CONNECTICUT STATE UNIVERSITY SYSTEM
BOARD OF TRUSTEES
EXECUTIVE COMMITTEE SPECIAL MEETING
AGENDA
9:00 a.m. – Monday, September 12, 2011
System Office Boardroom
39 Woodland Street, Hartford, CT

ACTION

1. Approval of meeting minutes
   a. May 5, 2011 Regular Meeting
   b. May 20, 2011 Special Meeting

2. Acceptance of Gift of Real Property from ECSU Foundation to ECSU

3. Acting Chancellor’s Annual Report 2010-2011

4. Move to Executive Session
   a) Acting Chancellor’s 10-11 Evaluation of University Presidents and University Presidents 11-12 Letters of Priority

5. Return to Open Session

INFORMATION/DISCUSSION

A. State Higher Ed Reorganization

B. Other Issues
   i. Universities/System Office
PRESENT: Committee Chairman Richard J. Balducci, John Doyle, Angelo J. Messina, Ronald J. Pugliese, Theresa Eberhard Asch, John R. Sholtis, Jr., Elizabeth S. Gagne

CSUS: Acting Chancellor Louise Feroe, David Trainor, and Erin Fitzgerald

Following roll call and determination of a quorum, VC Balducci called the meeting to order at 10:30 a.m.

APPROVAL OF MINUTES
The minutes from the March 31, 2011 meeting were unanimously approved as presented on a motion by Trustee Pugliese and seconded by Trustee Eberhard Asch.

REPORT ON PENDING LITIGATION
The Committee members received an update on the status of pending litigation at the universities and System Office from AVC David Trainor.

RESOLUTIONS HONORING STUDENT TRUSTEES
The Committee reviewed honoring resolutions for departing student trustees Andrew Chu of Southern and Mercedes DeMasi of Western. On a motion by Trustee Pugliese, seconded by Trustee Sholtis, the resolutions were approved to be brought forward for review and consideration by the full Board of Trustees.

DISCUSSION RE STATE LEGISLATIVE MATTERS
Committee Chairman Balducci and Acting Chancellor Feroe shared information regarding the status of any proposed legislative enactments and their potential impact on CSUS.

DISCUSSION AND POSSIBLE VOTE ON POTENTIAL NAMING OPPORTUNITES
Committee Chairman Balducci led an open discussion wherein he solicited Committee members’ input regarding the following potential naming opportunities at the universities:

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<th>University</th>
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<td>Central</td>
<td>President Emeritus Richard Judd</td>
<td>Student Center</td>
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<tr>
<td>Eastern</td>
<td>President Emeritus David Carter</td>
<td>Science Building</td>
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<td>Southern</td>
<td>Chairman Emeritus Lawrence McHugh</td>
<td>School of Business/Building</td>
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<tr>
<td>Western</td>
<td>President Emeritus James Roach</td>
<td>University Hall</td>
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1 Trustee Gagne participated via teleconference.
Following a discussion with participation from all members, **on a motion by Trustee Pugliese, seconded by Trustee Doyle, the Committee approved the aforementioned naming recommendations for review and consideration by members of the full Board.** Committee Chairman Balducci noted that the university presidents supported the subject recommendations and that while the naming recommendation was brought forward under **BR 09-38** allowing for Trustee Recognition for Significant Service, the items would also be included in the agenda for the Development Committee meeting of May 5, 2011.

**OTHER ISSUES**
Trustee Doyle spoke highly of CCSU Professor Matthew Warschauer’s exemplary collaborative efforts to commemorate the 150th anniversary of The Civil War sesquicentennial. Trustee Pugliese and Dr. Feroe echoed Trustee Doyle’s remarks. A discussion ensued regarding the extraordinary success of the sesquicentennial observances due to Prof. Warschauer’s commitment to the event. **Chairman Balducci noted a letter of appreciation would be sent to Prof. Warschauer, a copy of which would be shared with members of the full Board at the May 11, 2011 meeting.**

**MOVE TO EXECUTIVE SESSION**
On a motion by Trustee Sholtis, seconded by Trustee Doyle, with all committee members voting in the affirmative, the meeting moved to Executive Session at 11:30 a.m., for the purpose of discussion of issues relating to the SCSU Presidential Search.

**RETURN TO OPEN SESSION**
At 11:48 a.m. Committee Chairman Balducci declared the Committee meeting to be in Open Session and indicated that no votes were taken in Executive Session.

**ADJOURNMENT**
The meeting adjourned at 11:49 a.m. on a motion by Trustee Eberhard Asch and seconded by Trustee Doyle.
CONNECTICUT STATE UNIVERSITY SYSTEM
BOARD OF TRUSTEES
EXECUTIVE COMMITTEE REGULAR MEETING

MINUTES – EXECUTIVE SESSION
May 5, 2011
Office of the Chancellor, System Office
39 Woodland Street, Hartford, CT

PRESENT: Committee Chairman Richard J. Balducci, John Doyle, Angelo J. Messina, Ronald J. Pugliese, Theresa Eberhard Asch, John R. Sholtis, Jr., Elizabeth S. Gagne  

CSUS: Acting Chancellor Louise Feroe, David Trainor, and Erin Fitzgerald

EXECUTIVE SESSION – CALL TO ORDER

Chairman Balducci called the Executive Session of the Special Meeting of the Executive Committee to order at 10:34 a.m., reminding Committee members that the Executive Session was for discussion purposes relating to the SCSU Presidential Search.

General discussion ensued.

The Committee returned to open session at 11:48 a.m.

2 Trustee Gagne participated via teleconference.
PRESENT: Committee Chairman Richard J. Balducci, John Doyle, Theresa Eberhard Asch, Elizabeth S. Gagne, Angelo J. Messina, John R. Sholtis, Jr.,

ABSENT: Ronald J. Pugliese

CSUS: Acting Chancellor Louise Feroe, David Trainor, and Erin Fitzgerald

CALL TO ORDER
Following roll call and determination of a quorum, VC Balducci called the meeting to order at 2:00 p.m.

MOVE TO EXECUTIVE SESSION
On a motion by Trustee Sholtis, seconded by Trustee Doyle, with all committee members voting in the affirmative, the meeting moved to Executive Session at 2:01 p.m., for the purpose of discussion concerning negotiations with respect to collective bargaining matters.

RETURN TO OPEN SESSION
At 2:20 p.m. Committee Chairman Balducci declared the Committee meeting to be in Open Session and indicated that no votes were taken in Executive Session.

AUTHORIZATION FOR STAFF TO PROCEED WITH NEGOTIATIONS ON COLLECTIVE BARGAINING MATTERS
On a motion by Trustee Balducci, seconded by Trustee Sholtis, with all committee members voting in the affirmative, the Committee authorized administration (Acting Chancellor Feroe through AVC David Trainor) to proceed with negotiations relating to the proposed SEBAC concession agreement with SUOAF and AAUP.

ADJOURNMENT
The meeting adjourned at 2:21 p.m. on a motion by Trustee Gagne, seconded by Trustee Doyle.
PRESENT: Committee Chairman Richard J. Balducci, John Doyle, Theresa Eberhard Asch
Elizabeth S. Gagne Angelo J. Messina, John R. Sholtis, Jr.,

ABSENT: Ronald J. Pugliese

CSUS: Acting Chancellor Louise Feroe, David Trainor, and Erin Fitzgerald

EXECUTIVE SESSION – CALL TO ORDER

Chairman Balducci called the Executive Session of the Special Meeting of the Executive Committee
to order at 2:01 reminding Committee members that the Executive Session was for discussion
concerning negotiations with respect to collective bargaining matters.

General discussion ensued.

The Committee returned to open session at 2:20 p.m.
ITEM
A Gift of Parcels of Land from the ECSU Foundation, Inc., to Eastern Connecticut State University

BACKGROUND
In September 2008, the ECSU Foundation, Inc. (“the Foundation”) purchased a .24 acre parcel of land designated as 356 High Street in Willimantic, Connecticut; in April 2010, the Foundation purchased a .19 acre parcel designated as 312 High Street, also in Willimantic. Both of these parcels are residential properties adjacent to the Eastern Connecticut State University (ECSU) campus. The properties are valued at $175,000 and $124,000, respectively.

On January 19, 2011 the Board of Directors of the ECSU Foundation, Inc., acted affirmatively to gift 312 High Street and 356 High Street to ECSU, in exchange for consideration of one dollar ($1.00) each.

ANALYSIS
ECSU has had a long term commitment to obtaining contiguous High Street residential properties that are adjacent to the university. The incorporation of these properties as part of the campus has enabled the university to create a continuous extent of the campus boundary along High Street. The acquisition of 312 and 356 High Street and site development of both properties will aid in ECSU’s continued effort to more aesthetically develop the landscape across the High Street university frontage. The acquisition of 312 High Street will also afford an opportunity to expand the proposed Fine and Performing Art Center building site.

State statute and Board policy require that gifts of real property be approved by the CSUS Board of Trustees, the Commissioner of the Department of Administrative Services, the State Properties Review Board, the Attorney General, and the Governor. After all approvals have been obtained the State Treasurer will be advised of the gifts.

CHANCELLOR’S RECOMMENDATION
Approve the gifts of land from the ECSU Foundation, Inc., to Eastern Connecticut State University in exchange for consideration of one dollar ($1.00) for each property, contingent upon approval of the gifts by the Commissioner of the Department of Administrative Services, the State Properties Review Board, the Attorney General, and the Governor.
RESOLUTION

concerning

A GIFT OF PARCELS OF LAND

FROM

THE ECSU FOUNDATION, INC.

TO

EASTERN CONNECTICUT STATE UNIVERSITY

September 15, 2011

WHEREAS, In September 2008, the ECSU Foundation, Inc. (“the Foundation”) purchased a .24 acre parcel of land designated as 356 High Street in Willimantic, Connecticut; in April 2010, the Foundation purchased a .19 acre parcel designated as 312 High Street, also in Willimantic, and

WHEREAS, Both of these parcels are residential properties adjacent to the Eastern Connecticut State University (Eastern) campus, and

WHEREAS, On January 19, 2011 the Board of Directors of the ECSU Foundation, Inc., acted affirmatively to gift 312 High Street and 356 High Street, valued at $124,000 and $175,000, respectively, to Eastern in exchange for consideration of one dollar ($1.00) each, and

WHEREAS, Eastern’s acquisition of 312 and 356 High Street is part of a planned long term university effort to obtain contiguous High Street properties adjacent to Eastern to create a continuous extent of the campus boundary along High Street, and

WHEREAS, Acquisition of 312 and 356 High Street affords an opportunity to more aesthetically develop the landscape across the High Street university frontage, and

WHEREAS, 312 High Street’s location adjacent to Eastern’s new proposed Fine and Performing Arts Center also provides an opportunity to expand the Center’s available building site, and

WHEREAS, The Board of Trustees for the Connecticut State University System recognizes the practical and esthetic values that these parcels contribute toward Eastern Connecticut State University, therefore be it
RESOLVED, That the Board of Trustees for the Connecticut State University System accepts the gifts of the 312 High Street and 356 High Street parcels from the ECSU Foundation, Inc., in exchange for consideration of one dollar ($1.00) each, and expresses its gratitude to the Foundation for its generous gifts to the university, and be it further

RESOLVED, That the acceptance of these gifts is contingent upon approval by the Commissioner of the Department of Administrative Services, the State Properties Review Board, the Attorney General, and the Governor.

A Certified True Copy:

____________________________________
Richard J. Balducci
Vice Chairman

____________________________________
Louise H. Feroe
Acting Chancellor
Connecticut State University System
Dr. Louise H. Feroe
CSUS Acting Chancellor
March 1, 2011 - June 30, 2011

Report on Status of 2010-2011
Board Identified Priorities
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INTRODUCTION

This report of the Connecticut State University System (CSUS) has been provided in the past on an annual basis to present a summary of the activity of the university system under the leadership of the CSUS Chancellor. In that I was appointed as the CSUS Acting Chancellor March 1, 2011, I have provided, in these pages, an overview of the status of priority items contained within the Letter of Priority for the former Chancellor, as well as an update for the Board on issues I have addressed in my capacity as Acting Chancellor.

It is important to note that the progress and achievements cited in this report reflect the concerted effort and collaboration of an exceptionally dedicated and qualified core group of employees working at the System Office during the 2010-11 academic year. It is because of the dedicated effort of this leadership team that CSUS has been able to achieve the results described within this report.
STATUS OF BOARD-IDENTIFIED PRIORITIES

Pursuant to the process outlined in applicable Board of Trustees' policy and following consultation with members of the Board, priorities for the CSUS Chancellor were identified for 2010-2011. Below is a status report of those priorities for the Board’s information and review.

I. Enhanced supportive collaboration with university presidents

Since being named Acting Chancellor, I have

a) Met with each president individually to discuss strategy with respect to reorganization,

b) Updated them weekly – mostly by phone - on the progress of legislation and the new structure,

c) Convened four COP meetings to bring to closure the VoIP project, to lay out strategy for budgeting for 2011-2012, and to deal with issues of faculty and administrative hiring,

d) Completed the strategic focusing document distributed to the presidents for comment and delivered a final draft to the BOT, with copies prepared for the new planning commission and the new Board of Regents

II. Guide CSUS staff in implementation of key initiatives:

**CSUS 2020** - Funding is flowing again. The funding for 2010 has been released.

**Legislative Mandates** - With reorganization, the spirit of the legislative mandates have been incorporated into the goals for the newly constituted Board of Regents.

**Reduction of SO Staff** - System Office staff has continued to shrink, and is poised to become an effective part of a smaller Board of Regents staff, providing administrative support to seventeen institutions.

**Audit Findings** – Audit findings are all addressed or substantial progress is being made toward addressing them.

**VoIP** - The VoIP project has been recast and has gained the support of all the universities to move forward.
Transfer Proficiency, Common Course Numbers, Reduction of Remediation, Develop Online Education, Access to Success, Reform of Teacher Training – Work on transfer proficiency, common course numbering, common proficiency standards, reduction of remediation proceeds apace. With reorganization, the construction of a transfer database, development of online education and the “access to success” initiative are taking on broader scope. Reform of teacher education is a statewide goal, and I am deeply involved in bringing it to fruition.

Policies and Procedures – Policies and procedures will need to be developed for the Board of Regents and the newly merged entity.

Generally my role as acting chancellor since March has been to advocate for the value the universities bring to the state of Connecticut, and to evaluate the work that goes on at the system level solely in terms of the value it adds to the running of the universities and to the State. The value of a system is found both in administrative efficiencies and in communicating and supporting the universities’ implementation of broad policy goals. It is the role both of aggregating services that can be productively consolidated, and setting broad direction for the “bread and butter” public universities in Connecticut.

One goal we must keep in mind in the forefront of our thinking – especially now as we move to a broader consolidated system – is the continual defining and communicating of the distinctive market niche that is the “middle market”. The State Universities provide the bulk of Connecticut’s professional workforce – not high-end researchers, or even CEO’s (though to be sure, some of our graduates do attain remarkable success.) We provide Connecticut’s teachers, nurses, accountants, business managers, small business proprietors, computer programmers and software engineers, and mechanical engineers, bench scientists – and on and on. Insofar as a middle class continues to exist in this State, the state universities will be preparing people to take their place keeping the basic functions of the State growing. This is vitally important to the economic health of our state – and to the aspirations of our students.

Within a reorganized system of higher education, this “state university niche” needs to be nurtured, and its value must continue to be communicated to all of our constituencies: potential students and their parents, the K-12 community, the executive branch, the legislature and the business community. This task of both working to consolidate services and serve broad policy goals for public higher education while emphasizing and nurturing our unique niche will be the major tasks going forward as we transition to a reorganized system.
Annual Reports for the System Office

During the 2010-2011 academic year, each division within the System Office was asked to complete and submit an annual report. This continues the practice instituted the prior year, wherein divisions are asked to submit annual reports. All reports submitted are on file in the Office of Strategic Planning, Institutional Research, Market Research, and Analysis.

Each division was provided with a template/format to be followed. Rather than provide a copy of each report, on the pages that follow, I have taken the liberty of providing the highpoints that are contained in each report.

Full reports are available for any trustee who would like to see them.
Academic Affairs & Student Life

During the reporting year, the principal goal of the Office of Academic and Student Affairs was to redouble its focus on efficiencies and furthering the key areas coordinated system-level work that provide the highest impact to students. The most salient developments beyond routine work in the reporting year are:

Transfer and Articulation

- **Designation of 84 courses in 21 disciplines as common equivalents towards meeting General Education/Liberal Arts Program credits at the CSUS universities.** Common equivalents are published and are visible and searchable by students at each university. This work is being expanded and combined with the Connecticut Community College System equivalencies to facilitate possible adoption of common General Education/Liberal Arts Program requirements across the two systems.

- **Establishment of a 2-year pilot agreement with the CCC System for the simultaneous completion of proficiency and university mathematics requirements through a statistics course sequence (Statway).** Community college students who satisfactorily complete the sequence earn General Education/Liberal Arts Program credits for most programs in the Schools of Arts and Sciences, and some at other Schools, at the CSUS universities.

- **Monitoring and seeking further growth of the CCC System/CSUS Dual Admissions Program (DAP).** The Office undertook the first factual and narrative report on the Dual Admissions Program (DAP), resulting in two meetings of contacts from the 16 institutions in the two systems. Creating yearly update of Most Recommended Courses at the CCs transferring towards General Education/Liberal Arts Program credit to each CSUS university has been established as routine.

Supporting Workforce Related Programs

- **Nanotechnology Initiative:** The Office made possible the completion of a detailed graduate certificate curriculum in nanotechnology in a collaborative fashion with all CSUS universities. The Office secured support of this collaborative work and through the US Department of Energy, the Office received an $80,000 grant for curriculum and faculty development and a $649,000 grant for equipment. The Office of Academic Affairs and Student Life provided both Principal Investigator (PI) and Project Director (PD) functions in this grant initiative, as well as working in a grant management capacity.

- **Doctoral Program in Nurse Education:** The Office secured a $297,000 grant from the Health Resources and Services Administration within the US Department of Health in support of the collaborative Ed.D. program between SCSU and WCSU. The Office of Academic Affairs and Student Life provided both Principal Investigator (PI) and Project Director (PD) functions in this grant initiative, as well as working in a grant management capacity.
We continue to focus on work productivity and efficiency. Office staff was reduced to two individuals on March 1, 2011 when the Senior Vice Chancellor took the Acting Chancellor position. Nonetheless, the Acting Chancellor maintained her principal staffing role with the BOTAA and BOTSL committees, as well as her lead role in several initiatives including the Bridges Program and the Teacher Education Program Reform effort. Three Provost/Academic Vice President positions had a turnover of personnel in the reporting year, with interims filling the roles. Similarly, several critical dean level positions changed. The Office is prepared to continue to adapt to these changes and ensure continuity of work.

The overriding priority in the coming year will be to serve and assist in the transition to the new governance structure for the CSUS. Strategies, activities and assessments will be in accordance with the directives issued by this new authority.

**Finance and Administration**

The Finance and Administration area (F&A) consists of Finance, Facilities/Capital Projects, and Capital Budgeting. FY10-11 has been a productive and successful year for F&A. Major accomplishments include the following:

- **On June 22, 2011, completed the 10th (CHEFA Series J Revenue Bonds) and 11th (CHEFA Series K Revenue Refunding Bonds) bond issues through the CHEFA.**

  CHEFA Series J issued $27,035,000 to fund $25,875,979.01 in design and construction costs associated with renovations to existing auxiliary service facilities and the construction of new auxiliary services facilities at the four Connecticut State Universities, including a new parking garage for Southern Connecticut State University. CHEFA Series K refunded $14,010,000 of principal previously issued in May 2003 from CHEFA Series E bonds issued for the construction of three new residence halls at Eastern Connecticut State University, a new residence hall and parking garage at Southern and Western Connecticut State Universities, and a new campus student center located on the Westside Campus of Western Connecticut State University. The Series K refunding resulted in a net present value savings of $825,711.12 over the life of the bonds.

- **Implemented reorganization of the Finance and Administration area while maintaining customer service levels and proper fiscal controls.**

  The Finance and Administration Unit experienced the loss of three key positions in FY11 – the Purchasing Associate, the Assistant Vice Chancellor for Finance and Administration (AVC), and the Director for Finance and Management (who left in June of 2010). In addition, due to ongoing health issues, the Director of Purchasing was absent or working on a reduced schedule for much of the year and was unable to perform his duties fully. The loss of the AVC and Purchasing Associate were
anticipated, and the unit was reorganized to streamline operations and permanently eliminate these positions. On the Purchasing side, this was done through the flattening of the organization, in that the Purchasing and Contract Compliance unit, which previously reported to the AVC, now reports directly to the Vice Chancellor for Finance and Administration; and by splitting the time of the Assistant for Finance and Accounting between the Business Office and Purchasing and realigning some of her responsibilities to other employees within the unit, which allowed her to assume some of the more straightforward purchasing responsibilities. The loss of the AVC position was addressed by the elimination of the Director for Finance and Management position and the creation of the Executive Director for Finance and Administration position, to which Accounting, Budgeting, and the Business Office report (thus replacing two positions with one).

The unanticipated transfer of the Director for Finance and Management to Eastern meant the loss of an extremely experienced and knowledgeable individual, necessitating the Associate for Finance and Management to assume more responsibilities in the past year, as the newly hired Executive Director faced a challenging learning curve. Furthermore, the frequent and prolonged absence of the Purchasing Director meant that the Contract Compliance Officer not only performed her contract compliance responsibilities, but also took on those of the Director of Purchasing and mentored the Assistant for Finance and Accounting so that she also assumed more Purchasing responsibilities than previously anticipated.

Much of this reorganization was invisible to the rest of the System Office and the Universities, as service levels and proper fiscal controls were not only maintained but in some cases improved. Every member of Finance and Administration stepped up, and many went above and beyond to ensure that the internal Departmental challenges brought about by the planned and unplanned staffing changes did not affect day-to-day customer service.

- **Biennial Budget Process**

Continued effort has been expended to ensure that our budgeting processes, both internal and for external purposes, are meaningful and as realistic as possible. This has been especially important this year, as the ongoing State fiscal crisis has created continuing budgetary pressures for CSUS.

Reduction scenarios continued to be considered this year. 15% reduction scenarios were required to be submitted to OPM as part of the biennial budget submission; these were completed based on input from all four universities. The reduction scenarios that have been revisited periodically over the past two years have proved very useful during the FY11-13 Biennial Budget process and throughout the 2011 Legislative session.

The CSUS FY2011-13 Biennial budget was successfully completed and submitted to the Office of Policy and Management and the Department of Higher Education. The
CSUS FY2011-13 Biennial Budget submission reflected funding sufficient to sustain current programs and included unusual items such as the 27th payroll in FY2012 (estimated at $12.1M) and the first installment of the deferred payout for participants of the 2009 retirement incentive program in FY13 (estimated at $2.1M including fringe).

The FY12 General Fund appropriation that was ultimately approved by the Legislature and signed by the Governor was 12.6% below our Current Services Request and 3.0% below prior year actual (excluding Fringe and before reductions related to the Collective Bargaining Concessions). The System was able to address these funding reductions with minimal disruption due to the advance scenario planning.

Government Relations/Communications

During the 2010-2011 year, Government Relations worked through the Session to ensure support and appropriate funding levels in the FY 2012-2013 Biennial Budget and the revisions to CSUS 2020 for Southern’s Buley Library. In addition, we developed and implemented a State/Federal Legislative Agenda for 2011 and continued to educate State legislators and members of the Congressional delegation about the CSUS through meetings, campus tours, and involvement in University events. Government Relations supported the Assistant Vice Chancellor of Public Affairs to refine educational materials, develop marketing strategies and sponsor events that enable us to reach CSUS constituencies.

The most significant challenges during the State Legislative Session were related to the plan to reorganize higher education as well as the biennial budget. Government Relations worked with staff at the System Office and the Universities to develop and refine a number of plans to meet the demands for fiscal restraint and accountability. We were able to demonstrate to key legislators and their staff, along with executive branch officials, that CSUS was committed to working collaboratively to achieving such goals. As a result, revisions to the reorganization plan balanced the interests of CSUS students, faculty and staff. Budget cuts throughout the constituent units of higher education were distributed more equitably than had been done in the past. That is particularly noteworthy considering the poor fiscal climate policymakers were confronted with.

At the federal level, there was a House ban on appropriations (earmarks) which halted all efforts to secure federal funding for numerous projects that CSUS had developed. Until the fall of 2010, CSUS had been successful in gaining support for the following projects (totaling $2.15 million) which were included in appropriations bills. Working with the Universities in the fall of 2010, federal requests were developed for the 2011 Session of Congress and they include: a System-wide Fuel Cell Initiative; for CCSU – a Complex Robotics Systems, the New Britain Social Enterprise Zone Initiative, a Manufacturing, Health Care and Entrepreneurial Business Development Project, and Bus System Expansion Project; for ECSU – a Degrees for Early Childhood Teachers (DECT) Initiative, a Center for Green Collar Job Development, the Rural Dual Enrollment

We continue to pursue these projects which are supported by the Connecticut Delegation and have focused attention on defense and transportation projects. Finally, in order to assist the universities pursue competitive grants (especially in light of the prospects for non-competitive grants), the universities utilized McAllister and Quinn for grant writing services. All of the universities and the System Office have put Personal Service Agreements in place for this purpose. To date, CCSU has used this service to support an application with the National Science Foundation.

In Public Affairs, the “Catalyst for Connecticut” theme was utilized in paid media throughout the year, as well as in earned media, reflecting use in news releases, feature stories, and publications. Specific academic programs with workforce implications, such as accounting, sciences, and nursing, as well as “green jobs” and world languages were highlighted. A new poster series was developed and displayed twice during the year at the State Capitol featuring alumni who have gone on to play a role in leading or working in Connecticut companies, underscoring connections between the state’s investment in the universities and the implications for the state’s economic well-being. Cover stories in Universe, the CSUS quarterly magazine, carried through the theme by featuring a dozen individuals who are involved with, or started thriving businesses or nonprofit organizations in the state. Distribution of the monthly CSUS electronic newsletter, impaCT, was also expanded and reformatted, and a video promotional announcement previously broadcast by Connecticut Public Television was revised and reedited to include the “Catalyst for Connecticut” theme and a Spanish version was developed by Univision in Hartford/New Haven.

A comprehensive web site and informational brochures were designed, developed, written and produced outlining the new academic admission requirements that are to take effect in Fall 2015, and a series of information pamphlets highlighting the CSUS system were developed. Collaborative efforts with external organizations included the Connecticut Association of Nonprofits, the Wine & Spirit Wholesalers of Connecticut (public service announcement contest focusing on awareness of underage drinking), Connecticut School Counselor Association, KnowHow2GO, NBC Connecticut (Health & Wellness Fair), and CT Forum. News releases were issued throughout the year highlighting CSUS operations and their budgetary and workforce implications on subjects including: academic programs responding to workforce needs, job prospects for CSUS graduates, record number of degrees granted, freeze on management salaries, full-time students reaching record levels, increase in student transfer numbers, increase in
urban student numbers and Hispanic students, percentage of faculty compared with universities in the Northeast.

**Human Resources & Labor Relations**

The Office of Human Resources and Labor Relations has remained focused on providing leadership and guidance to the Board of Trustees, Chancellor, System Office, and our universities in the areas of human resources and labor relations issues. We continue to build and maintain collaborative relationships within the System as well as with other constituent groups and statewide administrative and executive branch agencies. We continue to strive to improve our service orientation and efforts to facilitate functions of the universities by being outwardly focused. The office accomplished a number of specific goals, which include but are not limited to:

- Participation as part of Governor Malloy’s team to negotiate concessions with statewide unions in response to the current Fiscal Crisis;
- Negotiated AAUP & SUOAF contract extensions;
- Implementation of efforts to streamline operations within the System Office;
- The CSU System Office Affirmative Action Plan was prepared and submitted to the CHRO and was subsequently approved by a unanimous vote at its September 2010 meeting;
- Development of policies related to staffing, compensation, and staff reduction; and
- Coordination of System-wide litigation and interactions with the Office of the Attorney General that resulted in a net reduction of pending claims in the aggregate within the System.

**Information Technology Services**

The primary function of the Information Technology Services at the CSU System Office is to (1) facilitate collaboration and coordination of information technology activities among the CSUS institutions; (2) provide a consistent and coherent interface to the State and other external constituencies with regard to CSUS information technology services, policies and issues; (3) provide consultation to the Chancellor and to the leadership of the CSUS institutions on an 'as needed' basis regarding information technology assessments and strategies; (4) support the Board of Trustees in providing oversight, review, and direction to the CSUS in those areas that involve information technology; (5) coordinate software and hardware purchasing activities to take advantage of volume pricing; and (6) provide telecommunication, wide-area and local-area network service, and Learning Management System services to the universities.

Despite the uncertainty, the ITS team has made progress in many areas from server & desktop virtualization to backup, disaster recovery, collaboration application, unified computing infrastructure, and web conferencing. Noteworthy accomplishments include:
• Infrastructure convergence/VoIP cost analysis and planning
• WebEx rollout
• Removal of student phones in residence halls
• System-wide disaster recovery implementation

There are three primary goals in FY11:

1. **Enhance and standardize core infrastructure and procedural framework to improve operation efficiency and effectiveness.**

   In building the technology infrastructure, we follow the three “S” principles – “Standardization, Sustainability, and Scalability”. Standardization not only allows us to share services across the system, it also significantly reduces the cost in support and maintenance thus increases the scalability and sustainability.

2. **Introduce new tools and procedures to enhance collaboration across the System.**

   CSUS lags far behind in sharing resources across the System. New tools such as WebEx and CSUS Commons will allow employees to share ideas and facilitate timely and effective communications.

3. **Explore alternative cost-effective solutions in all operation areas.**

   To contain cost, when appropriate, adopt open source software solutions, reduce reliance on proprietary software solutions, and maximize the utilization of internal application development capability.

**Internal Audit**

With the continuing State of Connecticut budgetary situation and the CSUS strategic emphasis placed upon our students, Internal Audit wanted to ensure that the key activities and business processes related to these two initiatives were well controlled, efficient and effective. Internal Audit therefore focused the FY2011 audit plan upon Purchasing Card controls, Campus Trades supplies and non-federal grants. In addition, we completed the audit cycle that encompassed most of the primary operations that our students interface with, through the conclusion of audits of admissions and student one-card programs. To ensure that the organizations data and the students’ records are secure, we focused our IT Audit resources on IT Firewall/Routers.

In addition to ensuring that there are strong internal controls, auditing the operational effectiveness and efficiencies can help to bring cost savings to both the State and the students during these difficult financial times.

CSUS Internal Audit activities are reported in a formal quarterly report to the Chancellor, the Chairman and the Audit Committee. The internal audit department is skilled in Visio
flowcharting. This application allows internal audit to be assured that all aspects of the underlying process are represented and to identify all control points to test further. These flowchart diagrams are also provided to the area reviewed at the conclusion of our audits, for their use as process documentation and as training aides for new hires.

Staff reports were prepared and presented to the Audit Committee, with informational copies to the Chancellor and the Chairman, of all Auditors of Public Accounts Reports issued on any CSUS entity during the year.

**LHF comment on report:**
The Visio tool could prove to be very useful in process reengineering across several functions such as student administrative services (admission, registration, advising, financial aid processing), as well as financial processes. However, this sort of follow-up was not part of the normal routine of internal audit. In fact, it has been viewed as inappropriate for the internal auditors to make such rethinking suggestions. It is my contention that an internal audit-like function would be much more valuable if it were an operational audit against best practices and less formally an audit exercise using the financial model of simply assessing risk.

**Strategic Planning, Institutional Research, Market Research and Analysis**

The following is a description of some major accomplishments of the Office of Strategic Planning, Institutional Research, Market Research, and Analysis during 2010-2011.

- Developed an in-depth informative analysis of position growth by job category as compared to similar institutions/systems in Northeast;
- Responded to numerous requests for information for a variety of different stakeholders;
- Saw each of the universities make great progress in taking steps to reduce gaps in student success between under-represented minorities and low-income students and their counterparts in the student population; and
- Assisted the Chancellor and Board of Trustees in the Board’s Strategic Focusing Initiative, which began in December 2009, continued with a second working session of the BOT in May 2010. The Office of Strategic Planning, Institutional Research, Market Research and Analysis coordinated the special topic workgroups that emerged from the second BOT session. Personnel from the office also served on the student success workgroup (Gammell) and the workforce development workgroup (Boyd Cowles). SPIRMRA prepared in collaboration with the CSUS Public Affairs Office a digest of the workgroup reports for the BOT to review and employ in next steps to the process. Unfortunately, the uncertainty of the BOT’s future decelerated additional progress for the Strategic Focusing Initiative. It is our hope that as the roles and responsibilities of the new organization are being considered during this year that the outputs of the initiative will be used.
Office of Board Affairs

The Office of Board Affairs is called upon to provide a high-level of support to the Board of Trustees throughout the year.

- In 2010-2011, convened meetings with staff supporting Board Committees to increase and develop knowledge of and compliance with protocols. This forum continues to provide an opportunity for information sharing and discussion on progress towards increased quality of support to Board Committees.

- Regularly conducts research on CSUS practices and policies as well as those from other institutions of higher education.

- Special Projects
  - Comprehensive Leadership Assessment - Participated in assessment process for ECSU, working in close concert with the CSUS Chancellor and the Board Committee Chairman.
  - Chancellor/Presidential Searches – Coordinate Board’s involvement in all president/chancellor searches. In 2010-2011 this included the beginning of a search for CSUS Chancellor (later put on hold) and the ongoing search for SCSU President.

- Future Priorities
  The Office of Board Affairs stands poised to support a smooth transfer of authority and policies to the soon-to-be-established Board of Regents:
  - Supporting the Board, Board Chair, Regents and President via management of the governance process;
  - Develop and/or assist with writing Board of Regents bylaws;
  - Develop procedures and templates for submission of Board and Board Committee agenda items;
  - Develop Board of Regents orientation material and schedule;
  - Coordinate ongoing education of board members;
  - Assist in development of board self-assessment process;
  - Develop materials evidentiary of compliance with legal requirements (FOI, ethics);
  - Research more efficient means of distribution of Board materials to members (cost estimates for iPad, netbooks, etc.) and develop proposal for consideration;
  - Assist in review of constituent unit policies to determine appropriate consolidation thereof;
  - Staff and support presidential search committee(s);
  - Staff and support presidential assessment process; and
  - Assist in transferring CSUS COP administrative support responsibilities to the Office of CSUS Chancellor/Vice President as determined appropriate.
Assistant Attorney General to CSUS

During the 2010-2011 fiscal year, the Office continued to assist the Chancellor in worked fulfilling the vision for the System and the System Office. More particularly, the Office engaged in the following activities:

- Provided legal counsel and non-legal guidance to the Chancellor and System Office senior staff on a variety of issues, some of which could have given rise to potential liability and/or unfavorable public perceptions for the System, including challenges to bid issuance and contract awards, real property matters, requests for access to student information and records, admissions and financial aid issues, acquisition, maintenance and disclosure of student records, due process rights, campus security, student misconduct, issues arising under the Freedom of Information Act, and the applicability of newly-enacted legislation;

- Provided legal counsel and non-legal guidance to university presidents and senior staff on a wide variety of issues, many of which could have given rise to potential liability and/or unfavorable public perceptions, including student discipline issues, alcohol-related problems, development of policies and procedures, issues relating to the maintenance and disclosure of student records, and property acquisition and zoning issues;

- When called upon by the Chancellor, determined whether activities under consideration by the System universities complied with the letter and spirit of state and federal laws and regulations, and, when necessary, suggested appropriate alternatives;

- Assisted the Chancellor in interactions with other state agencies, including the Department of Public Works, the Department of Public Safety, the Office of Policy and Management, and the Board of Education and Services for the Blind;

- Assisted the System with the revision and/or finalization of its Procurement Manual and Student Code of Conduct;

- Drafted and/or revised numerous contracts, including contracts related to CSUS 2020, the acquisition and installation of fuel cells, and the acquisition of internet services and the utilization of collocation space; and

- Defended various claims filed with the Office of the Claims Commissioner, Superior Court, and the CHRO, and assisted System personnel in responding to subpoenas.