



Connecticut State University System

Developing a State of Minds

BR#05-53



RESOLUTION

concerning

HUMAN RESOURCES POLICES FOR THE CSU CHANCELLOR AND UNIVERSITY PRESIDENTS OF THE CONNECTICUT STATE UNIVERSITY SYSTEM (VERSION 1.0)

July 22, 2005

WHEREAS, The revised Human Resources Policies for Management and Confidential Professional Personnel were approved by the Board on June 14, 2004, and

WHEREAS, During the course of these policy revisions, it became clear that policies exist that relate specifically to the CSU Chancellor and University Presidents, and

WHEREAS, An extensive review process has occurred in which suggestions for revision from Management and Confidential Professional Personnel through the Council on Employee Relations and the Council of Presidents were solicited, considered and incorporated wherever possible, therefore, be it

RESOLVED, That the attached document entitled, Human Resources Policies for The CSU Chancellor and University Presidents of the Connecticut State University System (Version 1.0), is herewith adopted by the Board of Trustees.

A Certified True Copy:

[Handwritten signature]
Karl J. Krapek
Vice-Chairman

ITEM

Human Resources Policies for the CSU Chancellor and University Presidents of the Connecticut State University System (Version 1.0)

BACKGROUND

The revised Human Resources Policies (*formerly called Personnel Policies*) were approved by the Board on June 14, 2004. Over the years, some language in the policies had become outdated; and it was desirable to add new language in the areas of Ethics, Information Technology, Sabbatic Leave, and Dispute/Complaint Resolution.

During the review process, and through discussion of suggestions for revision by the Council on Employee Relations and an in-depth review by the Council of Presidents, it became clear that certain policies exist that relate specifically to the CSU Chancellor and University Presidents and have not been incorporated into a centralized document. A separate policy document is proposed, that more clearly delineates those policies and guidance provided specific to this group of individuals.

ANALYSIS

The creation of this separate policy document is the result of a lengthy and thorough review process. It consolidates all compensation and benefits, terms and conditions of employment for the chief executive officers of the universities and the System.

CHANCELLOR'S RECOMMENDATION

Approve the Board resolution adopting *Human Resource Policies for the CSU Chancellor and University Presidents of the Connecticut State University System (Version 1.0)*.

Human Resources Policies
for the
CSU System Chancellor
and
University Presidents

Connecticut State University System
Central Connecticut State University
Eastern Connecticut State University
Southern Connecticut State University
Western Connecticut State University

Approved by the Board of Trustees on July 22, 2005
Version 1.0

ARTICLE 1 — PURPOSE AND DISCLAIMER

1.1 Purpose

These policies are promulgated by the Board of Trustees for Connecticut State University System (the Board) to set forth the terms and conditions of employment of the Chancellor and presidents under the Board's jurisdiction.

1.2 Disclaimer

Nothing contained herein shall constitute a contract of employment and the Board of Trustees reserves the right to alter, amend, revise, or repeal these policies from time to time in whole or in part. Nothing contained in these policies constitutes a promise or guarantee of continuing employment or that benefits or policies contained herein will not be modified in the future. This booklet simply describes current benefits and policies, subject to change through the appropriate process.

1.3 Interpretation, Application and Modification of Personnel Policies

Disputes concerning the meaning of these policies shall be reduced to writing and submitted to the CSU Chief Administrative Officer who will forward the documentation to the Council on Employee Relations (see Section 4.5). A meeting shall be convened of the Council on Employee Relations to hear the dispute and give the parties an opportunity to present information and respond to questions. Said Council shall make a written recommendation within thirty (30) calendar days to the CSU Chief Administrative Officer to resolve the dispute. Within a further fifteen (15) calendar days the CSU Chief Administrative Officer shall issue a written decision in the matter which shall be final and binding.

Periodically, these policies are revised or modified. Employees may make suggestions for alterations to these policies to their respective Chief Human Resources Officer.

ARTICLE 2 — DEFINITIONS

2.1 Professional Personnel

The term “professional personnel” includes all unclassified personnel, excluding those in the SUOAF-AFSCME and CSU-AAUP bargaining units, under the jurisdiction of the Board of Trustees. These employees, or persons, are referred to as Management Personnel or Confidential Professional Personnel.

2.2 The Four State Universities

The term, “four State Universities” means Central Connecticut State University, Eastern Connecticut State University, Southern Connecticut State University and Western Connecticut State University.

2.3 Connecticut State University System

The words “Connecticut State University System” (CSU) include the Connecticut State University System Office, Central Connecticut State University, Eastern Connecticut State University, Southern Connecticut State University and Western Connecticut State University.

2.4 University Personnel

The term “university personnel” excludes personnel in the CSU System Office and refers to persons assigned to Central Connecticut State University, Eastern Connecticut State University, Southern Connecticut State University, Western Connecticut State University and the Connecticut State University Research Foundation.

2.5 The Board of Trustees for the Connecticut State University System

Except when specifically identified otherwise, the term “Board” means the Board of Trustees for the Connecticut State University System.

2.6 Chancellor

The term, “Chancellor” means the Chief Executive Officer of the Connecticut State University System.

2.7 President

The term “President” refers to a president of one of the four State Universities as defined in Article 2.2.

2.8 University

Denotes each of the particular universities within the Connecticut State University System except where “Connecticut State University” as a whole is specifically cited.

2.9 Connecticut State University System Office

The term "System Office" means the office housing the staff of the Board of Trustees for the Connecticut State University System.

2.10 Management and Confidential Professional Personnel

The term "Management Personnel" includes the Chancellor, Presidents, CSU Chief Officers, CSU Executive Officers, Vice Presidents, Associate and Assistant Vice Presidents, Executive Deans, Deans and such other persons as may be designated by the Chancellor or Presidents.

The term "Confidential Professional Personnel" includes those non-union employees under the jurisdiction of the Board of Trustees that are not designated as Management.

2.11 Full-time/Part-time

As used herein "full-time" means a position or an employee in said position whose regularly assigned hours of work are at least 40 hours per week. "Part-time" employees or positions are those that are less than full-time.

2.12 Non-Temporary Employee/Appointment

A "non-temporary employee" is any individual whose appointment is without term and may be terminated pursuant to Article 10.

2.13 Temporary Employee/Appointment

A "temporary employee" is any individual whose appointment is limited in duration, grant-funded, or whose letter of appointment indicates that employment ends on a specified date. A temporary appointment may also be terminated pursuant to Article 10.

2.14 Employer

As used herein the term "employer" shall mean either the Board or the Chancellor, as appropriate.

ARTICLE 3 — PROFESSIONAL RESPONSIBILITIES

3.1 Non-Discrimination, Affirmative Action & Sexual Harassment

It is the legal, intellectual and moral responsibility, but more importantly, the policy of the Connecticut State University System to advance social justice and equity by exercising affirmative action to remove all discriminatory barriers to equal employment opportunity and upward mobility. Accordingly, the University will, with conviction and effort, undertake positively to overcome the present effects of past practices, policies or barriers to equal employment opportunity, and to achieve the full and fair participation of all protected groups found to be underutilized in the workforce or adversely impacted by system policies and practices.

Similarly, it is the policy of the Connecticut State University System that sexual harassment is prohibited. This policy is a strong statement of our institutional commitment to have a community in which individuals can work and learn in an environment which fosters dignity and mutual respect, and it reaffirms our University's commitment to fair and equal treatment for all.

All personnel are expected to discharge their affirmative action responsibilities, in word and deed, consistent with this institution's objective of establishing and implementing affirmative action and equal employment opportunity.

Complaints alleging discrimination and sexual harassment will be investigated according to the complaint procedures adopted at each of the universities or at the System Office. Complaints must be filed with the individual responsible for affirmative action at the appropriate CSU location.

3.2 Chancellor of the Connecticut State University System

The Chancellor is responsible for implementation of all decisions and policies of the Board. The Chancellor is responsible for the operation of the Connecticut State University System and supervises the work of staff in the Connecticut State University System Office. The work of the CSU System Office includes, but is not limited to: academic affairs; student affairs; budgeting; financial management; personnel matters including affirmative action and collective bargaining; institutional research; telecommunications; and information technology. The Presidents report to the Chancellor and are responsible to the Chancellor for the effective management of their institutions. (See Appendix D for the CSU System Chancellor position description.)

The Chancellor shall keep the Board fully informed regarding all aspects of the Connecticut State University System. He or she prepares the agenda for Board meetings, provides adequate notice of the meetings as required by state statute and Board policy, and maintains records of the Board's actions. The Chancellor or designee acts for the Board and represents the Board, the Connecticut State University System, and the four universities to other units of state government.

In the absence of Board policy, the Chancellor determines appropriate action and need for policy. The Chancellor is empowered to issue administrative directives and to call for reports. The Chancellor may direct transfers of funds among the universities and CSU System Office whenever such transfers, in the Chancellor's judgment, provide the best management and operation of the Connecticut State University System. The Chancellor shall report such transfers to the Board.

The Chancellor may define categories of students to insure appropriate designation for purposes of fee payment and uniform enrollment reporting.

3.3 Presidents of the Four State Universities

Each of the four Presidents is the Chief Executive Officer of the University to which appointed, and reports to the Chancellor. In the capacity of Chief Executive Officer, the President is responsible for meeting stated missions, the executive management of the university and promoting its development and effectiveness within approved Board policy. In addition, the President is responsible for the welfare of all students and employees at the university. (See Appendix E for the University President position description.)

3.4 The Management and Confidential Professional Staff of the Connecticut State University System Office

The professional staff of the Connecticut State University System Office shall be the Chancellor and the Management and Confidential Professional staff to the Chancellor. Duties and responsibilities of the Chancellor shall be as assigned by the Board of Trustees. The duties and responsibilities of professional staff shall be assigned by the Chancellor or designee.

3.5 The Management and Confidential Professional Staff of the Four State Universities

Each of the four State Universities shall have a President and such other Management or Confidential Professional Personnel as are specifically approved by Board policy. Duties and responsibilities of the President shall be as assigned by the Board and/or by the Chancellor, except that the assignments made by the Chancellor shall not negate duties and responsibilities assigned by the Board. Duties and responsibilities borne by university-based Management and Confidential Professional Personnel shall be as assigned by the President or designee.

3.6 Special Responsibility of the Chancellor and the Presidents of the Four State Universities

The management and operations of the Connecticut State University System depend upon the leadership and oversight exercised by the Chancellor and Presidents. When the Chancellor is to be absent from the office and inaccessible for a period of more than a day, except for an absence which occurs because of a state holiday, then he or she shall inform the Board's Chairperson of the planned absence, as well as who has been assigned the responsibility for the management of the CSU System Office. Similarly, when a President is to be absent from the office and inaccessible for more than a day, the President shall inform the Chancellor of the planned absence, as well as who has been assigned the responsibility for management of the university.

3.7 Reporting Attendance

The Chancellor and presidents are required to report their work attendance in the manner prescribed by the Chairperson of the Board/Chancellor, as appropriate.

3.8 Address and Telephone Number

The Chancellor and presidents have specialized skills and knowledge essential to the operation of The Connecticut State University System. For this reason it is essential to be able to contact such persons in the case of emergencies or other unusual circumstances.

The Chancellor and presidents shall file home addresses, telephone numbers and emergency contacts with the Chairperson of the Board/Chancellor, as appropriate. Whenever an address or a telephone number is changed, the new address or telephone number must be reported immediately to the Chairperson of the Board/Chancellor. Persons who wish their addresses and/or telephone numbers kept confidential must so inform the Chairperson of the Board/Chancellor. In such cases, an effort will be made to protect confidentiality.

3.9 Code of Ethics Standard

All state officials and employees, including the Chancellor and the Presidents of the CSU System must comply with the Code of Ethics of the State of Connecticut. The ethical rules are contained in Connecticut General Statutes §§1-84 through 1-86, as may be amended from time to time, and Executive Order No. 1 dated July 1, 2004, and other Executive Orders that may be issued. These rules are intended to prevent employees from using their public position or authority for personal financial benefit.

3.9.1 Financial Disclosure

The Chancellor and Presidents must file annually with the State Ethics Commission by May 1, statements of financial interests held during the previous year under the terms provided for by Connecticut General Statutes §1-83.

Any "necessary expense" payments received if lodging and/or out-of-state travel is included, unless provided by the Federal Government or another state government, must be disclosed to the Commission, within thirty (30) days.

Whenever a gift to the state incidentally benefits the Chancellor or Presidents in the amount of fifty dollars (\$50.00) or more and is donated by an individual or entity regulated by, doing business with, or seeking to do business with the university/CSU System, the Chairperson of the Board/Chancellor, shall certify in writing to the Ethics Commission, prior to the acceptance of the benefit, that the gift, in fact, facilitates state action or functions and is sanctioned by the recipient agency, notwithstanding any potential conflict of interests.

3.9.2 Questions About the Ethics Code

Anyone subject to the Code may request the Commission's advice (advisory opinion) as to how the Code applies to a situation. The Commission staff also provides informal advisory letters when the question posed is unambiguous or has been previously addressed by a Commission opinion. Finally, Commission staff are available to discuss application of the Code to particular issues on a confidential basis.

Questions about the above information or requests for more information about the Ethics laws, may be addressed to:

State Ethics Commission
20 Trinity Street
Hartford, CT 06106-1660
Phone: 860 566-4472 Fax: 860 566-3806
Hours: Weekdays 8:30 a.m. - 4:30 p.m.
Web Page: <http://www.ethics.state.ct.us> or refer to C.G.S., Chapter 10, Part 1

The full Guide for Public Officials & State Employees can be viewed by going to:
http://www.ethics.state.ct.us/Regs_and_Code_Information/pocode.htm

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3.9.3 Political Activity and Employment

Political activity of state employees is governed by both the Federal Hatch Act and Connecticut General Statute. To avoid conflicts with the law, employees who are considering running for political office must notify the human resources office prior to initiating a campaign to determine if the state or federal laws apply and to determine whether an accommodation will be needed or possible.

ARTICLE 4 — THE DECISION MAKING PROCESS

In order to enable the Connecticut State University System to benefit from the knowledge and experience of the entire management group, the Board of Trustees has established systemwide councils to advise the Chancellor and the members of the System staff.

4.1 Council of Presidents

The Council of Presidents (COP) is made up of the Chancellor and the Presidents of the four State Universities. The Council is advisory to the Chancellor, is presided over by the Chancellor and meets upon the Chancellor's call.

4.2 Council on Academic Affairs

The Council on Academic Affairs is made up of the CSU Chief Academic Officer, the four university Vice Presidents for Academic Affairs and appointees of the CSU Chief Academic Officer. It advises the CSU Chief Academic Officer in academic matters. It is presided over by the CSU Chief Academic Officer or designee of the Chancellor. It meets at the call of the Chancellor, the CSU Chief Academic Officer or designee of the Chancellor.

4.3 Council on Finance and Administration

The Council on Finance and Administration is made up of the CSU Chief Financial Officer, the four university Chief Financial Officers and appointees of the CSU Chief Financial Officer. It advises the CSU Chief Financial Officer in administrative matters. It is presided over by the CSU Chief Financial Officer or designee of the Chancellor. It meets at the call of the Chancellor, the CSU Chief Financial Officer or designee of the Chancellor.

4.4 Council on Student Affairs

The Council on Student Affairs is made up of the four university Chief Student Affairs Officers or designees and appointees of the CSU Chief Academic Officer. It advises the CSU Chief Academic Officer on matters concerning students. It is presided over by the CSU Executive Officer for Academic Affairs and Research: Student Life and Student Learning or designee of the Chancellor. It meets at the call of the Chancellor, the CSU Chief Academic Officer or designee of the Chancellor.

4.5 Council on Employee Relations

The Council on Employee Relations is made up of the four university Chief Human Resources Officers and appointees of the CSU Chief Administrative Officer. It advises the CSU Chief Administrative Officer in personnel matters. It is presided over by the CSU Executive Officer for Human Resources or designee of the Chancellor. It meets at the call of the Chancellor, the CSU Chief Administrative Officer or designee of the Chancellor.

4.6 Council on Information Technology

The Council on Information Technology is made up of the four university Chief Information Officers or designees and appointees of the CSU Chief Information Officer. It advises the CSU Chief Information Officer on matters concerning information technology. It is presided over by the CSU Chief Information Officer or designee of the Chancellor. It meets at the call of the Chancellor, the CSU Chief Information Officer or designee of the Chancellor.

4.7 Institutional Research Council

The Institutional Research Council is made up of the four university directors of institutional research or designees and appointees of the CSU Chief Academic Officer. It advises the CSU Chief Academic Officer in institutional research and planning matters. It is presided over by the CSU Director of Institutional Research or designee of the Chancellor. It meets at the call of the Chancellor, CSU Chief Academic Officer or designee of the Chancellor.

4.8 Connecticut State University Committees

The Chancellor has authority to establish other systemwide committees on a standing or ad-hoc basis and shall designate the chairpersons of such committees. Said committees shall be advisory to the Chancellor and shall meet upon the call of the Chancellor or the Chancellor's designee.

ARTICLE 5 — PROFESSIONAL DEVELOPMENT

5.1 Professional Development

The Board recognizes that professionals must have opportunity to keep abreast of developments in their fields, to sharpen their skills and to increase their knowledge. The various types of leaves provided in paragraphs 8.7, 8.8 and 8.9 are intended to provide opportunity for such professional development.

The Chancellor or presidents may be granted reimbursement for coursework, provided the request is made and approved by the Chairperson of the Board/Chancellor in advance of scheduling the coursework and increases the employee's value to CSU by improving professional skills.

5.2 Travel

Travel is an important ingredient in the development of professional skills. The Board requires the Chancellor to set reimbursement standards and rates for Management and Confidential Professional Personnel which shall be not less than the most favorable granted to any employees of the Board of Trustees who are covered under a prevailing bargaining unit contract.

Following approval by the Chairperson of the Board/Chancellor, the Chancellor and presidents shall have the right to make their own travel and lodging arrangements and to purchase their own tickets without seeking approval of any outside agency.

Consistent with the *CSU Travel Policies and Procedures*, a person who is required to travel out-of-state on business may be provided with a cash advance if such is requested. Such requests shall not be unreasonably denied. At the conclusion of the trip, proper vouchers or receipts to justify the advance shall be filed. If the advance taken was less than justified, the traveler shall be reimbursed for the amount of the out-of-pocket expenses within 30 days of filing the required expense report. If the advance taken was more than justified, the employee shall return the excess amount within 15 business days after completion of the trip.

For additional details concerning travel, refer to the *CSU Travel Policies and Procedures*.

ARTICLE 6 — APPOINTMENTS

6.1 Chancellor

The Chancellor is appointed by the Board. Temporary appointments, as defined in Section 2.13, end on the date specified. Non-temporary appointments are without term and may be terminated by the Board pursuant to Article 10.

6.2 Presidents of the Four State Universities

Presidents of the four State Universities are appointed by the Board. Temporary appointments, as defined in Section 2.13, end on the date specified. Non-temporary appointments are without term and may be terminated by the Board pursuant to Article 10.

6.3 Management and Confidential Professional Personnel Assigned to the CSU System Office

Management and Confidential Professional Personnel in the System Office are appointed by the Chancellor. Temporary appointments, as defined in Section 2.13, end on the date specified. Non-temporary appointments may be terminated pursuant to Article 10.

6.4 University Management and Confidential Professional Personnel

University Management and Confidential Professional Personnel are appointed by the President. Temporary appointments, as defined in Section 2.13, end on the date specified. Non-temporary appointments may be terminated pursuant to Article 10.

6.5 Faculty Appointed as Management or Confidential Professional Personnel

When faculty or other ten-month employees are appointed to Management or Confidential Professional positions at a time other than the beginning of the academic year, they shall be paid a lump sum for any prior service completed.

6.6 Appointment of Acting Officers

When the position of Chancellor or President becomes vacant because of resignation, retirement, illness, sabbatic leave or any other cause, the Chairperson of the Board or the Chancellor, as appropriate, may appoint an employee of the Board or any other qualified person to fill the position on an acting basis in accordance with Board policy concerning temporary assignments. Individuals serving temporarily in the position of the Chancellor or President shall be entitled to all benefits provided under these Policies. Acting appointments may be discontinued at any time by the Chairperson of the Board/Chancellor, as appropriate. A person who is an employee of the Board and who accepts an acting appointment may receive a non-temporary appointment to the position in which such a person is serving in an acting capacity, provided such a non-temporary appointment is made in accordance with existing Board and human resources policies, as well as affirmative action rules and procedures.

6.7 Consultants and Temporary Workers

The Chancellor and the Presidents are authorized to employ consultants and other temporary workers, provided such employment does not violate an existing collective bargaining agreement or other state regulation and provided the funds expended are within the budgetary provisions approved by the Board.

6.8 Faculty and Administrative Bargaining Unit Ranks

As part of an employment package, a prospective Chancellor or president may only be offered academic department status following appropriate faculty consultation procedures. The Chancellor or presidents shall not seek assignment of faculty rank, promotion from a former faculty rank, or assignment to administrative rank, while under the aegis of these policies.

6.9 Emeritus Status

The Board of Trustees may confer emeritus status upon a retired chancellor or president who is established as a leader in Connecticut's public higher education system and who has distinguished service to the Connecticut State University System through accomplishments and length of service and who has shown evidence of advancing the mission of the Connecticut State University. Such recognition shall be deemed to be an honor of the highest order and shall not be conferred as a matter of due course, but rather reserved for those whose service is most exemplary. Ordinarily, emeritus status will be conferred only upon persons who have ten (10) years or more of service to Connecticut State University, who are 55 years of age or older, and who have retired from the service of the state of Connecticut.

The following non-monetary rights and privileges may be extended to emeriti chancellor/presidents:

Presidents:

- A certified Board of Trustees resolution conferring the title "President Emeritus"
- Use of the emeritus title
- Library privileges including access to electronic databases
- Access to the internet via the CSU computer network
- A computer e-mail account
- Course privileges as provided for under established Board policies
- Clerical support, up to four hours per month, as approved by the incumbent president, for university-related activities
- Invitations to university functions
- Inclusion on the mailing list for general university publications

Chancellor:

- A certified Board of Trustees resolution conferring the title "Chancellor Emeritus"
- Use of the emeritus title
- Library privileges at the universities including access to electronic databases
- Access to the internet via the CSU computer network
- A computer e-mail account
- Course privileges as provided for under established Board policies
- Clerical support, up to four hours per month, as approved by the incumbent chancellor, for university-related activities
- Invitations to university functions
- Inclusion on the mailing list for general university publications

While a chancellor or president emeritus has no specific duties or obligations, from time to time they may be called on by the Board of Trustees, the incumbent Chancellor or the incumbent university president to perform ceremonial duties, represent the system or university in an unofficial capacity, or contribute their expertise to special initiatives. The Board of Trustees reserves the right to revoke the title of emeritus and the privileges associated with the title, when deemed warranted.

ARTICLE 7 — EVALUATION, PERSONNEL FILES, COMPENSATION, BENEFITS

7.1 Evaluation of Chancellor and Presidents

The Chancellor and presidents shall be evaluated in conformance with Board policy.

7.2 Annual Performance Assessment Process for the CSU System Chancellor

By June 10 of each year, the Chancellor shall prepare an annual report to the Board on: (1) progress toward Board priorities as indicated in the prior year's Letter of Priority; (2) accomplishments under the Goals and Performance Assessment Measures; and (3) recommendations for the future. During late June or early July, the Board, or designated members shall meet with the Chancellor to review the annual report and discuss items for inclusion in the Chancellor's Letter of Priority for the ensuing year.

Following the meeting, designated Board members, or such staff as they desire to assist them shall prepare an annual written performance assessment of the Chancellor and a Letter of Priority. The Chancellor shall sign the performance assessment indicating that it has been read and may append comments, after which it shall be placed in the Chancellor's personnel file along with a copy of the Letter of Priority.

7.2.1 Setting of Priorities for the Chancellor

The Board of Trustees for the Connecticut State University system has granted considerable autonomy to its Chancellor and its presidents to carry out Board policy within approved budgets. A Letter of Priority detailing those high priority objectives shall be issued to the Chancellor promptly following a meeting to be held in June. A copy shall be kept in the performance evaluation file maintained in the System Office. Performance evaluations shall be based on achieving the objectives set out below and in the Letter of Priority.

7.2.1.1 Goals and Objectives for the Chancellor

1. In general, the Chancellor shall be expected to attain the following goals and objectives to contribute to providing quality education:
2. Achieve specific Board priorities as indicated in the Letter of Priority.
3. Involve the Board in priority setting and policy determination.
4. Apprise the Board, in a timely fashion, of issues which are arising, and information which the Board needs.
5. Develop alternative policy options for consideration by the Board.
6. Articulate a clear vision consistent with Board policy and state needs.
7. Effectively implement Board policy determinations.
8. Coordinate strategic planning within the System.
9. Make progress towards the System's Affirmative Action goals.
10. Develop budget options for consideration by the Board that reflect strategic plans and Board policy.
11. Capably direct System Office staff: by, inter alia, (a) fostering continuous improvement

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and quality management, (b) effectively evaluating subordinates, (c) coordinating staff efforts in response to System needs, Board requests and external demands, and (d) insuring provision of quality service to the universities from service units.

12. Effectively evaluate presidents to insure accountability to Board policies and directions.
13. Preserve, enhance, and efficiently utilize System resources, including human, operational and capital resources.
14. Effectively communicate with legislators, executive branch officials, and the public.

7.3 Annual Performance Assessment Process for the Presidents

By September 30 of each year, each president shall prepare an annual report for the Chancellor on: (1) progress toward Board priorities as indicated in the prior year's Letter of Priority; (2) accomplishments under the Goals and Performance Assessment Measures; and (3) recommendations for the future. During late July or early August, the Chancellor shall meet with each president to review a draft annual report and discuss items for inclusion in President's Letter of Priority for the ensuing year.

Following the meeting and receipt of the final annual report, the Chancellor shall prepare an annual written performance assessment of each president. These assessments shall be shared with Board members. Each president shall sign the performance assessment indicating that it has been read and may append comments, after which it shall be returned to the Board Office and placed in that president's performance assessment file along with a copy of the Letter of Priority.

7.3.1 Setting of Priorities for the Presidents

A Letter of Priority detailing high priority objectives for the ensuing year, as discussed during the annual review, shall be issued to each president promptly following the meetings. Copies shall be kept in the president's performance evaluation file maintained in the System Office. Performance evaluations shall be based on achieving the objectives set out below and in the Letter of Priority.

7.3.1.1 Goals and Objectives for the Presidents

In general, each president shall be expected to attain the following goals and objectives:

1. Achieve specific priorities as indicated in the Letter of Priority and the mission statement as approved by the Board of Governors.
2. Provide the highest possible quality education.
3. Keep the curriculum responsive to the needs of the state.
4. Articulate a clear vision for the university, coincident with Board policy, state needs, and the CSU Chancellor's vision.
5. Revise strategic plans, with defined goals, on a biennial basis.
6. Develop budgetary plans which are consistent with strategic plans and Board policy.
7. Efficiently administer the university within the budget plan approved by the Board.
8. Attain admission targets with respect to total enrollment and specific cohorts of new students.
9. Attain retention targets established in relation to the demographic characteristics of the student population.

10. Make progress towards Affirmative Action goals for employees and diversity goals of the University's *Strategic Plan for Racial and Ethnic Diversity* for students.
11. Meet specific goals for fund raising from alumni, business and industry, and other contributors.
12. Capably direct administrative staff, including (a) fostering continuous improvement and quality management, (b) effectively evaluating subordinates, and (c) responding to the needs of students.
13. Develop good relationships and effective communications with all campus constituencies, alumni and the community surrounding the University.
14. Develop effective ways of advising students, and provide career counseling and placement services which result in satisfactory job placement upon graduation.
15. Maintain university facilities in good condition.
16. Provide for the safety of students, faculty, and other staff members.
17. Conform to the Board's Library and Intercollegiate Athletic policies.

7.3.2 Quadrennial Leadership Assessment of the Presidents

Performance assessment is primarily a process to strengthen the University. While it is proper to conclude that the process will offer the Board of Trustees a comprehensive performance assessment of the president, the matter of reappointment of the president is not an issue. Current Trustee policies are sufficient to this task. The Board intends to document presidential strengths and to assist the president by recognizing problems and weaknesses that may surface.

An ad-hoc committee of no more than six Board members shall be appointed by the Chair. One member may be replaced annually as designated by the Chair. This committee shall work with the Chancellor in conducting the quadrennial performance assessment of one president.

On or before January 1 of the assessment year, the president shall prepare his own assessment of *The State of the University*, describing objectives, issues, accomplishments, areas of concern and plans for the future. The report shall include three years of data on enrollment, development revenue and budget history including changes in the budget and reasons therefore. The report should focus on the stewardship of the president. The report shall be submitted to the Chancellor. Subsequently, the Chancellor shall submit the report to the ad-hoc committee along with the three most recent annual evaluations of the president.

The ad-hoc committee and the Chancellor shall prepare a format for the performance assessment including issues and questions addressed to selected campus constituencies. The president shall have an opportunity to review the issues and questions and offer comment prior to the campus interviews.

On or before March 1 of the assessment year, *The State of the University* report will be circulated to the leadership of the following: faculty senate, student government, CSU-AAUP chapter, SUOAF-AFSCME chapter, and alumni board. The report may also be provided to other groups or individuals as determined by the ad-hoc committee.

On or before April 1 of the assessment year, the ad-hoc committee shall invite individuals or groups of its choice from the constituencies listed above to a scheduled interview with the ad-hoc committee and the Chancellor. The selected constituencies may be requested to provide their comments on *The State of the University* report in writing prior to the interviews.

The ad-hoc committee shall schedule a meeting with the president to share the results of the performance assessment. At the June meeting of the Board of Trustees, the ad-hoc committee will report to the Board in executive session.

7.4 Personnel Files

Personnel files shall be maintained in accordance with the Personal Data Act (C.G.S. 4-190 et seq.)

A. General

1. Official employee files located in the Human Resources Office shall include, but not be limited to, application for employment and supporting documentation, recommendations, evaluations, disciplinary actions, benefit-related forms and correspondence reasonably related to personal status of employees. These files shall be maintained under the direction of the Chief Human Resources Officer. A subset of these files related to payroll may be separately maintained in the Payroll Office by the designee of the Chief Financial Officer. Reasonable precautions will be taken to maintain personnel files in a secure location and to protect these files from natural disaster or other physical threat.
2. The purpose of maintaining these files is to keep accurate records for payroll, retirement, employment, job-related communications, disciplinary actions and other activities related to on-the-job performance and state employee status. The personnel file is a manual file augmented by a personnel/payroll software system.
3. Each employee file shall contain a five-year (5-year) log of every instance of access to that file except by the Chancellor/President, Chief Administrative Officer, Chief Human Resources Officer, and the staff charged with Human Resources responsibilities.

B. File Access to Individual Employees

1. Employees shall have access to their personnel file at the mutual convenience of the Human Resource Office staff and the employee. Nothing may be added, removed, or altered, in a personnel file by the employee except upon the agreement of the Chief Human Resource Officer, or designee.
2. Upon employee request, a copy of any document(s) within the file shall be given to the employee within a reasonable period of time.
3. Employees wishing to contest the accuracy, completeness or relevancy of documents in the personnel file shall submit a request for addition, deletion, or correction, in writing to the Chief Human Resources Officer. The dated request shall provide detailed reasons for the proposed change. The decision in the matter by Chief Human Resources Officer shall be final, binding, and issued

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within thirty (30) days of the initial written request. Contents of Chief Human Resource Officer's file may only be changed upon the agreement of the Chairperson of the Board/Chancellor.

C. Access and Disclosure to Individuals or Groups Other than the Employee

An employee's file may be opened to an outside party pursuant to and in accordance with the Freedom of Information Act and other relevant laws. An affected employee shall be promptly notified of any such request.

7.5 Policy and Procedures for Chancellor/Presidential Compensation

7.5.1 Establishment and Maintenance of Base Level Salaries for Presidents

The salary base for the presidents will be adjusted for a defined period of time by the Board at the recommendation of the Executive Committee, after appropriate regular review by the Executive Committee or a subcommittee thereof.

7.5.2 Establishment and Maintenance of Base-Level Salaries for Chancellor

The Chancellor's salary base is adjusted to 107.5% of the salary base of the presidents as determined above.

7.5.3 Compensation for New Presidents

When an interim or new chancellor or president is appointed, the salary at the commencement of the appointment will be \$5,000 less than the compensation as determined by the principles set out in Sections 7.5.1 – 7.5.2 above; on July 1 next succeeding the first anniversary of service of that president or chancellor—or on an earlier date if approved by the Executive Committee of the Board upon the recommendation of the Chancellor (or, for the Chancellor, the Chair of the Board)—the salary will increase to the level calculated in accordance with those principles.

7.5.4 Performance Recognition/Retention Fund

A Performance Recognition/Retention Fund is established and awarded annually. Below are details on Performance Recognition Awards; see Section 9.1.2 for details of the Retention Awards (deferred compensation).

7.5.5 Performance Recognition Award

A specified portion of the fund, as defined by Board of Trustee policy, will be awarded to a president who has achieved 115% of his/her goal for any two of three critical, measurable areas as identified by the CSU Board of Trustees Executive Committee in the Presidents' Letters of Priority for the most recent fiscal year. The award will given as a lump sum payment; it will not be built into the base salary.

Any portion of the performance recognition/retention fund for a particular fiscal year that is not awarded shall not be carried over to future fiscal years. The remaining funds shall be returned to the appropriate operating fund.

7.5.6 Development Expense Account

In order to enhance the institutional advancement efforts by each university and the System Office, the university or System Office is authorized, in accordance with that plan, to provide to its president and the chancellor an annual unvouchered development expense fund in the amount specified by Board policy, from its operating fund, to be used at the sole discretion of the president or chancellor.

The development expense fund is subject to all normal withholding, with the payments treated as ordinary income, but is not considered as part of the base salary for the purpose of computing compensation increases.

7.5.7 Reporting Salary Adjustments to the Board

All salary adjustments for the chancellor and presidents shall be reported to the Board on the CSU-1 form following the effective date of the increase.

7.6 Longevity

The chancellor and presidents may receive semi-annual longevity payments as follows:

7.6.1 Increment Value

The increment value for longevity purposes shall be 3.315 percent of base annual salary.

7.6.2 Payment Dates

Such semi-annual longevity payments shall be made at the last pay day in April and October, respectively, of each year, except that a retiring employee shall receive, the month immediately following retirement, a prorated payment based on the proportion of the six-month period served prior to the effective date of retirement.

7.6.3 Semi-annual longevity payments shall be calculated as follows

7.6.3.1 10 - 14 Years of State Service

An employee who has completed 10 or more years of satisfactory state service but less than 15 years of such service, shall receive an amount equal to one-fourth (1/4) of the increment established by Article 7.6.1.

7.6.3.2 15 - 19 Years of State Service

An employee who has completed 15 or more years of satisfactory state service but less than 20 years of such service, shall receive an amount equal to one-half (1/2) of the increment established by Article 7.6.1.

7.6.3.3 20 - 24 Years of State Service

An employee who has completed 20 or more years of satisfactory state service but less than 25 years of such service, shall receive an amount equal to three-fourths (3/4) of the increment established by Article 7.6.1.

7.6.3.4 25 or More Years of State Service

An employee who has completed 25 or more years of satisfactory state service shall receive an amount equal to the increment established by Article 7.6.1.

7.7 ARP Disability Plan

Employees who are members of the Alternate Retirement Plan shall be covered at no expense to the employee by a CSU group disability plan, including six-month elimination with annual benefit increase provisions.

7.8 Group Life Insurance

Employees shall continue to be eligible to participate in the state's group life insurance plan pursuant to Section 5-257 of the Connecticut General Statutes under the most favorable arrangement available to any Connecticut State University employee.

7.9 Payroll Deductions

Upon the request of the employee, the Board shall provide optional payroll deductions for credit unions, tax shelter annuities, deferred compensation, and like plans when such deductions are authorized for payroll deduction within CSU.

7.9.1 Overpayment Recovery

When the Chairperson of the Board/Chancellor determines that an employee has been overpaid, the human resources office shall give reasonable notice to the employee of the fact and reasons therefore. Overpayments or other unauthorized payments may be involuntarily recovered by payroll deduction. Such biweekly recovery deduction(s) shall not exceed the amount of overpayment(s). The deduction shall begin promptly provided:

- (a) The individual employee has not agreed, in the opinion of the Chief Human Resources Officer, to an alternative reasonable repayment schedule;
- (b) There is no pending litigation related to the issue; and
- (c) The recovery rate shall not exceed five (5) percent of the employee's gross biweekly salary.

7.10 Medical and Dental Insurance

The Board requires the Chancellor to seek for Management and Confidential Professional Personnel medical insurance and dental insurance plans on the most favorable terms granted to any employee of the Connecticut State University System.

7.11 Course Privileges

Subject to the approval of the university offering the instruction, a non-temporary employee covered under these Policies, the employee's spouse and unmarried dependents under the age of 25 of such an employee may take courses at any of the four universities on a space available basis without payment of tuition, State University Fee and University General Fee for full-time students, and Extension Fee and Registration Fee for part-time students; provided that participation in courses does not interfere with the employee's professional obligations. This

benefit shall also be available to the above-mentioned spouse and dependents surviving a deceased employee (death having occurred on or after July 1, 1990, during the employee's active service) who had accumulated ten (10) years of service in CSU.

Space available means that there is space in the class without the displacement of a regular student or a fee-paying student and that admission of the employee, the spouse, or the employee's dependent will not create a workload entitling the instructor to additional pay or to a reduction in the number of hours the instructor is required to teach.

Emeritus employees shall be eligible for course privileges on the same basis as non-temporary employees, excluding the death benefit accorded active employees.

7.12 Moving Expenses

The Executive Committee may offer reimbursement for out-of-state moving expenses to a prospective chancellor or president when, in its judgment, such offer would be in the best interests of CSU. Such offers must be in writing and conform to current Board policy.

7.13 Consulting

The chancellor and presidents may be compensated for performance of research, consulting, or similar activities which are beyond the scope of their normal duties provided:

- (1) Presidents have notified the Chancellor, and approval has been granted by the Chairperson of the Board/Chancellor, as appropriate; and
- (2) That no conflict of interest results, and that such activities can be accomplished on personal time in such a way as not to conflict with normal duties; and
- (3) That payment is made directly to the Chancellor/President or, if payment is made by the University or Board of Trustees, the University or Board of Trustees shall be reimbursed for such payment by a funding source other than the Connecticut State University.

7.14 Teaching

The Chancellor and presidents may teach course(s) within CSU with the approval of the Chairperson of the Board/Chancellor but may not be compensated for such teaching.

Individuals teaching under these Policies within CSU shall be accorded academic freedom under the same general conditions applicable to CSU teaching faculty.

ARTICLE 8 — VACATIONS, HOLIDAYS, COMPENSATORY TIME OFF, AND LEAVES

8.1 Status Report

Prior to January 31 of each year, the Chancellor and presidents shall receive a status report as of the December 31 immediately preceding, showing the following: annual salary, accumulated vacation leave, accumulated sick leave, years of credit for retirement, and years of credit for longevity salary increments.

8.2 Vacation Days

Vacation days do not accrue in any month in which an employee is on leave of absence without pay for an aggregate of more than five (5) working days during that month. Full-time personnel employed on a 12-month basis are entitled to a total of 22 working days of vacation each calendar year accrued at the rate of 1.833 days per calendar month service.

8.2.1 Accumulated Vacation Days

Employees may accumulate vacation days with pay from year to year up to a maximum of 120 such days (960 such hours). The Human Resources Office will notify an employee before he/she reaches the maximum limit and for employees who are at the limit will adjust the balance to remove the overage to such employee's record once a year on January 1st or at the time of separation .

Upon separation from state service, an employee shall be compensated for unused vacation days (to a maximum of 120 days) at the daily rate of pay at the time of separation. In the event of death, the compensation shall be paid to the beneficiary.

8.3 Personal Leave

In addition to annual vacation, each full-time employee shall be granted up to three (3) days of personal leave with pay in each calendar year. Such leave shall be for the purpose of carrying out important personal matters, including the observance of religious holidays, and shall not be deducted from vacation or sick leave credits. Except in emergency situations, employees who desire to use personal leave are expected to give reasonable advance notification to their supervisor.

Any individual commencing employment in the first four months of the calendar year is eligible to receive the full three (3) days of personal leave; in the second four months, two (2) days; and in the last four months, no days.

Personal leave days not taken within the calendar year may not be carried over to the next year.

8.4 Sick Leave

Full-time employees shall accrue sick leave with pay at the rate of one and one-quarter (1 1/4) working days per completed calendar month of continuous full-time service commencing with the date of initial employment. Such leave starts to accrue only on the first working day of the calendar month. No such leave will accrue for any calendar month in which an employee is on a leave of absence without pay an aggregate of more than five (5) working days.

Each January 1st, full-time employees shall be credited with one year's sick leave credit (15 days). New full-time employees shall receive monthly accruals for each completed calendar month of continuous state service commencing with the first date of service until January 1st. On January 1st they shall be credited with the full advance of sick leave as noted above. An employee who has been credited in advance with a full work year's sick leave days and whose service to the Board is terminated prior to the end of that year, for whatever reason, shall be entitled only to the sick leave accrued during the portion of the year during which he or she was employed. Consequently, sick leave days awarded at the beginning of the year will be reduced at the rate of 1 1/4 days per month for the period of the year in which the employee does not work.

8.4.1 Accumulated Sick Leave

There shall be unlimited accumulation of sick leave; however, upon retirement from the CSU System an employee shall be compensated for 1/4 of the sick leave days accumulated by the employee up to a maximum of 60 full days. Payment for accumulated sick leave shall not be included in computing retirement income. Upon the death of an employee who has completed 10 years of satisfactory state service, the beneficiary shall receive the sick leave compensation which would have been provided the employee if the employee had retired on the date of the employee's death.

8.4.2 Purposes of Sick Leave, Medical Certificates

Earned sick leave is granted for the following reasons: (A) temporary incapacitation for duty; (B) avoidance of the exposure of others to contagious disease; (C) dental, medical or eye examination or treatment which cannot be scheduled outside of working hours; (D) in the event of death in the immediate family when as much as five (5) working days' leave with pay shall be granted (immediate family means husband, wife, father, mother, sister, brother, child, or any other person who is domiciled in the employee's household); (E) if critical illness or severe illness or severe injury in the immediate family creates an emergency which requires the attendance or aid of the employee, when up to five (5) working days' with pay in a calendar year shall be granted; (F) disabilities caused or contributed to by pregnancy, including recovery therefrom; (G) in the event of death the Chairperson of the Board/Chancellor may also authorize the use of sick leave not to exceed in the aggregate a total of ten (10) working days' leave per calendar year, to fulfill the obligations of traveling to, attending and returning from funerals.

In the following situations an acceptable medical certificate is required before sick leave is granted: any period of absence of more than five (5) consecutive working days, when evidence indicates a reasonable cause for requiring such a certificate, and, provided the employee has been notified that a certificate will be required; when absence recurs frequently or habitually; or to adjust vacation leave to sick leave in the event that an employee becomes ill while on vacation. Occasionally, the Chairperson of the Board/Chancellor may require a second medical certificate from a physician of its choosing selected from the list of state-approved medical providers.

8.4.3 Sick Leave Bank

There shall be a Sick Leave Bank established for use by non-temporary Management and Confidential Professional Personnel who have exhausted their own sick leave and who have a catastrophic and extended illness.

Each new employee shall make a mandatory contribution of four (4) sick leave days upon employment.

The Sick Leave Bank shall be administered by a Sick Leave Bank Committee consisting of the four Chief Human Resources Officers and the CSU Executive Officer for Human Resources or designee. The Sick Leave Bank Committee shall determine the eligibility for the use of the Bank and the amount of leave to be granted. The following criteria shall be used by the Committee in administering the Bank and determining the eligibility and amount of leave:

- (a) Adequate medical evidence of catastrophic and extended illness; and
- (b) Prior utilization of all available sick leave, including prior sick leave patterns and usage.

The initial grant of sick leave by the Sick Leave Bank Committee to an eligible employee shall not exceed 30 workdays. Upon completion of the 30-workday period, the period of entitlement may be extended by the Sick Leave Bank Committee upon demonstration of need by the applicant. In normal circumstances, such grants from the Sick Leave Bank shall not exceed a total of 120 consecutive workdays per occurrence.

If the Sick Leave Bank is exhausted, it shall be renewed by the contribution of up to four (4) additional days from each employee covered by these Policies. Such additional days will be deducted from the employee's annual days of sick leave. The Sick Leave Bank Committee shall determine the time when it becomes necessary to replenish the Bank.

The decision of the Sick Leave Bank Committee, with respect to eligibility and entitlement, shall be final and binding with no appeal.

When an employee has a catastrophic and extended illness that has exhausted their sick leave, a request for use of the Bank may be made to the Chief Human Resources Officer or the CSU Executive Officer for Human Resources.

8.5 Holidays

Employees shall be granted time off with pay for the following holidays if these holidays fall within their working year. If university classes are in session on a scheduled holiday, a substitute day may be subsequently taken with the agreement of the Chairperson of the Board/Chancellor:

New Year's Day	Independence Day
Martin Luther King's Day	Labor Day
Lincoln's Birthday (observed the Friday preceding Washington's Birthday)	Columbus Day
Washington's Birthday	Thanksgiving Day
Day of Reflection	Day after Thanksgiving (in lieu of another holiday)
Memorial Day	Christmas Day

Should one of the holidays fall on a Saturday or Sunday, employees shall be excused from work in accordance with state practice. Whenever the Governor of Connecticut or the Governor's designee excuses state employees from work, the Chancellor or designee may grant time off to Management and Confidential Professional employees.

8.6 Work Hours

The Board of Trustees for Connecticut State University recognizes that the Chancellor/ President positions are demanding and require work beyond that normally expected of other employees. The Chancellor/President attends any required evening and weekend meetings and/or events and represents the CSU System/University whenever needed. If personal matters occasionally require some time during the usual business day, the Chancellor/President may use time, schedule permitting. This time would be in recognition of the extra hours contributed to University work. The Chancellor/ President does not receive compensatory time. See Section 3.6 of the Human Resources Policies regarding reporting of planned absences.

8.7 Sabbatic Leave

Sabbatic leaves are granted to increase an employee's value to CSU by improving professional skills and thereby enriching the employer. Sabbatic leaves shall be granted for planned travel, study, formal education, research, writing or other experience of professional value. Such leave shall be available as a matter of privilege rather than a right and shall be granted to an eligible employee only in those cases where the criteria set forth below are met.

Upon completion of six (6) years' full-time service, an employee may be considered for sabbatic leave. After a sabbatic leave, a person does not again become eligible until the completion of an additional six (6) years' of full-time service. The number of sabbatic leaves available each year is limited and depends upon the availability of funds. Leaves are granted without regard to seniority or to the number of years a person has been eligible for a sabbatic leave. Proposals for such leaves must be submitted to the Chairperson of the Board/Chancellor, as appropriate. The proposal must include:

- (1) A full description of the activity to be undertaken;
- (2) A detailed explanation of how this activity will improve professional skills and is mutually beneficial to the institution/University System and the individual;
- (3) The time period for which the leave is requested; and
- (4) A description of the individual's role, his/her prior service to the institution/University System, and other contributions to the university community.

The Chairperson of the Board/Chancellor, as appropriate, will evaluate the request for sabbatic leave based on the following criteria:

- (1) The merits of the project to CSU;
- (2) The merits of the project to the professional development of the individual;
- (3) The feasibility of completing the project within the timeframe stated in the proposal; and
- (4) How the leave would impact the functioning of the University or CSU System.

Leaves approved by the Chairperson of the Board/Chancellor shall be reported to the Board on the CSU-1 Form.

Payment for employees on sabbatic leave shall be at the rate of full pay for leaves of six (6) months or less or half pay for leaves of more than six (6) months, but not to exceed twelve (12) months. An employee on sabbatic leave shall continue to accrue sick leave, vacation leave, longevity credit and retirement credit. An employee on a half-pay sabbatic leave shall be credited with one full-year service (but not salary) for purposes of retirement and longevity.

A chancellor or president on sabbatic leave is permitted to receive additional compensation in the form of fellowships, government grants, and honoraria for purposes related to the leave, and part-time employment directly related to the project at an institution where they are in residence for the purpose of study and research, or other educational purpose, in addition to the partial salary from CSU, provided that the total compensation from all sources does not exceed full salary at the University/System Office. The leave may not be used to accept paid employment during the period of the leave except as provided above.

Upon completion of the sabbatic leave and within three (3) months of returning from the leave, the employee will submit a written report to the Chairperson of the Board/Chancellor that details the professional activities and accomplishments attained in pursuit of the objectives set forth in the original proposal report (a dissertation may be substituted if completed while on the sabbatic leave).

Employees accepting and completing sabbatic leave are expected to return to the University or System Office for one (1) year following expiration of the leave unless specifically exempted from this provision in writing by the Chairperson of the Board/Chancellor.

8.8 Short-term Professional Leave With Pay

The Chancellor and the presidents may take short-term leave with pay on their own authority for not more than five consecutive working days. Such leave shall be reported to the Board. The Chancellor shall report the taking of such a leave to the Chairperson of the Board and a President shall report the taking of such a leave to the Chancellor. Such short-term leaves shall be taken only to improve a person's professional competency or for the benefit of Connecticut State University. No person may take more than two such short-term leaves during any calendar year.

8.9 Leaves Without Pay

The Chairperson of the Board or Chancellor, as appropriate, may grant the Chancellor or president an unpaid leave of absence for periods lasting up to one calendar year. Unpaid leaves of absence may be extended for up to no more than one (1) additional year at the discretion of the Chairperson of the Board/Chancellor. During an unpaid leave, an employee may exercise the option of continuing all benefits normally provided by the state by paying all the required premiums for such benefits. While on unpaid leave, an individual shall remain an employee of the Board; however, the period of any such leave shall not be considered a period of service for purposes of salary and fringe benefit calculation, retirement, longevity, seniority or eligibility for sabbatic leave. Any family or medical leave taken pursuant to Article 8.14 shall count toward the one-year limit.

8.10 Short-Term Military Leave

Short-term military leave shall be granted in accordance with state and federal statutes.

8.11 Court Leave

An employee who serves on a jury or is subpoenaed to testify to matters which arose out of the course of state employment, shall be entitled to receive full pay and benefits for the duration of such duty in return for relinquishing to the state all fees received for such jury duty.

8.12 Maternity Leave

Absences due to illness of any nature resulting from pregnancy, childbirth, or recovery therefrom certified by the attending physician as a period of time when the employee is unable to perform her job requirements shall be charged to sick leave under the same terms and conditions as any other illness or disability.

Upon expiration of a physician's medical certificate, the employee may use earned personal leave, vacation leave, and compensatory time. The employee may also request, and shall be granted, a family/medical leave of absence without pay pursuant to Article 8.14.

Any request for leave under this Article shall be submitted in writing to the Chairperson of the Board/Chancellor must be accompanied by a Form P-33 Medical Certificate that has been completed and signed by the attending physician and include the following information:

1. The expected, or actual, date of delivery;
2. Anticipated use of sick leave, personal leave, and any vacation days; and
3. Expected date of return to work.

8.13 Parental Leave

Up to three days paid leave deducted from sick leave will be provided to a parent at the time of the termination of pregnancy, adoption, or taking custody of a child.

8.14 Family and Medical Leave

In addition to any other paid benefits or leaves, upon written request and with proper medical documentation, an eligible employee shall be granted:

Federal FMLA: Up to 12 weeks of unpaid leave in a twelve-month period for the birth, care or adoption a child; placement of a child for foster care; care for an immediate family member with a serious health condition; or to take a medical leave when the employee is unable to work due to a serious health condition. Employees may elect or the CSU may require that the employee utilize their accrued leave for this time.

For the purpose of this section, "serious health condition" is defined as an illness, injury, impairment, or physical or mental condition that involves: (1) any period of incapacity or treatment related to in-patient care in a hospital, hospice or residential care facility; or (2) continuing treatment by a health care provider.

State Family/Medical Leave: Up to 24 weeks of unpaid leave within a two-year period for the birth, care or adoption a child; care for an immediate family member with a serious illness; or to take a medical leave when the employee is unable to work due to a serious illness. The state entitlement begins after the employee has exhausted their applicable sick leave accruals. The employee is allowed to use their personal leave and vacation accruals, however, this will not extend the 24-week period. Where possible, leave time granted under this provision will run concurrently with the federal FMLA entitlement.

For the purpose of this section, "serious illness" means an illness, injury, impairment, or physical or mental condition that involves: (1) in-patient care in a hospital, hospice or residential care facility; or (2) continuing treatment or continuing supervision by a health care provider.

The federal and state leaves both define an immediate family member as a spouse, child or parent of such employee.

Any employee who requests a medical leave of absence in accordance with this section to provide a Medical Certificate (P-33) from the health care provider, leave request and intent to return statement prior to the start of the leave. If a leave is not foreseeable, the documentation should be submitted in accordance with CSU instructions.

The state shall pay for the continuation of health insurance benefits for the employee during any leave of absence taken pursuant to this section. In order to continue any other health insurance coverage during the leave, the employee shall contribute that portion of the premium the employee would have been required to contribute had they remained an active employee during the leave period.

The period of such leave shall count towards the one-year limit described in Article 8.9.

8.15 Return to CSU Employment

A person terminating employment for reasons other than retirement and who returns to the employment of the CSU System within one (1) year of the date of such resignation or termination shall be credited with the number of unused days of sick leave that were available to them on the last work day. Unused personal leave shall be reinstated to the employee if he/she returns within the same calendar year. No credit will be given for vacation days.

8.16 Leave Privileges for Transferred Employees

Employees of the state who are transferred into or within Connecticut State University shall carry with them all accrued sick, vacation, and personal leave previously earned elsewhere in the service of the state or the Board.

ARTICLE 9 — RETIREMENT or RESIGNATION

9.1 Choice of Retirement Plans

Employees of the CSU System are eligible to participate in one of three retirement plans, subject to eligibility requirements. The three plans are the State Employees' Retirement System (SERS), Alternate Retirement Program (ARP) and the Teacher's Retirement System (only for those with prior service in TRS).

State Employees' Retirement System (SERS)

SERS is composed of three (3) tiers commonly referred to as Tier I, Tier II, and Tier IIA. Tier I requires contributions from your salary of 2% or 5%. Tier II is a non-contributory plan (4% contribution for positions designated as Hazardous Duty). Tier IIA is a contributory plan, with employee contributions of 2% (5% for positions designated as Hazardous Duty).

Under the SERS, the Tier, Plan and type of retirement determines which formula will be used to calculate an employee's retirement benefit. The formulas used to identify the annual benefit take into account an employee's years of service and salary (determined by taking the average of their three highest earning years).

TIER I Plan Eligibility

Employees hired on or before July 1, 1984, who elected to participate in the State Employees Retirement System are members of Plan A, Plan B or Plan C of the Tier I Plan. Membership was elected between October 1, 1973, and December 31, 1973, for those hired prior to April 1, 1973; mandated thereafter by statute for those hired prior to July 2, 1984, or for those who elected in lieu of membership, if eligible, from TIER II or another state system, through October 1, 1985, the last date on which a transfer membership was allowed.

TIER II Plan Eligibility

Employees hired by the System (or the state) on or after July 1, 1984, are members of the non-contributory Tier II Plan, unless they were eligible to elect membership in another retirement plan.

TIER IIA Plan Eligibility

Employees first hired by the System (or the state) on or after July 1, 1997, are a members of the contributory Tier IIA Plan, unless they were eligible to elect membership in another plan.

Alternate Retirement Program

The ARP is a defined contribution or money purchase plan. Contributions are defined as a total of 13% of salary and are applied to individual annuity contracts that are fully funded and provide full and immediate vesting of all contributions. The employee contribution is 5% of gross income, the employer contribution is 8% of gross income.

ARP member employees' 5% contributions are made by salary reduction and, therefore, federal income taxes are deferred, pursuant to the Internal Revenue Code.

Teachers Retirement System (TRS) (only for those with prior service in TRS)

The Teachers Retirement System is available to employees who, at the time of hire with the System are employed as a teacher or professional staff member by the Commission for Higher Education in a state, community, state technical college, or System office. As part of membership in the TRS, state law requires that contributions of 7% of an employee's annual salary be paid into the retirement fund. Employees contribute 6% of their annual salary to a personal retirement account and 1% of their annual salary to the Health Insurance Account used to fund health insurance benefits for retired members and their spouses.

The Board requires the Chancellor to seek to maintain the option for Management Personnel and Confidential Professional Personnel to select from among the retirement systems cited in the heading to this Article. Further, the Board requires the Chancellor to seek for Management and Confidential Professional Personnel membership in each of the cited retirement systems on the most favorable terms granted to any group of state employees.

9.1.2 Deferred Compensation - Retention Award

As contained in Section 7.5.4, there will be established a Performance Recognition/ Retention Fund in an amount set by Board policy.

Annually, on the pay period that includes January 1, a portion of this fund, as set by Board policy, shall be awarded as deferred compensation to each Chancellor and President who has performed satisfactorily during the preceding fiscal year, under such terms and conditions as are outlined below.

Such awards shall be made as deferred compensation which the recipient shall receive at retirement from CSU, provided that such retirement is after the age of 62, or upon incapacity due to illness or injury to perform duties as Chancellor/President. In the event of death prior to attaining eligibility the total amount in any such account shall be paid to the estate of the deceased.

All such deferred compensation shall be forfeited in the event the Chancellor/President voluntarily or involuntarily leaves the position, except for illness or injury.

Deferred compensation awards for each eligible Chancellor/President shall be maintained in a separate account and invested under the direction of the CSU Board of Trustees Executive Committee, as permitted by state law. A report shall be made annually to each Chancellor/President on the status of his/her account and payment of the total principal and earnings in each account shall be made to the eligible recipient anytime within 12 months after his/her becoming eligible at the recipient's discretion.

9.2 Social Security

Employees participate in Social Security as provided by state and federal statutes, laws, and regulations.

9.3 Individual Retirement Annuities

Benefits shall be made available on a voluntary basis to eligible employees as provided in Section 5-264 of the General Statutes of Connecticut whereby, under certain conditions, the Board of Trustees may enter into an agreement involving the purchase of an individual or group retirement annuity contract that will qualify for income tax benefits (see Article 7.9).

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9.4 Employee Notice of Retirement or Resignation

When a Chancellor or President is contemplating retirement or resignation, he/she is encouraged to give six (6) months of notice when possible. Scheduling of the last day at work should be discussed with the Chairperson of the Board/Chancellor in an attempt to work out the best arrangement for all concerned. Any continuation on the payroll beyond the employee's last day at work must be approved by the Chairperson of the Board/Chancellor, as appropriate; shall not result in accrual of vacation, sick leave or personal leave credit; and such individuals shall be ineligible for an annual salary increase.

See Article 8.2.1 concerning compensation for unused vacation days and Article 8.4.1 concerning compensation for accumulated sick leave upon retirement from the Connecticut State University System.

ARTICLE 10 — NON-CONTINUATION, DISCIPLINE, REPRIMAND, SUSPENSION AND TERMINATION

10.1 The Chancellor

The Chancellor is appointed by the Board and serves at the pleasure of the Board. He or she may be non-continued by the Board without cause or explanation upon a one-year written notice and without recourse to the procedures of Section 10. He or she may also be terminated by the Board pursuant to Section 10.5. If the Executive Committee of the Board finds it necessary, the Chairperson may suspend the Chancellor with or without pay. In such a case, the Chairperson shall appoint an Acting Chancellor.

10.2 The Presidents of the Four State Universities

Each President of a university within the CSU System is appointed by the Board and serves at the pleasure of the Board. He or she may be non-continued by the Board without cause or explanation upon a one-year written notice and without recourse to the procedures of Section 10.5. A President may also be terminated by the Board pursuant to Section 10.5. With concurrence of the Executive Committee of the Board and the Chairperson of the Board or, when the Chairperson is unavailable, with the concurrence of the Vice Chairperson, the Chancellor may suspend a President with or without pay. In such a case, the Chancellor shall appoint an Acting President.

10.3 Discipline for Cause

No employee shall be disciplined except for cause. Discipline is defined as suspension or termination, and does not include reprimands, as set forth under Section 10.4.

Cause includes, but is not limited to: conviction of a crime; offensive, indecent or abusive conduct toward students, the public, superiors or co-workers; use of fraudulent credentials in seeking of appointment, continuation of appointment or promotion; theft; willful neglect or misuse of state funds, property, equipment, material or supplies, including state-owned automobiles; violation of law, state regulation, or rule of the Connecticut State University; intoxication while on duty; neglect of duty; insubordination; engagement in an activity detrimental to the state or Connecticut State University; and disloyalty to the United States or to the State of Connecticut.

10.4 Reprimand

A reprimand is a form of counseling which may include a warning that similar conduct in the future could lead to discipline. A written reprimand shall be placed in the employee's personnel file, and a copy shall be sent to the employee. A written reprimand shall be removed from an employee's personnel file on the one-year anniversary date of its issuance unless, during that one-year period said reprimand is relied upon for discipline. It shall be the employee's obligation to request removal of a reprimand after its expiration date has passed.

In the event that a reprimand is relied upon for subsequent discipline, an employee may contest the underlying factual basis for the reprimand as part of the appeal of the discipline pursuant to Section 10.5.

10.5 Hearing (not applicable to non-continuation)

When there is a question concerning discipline of the Chancellor or the presidents which may result in dismissal for cause and/or suspension of the employee with or without pay; the following steps shall be followed to the extent possible.

- (a) Before any disciplinary action is taken, or, in the event of a suspension where the employer determines that immediate action is necessary, as soon thereafter as practicable, a meeting shall be arranged with the employee and the designee of the Board's Executive Committee to discuss the situation. The discussion shall include specific reference to matters of administrative concern and proposed managerial action(s) in light of the situation. The employee shall have the opportunity to present relevant information. With the agreement of both parties, the discussion may be continued to a mutually agreed time.
- (b) After the employer has issued a notice of suspension or termination the employee may request a formal hearing by presenting said request in writing not later than five (5) days after receipt of said notice. Said hearing shall be scheduled not sooner than ten (10) days nor later than thirty (30) days following the timely request for the hearing.
- (c) The hearing shall be held before a Committee of three Board members appointed by the Chairperson of the Board.

The hearing shall not be governed by formal rules. The Committee shall make a good faith effort to be fair and impartial while eliciting relevant information on the matter in question.

- (d) Following the conclusion of the hearing and the closure of the record, the Committee shall notify the employee of its final and binding decision. Said decision(s) shall be without appeal.
- (e) Failure by the employee to adhere to the deadlines specified herein above, shall be deemed waiver of the opportunity for a hearing on the matter.

10.6 Abandonment

Failure to perform assigned duties for five (5) consecutive working days without prior approval is abandonment of one's appointment. Such cases shall be investigated by the designee of the Executive Committee of the Board, and if circumstances are found which, in the sole discretion of the Board justify such failure to perform assigned duties, the lost time shall be charged to sick leave, leave without pay, or vacation leave, whichever is appropriate.

If the investigation does not reveal circumstances which in the sole discretion of the Board, justify such failure to perform assigned duties, then the employee shall be separated from service as a resignation not in good standing.

10.7 Retrenchment and Reorganization

If the System Office of the Board is eliminated or combined with another board, commission, or similar organization or a reduction in the ranks of Management and Confidential Professional Personnel is ordered by the Board that affects the presidents or Chancellor, the notice provisions for non-continuation shall apply.

APPENDIX A

Connecticut State University Policy on Responsible Use of Information Technology Resources

Purpose: The purpose of this policy is to establish common standards for the responsible use of information technology resources within the Connecticut State University System.

Scope: This policy applies to all users of the Connecticut State University System's computing and network resources.

For the purposes of this policy, computing and network resources include all software, hardware, internal and external networks, systems, databases, electronic mail, and any other files, data, equipment or facilities either owned or leased by the Connecticut State University System.

Overview: The CSU System provides members of the CSU community with access to a broad range of information technology resources including computers, software, networks, databases, files, electronic mail and the Internet. You may also have access to confidential data and external networks. Your use of these resources is authorized only if you use them responsibly, demonstrating respect for individual privacy, ethical standards, and the law.

User Guidelines: Responsible use of CSU information technology resources means acting in a manner that: (1) respects the confidentiality of CSU data; (2) preserves the security, integrity and performance of our information technology resources and (3) complies with all CSU policies, legal standards and contractual agreements.

1. Respecting the confidentiality of CSU data. Violations include *but are not limited to*:

- Intentionally accessing another users' files, e-mail, or other information technology resources without permission.
- Unauthorized monitoring, distribution, duplication or modification of another's data, e-mail, or documents.
- Accessing information beyond the extent necessary to accomplish one's assigned duties.

2. Preserving the security, integrity and performance of our information technology resources. Violations include *but are not limited to*:

- Sharing your personal password(s) or username with others.
- Using the CSU network to sabotage or cause harm to external resources.
- Limiting system capacity/bandwidth by running programs, computers or servers which may cause excessive network traffic (e.g. Napster).
- Sending/forwarding chain letters, virus hoax messages; letter bombing/spamming, etc.
- Using shared resources excessively (e.g., non-essential printing which might hinder other's workflow, wasting valuable disk space, etc.)
- Installing software on your computer without authorization.

APPENDIX B

Connecticut State University Policy on Administrative Access to Electronic Data

Purpose: The purpose of this document is to clarify CSU policy regarding administrative access to electronic data/activity such as electronic mail, word processing files and web browser usage.

Scope: The following guidelines apply to the CSU System employees as well as consultants and vendors contracted by CSU. Individuals who are employed/contracted by or enrolled at CSU's four universities should contact their respective information technology departments for additional information.

For the purposes of this policy, computing and network resources include all software, hardware, internal and external networks, systems, databases, electronic mail, and any other files, data, equipment or facilities either owned or leased by the Connecticut State University System.

Overview: The CSU System is committed to protecting the privacy of every member of the CSU community, subject to the limitations of this policy. As the owner of all CSU computing resources, including any information generated or stored on our network, we reserve the right to access those resources. Situations that might necessitate such actions include *but are not limited to*: (1) business need; (2) system maintenance/ management; (3) suspicion of employee misconduct; and (4) Freedom of Information requests and state or federal laws.

User Guidelines: The following guidelines have been developed to assist in the implementation of this policy:

- When administrative access to electronic data is necessary, every effort shall be made to avoid viewing data beyond that needed to meet the intended purpose.
- Should an employee inadvertently view personal electronic data, such information shall be kept confidential. However, if the individual accidentally uncovers evidence of employee misconduct, he or she must report this information to his/her supervisor or manager.
- Conditions under which administrative access to electronic data shall be permitted include but are not limited to:

Business Need - In an employee's absence, his or her manager/supervisor or other authorized individual may access the necessary CSU documents or files if there is an immediate need for that data. **Note:** *Proper use of file sharing and common directories should be encouraged to eliminate or reduce the need for such access.*

System Maintenance/Management - Authorized Information Technology department personnel shall periodically monitor network and system activity to: (a) perform routine maintenance; (b) optimize system and network performance; and (c) preserve the security of the CSU network and its data. Personal electronic data may be viewed in conjunction with these activities and/or to investigate security breaches, bandwidth issues, etc.

Suspicion of Employee Misconduct - If an employee is suspected of misconduct, CSU reserves the right to monitor that individual's electronic activity and review his/her stored data. This is particularly applicable if illegal activity is suspected.

FOI Requests/State or Federal Laws - Documents and files created or received in the course of CSU business are considered public records. If a Freedom of Information request is received, the authorized individual will evaluate that request to determine its validity. If the information meets the legal definition of a public record, the information must be released. We are also required to release information in compliance with court orders, subpoenas or other mandates issued by state or federal authorities.

Additional Information/Resources:

State of Connecticut Electronic Monitoring Notice

http://www.das.state.ct.us/HR/Regs/State_Electonic_Monitoring_Notice_11.00.pdf

State of Connecticut Freedom of Information Access to Computerized Public Records

<http://www.ct.gov/doit/cwp/view.asp?a=1245&q=253992>

APPENDIX C

Connecticut State University Remote Access Policy

Purpose: The purpose of this policy is to establish common standards for the proper use of remote access to the Connecticut State University network and its resources.

Scope: The following guidelines apply to CSU employees as well as consultants and vendors contracted by CSU. Individuals who are employed/contracted by or enrolled at CSU's four universities should contact their respective information technology departments for specific information on remote access to the CSU university network.

For the purposes of this policy, computing and network resources include all software, hardware, internal and external networks, systems, databases, electronic mail, and any other files, data, equipment or facilities either owned or leased by the Connecticut State University System.

Overview: CSU System Wide Remote Access Services provide authorized users with secure, high-speed access to our network through any CSU institution. The specific services and resources to which those users have access are based upon his or her specific business needs.

While remote access offers a great deal of flexibility as well as convenience, it also poses a number of challenges in terms of network resources and security. When an individual logs in via remote access, that computer becomes, in essence, an extension of the CSU network. Therefore it's critical that all standard CSU policies be followed and that all normal security precautions be taken when connecting externally. It should also be understood that authorized CSU users who access external sites through the CSU network must comply with all applicable state and federal laws.

User Guidelines: Remote access users are required to comply with all CSU policies and procedures. Additionally, they must understand and adhere to the following guidelines.

1. Authorized Methods of Remote Access

To ensure the security and integrity of the CSU network and its resources, all individuals granted remote access privileges are required to connect via one of our currently approved methodologies. As an authorized CSU remote access user, you have the option of using any of the following to connect to our network:

- Dial-up
- Dedicated connections (e.g. cable modem, xDSL, T1, etc.)

2. Minimum Hardware and Software Requirements

If you plan to connect to the CSU network from your home PC, you must ensure that your machine meets the minimum requirements for software needed to perform remote access functions.

3. Prohibited Activities

Authorized remote access users are prohibited from the following:

- Replicating or copying confidential data to non-CSU equipment (e.g. home PC's).
- Misusing CSU-owned equipment. (*CSU-issued remote access equipment must be handled in the same way as CSU equipment.. The user is subject to all policies and procedures that apply to data on their systems*).
- Connecting to the CSU network through a computer that does not comply with established standards and security measures (e.g. configuration requirements, anti-virus software, etc.
- Leaving a remote access connection open when not in active use. (**Note:** *Such sessions may be terminated without notification.*)
- Unauthorized tunneling.
- Logging on anonymously.

4. Responsibility for Installation/Configuration

- **CSU-owned Computers** - CSU-owned computers may be configured for secure remote access via dial-up or using a dedicated connection (e.g. cable modem, DSL etc.). If approved by management, this configuration may be performed by the appropriate CSU IT staff.
- **Non-CSU Computers** (e.g. home PC's) - If you intend to access the CSU network remotely from your home PC, you will be responsible for:
 - (a) Purchasing, installing and configuring all hardware necessary to achieve connectivity (*e.g. PC, modem, phone line, dedicated connection, etc.*).
 - (b) While CSU will provide the required software, e.g. third party VPN and virus software, you will be responsible for installing and configuring that software.
 - (c) Creating the actual remote access connection. The Customer Support Center (CSC) will provide detailed documentation on these processes and basic assistance within normal business hours (M-F 8:00 – 4:30).

5. Obtaining Support

Information Technology Services is responsible for providing the technical infrastructure necessary for employees to obtain remote access to files, databases and other resources stored on the CSU computer network. The level of support to be provided depends upon whether or not you are using a CSU-owned machine.

- **CSU-owned Computers** - If you are assigned a CSU-owned computer, ITS will make arrangements for support in the same manner as would be provided for any CSU-owned computer during normal business hours (M-F 8:00 – 4:30). Outside of normal business hours, CSU users may leave voice mail or e-mail for the Customer Support Center (CSC).

- **Non-CSU Computers** - The actual configuration of a PC for remote access is a complex process and there are a number of potential points of failure ranging from basic hardware issues to problems at the network level. Therefore, support for configuration and maintenance of a remote connection on a home PC must be a shared responsibility. Information Technology Services agrees to assist in this process by providing:
 - a. **Detailed user documentation** on configuring a PC for remote access.
 - b. **Basic troubleshooting assistance** during normal business hours. If an individual encounters a connectivity issue that cannot be readily resolved and is not caused by network problems, he or she must seek technical assistance outside of CSU.

6. Reporting Technical Problems

If you encounter technical problems with remote access, you may contact the Customer Support Center (CSC) during **normal business hours** at 611 or by sending e-mail to the CSC.

7. Reporting Security Issues

Complaints regarding actual or suspected potential security breaches or abuse should be sent to the CSC so that the complaint can be properly investigated.

8. Requesting Remote Access Privileges

The procedure for requesting remote access privileges depends upon your specific affiliation with CSU:

- **CSU Personnel** – CSU employees may submit a request for remote access by contacting the Customer Support Center (CSC) to obtain the appropriate form.
- **Contract Employees/Consultants** - Consultants and other individuals contracted by CSU should contact their designated project managers to discuss their need for remote access.
- **Vendors** - Third party support vendors who require access to our network in order to perform contracted services must submit a written request for remote access to the project manager or other authorized party with whom they are working.

Note: *CSU will provide information as to the hardware and software requirements for any service requested. However, third party support vendors must supply the necessary hardware and software needed to provide such service.*

Additional Information/Resources:

State of Connecticut Acceptable Use Policy
<http://www.state.ct.us/cmac/policies/aup.htm>

State of Connecticut Software Management Policy
<http://www.osc.state.ct.us/manuals/Software/index.html>

(DOIT) Network Security Policy and Procedures for use by all State Agencies
http://www.doit.state.ct.us/policy/itpolicy/network_security.htm

APPENDIX D

CSU SYSTEM CHANCELLOR

POSITION DESCRIPTION

SUPERVISOR: Board of Trustees for the Connecticut State University System

POSITION SUMMARY: Chief Executive Officer directly responsible to the Board of Trustees for operation of the Connecticut State University System.

POSITION RESPONSIBILITIES:

1. Develops policy in conjunction with the Board of Trustees and implements Board policy.
2. Develops agenda for Board meetings, and maintains Board records.
3. Responsible for activities of System Office and evaluates System Office personnel.
4. Acts as the Board's Chief Agent for development of system budgets, master planning activity, and labor relations.
5. Oversees system-level service operations.
6. Communicates Board policy to University Presidents and evaluates their success in campus management within Board policy.
7. Represents the Board and CSU System before external agencies of state government and the public.
8. Works on such other activities as the Board shall require from time to time.

EDUCATION AND EXPERIENCE: An earned doctorate. Outstanding experience in higher education and its management. Demonstrated ability to inspire and to lead the academic community. Demonstrated ability to link higher education with its constituencies.

APPENDIX E
UNIVERSITY PRESIDENT
POSITION DESCRIPTION

SUPERVISOR: CSU Chancellor

POSITION SUMMARY: Chief Executive Officer responsible to the CSU Chancellor for management of the university within Board policy.

POSITION RESPONSIBILITIES:

1. Works with a variety of university constituencies in the development of campus policy and procedures within Board Policy and in support of system objectives.
2. Directs activities of university staff and evaluates performance of that staff.
3. Provides stewardship over university resources.
4. Enhances the university's instructional program.
5. Enhances the university's development program.
6. Enhances university relations with alumni and the public.
7. Represents the university to the public.
8. Works on such other activities as the System Chancellor or Board shall require from time to time.

EDUCATION AND EXPERIENCE: An earned doctorate. Outstanding experience in higher education, and familiarity with its management. Demonstrated ability to inspire and to lead the academic community.