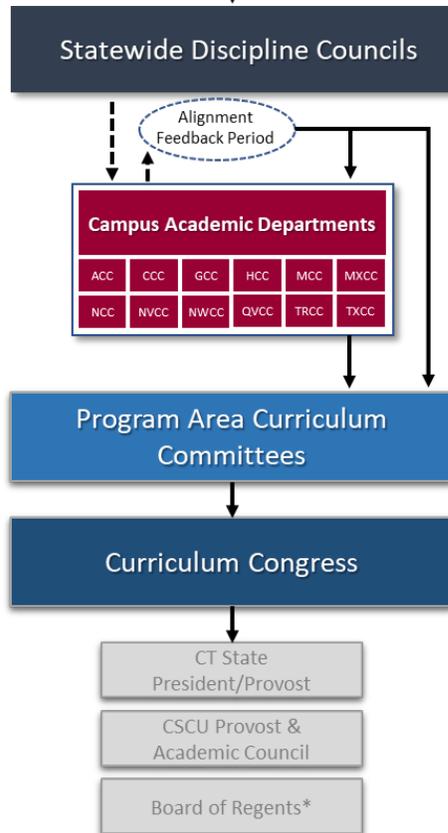
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**Statewide Discipline Councils** →  
Comprised of 1 FT faculty voting rep from each campus where discipline programming is available, all faculty encouraged to participate

**12 Local Campus Departments** →  
Academic Departments may vary by campus, but must align with CT State Schools

**6 Statewide PACC Bodies** →  
Comprised of 1 rep from each Campus Academic Department for each CT State School (Program Area)

**1 Statewide Congress Body** →  
Comprised of 4 faculty reps from each CT State School (Program Area), 6 CCP reps from across the state, and 3 Students from across the state



- **Submit initial (draft) curriculum proposals or concept papers to Statewide Discipline Councils (SDC)**  
*(must include fiscal and needs analysis)*
- **Develop/align (draft) curriculum proposals, credit for prior learning, AP and CLEP exams, etc.**
- **Feedback period: post (draft) proposals for 2-4 weeks to gather feedback, incorporate feedback, update proposals**
- **Vote/approve (aligned) proposals**
- **Forward aligned proposals to the PACC and send notifications to Campus Academic Departments**
- **During feedback period:**  
Review/provide feedback for (draft) proposals to inform vote by SDC
- **After feedback period and SDC alignment completed:**
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- **Prepare summary reports to post for public record**

# Statewide Discipline Councils (proposed)

## School of Arts & Humanities

### 1. Art and Design

Digital Arts Technology, Game Design, Graphic Design, Interior Design, Museum Studies, New Media Production, Visual Art

### 2. Communication

Communication, Humanities, Journalism, Logistics, Media Production, Philosophy, Public Relations, Religion

### 3. English

### 4. ESOL

Advanced English Proficiency, English as a Second Language

### 5. Languages and Culture

Deaf Studies, Interpreter Training, French, German, Italian, Spanish

### 6. Performing Arts

Dance, Music Industry, Music Studies, Musical Theater, Theater, Theater Design & Production

## School of Business & Hospitality

### 1. Accounting

### 2. Business Administration

Business Administration, Business Studies, Entrepreneurship, Finance, Management, Marketing, and Small Business & Entrepreneurship

### 3. Business Office Technology

Administrative Support Specialist, Customer Services Specialist, Electronic Health Records Specialist, Legal Administrative Support Specialist, Medical Insurance Specialist, Office Application Skills, Social Media Specialist

### 4. Business Options

Banking, Business Intelligence, Fashion Merchandising & Retail Management, Public Utility Management, Bookkeeping, Sport & Leisure Management, Management Information Systems

### 5. Culinary

Culinary Arts, Dietary Supervision, Foodservice Management, Professional Baker, Restaurant Management

### 6. Economics

### 7. Health Information Technology

Data Management, Clinical Coding, Medical Billing & Outpatient Coding Specialist, Healthcare Administration, and Outpatient Medical Coding & Auditing

### 8. Hospitality

Hospitality & Tourism Management, Hotel Management, and Meetings, Conventions, & Special Events Management

### 9. Paralegal

## School of Nursing & Health Careers

1. Computerized Tomography, Diagnostic Medical Sonography, Magnetic Resonance Imaging, Mammography, Nuclear Medicine Technology, Radiation Therapy, Radiography

2. Dental Assisting, Dental Hygiene

3. Exercise Science, Health Science, Massage Therapy, Nutrition

4. Medical Assisting, Phlebotomy

5. Medical Lab Technician, Ophthalmic Science

6. Nursing

7. Occupational Therapy Assistant, Physical Therapy Assistant

8. Respiratory Care, Paramedic

9. Surgical Technician

10. Veterinary Technician

## School of Social & Behavioral Science

1. Anthropology, Archaeology, Geography, History, Political Science, Sociology

2. Civic Engagement, Drug & Alcohol Recovery Counselor, Human Services

3. College & Career Success, Library Technology

4. Criminal Justice, Criminology

5. Disability Specialist, Psychology, Speech Language Pathology, Therapeutic Recreation

### 6. Education

Early Childhood Education, Pathways to Teaching Careers

7. Liberal Arts & Sciences, General Studies

## School of Engineering & Technology

1. Architecture, Construction, Energy Management, Water Management

2. Automotive, Aviation, Fire Tech, Railroad

3. Computer Aided Design, Engineering

4. Computer Science Options, Computer Science Transfer

5. Computer Information Systems, Cybersecurity, Management Information Systems, Networking

6. Manufacturing

## School of Science & Mathematics

1. Astronomy, Biochemistry, Chemistry, Physics

2. Biology, Biotechnology

3. Cannabis, Environmental Science, Horticulture, Natural Science

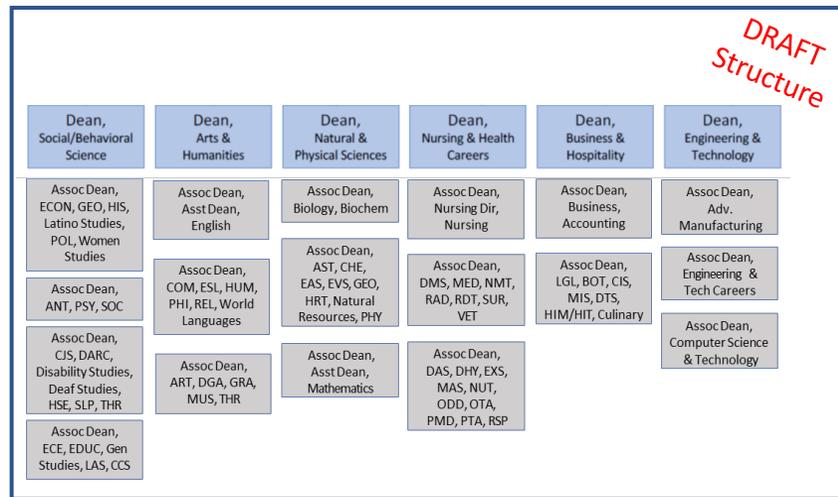
4. Data Analytics, Data Science

5. Mathematics

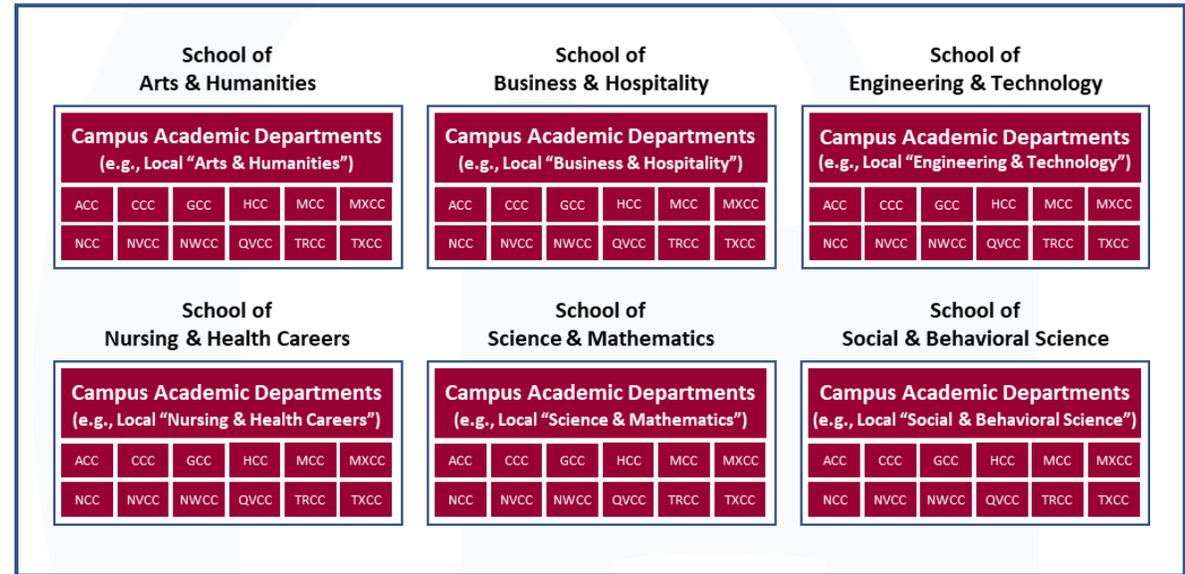
# Campus Academic Departments

Original plan: Statewide groups with Associate Academic Deans

Revised plan: Campus-based groups with Department Chairs (organized by CT State Schools of Study\*)



*(Structure has been modified in response to feedback)*

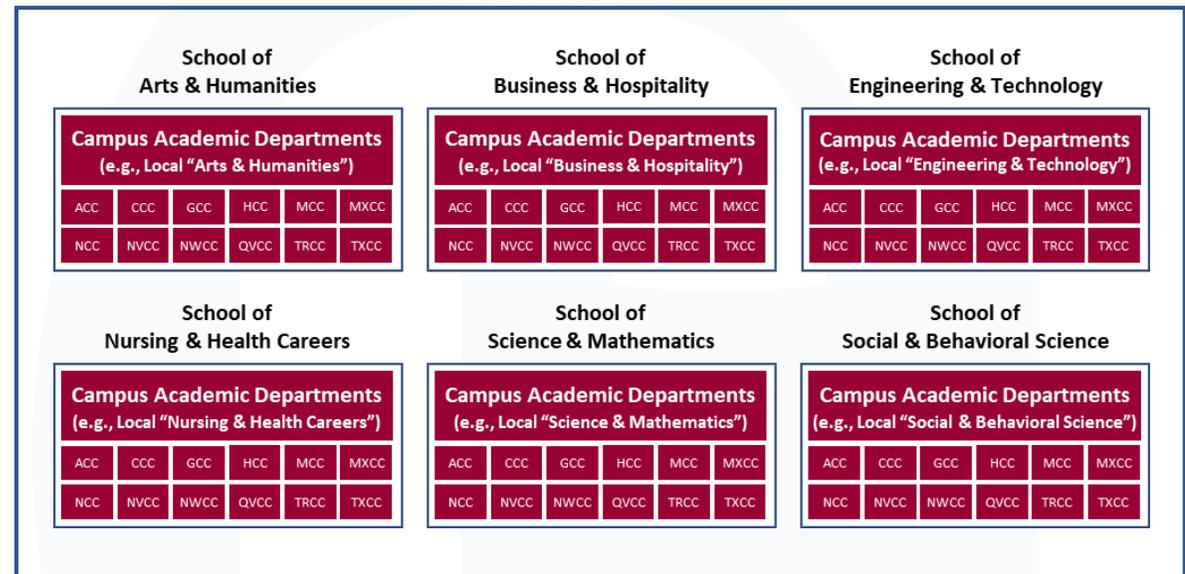


\* Note: Academic Departments might be combined or expanded based on size of campus

\* Specifics related to Department Chairs are still being discussed in impact bargaining

# Campus Academic Departments

- *Reasons for changed structure:*
  - Increase local faculty involvement in the curriculum development process
  - Retain campus identity and culture
  - Ensure local representation and perspective
  - Address needs of local communities



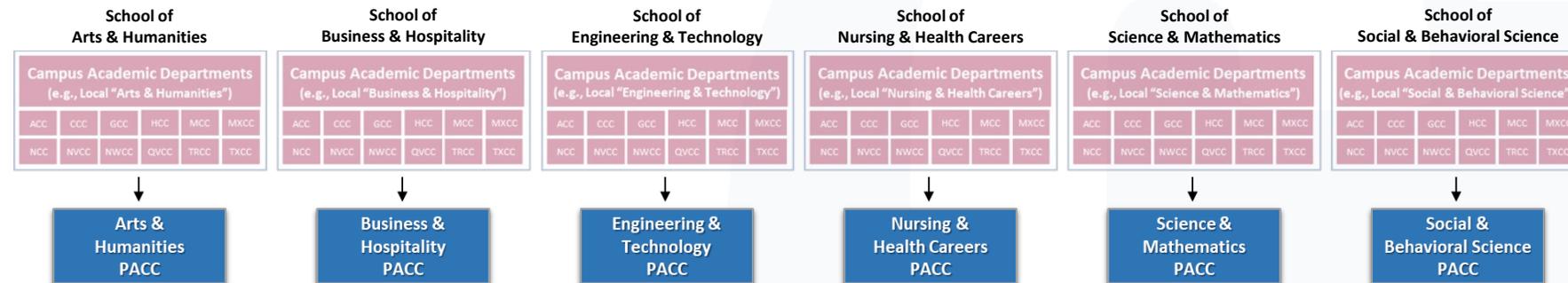
\* *Note: Academic Departments might be combined or expanded based on size of campus*

\* *Specifics related to Department Chairs are still being discussed in impact bargaining*

# Program Area Curriculum Committees (PACC)

## Purpose:

- To streamline curriculum development by addressing curriculum issues across each school/program area prior to being forwarded to the Curriculum Congress
- To increase local faculty involvement in the curriculum approval process



## Membership:

- One PACC for each CT State school/program area
- 12 members in each PACC\*  
*(\*Changes made in response to feedback requesting campus-based academic departments)*



# Curriculum Congress

## Purpose:

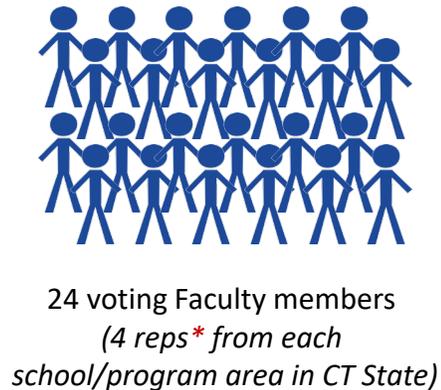
- To conduct interdisciplinary review and approval of curriculum proposals for CT State
- To honor NECHE standard (3.15) that curriculum is the primary domain of faculty
- To streamline the process of curriculum development
- To address statewide curricular initiatives and issues
- To ensure collaboration and representation across campuses
- To ensure collaboration and representation across six schools of CT State
- To ensure aligned academic programs and courses for a single catalog

# Curriculum Congress

## Membership:

- 33 elected voting members *(increased from 27 in original proposal in response to feedback in 2021)*
- Co-chairs elected within Congress *(minimum 1 Faculty member)*

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 local senate will elect a non-voting member to the Congress to ensure communication between each campus and the Congress.



*(\*Increased from 3 to 4 from each school/program area in original proposal, in response to feedback in 2021\*)*

+



6 voting CCP members  
(1 from Advising  
1 from Registration  
1 from Library\*\*  
1 CCP with direct curricular responsibilities\*\*  
and 2 "At-large")

*(\*\*These changed from "at-large" in original proposal in response to feedback in 2021)*

+



3 voting Students  
(1 SGA rep  
from each "region")

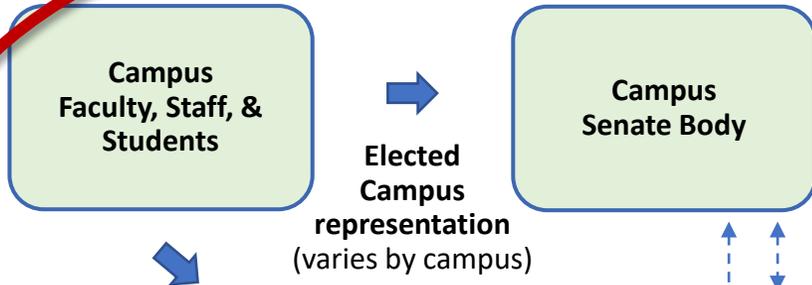
+



CT State Provost  
or designee  
(ex officio member)

# CT State Governance Process

## Policy / Non-Curriculum Issues



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

**No changes to local or statewide Senate Bodies**

### Elected Senate representation\* (39 total)

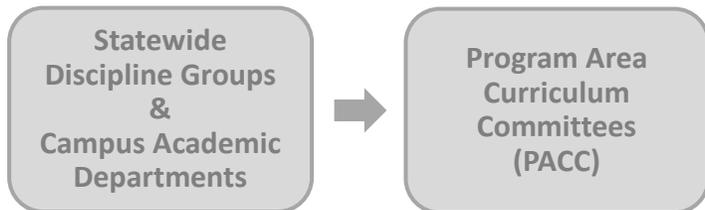
- 1 FT Faculty from each campus
- 1 FT Staff from each campus
- 1 At-large from each campus
- 1 Student from each region

### 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



## Curriculum Issues

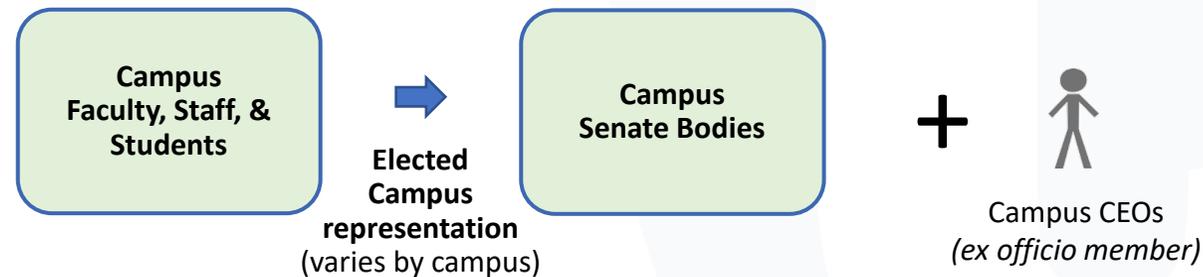


\*\*The Curriculum Congress should include at least one representative (faculty/staff) from each of the 12 campuses. If there is no representation from a campus, that campus's senate will elect a non-voting member to the Curriculum Congress to ensure communication between each campus and the Congress.

# Campus Senate Bodies

## Purpose:

- The main forum for discussion of non-curriculum issues that impact *each local campus community*, such as, but not limited to, the following:
  - Campus events and scheduling issues
  - Campus standards and policy recommendations (*non-curriculum related*)
  - Campus services, resources, and strategic initiatives
  - Other issues concerning local students, faculty, or staff of each campus



# College Senate

## Purpose:

- The main forum for discussion of non-curriculum issues that impact the *entire CT State community*, such as, but not limited to, the following:
  - Statewide events, calendars, and scheduling issues
  - College standards and policy recommendations (*non-curriculum related*)
  - Statewide services, and resources, and strategic initiatives
  - Other issues concerning students, faculty, or staff of CT State Community College

# College Senate

## Membership:

- 39 elected voting members *(increased from 27 in original proposal in response to feedback in 2021)*
- 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)*



12 voting FT Faculty members  
*(1 rep from each campus)*

+



12 voting FT Professional/  
Classified Staff members  
*(1 rep from each campus)*

+



12 voting Non-Management  
"At-Large" members\*  
*(1 rep from each campus)*

*(\*These 12 added to original  
proposal in response to  
feedback in 2021)*

+



3 voting Students  
*(1 SGA rep  
from each "region")*

+



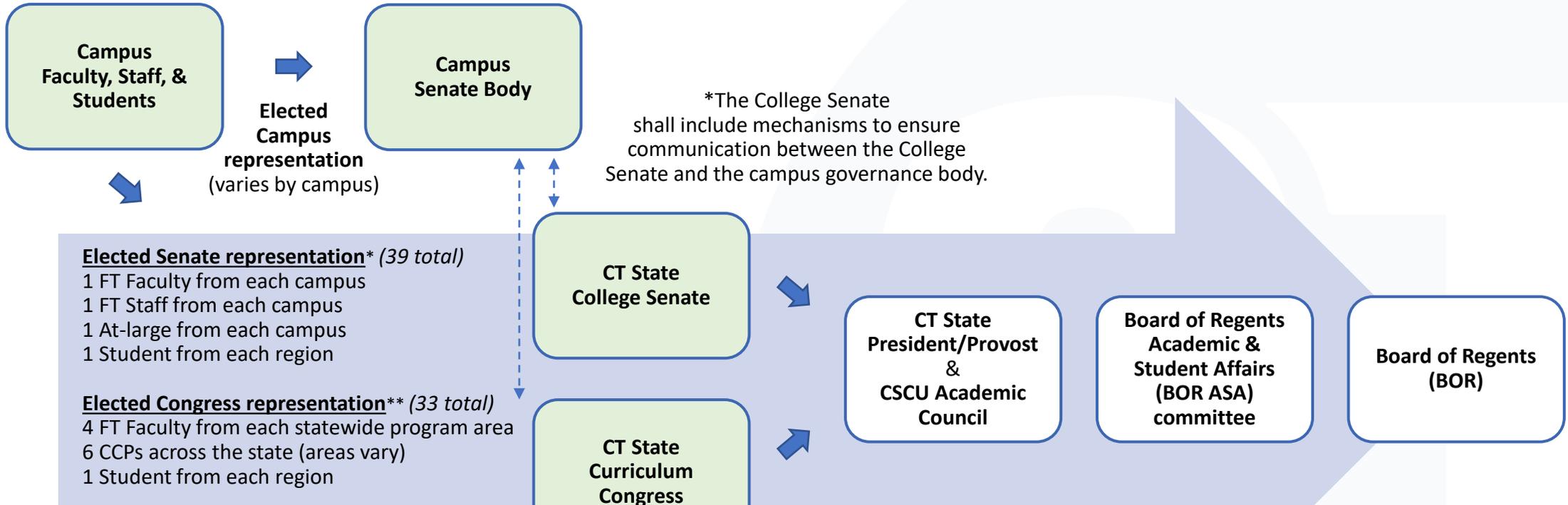
CT State President  
*(ex officio member)*

# Recap & Summary...

# CT State Governance Process

## (Revised)

### Policy/Non-Curriculum Issues



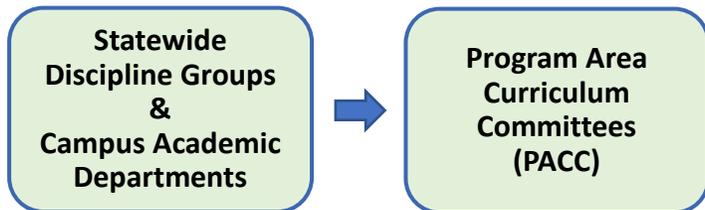
**Elected Senate representation\* (39 total)**

- 1 FT Faculty from each campus
- 1 FT Staff from each campus
- 1 At-large from each campus
- 1 Student from each region

**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

### Curriculum Issues



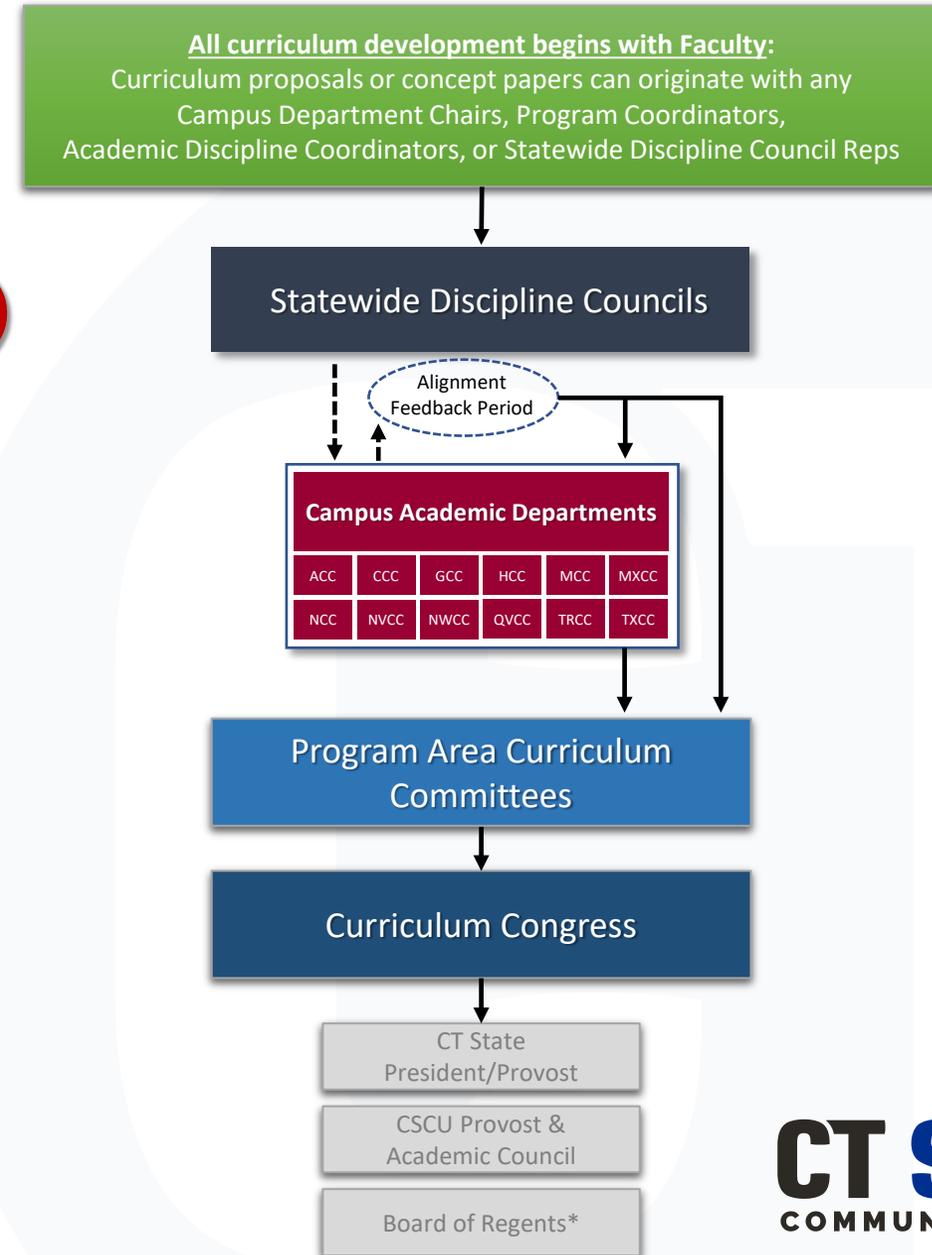
*\*\*The Curriculum Congress should include at least one representative (faculty/staff) from each of the 12 campuses. If there is no representation from a campus, that campus's senate will elect a non-voting member to the Curriculum Congress to ensure communication between each campus and the Congress.*

# Curriculum Development & Approval (Revised)

\*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
- Suspension of an Academic Program
- Discontinuation of an Academic Program
- Establishment of a CSCU Center/ Institute

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



# Next Steps...

# Timeline

Sep-Nov 2022	Campuses Visits, Feedback, and Governance Resolutions
Nov 10 <sup>th</sup>	Revised Governance Model Webinar
Nov 17 <sup>th</sup>	Deadline to submit feedback on Revised Governance Model and proposed Statewide Discipline Councils (SDC) <i>Link to feedback form:</i> <a href="https://www.ctstate.edu/webinars/">https://www.ctstate.edu/webinars/</a>
Nov 30 <sup>th</sup>	Feedback and changes incorporated into model Governance model finalized
Dec 9 <sup>th</sup>	Deadline to submit nominations for statewide governance bodies
Dec 23 <sup>rd</sup>	Deadline to vote for local and statewide governance body elections
Jan-Mar 2023	Governance bodies finalize bylaws
Mar-May 2023	Governance bodies operational
2023-2024	Regular convening of CT State governance bodies

*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*

# FAQs & Live Q&A...

# FAQs

## How does this plan address both local and statewide concerns?

- Operates as a single accredited entity under NECHE
- Ensures statewide alignment of programs, courses, policies, and procedures
- Ensures alignment for a single academic catalog
- Ensures collaboration and representation across campuses
- Addresses statewide initiatives and issues
- Addresses needs of local communities
- Ensures local representation and perspective
- Retains local campus identity and culture

# FAQs

## How does the plan avoid gridlock given the number of shared governance bodies reviewing curricular proposals?

- SDCs and Campus Academic Departments will consider proposals in a timely fashion
- PACCs will review and address curricular issues across campuses within each school of CT State
- Curriculum Congress will conduct interdisciplinary review and approval of curriculum proposals across all areas of CT State
- Curriculum will be proposed, modified, and approved by faculty (*NECHE standard 3.15*)

# FAQs

## How does the plan ensure adequate representation for campuses of various sizes?

- SDCs will be comprised of 1 FT faculty voting rep from each campus where discipline programming is available, *all faculty encouraged to participate*
- Academic Departments will be campus-based and may vary by campus, but must align with CT State schools
- PACCs will be comprised of 1 rep from Academic Departments on each campus
- Curriculum Congress will be comprised of 4 faculty reps from each CT State school/program area, 6 CCP reps from across the state, and 3 Students from across the state

# FAQs

How are recently hired faculty members, who do not have the benefit of Additional Responsibilities, compensated for service on shared governance?

- Workload issues are subject to collective bargaining and should not be included in a governance model.
- Faculty union contracts provide language related to additional responsibilities (AR) and release time (RT) for full-time faculty.
- Guidance related to recommended AR/RT for service on statewide governance bodies during Spring 2023 and the 2023-24 academic year is being developed to ensure consistency across CT State and will be shared once finalized.

# FAQs

The Discipline Council in my area has been very effective in considering and proposing curricular changes. Would this plan maintain Discipline Councils?

- Some established groups will be maintained as SDCs, and others will be formed as new SDCs for CT State.
- Statewide Discipline Councils (SDC) will be responsible to align curriculum proposals across multiple campuses.

# FAQs

Can each local shared governance body add amendments to a proposal? If so, wouldn't these amendments cause gridlock?

- There are opportunities for local faculty members and Campus Academic Departments to provide feedback in curriculum proposals during the SDC alignment process.
- There are also opportunities for Campus Academic Departments to vote to recommend approval or revision of proposals being forwarded to the PACC from the SDC.
- All six PACCs will also be comprised of representatives from Campus Academic Departments, so there will be ample opportunity for local faculty departments to recommend changes to curriculum proposals.

CT State Informational Webinar Series

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**Live Q&A...**

**Enter your questions in the chat**

**Link to Feedback Form:** <https://www.ctstate.edu/webinars/>  
(11/17 deadline to submit)

**CT STATE**  
COMMUNITY COLLEGE