

**BOARD OF REGENTS FOR HIGHER EDUCATION  
HUMAN RESOURCES AND ADMINISTRATION COMMITTEE  
MEETING MINUTES – May 23, 2018 8:30 AM  
BOR Boardroom, 61 WOODLAND STREET, HARTFORD, CT**

**COMMITTEE MEMBERS PARTICIPATING:**

Naomi Cohen, Chair  
Richard J. Balducci  
Holly Howery  
David Jimenez  
Elease Wright  
Yvette Melendez

**Additional Regents Present:**

Merle Harris  
William Lugo  
Del Cummings

**CSCU STAFF PRESENT:**

Mark Ojakian, President  
Alice Pritchard, Chief of Staff  
Steve Weinberger, Vice President for Human Resources  
Ernestine Weaver, Legal Counsel  
Erin Fitzgerald, Associate Director, Office of Board Affairs  
Cheryl Connor, Administrative Assistant

**CALL TO ORDER**

With a quorum present, Committee Chair Cohen called the meeting to order at 8:30 am.

**APPROVAL OF MEETING MINUTES**

On a motion by Elease Wright, seconded by Holly Howery, the meeting minutes of March 28, 2018 were approved as submitted.

**UPDATE ON STUDENTS FIRST PLANNING**

President Ojakian updated the committee, reporting that he and staff are continuing conversations with Dr. Barbara Brittingham of NEASC and also with NCHEMS (The National Center for Higher Education Management Systems), a national consultant group that NEASC asked to evaluate our Substantive Change Proposal.

President Ojakian further reported that he is looking to bring forward an outline of proposed future steps that can be taken, to the June meeting of ASA Committee and then onto the meeting of the full Board later in the month, with the focus on still recommending the move to a single accredited college. He explained that there are steps that can be implemented sooner rather than later, working within the system but not requiring approval from NEASC. He continues to believe that the regional structure is still advantageous.

President Ojakian explained that at campuses where the presidents have announced that they are retiring, the leadership positions on those campuses will be replaced with individuals called Campus Chief

Executive Officers. This is being implemented at Capital Community College with the retirement of President Nieves and at Manchester Community College with the retirement of President Glickman. Dr. Minkler's title has also been changed to Interim Campus Chief Executive Officer at Middlesex Community College. A CEO is needed not only for the skillset, but also to satisfy NEASC, as the guidelines provided by NEASC call for a Chief Executive Officer on each campus. Previously, the Substantive Change proposal had referred to these positions as Campus Vice Presidents.

### **DISCUSSION – QUALIFICATIONS AND RESPONSIBILITIES OF COMMUNITY COLLEGE LEADERSHIP POSITIONS**

Committee Chair Cohen reminded the Committee of the December 2017 resolution, which asks the Committee, in consultation with administration, to develop a hiring process for the new college leadership structure, to integrate the positions into the current class and compensation system and to finalize organizational charts for the new college leadership structure and positions. Chair Cohen also reminded the Committee of the documents provided at the last Committee meeting and attached to the minutes of that meeting. Those documents were provided by The Aspen Institute, which outlined characteristics of exceptional community college presidents and also provided qualifications, responsibilities and other elements of the position descriptions of the new leadership team. Aspen outlines qualities for Presidents who ensure student success as including committed to student access and success, willing to take strategic risks, being a builder of strong teams, establishing urgency for improvement, planning for lasting internal change, being results-oriented, communicating effectively, having financial and operational ability, being an entrepreneurial fundraiser, and developing external partnerships.

The Committee members and the other Regents present engaged in discussions regarding qualifications and responsibilities of the proposed Regional Presidents. They concurred that the ten qualities outlined by the Aspen Institute are important for all leadership positions but weighted depending on responsibilities and deliverables.

The Committee concluded that all leadership positions should include strong academic backgrounds as well as strong administrative and operational skills. Community college backgrounds are valued.

### **EXECUTIVE SESSION**

There was no executive session.

### **ADJOURNMENT**

**On a motion duly made, seconded and passed unanimously, the meeting adjourned at 9:23 am.**

Submitted,

Cheryl Connor