

**CT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**MINUTES – REGULAR MEETING**  
**9:00 a.m., Thursday, July 17, 2014**  
**CT Room, Memorial Hall, Central Connecticut State University**  
**New Britain, Connecticut**

**REGENTS PARTICIPATING**

Nicholas M. Donofrio, Chair	Sarah Greco
Yvette Meléndez, Vice Chair	Merle W. Harris
Stephen Adair*	Craig S. Lappen
Richard J. Balducci	JoAnn Price
Eugene L. Bell	Stefan Pryor*
Robert E. Brown*	Catherine H. Smith*
Naomi K. Cohen	Elease E. Wright
Matt Fleury	

**REGENTS ABSENT**

Lawrence J. DeNardis	Jewel Mullen*
Sharon Palmer*	

*\*ex-officio, non-voting member*

**BOR STAFF**

Gregory W. Gray, President  
Mike Gargano, Provost and SVP for Academic & Student Affairs  
Laurie Dunn, Interim VP, Human Resources and Labor Relations  
Erika Steiner, Chief Financial Officer  
Erin A. Fitzgerald, Associate Director of Board Affairs/BOR Secretary

**GUESTS**

Dr. Terrence MacTaggart, Association of Governing Boards  
J. Puckett, Boston Consulting Group  
Lane McBride, Boston Consulting Group  
Nithya Vaduganatha, Boston Consulting Group

**CALL TO ORDER**

Chairman Donofrio called the meeting to order at 9:05 a.m. and declared a quorum present. He welcomed new Regents, Robert E. Brown, Vice Chair of the Faculty Advisory Committee, and Elease E. Wright, recently appointed to the Board by Governor Malloy.

**On a motion by Regent Fleury seconded by Regent Balducci approval of the June 18, 2014, meeting minutes was added to the agenda with a unanimous vote.**

**APPROVAL OF MEETING MINUTES**

**On a motion by Regent Cohen , seconded by Regent Harris, the meeting minutes listed were unanimously approved as submitted.**

[June 18, 2014 Regular Meeting](#)

**SALARY ADJUSTMENTS FOR MANAGEMENT/CONFIDENTIAL PROFESSIONAL EMPLOYEES FOR THE RATING PERIOD JULY 1, 2013 TO JUNE 30, 2014, EFFECTIVE JUNE 27, 2014**

At Chairman Donofrio's request, President Gray provided a brief overview of his recommendation for salary adjustments for management/confidential professional employees. President Gray indicated Chief Financial Officer Erika Steiner and Interim VP for Human Resources Laurie Dunn were present to respond to any questions. **On a motion by Regent Balducci, with a second by Vice Chair Melendez, the resolution below (which includes Exhibit A attached hereto), was unanimously approved.**

**AUTHORIZATION FOR BOR PRESIDENT TO IMPLEMENT 2014-2015 SALARY ADJUSTMENTS FOR SPECIFIED CLASSIFICATIONS OF MANAGEMENT AND CONFIDENTIAL PROFESSIONAL EMPLOYEES FOR THE RATING PERIOD JULY 1, 2013 TO JUNE 30, 2014, EFFECTIVE JUNE 27, 2014**

RESOLVED, That the Board of Regents for Higher Education hereby approves the recommendation of the BOR President and authorizes him to proceed with implementation of 2014-2015 performance recognition salary adjustments (effective June 27, 2014) limited to unclassified ConnSCU Management & Confidential Professional employees in the System Office, Colleges and Universities. These employees are within the following classifications:

- University Director 1 (Salary Grade 39) and below;
- Community College Administrator 4 (Salary Grade A4) and below; and
- Charter Oak State College Professional Tech. 2 and below.

RESOLVED The President's implementation of the salary adjustments for the affected Management and Confidential Professional employees will be in accordance with the terms and conditions set forth in the Staff Report and Exhibits associated with this Resolution, which are incorporated herein by reference in full as Exhibit A, to be effective on June 27, 2014, and

BE IT FURTHER

RESOLVED That the Board, through the BOR President, will continue to monitor the overall economic recovery trends, and their impact on Connecticut, and will re-assess salary adjustments at the beginning of 2015 for those employees excluded from this adjustment who otherwise would have been included in accordance with existing BOR policy.

## **PROPOSED BYLAWS AMENDMENT (INFORMATION ITEM)**

Chairman Donofrio advised that, in accordance with existing bylaws, any proposed revisions thereto required an introductory notification to the Board. He noted the proposed amendment aligns BOR bylaws with the recent legislative action concerning the addition of the Faculty Advisory Committee's Vice Chair to the Board as an ex-officio, non-voting member. The amendment will move forward for consideration at the August meeting meeting of the Board of Regents.

### **Proposed Bylaws Amendment:**

#### **ARTICLE I – THE BOARD OF REGENTS FOR HIGHER EDUCATION**

##### ***SECTION 2 – BOARD MEMBERSHIP***

*The board shall consist of ~~nineteen~~ **twenty-one** members who shall be distinguished leaders of the community in Connecticut. The board shall reflect the state's geographic, racial and ethnic diversity. The voting members shall not be employed by or be a member of a board of trustees for any independent institution of higher education in this state or the Board of Trustees for The University of Connecticut nor shall they be employed by or be elected officials of any public agency as defined in subdivision (1) of section 1-200 of the general statutes, during their term of membership on the Board of Regents for Higher Education. The Governor shall appoint nine members to the board as follows: Three members for a term of two years; three members for a term of four years; and three members for a term of six years. Thereafter, the Governor shall appoint members of the board to succeed such appointees whose terms expire and each member so appointed shall hold office for a period of six years from the first day of July in the year of his or her appointment. Four members of the board shall be appointed as follows: One appointment by the president pro tempore of the Senate, who shall be an alumnus of the regional community-technical college system, for a term of four years; one appointment by the minority leader of the Senate, who shall be a specialist in the education of children in grades kindergarten to twelve, inclusive, for a term of three years; one appointment by the speaker of the House of Representatives, who shall be an alumnus of the Connecticut State University System, for a term of four years; and one appointment by the minority leader of the House of Representatives, who shall be an alumnus of Charter Oak State College, for a term of three years. Thereafter, such members of the General Assembly shall appoint members of the board to succeed such appointees whose terms expire and each member so appointed shall hold office for a period of four years from the first day of July in the year of his or her appointment. **The chairperson and vice-chairperson of the faculty advisory committee created under section 10a-3a shall serve as an ex-officio, nonvoting member of the board for a term of two years and, in ~~his or her role~~ **their respective roles** as chairperson and vice-chairperson, shall be excluded from any executive session, as defined in section 1-200, of the board.** The chairperson and vice-chairperson of the student advisory committee created under section 10a-3 of the general statutes, as amended by this act, shall serve as members of the board. The Commissioners of Education, Economic and Community Development and Public Health and the Labor Commissioner shall serve as ex-officio, nonvoting members of the board.*

**EXECUTIVE SESSION - (Regents' performance review/interpersonal board relationships)**

**At 9:16 a.m. on a motion by Regent Balducci seconded by Vice Chair Melendez, the Board voted to go into Executive Session for the purpose of discussion concerning the performance and evaluation of a public officer or employee.** Chairman Donofrio announced that no votes would be taken in Executive Session. Chairman Donofrio directed President Gray, Dr. Terrence MacTaggart and Erin Fitzgerald to remain in executive session with the Board.

*Notes: Commissioner Pryor and Regents Price, Bell and Green arrived during Executive Session.  
President Gray, Dr. MacTaggart and Erin Fitzgerald left Executive Session at 11:45 a.m.*

**RETURN TO OPEN SESSION**

**At 12:10 p.m. Chairman Donofrio announced** that the meeting was in Open Session and that no votes were taken in Executive Session, which was limited to discussion concerning the performance and evaluation of a public officer or employee.

**RECESS**

**At 12:10 p.m. on a motion by Regent Cohen, seconded by Regent Fleury, the Board moved to Recess for 30 minutes.**

**At 12:40 p.m., Chairman Donofrio declared** the recess had expired and called the meeting to order.

*Note: Regents Balducci, Bell and Price left the meeting during recess.*

**TERRENCE J. MACTAGGART, ASSOCIATION OF GOVERNING BOARDS**

Dr. MacTaggart expressed his observation that the progress made by the Board of Regents for Higher Education over the past three years was impressive compared with other attempts at change around the country. He shared with the Board an overview of the types of changes occurring in American higher education in the post-war era. Dr. MacTaggart addressed the issue of why transformative changes or mergers are hard to implement, noting that the greater the degree of change, the greater the degree of difficulty and opposition. Accordingly, the need to articulate the value of the change via the benefits derived from the change increases exponentially. Dr. MacTaggart expressed his opinion that utilizing the services of the Boston Consulting Group was advantageous to moving the Transform 2020 initiative forward, along with the support of Governor Malloy.

**EXECUTIVE SESSION** (preliminary drafts related to Transform 2020 initiative)

**At 1:03 p.m. on a motion by Regent Cohen seconded by Regent Fleury, the Board voted to go into Executive Session for the purpose of discussion concerning matters related to preliminary drafts** (related to the Transform 2020 initiative). Chairman Donofrio announced that no votes would be taken in Executive Session. President Gray, Provost Gargano and Erin Fitzgerald, along with the following representatives from Boston Consulting Group, remained in Executive Session with the Board: J. Puckett, Lane McBride, and Nithya Vaduganatha.

**RETURN TO OPEN SESSION**

At 3:15 p.m. Chairman Donofrio announced that the meeting was in Open Session and that no votes were taken in Executive Session, which was limited to discussion concerning matters related to preliminary drafts (related to the Transform 2020 initiative).

**EXECUTIVE SESSION** (BOR President Evaluation Review)

**At 3:15 p.m. on a motion by Regent Wright seconded by Regent Greco, the Board voted to go into Executive Session for the purpose of discussion concerning the performance and evaluation of a public officer or employee** (BOR President Evaluation review). Chairman Donofrio announced that no votes would be taken in Executive Session.

**RETURN TO OPEN SESSION**

At 3:40 p.m. Chairman Donofrio announced that the meeting was in Open Session and that no votes were taken in Executive Session, which was limited to discussion concerning the performance and evaluation of a public officer or employee.

**ADJOURNMENT**

**Regent Harris moved to adjourn; Regent Fleury seconded and the meeting adjourned at 3:40 p.m.**

Submitted,

Erin A. Fitzgerald, Associate Director, Office of Board Affairs  
Secretary of the CT Board of Regents for Higher Education

**Guidelines Governing FY 2014-2015 Salary Adjustments  
for  
Management and Confidential Professional Employees  
of the Board of Regents for Higher Education**

**1. Board Policy**

Rules governing the effective date, employee eligibility and overall percentage increase are governed by Article 6.5 of the Human Resources Policies for Management/Confidential Professional Personnel of the Board of Regents for Higher Education.

**2. Effective Date/Payment Date**

- The effective date for salary adjustments shall be June 27, 2014.
- The salary adjustment will be reflected in the paycheck dated August 8, 2014, and will include a one pay period retroactive payment.

**3. Salary Increase Pool/Employee Eligibility**

The pool for each of the colleges, universities and the System Office is derived by summing the salaries of all employees assigned to Management/Confidential Professional positions who will be eligible for an increase on the effective date of the salary adjustment and multiplying this figure by 3.5 percent (3.5% percent) as displayed on the spreadsheet.

Eligibility for the salary adjustment is as follows:

- a. State university managers/confidential professional staff at the classification of Director 1 (salary grade 39) and below. Community college managers/confidential professional staff at the classification of Administrator 4 (salary grade A4) and below. Charter Oak State College managers/confidential professional staff at the classification of Professional Tech. 2 and below.
- b. The employee must have served at least 6 months in a Management/Confidential Professional position within the Connecticut State Colleges and Universities system (M/C hire date 12/27/13 or earlier).
- c. Any employee who transferred into a BOR Management/Confidential Professional full-time position directly from another State of Connecticut full-time position since 12/27/13 who did not receive a salary increase at the time of the transfer to the Connecticut State Colleges and Universities system (i.e., lateral transfer) shall be eligible for a salary adjustment.
- d. Anyone who will not be employed in a Management/Confidential Professional position as of September 1, 2014, for any reason including, but not limited to resignation, retirement, return to a bargaining unit position, or non-continuation, will not be eligible for the salary adjustment, nor will the employee's salary be included for calculation of the salary increase pool.
- e. Any employee who is ineligible for a salary adjustment, but falls below the new minimum for the salary grade because he/she was hired at or near the minimum, will have his/her salary brought to the new minimum and this adjustment *shall not be funded* from the salary increase pool.

Please review the attached spreadsheet to ensure the employee and salary details are accurate and complete, and that it properly identifies those who are eligible for the annual increase. **If any corrections are required, please contact Darlene DeFigueiredo (860.723.0753 or [DeFigueiredoD@ct.edu](mailto:DeFigueiredoD@ct.edu)) as soon as possible.**

#### **4. Interim Appointments/Additional Duty Pay**

Employees holding an interim/acting position shall have their annual increase applied to their full interim salary. Upon return to their permanent position, the percentage of the annual increase will be applied to the old base rate of the permanent position.

If an employee is receiving additional duty pay, then the regular lower pay should be used as the employee's base for calculating a salary increase. The extra duty pay percentage will be calculated on the new base pay and added to it (e.g., \$70,000 old base X 5.00% FY 2014-2015 increase = \$73,500 X 6.00% extra duty pay = \$77,910). Upon completion of the additional duty assignment, the extra duty pay will be removed.

#### **5. Salary Ranges/Lump Sum Payments**

No employee shall receive less than the minimum nor more than the maximum of the salary grade to which assigned. If an employee is found to have a salary below the minimum *prior* to the annual increase, the *correction* shall be made before implementing the salary adjustment and funds for such correction shall not be taken from the salary increase pool.

Salary adjustments are added to the employee's base salary; however, no increase may take an employee beyond the maximum of the salary grade to which the employee is assigned. Any amount awarded over the maximum, shall be paid as a lump sum in the check dated August 8, 2014. The salary ranges have been adjusted upward by 3 percent (3%) effective 6/27/14 and are attached for your reference.

#### **6. Individual Salary Adjustment Increase Determination**

Salary adjustments are based on the employee's performance during the July 1, 2013, through June 30, 2014, evaluative period and a performance appraisal shall be completed and submitted to the Human Resources office for each employee.

Employees who receive a performance rating of good/satisfactory/meets expectations or above will be eligible for a salary adjustment (enter % awarded, not to exceed 5% on the spreadsheet).

Employees who receive a performance rating of needs improvement or unsatisfactory/does not meet performance expectations shall not receive an increase (enter 0.0% on the spreadsheet).

#### **7. Reporting Salary Increases**

Each president shall submit recommended salary adjustments on the attached spreadsheet. Salary adjustment recommendations will be reviewed for compliance with these guidelines and the President of the Board of Regents will provide the final approval on the salary adjustments for Management/Confidential Professional Personnel.

## Coding for Entering M/C Salary Adjustments in CoreCT

### I. CODING FOR ENTRY OF IN-BASE SALARY ADJUSTMENTS

#### Enter in Job Data

- Effective date of the increase: **06/27/2014**
- Action code: **PAY RATE CHANGE**
- Action Reason Code: **Individul Mngerial Ann Increas**
- Comment: **FY 2014-15 M/C Salary Adjustment** and include the percentage increase.

### II. CODING FOR ENTRY OF LUMP SUM PAYMENTS

Lump sum payments (in lieu of the in-base fixed sum adjustment for employees at maximum salary) are processed on the Timesheet in the Time & Labor module of CoreCT or in Additional Pay for employees on Self Service Time Entry.

#### A. For Retroactive Lump Sum Payments that Eligible Employees Will Receive

1. In Timesheet:
  - Enter the lump sum payment with the XRTRA Time Reporting Code (TRC)
2. In Additional Pay:
  - Enter the lump sum payment with the RTR Earnings Code

#### B. For Lump Sum Payments for Those Over Max.

- a. In Timesheet:
  - Enter the lump sum payment with the XMISP Time Reporting Code (TRC)
- b. In Additional Pay:
  - Enter the lump sum payment with the MPS Earnings Code



**BASIC TEMPLATE - NOTIFICATION TO EMPLOYEES**

TO: \_\_\_\_\_  
FROM: \_\_\_\_\_, President  
\_\_\_\_\_ University/Community College  
DATE: \_\_\_\_\_, 2014  
SUBJECT: FY 2014-15 Salary Adjustments for  
Management and Confidential Employees

In recognition of your job performance during the 7/1/13 - 6/30/14 evaluative period, you are receiving a salary increase.

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*Choose one as appropriate for the employee:*

***(1) For those receiving an increase to base (those who are not over max.):***

This is to confirm that your salary will be adjusted from \$\_\_\_\_\_ biweekly (\$\_\_\_\_\_ annualized) to \$\_\_\_\_\_ biweekly (\$\_\_\_\_\_ annualized), effective June 27, 2014. This salary adjustment will be reflected in your paycheck dated August 8, 2014 and will include one pay period of retroactive increase.

***(2) For those receiving only a lump sum payment (those who are over max.):***

Your salary is above the maximum for the salary range to which your position is assigned. Therefore, you will receive your salary adjustment in the form of a lump sum payment in the amount of \$\_\_\_\_\_ in your paycheck dated August 8, 2014.

***(3) For those receiving both an increase to base & a lump sum payment (those who reached max. before their full salary adjustment was applied to their base rate):***

This is to confirm that your salary will be adjusted from \$\_\_\_\_\_ biweekly (\$\_\_\_\_\_ annualized) to \$\_\_\_\_\_ biweekly (\$\_\_\_\_\_ annualized), effective June 27, 2014. This salary adjustment will be reflected in your paycheck dated August 8, 2014 and will include one pay period of retroactive increase.

This salary increase has brought your salary to the maximum for the salary range to which your position is assigned. You will receive the remainder of your salary increase in a lump sum payment in the amount of \$\_\_\_\_\_ in your paycheck dated August 8, 2014.

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Questions regarding this salary adjustment should be directed to: \_\_\_\_\_.

cc: CC Human Resources Director  
CC Payroll  
SU Chief Human Resource Officer

**ITEM**

FY 2015 Salary Adjustments for Management and Confidential Professional Personnel of the Board of Regents for Higher Education

**BACKGROUND**

Consistent with the BOR Human Resources Policies for Management and Confidential Professional Personnel, Article 6.5, the President of the Board of Regents is recommending salary adjustments for certain Management and Confidential Professional employees based on the policy. The policy provides the following:

**6.5 Salary Ranges**

Each Management and Confidential Professional title is assigned to a salary range. The assignment of new titles to ranges and the reassignment of existing titles to new ranges shall be pursuant to the Classification and Compensation Policy.

**A. Salary Ranges for New Hires**

Newly-hired Management/Confidential Professional employees may be placed by administrative action at any point in the applicable salary grade up to and including to the median. By exception, on a case by case basis, the President may seek Board approval for the hiring of a Management/Confidential employee at a salary above the median of the applicable salary grade.

**B. Salary Adjustment Policy**

The Board recognizes the dedication and professional accomplishments of the Management and Confidential Professional employees and is committed to compensating such persons fairly. Salary adjustments shall be administered in accordance with the Classification and Compensation policies. As a matter of salary administration for Management/Confidential employees, compensation shall not be set below the minimum or above the maximum for the applicable grade.

**C. Salary Adjustments for Management and Confidential Professional Employees**

Salary adjustments for Management and Confidential Professional Employees shall be pursuant to Board policy. All salaries fall within ranges established by the Board. The effective date for annual salary adjustments shall be the beginning of the pay period which includes July 1. No one employed less than six (6) months in such a position shall be eligible for consideration of such a salary increase. Anyone who will not be employed in a Management or Confidential Professional position as of the September 1, for any reason shall not be eligible for the salary adjustment.

Salary adjustments for Management and Confidential Professional Employees shall not exceed but may match the average salary increases given to bargaining units. Subject to the approval of the Board, a President may adjust a salary of Management and Confidential Professional Employees due to change in function or other substantiated reason.

**D. Reporting Salary Adjustments**

All salary adjustments for Management and Confidential Professional Employees within the System Office shall be reported to and approved by the Board on a form prescribed by the President of the Board of Regents.

**ANALYSIS**

Connecticut continues to emerge from the economic crisis of 2008. The salary adjustment recommendation proposed reflects tight economic conditions and; therefore, does not extend to all employees, but is limited to unclassified ConnSCU Management & Confidential Professional employees in the System Office, Colleges and Universities. These employees are within the following classifications:

- University Director 1 (Salary Grade 39) and below;
- Community College Administrator 4 (Salary Grade A4) and below; and
- Charter Oak State College Professional Tech. 2 and below.

Two elements are reflected in this proposal. First, a review of salary increases for employees in bargaining units assigned to the BOR indicates that the overall salary increases for these employees is approximately 5 percent. Pursuant to subsections C and D of Article 6.5 of the BOR Human Resources Policies for Management and Confidential Professional Personnel, the President of the Board of Regents recommends salary adjustments for certain employee classifications as described above.

Secondly, beginning in FY 2013 the BOR adopted a commitment to make salary adjustments based on performance. Therefore, the recommendation for FY 2015 is to provide such increases as performance recognition to eligible employees based on their job performance as reflected in their annual evaluation. To implement the performance based recognition, there is an established pool of funds totaling 3.5 percent of the salaries of all eligible employees and a cap on individual increases of 5 percent for each employee who is deemed eligible. It should be noted that only those employees receiving performance ratings of “meets expectations”, “satisfactory”, “good” or better will be eligible for a salary adjustment.

There are approximately 133 eligible Management and Confidential Professional employees and the approximate cost of this distribution is \$366,547 on an annualized basis, exclusive of employee benefits. The Board’s Chief Financial Officer estimates that all university and college budgets, along with the System Office budget, are financially positioned to absorb this cost.

The BOR President has issued salary adjustment guidelines (noting any action is subject to BOR approval of this recommendation) detailing the consistent system-wide administration of the salary adjustment and provided the amount of the salary adjustment pool to each of the presidents in the Connecticut State Colleges and Universities System. All salary recommendations made by the university and college presidents shall be submitted to the System Office in a prescribed format for review of conformance with the issued salary adjustment guidelines and will require final approval by the BOR President.

**BOR PRESIDENT’S RECOMMENDATION**

Consistent with the Human Resources Policy set forth above, the BOR President recommends the Board of Regents for Higher Education consider and approve the attached resolution authorizing the BOR President to proceed with implementation of the 2014-2015 salary adjustments as described above and prescribed therein.

Under the guidelines set forth in Exhibit A to the proposed resolution, the President may proceed with implementation of 2014-2015 salary increase (effective June 27, 2014) only for those unclassified ConnSCU Managerial and Confidential Professional employees in the following classifications: University Director 1 and below (Salary Grade 39); Community College Administrator 4 and below (Salary Grade A4); and Charter Oak State College Professional Tech. 2 and below.

The Board, through the BOR President, will continue to monitor the overall economic recovery trends, and their impact on Connecticut, with an eye toward re-assessing salary adjustments at the beginning of 2015 to those employees excluded in this adjustment who otherwise would have been included in accordance with existing BOR policy.

07/17/14 – Board of Regents for Higher Education