



# Board of Regents

## AGENDA

**HR & Administration Committee**  
**Thursday, April 8, 2021 @9:30 a.m.**  
**Conducted Via Remote Participation**

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**Meeting will stream live at: <https://youtu.be/vdv3OfjtibY>**

1. Call to Order and Declaration of Quorum
2. Approval of Previous Joint Finance/HR Meeting Minutes – February 16, 2021
3. Informational Items
  - a. Remote Work Discussion – Mike Lopez/Diane Mazza
  - b. Shared Service Update
    - IT Consolidation – Tim Hilbie
    - Fiscal Affairs – Janel Wright/Laura Ewell
    - Human Resources – Mike Lopez/Diane Mazza
  - c. Digital Archiving Project – Pam Heleen/Patrick Carr
4. Adjournment

### **HR & Administration Committee members**

Naomi K. Cohen, Chair  
Richard J. Balducci  
David R. Jimenez  
Elease E. Wright

**BOARD OF REGENTS FOR HIGHER EDUCATION  
FINANCE & INFRASTRUCTURE COMMITTEE**

**Tuesday February 16, 2020 @10:00 a.m.  
Via WebEx Remote Participation**

**Minutes**

**COMMITTEE MEMBERS and REGENTS PARTICIPATING**

Richard J. Balducci, Finance Chair  
Naomi Cohen, HR/Admin Chair  
David Blitz  
Felice Gray-Kemp  
JoAnn Ryan  
Ari Santiago  
Elease Wright

**CSCU STAFF PARTICIPATING**

Ben Barnes, Alice Pritchard, Keith Epstein, Melentina Puszta, Kerry Kelley, Pam Heleen, Thomas Coley, James Lombella, Robert Steinmetz, Jennifer Gray, Gennaro DeAngelis, Carrie McGee, Diane Bordonaro, Eileen Peltier, Kristina Testa-Buzzee, Colena Sesanker

**CALL TO ORDER**

Chair Balducci called the meeting to order at 10:00 a.m. and following roll call, declared a quorum present.

**APPROVAL OF DECEMBER 2, 2020 FINANCE & INFRASTRUCTURE MINUTES**

*On motion of Regent Gray-Kemp, seconded by Regent Ryan, the minutes of the December 2, 2020 Finance and Infrastructure Committee meeting were unanimously approved as submitted.*

**APPROVAL OF SEPTEMBER 10, 2020 HR/Admin MINUTES**

*On motion of Regent Balducci, seconded by Regent Wright, the minutes of the September 10, 2020 HR/Admin Committee meeting were unanimously approved as submitted.*

## **Information Items**

HR/Administration Chair Cohen commented on the work of the Human Resources Committee that overlaps with other Board committees and that of the Finance Committee.

- **Regional President Update (HR/Admin)**

Regional Presidents Coley, Lombella and Steinmetz and staff provided comments and an update on the overall impact of the regional structure, workforce development and fiscal structure. The regional presidents have focused on key areas and ways to improve the student experience and accelerate collaboration by being engaged with internal and external constituents. Grant funding has increased dramatically with increased recognition at the state and national levels. The regional budget structure as well as monetary savings and efficiencies was shared. The regional structure has contributed to reducing bureaucratic touchpoints and unnecessary layers of managerial approval, thus allows for consistent and timely consensus on how best to move forward from a strategic planning perspective.

HR/Administration Chair Cohen responded to an inquiry from FAC Chair Blitz regarding Students' First and noted that a committee meeting is not the proper venue for discussion.

- **CSUS 2020 Program Report**

Keith Epstein, VP of Facilities and Infrastructure Planning, provided an update on the CSUS 2020 Program Report and highlighted the universities and system-wide projects that were completed. Of the \$1,069,500,000 billion dollar program, \$937M has been committed and \$837M of those committed funds has been expended. Since the last issued semi-annual report, \$36M has been spent. The final program funding year occurred in FY2021 and all funds have been received. It will take the next couple of years to spend down most of the funding and begin closing out the program.

- **Hiring for CT State Community Colleges in Current Fiscal Year**

Kerry Kelley, Interim CFO for CT Community Colleges, reported that as part of the Board's adoption of the Students First initiative in 2017 and appointment of a leadership team and budget adoption in May 2020, the hiring of staff has commenced. As of January, 37 positions have been filled, and it is anticipated 48 additional positions will be filled by the end of the fiscal year by bargaining unit members. Most of the CT State Community College staff came from within the CSCU system. Investing in Guided Pathways provides supports for more advisors to improve student success and the promise to improve student outcomes with a strong emphasis on addressing the equity gap.

- **Review of 2018 Budget Projections**

CFO Ben Barnes compared the Community College's actual financial performance over the past three years with the system-wide financial projections that were made at the time of the original approval of the Students First Plan by the Board of Regents in March 2018. We are close overall this year, \$10 million below projection on revenue and the same amount over on expenses. Last year we were extremely close on revenue, and about \$10 million below projection on expenses. The variance is less than 2% except revenue in FY2019, where we outperformed the projections by 3.4%. It was noted that the figures provided in the charts excluded \$14 million in CARES Act Funds which is expected to be used to offset losses in FY21 and \$6 million in reserves used for PACT funding this year.

FY20 is a work in progress because of the loss of revenue due to the shut-down of campuses due to the COVID pandemic. Overall the projections in 2018 have proved to be reasonable and accurate. The savings have been achieved mostly through attrition.

#### **Action Items**

- **Acceptance of Gift Northwestern CT Community College**

*On motion of Regent Ryan, seconded by Regent Gray-Kemp, the committee voted unanimously to approve the acceptance of the generous monetary gift from the Wendy Begansky Estate for the establishment of the Ronald Begansky Scholarship Fund at Northwestern CT Community College.*

- **Payment Plan Policy Exception COVID Extension**

CFO Barnes commented on the temporary policy approved by the Board of Regents in April 2020, allowing community college campuses to register students who carry a balance to continue their education, with the approval of the campus CEO, provided that the students agree to payment plans to repay the outstanding balance within one calendar year. Due to state of emergency in Connecticut and nationwide with the COVID pandemic, many students are unable to complete payments for the current semester due to no fault of their own. It is recommended that an extension of this temporary policy through Spring 2021 be approved.

*On motion of Regent Ryan, seconded by Regent Gray-Kemp, the committee voted unanimously to approve the Resolution for the Extension of the Community College Policy Regarding Student Registration and Payment Plans Related to COVID 19.*

- **Acceptance of FY21 Mid-Year Projections**

CFO Barnes reviewed the FY21 mid-year budget for the CSCU system. Financial and enrollment data for the spring semester continues to decline with residence hall occupancy driving reductions in revenue. Revenue has dropped 2.4% from the levels reflected in the revised

budget last October. Other areas adding to revenue reduction includes reduced on-campus operations from activities, bookstore sales, and food service. The institutions have responded with spending restraint, including reduced personal services expenses, and effective use of federal funds to defray COVID-related other expenses. The universities spending restraints lead to a \$16 million improvement in operating results. The colleges' spending has also been reduced at each campus but revenue losses have continued with a deficit of \$22 million. These funds do not reflect the impact of additional funds provided by the federal government under the Higher Education Emergency Relief Fund (HEERF). The use of HEERF II funds for lost revenue replacement and student assistance is anticipated. Projected reserves were discussed.

A preliminary comparison of the current year and biennial budget request was provided for FY22 and FY23 Governor's recommended budget vs biennial request.

### **Adjournment**

*There being no further business, on motion of Regent Ryan, seconded by Regent Gray-Kemp, the meeting adjourned at 11:20 a.m.*



**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.