

**BOARD OF REGENTS FOR HIGHER EDUCATION
CT STATE COLLEGES AND UNIVERSITIES (CSCU)
BOR HUMAN RESOURCES & ADMINISTRATION COMMITTEE
MINUTES OF A SPECIAL MEETING
FRIDAY, MARCH 1, 2024
CONDUCTED VIA WEBEX**

REGENTS – PARTICIPATING (Y = yes / N = no)	
Richard J. Balducci	N
Sophia Jappinen, Committee Chair	Y
Elease E. Wright	Y

OTHER REGENTS PRESENT:

Juanita James

CSCU/BOR STAFF:

Lloyd Blanchard, Interim Vice President for Administration and Chief Financial Officer
Pam Heleen, Secretary of the Board of Regents (recorder)

1. **CALL TO ORDER**

Committee Chair Jappinen called the meeting to order at 12:35 p.m. and, following roll call, declared a quorum present.

2. **ADOPTION OF AGENDA**

Committee Chair Jappinen made a motion to adopt the meeting agenda. Her motion was seconded by Regent Wright. The Agenda was unanimously adopted.

3. **PRESENTATION – HR SHARED SERVICES ASSESSMENT**

Committee Chair Jappinen introduced Lori Lamb, Interim Assistant Vice Chancellor for Human Resources and Labor Relations. Lamb provided a summary of her Human Resources background.

An HR Shared Services update was presented. The full slide deck is included as Attachment A.

Regent James asked Ms. Lamb how long she estimates a rollout of the recommendations will take and how the recommendations will be sequenced.

- Ms. Lamb noted that some items have already been implemented, some are underway; an updated timeline is in development. She will share the revised document in the near future.

Regent James asked what the BOR HR & Administration Committee's role is in this transformation.

- Ms. Lamb hoped that this Committee's role would be supportive, to understand the path, the future, and the context of any changes brought to the Board for approval. Most of the recommendations are in the hands of the leadership of CT State and/or the System Office.

Committee Chair Jappinen asked Ms. Lamb to share the top three focuses for the next couple of months.

- Ms. Lamb indicated that one of the primary focuses will be to improve relationships with all of the bargaining units. Another is focus on professional development, support, and organizational effectiveness work. The last focus is to continue to improve the organizational effectiveness of Human Resources as a Shared Service or direct service model. On the detail level, Ms. Lamb is working on key staff positions to support the recommendations she presented.

Regent Wright noted that in the past, one of the biggest challenges when there was an improvement plan was to get people involved, in particular if they didn't agree with the direction of the plan. She asked Ms. Lamb to elaborate on how she proposed to navigate through this challenge.

- Ms. Lamb noted that getting buy-in is the biggest challenge of any major implementation or change process. Part of the process that was completed in the creation of this plan is making sure that discussions occur with all the right stakeholders. Stakeholders need to feel that they are heard during the review process. As recommendations were being formulated, they were socialized, individually and collectively, before the plan was written. Group thinking leads to group support.

Regent James congratulated Ms. Lamb for the approach and understanding of the change management process. She encouraged HR and the BOR to "stay the course" through all the recommended changes. She asked whether the current trends in EEO and diversity will derail our current or intended practices.

- Ms. Lamb acknowledged the political climate affecting higher education in these areas. She noted that in Connecticut, there are state statutes enabling and supporting the work that is being done.

4. UPDATES – HR INFORMATION REQUESTS

Ms. Lamb noted that she appreciated the engagement with the Board. She presented an update on the HR Committee's request for information (Attachment B).

- Regent Wright asked why no comparative organizations (California, Louisiana, or Maryland's higher education system) were identified and if that was due to CSCU's size. Ms. Lamb indicated that it is because the consolidated community college model is a relatively new trend. Regent Wright continued by stating that what the HR Committee is looking for is information to determine whether CSCU is paying appropriately. She also hoped that the information would provide clarification about what is in the purview of the HR Committee and what is in the purview of the Chancellor as a best practice.
- Committee Chair Jappinen added that she was thinking more of an informal review. CFO Blanchard recommended that we supplement the report that was done a couple of years ago with a cost-friendly approach using CUPA data. Regent James indicated that she would support CFO Blanchard's approach.

- Ms. Lamb noted that Terry MacTaggart of AGB, as an expert in the field of executive searches and leadership evaluations, could provide best practices in these areas, as well as outline a process for the Chancellor's evaluation.
- Ms. Lamb suggested that a follow-up discussion on succession planning be scheduled. She added that Human Resources is currently addressing interim appointment policy revisions as part of the Management/Confidential policy review (a BOR policy).

5. **ADJOURNMENT**

Committee Chair Jappinen made a motion to adjourn the meeting; the motion was seconded by Regent Wright. The meeting adjourned at 1:41 p.m.

Submitted,

Pamela Heleen
Secretary of the CT Board of Regents for Higher Education