Transmitted: June 13, 2024

Taskforce & Committee Recommendations

Minimum Course Enrollment, Course Caps, Cancellation Process & Timelines, & Increasing Transparency

The initial set of recommendations are related to Minimum Course Enrollment to make, Course Caps, Cancellation Process & Timelines, and Increasing Transparency throughout these processes. In sharing the substance of the taskforce recommendations, our objective is to begin constructive collaboration with management stakeholder representatives to foster effective enrollment management and bring transparency and faculty leadership to policy development, process improvement, and procedural enhancement. Therefore, the taskforce recommends:

Minimum Enrollment to Make   75% Support

1. **Recommendation: Therefore, the minimum enrollment for a course to make is ten students.**

Currently, minimum enrollment for courses to make varies between 15-18 (discipline caps, classroom capacity, etc.) with each campus setting its own minimum enrollment. Minimum enrollments and rationales vary significantly, and different courses are held to different enrollment thresholds with no transparency, consistency, or rationale provided for these variations.

This recommendation seeks to establish a baseline enrollment for courses to run or be considered for cancellation. CT State does not have a formula for calculating the cost to run a course but has previously included the salary and benefits of full-time faculty salaries as justification for the higher minimums.

Because the salary and benefits of full-time employees are funded by the state of Connecticut. Therefore, we propose the following funding formula be applied and adjusted by credits:

According to the CT State website a 3-credit course is $692 (tuition & fees). The cost of a Part Time Lecturer for a 3 CR course is 6474/692=9.335. This makes our recommendation feasible.

Further, CT State – NB acknowledges some courses never meet break even points, but was unable to identify which courses, the rational for running them, or a framework for decision making. CT State Community College should seek to standardize break even points and publish the formulas and data points in those formulas in an effort to be transparent about the process, thresholds, and rationale.

Where campuses deviate from the minimum course enrollment of 10 students, those justifications should be published for transparency purposes and justifications applied to all campuses judiciously.

Discipline Group Review of Schedule   74% Support

2. **Recommendation: Discipline Groups will review the part of the Course Schedule for that discipline after the schedule is drafted by the campuses and before it is available to the public.**

   Each discipline-based section of the proposed Course Schedule will be sent to the Discipline

Groups for review and recommendations related to adjustments for course offerings.

Each Discipline group will have 5 business days to make recommendations to the campuses and CT State simultaneously prior to the Course Schedule being made public.

Definition: Discipline Groups – Inclusive of all college wide, full-time faculty whose primary responsibilities are in the discipline under scrutiny.

Definition: Over-Scheduled – Above historical norms accounting for curriculum changes and campus initiatives. This label has been used by CT State Administration - NB and we are responding to their use of that term and providing for faculty in the discipline to discuss and make recommendations.

With this recommendation we are seeking to reduce the number of over-scheduled sections while still meeting the needs of individual campuses and our students. For Spring 2024, more than 1,000 sections were cancelled. Some courses on the schedule were never made viewable/visible and some courses were cancelled just days after the schedule was made available.

The schedule *will continue to be built by Department Chairs and Program and Discipline Coordinators;* Discipline Groups could provide input related to sections identified as "Over-Scheduled."

Consolidating Sections of LRON/ONLN Courses   73% Support

3. **Recommendation: When multiple sections of the same course are offered at the same time and modality (ONLN/LRON) and those sections have enrollment of *less than* 10 registered students, sections will be consolidated to meet minimum enrollment standards automatically with student notification 15 days prior to the first day of classes. The following process will be considered:**
   First, consolidated sections will be combined to reach ten students enrolled. The maximum number of sections will be preserved/maintained.

   Second, sections will be assigned first to any full-time faculty member whose teaching load is at risk. Overloads are not part of this calculation. This means campus deans must work closely with faculty and CT State Administration - NB to evaluate hiring date, teaching, and Additional Responsibility factors in making recommendations.

   Third, combined sections will be assigned to the faculty who had the highest number of students enrolled in their course.

   Finally, sections will be assigned to part time lecturers based on seniority list reviews for all effected campuses.

   * Only those campuses that offered this course will be considered in this evaluation.

This recommendation seeks to retain students who do not register for a different section after their initial course was cancelled. Importantly, it does not apply to Traditional courses, nor does it attempt to address the contractual controversies that arise with the merger and the implications of multiple campuses in the consolidated college. That issue is outside the purview of our work. This process may

not apply to non-academic courses, but the framework might still be beneficial.

During Spring 2024 more than 1,000 sections were cancelled.

Currently, every campus has a unique process for contacting students in courses that are cancelled. There are no mechanisms in place to ensure these students are re-enrolled even when the same course has openings in another section.

This recommendation does not apply to seated sections as the time and location would not be the same.

Student Notification of Section Consolidation   86% Support

4. **Recommendation: CT State Administration-NB will propose a collegewide policy all campuses will follow for student notification related to section consolidation that clearly states:**
   How students will be notified;
   Who will notify students;
   The timeframe in which students are notified.

   At a minimum, students will be told:
   Course X was cancelled, and you were moved to section XXX;

   The textbook may have changed, please check here (add link) for the new textbook;
   Include a statement that reminds students that E-Books cannot be returned if opened;
   Consulting with your GPA is advised;

This recommendation seeks to retain students who do not re-register after a course is cancelled. It seeks to standardize and set collegewide consistency for how CT State students are notified of a section consolidation while retaining students already enrolled in a section. This also seeks to address the ambiguity and inconsistencies of campus notifications.

Course Capacity Review   85% Support

5. **Recommendation: Course Capacity, aka Course Caps, will be reviewed by each Discipline Group for the purpose of making a recommendation to the Senate during the first 3 months of Fall 2024.**

   Discipline Groups will consider course outcomes, assignments, and assessment, along with any professional organization recommendations.

   Discipline Groups will have 90 days to make a written recommendation to the Senate.

Upon receipt of recommendations from the Discipline Groups, the issue of Course Capacity will be returned to the Taskforce for a recommendation.

This recommendation seeks to solicit input from the faculty in their respective disciplines based upon pedagogy, best practices, and professional organization recommendations. These recommendations will inform the discussion for subsequent recommendations from Senate to CT State Administration - NB. This work will be done during Fall 2024 semester and inform a subsequent for related to Course Capacity.

Winter Session Cancellation Timeline   81% Support

6. **Recommendation: The first cancellation meeting will take place no earlier than 15 days before the beginning of the Winter session.**

   The final cancellation will take place 9 days before the beginning of the session.

This recommendation seeks to standardize cancellation meetings across the campuses.

Summer Session Cancellation Timeline   82% Support

7. **Recommendation: The first cancellation meeting will take place no earlier than 15 days before the beginning of a summer session.**

   The final cancellation will take place 9 days before the beginning of each of the subsequent summer sessions.

   For subsequent summer sessions, summer term needs to be modified in Banner to permit enrollment in subsequent summer courses for which the pre-requisites are offered in the first session. Additionally, enrollments in the pre-req must be considered in making cancellation recommendations.

This recommendation seeks to standardize cancellation meetings across the campuses.

Hiding Courses   86% Support

8. **Recommendation: Courses taught by full time faculty for workload cannot be hidden at any time during registration.**

COLLEGEWIDE CALENDAR for Cancellations to increase transparency   79% Support

The final recommendations are related to the course cancellation process. The following data about our student's enrollment is important to the dates suggested:

· 10% of our students register for their first section in the week before classes begin.

· 7% of our students register between the first day of classes and the end of add drop.

· 28.6% of our students register between 21 days before classes begin and the end of add drop.

This data reflects first time students and does not include students who were already registered for one or more courses.

Collegewide Calendar for Cancellations   79% Support

9. **Recommendation: A collegewide calendar for cancellation will be developed in consultation with campus deans, dept chairs, program, and discipline coordinators. The following recommendations may warrant adjustment and will be considered as the calendar is created. These recommendations rest upon adoption of recommendations related to including the Discipline Groups in creating the Course Schedule.**

    *Number of days prior to be announced and become routine and reliable. See next recommendation.

This recommendation seeks to bring transparency to the cancellation process, establish baseline expectations and operating procedures, and supports campuses enhancing these recommendations.

Unified Cancellation Process and Dates w/local exceptions   78% Support

10. **Recommendation: Cancellation meetings will be announced via CT State Announcements. Meetings will be announced X days prior, online, open to attendance (not participate), and minutes will be posted to CT State website to increase transparency.**

- 30 Days prior to the *first published cancellation meeting*, CT State Administration - NB will run a report to identify sections with enrollment of less than 10 students. This information will be shared with campus deans, department chairs, program and discipline coordinators, and impacted full time faculty.
    o Those courses will be reviewed by campus deans, department chairs, program and discipline coordinators, and campus advising staff to identify courses required for students who are graduating in the subsequent semester.
    o Campuses will make recommendations to CT State - Marketing for increased online and digital marketing of at-risk courses within 3 days.

- No later than *15 days prior first cancellation meeting* to the recommendations will be shared with the Discipline Groups. Campus recommendations for cancellation and consolidation will be reviewed by Discipline Groups. Recommendations from the Discipline Groups will be made to campuses and NB simultaneously within 5 business days.

- 7 days *prior to the first cancellation meeting*, campuses will take local actions to review and make recommendations for possible cancellation and consolidation. Campus recommendations will be the result of campus deans, department chairs, program coordinators, and impacted full time faculty consultation.

- 10 days ***prior to the final cancellation meeting***, CT State Administration - New Britain will provide campus deans a report on course enrollments, highlighting courses that remain under minimum enrollment thresholds.

- 9 days ***prior to the beginning of the semester***, courses that with fewer than 10 students, that campuses have not preserved, will be cancelled to permit the 7 day – Contractual Rule for cancellation.

*Courses with less than 10 students are subject to cancellation consideration; campuses can choose to run courses with lower enrollment in accordance with transparency expectations previously addressed.

Budget & Finance Related Recommendations

Funding Formula for CT State
11. **Presently, funding for the CSCU system is a discretionary item allocated anew by legislators in Hartford each budget cycle. We recommend that CT State advocate strongly for the implementation of a funding formula for CT State, i.e. that a certain minimum level of CT State funding be mandated according to metrics to be determined.**

The Food Restriction Rule at Statewide Gatherings Be Revised
12. **Food & Beverage Guidance Letter No 8 currently prohibits food at statewide gatherings unless a speaker is invited. This requirement is a burden and inhibits the organization of beneficial professional development, staff, and faculty meetings. It is understood that there must be some rules around providing food at such meetings, but the current policy is too restrictive. Food is a strong incentive for bringing people together and these meetings build community as well as furthering the goals of CT State and its employees. We recommend that the speaker requirement be eliminated and the food & beverage rules at statewide meetings be revised**.

HR & Administration

13. **Survey campus staff and faculty to learn what positions are staffed by an individual and are at risk as a single point of failure. Additionally, CT State should analyze the volume at each campus for these one-deep positions and develop procedures for supporting those areas that are short/understaffed.**

14. **Recommendations from the Shared Services report related to on-boarding, payroll issues, and training opportunities should be prioritized for implementation and tailored to address and meet the needs of staff and faculty at the campuses.**

15. **Appoint/Establish an employee ombudsman to support and serve employees including but not limited to investigating complaints, proposing solutions, reporting findings, promoting fair**

administrative practices, and educating faculty and staff about the Ombudsman program at CSCU.

16. **CT State will direct IT to update the campus directories and email profiles to include the campus location, job title, and other data in the Microsoft profile that faculty and staff cannot update.**

17. **All CT State forms will be updated to fillable/editable.**

Related to Drop Lists

18. **We recommend that CT State create a master calendar that encompasses all important dates for CT State that is *viewable* by all CSCU institutions.**

19. **We recommend that the Board of Regents (via a CT State request) considers another drop date prior to the "last day to drop classes with 100% refund" so students will receive one additional chance to resolve payment issues.**

20. **We recommend that students are made aware of all drop dates at the time that they register for classes and staff is made aware of drop dates prior to the opening of the registration period for each term.**

Related to Transfer Credit Evaluations

21. **We recommend issuing a state-wide survey for advisors to share effective feedback on the process of reviewing unofficial transcripts for incoming students to determine when to best transfer credits and meet student transfer goals.**

22. **We recommend a review of student and advisor communications (including enrollment applications) to more clearly explain the implications of transferring credits and better encourage students to meet with an advisor prior to transferring credits.**

23. **We recommend adding AP scores to SOATEST in addition to SHATAEQ.**

24. **We recommend adding a UConn Gap cohort to Banner cohorts.**

Related to Course Program of Study

25. **We recommend additional training on proper CPoS processes, procedures, reporting (up and down lines of communication), requesting support, procedures for raising concerns, and what portals should and should not be utilized to access CPoS data by GPAs, CAL's, and Financial Aid staff.**

26. **We recommend, collaborating with VP Davis's team, to create a state-wide survey to elicit feedback on the CPoS system, areas for improvement, feedback on staff bandwidth, and other ways to optimize the process to filter and resolve alerts.**

27. **Continue to work with CSCU and Ellucian to advocate for reports requested by and for the campuses even when a similar report may be offered.**
    a. **In order for individuals at the campuses to do their work well and efficiently, a similar report or the intersection of new reports, may be insufficient or inadequate.**

These recommendations are intended as a starting point for ongoing collaboration. Where applicable, we will share the constructive feedback we received to inform our collective work. Notably, some CT State managers provided valuable information during the survey process that should guide the application and implementation of these committee and taskforce recommendations.

CT State Senate looks forward to working with administration stakeholders to improve and ensure implementation of CT State policies, processes, and procedures in the year ahead.

Elle Van Dermark
President, CTSCC Senate