

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
MINUTES – REGULAR MEETING – THURSDAY, SEPTEMBER 19, 2019
CSCU SYSTEM OFFICE, 61 WOODLAND STREET, HARTFORD, CT**

REGENTS – PARTICIPATING (Y = yes / N = no)	
Matt Fleury, Chair	Y
Merle Harris, Vice Chair	Y
Richard J. Balducci	Y
Aviva D. Budd	Y
Naomi K. Cohen	Y
Felice Gray-Kemp	N
Holly Howery	Y
David R. Jimenez	Y
Pete Rosa	Y
JoAnn Ryan	Y
Elise E. Wright	Y
Elena Ruiz, SAC Vice Chair	Y
*William Lugo, FAC Chair	N
*Del Cummings, FAC Vice Chair	N
*Kurt Westby, Labor Commissioner	Y
*Renee D. Coleman-Mitchell, Public Health Commissioner	N
*David Lehman, DECD Commissioner	N
*Miguel A. Cardona, Education Commissioner	N
<i>*ex-officio, non-voting member</i>	

CSCU STAFF

Mark E. Ojakian, President
 Alice Pritchard, Chief of Staff
 Benjamin Barnes, Chief Financial Officer
 Jane Gates, Provost & Senior Vice President, Academic & Student Affairs
 Joe Tolisano, Chief Information Officer
 Ernestine Y. Weaver, Counsel
 Erin A. Fitzgerald, Associate Director, Board Affairs / Secretary of the Board of Regents
 Tamika Davis, Guided Pathways Manager/CSCU Student Success Center College Liaison
 Jodi Calvert, Director of Student Services, Three Rivers CC
 Qing Mack, Director of Institutional Research, Asnuntuck and Tunxis, CC
 Driss Mellouk, Associate Professor, Foreign Languages, Housatonic CC
 Kenneth B. Klucznik, Associate Vice President, Academic Affairs
 Jeffrey A. Garewski, Director of Public Safety/Chief of Police, Eastern CSU

UNIVERSITY PRESIDENTS/ COLLEGE PRESIDENTS/REGIONAL PRESIDENTS/CEOs

Michelle Coach, Interim CEO, Asnuntuck Community College	Yes
Duncan Harris, President, Capital Community College	Yes
Paul Broadie, President - Gateway Community College & Housatonic Community College	Yes
Tanya Millner-Harlee, Interim CEO - Manchester Community College	Yes
Steven Minkler, Interim CEO - Middlesex Community College	No
Daisy Cocco De Filippis, President - Naugatuck Valley Community College	No
Michael Rooke, President - Northwestern CT Community College	Yes
Cheryl DeVonish, Interim CEO, Norwalk Community College	Yes
Rose Ellis, Interim CEO, Quinebaug Valley Community College	Yes
Mary Ellen Jukoski, President - Three Rivers Community College	No
Daryl Reome, Interim CEO, Tunxis Community College	No
Ed Klonoski, President - Charter Oak State College	Yes
Zulma Toro, President - Central CT State University	Yes
Elsa Núñez, President - Eastern CT State University	Yes
Joe Bertolino, President - Southern CT State University	No
John Clark, President - Western CT State University	Yes
Rob Steinmetz, Region One – Capitol-East <i>Capital, Manchester, Middlesex, Three Rivers, Quinebaug</i>	Yes
Jim Lombella, Region Two – North-West <i>Asnuntuck, Naugatuck, Northwestern, Tunxis</i>	Yes
Thomas Coley, Region Three – Shoreline-West <i>Gateway, Housatonic, Norwalk</i>	Yes

CALL TO ORDER

Chair Fleury called the meeting to order at 10:05 am and, following roll call, declared a quorum present.

ADOPT AGENDA

Chair Fleury called for a motion to adopt the meeting agenda as presented; **on a motion by Regent Balducci, seconded by Regent Cohen, the Agenda was unanimously adopted.**

OPPORTUNITY TO ADDRESS THE BOARD

Bill McGurk, former Regent, reiterated his previous requests for assurances that community college foundation funds would remain intact as originally intended.

BOR CHAIR MATT FLEURY

Chair Fleury commented on the following topics:

- extended sympathies on the passing of President Ojakian’s mother-in-law;
- offered congratulations to Alex Beaudoin on her upcoming nuptials
- welcomed Commissioner Miguel Cardona, the three regional presidents (Jim Lombella, Tom Coley and Rob Steinmetz) and the new CEOs Michelle Coach from Asnuntuck, Cheryl DeVonish from Norwalk and Rose Ellis from Quinebaug Valley. He noted that CEO Daryl Reome from Tunxis was at a conference but would be at the next Board meeting.

CSCU PRESIDENT MARK OJAKIAN

President Ojakian commented on the following topics:

- referenced his 9/10/19 State of the System Address
http://www.ct.edu/newsroom/president_ojakian_state_of_the_system_address
- noted CSCU excellence in access (17 institutions for 3rd smallest state in the nation)
- need for improvements to increase equity and completion rates, especially for minoritized students
- fiscal challenges and need to identify new resources of support in light of decreased public investment
- referenced ongoing efforts towards Students First initiative (will help CSCU address student success challenges and make progress in closing persistent equity gap at the colleges)
- noted that CSCU would be providing an update to NECHE at their April 2020 meeting and that ongoing communication between CSCU and NECHE will continue.
- Debt-free college initiative and funding source.

President Ojakian introduced Dr. Ken Klucznik Associate Vice President, Academic Affairs to provide a brief overview of the ASA activities underway related to the college consolidation.

Highlights of Dr. Klucznik's report are below:

- noted two of NECHE's concerns for the current state of CT's community colleges as:
 - fiscal challenges
 - low student success
- Consolidation is being proposed to ensure Student Success
 - Low success rates at the community colleges are a concern both privately and publicly
 - Privately: They are a disservice to our students who come to us to pursue their goals: CT 34% / NY 43%; an increase of 9% could mean thousands of CT students every year
 - We can't reach our goal of 70% by 2025, a number that is necessary if we are to meet the economic needs of the state
 - Consolidation focuses on improving student success with an emphasis on equity and opportunity
 - With consolidation we can implement proven practices at scale across all campuses – moving needles that have moved little in the last 5 years
- Provided updates in the following four areas:
 1. Administrative – NECHE has asked us for a clearer picture of the academic structure for the single college
 - a. Structure of Academic Affairs – Organization – we are working to have that structure fully described before the April report to NECHE
 2. The Academic Program
 - a. General Education – the floor (basic categories – NECHE) – serves the needs of students in career programs as well as transfer programs; the TAP transfer degrees continue to have 30 credits and the proposed core will align with those 30 credits; all programs can add general education to their programs
 - b. Program Alignment

- i. Work groups have been meeting to align programs, courses and learning outcomes; the final round of programs will meet on October 4 to begin their work; the first consolidated programs will make their way through governance this academic year with a goal to have all programs consolidated and ready for the single college May 2021
3. Governance and single catalog
 - a. Shared Governance
 - i. A work group has been asked to develop a proposal for governance in the single college by the end of this academic year
 - b. Policies/Catalog/Technology
 - i. The work (some behind the scenes) that is necessary for us to function as a single college; an audit of all current policies and procedures is nearing completion in order to identify those that need to be aligned; the work on alignment will begin this fall
4. Guided Pathways – Students
 - a. Advising Redesign – **the linchpin**
 - i. Plan and monitor – many components to this; brief description:
 1. Every student on a plan that can be monitored for proactive interventions
 2. Case management practices
 - b. Alignment of College Math and English ACME – one of the barriers for our students is passing college-level math and English in the first year; student who do are more likely to persist and complete. Today is the first day of a two-day summit with the Dana Center of University of Texas at Austin / JFF funding

Dr. Klucznik introduced Tamika Davis, Guided Pathways Manager/CSCU Student Success Center College Liaison. Highlights of her remarks are listed below:

- Explained that Achieving the Dream (ATD) is a national non-profit network that includes 277 colleges across 44 states that support colleges in building institutional capacity to implement student success reforms at scale
- The CSCU Student Success Center is coordinating the overall ATD relationship by engaging in a three-year plan where the twelve community college Campus Student Success Teams will work with the ATD coaches and the Student Success Center liaisons to identify areas of improvement using data and implement reforms to increase student success. In addition, all ATD coaches have experience working within community colleges. Every campus has been assigned two ATD coaches and one liaison to work alongside their CSST teams led by a faculty and staff on each campus.
- The ATD work and the Guided Pathways work are coordinating as CSCU moves towards one singly accredited college in 2023

Tamika Davis introduced the following individuals (highlights of their respective comments are listed below:

- Jodi Calvert, Director of Student Services from Three Rivers CC
- Qing Mack, Director of Institutional Research from Asnuntuck & Tunxis CC
- Driss Mellouk, Associate Professor of Foreign Languages from Housatonic Community College

Highlights of Jodi Calvert’s remarks are listed below:

- As part of Achieving the Dream, each college is assigned two coaches who support and guide our local ATD efforts with an objective approach.
- Our coaches will spend two days at our campus in early October to meet with our faculty and staff. During this time we hope to orient our coaches to our student success efforts to-date and take a look at our disaggregated data metrics. To date, we have not had the opportunity to disaggregate our institutional data, especially in regard to equity.
- As we kick-off our first year of ATD efforts at Three Rivers, I thought it might be helpful to provide an example of one way we are working to engage our campus in Achieving the Dream work. Based on a suggestion from our coaches, we plan to introduce a monthly book discussion amongst faculty and staff using the book, *Teaching Across Cultural Strengths*. The book includes practical tools to implement in the classroom, which will help to transform college teaching practices for *all* of our students. We are hopeful best practices will emerge that will help focus our efforts to close the equity gap at our institution. We, as a college, are excited to participate in student success work that is both data-driven and student-centered.

Highlights of Qing Mack’s remarks are listed below:

- Noted that Institutional Research plays a key role by providing research-based, data-informed recommendations to the management team for policy setting and decision making at each campus.
- In my role as an IR person, I am involved at both campuses from the very beginning of joining ATD by providing baseline data to ATD. I went over the data with our teams before meeting with coaches to get an understanding of where we stood. Today, I guide discussion about what data tells us, and how our data compares to peer institutions at campus meetings. Before ATD, IR was simply a presenter of data; after joining ATD, the role of IR has transformed into a facilitator and an interpreter of data.
- Going forward, our campus teams will meet monthly to look at data, disaggregated by student population. Based on we will learn from data, ask tough questions when necessary, and make policy recommendations to the college management team.
- All faculty and staff have a stake in student success, and together, we can participate in constructive conversation regarding what we see and what are the stories behind numbers, and strategies to move the needle in retention and graduation. With support from CSST and guidance from ATD, we can change mindsets and support students equitably at our campuses.
- I will end my remarks by saying this: if equality means giving every student a pair of shoes, then equity means every student has a pair of shoes that fit. IR’s job, then, is to help faculty and staff find the right-sized pair of shoes for delivery to each and every student.

Highlights of Qing Mack’s remarks are listed below:

- Noting that he is an associate professor of Foreign Language and a Campus Student Success Teams (CSST) leader at Housatonic Community College, shared that HCC was a pioneer from the state of Connecticut in joining ATD.
- In 2015 when HCC placed its focus on student success and completion, they refocused on Achieving the Dream and its vision, mission and values. We created a new team, Student Success. This team led by faculty and staff, gathered data on student support services, along with students’ feedback, and participated in self-reflection. We sent a team of faculty and staff to ATD conferences to receive further training and learn from the experiences of peer institutions.
- Our work along with ATD conferences/ coach visits are helping us to create a holistic student supports college redesign. Our goal is that students
 - Are supported in achieving their personal career and academic goals through intentional and early development of academic, career, and financial plans.
 - Only have to tell their “story” once. Time should not be wasted running from office to office to get the answers or support they need.
 - Are connected with effective supports targeted to their individual needs during the enrollment and intake process so they enter the classroom in the best condition to learn.
 - • Feel confident that faculty, staff, and administrators are invested in their success.
- ATD is helping in student success, retention and completion. We have seen a 3% increase in retention and an increase in student completion. We obtained the OER Grant and save students million dollars in textbook costs. HCC applied for and received \$1.8 million in funding from Title III grant. These grants were a direct result of the work done through ATD. In 2017, HCC was named a “ATD leader college”. This status is given to recognize exemplar institutions that have identified and implemented strategies that have been proven to be successful over time.
- As a professor, I know that faculty is in the front line when it comes to student success.
- I am privileged to be part of this project. Daily, I see the work that my students must do to improve their academic and social status. I see my younger self in these students. I see them with little or no resources face with a long wall of barriers. It is my job, our job is to help them surpass these obstacles encountered in school, so they may go far with their dreams.

Following the above presentations, President Ojakian thanked the team and everyone who works so diligently on the initiatives. Chairman Fleury echoed President Ojakian’s appreciation for the outstanding effort and hard work..

President Ojakian introduced Jeffrey A. Garewski, Director of Public Safety/Chief of Police, Eastern CSU, to provide an update on the work of the Public Safety Task Force (see Attachment A hereto).

APPROVAL OF PREVIOUS MEETING MINUTES

On a motion by Regent Cohen, seconded by Regent Palmer, the June 20, 2019 meeting minutes were unanimously approved as submitted. (Regent Rosa abstained.)

CONSENT AGENDA

Chair Fleury called for a motion on the Consent Agenda. **On a motion by Regent Balducci, seconded by Regent Budd the Consent Agenda was unanimously adopted.**

Academic Programs

Discontinuations

Women’s Studies – Certificate – Three Rivers CC **BR# 19-086**

Laser and Fiber Optic Technology - Certificate - Three Rivers CC **BR# 19-087**

Manufacturing Engineering Tech.: Laser Manufacturing Opt. – AS - Three Rivers CC **BR# 19-088**

Suspensions

Energy Management – AAS – Tunxis CC **BR# 19-089**

Modifications

Data Mining – MS - [Program Name Change to Data Science and Modification/Subst. of Courses] Central CSU **BR# 19-090**

Data Mining – Official Certificate (OCP) – [Program Name Change to Data Science and Modification /Substitution of Courses – Central CSU **BR# 19-091**

Business Administration – Online MBA [Change from jointly conferred, with Liverpool John Moores University, to singly conferred] – Southern CSU **BR# 19-092**

Coastal Resilience - MS - [Change from jointly conferred, with Liverpool John Moores University, to singly conferred] – Southern CSU **BR# 19-093**

New

Technology Studies: Data Science Option – AS – Northwestern CT CC **BR# 19-094**

RESOLUTIONS APPROVED ON CONSENT

Academic Programs

Discontinuations

Women’s Studies – Certificate – Three Rivers CC BR# 19-086

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.

Laser and Fiber Optic Technology - Certificate - Three Rivers CC BR# 19-087

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.

Manufacturing Eng. Tech.: Laser Manufacturing Opt. – AS - Three Rivers CC BR# 19-088

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.

Suspensions

Energy Management – AAS – Tunxis CC BR# 19-089

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.

Modifications

Data Mining – MS - [Program Name Change to Data Science and Modification/Subst. of Courses] Central CSU BR# 19-090

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.

Data Mining – Official Certificate (OCP) – [Program Name Change to Data Science and Modification /Substitution of Courses – Central CSU BR# 19-091

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.

Business Administration – Online MBA [Change from jointly conferred, with Liverpool John Moores University, to singly conferred] – Southern CSU BR# 19-092

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.

Coastal Resilience - MS - [Change from jointly conferred, with Liverpool John Moores University, to singly conferred] – Southern CSU BR# 19-093

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.

New

Technology Studies: Data Science Option – AS – Northwestern CT CC BR# 19-094

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.

ACADEMIC & STUDENT AFFAIRS COMMITTEE

Academic and Student Affairs Committee Chair Merle Harris provided a brief overview of the resolution **Renaming SCSU’s Academic Units from Schools to Colleges**. **On a motion by Regent Harris and a second by Regent Cohen, the resolution below was unanimously adopted**

Renaming Institution’s Academic Units from Schools to Colleges BR 19-095

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.

AUDIT COMMITTEE

No report.

FINANCE & INFRASTRUCTURE

Finance & Infrastructure Committee Chair Richard Balducci reported that the Committee met on Wednesday, September 4, 2019 and had one discussion item to share with the Board, specifically an update on the community college budget and their use of reserves. The campuses identified specific cuts, consisting mostly of salary savings from vacant positions. These options were reviewed by the Regional Presidents and System Office staff, and those options that might harm students were changed or eliminated. The final reduction options that have resulted from this process total almost \$11 million 1.25 million that would have negatively impacted students were eliminated

These reductions will bring the colleges' use of reserves down from \$19.6 million to \$8.7 million.

Regent Balducci advised that the Finance and Infrastructure Committee will receive a new update on the progress of the above-referenced plans in early 2020. A

Regent Balducci remarked upon the contributions of Chris Dupuis who has been instrumental in achieving energy savings throughout the CSCU system and who is leaving to return to the University of Hartford. He expressed his appreciation for his contributions.

HUMAN RESOURCES & ADMINISTRATION COMMITTEE

HR & Administration Committee Chair Naomi Cohen provided a brief overview of the resolution providing Authorization for the CSCU President to grant 2019-2020 3.5% salary adjustments for Management and Confidential Professional Employees effective July 1, 2019. Chair Cohen made the following points regarding the proposed resolution:

- The recommendation recognizes and appreciates that the Board values its employees, appreciates their work on behalf of our students and our institutions, and is committed to treating these employees fairly vis a vis management employees in executive branch agencies.
- These employees have received no salary increase since FY 2014-2015
- The recommendation complies with Board policy
- The recommendation parallels the 3.5% salary adjustment authorized by Governor Lamont for non-bargaining unit employees in State agencies and, like those adjustments, will be effective as of July 1, 2019

- Under CSCU policy, approximately 266 of 291 employees will be eligible. The recommendation will cost approximately \$1,170,000 dollars.
- In accordance with our consolidated classification and compensation system, 3 ½ % adjustments to the top and bottom of the salary ranges will be made. In addition, in compliance with our policies, no employee will be paid less than the minimum salary of his/her range. Employees who will earn over the maximum salary when the 3 ½ % is applied to the salary ranges will receive their salary adjustment in a lump sum payment.

Following Chair Cohen’s remarks, on a motion by Regent Cohen and a second by Regent Wright, the resolution below was unanimously adopted.

Authorization for the CSCU President to grant 2019-2020 salary adjustments for Management and Confidential Professional Employees effective July 1, 2019 BR 19-096

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 attached¹ Staff Report and updated MC Salary Range plan, which are incorporated herein by reference and duly adopted.

EXECUTIVE COMMITTEE

No report.

EXECUTIVE SESSION

On a motion by Chair Fleury, seconded by Regent Fleury, the Board voted unanimously to go into Executive Session at 11:42 am for discussion concerning

1. **the appointment of a public officer or employee and**
2. **pending litigation**

At the request of Chair Fleury, President Ojakian, Alice Pritchard and Erin Fitzgerald remained with the Board in Executive Session. *Pritchard and Fitzgerald left executive session following discussion item #1.*

RETURN TO OPEN SESSION

The Board returned to open session at 1:20 pm. Chair Fleury advised that there were no votes in executive session and that discussion was limited to personnel matters.

¹ **See Attachment B hereto: Staff Report, updated MC Salary Range Plan, and BR #15-090**

ADJOURNMENT

Chair Fleury declared the meeting adjourned at 1:20 pm.

Submitted,

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

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CT BOARD OF REGENTS FOR HIGHER EDUCATION
REGULAR MEETING – September 19, 2019
CSCU System Office, 61 Woodland Street, Hartford, CT

**Attachments to Minutes
and/or
Meeting Handouts/
Presentations**

Posted online at <http://www.ct.edu/regents/minutes>

- A.** Public Safety Taskforce Report
- B.** Resolution (w/staff report) authorizing the CSCU President to grant 2019-2020 salary adjustments for Management and Confidential Professional Employees effective July 1, 2019

Public Safety Taskforce Report

Report to Board of Regents for Higher Education
September 19, 2019

CSCU

**Connecticut State
Colleges & Universities**

CHARGE

CSCU Public Safety Taskforce Charge

CSCU President Ojakian assembled a CSCU Public Safety Taskforce to review the current situation of our 17 campuses, consider opportunities to address gaps, and make recommendations for improvements related to personnel, facilities/property, technology and training.

MEMBERSHIP

Joseph Dooley

Southern CSU, *Chief of Police*

Alice Pritchard

System Office, *Chief of Staff to President Ojakian*

Chuck Cleary

Tunxis CC, *Interim Dean of Students*

Mike Davis

Manchester CC, *Police Lieutenant*

Cheryl DeVonish

Norwalk CC, *Interim Campus Chief Executive Officer*

Keith Epstein

System Office, *VP of Facilities and Infrastructure Planning*

Jeffrey Garewski

Eastern CSU, *Chief of Police*

Arian Gorishti

Naugatuck Valley CC, *Police Sergeant*

James Griffin

Capital CC, *Master Sergeant*

Kim Hogan

Middlesex CC, *Dean of Administration*

Angelo Simoni

System Office, *Student Advisory Committee Liaison*

Joe Tolisano

System Office, *Chief Information Officer*

REVIEW

Solicit Feedback

Solicited feedback from leadership at each campus on their current conditions and needs for additional support.

Met with Representatives

Met in person with representatives from the Faculty and Student Advisory Committees of the Board of Regents to gather input on their concerns related to campus security.

Review Past Reports

Members reviewed past reports on the system's campus security.



RECOMMENDATIONS

RECOMMENDATIONS: Personnel

- 1 The taskforce recommends that all CSCU institutions establish strong relationships with local fire departments, local police departments and state police.
- 2 The taskforce recommends that all public safety personnel, both CSCU and vendor employees, participate in training on cultural competency, Title IX and mental health awareness.
- 3 The taskforce recommends that CSCU hire a Public Safety Director to oversee security and training on all 12 community college campuses.
- 4 The taskforce recommends that each community college make a plan to move to a blended public safety force of both armed police officers and security.
- 5 The taskforce recommends that at the universities and community college with police forces, staffing be maintained, or increased to adequate levels.

RECOMMENDATIONS: Facilities/Technology

- 6 The taskforce recommends a wide array of physical plant improvements and an inventory of the status of these improvements on each campus.
- 7 The taskforce recommends the implementation of the LIVESAFE APP system wide.

RECOMMENDATIONS: Training

- 8 The taskforce recommends the establishment, and usage of, common terminology for emergencies.
- 9 The taskforce recommends that all full-time teaching and full- and part-time CSCU staff be required to review the Run, Hide, Fight video to familiarize themselves with the suggested practices in an emergency.
- 10 The taskforce recommends that all CSCU students be required to review the Run, Hide, Fight video to familiarize themselves with the suggested practices in an emergency.

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

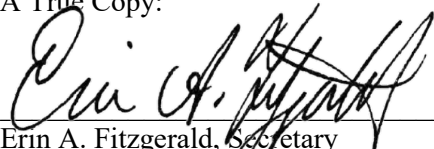
**AUTHORIZATION FOR THE CSCU PRESIDENT TO GRANT
2019-2020 SALARY ADJUSTMENTS FOR
MANAGEMENT AND CONFIDENTIAL PROFESSIONAL EMPLOYEES
EFFECTIVE JULY 1, 2019**

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
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Administrative Assistant
BOR Grant Project Assistant

BOR Workforce Training Coordinator
Human Resources Assistant

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

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

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

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

Executive 1	\$101,300	\$116,500	\$131,700	\$146,900	\$162,001
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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					
BOR Director Employee & Labor Relations					
BOR Director Research & System Effectiveness					
CCSU Director Institute Tech. & Bus. Dev.					
COSC Provost					
ECSU Operating Officer Instit. Sustainable Energy					
SU Assoc. VP Academic Affairs					
SU Assoc. VP Enrollment Management					

Executive 2	\$119,000	\$136,800	\$154,500	\$172,300	\$190,004
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BOR Chief Facilities Officer					
BOR Chief of Public Safety & Emergency Mgmt.					
SU Dean Arts & Sciences					
SU Dean Business ²					
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
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SCSU Chief of Staff					
SU Chief Administrative Officer					
SU Chief Financial Officer					

Executive 4	\$164,300	\$189,000	\$213,600	\$238,300	\$262,900
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BOR Chief Financial Officer					
BOR Chief Human Resources Officer					

Executive 5	\$193,100	\$222,100	\$251,100	\$280,100	\$309,000
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BOR Chief Academic Officer					

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