

# CSCU | Students First

<b>Planning Team</b>	Human Resources
<b>Meeting Date</b>	June 1, 2017
<b>Members Present</b>	<p>Jay Brower, Associate Professor, Communication &amp; Media Arts, WCSU            Kimberly Carolina, Director of Human Resources, NVCC            Fred Cratty, Chief Human Resources Officer, WCSU            Gregg Crerar, Director of Community Advancement, SCSU            Angelo Glaviano, Professor of Modern Languages, MxCC            Owen Kaufman, Professor of English, QVCC            Michael Lopez, Director of Human Resources, CSCUSO            Diane Mazza, Chief Human Resources Officer, SCSU            Eduardo Miranda, Bursar, MCC            Anastasia Pych, Director of Human Resources and Labor Relations, MxCC            Steve Weinberger, Vice President of Human Resources, CSCUSO</p>

## Meeting Notes

Welcome and introductions were made. President Ojakian joined the meeting to charge the Team and thank Team members for their participation.

Discussion of Students First initiative – Several initial approaches were drafted due to the State’s fiscal situation. Required outcomes are: More effective system operations, leverage existing expertise and to realize savings.

With regard to the overlap and inconsistencies across the System –

- Where to modify current arrangements
- Deliver services more strategically
- Ensure all voices are heard
- Develop new future operational model using an open, transparent process with the majority of work to be performed at the Team level

**Discussion of HR Working Group Recommendations and Objectives** – VP Weinberger took the Team through the objectives recommended by the HR Working Group.

- Operating in an unstable environment, despite tentative SEBAC framework
- Bleak financial outcomes anticipated, require efficiencies and savings to be realized
- The current model is fragmented, rather than strategic, due to merger of systems

- Desired new model will bring HR matters forward for transparent operational management
- Will free campuses to be strategic
- No** impact to hiring faculty

HR Working Group discovered staffing inconsistencies across the campuses. Best practices indicate an **HR staffing ratio (Objective #1)** of 1:100 FTE is appropriate. CSUCU exceeds the staffing ratio by approximately 12.5 FTE.

- Methodology of FTE already takes into account part-time adjuncts
- Data needs to be refreshed
- Find “hidden” staff
- CCCs have surplus staff, Universities currently have appropriate FTE ratio.
- Payroll function inconsistent across campuses. Some are in HR, some in Finance.
  - Coordinate with Finance Planning Team. Payroll will be going to Finance across the System. Therefore, will need to remove payroll staff from the HR ratio.

#### Reporting Relationships –

- Management control centralized
- Based on UMaine System model (7 universities, with System Office)
- No staff relocates to Hartford
- Headed by System VP of HR
  - HR Directors report to VP HR, with a dotted line to campus president
- Resources transferred to central budget with employees paid from it (Objective #2)**

#### Design/Implementation

Shared Services Staffing Model:

- HR Leader, HR Business Partner(s), Administrative Staff Member(s)
- Potential Centers of Expertise: Labor relations, benefits administration, classification and compensation, recruitment and selection, and affirmative action/equal opportunity
  - May be revisions at smaller campuses
  - Centers should be virtual work groups
  - Will vary, based on subject matter

**Design Committee (Objective #3):** To develop the structure needed to support the Strategic HR Program and oversee implementation.

HR Planning Team to oversee analysis of current allocation and future adjustments. Expects group to weigh in once data are refreshed. 80% of budget is headcount (payroll and benefits).

**Next Steps:**

- Refresh Data
- Examine existing organizational charts
- Identify personnel, salaries and titles
- Define (or refine) common job descriptions
- WebEx with UMaine
- Engage IT to help determine best products to implement

**Next Meeting Dates:**

June 16 2:30 PM

June 27 2:30 PM