



**Committee on Human Resources and  
Administration  
BOARD OF REGENTS FOR HIGHER EDUCATION  
AGENDA**

**Boardroom 123, 39 Woodland Street, Hartford, CT**

**1:00 p.m., Thursday, March 12, 2015**

A meeting of the Human Resources and Administration Committee of the Board of Regents for Higher Education will be held at **1:00 p.m. on Thursday, March 12, 2015, in Room 123 at 39 Woodland Street, Hartford, CT.**

The agenda for the meeting is below.

1. Call to Order
2. Approval of Meeting Minutes of January 6, 2015

ACTION ITEM:

3. Presidential Compensation Guidelines

DISCUSSION ITEMS

4. Consolidated Classification and Compensation Structure
5. Classification and Compensation Procedures
6. Employee Training Update
7. New Business
  
8. Adjournment

**Committee members**

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

## **ITEM**

Adoption of the Connecticut State Colleges and Universities Presidential Compensation Guidelines

## **BACKGROUND**

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.

The three legacy governing boards had three distinct presidential salary policies covering the 4 state university presidents, 12 community college presidents, and the Charter Oak State College Executive Director. The CSU and CCC Chancellor salaries were negotiated and set separately via contract. The CSCU System President's salary will continue to be negotiated and set separately from these Presidential Compensation Guidelines.

The Board of Regents now wishes to set uniform presidential compensation guidelines based on a recent and thorough analysis of market data. These Guidelines will provide direction in setting the compensation level when a new president is hired at one of the CSCU institutions (state universities, community colleges and Charter Oak State College).

## **ANALYSIS**

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 for the CSCU System. As part of the Study, presidential compensation was examined. The Sibson consulting team, led by Michael O'Malley, Vice President of Human Capital, worked closely with the System Office's Human Resources staff, led by Laurie Dunn, Interim Vice President for Human Resources, to develop an understanding of the history and the context of the existing presidential salary structures and current administrative and compensation practices.

Sibson identified comparison markets for the 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. The presidential salary schedule provided in the Presidential Compensation Guidelines (Attachment A to the Resolution) has been developed utilizing the market data resulting from the market analysis conducted by Sibson.

The presidential compensation schedule consists of salary levels that are designed to provide competitive salary opportunities for the responsibilities and requirements of the presidential positions within the CSCU System. The guidelines provide direction on how salaries should be set within a level. Salaries should be determined and managed by taking into account the skills, education and experience of the individual, as well as external market and system-wide equity factors. Individuals will progress through the level based on growth in their knowledge and experience, as well as performance.

The salary levels are wide enough to accommodate a variety of experience and performance levels, and all incumbents can expect to be paid within the salary range associated with the presidential classification appropriate to their institution type.

## **RECOMMENDATION**

That the Board of Regents for Higher Education adopts the attached CSCU Presidential Compensation Guidelines for presidents at the seventeen institutions of the Connecticut State Colleges and Universities System effective immediately and these Guidelines will be utilized in setting the compensation level when a new president is hired at any of the CSCU institutions (state universities, community colleges and Charter Oak State College).



CONNECTICUT STATE  
COLLEGES & UNIVERSITIES  
BOARD OF REGENTS FOR HIGHER EDUCATION

# PRESIDENTIAL COMPENSATION GUIDELINES

*For the Presidents of the institutions comprising the  
Connecticut State Colleges & Universities*

March 2015

# Introduction

The Presidential Compensation Guidelines are for the presidents of the institutions comprising the Connecticut State Colleges and Universities.

These Guidelines, and all subsequent revisions, supersede and/or replace all policies, rules, and classification and compensation plans issued previously for the presidents.

The presidential compensation structure consists of salary levels that are designed to provide competitive salary opportunities for the responsibilities and requirements of the presidential positions within the CSCU System. The guidelines provide direction on how salaries should be set within a level.

The salary levels are broad to accommodate a variety of experience and performance levels, and all incumbents can expect to be paid within the salary range associated with the presidential classification appropriate to their institution type.

Presidents appointed prior to the adoption of these Guidelines shall be grandfathered from the salary structure contained in these Guidelines, except that no president shall be paid less than the appropriate minimum rate.

## Setting the Hiring Salary

The guidelines below provide direction on how salaries should be set within a level. Salaries should be determined and managed by taking into account the skills, education and experience of the individual, as well as external market and system-wide equity factors. Individuals will progress through the level based on growth in their knowledge and experience, as well as performance.

The salary levels are broad to accommodate a variety of experience and performance levels, and all incumbents can expect to be paid within the salary range associated with their institution type.

Setting a hiring salary involves a review by the BOR President of the skills and experience of the candidate in relation to the salary range associated with institution type. In all cases, hiring salaries are dependent upon the institution's available financial resources and system-wide equity considerations. The final hiring salary must be approved by the BOR President before an offer is made to a candidate. Appointment of presidents shall be pursuant to Board policy.

## Managing Salaries within a Level



## Salary Structure and Rates *Effective March 26, 2015*

### Salary Rates, Annualized

Institution Type & Size	Minimum	1/4 Mark	Midpoint	3/4 Mark	Maximum
<b>COLLEGES</b>					
<b>Small Colleges:</b>					
Asnuntuck, Charter Oak, Middlesex, Northwestern CT & Quinebaug Valley	\$160,200	\$170,050	\$179,900	\$189,750	\$199,600
<b>Large Colleges:</b>					
Capital, Gateway, Housatonic, Manchester, Naugatuck Valley, Norwalk, Three Rivers & Tunxis	\$191,400	\$197,400	\$203,400	\$209,400	\$215,400
<b>UNIVERSITIES</b>					
<b>Small Universities:</b>					
Eastern & Western	\$238,000	\$253,825	\$269,650	\$285,475	\$301,300
<b>Large Universities:</b>					
Central & Southern	\$264,300	\$279,500	\$294,700	\$309,900	\$325,100

# Salary Increases and Adjustments

## Salary Increases

Salary increases shall be pursuant to Board policy. The effective date for annual salary increases shall be the beginning of the pay period that includes July 1. At the same time salary increases are considered, the salary ranges will be reviewed to determine if an adjustment to the structure is needed. No one employed less than six months in a position shall be eligible for consideration of such a salary increase. Anyone who will not be employed in a presidential position as of September 1, for any reason, shall not be eligible for a salary increase. (See Section 6.5 of the Human Resources Policies for Management and Confidential Professional Personnel for additional details.) The System Office will disseminate guidelines for implementing annual salary adjustments/increases.

**CT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

CSCU COMPENSATION GUIDELINES FOR UNIVERSITY AND COLLEGE PRESIDENTS

March 26, 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 presidential salary policies covering the 4 state university presidents, 12 community college presidents, and the Charter Oak State College Executive Director. The CSU and CCC Chancellor salaries were negotiated and set separately via contract, and

WHEREAS, The Board of Regents now wishes to set uniform presidential compensation guidelines based on a recent and thorough analysis of market data. These Guidelines will provide direction in setting the compensation level for each new president 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, In keeping with its statutory authority, the Board of Regents retains its responsibility to hire, set compensation and enter into a contractual agreement with the BOR President, therefore, the System President (BOR President) is not included in these Compensation Guidelines, and be it further

RESOLVED, This policy supersedes and cancels all prior practices and agreements related to compensation for college and university presidents, 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 Presidential Compensation Guidelines for presidents at the seventeen institutions of the Connecticut State Colleges and Universities System (Attachment A hereto) effective immediately and these Guidelines will be utilized in setting the compensation level when a new president is hired at any CSCU institution (state universities, community colleges and Charter Oak State College).

A True Copy:

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