**Standard Three: Organization and Governance**

**DESCRIPTION**

(3.1 – 3.3 & 3.6) Central is one of four regional comprehensive universities that are part of the CSCU System, which is governed by the Board of Regents for Higher Education (BOR) under authority from Connecticut General Statutes. State law, BOR Bylaws, collective bargaining agreements, and the Faculty Senate Constitution and Bylaws provide a clear framework for the university’s governance structure. The organizational structure ensures policies and decision-making processes are consistent with the mission of the University.

(3.4 & 3.5) State lawstipulates that the BOR consist of 21 members selected by various constituencies intended to represent the public interest. Fifteen are voting members: nine appointed by the Governor, four appointed by leaders of the Connecticut General Assembly, and two ex officio student leaders. An additional six are ex-officio, nonvoting members: two faculty leaders and four State Commissioners. Membership qualifications reflect the state’s geographic, racial, and ethnic diversity, provide for alumni representation, and ensure at least one member has subject-area expertise in primary and secondary education. CSCU and the BOR have no stockholders or corporate directors. To avoid possible conflicts of interest, state law prohibits voting members (71 percent of the Board), during their term of membership, from being public officials, state employees, board members of any independent institution of higher education, or board members of the University of Connecticut.

(3.7) BOR Bylaws establish standing committees charged with broad oversight in the areas of Academic and Student Affairs; Audit, Finance and Infrastructure; Human Resources and Administration; and an Executive Committee comprised of the chairs of the standing and special committees. The Board Chair may establish additional committees from time to time to address other subjects or issues as appropriate. (3.8) The BOR examines its effectiveness through periodic retreats, ongoing discussions at the committee level, and deliberations at the Executive Committee. BOR members attend workshops and conferences to remain current on issues affecting their legal and fiduciary responsibilities. Experts on various topics occasionally make presentations to ensure BOR members are versed in critical decision-making areas.

(3.9) Communication among BOR members is carried out through regular public meetings of the Board and its committees. One standing agenda item is an open forum when members of the public, faculty, staff, and students are invited to speak directly to the BOR. Since the COVID-19 pandemic, Board meetings have been conducted via remote participation. The CSCU website is the repository of BOR resolutions, policies, meeting agendas and minutes, and links to YouTube recordings of meetings. CSCU presidents and system administrators meet on a regular basis through an extensive Council structure that advises the System President and executive staff regarding issues affecting the institutions and the system as a whole.

(3.6 & 3.10) The CSCU System Office is the administrative arm of the BOR, headed by a Chief Executive Officer (System President) who serves at the pleasure of the Board with the responsibility for implementing the policies and directives of the board and any additional responsibilities as the board may prescribe. System Office senior staff include a Chief Academic Officer and Chief Financial Officer with responsibilities and decision-making authority parallel to, and often overlapping, their institutional counterparts. System Office staff provide the BOR with information necessary to fulfill its policy-making roles.

Chief Executive Officers (Presidents) of the CSCU institutions are appointed by the System President. This is a new development. On June 23, 2022, the BOR changed Article 5.2 of its HR Policies for Management/Confidential Professional Personnel from “University Presidents are *appointed by the Board*” to “Institution Presidents are *appointed by the System President*” (emphasis added). The System President is responsible for conducting Institution Presidents’ annual performance evaluations.

The University President is responsible for meeting the institution’s mission, directing its executive management personnel, promoting its development and effectiveness within approved Board policy, and assuming responsibility for the welfare of all students and employees at the institution. In addition, the University President provides information annually to the BOR highlighting Central’s accomplishments for the BOR’s Digest of Administrative Reports to the Governor.

(3.11) The CSCU System Chief Financial Officer regularly reviews all state, federal, internal, and independent audits including the University’s annual financial statements and bond-funded capital improvement projects. The System CFO also manages, and reviews plans for enterprise risk management with the BOR Audit Committee. CSCU’s in-house legal counsel and Chief Information Officer (CIO) report to the Audit Committee on compliance and internal control matters. Other officers are responsible for monitoring non-financial risk management, the protection of personally identifiable information, and the accuracy of academic records.

Twice each year, the University’s Chief Budget Compliance Officer (CBCO) and President provide the BOR with an update of the institution’s financial status. The Finance and Administration Committee of the BOR and then the full BOR undertake a mid-year review in February. At the end of the fiscal year, the University presents a review of the year’s finances and next year’s spending plan, which is subject to BOR approval by resolution.

**INTERNAL GOVERNANCE**

(3.12) The University President manages the institution through an administrative structure responsible for achieving its mission and assessing its effectiveness. The President’s direct reports form the ExCom, each overseeing distinct functions tied to the University’s mission. The President holds regular ExCom meetings and monthly meetings with the [IPC](https://www.ccsu.edu/ipc/), which hears budget requests, and new initiative proposals including academic programs. The IPC makes recommendations on budget, faculty, and staff positions based on all of the financial and academic data available. As a member of ExCom, the Associate Vice President for Planning and Institutional Effectiveness is a key university officer who also serves as the NECHE Accreditation Officer and oversees OIRA. OIRA supports the University’s assessment, data collection and reporting efforts, and other measures relating to institutional effectiveness. In addition, OIRA monitors the progress of *Strategic Plan 2030: Changing Lives, Building Communities; Central to Connecticut.*

Through the Human Resources Department (HR), the President ensures that administrators, faculty, and staff are qualified and prepared to meet the objectives and policies of the institution. HR provides all employees with their position descriptions, appropriate procedures, and CBAs where applicable.

(3.13) The President and senior administrators communicate with institutional bodies in various ways. The President meets regularly with the leadership of the Faculty Senate, the American Association of University Professors (AAUP), and the State University Organization of Administrative Faculty (SUOAF). In addition, the President meets with faculty, staff, and students on an ad hoc basis. The University President and Faculty Senate President jointly hold a minimum of four open forums over the course of the academic year to allow for dialogue on matters of importance to the campus community. The Provost also meets monthly with the Faculty Senate President to discuss issues of concern and potential cooperation between faculty and administration. Deans hold monthly meetings with the department chairs in their schools. In addition, most members of the ExCom regularly attend biweekly meetings of the Faculty Senate, where they can hear the issues that are on the minds of faculty and staff.

The President of the Student Government Association (SGA) meets with the University President and the Vice President for Student Affairs on a regular basis. The SGA President is a permanent guest of the Faculty Senate, which creates a forum for students to present their initiatives to faculty, staff, and senior administrators.

The [Faculty Senate](https://web.ccsu.edu/facultysenate/?redirected) (Senate) is comprised of elected members from the AAUP and SUOAF unions. They have a substantive voice in academic programming, personnel and matters of policy. The Senate exercises decision-making authority over matters of curriculum and academic policy while providing advice on other administrative matters.

(3.14) The Provost and Vice President for Academic Affairs (Provost) is the chief academic officer for the University reporting directly to the President. The [Provost](https://www.ccsu.edu/academics/academicaffairs.html) oversees the institution’s four academic schools and colleges (Business; Engineering, Science, & Technology; Education & Professional Studies; and Liberal Arts and Social Sciences), Graduate Studies, academic support centers, the Registrar, the Elihu Burritt Library, and [Academic Centers](https://www.ccsu.edu/academics/academiccenters.html). Academic Deans provide oversight for academic program review and all credit-bearing programs, regardless of schedule or modality.

(3.15) Faculty have primary responsibility for the curriculum, including course content and quality. Curriculum matters and effectiveness are managed through committee structure with Faculty representation from every academic department. Faculty participate in shared governance that includes numerous [committees](https://web.ccsu.edu/facultysenate/scccsuf.asp) that report to the Senate. These committees give faculty voice in such matters as curriculum, assessment, standards, integrity, etc.. See Standard Six and Data Form 6.X for more information regarding faculty and staffing levels.

(3.16) Undergraduate students are represented by the SGA which is governed by the SGA Senate, comprised of elected members with representation from residential, commuter, and first-year students, as well as at- large members. The SGA is responsible for electing student representatives to serve on various Faculty committees including UPBC, Committee on Academic Advising, and Curriculum Committee, to name a few. In addition, the SGA President is a permanent guest of the Senate with a standing agenda item for announcements. Similarly, graduate students are represented in the Graduate Student Assembly that, through its elected Executive Council, articulates the interests of graduate students to the administration and other groups on campus.

(3.17) The Senate committee structure is designed to ensure that relevant perspectives from various disciplines and areas are taken into consideration. Committees dealing with curricular issues are restricted to teaching faculty, include representation from every school (and every department, in the case of the Curriculum Committee), with Dean’s Office representatives holding ex officio, non-voting positions. Committees dealing with issues that are budgetary or related to long-term planning tend to include a mixture of Faculty and professional staff, with some ex officio, non-voting positions for management. Members of committees are elected by the constituents they represent. All of these committees report to the Senate where motions are voted on, subject to approval by the President of the University.

(3.18) Central does not engage in contractual arrangements that are curricular in nature, provide assessment of achievement.

(3.19) The University reviews the effectiveness of its governance structures at two levels. The Senate reviews its committees on a three-year cycle, determining if the bylaws and missions are still appropriate and effective. The President also requests review of all other structures of governance whenever she determines that continuing effectiveness requires it. The UPBC, through the Senate, advises the President, within the context of the University's mission on strategic planning process and budgetary priorities of the University. The Senate serves in an advisory capacity in the appointment of administrative officers, budget and planning matters, university organizational structure, promotion and tenure policy, and in other matters affecting the educational quality and mission of the university.