



To: The Faculty Senate President, The Faculty Senate Steering Committee, and The Faculty Senate.

CC: Dr. Zulma R. Toro, President of Central Connecticut State University, and Dr. Craig Wright, Vice President for Equity and Inclusion

From: Dr. Joseph Farhat, Professor of Finance /Former Dean of the School of Business

Date: April 9, 2023

Subj: Rebuttal

In reference to:

1. The [Council of Academic Chairs](#)* report posted on the CCSU Faculty Senate website, hosted by CCSU, on January 30, 2023, Agenda Item D and February 13, 2023, Agenda Item B
2. The FOIA request Dr. Farhat filed on February 14, 2023
3. The email sent by Dr. Farhat to the Faculty Senate President, Vice President, and Secretary on February 15, 2023
4. The email sent by Dr. Farhat to the Faculty Senate President on March 12, 2023
5. The meeting, via Teams, between the Faculty Senate President and Dr. Farhat on April 6, 2023

Dr. Farhat, the former Dean of the School of Business at CCSU, is submitting this formal rebuttal against the allegations made by the Council of Academic Chairs against him.

1. The Council of Academic Chairs false allegations:
“Additional Violations: Additional violations of collegiality and meaningful shared governance that were not discussed during the CoC meeting but were shared in other contexts:
.....
● School of Business - Programs and concentrations created/changed with little to no faculty input (specifically under Dean Farhat).
.....”



2. Rebuttal:

Dr. Farhat takes this allegation seriously and is committed to addressing it thoroughly and transparently. Many pieces of evidence suggest that these allegations are unfounded. On February 14, 2023, Dr. Farhat submitted a ☐ [FOIA](#) requesting a copy of the following documents.

1. The Minutes for Business Studies Programs Council for the period from Fall 2021 until Spring 2023
2. The Minutes for the School of Business Council of Academic Chairs for the period from Summer 2019 until Fall 2022
3. The Minutes for MIS Department for the period from Fall 2019 until Fall 2022
4. The Minutes for Management Department for the period from Fall 2019 until Fall 2022
5. The Minutes for The Council of Academic Chairs for Fall 2022 .

CCSU provided Dr. Farhat access to these files ☐ [FOIA](#).

➤ Documented facts and evidence:

Dr. Farhat served as a Dean from Fall 2019 to Fall 2022. According to CCSU's university curriculum system, only two new UG programs were created during this period, the BS in Business and the BS in Business Analytics. Both programs are Interdisciplinary Programs and managed by the "Business Studies Programs," which was approved by the Faculty Sante on February 8, 2021: [Central Connecticut State University \(ccsu.edu\)](https://www.ccsu.edu)

Using the minutes provided to Dr. Farhat and internal emails, the following file [Case 1.pdf](#) shows the most relevant minutes related to creating the BS in Business and the BS in Business Analytics degrees. The relevant text is highlighted in red for ease of tracking.

One fact stands out, the allegations that the programs created with little to no faculty input are **false**. The creation of these programs did go through the proper channels of creating a curriculum (CBA 5.17 and 5.17.1).

As for concentrations created/changed, the two Departments with concentrations in question are MIS and MGT.

Management & Organization Department:

The Management & Organization Department has a concentration in Human Resources. Dean Farhat met with the Chair/Management Department several times. They lost 55% of their students and classes were offered with a very low enrollment that is not sustainable. Dean Farhat did ask them to consider looking at their curriculum to see what can be done to address these issues. To Dr. Farhat's knowledge, the Management & Organization Department did not change anything in their concentration.

Using the Management & Organization Department minutes provided to Dr. Farhat, the following file [Case 2.pdf](#) shows the most relevant minutes to this case; at no time did Dean Farhat create/change any concentrations in the Management & Organization Department.

Dr. Berry, the chairperson then, can confirm if Dr. Farhat's statements correctly presented what happened.

Department of Management Information Systems:

The same with the MIS department. Dean Farhat met with the Chair/ Department several times. MIS is the smallest major in the School of Business, it has 65 students in the general major and 35 students in 5 concentrations at that time. Classes were offered with a very low enrollment that is not sustainable, and the Department recognized this problem. Dean Farhat did ask them to consider looking at their curriculum to see what can be done to address these issues. The MIS Department was responsive and implemented curriculum change through the proper channels of curriculum change (CBA 5.17).

Using the MIS Department minutes provided to Dr. Farhat, the following file [Case 3.pdf](#) shows the most relevant minutes to this case. , at no time did Dean Farhat create/change any concentrations in the MIS Department.

Dr. Jackson, the chairperson then, can confirm if Dr. Farhat's statements correctly present what happened.

Dr. Farhat is unaware of any other Degree Programs and/or concentrations created or changed under his Deanship.



Dr. Farhat looks forward to hearing from Faculty Senate President, the Steering committee and Faculty Senate about the actions that you will take regarding these false allegations.

In the meantime, nothing contained in this rebuttal , the Faculty Senate response, or CCSU response to this rebuttal shall prevent or in any way diminish or interfere with Dr. Farhat's rights, including, without limitation, the rights to file a complaint under the anti-discrimination laws and other federal and state applicable laws. All such rights are hereby expressly reserved.

Business Studies Programs Council

Meeting Minutes

Date & Time: 10/11/21; 3:05 pm – 3:48 pm

Venue: Microsoft Teams (Remote)

Attendees: Mark Cistulli (MKT), William “Jay” Davis (Graduate Programs Director), Yue Jiao (MIS), Marie Kulesza (AC), Chris Lee (Chair, MGT), Richard Zhang (MGT),

Excused: Ajeet Jain (FIN)

- 1) **Minutes** were approved unanimously (Marie, Mark) after change to voting tally (Jay is a nonvoting member of the committee, but it caused no change to previous voting outcomes).
- 2) Supply Chain Analytics changed to **Supply Change Management** track for the MBA. Course description and content discussed. Motion to approve. Approved unanimously (Richard, Marie).
- 3) **Marketing Track for MBA**. Motion to approve (Marie, Richard). Passed unanimously. Numbering and Special Topics description will be checked for consistency and corrected where appropriate.
- 4) **Management Track for MBA**. Discussion ensued about overall track and potential offering of an analytics course, given other courses offered in the MBA program. Discussion will continue in next meeting.
- 5) **MBA Foundation Course Change**. Two 4-credit courses offered (potentially as 8-week courses in the summer) as an alternative to traditional core courses for the MBA were discussed. This would allow students to take those courses or choose to take individual courses in the core. More discussion next meeting.
- 6) **Business Undergraduate Major Program Proposal**. There will be a Business Analytics Undergraduate course discussion in the next meeting. Chris will send information to committee members.
- 7) **Other Business**: Chris will send invites for a special meeting in approximately two weeks to address outstanding issues covered in today’s meeting.

Adjourned 3:48 pm (Marie, Chris)

Submitted by M. Cistulli

Business Studies Programs Council

Meeting Minutes

Date & Time: 10:00 AM – 10:22 AM, Tuesday, November 2, 2021

Venue: Microsoft Teams

Attendees: Chris Lee (Chair, M&O), William “Jay” Davis (Graduate Programs Director), Ajeet Jain (FIN), Marie Kulesza (ACCT), Mark Cistulli (MKTG), Yue Jiao (MIS), Richard Zhang (M&O)

Item 1: Previous meeting minutes (2021_10_11)

- Motion by Marie; Second by Yue
- Passed unanimously

Item 2: Review & decide on the MBA Management Track

- The proposal was approved at the Management & Organization department meeting on Oct. 27 with an email vote result of 11 approval, 1 abstain, and 1 non-response
- Motion by Richard; Second by Marie
- Passed unanimously

Item 3: Discontinue MBA Supply Chain Analytics Track

- Motion by Mark; Second by Richard
- Voted: Yes (5), Abstain (1, Mark), No (0)
- Passed

Item 4: Discontinue OCP – Supply Chain Analytics

- Motion by Mark; Second by Richard
- Voted: Yes (5), Abstain (1, Mark), No (0)
- Passed

Item 5: Review the MBA foundation course alternative

Item 6: Review the B.S. in Business Analytics proposal

- Item 5 and 6 will be discussed when more information is available.

Submitted by
Richard Zhang

From: [Lee, C. Christopher \(Management and Organization\)](#)
To: [Kulesza, Marie G. \(Accounting Academic\)](#); [Zhang, Richard \(Management and Organization\)](#); [Cistulli, Mark \(Marketing\)](#); [Jiao, Yue \(MIS\)](#); [Jain, Ajeet \(Finance Academic\)](#); [Davis, William J. \(School of Business\)](#)
Cc: [Farhat, Joseph \(Dean, School of Business\)](#)
Subject: [Business Studies Programs Council Meeting](#) - Monday, December 20, 2021
Date: Thursday, December 16, 2021 2:10:00 PM
Importance: High

Dear Members of Business Studies Programs Council:

May I ask you to participate in a special virtual meeting at 10 am, next Monday, December 20, 2021? It appears there is no schedule conflict on Outlook. Please accept my apology for such a short notice. I know you may have previously engaged plans during the next week. We can record the meeting. If you cannot make the meeting, please view the video later. We have a few curriculum-related items to discuss as follows:

- Minor change in the OCP-Business Leadership:
https://www2.ccsu.edu/program/BusinessLeadership_OCP/curriculum
 - Adding a newly created “MGT 555 – Strategic Leadership” into the Advisor Approved Electives:

Current	Proposal
Core Require Courses (6 credits)	Core Require Courses (6 credits)
AC 531	AC 531
MGT 531	MGT 531
Advisor Approved Electives (6 credits)	Advisor Approved Electives (3 credits)
Law 550	Law 550
BUS 594	BUS 594
BUS 598	BUS 598
	MGT 555

- MBA foundation course proposal (continued)
- Undergraduate B.S. in Business Analytics proposal (continued)

Soon I will send a meeting invite via MS-Teams.

Thanks, Chris

C. Christopher Lee, PhD
Professor of [Management & Organization](#)
Director of Business Studies Programs
[School of Business](#)
[Central Connecticut State University](#)
[1615 Stanley Street, New Britain, CT](#) 06050-4010, USA
E-mail: christopher.lee@ccsu.edu

Business Studies Programs Council

Meeting Minutes

Date & Time: 12/20/2021; 9:59 – 10:47 a.m.

Venue: Microsoft Teams (Remote)

Attendees: Mark Cistulli (MKT), William “Jay” Davis (Graduate Programs Director), Ajeet Jain (FIN), Yue Jiao (MIS), Jonathan Judd (Graduate Advisor & Student Support Specialist), Marie Kulesza (AC), Chris Lee (Chair/MGT), Richard Zhang (MGT)

1. Minor change to **OCP– Business Leadership**. Add new elective course, MGT 555 – Strategic Leadership into Advisor Approved Electives. Motion to approve. Approved unanimously (Richard, Marie).
2. **MBA Foundation Course Proposal**. Continued discussion from previous meeting. Chair presented three proposals as alternatives to traditional MBA foundational courses. Discussion of rationale for streamlining and each proposal transpired. Committee felt Proposal 3 was more viable with suggested to course pairings. MBA Foundation Course Proposals to be sent back to department chairs for discussion with faculty in their respective departments. Discussion to continue in next meeting.
3. **Undergraduate B.S. in Business Analytics Proposal**. Discussion ensued regarding the B.S. in Business Analytics program curriculum. Proposal includes business core, business analytics core, and 9 credits in specific departmental (AC, FIN, MGT, MIS, MKT) electives. Committee to bring back to their respective departments for discussion.

Adjourned 10:47 a.m. (Chris)

Submitted by Marie Kulesza

From: [Kulesza, Marie G. \(Accounting Academic\)](#)
To: [Gendron, Michael \(MIS\)](#); [Cistulli, Mark \(Marketing\)](#)
Cc: [Davis, William J. \(School of Business\)](#); [Lee, C. Christopher \(Management and Organization\)](#); [Zhang, Richard \(Management and Organization\)](#); [Jain, Ajeet \(Finance Academic\)](#); [Farhat, Joseph \(Dean, School of Business\)](#) Re:
Subject: BSP Meeting Agenda: (1) BUS 2xx - Introduction to Business Analytics (2) B.S. in General Business (3) B.S. in Business Analytics
Date: Friday, April 01, 2022 11:15:05 AM

Chris and others - I will not be able to attend the meeting on Monday but offer the following comments from the Accounting Department faculty.

Marie

The Accounting Department initially had similar concerns as voiced by the other departments. However, they reconsidered the pipeline/potential new enrollment as indicated in the concept paper: *this program will also attract students with associate degrees in areas other than business studies. In addition to the CC, adult learners in the workforce seeking upskilling and reskilling through flexible programs will provide a second major pipeline.*

The new degree will attract adult learners holding associate degrees who seek to supplement their existing skillset (upskilling) to advance their current career pathway, and adult learners looking to learn new skills (reskilling) to explore new jobs and career pathways.

One faculty stated: The intention is not for incoming students to be a general studies major, but it is for students who come in with many credits who may have not completed a degree many years prior. This is to help align their credits with a degree to help them get a degree and graduate. At least this is my understanding.

Another stated: I believe that specialization helps students in the short run to obtain a job; however, being a business person with general business acumen can help in furthering an individual's career later in life. I think that there is a market for this "business general" degree, other school are already offering this type of degree.

I also see this also as a retention tool, as many accounting majors do fall off after taking the first 300-level accounting course. They could switch to the proposed BS in Business and fill the electives with MIS or MGT courses which would be beneficial for those who will work or currently working in fields outside of public accounting. This degree would satisfy the educational requirement for the professional designation Certified Management Accounting. See information from Institute of Management Accountants website:

*In order to become a CMA you must earn a Bachelor's Degree from an accredited university or college. You can also do so by getting a professional certification. CMA candidates often come from varying backgrounds, but the most common degrees include accounting, finance, economics, and **general business**.*

Accounting Department supports the BS in Business proposal.

We all know that business analytics and data analytics play a critical role in today's complex business environment. Students need to realize that they should expect to work extensively with data. Given this the Accounting Department has developed a stand along undergraduate

and graduate Accounting data analytics courses and integrated data analytics across the Accounting curriculum. We see the BS in Business Analytics as a potential double major option for accounting majors. This double major would give students the strong accounting technical knowledge and solid grounding in data analytics. Also, the double major would help students earn the additional credits necessary to reach the required 150 credits required to obtain the CPA designation.

Accounting Department supports the BS in Business Analytics

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From: Gendron, Michael (MIS) <GendronM@ccsu.edu>
Sent: Thursday, March 31, 2022 1:18 PM
To: Cistulli, Mark (Marketing) <mark.cistulli@ccsu.edu>
Cc: Davis, William J. (School of Business) <davisw@ccsu.edu>; Lee, C. Christopher (Management and Organization) <christopher.lee@ccsu.edu>; Kulesza, Marie G. (Accounting Academic) <kulesza_mag@ccsu.edu>; Zhang, Richard (Management and Organization) <rzhang@ccsu.edu>; Jain, Ajeet (Finance Academic) <ajeetjain@ccsu.edu>; Farhat, Joseph (Dean, School of Business) <josephfarhat@ccsu.edu>
Subject: Re: BSP Meeting Agenda: (1) BUS 2xx - Introduction to Business Analytics (2) B.S. in General Business (3) B.S. in Business Analytics

Mark: thank you for your thorough report from your department. Mark Jackson brought this up to the MIS department. We had similar concerns about the program and shared governance, additionally we had specific concerns about the BUS 200 analytics class. Specifically, if that does go through we are concerned that stats is a co-req and believe it should be a pre-req. Mark Jackson will have further details on our conversation because he led it.

I will do everything I can to make whatever date is set for the next meeting.

Regards,
Michael

Professor Management Information Systems
Central Connecticut State University

Sent from my iPhone

On Mar 31, 2022, at 11:27 AM, Cistulli, Mark (Marketing)
<mark.cistulli@ccsu.edu> wrote:

Colleagues –

I solicited my department and here are their comments. I simply shared the documents with them. I wanted to make sure they were passed along for the sake of transparency and because they asked me to do so. Perhaps some of these issues or concerns can be addressed in greater detail? – Mark C.

Colleague 1 - “Mark and Department Colleagues,

I know we have discussed these proposals as a group. Given our school’s lack of shared governance, I’m not sure there is much that can be done about any concerns one might express. But, I will express again my two biggest concerns about these proposals – but especially the analytics proposal.

- These curriculum initiatives don’t appear to have come organically from the faculty. They appear to be driven by the administration. That’s not to say the proposals are without merit but to simply point out that curriculum is the only thing of consequence on this campus over which the faculty exercise any meaningful control. So, it makes me feel uncomfortable that we no longer have a body like the Faculty Assembly in which we can discuss these proposals as a school.
- The focus on analytics concerns me because I don’t believe it is an accurate reflection of our student population’s strengths and/or interests. My experience in _____, tells me that the majority of our students bristle at the notion of analysis. I know they generally enjoy the class and are better thinkers as a result of the course. But, if given the option not to do analysis, I get the sense that the overwhelming majority of our students would choose to avoid it. And yes, we all know that our students need to be versed in the basics of research methods and data analysis. So, we require that they take a couple of courses. As the adults in the room, that is our way of giving the students their medicine. However, entire degree programs focused on analytics will require substantial resource commitments to the marketing of these programs to a new type of student of which we don’t presently have many. I’m not convinced those resources will be put into place. Our department wisely chose not to add new courses. I’m looking at the other departments and wondering if all those new courses are in their best interest. It’s not my call, and it seems this train is on the track and heading into the horizon. I will choose to be optimistic and hope for the best, but I do have those concerns.

Thanks for sharing these documents with us and for being such a good rep on this task force!”

Colleague 2 – “_____ is right about what can be done about any concerns from faculty but I will express my concerns and questions for the BS in Business program.

The concept paper stated that the program will “attract students who know they want to major in business, but do not want to limit themselves to one specific field, as well as students who already have a job or have one lined up (upskilling and reskilling) and need a business degree that is more general and less focused on one discipline.”

I am afraid that this program will cannibalize the enrollments for each specific business majors. We are already experiencing a decrease in enrollments overall. This program may attract students but these students potentially could be those in a specific business major without the BS in Business program.

I’d be interested in knowing what 15 credits in a career-focused pathway are. A combination of 15 credits of business courses? What would be the basis for the career-focused pathway? What happens if a student take 4 MKT courses and 1 MGT? Also, the program will adopt the same learning competencies for AACSB, how are we going to do assurance of learning when MGT480/BUS480 is not part of required course?

Mark – thanks for representing us.”

Colleague 3 – “Thanks for sharing the documents and representing the Dept. I have similar thoughts with _____ and _____.

When I read on the BS in Business program, the first thing that came to mind was its potential of cannibalization. It might cause another retention issue in each major (yesterday Joe emailed us the current retention problem). Therefore, I hope that we will do have a distinctive/sizable group of potential students for the BS in Business and clearly differentiate it from our current major programs.

As for the BS in Business Analytics, do we really need such many career-focused analytics tracks formally? And our department seems to be the most prepared for the track. I think the application area of analytics differs but tools/skills needed are common/overlapped across each area. It is stated that not all the tracks will be entered as official concentrations in the curriculum system due to a potential low enrollment issue. It would be good to take another extensive analysis of viability of each track if possible.

Again, thanks for serving the task force for the Dept in this challenging time.”



Meeting Minutes School of Business Council of Academic Chairs Virtual Meeting



**Monday, March 28, 2022
10:00 a.m. – 11:30 a.m.**

Present: Joseph Farhat, Lisa Frank, Jay Davis, Kaustav Misra, Chris Lee, Mark Jackson, Nusser Raajpoot, Gregory Berry, Lisa Baxter-Rincón **Absent:** Mary McCarthy

1. Advising:

- a. **(Action Item)** Chairs reach out to faculty today and ask that they update their advising sheets. Dean Farhat will email faculty on Tuesday or Wednesday with updated percentages.

2. BUS 2XX: Mark Jackson shared MIS concerns.

3. BS in BA:

- a. Just a concept. Dean Farhat needs approval from Chairs and Council to try to get approval for pilot for the fall semester.

4. BS in GBA:

- a. Nusser Raajpoot shared Marketing concerns.

5. Other:

- a. Joanne Carroll: Dean Farhat will coordinate with Joanne the logistics of day-to-day changes so that Lisa B. can inform the Chairs.

Meeting adjourned at 11:00 am.

From: [Lee, C. Christopher \(Management and Organization\)](#)
To: [Kulesza, Marie G. \(Accounting Academic\)](#); [Cistulli, Mark \(Marketing\)](#); [Gendron, Michael \(MIS\)](#); [Zhang, Richard \(Management and Organization\)](#); [Jain, Ajeet \(Finance Academic\)](#)
Cc: [Davis, William J. \(School of Business\)](#); [Farhat, Joseph \(Dean, School of Business\)](#)
Subject: BSP Meeting Agenda: (1) BUS 2xx - Introduction to Business Analytics (2) B.S. in General Business (3) B.S. in Business Analytics
Date: Thursday, March 31, 2022 5:00:23 AM
Attachments: [Concept Paper Bachelor of Science in Business .pdf](#)
[BS in General Business IPC approved CP.xlsx](#)
[Concept Paper Bachelor of Science in Business Analytics Final.pdf](#)
[Business Analytics IPC approved CP.xlsx](#)
[BS in BA - Taskforce Assignments.xlsx](#)
[Proposed Course Description BUS XXX.docx](#)
Importance: High

Dear Marie, Michael, Ajeet, Mark and Richard,

1. All five department chair and I participated in a task force to develop a new course, **BUS 2xx – Introduction to Business Analytics**. The proposal is attached here (MS-Word file). Let's discuss the proposal at the upcoming Business Studies Programs Council meeting.
2. A week ago, a concept paper on new degree program, **B.S. in General Business** was sent to you. For your convenience, it is attached here again (PDF files). In the next Business Studies Programs Council meeting, can we discuss the new degree program? A draft of curriculum sheet is attached here (Excel file). Please review the Excel file. It is a first draft in line with the concept paper. Let's work together to develop the curriculum in the next BSP Council meeting. At the department chair's meeting on March 28th, all the chairs supported this new degree program.
3. In addition, we had a chance to review the concept paper on **B.S. in Business Analytics**. For your convenience, it is attached here again (PDF files). A draft of curriculum sheet is attached here (Excel file). Please review the Excel file. It is a first draft in line with the concept paper. As you see in the Excel file, we need to come up with three new business analytics courses. For your reference, data about other schools' business analytics degree programs is attached here (Excel file). I am hoping we can collaborate curriculum development for this new degree program in the next BSP Council meeting. At the department chair's meeting on March 28th, all the chairs supported this new degree program.
4. For the next meeting date, it appears only times available to all of BSP Council members are:
 - o **Option 1 – Monday, April 4 at 3 pm**
 - o **Option 2 – Monday, April 11 at 9 am**
 - o **Option 3 – Monday, April 11 at 1 pm**

Please let me know by tomorrow which option you prefer.

I apologize for the long email. Thank you so much for your big support, Chris

Director of Business Studies Programs
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[Vita](#) | [Google Scholar](#) | [Research Gate](#) |

Please click [here](#) to schedule a meeting via MS-Teams.

From: Lee, C. Christopher (Management and Organization)
Sent: Wednesday, March 23, 2022 10:56 AM
To: Kulesza, Marie G. (Accounting Academic) <kulesza_mag@ccsu.edu>; Cistulli, Mark (Marketing) <mark.cistulli@ccsu.edu>; Gendron, Michael (MIS) <GendronM@ccsu.edu>; Zhang, Richard (Management and Organization) <rzhang@ccsu.edu>; Jain, Ajeet (Finance Academic) <ajeetjain@ccsu.edu>
Cc: Davis, William J. (School of Business) <davisw@ccsu.edu>; Farhat, Joseph (Dean, School of Business) <josephfarhat@ccsu.edu>
Subject: Business Studies Programs Council - 2 Concept Papers

Members of Business Studies Programs Council

Dear Marie, Mark, Michael, Richard, & Ajeet:

I am pleased to share a good news with you. Recently the concept papers on two new degree programs (B.S. in Business & B.S in Business Analytics) were approved by President Toro and the Board of Regents. They are attached. Would you mind reviewing them? As the concept papers described, there are strong market demands for both degrees. In particular, there is great potential for B.S. in Business. A significant number of adult students in Connecticut will be interested in the degree. Also, we have been discussing the B.S. in Business Analytics program. B.S. in Business Analytics programs in our competitive schools (UH, UConn, etc.) are popular and growing. We don't want to miss the train, do we? Could we discuss the two new degree programs in the next BSPC meeting? Please feel free to talk to me anytime if you have any questions, concerns or issues with the two new program concept papers. Thank you so much for your help, Chris

C. Christopher Lee, PhD
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Please click [here](#) to schedule a meeting via MS-Teams.

Business Studies Programs Council

Meeting Minutes

Date & Time: 3:00 PM – 3:40 PM, Monday, April 4, 2022

Venue: Microsoft Teams (Remote)

Attendees: Chris Lee (Chair, MGT), William “Jay” Davis (Graduate Programs Director), Michael Gendron (MIS), Mark Cistulli (MKT), Ajeet Jain (FIN), Richard Zhang (MGT), Joseph Farhat (Dean)

Absent: Marie Kulesza (AC),

Item 1: Discussion with Dean Joseph Farhat

- Productive discussion with Dean Farhat to address questions/concerns about proposals (listed below).

Item 2: Previous meeting minutes (03/01/2022)

- Approved Unanimously

Item 3: Vote on Proposals

- **Course BUS 2XX:** Approved Unanimously
- **B.S. in Business:** Approved Unanimously
- **B.S. in Business Analytics:** Voted unanimously in favor of a conditional approval on the new proposal (version 03, posted on Teams) B.S. in Business Analytics, given that the new course proposal on BUS 400 - Business Applications Certification/ Lab is approved via email vote.

Submitted by

Ajeet Jain

Department Meeting Minutes

Management & Organization Department

- Date & Time: 3:05 – 4:20 pm, Tuesday, January 19, 2021
 - Venue: Microsoft Teams
 - Attendees: Keshab Acharya, Greg Berry, Drew Harris, Chet Labedz, Chris Lee, Lee Lee, Hyoun-Sook Lim, Sinead Ruane, Donghwi Seo, Kareem Shabana, Sarah Stookey, Richard Zhang
1. Call to order
 2. Minutes from prior meeting: Passed unanimously
 3. Committee reports, if any:
 - a. Union report by Sinead: Shared governance, etc.
 - b. Curriculum committee by Chris
 - c. UPBC by Drew: Finance continues to deteriorate; Our dept cost per credit hour is 28th out of 40 departments on campus; Nursing Dept is the most expensive, double our cost per credit hour.
 4. Old business, if any
 5. An open discussion regarding our **future curriculum planning**, hopes/dreams ...
 - a. what do we want to do?
 - b. what "can" we do given staffing and other constraints?
 - c. what does the "market" suggest that we do?
 - d. what do the powers-that-be want us to do?
 - e. information regarding data ... and so on
- Kareem: Proposed to discuss a curriculum change, using the previous proposal (12/2019) which included the four concentrations – General Management, HRM, Operations Management, & Entrepreneurship.
 - Drew: human behavior side, soft skills, business analytics concentration possibility
 - Sarah: Emphasize two areas: (1) Strategic skills (2) Human skills – creativity
 - Kareem: described management with metaphor.
 - Chet: proposed a merge with MIS Dept.
 - Donghwi: proposed an independent research course for undergraduate capstone project.
 - Drew: proposed a research-based capstone section.
 - Keshab: discussed management issues and shared ideas on curriculum change.
 - Richard: proposed a project management course with more emphasis in management.
 - Sarah: addressed issues related to social entrepreneurship
 - Kareem: discussed social responsibility; explored the fifth concentration - sustainability & social responsibility concentration.
 - Donghwi: explored 2 concentrations from the student perspectives: Organization Management, Technology Management under the Management Department at levow.drexel.edu

- Drew: Entrepreneurial mindset
- Hyoun-Sook: proposed an interdisciplinary course, i.e. "creativity course" available to engineering students
- Chet: Expressed concern on ENT courses, counting the faculty resources.
- Drew: Our "main street business" alumni have created a substantial number of jobs in CT. Those owners are also part of the core of middle-class.
- Sarah: I think we need to acknowledge that many students are increasingly seeing "entrepreneurship" as a response to the fact that people are increasingly earning livings as sub-contractors
- Kareem: proposed 3 broad concentrations.
- Hyoun-Sook: Leadership can be more tied to the general management, instead of HRM.
- Drew: Hyoun-Sook, some literature that looks at leadership mind-set and Ent Mind-set overlap substantially;
The most recent Market Research project (looking at "Business Studies" potential) pointed out that one of the hottest growth areas in the US is Undergraduate Certifications.
I wonder if we might have Donghwi's broad areas with the possibility of certificates for smaller clusters of classes w/i broad tracks. (Thinking out loud).
- Sinead: I think we should consider how the conversation we're having now ties in with the our vision/mission as a department, and also how it relates to our task from the Administration regarding what do we offer to students.
- **Curriculum Development Committee** is formed:
 - **Chair: Kareem**
 - **Members: Sarah, Heidi, Donghwi, Richard, Sinead**
 - **Greg: Send to Kareem an email on the curriculum change (new course, new concentration, etc.) if you have any idea/suggestion.**
- **Next Meeting: Tuesday, February 9th, 2021**

- Meeting adjourned: Moved by Chet; second by Kareem; Passed unanimously.
- Link to the meeting video (2021_0119) at Microsoft Streams:
<https://web.microsoftstream.com/video/eeccb996-46fe-4ce0-9b49-36f2ad125c05>
- Chats during the meeting are attached in Appendix.
- Written by Chris Lee (2021_0119)

Department Meeting Minutes

Management & Organization Department

- Date & Time: 3:05 – 4:20 pm, Wednesday, March 10, 2021
- Venue: Microsoft Teams
- Attendees: Joe Farhat, Keshab Acharya, Greg Berry, Drew Harris, Chris Lee, Lee Lee, Hyoun-Sook Lim, Sinead Ruane, Donghwi Seo, Kareem Shabana, Richard Zhang, Mike Nicastro, Heidi Hughes, Chet Labedz
- Call to order; Chaired by Greg.
- Guest: Dean Joe Farhat
 - Discussed the curriculum development issue.
 - Accelerated MBA:
 - Other schools: 3 + 1, 4 + 1, etc.
 - Approved 2018
 - 5-year program
 - Currently, undergrad can take 6 credits in graduate courses, pending the approval by the graduate school dean
 - Junior
 - Minimum GPA 3.3
 - They are allowed to take 6 graduate course credits that will be counting for their MBA degree – double counting will be allowed for the undergraduate & MBA programs.
 - Add a line to the Catalog:
For the accelerated MBA students, MGT 531, MKT 531 or any related course can be business electives.
 - SAT:
 - CCSU does not require SAT for the Fall 2021 only.
 - UConn does not require SAT for next 3 years.
 - Less applications to CCSU are anticipated while more to UConn.
 - Certificate in Business Leadership:
 - 12 credit hours
 - 2 cores
 - Interdisciplinary program
 - Department will schedule a course, assign a faculty.
 - Currently, COCC
 - One accounting, one management, one Law, BUS 598 – Special Topics,
 - For middle management, re-skill/up-skill
 - BUS 598 can be offered repeatedly twice.
 - M & O Dept is asked to propose two courses for BUS 598, 2 different topics.
 - The certificate will be offered to general public, not just COCC.
 - COCC is a special cohort.
 - A course teaching load is considered a regular load credit to faculty.
 - Certificate students go through a regular admission process.
 - Certificate in Commercial Lending:
 - Partnership with an outside organization
- Minutes from prior meeting:

- Kareem moved a motion to approve;
 - Heidi seconded;
 - Passed unanimously
- Committee reports:
 - Curriculum Development Committee by Kareem
 - Curriculum committee by Chris:
 - Pre-requisite change proposals were approved by the University Curriculum Committee & faculty senate.
 - Drew: There are demands for MGT 295 for non-business majors.
- Old business:
 - None
- New business:
 - Business Certificate Program will be discussed in the curriculum development committee.
- Next Monthly Meeting: Tuesday, April 6th, 2021
- Meeting adjourned: Moved by Heidi; second by Hyoun-Sook; Passed unanimously.
- Written by Chris Lee (2021_0310)



Department of Management Information Systems Meeting Minutes

Academic Year 2020-21



SCHOOL OF
BUSINESS

Meeting Date: January 19, 2021

Place: Virtual (Webex videoconference)

Present: Jarmoszko, Tom; Gendron, Michael; LeePartridge, Jooeng; Petkova, Olga; Jiao, Yue; Bagheri-Marani, Shiva.

Meeting convened at: 3:06 pm

Approval of Minutes: Minutes of the December 1, 2020 meeting have been unanimously approved (Joo Eng/Olga).

Old Business and Announcements

- Scholarships: social media campaign is planned for Summer/Fall 2021
- CIP Code Change is on hold pending resolution of the Department name change issue
- Department Name Change: proposal was submitted to Faculty Assembly for advice; Dean Farhat will attend our next Department meeting to discuss the issue.

New Business

- Motion (Michael/Olga) to send Marianne Meritorious Service Plaque using department funds passed unanimously.
- Number of concentrations. The question raised was: should we eliminate the less popular concentrations to simplify the offering of courses on a regular basis for more popular concentrations? Discussion ensued. Motion (Tom/JooEng) to drop Applications Development concentration passed unanimously.
- The Department was asked to develop three different types of student opinion surveys: online, hybrid, onground. Yue has agreed to work on developing MIS versions of the three types of opinion surveys.

Meeting adjourned at: 3:57 pm

Respectfully submitted by:
Tom Jarmoszko
Secretary Pro Tem

MIS DEPARTMENT MEETING Minutes

Held Via WebEx March 02, 2021, 3:05-4:00

- Call to order at 3:05 pm
 - Present
 - Jooeng Lee Partridge, Olga Petkova, Yue Jiao, Tom Jarmoszko, Weihong Ning, Michael Gendron
 - Approval of the minutes 01/19/2021 j/e
 - Announcements
 - Bylaws (Michael)
 - Discussion ensued and issue differed for more data.
 - Healthcare IS Related MBA Workgroup (Michael)
 - Budget (Michael)
 - Discussion ensued about number of new lines
 - Department Representative Reports

<ul style="list-style-type: none">• Faculty Senate (Tom); interdisciplinary program• Search Committee (Concluded with new hire)• Curriculum Committee (Michael)<ul style="list-style-type: none">○ Drop Programming Concentration Passed Senate• University Grad Studies (Jooeng)<ul style="list-style-type: none">○ Graduate Student Awards• Library Liaison (Weihong)• MIS AAUP Representative (Tom)<ul style="list-style-type: none">○ Demonstration; largely	<ul style="list-style-type: none">• MIS Curriculum (Michael)<ul style="list-style-type: none">○ See Curriculum Committee• MIS Dec (Tom)• IS Club (Olga/Michael)<ul style="list-style-type: none">○ AIS Student Conference Virtual and Free○ Announcements• Faculty Development (Suspended)• Chairs Meeting (Michael)<ul style="list-style-type: none">○ See Announcements
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- Old Business
 - Social Media Campaign (Yue)
 - New Student Opinion Surveys (Yue)
 - Discussion by email Yue by 3/7 by 3/14
 - CIP Code Change (On Hold Pending Name Change)
 - Department Name Change (Discussion) IS Tom/Olga
 - Update on Motion to send Marianne Meritorious Service Plaque using department funds. (Michael) this week
 - Drop Application Development Concentration – refer to Tom’s Senate Report
- New Business
 - Offer students to move from Business Programming to another Concentration. (Michael) JE/OP
 - New MIS Curriculum Advisory Board (Michael)
 - Alrtin Elmazi (Security); Christopher Metty (Supply Chain); Donald Landry (Strategy); Ed Laprade (SMB IT); Shayne Flaherty (Cloud and Networking); David Oyanadel (VR); Avangrid (??); Elaine D’Andelio (BA); All MIS Faculty
 - Others to be invited?
 - Nights for Virtual Meetings? 1.5 hours max; 2 Per Semester Any
 - Emailed all accepted but not confirmed students (Michael)

- Other
 - Discussed cat terms
- Motion to Adjourn

Respectfully Submitted,

Michael Gendron

MIS DEPARTMENT MEETING MINUTES

Held Via WebEx April 6, 2021, 3:05-4:00 p.m.

- Call to order at 3:05 pm
- Secretary Pro Tempore (Dale Macken)
- Approval of the minutes March 02, 2021 - Motion to approve-Olga; 2nd-Joo Eng; approved-all
- Announcements

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| <ul style="list-style-type: none">• Faculty Senate (Tom)<ul style="list-style-type: none">○ Future of Moodle on campus deferred to ITC.○ SOUAF members required back on campus either 4/9 or 6/15 TBD• Search Committee (Concluded with new hire) NO REPORT• Curriculum Committee (Michael)<ul style="list-style-type: none">○ NO REPORT• University Grad Studies (Jooeng)<ul style="list-style-type: none">○ Announced Housing for Grads | <ul style="list-style-type: none">• Library Liaison (Weihong)• NO REPORT• MIS AAUP Representative (Tom)• NO REPORT MIS Curriculum (Michael)<ul style="list-style-type: none">○ NO REPORT• MIS Dec (Tom)<ul style="list-style-type: none">○ Elections See Below• IS Club (Olga/Michael)<ul style="list-style-type: none">○ Club Doing Well• Faculty Development (Suspended)• Chairs Meeting (Michael)<ul style="list-style-type: none">○ New Positions and Advertisements○ See Attachment |
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- Old Business
 - MJD Art (Michael - see attachment)
 - Social Media Campaign (Yue)
 - No updates given but we decided we would coordinate with Chrissy Peckham.
 - New Student Opinion Surveys (Yue - see attachment)
 - Motion to send for entry (Olga/JooEng). Motion carried unanimously.
 - CIP Code Change (On Hold)
 - Department Name Change
 - Business Informatics
 - Dean would like a package, name and how it relates to curriculum.
 - Motion to have one-hour meetings weekly beginning next week. (Tom/JooEng), Approved unanimously.
- New Business
 - Dr Petkova Emeritus Status (Tom/JooEng) Approved unanimously.
 - Department Elections (Tom - see attachment) – (Tom/Hank) Approved unanimously
 - AOL (Olga) - Motioned to defer to next meeting (Olga/Tom) Approved unanimously.
 - Curriculum forms (All) - have been updated and are on Teams.
 - Define CS vs MIS (All - see attachment – deferred based on name change)
 - Status of MIS 462 (Michael) - not being offered but staying on the books.
 - Work Group Reports (Michael/Yue) Requested Today by Dean Farhat; will start next month.
 - New MIS Curriculum Advisory Board (Michael)
 - Package sent 4/5; meeting 4/8
 - Question for the advisory committee
- Motion to Adjourn (Tom/Olga) Approved unanimously. 4:20pm

MIS DEPARTMENT MEETING MINUTES

Held Via Teams Sept 24, 2021, 11:05-12:30 p.m.

- Call to order at 11:05 pm
- Secretary Pro Tempore (Mark Jackson)
- Approval of the minutes April 06, 2021 - Motion to approve-Tom; 2nd-Joo Eng; approved-all
- Announcements

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| <ul style="list-style-type: none">• Faculty Senate (Tom)<ul style="list-style-type: none">○ First meeting was introductory, no key issues discussed• University Grad Studies (Yue)<ul style="list-style-type: none">○ Began discussion on how to better support graduate students. Major discussion will be at next months meeting. | <ul style="list-style-type: none">• MIS AAUP Representative (Tom)<ul style="list-style-type: none">○ Likely heading to arbitration• Chairs Meeting (Mark)<ul style="list-style-type: none">○ Will provide report after each chairs meeting |
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- Budget (Mark)
 - Budget is very limited, only essential office supplies
 - If larger budget items are needed, please consult with chair and consideration will be made to dean's office on case by case
 - In the absence of Dale, Joanne can help with supplies and ordering, as will Rosa, but please keep the MIS chair in the loop
- Strategies for enrollment and retention
 - Mark will serve as MIS rep to Task Force on Recruitment and retention
 - Reach out to advisees to take advantage of your office hours
 - Survey students during semester, see how we can help them
 - Need to improve what we are offering (long term, curriculum)
 - Shorelight (encourage foreign student enrollment)
 - Need to Create a Center of Excellence in business, with strong ties to industry, and highlighting job demands in the state (see Governors Workforce Strategic Plan)
- Department Bylaws
 - Motion: an Adhoc committee will revise the department bylaws and present a revised draft at the next MIS department meeting, October 22. (Mark/Joo Eng/ approved unanimously)
 - Adhoc committee will consist of Mark, Joo Eng, Tom, and Weihong
- Business Studies Programs Council Meeting and other curriculum
 - Change course list for non-business majors in order to serve as MBA pre- prerequisite foundational courses
 - Add BUS 538 into MBA Cores and rename it as BUS531. MBA Cores will increase from 15 to 18 credits; MBA Track credits will decrease from 12 to 9
 - Need to change supply chain analytics track due to the low enrollments and not significant different with BA track.
 - New course (BUS 560 supply chain management) designed by management department

- Yue discussed a new Task Force on Business Analytics track in our MBA/MSA. She asked for help looking at “Analytics” course in various departments. Tom offered to help.
 - Marks asked for the MIS curriculum committee (Joo Eng and Yue), to meet next week to work on curriculum strategy to meet enrollment concerns and Governors Workforce Strategic Plan. Mark and Tom will join them, meeting will be scheduled by Mark.
- Governors Workforce Strategic Plan- Need action plan for how we can contribute.
 - Discussed above
- Distance Learning Guidelines
 - I will send out for department discussion by email
- Motion to Adjourn (Tom/Joo Eng/approved unanimously) Meeting adjourned at 12:30 pm

MIS DEPARTMENT MEETING MINUTES

Held Via Teams Oct 22, 2021, 11:00 AM-12:30 p.m.

- Call to order at 11:00 am
- Secretary Pro Tempore (Mark Jackson)
- Dean Farhat was a Guest to address questions on MIS Curriculum Plan
 1. Do you envision the MIS department remaining as a major in the SoB? Do you see us as a strategy/technology department, or only a service department?
 - Yes, but realistically it will be a small department.
 - An important part of the department going forward is to strengthen the minor, which is nearly equal to the majors now. But if minor and major are sharing key courses the combined pair will be able to fill courses.
 - Would not call MIS a service department, instead IT and technology skills is a key component of all other business majors and MIS is a critical component.
 2. Would yes like us to focus on startups and entrepreneurship?
 - Yes, but should keep focus on startups in the technology area. Enterprise in the general sense should not be a focus of MIS, but anything with a technology focus should be pursued.
 3. At the graduate level, would you support a healthcare specialization?
 - Yes, and that is a key component of the Governors Workforce Strategic Plan. We should definitely think of how to do that, but first make sure we have the actual expertise among the faculty to be able to make a strong contribution.
 - Reminder that to propose a new program we need to start with a market study, deans office will help.
 4. At the graduate level, is MIS531 remaining in the business core (we believe it gives essential background for the 21st century MBA student)?
 - Yes.
 - Also, BUS 538 should be in the core
 5. Do you see us as more technology or business?
 - MIS should lean more towards the business side.
 6. Curriculum planning based on IS2020
 - Yes, the dean supports the IS 2020 model as an good approach to follow and supports the concept of table 4.2
- Approval of the minutes Sep 24, 2021 - Motion to approve- Joo Eng; 2nd-Tom; approved-all
- Announcements

<ul style="list-style-type: none">• Faculty Senate (Tom)<ul style="list-style-type: none">○ none• University Grad Studies (Yue)<ul style="list-style-type: none">○ none	<ul style="list-style-type: none">• MIS AAUP Representative (Tom)<ul style="list-style-type: none">○ none• Chairs Meeting (Mark)<ul style="list-style-type: none">○ Please emphasize advising as key component to retention○ Will be working on Fall 2022 and Summer 2022 schedules soon○ UG Open House October 31 (Michael) and Nov 6 (Mark and Hank)
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1. Update on curriculum plans (Michael)
 - See Q&A with dean above. Michael will coordinate a department curriculum meeting for Friday Oct 29
 2. Update on Adhoc Committee for department bylaws review (Weihong)
 - Weihong will distribute proposal by next week
 3. Task force on enrollment and retention (Mark)
 - Several actional items are planned to be shared by early November
 4. Other Business
 - Please send copies of Graduate Syllabi to Yue for her use on Grad BA Task force
 - Grade submission for first 8-week session is due at the same time as other fall semester grades at the end of the fall term.
 - Meeting adjourned 12:30 PM