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. <u>Remote Work Discussion with Mike Lopez and Diane Mazza</u>

- 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. <u>IT Shared Services Update with Tim Hilbie and Joe Danajovits</u>

- 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. <u>Finance Shared Services Update with Laura Ewell and Janel Wright</u>

- 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. **<u>Human Resources Shared Services Update with Mike Lopez and Diane Mazza</u>**

- 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

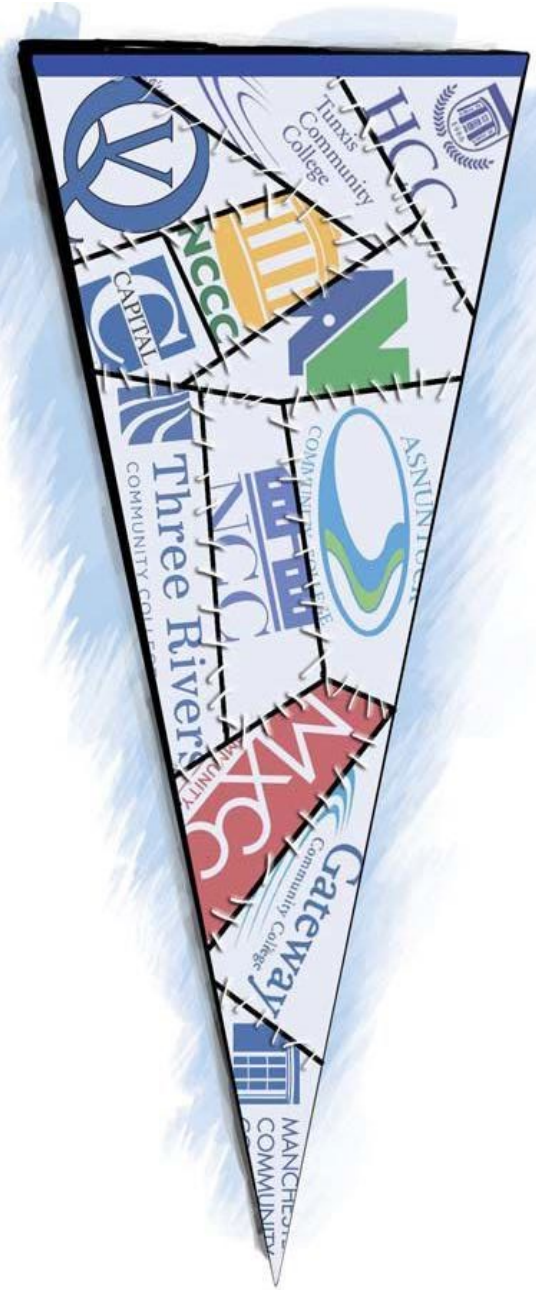
4. ADJOURNMENT

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

CSCU Finance Shared Services

HR Sub-Committee Update

April 2021



Finance Shared Service Governance

The Steering Committee

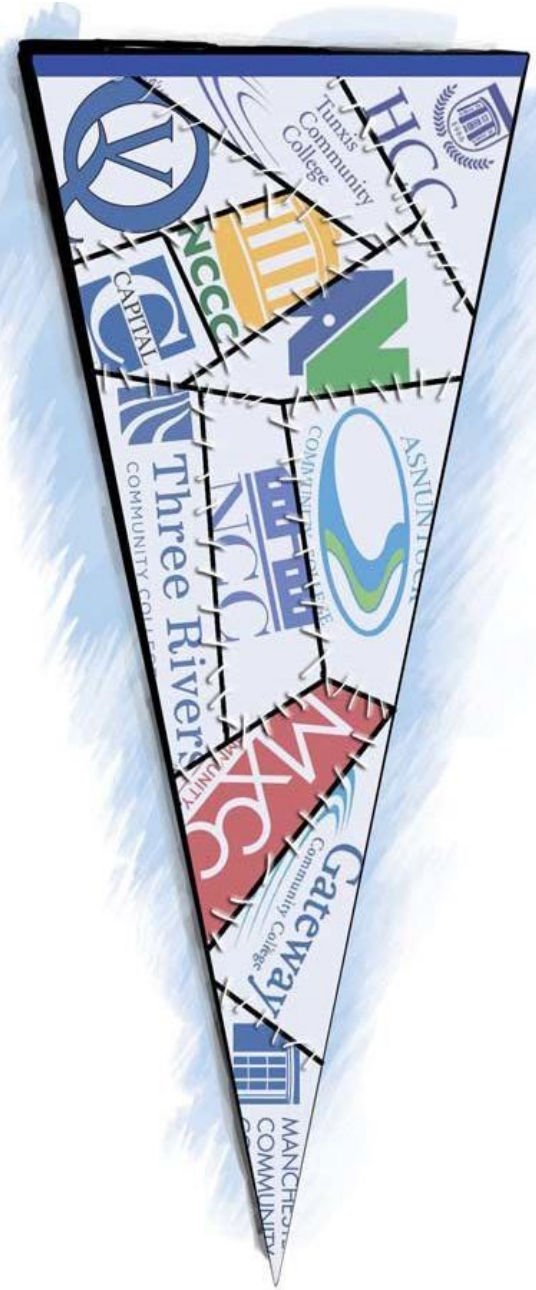
Overview:

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.

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.

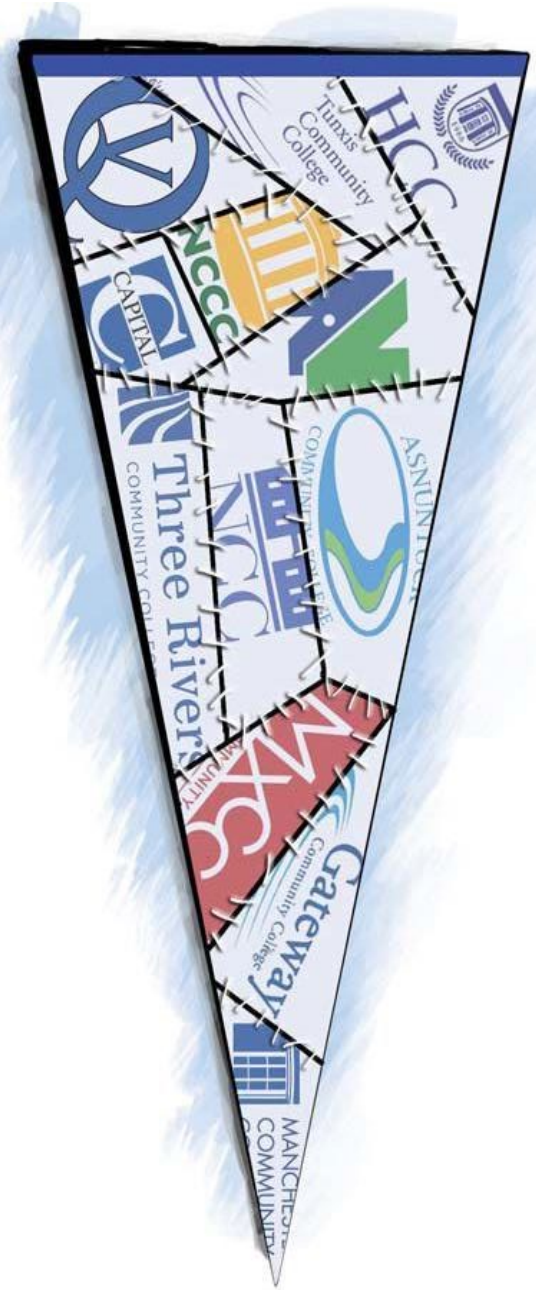
Efficiencies:

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

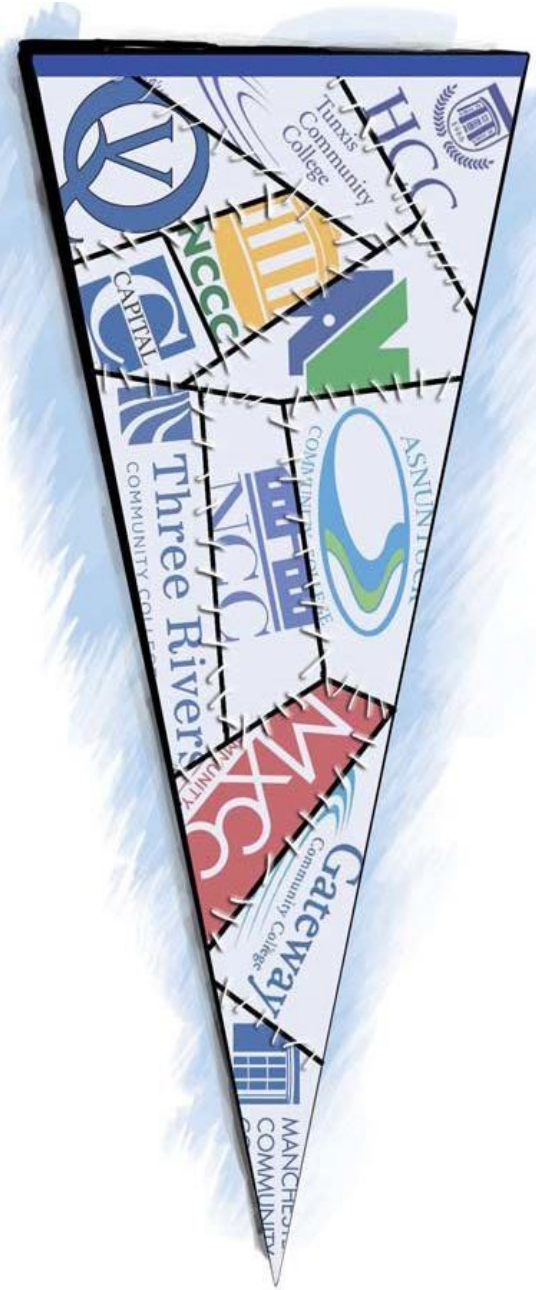
Overview:

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.

CSCU



Purchasing/AP Shared Service

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

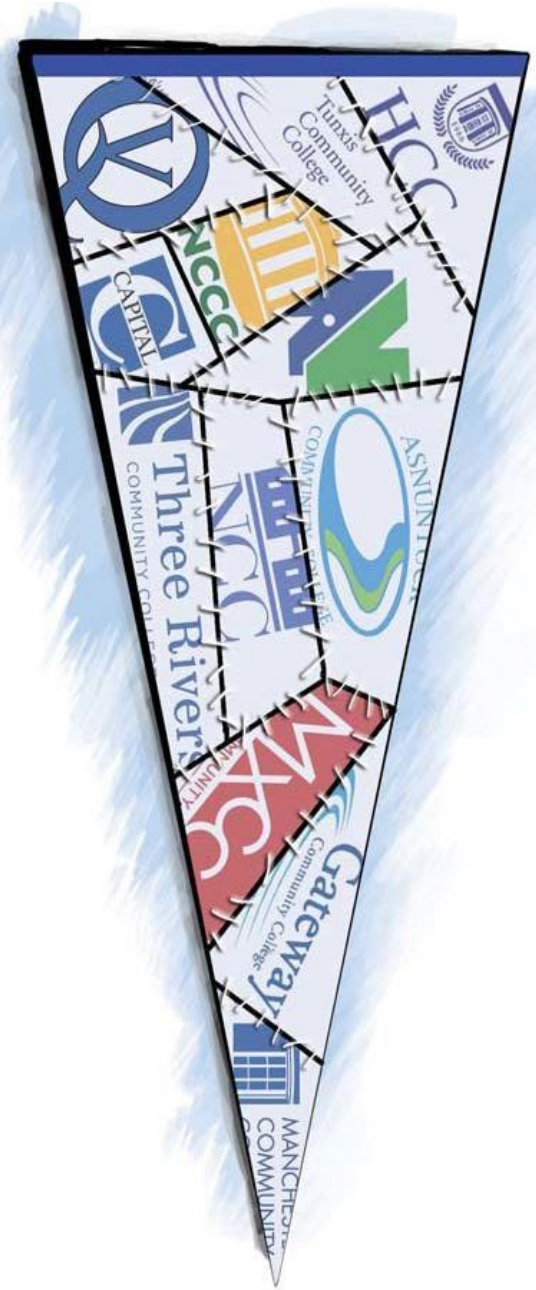
Overview:

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

CSCU



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:

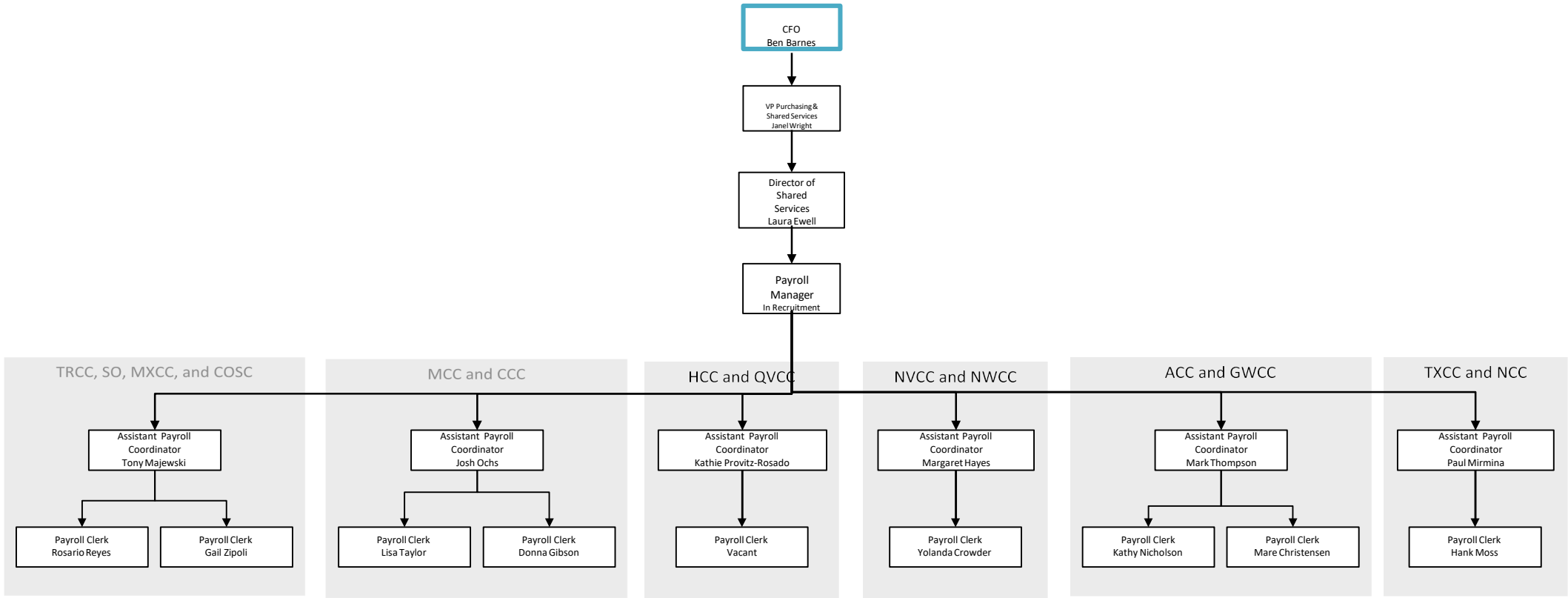
- Payroll Manager
- Procurement Manager
- AP Manager
- Supplier Coordinator
- Purchasing Card (Pcard) Administrator
- Finance Services Specialist

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.

CSCU

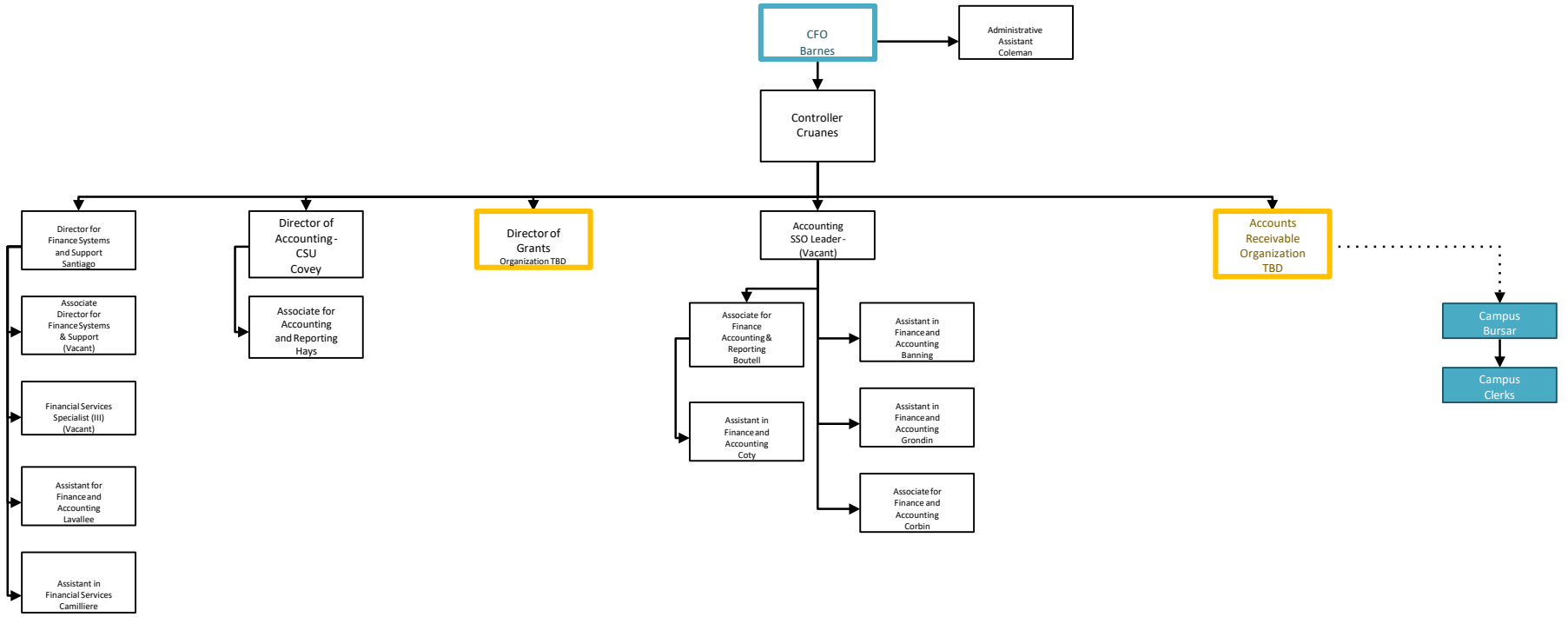
Payroll Shared Service Org Chart



Shared Services
Future Shared Services
Not shared service

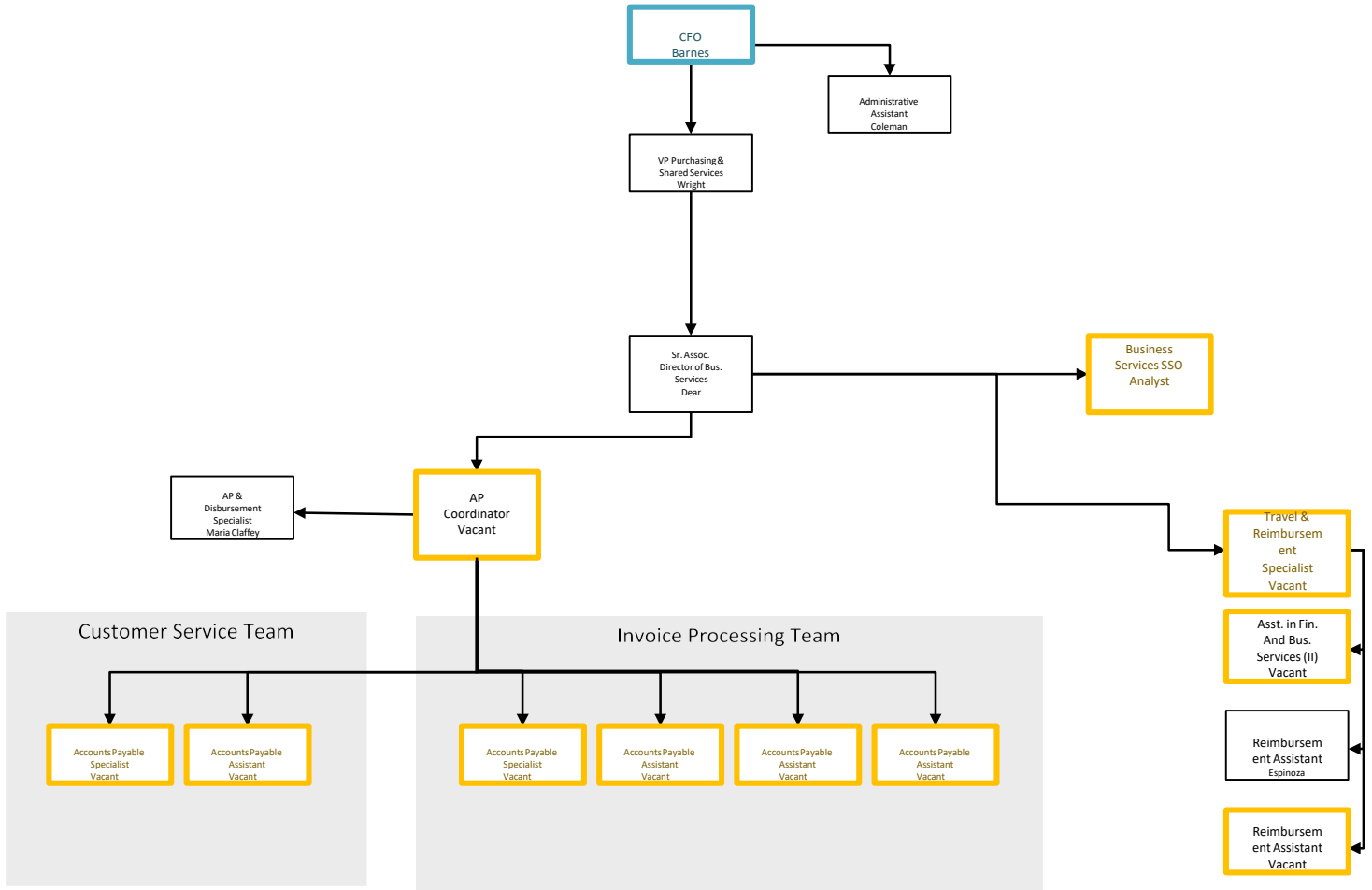
Accounting Shared Service Org Chart

Connecticut Community College



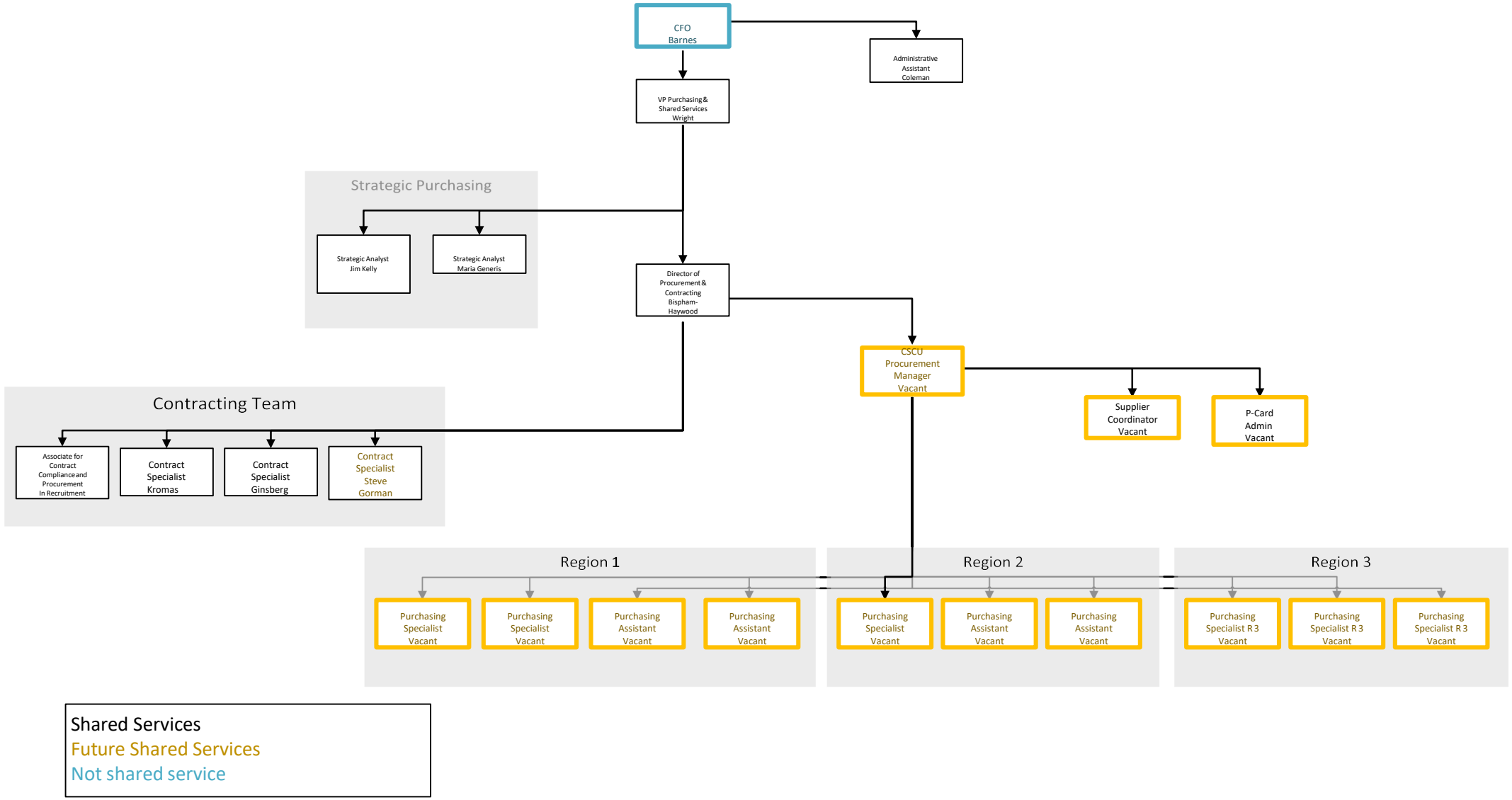
Shared Services
Future Shared Services
Not shared service

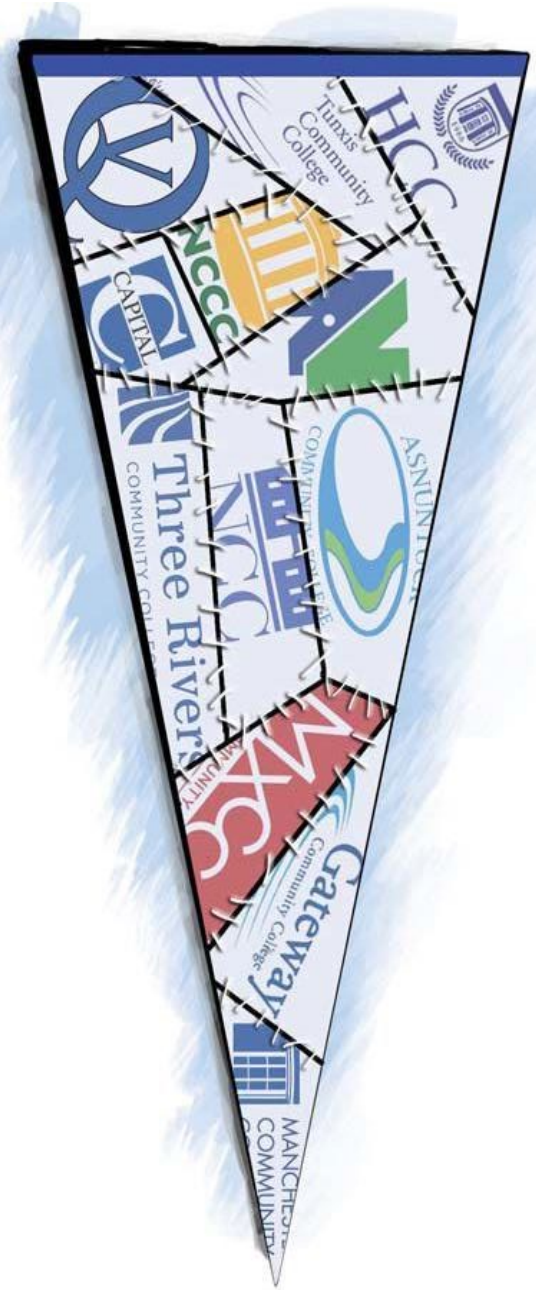
Business Services (AP) Shared Service Org Chart



Shared Services
Future Shared Services
Not shared service

Purchasing Shared Service Org Chart



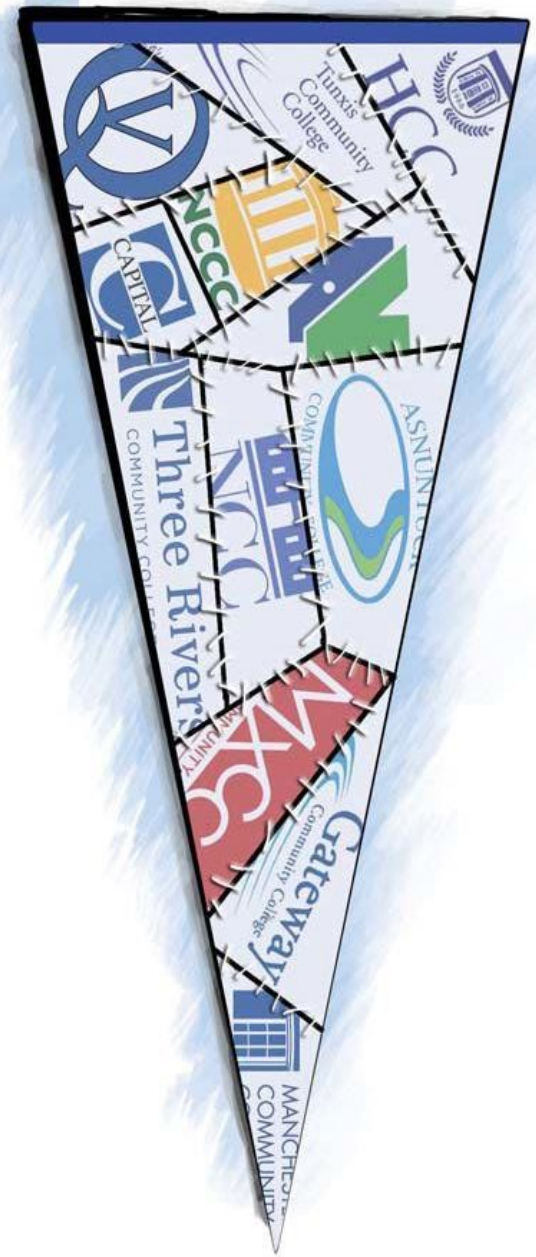


Upcoming Shared Services

Future Shared Services:

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

CSCU



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

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.