CSCU Board of Regents

AGENDA
HR & Administration Committee
Wednesday, October 6, 2021 @ 1:00 p.m.
Meeting will stream live at: https://youtu.be/IFgPPdhRKqs

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1. Call to Order and Declaration of Quorum
2. Approval of Previous HR Meeting Minutes – April 9, 2021 — Page 1
3. Action Item
   - a. Telecommuting Policy – Mike Lopez and Diane Mazza — Page 22
   - b. Search Policy for CT State Community College President — Page 24
   - c. Management/Confidential Salary - Classification and Compensation — Page 29
4. Discussion Item
   - a. Shared Service Update - Human Resources – Mike Lopez/Diane Mazza — Page 33
   - c. Training & Compliance Update — Page 45
5. New Business
6. Executive Session (if necessary)
7. Adjournment

HR & Administration Committee members

Holly Howery, Chair
Richard J. Balducci
David R. Jimenez
Elease E. Wright
JoAnn Ryan

CSCU Board of Regents

Human Resources and Administration Committee
Thursday, April 8, 2021 @ 9:30 a.m.
Conducted Via Remote Participation
https://youtu.be/vdv3OfjtibY

Meeting Minutes

HR/ADMIN COMMITTEE MEMBERS	PARTICIPATING
Naomi K. Cohen, Chair	Yes
Richard J. Balducci	Yes (arrived late)
David Jimenez	Yes
Elease E. Wright	Yes

CSCU STAFF PRESENT:

Jane Gates, Interim CSCU System President
Alice Pritchard, Chief of Staff
Pam Heleen, Assistant Secretary of the Board (recorder)
Kerry Kelley, Interim CFO, CT State Community College

REGENTS PRESENT:

Merle Harris, Vice-Chair

1. CALL TO ORDER

With a quorum present, Chair Cohen called the meeting to order at 9:31 a.m. and welcomed the YouTube audience, Regent Harris, and Shared Services presenters who joined the meeting.

2. APPROVAL OF FEBRUARY 16, 2021 JOINT FINANCE/HR MEETING MINUTES

Chair Cohen requested a friendly amendment to make two changes to the minutes:

- On page one, in the attendance, move Colena Sesanker to "Committee Members and Regents Participating" rather than "CSCU Staff"
- On page two, under Regional President Update, 2nd paragraph, last line-- so it should read …."that this committee meeting agenda is not …"

The motion was made to accept the meeting minutes as amended by Regent Wright and seconded by Regent Jimenez. The motion was approved by unanimous voice vote.

3. INFORMATIONAL ITEMS

A. Remote Work Discussion with Mike Lopez and Diane Mazza

- Committee Chair Cohen noted that Mike Lopez and Diane Mazza have been reviewing telework policies and making suggestions for what, if anything, the Regents want to do about adopting a policy that allows for telework. This work differs from the action taken during the pandemic. Review is beginning to address issues like – what types of jobs are best suited for telework, how are they approved, and what is the relationship between the employee and the supervisor.

The intention is to develop a draft and share it among the Committee members and with people on campuses who supervise Management/Confidential employees (approx. 300 non-represented employees).

- Regent Jimenez added comments about what should be included in the draft to protect both the employer and employee. He encouraged the team to review policies from peer institutions and to partner/hear from different perspectives (i.e., community colleges, universities). Policies should anticipate revisions based on changes within the organization and as a result of external events (i.e., pandemic).
- Questions during the discussion included:
  - How do we determine if the home environment is appropriate?
  - How do we support/manage a home internet connection?
  - What performance standards will be in place?
  - How do we ensure the timely return of phone calls?
  - When does an employee become eligible for telework?
  - How do we handle “like employees” – when one is allowed to work from home and one is not?
  - What assurances would be in place for security of information
  - What are the consequences of violating security?
  - What are the insurance liabilities (injury, theft, zoning)?
- Mike Lopez added that there will be a detailed application/approval process which will address some of these issues, including the agreement on expectations of the employee’s scope of work. Loner equipment will be provided to ensure all security issues are addressed. The details of any cost reimbursement (internet, office supplies) need to be fleshed out.
- Regent Wright noted that this policy is not intended to cover someone who occasionally needs to work from home. Nor should remote work be connected with a child or family care situation. The work environment must be maintained.
- Committee Chair Cohen closed the discussion by indicating that discussions will continue.

B. IT Shared Services Update with Tim Hilbie and Joe Danajovits

- Regent Harris asked if key performance indicators (KPI’s) were being developed within each Service Level Agreement.
- Committee Chair Cohen asked for a follow-up report on which employees are being moved into Shared Services roles.

C. Finance Shared Services Update with Laura Ewell and Janel Wright

- Laura Ewell indicated that currently Finance Shared Services included Payroll, Accounting, and Purchasing/AP.
- Regent Balducci asked about the Part-Time Lecturer contract payment problems at Gateway CC. Laura Ewell noted that the issue was quickly resolved and reviewed the communications improvements so the problem does not recur.
- Committee Chair Cohen asked about the hiring process for the Payroll Manager and Financial Services Specialist. Laura Ewell noted that both positions are SUOAF positions and must be posted within SUOAF first, then posted broadly so that all employees may apply.

D. Human Resources Shared Services Update with Mike Lopez and Diane Mazza

- In the interest of time, the report will be deferred until the May HR/Admin Committee meeting. At that time an update on the Telework Policy will also be provided.

E. **Digital Archiving of Board Resolutions – Project Update with Pam Heleen and Patrick Carr**

Pam Heleen provided a summary of the current issue. CSCU, its System Office and all member Colleges and Universities require the ability to preserve and access public records of the institution. Governance records have significant value and implications for institutional knowledge and board resolutions need to be retained for the lifetime of the institution. In addition, currently at CSCU, there is no systemic way for an employee or the general public to create/search for a chronological history of an issue addressed by a Board of Regents and/or Board of Trustees. When CSCU was established in 2011, there was no merging/consolidation of resolutions and their relevant documents into a single searchable database. Some pre-CSCU institutions, as well as the System Office, continue to maintain paper copies of resolutions; some lack a consistent naming convention that would allow an efficient search. The hope is to create a trusted, valued, accessible resource for the preservation of CSCU's history.

- Patrick Carr, Program Manager for Library Consortium Operations for the CSCU Library Consortium provided an update on the planned solution and the current status of the project. He and others have recommended the Connecticut Digital Archive (CTDA) as a repository that would be ideally suited for the long-term preservation of an access to BOR materials. The CTDA is administered by the University of Connecticut Library, and it serves the entire state by providing educational and cultural institutions across the state with an online repository for the maintenance, delivery, and preservation of over 2.5 million digital resources. Use of the CTDA comes at no charge. The CTDA complies with key standards and best practices for data preservation and management, and it is authorized by the Connecticut State Archives for storage of permanent records.
- In addition to providing a repository for preservation and access, the CTDA is a partner with the Digital Public Library of America, which is a well-known online repository used by researchers and students everywhere to access the digital resources of libraries, archives, museums, and other cultural institutions. As a result, inclusion of BOR materials into the CTDA will not only preserve them, but it will make them easily discoverable and accessible to people everywhere.
- Meetings with representatives from the CTDA and representatives from the libraries of the two universities in the CSCU system who currently use the CTDA - Central Connecticut State University and Southern Connecticut State University – have taken place. Thanks to CCSU's Sharon Clapp, Dana Hanford and Brian Matzke and to SCSU's Patrick Crowley, Parker Fruehan, and Jackie Toce. They shared the procedures, tools, and skills that will be needed to assign metadata to BOR materials and then create and upload digital representations into the CTDA.
- Another important partner in this project is Dr. Brian Real, Assistant Professor of Information and Library Science at Southern. Dr. Real oversees internships of students in Southern's Information and Library Science program, and he is working now to recruit one or more unpaid interns this summer to begin execution of the project.
- Next steps include to:
  - establish a formal relationship with CTDA through the signing of an MOU which is with Legal Affairs under review now.
  - attend CTDA training to assist us in organizing data and creating searchable and sorting protocols
  - continue assembling and scanning pre-2015 resolutions from the CSCU Board and all institutions
  - document the process for staff, CTDA, and interns
  - establish milestones to measure success

4. ADJOURNMENT

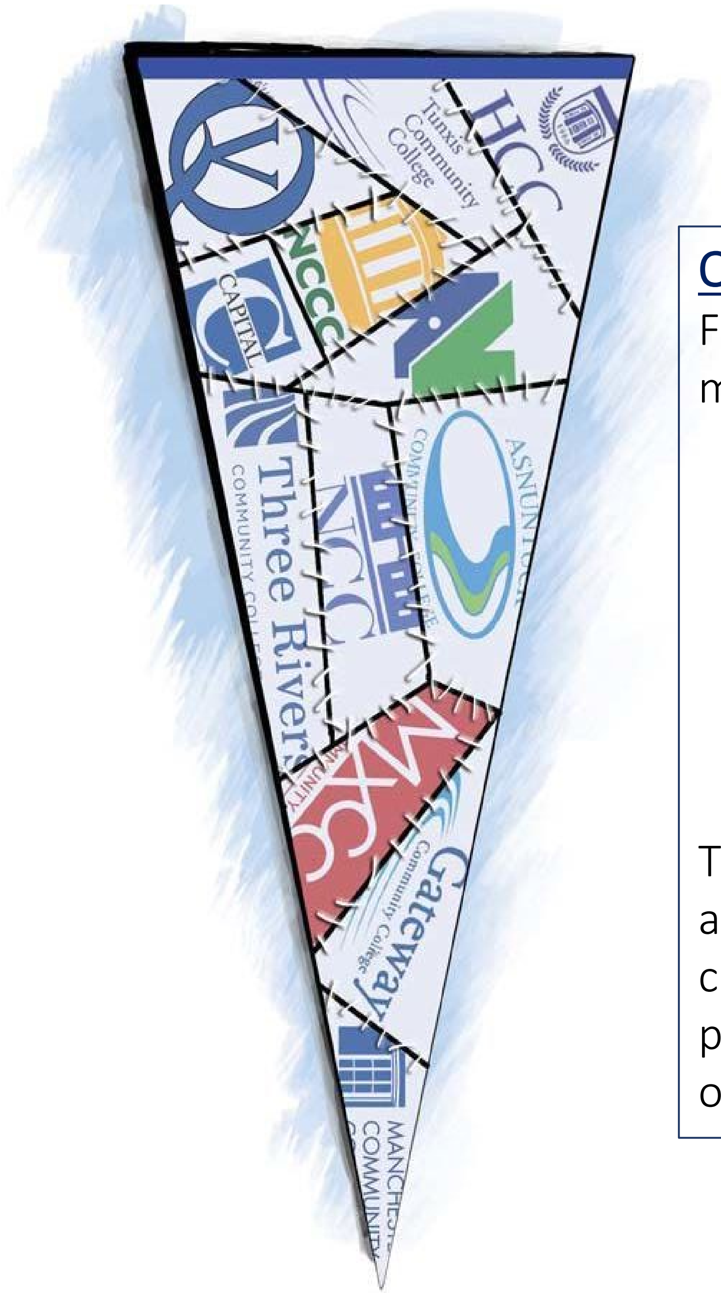
On a motion by Regent Balducci, seconded by Committee Chair Cohen, the meeting adjourned at 11:00 a.m.

Center for Health Sciences
FOUNDERS HALL

CSCU Finance Shared Services

HR Sub-Committee Update

April 2021



Finance Shared Service Governance

The Steering Committee

Overview:

Finance Shared Services is governed by a Steering Committee comprised of 15 voting members. Members include:

- University CFO from each University, or designee (4)
- Community College Regional President designee representing Academics/Faculty (3)
- Community College Regional President designee with finance or administrative role (3)
- CSCU System Office Chief Financial Officer or Designee (1)
- CSCU System Office Chief of Staff Designee (1)
- The Charter Oak Chief Finance Officer (or their designee) (1)
- CSCU Controller (1)
- CCC CFO (1)

The purpose of this committee, which meets monthly, is to make key decisions when appropriate as well as advise CSCU leadership on matters related to implementation, creation and operation of the Finance Shared Services Operations. The Steering Committee provides strategic advice and ensures continued alignment with priorities, vision, and mission of CSCU.

Payroll Shared Service

Phase 1: 12 CCs, Charter Oak State College, and System Office
Official Start Date: October 23, 2020, processing first payroll cycle on 11/5/2020

Overview:

Payroll Shared Services has been processing payroll for the 12 community colleges, Charter Oak State College, and the System Office since October 2020. Payroll and HR have been working closely together to transition into a shared services model. With the exception of some known issues with Part Time Lecturer (PTL) contract payments at Gateway Community College, Payroll has been processing well under the new organizational model.

Efficiencies:

To reduce the amount of manual data entry required by Payroll for certain payments to employees, Payroll/HR Shared Services has worked with CoreCT to develop a process to upload batch payments for transactions such as one-time lump sum payments, longevity, etc.

Upcoming Milestones:

- Hire the Payroll Manager
- Update Service Level Agreement with information gained since go-live.
- Process Longevity Payments for April 1, 2021

CSCU

Accounting Shared Service

Phase 1: 12 CCs, System Office, and the CSUs (as outlined in the SLA)
Tentative Start Date: April 2021

Overview:

Accounting has been functioning as a shared service Finance is formalizing this process under the Shared Services governance. In addition to the current functions, Accounting is taking on the role of centralizing Fixed Assets as well as Accounts Receivable. Accounting is in the process of posting a position to help lead the AR shared service set-up.

Upcoming Milestones:

- Implement centralized fixed assets.
- Hire Financial Services Specialist to help stand up AR Shared Service.

Tunxis Community College
HCC
NCCC
CAPITAL
Three Rivers
COMMUNITY COLLEGE
NCC
ASNUNTUCK
MXCC
Gateway Community College
MANCHESTER COMMUNITY

Purchasing/AP Shared Service

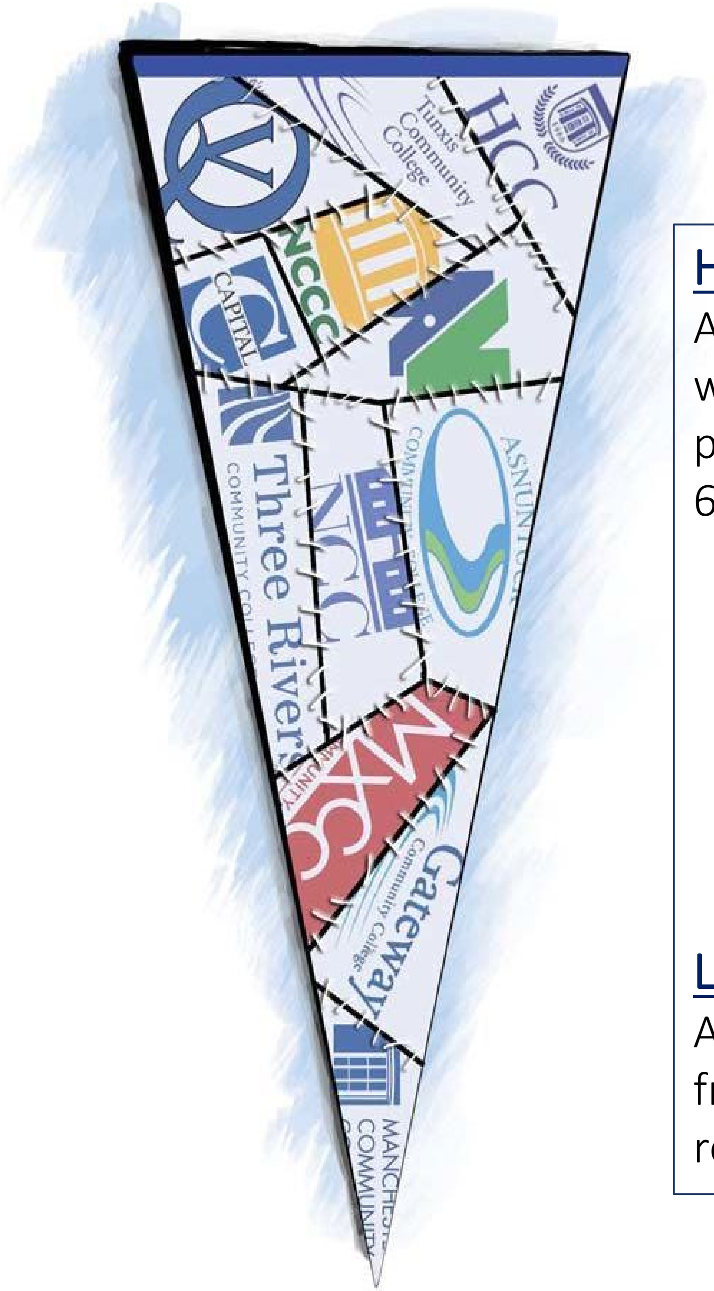
Phase 1: 12 CCs and System Office
Tentative Start Date: April 2021

Overview:

Purchasing and AP will be transitioning as a shared service under the Shared Services governance structure early –mid April. All staff affected have been notified of their lateral move to Shared Services. All functional discovery for both AP and Purchasing has been completed and plans for transition are in progress. One particular challenge has been the "functions" that are going to be left on campus without staff.

Upcoming Milestones:

- Begin the transition for all Campuses
- Hiring: Purchasing Manager, AP Manager, Supplier Coordinator, PCard Admin



Shared Services Positions

Hiring:

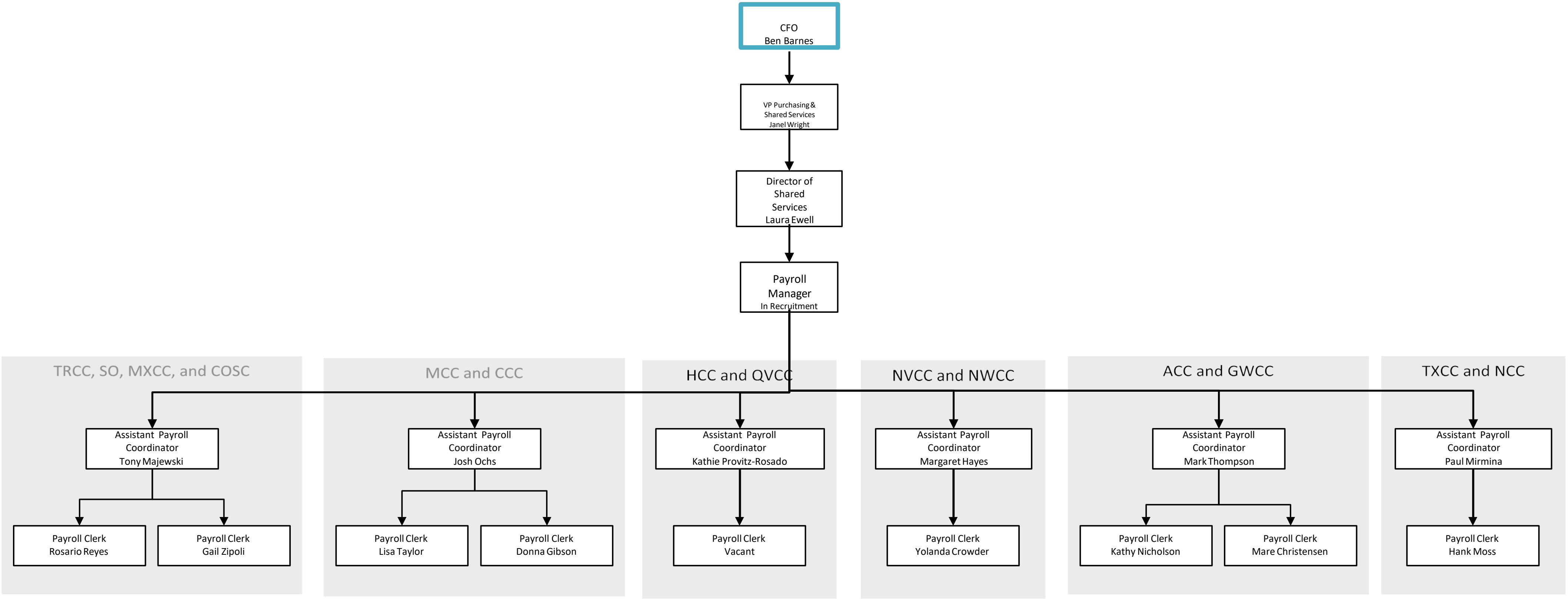
All new positions being hired for Shared Services will be SUOAF positions. These positions will be required to be posted internally with SUOAF first but the intention is to post these publicly for the employees at the colleges to apply. We are or will be hiring for approximately 6 new positions:

- Payroll Manager
- Procurement Manager
- AP Manager
- Supplier Coordinator
- Purchasing Card (Pcard) Administrator
- Finance Services Specialist

Lateral Moves:

As part of Finance Shared Services we have or are planning to laterally move 33 employees from their college locations. This includes AP, Purchasing, and Payroll. These employees will remain in their current unions but will report into the System Office.

Payroll Shared Service Org Chart



CFO
Ben Barnes

VP Purchasing & Shared Services
Janel Wright

Director of Shared Services
Laura Ewell

Payroll Manager
In Recruitment

TRCC, SO, MXCC, and COSC
- Assistant Payroll Coordinator, Tony Majewski
  - Payroll Clerk, Rosario Reyes
  - Payroll Clerk, Gail Zipoli

MCC and CCC
- Assistant Payroll Coordinator, Josh Ochs
  - Payroll Clerk, Lisa Taylor
  - Payroll Clerk, Donna Gibson

HCC and QVCC
- Assistant Payroll Coordinator, Kathie Provitz-Rosado
  - Payroll Clerk, Vacant

NVCC and NWCC
- Assistant Payroll Coordinator, Margaret Hayes
  - Payroll Clerk, Yolanda Crowder

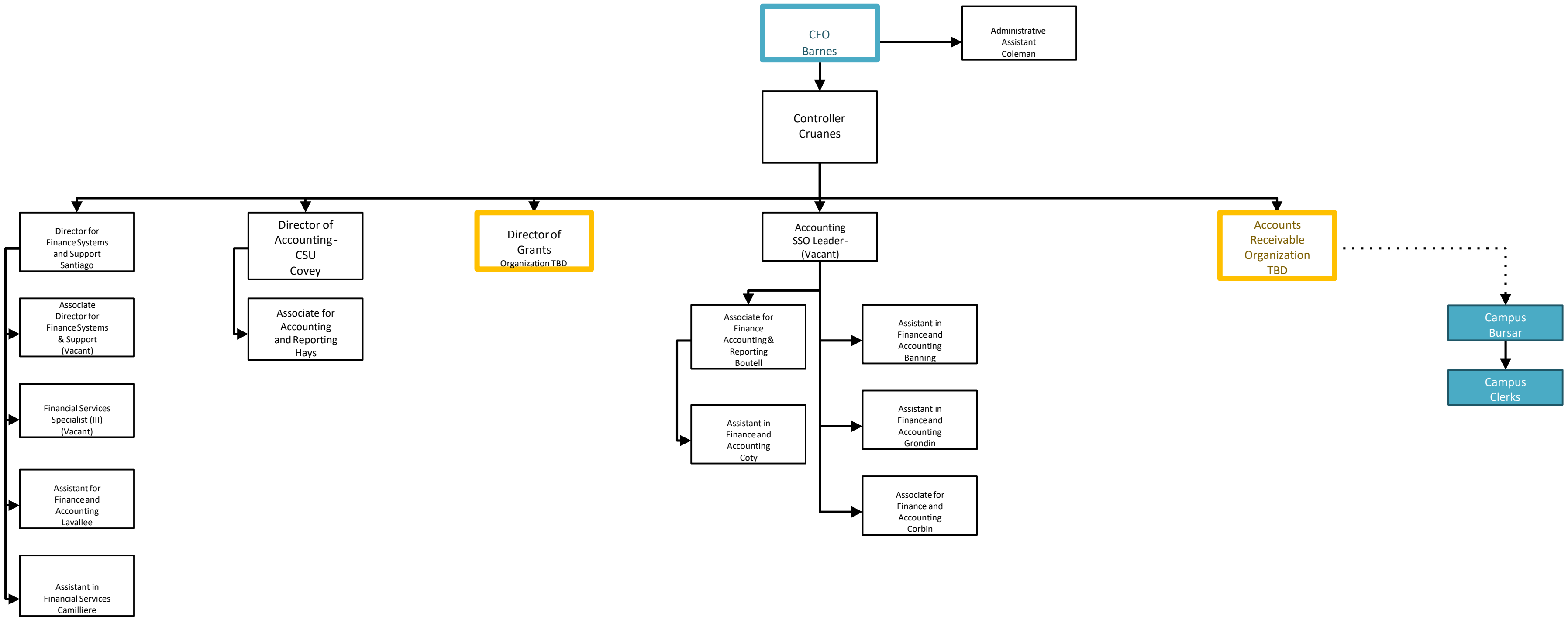
ACC and GWCC
- Assistant Payroll Coordinator, Mark Thompson
  - Payroll Clerk, Kathy Nicholson
  - Payroll Clerk, Mare Christensen

TXCC and NCC
- Assistant Payroll Coordinator, Paul Mirmina
  - Payroll Clerk, Hank Moss

Shared Services
Future Shared Services
Not shared service

Accounting Shared Service Org Chart

Connecticut Community College



CFO
Barnes

Administrative
Assistant
Coleman

Controller
Cruanes

Director for
Finance Systems
and Support
Santiago

Associate
Director for
Finance Systems
& Support
(Vacant)

Financial Services
Specialist (III)
(Vacant)

Assistant for
Finance and
Accounting
Lavallee

Assistant in
Financial Services
Camilliere

Director of
Accounting -
CSU
Covey

Associate for
Accounting
and Reporting
Hays

Director of
Grants
Organization TBD

Accounting
SSO Leader -
(Vacant)

Associate for
Finance
Accounting &
Reporting
Boutell

Assistant in
Finance and
Accounting
Coty

Assistant in
Finance and
Accounting
Banning

Assistant in
Finance and
Accounting
Grondin

Associate for
Finance and
Accounting
Corbin

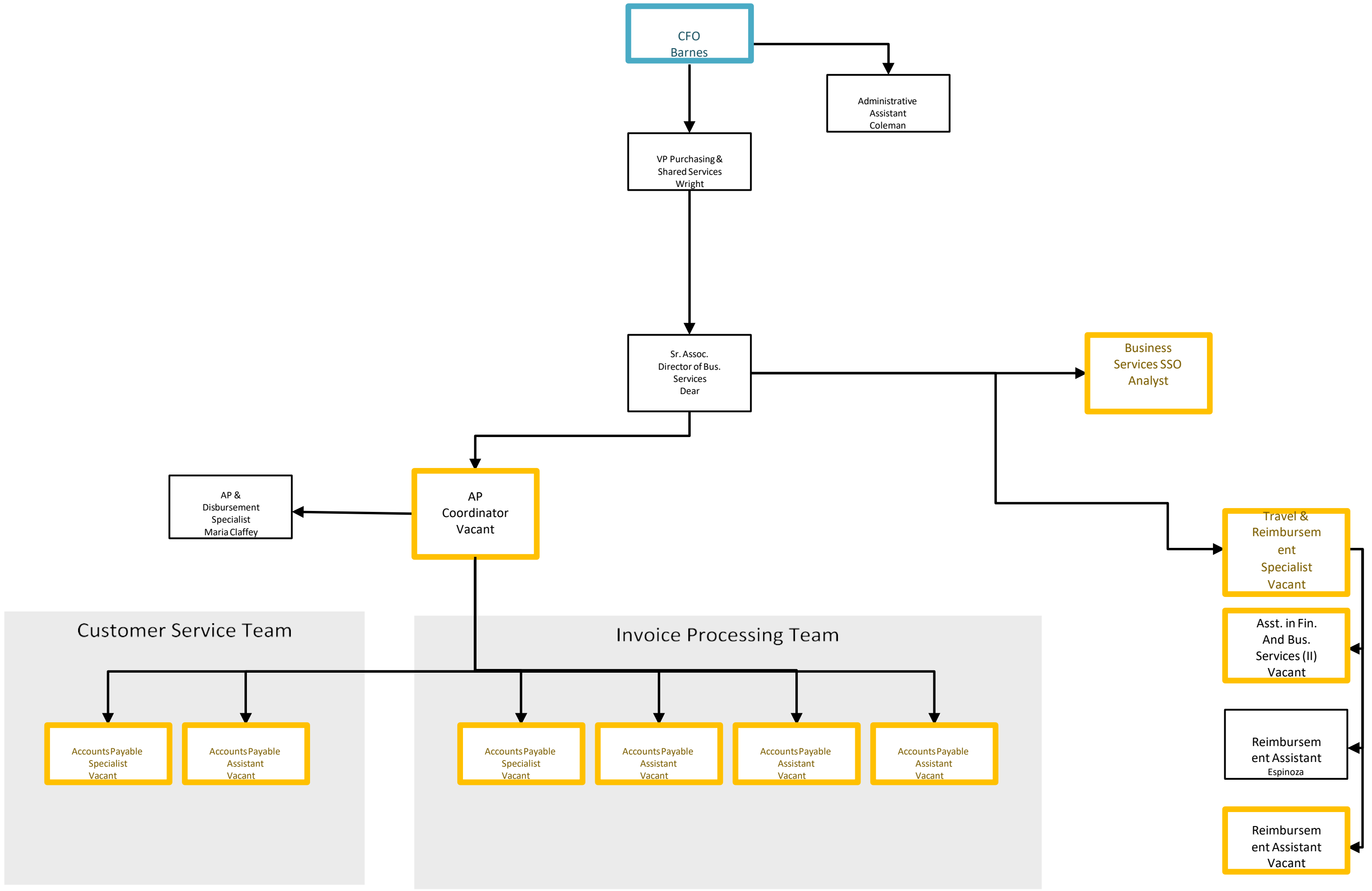
Accounts
Receivable
Organization
TBD

Campus
Bursar

Campus
Clerks

Shared Services
Future Shared Services
Not shared service

Business Services (AP) Shared Service Org Chart



CFO
Barnes

Administrative
Assistant
Coleman

VP Purchasing &
Shared Services
Wright

Sr. Assoc.
Director of Bus.
Services
Dear

Business
Services SSO
Analyst

AP &
Disbursement
Specialist
Maria Claffey

AP
Coordinator
Vacant

Travel &
Reimbursement
Specialist
Vacant

Asst. in Fin.
And Bus.
Services (II)
Vacant

Reimbursement Assistant
Espinoza

Reimbursement Assistant
Vacant

Customer Service Team

Accounts Payable
Specialist
Vacant

Accounts Payable
Assistant
Vacant

Invoice Processing Team

Accounts Payable
Specialist
Vacant

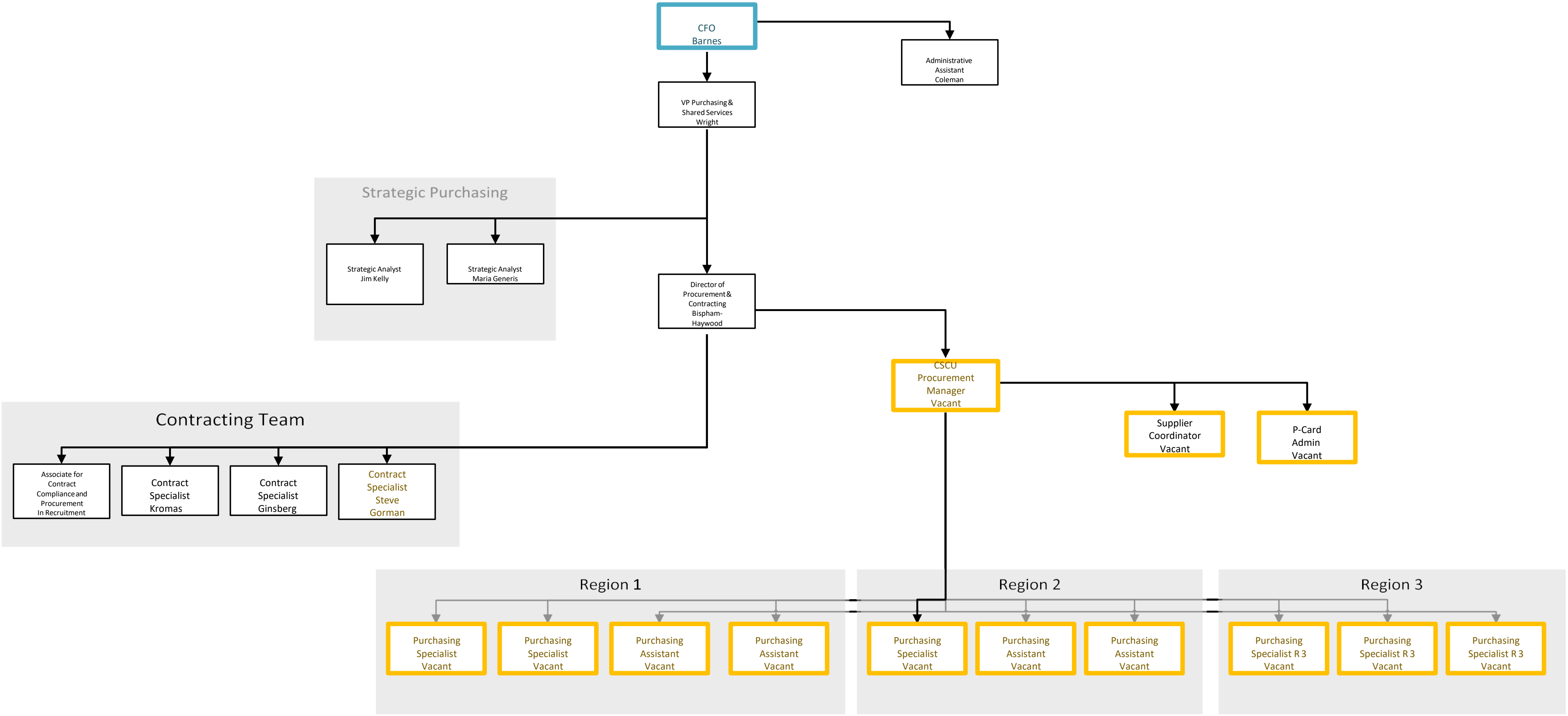
Accounts Payable
Assistant
Vacant

Accounts Payable
Assistant
Vacant

Accounts Payable
Assistant
Vacant

Shared Services
Future Shared Services
Not shared service

Purchasing Shared Service Org Chart



CFO
Barnes

Administrative
Assistant
Coleman

VP Purchasing &
Shared Services
Wright

Strategic Purchasing

Strategic Analyst
Jim Kelly

Strategic Analyst
Maria Generis

Director of
Procurement &
Contracting
Bispham-
Haywood

CSCU
Procurement
Manager
Vacant

Supplier
Coordinator
Vacant

P-Card
Admin
Vacant

Contracting Team

Associate for
Contract
Compliance and
Procurement
In Recruitment

Contract
Specialist
Kromas

Contract
Specialist
Ginsberg

Contract
Specialist
Steve
Gorman

Region 1

Purchasing
Specialist
Vacant

Purchasing
Specialist
Vacant

Purchasing
Assistant
Vacant

Purchasing
Assistant
Vacant

Region 2

Purchasing
Specialist
Vacant

Purchasing
Assistant
Vacant

Purchasing
Assistant
Vacant

Region 3

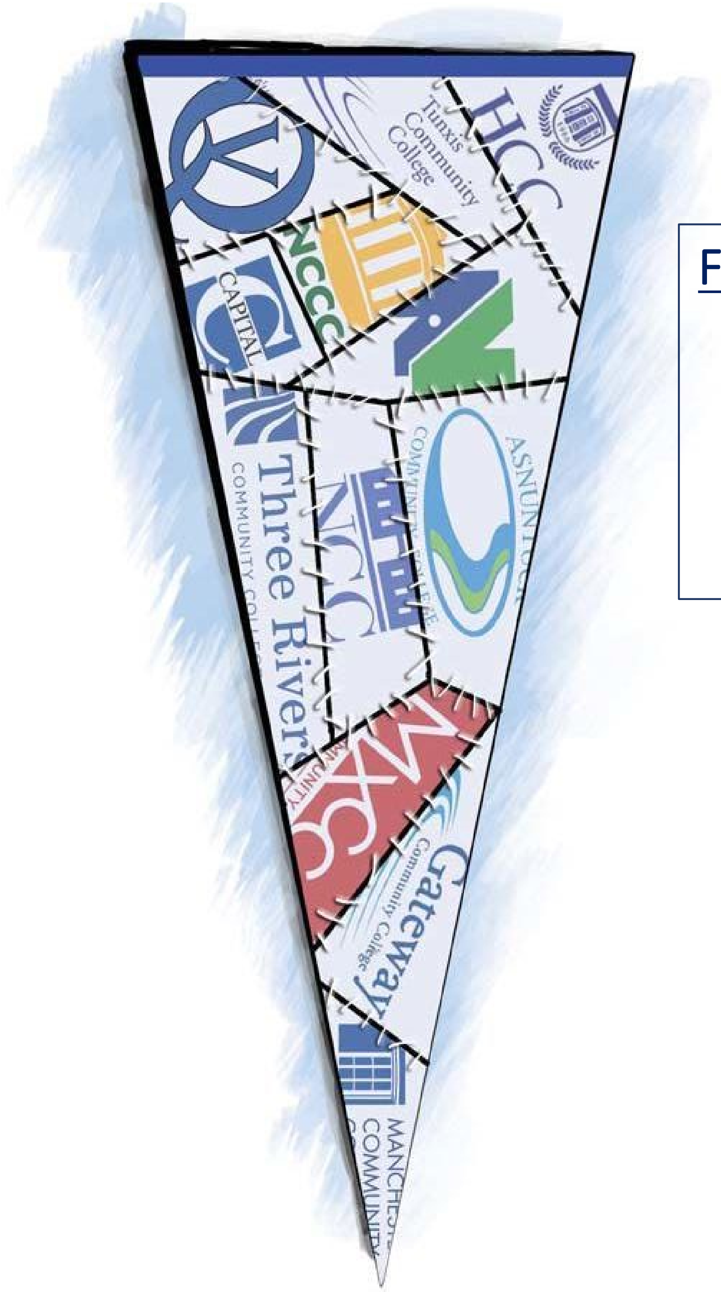
Purchasing
Specialist R 3
Vacant

Purchasing
Specialist R 3
Vacant

Purchasing
Specialist R 3
Vacant

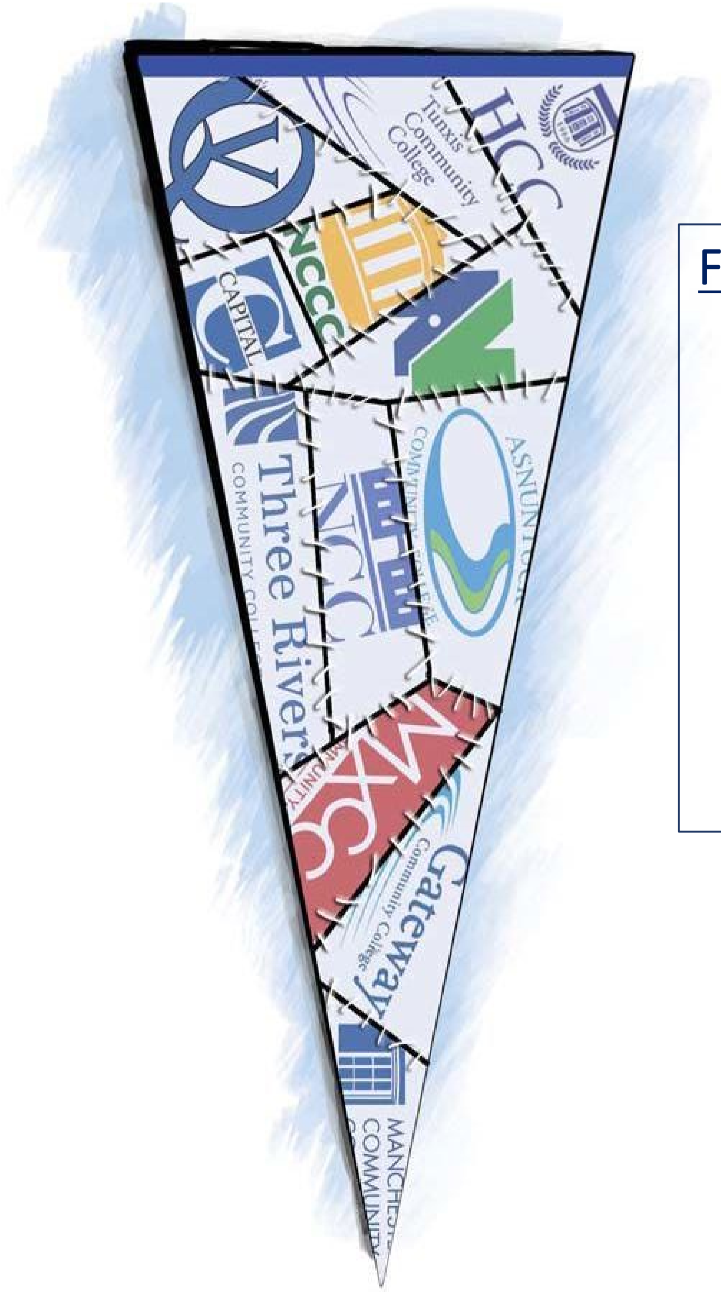
Shared Services
Future Shared Services
Not shared service

Upcoming Shared Services



Future Shared Services:

- Contracts
- Travel and Reimbursement Compliance
- Grants
- Accounts Receivable
- Others as they are defined



Continuous Improvement

Feedback and Process Improvement:

- Meeting with College CFOs bi-monthly and Regional Presidents quarterly to review status of Shared Services.
- Conducted a survey of tasks for each campus when moving to a Shared Service. Will perform follow up survey to identify additional tasks that may benefit from a shared service.
- Investigation of technology to leverage efficiencies including Hyland and an e-commerce solution.
- Implementation of Self Service modules in Core and Banner.
- Developing a data driven benchmarking tool for continuous improvement.

CSCU

IT Shared Services

IT Shared Services

Providing Shared/Enterprise Services for 20+ years to the CCCs, CSUs and CSCU.

All 17 CSCU institutions

- Contracts
- Licensing
- Standardize on common platforms/infrastructure (Banner, Microsoft, Cisco, Palo, etc.)
- Information Security (Policy, Standards, Procedures, Risk Assessments, Training, Incident Response, Compliance)
- Information Systems (Blackboard, Library)
- Project Management
- Data, Reporting & Analytics (Web Focus, Data Store)

Community Colleges

- Voice Services (Phone, Voicemail, Jabber, Security Phones, E911)
- Video/Conferencing Services (Video Conferencing Devices/Gateway, WebEx, Teams)
- Email/Collaboration (Email, Calendar, Contacts, OneDrive, Teams, Groups, SharePoint)
- Network Services (Wired, Wireless, Internet,)
- Mass Communication/Emergency Notification (Everbridge, Informacast, Mutualink)
- Information Systems (Banner, Self-Service, myCommNet, DegreeWorks, Touchnet)
- Security Controls (Firewall, Anti-virus, Data Loss Prevention, Email Security)
- Service Management (Service Desk, Change Management)
- Print Management (Printer, Copies, Fax, Scanner)
- Server/Storage Management (Windows, Linux, Server Virtualization, Storage)
- Authentication (AD, SSO, Azure, Multi Factor, NetID Account/Group Management)
- Protective Enclave (Virtual Desktop, Application Virtualization,
- Backup/Recovery (Disk, Tape, Cloud)
- Monitoring/Alerting (Network, Voice, Security, System/Storage)

IT Governance

Has changed, evolved over the years.... continues to be a work in progress.

Community Colleges

- CIO Steering Committee (ICSC)
  Review IT Service Requests (Purchase, Design)
  May send to the IST for deeper technical review
  Committee Members:
  - CSCU CIO
  - College IT Managers
  - CSCU System Office IT Managers
- Information Technology Solutions Team (IST)
  Technical review of IT Service Requests
  Develop designs & procedures for implementation
  Team members:
  - College IT Staff
  - CSCU System Office IT Staff
- Functional/Technical Teams (Service Areas)
  e.g. Banner, Blackboard, Library
  Provide requirements, feedback, support, documentation, training

State Universities/Charter Oak

- CIO Management Team
  Strategic Technology Direction
  Committee Members:
  - CSCU CIO
  - State Universities CIOs
  - Charter Oak CIO
- Functional/Technical Teams (Service Areas)
  e.g. Banner, Blackboard, Library
  Provide requirements, feedback, support, documentation, training

IT Service Management

End-to-end Management of IT services

IT Service Desk/Services Portal

- Contact IT support to make a request or a report a problem with an IT service
- Search/display self-help articles in a Knowledge Base

IT Change Management

- Structured process for planning, scheduling, announcing & implementing changes to IT Services
- Forward Schedule of Changes impacting IT services offered to the CSCU institutions
- Change Advisory Board (CAB) – members from all 17 CSCU Institutions
- Weekly CAB Meetings to review changes, discuss service issues

Service Level Agreements (SLAs)

- Documented agreement between IT Shared Services and CSCU institution(s) using IT service on expected level of service.
- New SLAs being planned for new IT organization for colleges

CSCU

Connecticut State
Colleges & Universities

Digital Archiving of Board Resolutions

Statement of Work

I. Overview/Problem Statement

CSCU, its System Office and all member Colleges and Universities, as well as the general public, require the ability to access and search for historical, public records of the institution. Currently at CSCU, there is no systemic way to create/search for a chronological history of an issue addressed by a Board of Regents and/or Board of Trustees. When CSCU was established in 2011, there was no merging/consolidation of resolutions and their relevant documents into a single searchable database. Some pre-CSCU institutions, as well as the System Office, continue to maintain paper copies of resolutions; some lack a consistent naming convention that would allow an efficient search.

This project will create a digital, searchable archive of all resolutions and related documents for the CSCU Board of Regents and all pre-2011 campus Boards of Trustees. Preservation of the information contained in the original documents will allow users/researchers to document the history of CSCU.

Resolutions shall be coherently and logically named and/or numbered and cataloged using the Metadata Object Description Schema (MODS) developed by the Library of Congress. After the resolutions have been archived, access to them may be provided via a search from the CSCU website or accessed through the Connecticut Digital Archive (CTDA), which is administered by the University of Connecticut. The ingestion of the resolutions into the CTDA will in turn enable discovery of and access to the resolutions in the Digital Public Library of America (https://dp.la/), a repository used by researchers around the world.

Finally, the work of this project will include interaction with departments/divisions of CSCU and the State of Connecticut to ensure that digital archiving is incorporated into the requirements of current Records Retention Policies.

II. Establish Collaborations, Workflow, Milestones, Administration and Budget

Collaborations:

- establish a CSCU BOR relationship with CTDA

- identify/develop relationship with the CT State Library Office of the Public Records Administrator, Digital Records Archivist, and Assistant State Archivist
- collaborate with Southern Connecticut State University's (SCSU) Master of Library and Information Science program for internship assignments
- identify ongoing needs for archiving and record management across the CSCU System and collaborate to propose appropriate solutions (i.e., institutional archivists)

Workflow, Organizational Tasks, and Milestones:

- understand the existing archiving workflows used by the two CSCU institutions who currently use the CTDA (CCSU and SCSU) and explore partnerships
- conduct an analysis to understand/create an efficient and effective process to organize, catalog, and digitally archive resolutions, identify the individuals participating at each step, document how information will be exchanged, and record the project work
- establish milestones for each of the project sections identified below
- create a profile to assist with intern selection

Administration and Budget

- It is proposed that the administration of this project be shared by Pam Heleen, Assistant Director of Board Affairs and Patrick Carr, Program Manager for Library Consortium Operations
- Budget – There is no cost to partner with and have access to the resources of CTDA. Storage is unlimited and as CSCU would continue to own and manage the content, there is no management fee. Interns would be unpaid.

III. Timetable

Planning	December 2020 to April 2021	
Archive CSCU Resolutions – 2015 to Present	Summer 2021	1 Intern
Archive CSCU Resolutions – 2011 to 2015	Summer 2021	1 Intern
Analyze Records Retention Policies	Summer 2021	
Archive Pre-2011 Community College Resolutions	Fall 2021	2 Interns
Archive Pre-2011 University Resolutions	Spring 2022	2 Interns

IV. Future Applications of Digital Archiving

It is anticipated that Board meeting agendas, minutes, policies and related activities of its Committees can also benefit from digital archiving. These possibilities will be explored as the project rolls out.

TELECOMMUTING POLICY FOR CSCU MANAGEMENT AND CONFIDENTIAL PROFESSIONAL EMPLOYEES

Policy & Purpose

This policy describes and establishes guidelines for telecommuting arrangements for non-represented Management and Confidential (M/C) employees of the Connecticut State Colleges and Universities (CSCU) in accordance with relevant state statute(s) and in keeping with CSCU practices. This policy is designed to maintain employee efficiency and productivity.

Telecommuting as defined by this policy is the voluntary and approved, flexible work arrangement in which some or all the employee's work is performed away from their official work site at an alternate work site such as the employee's home or satellite location for all or a portion of the workweek.

Telecommuting is not an employee benefit, nor intended to be available to all employees. Not all job roles or department functions are suitable for telecommuting. The remote work policy does not apply to temporary or occasional work arrangements such as dependent care, recovery from an illness, caring for an ill family member, or other circumstances where an employee is assigned to work at home. Telecommuting should not be used as a substitute for normal absences from work.

Management/Confidential employees approved for telecommuting will continue to work from their approved alternate work site during periods of inclement weather which may impact normal operations at their official work site.

Approval for participation in the telecommuting program is at the discretion of the employee's supervisor, and the next level of management when appropriate. Approval of a telecommuting assignment may be granted only when it is determined to follow the guidelines developed under this policy. Any assignment shall be on a temporary basis only and may be terminated as required by agency operating needs.

Generally, work suitable for telecommuting will have defined tasks with clearly measurable results, tasks requiring concentration when the employee works independently and minimal requirements for frequent access to hard copy files or special equipment.

Telecommuting may also be suitable for those occasions when employees must attend off-site CSCU meetings or events during portions of the day that make travel to their normal duty station impractical during the balance of the workday.

Employees best suited for telecommuting are self-motivated, self-disciplined, have a proven ability to perform, and a desire to make telecommuting work.

In order to participate, an employee's regular duties must be such that they can be accomplished via telecommuting. Employees whose regular duties necessitate their presence at their official work site may not telecommute.

The guidelines for participation, eligibility criteria, application process, and the termination clause may be subject to change when it is determined to be in the best interest of CSCU and will contribute to enhanced work efficiency and employee productivity.

Scope

This policy applies to full-time non-represented M/C Management/Confidential employees at the CSCU constituent units who have been performing their current job duties for at least one year.

References:

- CT Department of Administrative Services Interim Telework Guidelines
- Charter Oak State College Telecommuting Policy
- CSCU Electronic Communication Policy

- CSCU Acceptable Use Policy
- CSCU Information Security Policy

Definitions

Official Work Site – The employee's CSCU-provided on-campus or office workstation. This is the employee's usual and customary work address.

Alternate Work Site – A specific location away from the CSCU-provided official work site where the employee is authorized to work. This location must meet all criteria outlined in the Telecommuting Procedures and be approved in advance by the telecommuter's immediate supervisor, and next level of management when appropriate. Any changes in the location of the Alternate Work Site must be approved in advance.

Scheduled Telecommuting Arrangement – Agreed-upon and approved regular telework schedule for up to 3 days per week in accordance with Management/Confidential Professional Employees Telecommuting Procedures.

Intermittent Telecommuting Arrangement - Agreed-upon and approved sporadic telework schedule based on unique or short-term work requirements that are not conducive for a regular longer term telecommuting schedule.

ITEM

Search Policy and Process for appointment of the President of Connecticut State Community College.

BACKGROUND
In November 2013, the Board approved a policy (4.2 University and College Presidential Search Policy) governing the search process for the selection and appointment of university and college presidents. The Board's intent was to create procedures providing for open, competitive, and inclusive search processes. In 2015, the Board approved a minor amendment allowing the Board Chair to select a member of the Board to serve as the Board's Search Committee chair.

In September 2018, the Board approved search process procedures for the selection of the Community College Regional Presidents. The document indicated that "in selecting the President for the singly accredited Community College of Connecticut, the Board's existing Policy 4.2 will be in place. This item is modeled after that policy and the CSCU System President search process. Additional details have been added to clarify roles and responsibilities.

The Board of Regents (BOR) is responsible for the governance of the CSCU system and the selection of the President of Connecticut State Community College. The search process for this position will be implemented by a BOR Search Committee and a Search Advisory Committee. The search process will represent college-wide constituencies, as well as external stakeholders that depend on CSCU institutions for educated citizens and an innovative and knowledgeable workforce.

The search for this position is intended to start in November 2021 and take approximately 4 – 5 months.

The BOR Search Committee
The BOR Chair shall determine the size and membership of the BOR Search Committee. The Search Committee shall be chaired by the BOR Chair or the Chair's designee. The BOR Chair may also appoint a Co-Chair. The BOR Search Committee shall establish the criteria and processes for the selection of the President of CT State Community College. The processes shall include developing the position profile with input from the Search Advisory Committee and conducting interviews of semi-finalists and finalists with representatives of the Search Advisory Committee. The BOR Search Committee may engage an independent consultant to assist in the search, may convene stakeholder sessions and may conduct such other due diligence review as the BOR Chair deems appropriate. The BOR Search Committee will solicit feedback from the Search Advisory Committee Chairperson(s) following semi-finalist and finalist interviews. The BOR Search Committee shall make its recommendation to the full Board of Regents for the appointment of the President of CT State Community College.

Search Advisory Committee Membership
The BOR Chair shall determine the size and membership of the Search Advisory Committee. The Search Advisory Committee provides valuable input into the search process. Members participate in providing input on the position profile, reviewing resumes of applicants and recommending candidates to the BOR Search Committee for consideration, designating representatives to participate in interviews with semi-finalists and finalists, and providing input to the BOR Search Committee regarding candidates to be considered for the appointment. Each campus shall nominate to their Regional President one representative for each constituent group listed herein to serve on this committee. Using these nominations, the Regional Presidents will provide a recommended slate from across the campuses representing faculty, staff, students, union leadership, and foundation representatives; members should represent the diversity of the CSCU Community College community. The recommended list of members shall be submitted to the BOR Chair for formal appointment to the Search Advisory Committee. In the case of the external stakeholders, the BOR Chair will appoint leaders from business, workforce, community organizations, and secondary education to serve as representatives on the

Search Advisory Committee. The chair and co-chair of the Search Advisory Committee shall be elected by its members.

Search Advisory Committee Membership**:**

For the specific matter at hand, the proposed Search Advisory Committee will be comprised of 30 members. These members shall represent the diversity of campus and community populations.

Search Advisory Committee Representation by Constituent Unit/Stakeholder Group

Constituency	**Number from Each Region**	**Total**
Faculty	2	6
Campus administration (Regional Presidents, CEO's, M/C campus leaders)	1	3
Union-represented campus staff	2	6
Student leaders	2	6
Foundation representatives	1	3
External partners (business leaders/workforce agencies, secondary education partners, community organizations)		3
	TOTAL	27

Additional Information:

- The search will be confidential. Each member of the BOR Search Committee and Search Advisory Committee will be required to sign a Confidentiality Statement.
- Members of the BOR Search Committee and Search Advisory Committee will be required to attend a Search Kickoff Meeting (Charge) which will include a session to address "Unconscious Assumptions or Bias in the Evaluation Process."
- First round interviews will be conducted in-person or virtually, as determined the BOR Chair with representatives from the Search Advisory and Board Search committees.
- Semi-finalist interviews will be conducted in-person and will consist of a series of stakeholder sessions with the Search Advisory Committee as well as:
    - Regional Presidents and Campus CEOs
    - the full Board of Regents
    - the CT State leadership team
    - external constituents including foundation leaders
    - system office executive staff

RECOMMENDATION

Adopt the attached policy for appointing the President of CT State Community College.

CT BOARD OF REGENTS FOR HIGHER EDUCATION
RESOLUTION

concerning

Policy for the Appointment of a CT State Community College President

October 21, 2021

WHEREAS, The University and College Presidential Search Policy ("Policy") sets forth a policy governing the search process and procedures for the selection and appointment of university and college presidents based on open, competitive and inclusive search processes; and

WHEREAS, The process delineated in said Policy does not include a process to govern the search process and procedures for the selection and appointment of the CT State President; and

WHEREAS, Consistent with the inclusiveness of said Policy and responsive to input received from the Board's Human Resources & Administration Committee in support of that Policy, the attached policy sets forth the general procedures for the search process for a CT State President; and now therefore be it

RESOLVED, That the Board of Regents for Higher Education hereby approves the attached policy for the Appointment of a CT State President; and

RESOLVED, That the Board of Regents reserves the right to amend the attached policy to improve the interview and selection process; and

RESOLVED, That there be established a Board of Regents Search Committee and a Search Advisory Committee to be composed of a diversity of college and external stakeholder groups as presented in the staff report.

A True Copy:

____

Alice Pritchard, Secretary
Board of Regents for Higher Education

Policy for the Appointment of a CT State Community College President

The Board of Regents (BOR) is responsible for the governance of the CSCU system and the selection of a CT State President to be the chief executive officer of CT State Community College. The search process to select the President shall be implemented by a BOR Search Committee and a Search Advisory Committee. The search process will represent college-wide constituencies, as well as external stakeholders that depend on CSCU institutions for educated citizens and an innovative and knowledgeable workforce.

The BOR Search Committee

The BOR Chair shall determine the size and membership of the BOR Search Committee. The Search Committee shall be chaired by the BOR Chair or the Chair's designee. The BOR Chair may also appoint a Co-Chair. The BOR Search Committee shall establish the criteria and processes for the selection of the President. The processes shall include developing the position profile with input from the Search Advisory Committee and conducting interviews of semi-finalists and finalists with representatives of the Search Advisory Committee. The BOR Search Committee may engage an independent consultant to assist in the search, may convene stakeholder sessions and also may conduct such other due diligence review as the BOR Chair deems appropriate. The BOR Search Committee will solicit feedback from the Search Advisory Committee following semi-finalist and finalist interviews. The BOR Search Committee shall make its recommendation to the full Board of Regents for the appointment of the President.

Search Advisory Committee Membership

The BOR Chair shall determine the size and membership of the Search Advisory Committee. The Search Advisory Committee provides valuable input into the search process. Members participate in providing input on the position profile, reviewing resumes of applicants and recommending candidates to the BOR Search Committee for consideration, designating representatives to participate in interviews with semi-finalists and finalists, and providing input to the BOR Search Committee regarding candidates to be considered for the appointment. Each constituent group, in accordance with the representation outlined below, shall nominate representatives from its campus to serve on this committee and the members should represent the diversity of the campus community. The Regional Presidents will provide a recommended slate from across the campuses representing faculty, staff, students, union leadership, and foundation representatives. The chair and co-chair of the Search Advisory Committee shall be elected by its members. The recommended list of members shall be submitted to the BOR Chair for formal appointment to the Search Advisory Committee. In the case of the external stakeholders, the BOR Chair will appoint leaders from business, workforce, community organizations, secondary education, state agencies and government to serve as representatives on the Search Advisory Committee.

Administration of the Search

1. The BOR Search Committee shall establish and provide criteria and processes for the search. The search shall proceed according to the Affirmative Action Policy of the Board of Regents.

2. Complete confidentiality of all proceedings shall be maintained. The disclosure of candidates prior to selection can result in the loss of the best candidates, as well as grave injustices to candidates. Names of all candidates under consideration and any other information and/or material related to the search process shall be held in strict confidence by all persons having access to such information. All members of the Search Committee and the Search Advisory Committee shall sign a confidentiality agreement before its first committee meetings.

3. The BOR Chair or the Chair's designee shall be responsible for the administration of the search, including the keeping of official records of the BOR Search Committee. The BOR Chair or Chair's designee shall meet with the finalists and have the sole and exclusive responsibility for contacting candidates under consideration as recommended by the BOR Search Committee.

4. Members of the BOR Search Committee and the Search Advisory Committee shall have access to the resumes and such other information as is available for those candidates.
5. Semi-finalists will be interviewed by representatives of the BOR Search and Search Advisory Committees, in-person or virtually, as determined the BOR Chair, and in accordance with the BOR Search Committee processes.
6. Finalists shall meet with administrators, students, faculty, staff, community leaders, and other stakeholders. The BOR Search Committee shall seek comments following the meetings from the Search Advisory Committee Chairperson(s).
7. The process shall include an opportunity for all members of the BOR, all CEOs/Regional Presidents and CT State and system office executive staff to meet with the finalists and share input with the BOR Search Committee.
8. The Board will meet to receive the BOR Search Committee's recommendation and indicate its consensus to the Board Chair to act on its behalf. The Chair or the Chair's designee may contact finalists and conduct negotiations as appropriate.
9. The BOR shall, by majority vote, appoint the CT State President at a regular or special meeting called for that purpose.
10. Candidates for the position will remain confidential. No public announcement of the semi-finalists or finalists will be made. The Board of Regents will determine the method and timing of the announcement of the candidate selected.

ACTION ITEM

Adoption and implementation of the revised first and third quartile marks of the Connecticut State Colleges and Universities System's Management/Confidential Salary Range Plans.

BACKGROUND

The Board of Regents adopted a uniform compensation schedule for non-represented Management/Confidential employees in 2015 based on the 2014 Sibson Consulting Report. This schedule includes common classifications and salary grades in a single salary structure. The minimum, midpoint, and maximum salaries for each classification level were established based on an analysis of comparable regional higher education management salaries. The 25th and 75th percentiles of the classification range were set at the time based on a defined market range and not equally distributed between minimum and midpoint, and midpoint and maximum. This schedule corrects that anomaly.

RECOMMENDATION

CSCU leadership recommends approval of the revised Management/Confidential Salary Range Plans.

CT BOARD OF REGENTS FOR HIGHER EDUCATION
RESOLUTION

Concerning the adjustment to the first and third quartile marks of the Management/Confidential Salary Range Plans

October 21, 2021

WHERAS, the Connecticut State Colleges and Universities sets forth a policy establishing salary range plans for non-represented Management/Confidential employees; and

WHEREAS, the first and third quartile marks within each classification range were initially set based on a previous classification & compensation study and not equally distributed, and have now been adjusted to correct this; and now therefore be it

RESOLVED, that the Board of Regents for Higher Education hereby approves and adopts the revised Management/Confidential Salary Range Plan Schedule.

A True Copy:

____

Alice M. Pritchard, Secretary of the
CT Board of Regents for Higher Education

CSCU FY21 Presidential Range Plans Effective 7/1/2020*					
CAMPUSES	**Minimum**	**1/4 Mark**	**Midpoint**	**3/4 Mark**	**Maximum**
SMALL UNIVERSITIES					
Eastern & Western	$ 269,650	$ 285,992	$ 302,008	$ 332,209	$ 362,410
LARGE UNIVERSITIES					
Central & Southern	$ 294,700	$ 312,561	$ 330,064	$ 363,070	$ 396,077

*The classification of Community College President is no longer used. Anyone currently holding that classification is grandfathered in and will continue to receive adjustments equivalent to those awarded to all Management/Confidential employees.

CSCU FY22 Presidential Range Plans Effective 9/23/2021*					
CAMPUSES	**Minimum**	**1/4 Mark**	**Midpoint**	**3/4 Mark**	**Maximum**
SMALL UNIVERSITIES					
Eastern & Western	$ 269,650	$ 285,829	$ 302,008	$ 332,209	$ 362,410
LARGE UNIVERSITIES					
Central & Southern	$ 294,700	$ 312,382	$ 330,064	$ 363,071	$ 396,077

*The classification of Community College President is no longer used. Anyone currently holding that classification is grandfathered in and will continue to receive adjustments equivalent to those awarded to all Management/Confidential employees.

CSCU FY21 Management-Confidential Range Plans Effective 7/1/2020					
	Salary Structure: Update July 1, 2020				
	Min	4-Jan	Mid	4-Jan	Max
Executive 5	$224,986	$266,166	$281,232	$309,355	$337,478
Executive 4	$191,386	$226,416	$239,232	$263,155	$287,078
Executive 3	$162,893	$192,708	$203,616	$223,978	$244,339
Executive 2	$138,432	$163,770	$173,040	$190,344	$207,648
Executive 1	$118,003	$139,602	$147,504	$162,254	$177,005
Manager 3	$99,994	$118,296	$124,992	$137,491	$149,990
Manager 2	$85,478	$101,124	$106,848	$117,533	$128,218
Manager 1	$72,845	$86,178	$91,056	$100,162	$109,267
Professional 3	$62,003	$73,352	$77,504	$85,254	$93,005
Professional 2	$52,685	$62,328	$65,856	$72,442	$79,027
Professional 1	$44,890	$53,106	$56,112	$61,723	$67,334

CSCU FY22 Management-Confidential Range Plans Effective 9/23/2021

Salary Structure: Update July 1, 2020

	Min	4-Jan	Mid	4-Jan	Max
Executive 5	$224,986	$253,109	$281,232	$309,355	$337,478
Executive 4	$191,386	$215,309	$239,232	$263,155	$287,078
Executive 3	$162,893	$183,255	$203,616	$223,978	$244,339
Executive 2	$138,432	$155,736	$173,040	$190,344	$207,648
Executive 1	$118,003	$132,754	$147,504	$162,255	$177,005
Manager 3	$99,994	$112,493	$124,992	$137,491	$149,990
Manager 2	$85,478	$96,163	$106,848	$117,533	$128,218
Manager 1	$72,845	$81,951	$91,056	$100,162	$109,267
Professional 3	$62,003	$69,754	$77,504	$85,255	$93,005
Professional 2	$52,685	$59,271	$65,856	$72,442	$79,027
Professional 1	$44,890	$50,501	$56,112	$61,723	$67,334

CSCU Connecticut State Colleges & Universities

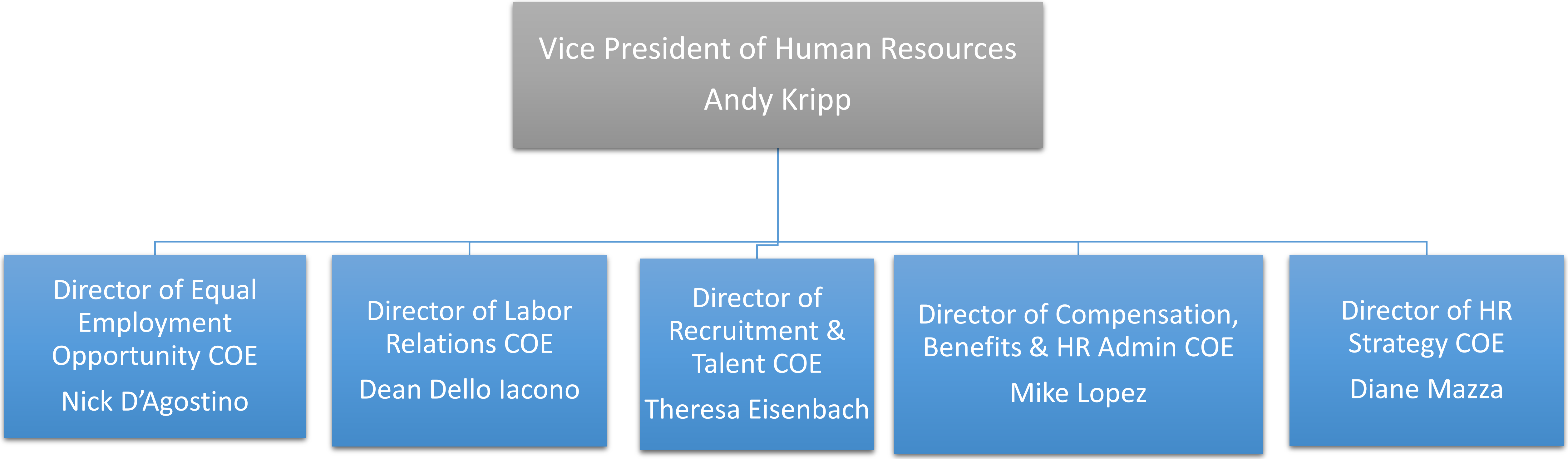
HR Shared Services

HR/Admin Committee Update

October 6, 2021

CSCU Connecticut State Colleges & Universities

HR Shared Services

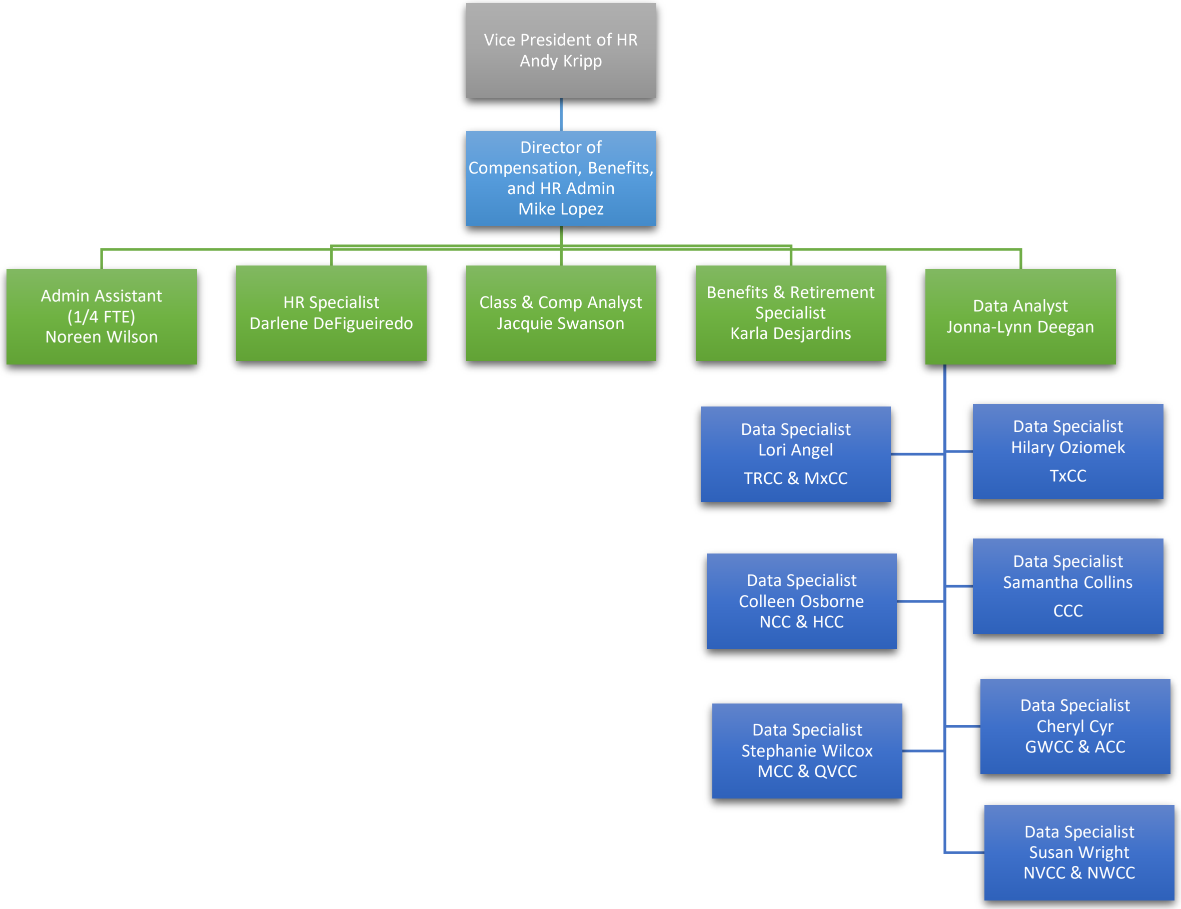


Vice President of Human Resources
Andy Kripp

- Director of Equal Employment Opportunity COE
  Nick D’Agostino
- Director of Labor Relations COE
  Dean Dello Iacono
- Director of Recruitment & Talent COE
  Theresa Eisenbach
- Director of Compensation, Benefits & HR Admin COE
  Mike Lopez
- Director of HR Strategy COE
  Diane Mazza

CSCU Connecticut State Colleges & Universities

HR Shared Services Compensation, Benefits, & HR Admin Center of Excellence



Vice President of HR
Andy Kripp

Director of Compensation, Benefits, and HR Admin
Mike Lopez

Admin Assistant (1/4 FTE)
Noreen Wilson

HR Specialist
Darlene DeFigueiredo

Class & Comp Analyst
Jacquie Swanson

Benefits & Retirement Specialist
Karla Desjardins

Data Analyst
Jonna-Lynn Deegan

Data Specialist
Lori Angel
TRCC & MxCC

Data Specialist
Hilary Oziomek
TxCC

Data Specialist
Colleen Osborne
NCC & HCC

Data Specialist
Samantha Collins
CCC

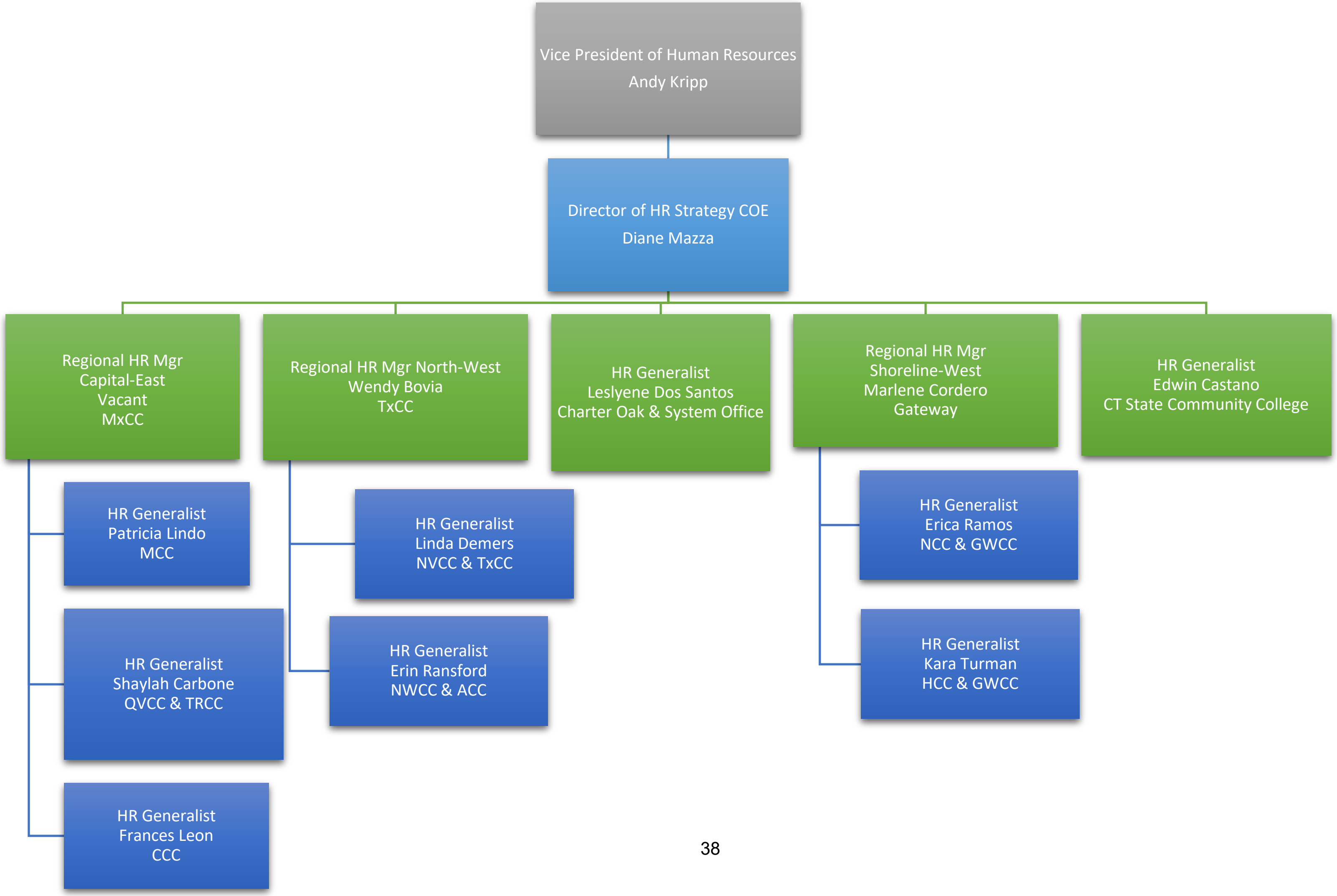
Data Specialist
Stephanie Wilcox
MCC & QVCC

Data Specialist
Cheryl Cyr
GWCC & ACC

Data Specialist
Susan Wright
NVCC & NWCC

CSCU Connecticut State Colleges & Universities

HR Shared Services HR Strategy Center of Excellence



Vice President of Human Resources
Andy Kripp

Director of HR Strategy COE
Diane Mazza

Regional HR Mgr
Capital-East
Vacant
MxCC

- HR Generalist
  Patricia Lindo
  MCC
- HR Generalist
  Shaylah Carbone
  QVCC & TRCC
- HR Generalist
  Frances Leon
  CCC

Regional HR Mgr North-West
Wendy Bovia
TxCC

- HR Generalist
  Linda Demers
  NVCC & TxCC
- HR Generalist
  Erin Ransford
  NWCC & ACC

HR Generalist
Leslyene Dos Santos
Charter Oak & System Office

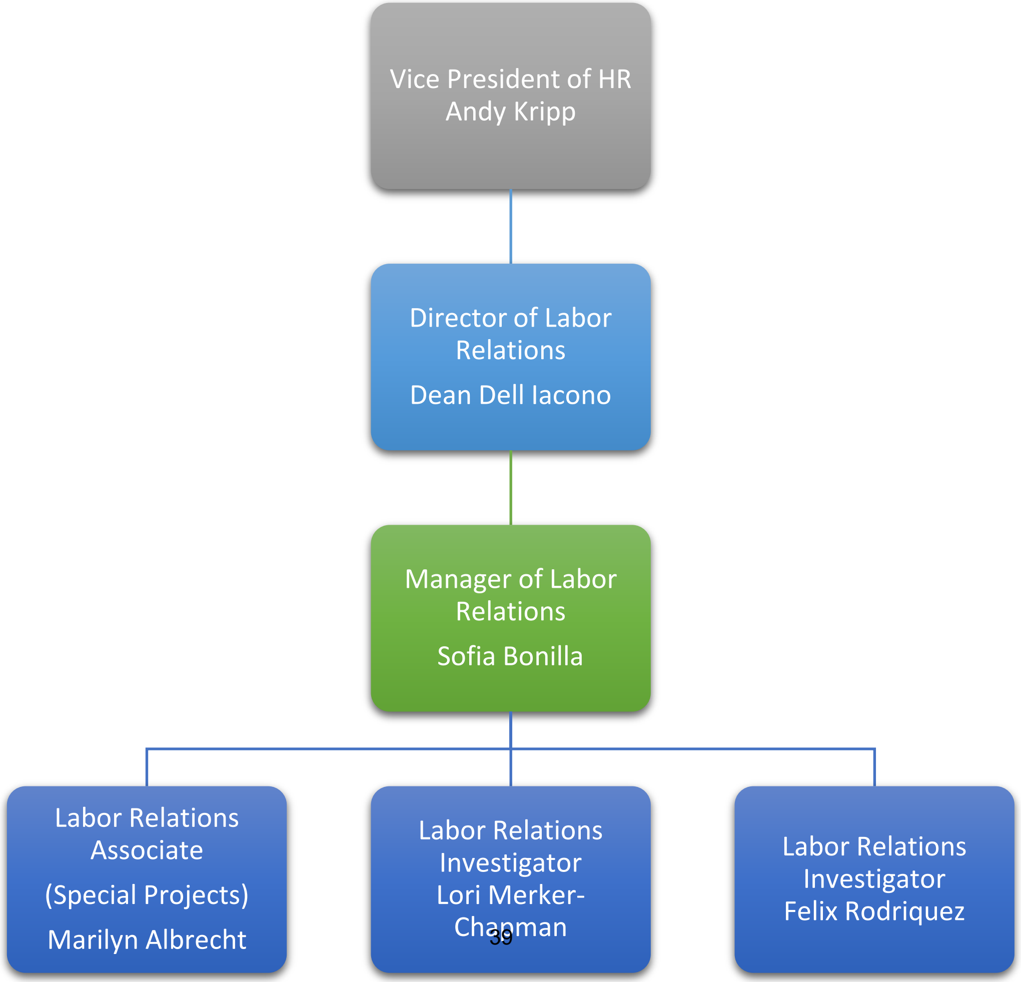
Regional HR Mgr
Shoreline-West
Marlene Cordero
Gateway

- HR Generalist
  Erica Ramos
  NCC & GWCC
- HR Generalist
  Kara Turman
  HCC & GWCC

HR Generalist
Edwin Castano
CT State Community College

CSCU Connecticut State Colleges & Universities

HR Shared Services Labor Relations Center of Excellence



Vice President of HR
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Dean Dell Iacono

Manager of Labor Relations

Sofia Bonilla

Labor Relations Associate

(Special Projects)

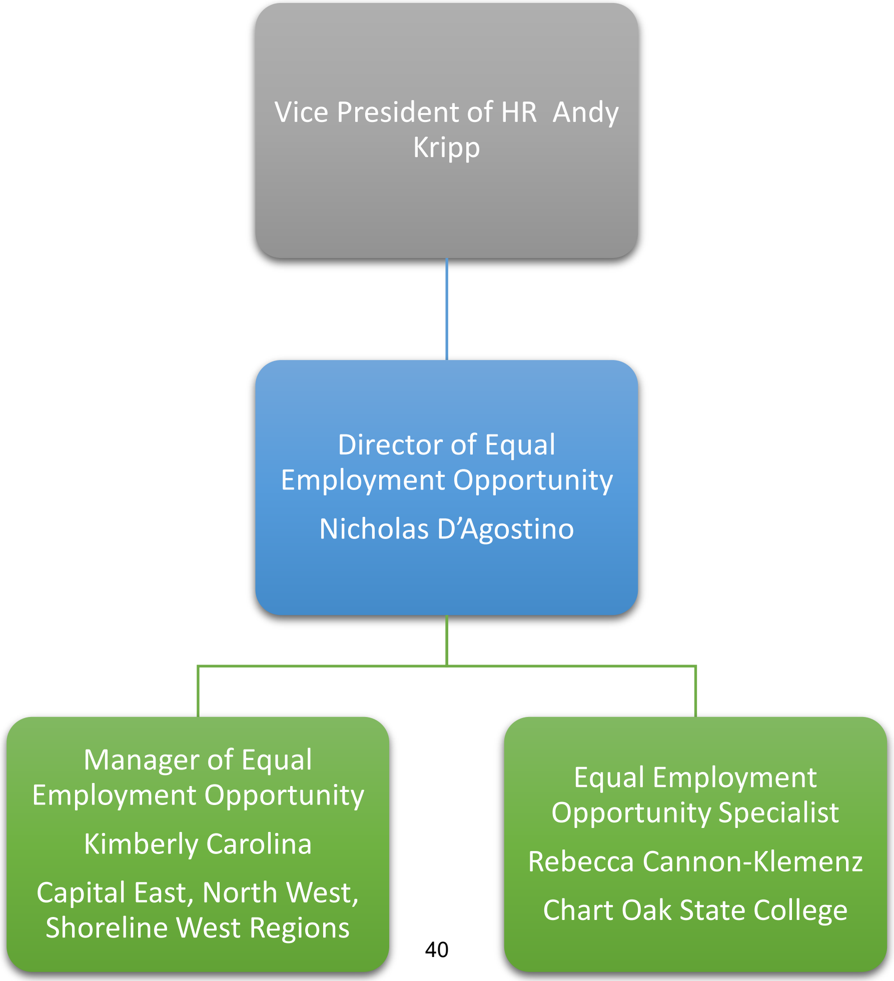
Marilyn Albrecht

Labor Relations Investigator
Lori Merker-Chapman

Labor Relations Investigator
Felix Rodriquez

CSCU Connecticut State Colleges & Universities

HR Shared Services Equal Employment Opportunity Center of Excellence



Vice President of HR Andy Kripp

Director of Equal Employment Opportunity

Nicholas D'Agostino

Manager of Equal Employment Opportunity

Kimberly Carolina

Capital East, North West, Shoreline West Regions

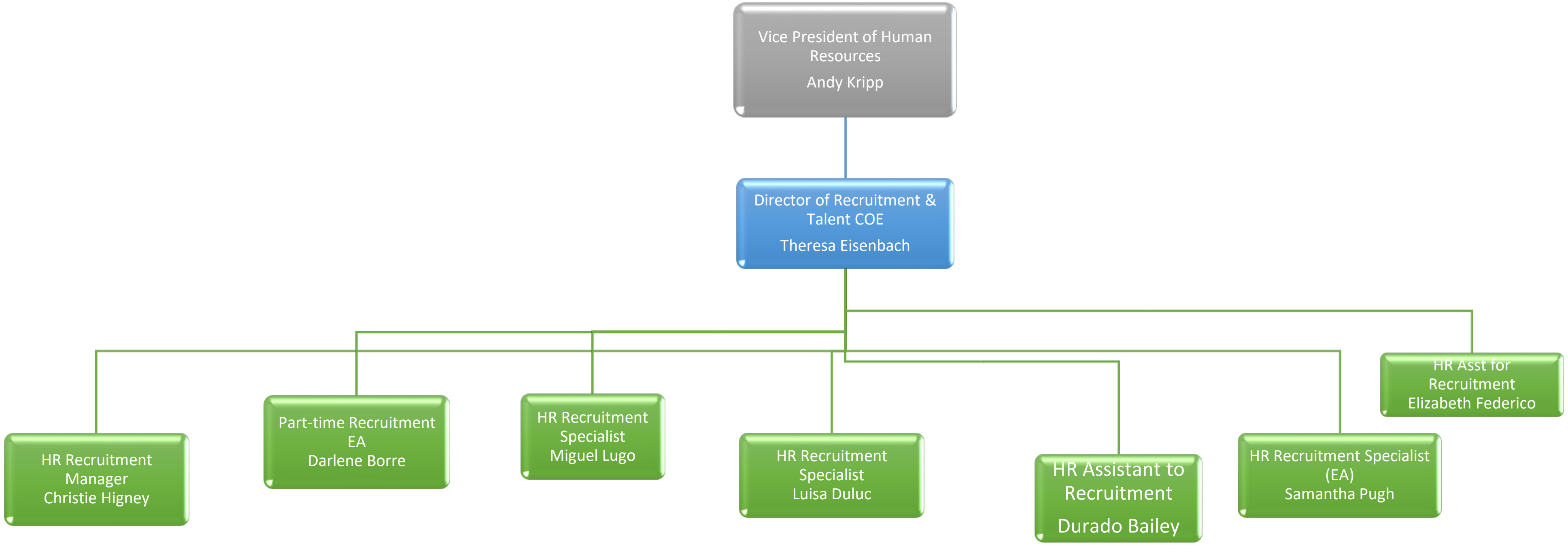
Equal Employment Opportunity Specialist

Rebecca Cannon-Klemenz

Chart Oak State College

CSCU Connecticut State Colleges & Universities

HR Shared Services Recruitment & Talent Center of Excellence



Vice President of Human Resources
Andy Kripp

Director of Recruitment & Talent COE
Theresa Eisenbach

HR Recruitment Manager
Christie Higney

Part-time Recruitment EA
Darlene Borre

HR Recruitment Specialist
Miguel Lugo

HR Recruitment Specialist
Luisa Duluc

HR Assistant to Recruitment
Durado Bailey

HR Recruitment Specialist (EA)
Samantha Pugh

HR Asst for Recruitment
Elizabeth Federico

CSCU Connecticut State Colleges & Universities

HRSS COE’s Shared Services update

- The HRSS staff is fully aligned to the five Centers of Excellence (COE) and managing both existing college and CT State Community College operating modes.
  - HRSS is now supporting the existing 12 College/Charter Oak State College/System Office structure and the CT State Community College structure as it is implemented
  - Payroll has shifted over to shared services under Finance. HRSS continues to support payroll issues as needed and appropriate.
  - HRSS staff has been augmented, especially in the Recruitment COE, to manage growth of student advising staff for alignment with student/advisor ratio best practices for the CT State Community College.

CSCU Connecticut State Colleges & Universities

HRSS Communication Roll Out

- We have shared and confirmed with the Regional Presidents and CEOs the Service Level Agreements HRSS will operate under
- We created and launched the HRSS website portal https://www.ct.edu/hr
- Broad email communications to employees regarding HRSS model and portal
- Campus HR Shared Services town hall meetings conducted by the HR Strategy Team

CSCU Connecticut State Colleges & Universities

HRSS Continuous Improvement Process

- We initiated our feedback/satisfaction survey and continuous improvement process with the CEOs in Nov 2020
- Goal was to identify areas of needed improvement and get an assessment of satisfaction with HRSS
- Held regional meetings with CEOs and Regional Presidents in Dec 2020 to review survey and seek additional clarification
- The feedback was assessed by the HRSS team and Action Plans were prepared for each COE and shared with Regional Presidents and CEOs in January
- HRSS will continue this process quarterly for at least the next year to identify areas of needed improvement and to implement changes and measure impact. At the end of this period, HRSS will review frequency of surveys

Compliance and Ethic Training

Nicholas D’Agostino, Director of Equal Employment Opportunity

Date: October 6, 2021

Introduction:

- Mandated Training
- Current Status
- Compliance Challenges
- Next Steps

Mandated Training Compliance - Overview

Training:	Mandating Body	Mandate	Employee Status Required	Modality of Training (e.g., online)
Ethics 101	State	Annual	All employees	Online
Sexual Harassment Prevention*	State	Once per 10 yrs.	All employees	Online
Diversity in the Workplace	State	Once in career	Employees 20+ hours/week	In-person
Workplace Violence Prevention	State	Once in career	All full-time employees	Online
Title IX /Cleary Act	BOR	Annual	All employees	Online
IT Training	BOR	Annual	All employees	Online
FERPA**	BOR	Once in career	All employees	Online
GLBA (Gramm-Leach-Bliley Act)**	BOR	Once in career	All employees	Online

Compliance trainings are expected to be initially completed within 6 months of initial appointment and then according to the training mandate.

*New mandate that this training now applies to all employees and no just supervisor employees. Training compliance mandate that all employees receive training within 6months, and all current employees need to complete this training as of 10/1/2018.

**Required for identified employees specific to discipline (e.g., student records, financial departments).

Mandated Training Compliance Gaps (in number of employees):

Training:	CCSU	ECSU	SCSU	WCSU	CSCU	COSC	CSCC	Total
Workforce Full-Time	894	564	962	525	231	66	1889	5131
Workforce Part-time	475	331	662	502	018	178	2715	4881
Total Workforce	1369	895	1624	1027	249	244	4604	10012
Ethics 101	1173	886	1043	241	236	167	4411	8157
Sexual Harassment Prevention	487	534	576	40	73	>10	754	2679
Diversity in the Workplace	200	TBD	154	34	TBD	TBD	TBD	TBD (<500)
Workplace Violence Prevention	TBD	798	>50	61	246	240	4428	>6000
Title IX /Cleary Act	247	877	>50	403	247	241	4528	6962
IT Training	784	828	1435	756	67	165	3391	7426
FERPA	>50	>50	>50	>75	>50	>50	>50	TBD
GLBA	>50	>50	>50	>50	>50	>50	>50	TBD

Compliance Challenges:

- **Diversity training** records have historically been paper sign in sheets and reporting in the Affirmative Action Plans.
- **Sexual Harassment Prevention** is now required for all current employees who have not completed this training since 10/1/2018 must complete this training.

Next Steps:

Actions to move us towards full compliance:

- Develop and implement a **catch-up strategy** for all current employees to move the CSCU/CSCC into full training compliance by February 1, 2022.
- Develop **on-boarding process** for all new appointments that includes completion of all mandated training compliance within the first week of appointment February 1, 2022.
- We are currently looking into expanding the NEOGOV contract to support training compliance.

Questions, comments and concerns?