



Board of Regents

AGENDA - REGULAR MEETING

10:00 a.m., Thursday, September 19, 2019

CSCU SYSTEM OFFICE, REGENTS BOARDROOM

61 WOODLAND ST., HARTFORD, CT 06105

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1. Call to Order
 2. Roll Call and Declaration of Quorum
 3. Adoption of Agenda
 4. Opportunity to Address the Board*
 5. Board of Regents Chair Matt Fleury
 6. CSCU President Mark E. Ojakian
 7. [Approval of June 20, 2019 Meeting Minutes](#)
 8. Consent Agenda
 - A. Academic Programs
 - i. Discontinuations
 - a. Women's Studies – Certificate – Three Rivers CC 2
 - b. Laser and Fiber Optic Technology - Certificate - Three Rivers CC 4
 - c. Manufacturing Engineering Tech.: Laser Manufacturing Opt. – AS - Three Rivers CC 6
 - ii. Suspensions
 - a. Energy Management – AAS – Tunxis CC 8
 - iii. Modifications
 - a. Data Mining – MS - [Program Name Change to Data Science and Modification/Subst. of Courses] Central CSU 10
 - b. Data Mining – Official Certificate (OCP) – [Program Name Change to Data Science and Modification /Substitution of Courses – Central CSU 12
 - c. Business Administration – Online MBA [Change from jointly conferred, with Liverpool John Moores University, to singly conferred] – Southern CSU 14
 - d. Coastal Resilience - MS - [Change from jointly conferred, with Liverpool John Moores University, to singly conferred] – Southern CSU 21
 - iv. New
 - a. Technology Studies: Data Science Option – AS – Northwestern CT CC 23

***Opportunity to Address the Board:** 30 minutes total; no more than three minutes per speaker. There will be two separate sign-up lists: one for students and another for faculty, staff and the public. Students will address the Board first, for up to 15 minute's total, followed by up to 15 minutes total for faculty, staff and public. The lists will be available in the meeting room for sign-up beginning at 8:30 am. Only one sign up per person (one person may not sign up for a group of individuals). Individuals who wish to address the Board **must sign-up prior to 10 am**. Speakers will be recognized from each list in the order of signing up (adherence to time limits will be required).

9. **Academic & Student Affairs Committee – Merle Harris, Chair**
 - A. Renaming Institution’s Academic Units from Schools to Colleges – Southern CSU 26
 - i. Renaming the School of Arts and Sciences to the College of Arts and Sciences
 - ii. Renaming the School of Education to the College of Education
 - iii. Renaming School of Health & Human Services to the College of Health & Human Services
10. **Audit Committee – Eleese Wright, Chair** *No Exhibits/No Report*
11. **Finance & Infrastructure Committee – Richard J. Balducci, Chair**
 - A. *Information Item – Spending Plan Reduction Targets* 30
12. **HR & Administration Committee – Naomi Cohen, Chair** No Exhibits
 - A. 2019-2020 Salary Adjustments for Management/Confidential Professional Employees 34
13. **Executive Committee – Matt Fleury, Chair** No Exhibits/No Report
14. **Executive Session**
 - A. Discussion – pending litigation
 - B. Discussion – evaluation or appointment of a public officer or employee
15. **Adjourn**

NEXT REGULARLY SCHEDULED MEETING OF THE FULL BOARD OF REGENTS FOR HIGHER EDUCATION IS
 10 AM., THURSDAY, OCTOBER 24, 2019
 ADANTI STUDENT CENTER AT SOUTHERN CONNECTICUT STATE UNIVERSITY
 345 FITCH STREET, NEW HAVEN, CT 06515

*** Opportunity to Address the Board:** 30 minutes total; no more than three minutes per speaker. There will be two separate sign-up lists: one for students and another for faculty, staff and the public. Students will address the Board first, for up to 15 minute’s total, followed by up to 15 minutes total for faculty, staff and public. The lists will be available in the meeting room for sign-up beginning at 8:30 am. Only one sign up per person (one person may not sign up for a group of individuals). Individuals who wish to address the Board **must sign-up prior to 10 am**. Speakers will be recognized from each list in the order of signing up (adherence to time limits will be required).

09-19-2019 – Consent Agenda

8. Consent Agenda

A. Academic Programs

i. Discontinuations

- a. Women's Studies – Certificate – Three Rivers CC
- b. Laser and Fiber Optic Technology - Certificate - Three Rivers CC
- c. Manufacturing Engineering Tech.: Laser Manufacturing Opt. – AS - Three Rivers CC

ii. Suspensions

- a. Energy Management – AAS – Tunxis CC

iii. Modifications

- a. Data Mining – MS - [Program Name Change to Data Science and Modification/Subst. of Courses] Central CSU
- b. Data Mining – Official Certificate (OCP) – [Program Name Change to Data Science and Modification /Substitution of Courses – Central CSU
- c. Business Administration – Online MBA [Change from jointly conferred, with Liverpool John Moores University, to singly conferred] – Southern CSU
- d. Coastal Resilience - MS - [Change from jointly conferred, with Liverpool John Moores University, to singly conferred] – Southern CSU

iv. New

- a. Technology Studies: Data Science Option – AS – Northwestern CT CC

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 19, 2019

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Women's Studies (CIP Code: 05.0207 / OHE # 16954) leading to a Certificate at Three Rivers Community College, with a two-year phase out/teach out period ending Spring Semester 2021.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Women's Studies leading to a Certificate at Three Rivers Community College

BACKGROUNDSummary

As a result of a periodic academic program review, it was determined that the program has a very low enrollment, deemed not sufficient for the current financial environment.

Phase-Out/Teach-Out Strategy

Any student currently enrolled will be able to take requisite courses since all the program's courses are part of the Liberal Arts and Science Degree.

Resources

No additional resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/06/2019 – BOR Academic & Student Affairs Committee

09/19/2019 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 19, 2019

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Laser and Fiber Optic Technology (CIP Code: 15.0304 / OHE # 08982) leading to a Certificate at Three Rivers Community College, with a two-year phase out/teach out period ending Spring Semester 2021.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a program in Laser and Fiber Optic Technology leading to a Certificate at Three Rivers Community College

BACKGROUNDSummary

Per a periodic academic program review for the institution's manufacturing program, changes were made to the Electrical Robotics and laser program, phasing out laser courses and making this program non-sustainable. Additionally, student interest in the program has been declining over the last several years.

Phase-Out/Teach-Out Strategy

During the phase-out/teach-out period through the 2021 Spring Semester, students currently enrolled will be able to take requisite courses. After this period, students interested in receiving a manufacturing certificate will be informed of alternative courses and other options will be explored with the student on a case-by-case basis.

Resources

No additional resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/06/2019 – BOR Academic & Student Affairs Committee
09/19/2019 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

September 19, 2019

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a Laser Manufacturing degree option within the Manufacturing Engineering Technology program (CIP Code: 15.0613 / OHE # 15434) leading to an Associate of Science degree at Three Rivers Community College, with a two-year phase out/teach out period ending Spring Semester 2021.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Discontinuation of a Laser Manufacturing degree option within the Manufacturing Engineering Technology program leading to an Associate of Science degree at Three Rivers Community College

BACKGROUNDSummary

Per a periodic academic program review for the institution's manufacturing program, changes were made to the Electrical Robotics and laser program, phasing out laser courses and making this program non-sustainable. Additionally, student interest in the program has been declining over the last several years.

Phase-Out/Teach-Out Strategy

During the phase-out/teach-out period through the 2021 Spring Semester, the one student currently enrolled will be able to complete requisite courses. After this period, students interested in receiving a degree in manufacturing will be informed of alternative courses and other options will be explored with the student on a case-by-case basis.

Resources

No additional resources are required for the discontinuation of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve discontinuation of this program.

09/06/2019 – BOR Academic & Student Affairs Committee

09/19/2019 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Suspension

September 19, 2019

RESOLVED: That the Board of Regents for Higher Education approve the suspension of a program in Energy Management (CIP Code: 15.0503, OHE # 18541) leading to an Associate of Applied Science degree at Tunxis Community College, with a phase-out/teach-out phase until May 2022.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Suspension of a program in Energy Management leading to an Associate of Applied Science degree at Tunxis Community College, until May 2022

BACKGROUNDSummary

The program is a Low Completer with fewer than three graduates each year. The institution has declared the program does not serve the needs of students and industry.

Rationale

During the suspension, the institution will evaluate the AAS degree and all its associated certifications. This degree is part of the institution's STEAM Plan (Science, Technology, Engineering, Art, Mathematics & Advanced Manufacturing) to be re-organized. Several options will be considered.

Phase-Out/Teach-Out Strategy

No new students will be admitted to this degree program. Currently enrolled students will be afforded the following options:

- 1) Provide independent studies for remaining courses to complete the program (if within 3 courses),
- 2) Explore options for appropriate course substitutions as needed to attain certificates or degree (if applicable), or
- 3) Advise students on the application of already-earned credits to a different program (Technology Studies is most appropriate) to help fulfill their educational goals in a timely manner.

The currently enrolled students will be afforded opportunities to complete the degree if they desire. They will be advised that the structure of the program may change from what has been communicated to them already. Such an example would be that a course is now going to run in an online or hybrid type format versus a traditional classroom model of instruction. All currently enrolled students have been contacted and a schedule of remaining required courses has been developed for Fall '19 and Spring '20.

Resources

No resources are required for the suspension of this program.

RECOMMENDATION

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve suspension of this program.

09/06/2019 – BOR Academic & Student Affairs Committee

09/19/2019 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Modification

September 19, 2019

RESOLVED: That the Board of Regents for Higher Education approve the modification of an online program – Data Mining (CIP Code: 11.0401, OHE # 09328) leading to a Master of Science degree at Central Connecticut State University; specifically, curricular changes and a name change in the program’s title from Data Mining to Data Science.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Modification of an online program, Data Mining at Central Connecticut State University

BACKGROUNDSummary

The institution proposes to change the title of the referenced program to Data Science. Curricular changes reduce the required course credits from 33 to 31 and create a five-track system for the new degree, four of which reflects specialized areas pertinent to employers and a general track. This curricular change will also require changes its CIP Code to 30.3001 to better reflect the new curriculum.

Rationale

The term data mining has evolved into something rather pejorative implying looking largely for spurious results in datasets to confirm a post hoc prediction; thus, the name change. Data scientist are in high demand in the state and the proposed specialized curricular tracks respond to the needs demonstrated by large employers for bioinformatics, text analytics, clustering and computational specialization.

Resources

Hiring an adjunct instructor and devoting resources for marketing will be required to implement the proposed program modifications. Combined with the Official Certificate Program, it is expected that projected revenue from the two Data Science offerings will exceed their projected expenditures over the course of the next three years by more than \$25,000.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve this program modification. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/06/2019 – BOR Academic & Student Affairs Committee

09/19/2019 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Modification

September 19, 2019

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – Data Mining (CIP Code: 27.0301, OHE # 09289) leading to an Official Certificate at Central Connecticut State University; specifically a name change from Data Mining to Data Science, and curricular changes.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Modification of an Official Certificate Program, Data Mining at Central Connecticut State University

BACKGROUNDSummary

The institution proposes to change the title of the program to Data Science and make curricular changes in the certificate by expanding the required elective courses to 8-10 credits from 6-8; thus increasing the total credits required to 20-22 from 18-20. This curricular change will also require changes its CIP Code to 30.3001 to better reflect the new curriculum.

Rationale

The term data mining has evolved into something rather pejorative implying looking largely for spurious results in datasets to confirm a post hoc prediction; thus, the name change. Data scientist are in high demand in the state and the proposed changes in the certificate is expected to attract more students to respond to the needs demonstrated by large employers for bioinformatics, text analytics, clustering and computational specialization.

Resources

Existing faculty will develop and teach the new electives under a new two-year cycle of offering the classes. Additional resources are required hire one adjunct instructor and to implement a marketing plan. Nevertheless, projected revenue is expected to exceed projected expenditures over the course of the next three years for the Data Science program which incorporates the OCP and Master of Science degree.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve this program modification. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/06/2019 – BOR Academic & Student Affairs Committee

09/19/2019 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Modification

September 19, 2019

RESOLVED: That the Board of Regents for Higher Education approve the modification of an online degree program – Masters of Business Administration (CIP Code: 52.0201, OHE # 19157) leading to a Masters degree, specifically implementation of the program as previously approved (BR 17-089) without the partnering institution - from jointly conferred to singly conferred, at Southern Connecticut State University.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Implementation of the program – an online Masters of Business Administration - as previously approved without the partnering institution - from jointly conferred to singly conferred, at Southern Connecticut State University

BACKGROUNDSummary

In 2017, the Board of Regents and NECHE (then NEASC) approved the referenced program to be jointly delivered by Southern CT State University and Liverpool John Moores University.

Several factors at LJMU, including senior leadership changes and the impact of Brexit on enrollment, have limited LJMU's capacity to deliver this program jointly with SCSU at this time. However, this program remains vital to SCSU's strategic planning. While will continue to work with LJMU to make the jointly conferred degree a reality, SCSU needs the flexibility to also offer this degree program on its own.

Resources

The institution has restructured the program's budget for its initial three years which indicates its projected revenue will exceed projected expenditures by more than \$800,000.

RECOMMENDATION

The System's Provost and Senior Vice President for Academic and Students Affairs recommends that the Board of Regents approve this program modification.

09/06/2019 – BOR Academic & Student Affairs Committee
09/19/2019 – Board of Regents



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New England Commission
of Higher Education

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President of the Commission
BARBARA E. BRITTINGHAM
bbrittingham@neche.org

Sr. Vice President of the Commission
PATRICIA M. O'BRIEN, SND
pobrien@neche.org

Vice President of the Commission
CAROL L. ANDERSON
canderson@neche.org

Vice President of the Commission
LAURA M. GAMBINO
lgambino@neche.org

Vice President of the Commission
PAULA A. HARBECKE
pharbecke@neche.org

August 8, 2019

Dr. Joseph Bertolino
President
Southern Connecticut State University
501 Crescent Street
New Haven, CT 06515-0901

Dear President Bertolino:

This letter is in response to your July 16, 2019 request to Barbara Brittingham, President of the Commission, to postpone the NECHE site visit scheduled for Fall 2019 to review Southern Connecticut State University's (SCSU) success in implementing its plans to offer two joint degree programs – an MBA and an MS in Coastal Resilience – with Liverpool John Moores University in the United Kingdom. We appreciate the additional information indicating that the launch of the two programs has been delayed until Fall 2020.

We do realize that an institution's plans to offer new degree programs, particularly those involving international partners, are often subject to change and revision. Therefore, in light of the information provided, we concur that it makes sense to delay the evaluation visit until Spring 2021 (before the first students graduate) so that the review can take place in conjunction with SCSU's comprehensive evaluation. Please let us know if your plans change.

Best wishes for the coming academic year.

Paula A. Harbecke

Paula A. Harbecke
Vice President

PAH/bec



Founded in 1885

NEW ENGLAND ASSOCIATION OF SCHOOLS & COLLEGES, INC. COMMISSION ON INSTITUTIONS OF HIGHER EDUCATION

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Harvard University

THOMAS L. G. DWYER (2018)
Johnson & Wales University

JOHN F. GABRANSKI (2018)
Haydenville, MA

KAREN L. MUNCASTER (2018)
Brandeis University

CHRISTINE ORTIZ (2018)
Massachusetts Institute of Technology

JON S. OXMAN (2018)
Auburn, ME

ROBERT L. PURA (2018)
Greenfield Community College

ABDALLAH A. SFEIR (2018)
Lebanese American University

REV. BRIAN J. SHANLEY, O.P. (2018)
Providence College

HARRY E. DUMAY (2019)
College of Our Lady of the Elms

JEFFREY R. GODLEY (2019)
Grafton, CT

COLEEN C. PANIALONE (2019)
Northeastern University

MARIKO SILVER (2019)
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Yale University

THOMAS C. GREENE (2020)
Vermont College of Fine Arts

MARTIN J. HOWARD (2020)
Boston University

SUSAN D. HUARD (2020)
Manchester Community College (NH)

PETER J. LANGER (2020)
University of Massachusetts Boston

JEFFREY S. SOLOMON (2020)
Worcester Polytechnic Institute

President of the Commission
BARBARA E. BRITTINGHAM
bbrittingham@neasc.org

Senior Vice President of the Commission
PATRICIA M. O'BRIEN, SND
pobrien@neasc.org

Vice President of the Commission
CAROL L. ANDERSON
canderson@neasc.org

Vice President of the Commission
PAULA A. HARBECKE
pharbecke@neasc.org

Vice President of the Commission
TALA KHUDAIRI
tkhudairi@neasc.org

October 31, 2017

Dr. Joseph Bertolino
President
Southern Connecticut State University
501 Crescent Street
New Haven, CT 06515-0901

Dear President Bertolino:

I am pleased to inform you that at its meeting on September 29, 2017, the Commission on Institutions of Higher Education considered the report submitted by Southern Connecticut State University and took the following action:

that the report regarding the University's plans to offer two joint degree programs, a Master of Business Administration (MBA) and an MS in Coastal Resilience, with Liverpool John Moores University be accepted and the joint degree programs be encompassed within the institution's accreditation, with an effective date of September 29, 2017;

that a visit to assess implementation of the joint MBA and MS in Coastal Resilience degree programs be scheduled for Fall 2019;

that the report prepared in advance of the Fall 2019 site visit give emphasis to the institution's success in:

1. ensuring that the University's transfer of credit policies related to the joint MBA and MS in Coastal Resilience degree programs are consistent with Commission policies and the *Standards for Accreditation*;
2. achieving the enrollment goals set for the joint MBA and the MS in Coastal Resilience degree programs and maintaining sufficient financial resources to sustain academic quality;
3. clarifying the role of faculty in the development of course content and curriculum in the programs;
4. ensuring that academic and student support services, including advising, are sufficient to support the programs;
5. developing policies and procedures for the systematic review of the MS in Coastal Resilience joint degree program.

The Commission gives the following reasons for its action.

The report submitted by Southern Connecticut State University (SCSU) was accepted and the joint MBA and MS in Coastal Resilience degree programs offered with Liverpool John Moores University (LJMU) encompassed within the institution's accreditation because the Commission finds the activity to be substantially in compliance with the *Standards for Accreditation* and relevant Commission policies.

The Commission commends Southern Connecticut State University for submitting a cogent and well-conceived report outlining its plans to offer two cohort-model joint degree programs in collaboration with LJMU. The first program, a 15-month, 45-credit low-residency MBA degree program, comprises the same curriculum and admissions process as the institution's existing traditional and accelerated MBA programs. We note with approval that the MBA program director at SCSU and a faculty member at the LJMU Business School will oversee the program, and SCSU and LJMU faculty assigned to teach in the program are appropriately qualified and sufficient in number. In addition, we view positively SCSU's commitment to provide MBA faculty with pedagogical training and technological support for online teaching. We further note with favor that SCSU will hire two additional full-time faculty members to deliver its portion of the program. The second joint degree program, a one-year, 45-credit MS in Coastal Resilience offered in an on-ground format, is new, and we appreciate learning of the comprehensive research and planning that went into the development of this multidisciplinary program that will focus on "a holistic consideration of coastal resilience in the face of considerable environmental change and challenge." The report assures that department chairs from SCSU and LJMU will oversee program implementation, and there are a sufficient number of qualified faculty from disciplines including Environmental, Geography, and Marine Studies and Geography and Environmental Science to support the program. The report further documents the student services, including advising, that will support each program, and we note with approval that a part-time external examiner will be employed to verify the academic quality of the joint MBA and MS in Coastal Resilience programs.

In keeping with Commission policy, an on-site evaluation to assess implementation of the MBA and MS in Coastal Resilience joint degree programs will be scheduled for Fall 2019. A copy of the relevant procedural statement is enclosed for your information and use.

In the report prepared in advance of the Fall 2019 site visit, the institution is asked to give emphasis to five matters related to our standards on *The Academic Program, Students, Institutional Resources, and Organization and Governance*.

According to the report, the QAA standards allow an institution to accept transfer credits for up to two-thirds of a master's degree program. The Commission's standards, however, state that "[a]t the graduate level, the institution accepts credit in transfer on a strictly limited basis to preserve the integrity of the degree awarded" (4.41). As documented in the report, LJMU is confident that it can "work within SCSU parameters [and] amend the framework" to ensure this requirement is met. We understand that SCSU and LJMU plan to meet sometime between November 2017 and February 2018 to address this matter. The report prepared in advance of the Fall 2019 site visit will afford SCSU an opportunity to provide evidence that its transfer of credit policies related to the joint MBA and MS in Coastal Resilience degree programs are consistent with Commission policies and our standard on *The Academic Program* (cited above and below):

Credit awards are consistent with Commission policy and the course content, appropriate to the field of study, and reflect the level and amount of student learning. The award of credit is based on policies developed and overseen by the faculty and academic administration. There is demonstrable academic content for all experiences for which credit is awarded, including study abroad, internships, independent study, and service

learning. No credit toward graduation is awarded for pre-collegiate-level or remedial work designed to prepare the student for collegiate study (4.34).

We note that revenue and administrative costs and responsibilities will be split 65% (SCSU)/35% (LJMU), and the cohort model of enrollment will be implemented, in part, because of the benefits that include “administrative and pedagogical efficiencies in scheduling [and] predictable enrollment numbers.” According to the pro forma budgets included in the report, 20 full-time students are projected to enroll in the joint MBA program in FY2019, generating revenue of \$500,000, increasing to 30 full-time students and revenue of \$720,000 in Fall 2021; 15 full-time students are projected to enroll in the joint MS in Coastal Resilience program in FY2019, generating revenue of \$325,000, increasing to 20 full-time students and revenue of \$430,000 in Fall 2021. We look forward, in the Fall 2019 report, to learning of the institution’s progress in achieving these enrollment and revenue goals and maintaining sufficient financial resources to sustain academic quality and support the MBA and the MS in Coastal Resilience joint degree programs as evidence that “the institution sets and achieves realistic goals to enroll students who are broadly representative of the population the institution wishes to serve” (*Students*, Statement of Standard), and that “[t]he institution’s multi-year financial planning is realistic and reflects the capacity of the institution to depend on identified sources of revenue and ensure the advancement of educational quality and services for students” (7.6).

We further understand that the proposed joint programs will be delivered by UK- and US-based faculty. We note positively that “coastal resilience is an area of curricular strength and well-established faculty partnerships at both institutions,” and we appreciate learning that, since implementing the initial Memorandum of Understanding in 2015, SCSU and LJMU faculty have collaborated on joint teaching and/or research projects in nearly a dozen disciplines. In addition, SCSU and LJMU will provide a team of instructional design consultants to support faculty development and the delivery of courses. However, the report did not provide details specifying the role of faculty at each institution in course content and curriculum development. We therefore ask that the Fall 2019 report clarify this matter as evidence that “[t]he institution places primary responsibility for the content, quality, and effectiveness of the curriculum with its faculty. Faculty have a substantive voice in matters of educational programs, faculty personnel, and other aspects of institutional policy that relate to their areas of responsibility and expertise” (3.15).

As mentioned positively above, we are gratified to learn that both SCSU and LJMU will provide students enrolled in the jointly delivered degree programs with in-person and online access to student support services, including library and information resources, academic writing support, and academic advising. In addition, classroom and laboratory space as well as relevant field data collection equipment is sufficient to support the MS in Coastal Resilience program, and dedicated staff at each institution will be assigned to support the proposed programs. We further note with favor that SCSU is launching an English Language Pathways Program in Spring 2018 for applicants whose TOEFL or IELTS scores do not meet the entry-level language requirements for admission into one of the joint programs. We look forward, through the Fall 2019 report, to receiving evidence that academic and student support services, including advising, are sufficient to support the MBA and the MS in Coastal Resilience joint degree programs as informed by our standards on *Students* and *Institutional Resources*:

The institution offers an array of student services, including physical and mental health services, appropriate to its mission and the needs and goals of its students. It recognizes the variations in services that are appropriate for residential students, at the main campus, at off-campus locations, and for distance education programs as well as the differences in circumstances and goals of students pursuing degrees (5.9).

The institution provides advising and academic support services appropriate to the student body. The institution's faculty and professional staff collectively have sufficient interaction with students outside of class to promote students' academic achievement and provide academic and career guidance (5.10).

A clear description of the nature, extent, and availability of student services is readily available to students and prospective students. Newly enrolled students are provided with an orientation that includes information on student services as well as a focus on academic opportunities, expectations, and support services (5.11).

The institution provides access to library and information resources, services, facilities, and qualified staff sufficient to support its teaching and learning environments and its research and public service mission as appropriate (7.22).

The institution's physical and electronic environments provide an atmosphere conducive to study and research (7.24).

As documented in the proposal, the joint MBA program is equivalent to the low-residency MBA program currently offered by SCSU, and existing institutional policies and procedures related to program assessment and review will apply to the proposed joint MBA program. The MS in Coastal Resilience joint program, however, is new and the report did not specify the policies and procedures that will be used for the systematic review of this program. The Fall 2019 report will afford SCSU an opportunity to update the Commission on its progress in developing these policies and procedures. Our standard on *The Academic Program* is relevant here:

The institution develops, approves, administers, and on a regular cycle reviews its academic programs under institutional policies that are implemented by designated bodies with established channels of communication and control. Review of academic programs includes evidence of student success and program effectiveness and incorporates an external perspective. Faculty have a substantive voice in these matters (4.6).

The Commission expressed appreciation for the report submitted by Southern Connecticut State University and hopes its preparation has contributed to institutional improvement. We appreciate your cooperation with the effort to provide public assurance of the quality of higher education in New England.

You are encouraged to share this letter with all of the institution's constituencies. It is Commission policy to inform the chairperson of the institution's governing board of action on its accreditation status. In a few days we will be sending a copy of this letter to Mr. Matt Fleury. The institution is free to release information about the report and the Commission's action to others, in accordance with the enclosed policy on Public Disclosure of Information about Affiliated Institutions.

If you have any questions about the Commission's action, please contact Barbara Brittingham, President of the Commission.

Sincerely,



David P. Angel

DPA/jm
Enclosures

cc: Mr. Matt Fleury

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Modification

September 19, 2019

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program – Coastal Resilience (CIP Code: 03.0103, OHE # 19158) leading to a Master of Science degree, specifically implementation of the program as previously approved (BR 17-090) without the partnering institution - from jointly conferred to singly conferred, at Southern Connecticut State University.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Implementation of the program – Coastal Resilience – as previously approved without the partnering institution - from jointly conferred to singly conferred, at Southern Connecticut State University

BACKGROUNDSummary

In 2017, the Board of Regents and NECHE (then NEASC) approved the referenced program to be jointly delivered by Southern CT State University and Liverpool John Moores University.

Several factors at LJMU, including senior leadership changes and the impact of Brexit on enrollment, have limited LJMU's capacity to deliver this program jointly with SCSU at this time. However, this program remains vital to SCSU's strategic planning. While SCSU will continue to work with LJMU to make the jointly conferred degree a reality, SCSU needs the flexibility to also offer this degree program on its own.

Resources

The institution has restructured the program's budget for its initial three years which indicates its projected revenue will exceed projected expenditures by more than \$570,000.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve this program modification. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

10/11/2019 – BOR Academic & Student Affairs Committee
10/24/2019 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

New Program Approval

September 19, 2019

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a new degree option – Data Science – within Technology Studies program (CIP Code: 27.0304) leading to an Associate of Science degree, requiring 67 course credits delivered via a hybrid modality, at Northwestern Connecticut Community College; for a three-year period.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Licensure and accreditation of a new degree option – Data Science – within Technology Studies program leading to an Associate of Science degree at Northwestern Connecticut Community College

BACKGROUNDSummary

The employment of data scientists is becoming more popular in a number of industries. While many current jobs in this field require a bachelor degree, new jobs are being created at an associate degree level of entry which allows NCCC students to enter this field early while receiving mentorship within various organizations from senior data scientists. It is expected that that local and state employers will soon follow national trends in hiring data science technicians.

Rationale

The proposed degree option will consist of 18 existing courses plus three new courses to be established by current faculty members. In a recent survey of 67 NCCC students, 80% of them expressed interest in taking courses in data science.

The institution's marketing and promotion campaign will include press releases and the production of website pages, videos, brochures, flyers and a comprehensive promotional packet. Local and state employers will received targeted promotional material.

Resources

Projected revenue will exceed projected expenditures each year for the program's initial three years.

RECOMMENDATION

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve the establishment of this program. The System's Provost and Senior Vice President for Academic and Students Affairs concurs with this recommendation.

09/06/2019 – BOR Academic & Student Affairs Committee

09/19/2019 – Board of Regents

9. Academic & Student Affairs

- A. Renaming Institution's Academic Units from Schools to Colleges – Southern CSU
 - i. Renaming the School of Arts and Sciences to the College of Arts and Sciences
 - ii. Renaming the School of Education to the College of Education
 - iii. Renaming the School of Health & Human Services to the College of Health & Human Services

CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Renaming Institution's Academic Units from Schools to Colleges

at

Southern Connecticut State University

September 19, 2019

WHEREAS, Institutions of higher education commonly use the term "School" to designate academic units that prepare students in a focused set of disciplines and their related profession(s), and commonly use the term "College" to organize related Schools under the broader umbrella; and

WHEREAS, Unit-based consultations occurred on the campus of Southern Connecticut State University during the Spring 2019 semester regarding a proposal to rename its four Schools, concluding with faculty members of the School of Arts and Sciences, the School of Education and the School of Health and Human Services voting to request a change to the College of Arts and Sciences, the College of Education and the College of Health and Human Services, respectively; and

WHEREAS, The institution's Faculty Senate has unanimously endorsed the proposed changes in nomenclature, and SCSU President Joseph Bertolino has forwarded the request to Mark E. Ojakian, President of the Connecticut State Colleges and Universities System; and therefore, be it

RESOLVED, That the Board of Regents authorize the renaming of the School of Arts and Sciences, the School of Education and the School of Health and Human Services at Southern Connecticut State University to the College of Arts and Sciences, the College of Education and the College of Health and Human Services, respectively; and be it further

RESOLVED, That the designation "College" will not materially affect the institution's faculty, staff or students, will not affect standards for graduation requirements, assessment or accreditation, and will not confer any special rights or privileges for the three Colleges beyond those afforded the SCSU School of Business, which has elected to retain its current name.

A True Copy:

Erin A. Fitzgerald, Secretary of the
CT Board of Regents for Higher Education

ITEM

Renaming three of the four institutional academic units a “College” instead of a “School” at Southern Connecticut State University

BACKGROUND

Deliberations occurred across the campus of SCSU regarding a proposal to change the nomenclature of its academic units from “School” to “College” during the 2019 Spring semester. Three of the institutional units voted in favor of the change. In his letter of request to the Connecticut State Colleges and Universities System Office for the Board’s consideration, SCSU President Joseph Bertolino noted the common usage of the two designations among institutions of higher education. He further explained that “new programs, new majors, and new areas of emphasis have all emerged” in each of the three Schools over the course of the past ten years. He reasoned that: “At this time, it is more appropriate for each of these units to be constituted as a College, which will allow for relevant Schools to be established within each College. Such a name change would also add to the naming opportunities at our institution, as it is feasible to embed a named, more focused ‘School’ within a larger ‘College’.” If approved by the Board, President Bertolino expects full implementation of the name change to be completed by the Fall 2020 semester.

RECOMMENDATION

The System’s Provost and Senior Vice President for Academic and Students recommends that the Board of Regents authorize the proposed renaming of academic units at Southern Connecticut State University from School of Arts and Sciences, the School of Education and the School of Health and Human Services to College of Arts and Sciences, the College of Education and the College of Health and Human Services, respectively.


09/06/2019 – BOR Academic & Student Affairs Committee
09/19/2019 – Board of Regents



Southern Connecticut
State University

Office of the President

TO: Mr. Mark Ojakian
President, Connecticut Board of Regents for Higher Education

FROM: Dr. Joseph Bertolino 
President, Southern Connecticut State University

DATE: July 25, 2019

SUBJECT: Request to rename the following Schools as Colleges:
School of Arts and Sciences to College of Arts and Sciences
School of Health and Human Services to College of Health and Human Services
School of Education to College of Education

I am writing to request approval of SCSU's proposal to rename the School of Arts and Sciences, the School of Education, and the School of Health and Human Services as the College of Arts and Sciences, the College of Health and Human Services, and the College of Education respectively. During the Spring 2019 semester, the SCSU campus community was consulted on the proposal to change the names of these three Schools to Colleges. The Dean from each School discussed this proposal with their Department Chairpersons and convened school-wide meetings with interested faculty and staff members. The Faculty Senate unanimously endorsed changing the names of the three Schools to Colleges, after which I immediately urged this initiative to move forward.

Institutions of higher education commonly use the term "School" to designate academic unit(s) that prepare students in a focused set of disciplines and their related profession(s). They commonly use the term "College" to organize several related Schools under the broader umbrella. SCSU's School of Arts and Sciences, School of Health and Human Services, and School of Education have each evolved significantly in the past ten years. New programs, new majors and new areas of emphasis have all emerged in each current School. At this time, it is more appropriate for each of these units to be constituted as a College, which will allow for relevant Schools to be established within each College. Such a name change would also add to the naming opportunities at our institution, as it is feasible to embed a named, more focused "School" within a larger "College."

Once the Board of Regents approves and the university implements these changes, the changes from "Schools" to "Colleges" will not materially affect faculty, staff, or students nor will they affect standards for graduation requirements, assessment, or accreditations. These name changes will not grant special privileges for the three Colleges beyond those afforded Southern's School of Business, which has elected to retain its current name.

If approved, these changes would be effective immediately, with full implementation completed by the Fall 2020 semester. In the event that naming opportunities, either College-wide or School-wide, present themselves Southern will follow BOR procedures accordingly. Thank you in advance for considering these proposed changes in nomenclature.

09-19-2019 – FINANCE

11. Finance & Infrastructure

A. Information Item – Spending Plan Reduction Targets

ITEM

Report on adjustments to FY 2020 spending plan to reach Board-approved reduction target.

SUMMARY

At its June 20, 2019 meeting the Board of Regents approved a spending plan for the Community Colleges that included a provision that the system find reductions from the proposed plan in order to limit use of reserves to \$8 million in FY 2020. Based on that action, the System Office has worked with regional leadership to develop campus-based plans that will allow us to meet the Board's objective while minimizing the impact of any cuts on students and their prospects for college success.

The process by which these plans were developed is summarized below:

- Targets were developed based on budget size for each campus. These targets were revised based on initial feedback from campuses.
- Each campus was asked to develop specific options to accomplish the savings or additional revenue in order to satisfy those plans. The campuses met regionally as part of their respective deliberations.
- Plans were submitted to the System Office where they were reviewed for accuracy.
- Each region convened with System Office staff to review the options presented for each campus. At those meetings several options were discarded because they were deemed to have a negative impact on students or were not able to be achieved.

The final reduction options that have resulted from this process total \$10,980,773. These reductions will bring the colleges' use of reserves down from \$19.6 million to \$8.7 million. While this number is slightly higher than the \$8 million cap set by the Board, it is reasonable to expect that additional attrition or other savings opportunities will develop over the remainder of the year. The reduction options are summarized below:

| | Projected Reduction Options |
|---|--------------------------------|
| Additional Revenue & Transfers | \$1,530,199 |
| Reduction to Personnel Services (FT & PT positions) | 5,065,293 |
| Reduction to Fringe Benefits | 3,186,543 |
| Reduction to All Other Expenses | 1,198,738 |
| Total Reduction | <u>\$9,450,574</u> |
| Grand Total | <u>\$10,980,773</u> |

- Throughout the Community College system, savings flow from a decline in personnel cost across the board. Many institutions are electing to forgo replacement for vacancies or delay hiring when vacancies occur.
- Some vacancies are being eliminated (6 full-time positions and 17 part-time positions) due to department reorganization per Students First implementation plan. A total of 32 full-time vacant positions plus 7 positions held by those who announced their retirement will not be filled during FY2020.
- There is a trend of increasing number of shared positions (12 positions) among campuses in areas such as: Management, Institutional Research, Marketing, and Enrollment Management.
- In many cases, campus leaders are able to achieve savings through unfilled positions because they have found creative ways to reorganize functions and complete critical work using existing staff or new part-time positions.

During the review process, a number of reduction options were rejected because they would have a negative impact on students. These rejected options would have left vacant a number of critical positions (7 full-time and 21 part-time) and produced additional savings of \$1.25 million. In each case, there was consensus among the respective region that the options in question were not advisable.

The total value of the accepted reduction options by college are shown below, including a proportionate reduction at system office:

| | <i>Accepted Reduction Options</i> |
|----------------------------------|---------------------------------------|
| <u>Community Colleges</u> | |
| Asnuntuck | (\$309,831) |
| Capital | (875,111) |
| Gateway | (1,915,290) |
| Housatonic | (824,528) |
| Manchester | (1,334,380) |
| Middlesex | (590,345) |
| Naugatuck Valley | (948,110) |
| Northwestern | (207,483) |
| Norwalk | (1,300,877) |
| Quinebaug Valley | (396,101) |
| Three Rivers | (913,987) |
| Tunxis | (494,499) |
| CCC SO | <u>(870,232)</u> |
| | (\$10,980,774) |

OTHER BUDGET RISKS

Since the adoption of the spending plans in June, the state has adopted a budget that allowed the Governor to implement holdbacks. For the Community Colleges, the holdbacks totaled just over \$700,000. This will also result in a reduction of state-supported fringe of over \$500,000. While these reductions are relatively manageable, the possibility of further allotment reductions by the state is a significant risk to the Community Colleges.

Fringe benefits also remain a significant risk to the finances of the Community Colleges. While the fringe rates dropped this year as a result of changes to how the state is amortizing unfunded liabilities in the SERS and Teachers' pension systems, most of the benefit will flow to state coffers, and not to CSCU's budget. This is because the employees with the highest fringe rates are funded under our block grants, with fringes paid directly by the state.

Finally, we are closely monitoring enrollment for the new academic year. While most campuses budgeted based on an assumption of flat, or close to flat, enrollment, we are in a period of dwindling numbers of high school graduates in Connecticut. Underperformance against our cumulative enrollment projections is a significant fiscal risk at the Community Colleges, as well as at the universities.

CONCLUSION

These budget reductions in the current fiscal year will unquestionably reduce the FY2020 deficit. Moreover, campus, regional and system office leadership have reviewed the proposals, eliminated some, and are satisfied that the accepted options will not unduly harm students or cause significant jeopardy to our institutions. We can expect that these changes, coupled with routine attrition and underspending in various accounts, will allow us to reduce our deficit in accordance with the Board's direction.

There are some additional budget risks that may ultimately impact our budget performance, and the System Office will continue to monitor these risks, and will evaluate them again in January when we prepare a mid-year projection for the Board. If additional actions with respect to the system spending plans are warranted, we will request them at that time.

12. Human Resources and Administration

- A. 2019-2020 Salary Adjustments for Management/Confidential Professional Employees

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

**AUTHORIZATION FOR THE CSCU PRESIDENT TO GRANT
2019-2020 SALARY ADJUSTMENTS FOR
MANAGEMENT AND CONFIDENTIAL PROFESSIONAL EMPLOYEES
EFFECTIVE JULY 1, 2019**

September 19, 2019

RESOLVED, That the Board of Regents for Higher Education hereby authorizes the CSCU President to grant 2019-2020 salary adjustments (effective July 1, 2019) for CSCU Management & Confidential Professional employees; and be it further

RESOLVED That the salary adjustments for CSCU Management and Confidential Professional employees are in compliance with [Article 6.5 of the CSCU Human Resources Policies for Management & Confidential Professional Personnel](#) and are in further accordance with the terms and conditions set forth in the attached Staff Report and updated MC Salary Range plan, which are incorporated herein by reference and duly adopted.

A True Copy:

Erin A. Fitzgerald, Secretary
CT Board of Regents for Higher Education

ITEM

Authorization for the CSCU President to Grant 2019-2020 Salary Adjustments for CSCU Management & Confidential Professional Employees

SUMMARY

This item proposes salary adjustments of 3.5% for eligible CSCU Management & Confidential Professional Employees in accordance with existing Board policy. It also proposes corresponding 3.5% adjustments to the lower and upper limits of salary ranges for classifications within the Management and Confidential pay plan. CSCU Management & Confidential employees have not had a salary adjustment since FY 2014-2015 and there have been no adjustments to the Salary Range plans since FY 2014-2015.

There are 291 Management & Confidential Professional employees placed in 11 classifications of professional, managerial and executive, 266 of whom are eligible for the salary adjustment. The cost of providing the recommended salary adjustments will be \$1,170,023.

[Article 6.5 of the CSCU Human Resources Policies for Management & Confidential Professional Personnel governs this item.](#) Relevant portions are reprinted below:

Section 6.5 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.

Under the terms of our various collective bargaining agreements, unionized employees received on July 1, 2019 a general wage increase equaling 3.5% plus any contract-specific steps or promotions, or, in some cases, an additional 2% for employees working under contracts that do not include steps or similar features. These contract provisions are a product of 2017 concession bargaining with the State Employee Bargaining Agent Coalition (SEBAC) that included pension and benefit concessions, job security provisions, and three years of wage freezes followed by two years of raises. The raises awarded on July 1, 2019 are the first of two annual raises for unionized employees.

The salary adjustments recommended in this item for CSCU Management & Confidential Professional Employees do not exceed the average salary increases provided under the collective bargaining agreements. In addition, Governor Lamont authorized a salary adjustment of 3.5% for non-represented state employees effective July 1, 2109.

In acknowledgement of the hard work and dedication of the CSCU Management & Confidential Professional employees, and in line with the Governor's authorized salary adjustment of 3.5% for non-represented state employees, the following proposal is presented:

1. Salary Adjustments will be effective 7/1/19 for eligible Management & Confidential employees.
2. The Salary Range Plans including both minimum and maximum values for Management & Confidential classifications will be increased by 3.5% (see Attachment A).
3. Eligible Management & Confidential employees in all classifications are eligible for a 3.5% salary adjustment.
4. The employee must have served at least 6 months in their current Management & Confidential position within the Connecticut State Colleges and Universities system (hire date December 31, 2018 or earlier.)
5. Anyone not employed in a Management & Confidential position as of September 1, 2019, 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 Management & Confidential employee salary adjustment.
6. 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.
7. Rehired retirees are not eligible for a salary adjustment except to maintain alignment with minimum salaries for the assigned duties.
8. Per the CSCU Consolidated Classification and Compensation System BR 15-090 (Attachment B hereto), which was effective September 18, 2015, no employee shall receive less than the minimum nor more than the maximum of the salary grade to which assigned. 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.
9. Employees holding an interim/acting position shall have their annual increase applied to their full interim salary. Upon returning to their permanent position, the percentage of the annual increase will be applied to the old base rate of the permanent position, made effective on the return date.

ATTACHMENTS

- **Attachment A** to this report contains both the current Salary Range Plans for Management and Confidential Professional Employees and the proposed Salary Range Plans effective 7/1/19.
- **Attachment B** to this report is BR Resolution #15-090, a Resolution concerning CSCU Consolidated Classification and Compensation System, adopted by the Board on 9/17/15, effective 9/18/15

RECOMMENDATION:

That the Board of Regents adopts the proposed Resolution concerning Authorization of the CSCU President to Grant 2019-2020 Salary Adjustments for Management & Confidential Professional employees as outlined above and a corresponding 3.5% increase to the existing Salary Range Plans.

ATTACHMENT A

| MC Range Plans Effective 9/18/2015 | | | | | | | | |
|------------------------------------|-----------------------------|----------------|-------|------------|------------|------------|------------|------------|
| Jobcode | Level/System Classification | Sal Admin Plan | Grade | Minimum | 1/4 Mark | Midpoint | 3/4 Mark | Maximum |
| 3370MC | Professional 1 | MC | P1 | \$ 38,500 | \$ 44,300 | \$ 50,100 | \$ 55,900 | \$ 61,600 |
| 3371MC | Professional 2 | MC | P2 | \$ 45,200 | \$ 52,000 | \$ 58,800 | \$ 65,600 | \$ 72,300 |
| 3372MC | Professional 3 | MC | P3 | \$ 53,200 | \$ 61,200 | \$ 69,200 | \$ 77,200 | \$ 85,100 |
| 3373MC | Manager 1 | MC | M1 | \$ 62,500 | \$ 71,900 | \$ 81,300 | \$ 90,700 | \$ 100,000 |
| 3374MC | Manager 2 | MC | M2 | \$ 73,400 | \$ 84,400 | \$ 95,400 | \$ 106,400 | \$ 117,400 |
| 3375MC | Manager 3 | MC | M3 | \$ 86,200 | \$ 98,900 | \$ 111,600 | \$ 124,300 | \$ 137,009 |
| 3376MC | Executive 1 | MC | E1 | \$ 101,300 | \$ 116,500 | \$ 131,700 | \$ 146,900 | \$ 162,001 |
| 3377MC | Executive 2 | MC | E2 | \$ 119,000 | \$ 136,800 | \$ 154,500 | \$ 172,300 | \$ 190,004 |
| 3378MC | Executive 3 | MC | E3 | \$ 139,800 | \$ 160,800 | \$ 181,800 | \$ 202,800 | \$ 223,700 |
| 3379MC | Executive 4 | MC | E4 | \$ 164,300 | \$ 189,000 | \$ 213,600 | \$ 238,300 | \$ 262,900 |
| 3380MC | Executive 5 | MC | E5 | \$ 193,100 | \$ 222,100 | \$ 251,100 | \$ 280,100 | \$ 309,000 |

| Proposed MC Range Plans Effective 07/01/19 | | | | | | | | |
|--|-----------------------------|----------------|-------|---------------|---------------|---------------|---------------|---------------|
| Jobcode | Level/System Classification | Sal Admin Plan | Grade | Minimum | 1/4 Mark | Midpoint | 3/4 Mark | Maximum |
| 3370MC | Professional 1 | MC | P1 | \$ 39,848.00 | \$ 45,851.00 | \$ 51,854.00 | \$ 57,857.00 | \$ 63,756.00 |
| 3371MC | Professional 2 | MC | P2 | \$ 46,782.00 | \$ 53,820.00 | \$ 60,858.00 | \$ 67,896.00 | \$ 74,831.00 |
| 3372MC | Professional 3 | MC | P3 | \$ 55,062.00 | \$ 63,342.00 | \$ 71,622.00 | \$ 79,902.00 | \$ 88,079.00 |
| 3373MC | Manager 1 | MC | M1 | \$ 64,688.00 | \$ 74,417.00 | \$ 84,146.00 | \$ 93,875.00 | \$ 103,500.00 |
| 3374MC | Manager 2 | MC | M2 | \$ 75,969.00 | \$ 87,354.00 | \$ 98,739.00 | \$ 110,124.00 | \$ 121,509.00 |
| 3375MC | Manager 3 | MC | M3 | \$ 89,217.00 | \$ 102,362.00 | \$ 115,506.00 | \$ 128,651.00 | \$ 141,805.00 |
| 3376MC | Executive 1 | MC | E1 | \$ 104,846.00 | \$ 120,578.00 | \$ 136,310.00 | \$ 152,042.00 | \$ 167,672.00 |
| 3377MC | Executive 2 | MC | E2 | \$ 123,165.00 | \$ 141,588.00 | \$ 159,908.00 | \$ 178,331.00 | \$ 196,655.00 |
| 3378MC | Executive 3 | MC | E3 | \$ 144,693.00 | \$ 166,428.00 | \$ 188,163.00 | \$ 209,898.00 | \$ 231,530.00 |
| 3379MC | Executive 4 | MC | E4 | \$ 170,051.00 | \$ 195,615.00 | \$ 221,076.00 | \$ 246,641.00 | \$ 272,102.00 |
| 3380MC | Executive 5 | MC | E5 | \$ 199,859.00 | \$ 229,874.00 | \$ 259,889.00 | \$ 289,904.00 | \$ 319,815.00 |

CT BOARD OF REGENTS FOR HIGHER EDUCATION**RESOLUTION**

concerning

CSCU CONSOLIDATED CLASSIFICATION AND COMPENSATION SYSTEM

September 17, 2015

WHEREAS, The Board's Human Resources and Administration Committee working with System Office Human Resources staff continue to review policies and procedures of legacy systems toward the goal of creating system-wide protocols wherever possible. Presidential compensation guidelines that are consistent, predictable and market driven are encompassed in that goal, and

WHEREAS, The three legacy governing boards had three distinct management and confidential professional personnel salary policies covering the 4 state universities, 12 community colleges, and Charter Oak State College, and

WHEREAS, The Board of Regents now wishes to set uniform consolidated classification and compensation structure for management and confidential professional personnel based on a recent and thorough analysis of market data. This System, subject to the Board of Regents Human Resources Policies for Management and Confidential Professional Personnel, will provide direction in setting the compensation level for each new management/confidential professional staff member hired at one of the CSCU institutions (state universities, community colleges and Charter Oak State College) after the adoption of the guidelines by the Board of Regents.

NOW, THEREFORE, BE IT

RESOLVED, That this policy supersedes and cancels all prior practices and agreements related to compensation for management and confidential professional personnel, whether written or oral unless expressly stated to the contrary herein, and be it further

RESOLVED, That the Board of Regents for Higher Education adopts the CSCU Consolidated Classification and Compensation Structure for management and confidential professional personnel at the seventeen institutions of the Connecticut State Colleges and Universities System (Attachment A hereto) effective September 18, 2015, and this Structure will be utilized in setting the compensation level when a management or confidential professional staff member is hired at any CSCU institution (state universities, community colleges and Charter Oak State College), and be it further


RESOLVED, Management and confidential professional personnel who were employed in their positions prior to September 18, 2015, shall be allowed to receive an annual salary adjustment added to their base salary that exceeds the maximum for the grade to which assigned under the CSCU Consolidated Classification and Compensation System. However, such employees shall not receive increases to base that exceed the maximum of the assigned grade under the former classification system (the former maximums will be adjusted upwards

by the same rate applied to the new ranges as periodically may occur). This provision shall sunset on June 30, 2018, at which time no employee will be permitted to receive an annual salary adjustment added to their base salary that exceeds the maximum for their salary grade under the CSCU Consolidated Classification and Compensation System. On and after July 1, 2018, any annual salary adjustment that exceeds the maximum for the grade shall be made in a lump sum payment, and be it further,

RESOLVED,

That the BOR President is authorized to establish a Classification and Compensation System Procedures Manual that will guide ongoing system-wide administration of classification and compensation in a manner consistent with the established system. Such procedures manual will be effective September 18, 2015.

A True Copy:



Erin A. Fitzgerald, Secretary
CT Board of Regents for Higher Education

CSCU Consolidated Classification and Compensation Structure
Effective 09/18/2015

**ATTACHMENT A TO
BR# 15-090**

| Level/System Classification Title | Minimum | 1/4 Mark | Midpoint | 3/4 Mark | Maximum |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Professional 1 | \$38,500 | \$44,300 | \$50,100 | \$55,900 | \$61,600 |

Administrative Operations Asst.

| | | | | | |
|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Professional 2 | \$45,200 | \$52,000 | \$58,800 | \$65,600 | \$72,300 |
|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|

Administrative Assistant
BOR Grant Project Assistant

BOR Workforce Training Coordinator
Human Resources Assistant

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|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Professional 3 | \$53,200 | \$61,200 | \$69,200 | \$77,200 | \$85,100 |
|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|

BOR Executive Asst. to Pres.
BOR Asst. Director Financial Aid Services
BOR Asst. Grant Project Director
BOR Capital Budget Associate
BOR Finance Associate
BOR Grants Specialist
BOR Internal Auditor

BOR IT Security Specialist
BOR Nursing Admissions Specialist
BOR Payroll & Benefits Associate
BOR Student & Academic Info. Systems Specialist
Executive Assistant to the President
Human Resources Associate
SU Diversity Associate

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|------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Manager 1 | \$62,500 | \$71,900 | \$81,300 | \$90,700 | \$100,000 |
|------------------|-----------------|-----------------|-----------------|-----------------|------------------|

BOR Architect & Facilities Planner
BOR Assoc. Director Project Mgmt. & Engineering
BOR Board Affairs Associate
BOR Coordinator STEM Grant
BOR Facilities Management Associate
BOR Internal IT Auditor
BOR IR Accountability Manager

BOR Research Associate
CC Associate Director Human Resources¹
CC Assoc. Director Information Technology
COSC Director Application Services
COSC Manager Human Resources & Administration
COSC Manager Network Operations
SU/BOR Human Resources Specialist

¹Class. to be used w/a CC Director of HR at large colleges only, or may be used in lieu of HRD at small colleges at the college president's discretion.

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|------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Manager 2 | \$73,400 | \$84,400 | \$95,400 | \$106,400 | \$117,400 |
|------------------|-----------------|-----------------|-----------------|------------------|------------------|

BOR Assistant Counsel
BOR Director CT Charts-a-Course Program
BOR Director Finance & Accounting
BOR Director Planning & Assessment
BOR Director Student & Academic Info. Systems
BOR Labor Relations Associate
BOR Legislative Program Manager
BOR Manufacturing Coordinator
BOR Nursing Administrator
CC Assoc. Dean
CC Assoc. Dean Academic Affairs

CC Assoc. Dean Continuing Education
CC Director Human Resources
CC Director Non-Credit Programs
CC Manager Diversity & Inclusion
COSC Dean Administration
COSC Dean Distance Learning
COSC Director CT Distance Learning Consortium
Director Grant Initiatives
Special Advisor to the President
SU Enrollment Management Administrator
SU Human Resources Administrator

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|------------------|-----------------|-----------------|------------------|------------------|------------------|
| Manager 3 | \$86,200 | \$98,900 | \$111,600 | \$124,300 | \$137,009 |
|------------------|-----------------|-----------------|------------------|------------------|------------------|

BOR Associate Director of Employee & Labor Relations
BOR Controller
BOR Director Budgets & Planning
BOR Director Internal Audit
BOR Director Contracts, Procurement & Purchasing
BOR Director Public Affairs and Marketing
BOR Early College Program Advisor
CC Dean of Academic Affairs
CC Dean of Administration
CC Dean Continuing Education
CC Dean Institutional Advancement

CC Dean Institutional Effectiveness
CC Dean of Student Affairs
CC Dean Workforce Development
CC Director Information Technology
CCSU Director Ctr Public Policy & Social Research
COSC Chief Information Officer
SU Assoc. Chief Information Officer
SU Director Employee & Labor Relations
SU Director Human Resources
SU Director Institutional Research & Assessment
SU Director Public Safety

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|--------------------|------------------|------------------|------------------|------------------|------------------|
| Executive 1 | \$101,300 | \$116,500 | \$131,700 | \$146,900 | \$162,001 |
|--------------------|------------------|------------------|------------------|------------------|------------------|

BOR Assoc. VP Academic Affairs
BOR Chief Info. Security Officer
BOR Chief of Staff

SU Assoc. VP Finance & Administration
SU Assoc. VP Institutional Advancement
SU Assoc. VP Marketing & Communications

CSCU Consolidated Classification and Compensation Structure
Effective 09/18/2015

ATTACHMENT A

| Level/System Classification Title | Minimum | 1/4 Mark | Midpoint | 3/4 Mark | Maximum |
|---|----------------|-----------------|---|-----------------|----------------|
| BOR Counsel & Special Asst. to President | | | SU Assoc. VP Student Affairs | | |
| BOR Director Employee & Labor Relations | | | SU Chief Diversity Officer | | |
| BOR Director Research & System Effectiveness | | | SU Chief Facilities Officer | | |
| CCSU Director Institute Tech. & Bus. Dev. | | | SU Chief Human Resources Officer | | |
| COSC Provost | | | SU Counsel & Special Asst. to President | | |
| ECSU Operating Officer Instit. Sustainable Energy | | | SU Dean Graduate Studies | | |
| SU Assoc. VP Academic Affairs | | | SU Dean Students | | |
| SU Assoc. VP Enrollment Management | | | | | |

| Executive 2 | \$119,000 | \$136,800 | \$154,500 | \$172,300 | \$190,004 |
|--------------------|------------------|------------------|------------------|------------------|------------------|
|--------------------|------------------|------------------|------------------|------------------|------------------|

| | |
|--|----------------------------------|
| BOR Chief Facilities Officer | SU Dean Engineering ² |
| BOR Chief of Public Safety & Emergency Mgmt. | SU Dean Health & Human Services |
| SU Dean Arts & Sciences | SU Dean Professional Studies |
| SU Dean Business ² | SU Dean Visual & Performing Arts |
| SU Dean Education | |

²The Executive 2 level has a 10% market range adjustment for the system classification title of SU Dean Business & SU Dean Engineering (minimum \$130,900, midpoint \$169,950, and maximum \$209,004).

| Executive 3 | \$139,800 | \$160,800 | \$181,800 | \$202,800 | \$223,700 |
|--------------------|------------------|------------------|------------------|------------------|------------------|
|--------------------|------------------|------------------|------------------|------------------|------------------|

| | |
|---------------------------------|---------------------------------|
| SCSU Chief of Staff | SU Chief Information Officer |
| SU Chief Administrative Officer | SU VP Institutional Advancement |
| SU Chief Financial Officer | SU VP Student Affairs |

| Executive 4 | \$164,300 | \$189,000 | \$213,600 | \$238,300 | \$262,900 |
|--------------------|------------------|------------------|------------------|------------------|------------------|
|--------------------|------------------|------------------|------------------|------------------|------------------|

| | |
|-----------------------------------|-------------------------------|
| BOR Chief Financial Officer | BOR Chief Information Officer |
| BOR Chief Human Resources Officer | SU Provost |

| Executive 5 | \$193,100 | \$222,100 | \$251,100 | \$280,100 | \$309,000 |
|--------------------|------------------|------------------|------------------|------------------|------------------|
|--------------------|------------------|------------------|------------------|------------------|------------------|

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| BOR Chief Academic Officer |
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ITEM

Adoption and Implementation of the Connecticut State Colleges and Universities System's Consolidated Classification and Compensation System for Management and Confidential Professional Personnel

BACKGROUND

The Board of Regents determined that the 17 institutions and system office that comprise the Connecticut State University System required a classification and compensation structure within a framework that is consistent, predictable and market driven. Sibson Consulting, a member of The Segal Company (Eastern States), Inc. was selected as a result of a competitive bidding process and entered into an agreement with the Board of Regents for Higher Education in October 2013 to conduct a Consolidated Classification and Compensation Structural Study ("the Study") encompassing three legacy governing boards with three distinct compensation and classification systems. In total, those systems had 43 distinct salary grades covering approximately 300 non-represented employees.

The Connecticut State University System Office had a compensation system comprised of 23 salary grades for management and confidential professional personnel that covered classifications ranging from a trainee position up to and including the CSU Senior Vice Chancellor for Academic and Student Affairs.

The four CSU Presidents and the CSU System Chancellor positions were not included in the salary system. There was a single salary set for CSU Presidents and the CSU System President salary was negotiated and set via contract.

The Connecticut Community College System had a compensation system comprised of 12 salary grades for management and confidential professional personnel that covered classifications from Educational Services Aide up to and including the College Presidents. The CCC System Chancellor position was not included in the salary system as the salary was negotiated and set via contract.

Charter Oak State College had a compensation system comprised of 8 salary grades for management and confidential professional personnel that covered classifications from Professional Technical Associate up to and including the Executive Director.

The deliverables of the Sibson Study included the creation of a uniform compensation system using a point factor instrument (PFI) that contains common classifications, pay lines and salary grades in a single salary structure; a uniform classification specification template, migration plan guidelines by which all employees will be moved to the new system; and a template for the development of administrative procedures that will regulate the upkeep of the system and training for Human Resources staff on all aspects of the new system to ensure consistency in application across the system.

As a first step in the process of creating a consolidated and consistent compensation system, in March 2015 the Board of Regents approved the Connecticut State Colleges and Universities Presidential Compensation Guidelines that contain a presidential compensation schedule consisting of salary levels associated with the presidential classification appropriate to institution size and market data. The guidelines also provide direction on how salaries should be set within a level. Individuals will progress through the levels based on growth in their knowledge and experience, as well as performance.

ANALYSIS

The Sibson consulting team worked with the System Office's Human Resources staff to develop an understanding of the history and the context of the existing salary structures and current administrative and compensation practices. The study started with a lengthy information gathering process, followed by a thorough job evaluation of each position that led to an external market pricing assessment for most positions. All management and confidential professional personnel were contacted by Sibson and invited to explain their current job responsibilities. Job evaluations were conducted using Sibson's Market Pay instrument (PFI) that assigns points to each position based on the job's role, supervisory responsibilities, education and experience requirements, complexity and problem solving requirements, level of independence and decision making, scope and measurable effect of the job and the performance horizon (length of time in position that is necessary to measure effectiveness of incumbent's job performance).

Sibson identified comparison markets for the System Office, small community colleges, large community colleges, small state universities and large state universities, by looking at similar institutions in terms of Carnegie Classification, budget size, student enrollments, and faculty and staff counts. Sibson included in the comparison markets those institutions previously identified by the colleges and universities as peer institutions. Sibson also identified the following appropriate salary survey sources based on legitimacy, relevance, types of jobs and appropriate peer participants: College and University Professional Association for Human Resources (CUPA-HR), Towers Watson, Mercer and Kenexa. Sibson conducted preliminary benchmarking of CSCU jobs and reviewed matches with the System Office Human Resources (HR) staff. Where job descriptions were available, Sibson reviewed them to understand each job's general purpose, essential duties and responsibilities, supervisory responsibilities and requirements such as skills, education, experience, etc. Where job descriptions were not available for CSCU positions, Sibson benchmarked the role based on the job title and their knowledge of similar jobs in higher education. The role content and the appropriateness of the survey match were confirmed with a committee of HR staff representing the institutions as well as the System Office. An online survey of all incumbents in a management or confidential professional position was conducted that supplemented existing job data. Sibson then reviewed survey thumbnail descriptions for all jobs to ensure matches and jobs were matched to more than one survey to get an accurate reflection of the market consensus.

Market assessment coverage is defined as the number of benchmarked incumbents as a percent of total incumbents in an institution. Total coverage across CSCU is high, with 82 percent of incumbents benchmarked. Some positions could not be benchmarked due to the unique characteristics of the position or the unavailability of survey data for the unique set of position responsibilities. Sibson applied a geographic differential of 7.5 percent to all matches, which represents the average difference in cost of labor between all peer institutions and all of the CSCU institutions.

The external market assessment shows that CSCU's salaries are at 110 percent of the market median. Aggregate market competitiveness reflects not only an institution's hiring, pay and promotion practices, but also the demographic composition of its workforce which is heavily impacted by employee longevity. Sibson conducted a multiple regression analysis using the average age and years of service for these employees in the CSCU System. Entering the means in age and service for the entire system (54 years old and 14 years of service) into the regression formula yielded a predicted compa-ratio of 110.3 percent. This ratio precisely corresponds to the results of the compensation analysis that found, on average, employees earned approximately 110 percent of median, suggesting that this result is likely to be highly age and service dependent. Correspondingly, a younger workforce with fewer years of service would be expected to have lower salaries relative to the market medians.

It should be noted that in August 2013, state legislation required that long-term management employees who were already receiving semi-annual longevity lump sum payments have those payments added to their

base salaries, thereby ending the longevity program and any future eligibility for such program. The longevity payments that were added to some employees' base pay resulted in some of these senior CSCU employees being at or over the maximum salary for their pay level. Currently, there are 17 management or confidential professional personnel who have salaries at or over the maximum of the range to which their position is currently assigned under the legacy salary structures prior to the consolidation.

Sibson has reviewed the dispersions of salaries and points (PFI) for each job in the Study, and created an optimal single, consolidated classification and compensation system consisting of 11 salary levels. The new structure reflects the realities of the marketplace, has an internal logic and consistency and is intended to provide latitude for personal growth and career advancement for employees. The proposed salary system for management and confidential professional positions includes generic classifications from Professional 1 (containing the Administrative Operations Support Assistant position) to Executive 5 (containing the BOR Provost and Senior Vice President for Academic and Student Affairs). Additionally, uniform system classification titles have been established for positions that share general characteristics and are in the same salary level. There are approximately 240 working titles that have been consolidated into 130 system classification titles. Creation of the system classification titles is tied to the compensation structure and does not preclude any of the institutions or System Office from using a working title for a position.

The college and university presidents have been provided a period of review and comment on the proposed salary system for management and confidential professional positions and its implementation, as well as on the proposed Classification and Compensation Procedures Manual.

IMPLEMENTATION CONSIDERATIONS

An implementation plan is needed to transition to the new consolidated classification and compensation system. Consideration is required for those who have a salary that falls below the minimum or exceeds the maximum of any new classification/pay level to which the position has been assigned as a result of the Study.

There is one incumbent who has a salary that falls below the minimum of the assigned pay level. In keeping with current Board policy, this incumbent would receive a pay adjustment effective with the approval of the Consolidated Classification and Compensation System.

An important implementation element concerns management and confidential professional personnel who will be over the maximum salary for the range to which their position is assigned under the proposed compensation system. There are 64 incumbents who have a salary that exceeds the maximum of the classification to which their position is assigned in the new structure. This group represents many of the CSCU System's most highly skilled and experienced managers and confidential professional personnel who possess many years of service, and/or bring unique capabilities or experiences to the job.

It is recommended that management and confidential professional personnel who were employed in their position prior to September 18, 2015, shall be allowed to receive an annual salary adjustment added to their base salary that exceeds the maximum for the grade to which they are assigned under the CSCU Consolidated Classification and Compensation System approved by the Board and effective September 18, 2015. However, such employees shall not receive increases to base that exceed the maximum of the assigned grade under the former classification system (the former maximums will be adjusted upwards by the same rate applied to the new ranges as periodically may occur). This provision shall sunset on June 30, 2018, at which time no employee will be permitted to receive an annual salary adjustment added to his or her base salary that exceeds the maximum for their salary grade under the CSCU Consolidated Classification and Compensation System approved by the Board and effective September 18, 2015. On

and after July 1, 2018, any annual salary adjustment that exceeds the maximum for the grade shall be made in a lump sum payment.

RECOMMENDATIONS

That the Board of Regents for Higher Education adopts the CSCU Consolidated Classification and Compensation System as detailed in Attachment A and the implementation recommendations as detailed above for non-represented, management and confidential professional personnel in the System Office and the seventeen institutions of the Connecticut State Colleges and Universities System. The implementation recommendations are effective September 18, 2015 and cover the following situations: (1) incumbents below the minimum pay range; (2) incumbents who have a salary that exceeds the maximum of the pay range; (3) current employees not at the maximum; and (4) new hires on and after September 18, 2015. Additionally, the BOR President is authorized to establish a Classification and Compensation System Procedures Manual that will guide ongoing system-wide administration of classification and compensation in a manner consistent with the established system. Such procedures manual will be in place effective September 18, 2015.

9/3/15 – HR & Administration Committee

9/17/15 – Board of Regents