

Southern CT State University
 Strategic Planning Committee –Fiscal, Human, and Facilities Resources Workgroup
 Meeting Minutes
 March 24, 2006
 Student Center, Rm 271

Chair: Ces Thompson

Members Present: Toby Bates, Carol Wallace, Craig Patenaude, Jim Dolan, Aaron Washington, Valerie Pettie-Cooper, Amanda Pysh, David Denino, David Starkey

| Issue | Discussion | Proposal Recommendation | Outcome |
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| Minutes of 3/10/06 | <p>Corrections: page 2 proposal to streamline event scheduling was submitted to <i>Pres. Norton's</i> cabinet, not previous administration; catering not part of proposal; Bottom page 2: Recommendation to have an asst. attorney general assigned to CSU –add “with signing authority”</p> | | C. Thompson will make corrections and distribute corrected minutes to members and Provost. |
| Is there anything the university can do to attract and retain the most highly qualified and most diverse workforce for our institution? | <p>A recurrent theme throughout this discussion was that we need to review ALL structure and processes at the university and revise them as needed to enhance employee satisfaction and attract and retain a highly qualified and diverse workforce. We need to have a “culture shift” so this can happen. There has never been an effort to look at processes and the way we “conduct business” across the institution to maximize employees’ time, efforts, and talents. Typically, we “add tasks” to someone’s job description without relooking at the entire process to see how it could be streamlined. Several examples of areas where such a review is needed were discussed:</p> <p>Hiring process: the process to hire someone needs to be streamlined—too many approvals needed before the position can be advertised, sometimes this causes us to lose good candidates; In some institutions, the HR dept. coordinates hiring process for ALL positions -establishing such a process at SCSU would help depts. run better searches in a more efficient manner—currently HR may not know that a dept is hiring someone until that person has already been offered a position; HR could help depts. with initial advertisement (so we attract a diverse pool of candidates) and all other processes associated with searches since hiring is within their area of expertise; depts. have limited advertising budgets so placement of ads is sometimes restricted to what the dept can afford and thus the pool</p> | <p>Adopt a model whereby a human resources representative would be assigned to a dept. running a search to coordinate process and help with any questions/issues that come up during search. Establish a centralized advertising budget for HR to advertise for all positions so they could assist depts. in placing ads that will recruit a</p> | |

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| | <p>of candidates may be limited in quality and diversity; it was noted that these changes would require the “culture shift” as noted above as currently departments/divisions operate as “silos”—(e.g. currently we have a culture whereby faculty and administrative offices do not typically interact)</p> | <p>qualified and diverse pool of candidates</p> | |
| | <p>Better marketing of university-we need to do a better job of promoting the university so we will attract a more qualified and diverse student population and workforce</p> <p>Establish internships for students –other institutions have a wide variety of internships for undergraduate and graduate students—we lose students to other colleges and universities because we lack such programs; these internships are beneficial in attracting students to the university as well as in training them for the CT workforce so we retain them in the state and possibly hire them at SCSU</p> | <p>Need to increase funding for advertisement & marketing of programs</p> | |
| <p>Faculty/Staff retention/satisfaction</p> | <p>Faculty Scholar Award-it was noted that the criteria and selection processes for this award were established by one faculty member many years ago and the processes have never been reviewed/modified. We need to relook at mechanisms such as this and attach “real significance” to them if we are to ultimately attract and retain more qualified faculty.</p> <p>There are no formal mechanisms to reward/recognize exemplary work by staff/faculty at the university; it was noted that while staff members who belong to one of the unions can be given recognition, the selection criteria are not well known and appear to be arbitrary; it was noted that merit increases for management employees also appears to be arbitrary as it is not tied to performance</p> | <p>Need to establish mechanisms to recognize exemplary work; application and selection processes for recognition/award must be clearly delineated and communicated to university community; Tie salary increases to performance evaluation</p> | |

| | Discussion | Recommendation | |
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| | <i>Mentoring programs for staff and faculty</i> – it was noted that a program exists for new faculty, but outcomes unknown; No mentoring program exists for new staff | Consider establishing a formal mentoring program for all new hires and tracking success of program (e.g. how many new employees are retained after one year?) | C. Thompson will contact Faculty Development office to ask if any outcome data is available |
| | <i>Performance Evaluations</i> -it was noted that not all employees receive a performance evaluation on a regular basis and there is no consequence if this is not done (currently, an employee’s performance is automatically deemed satisfactory if an evaluation is not done) | <i>Performance evaluations</i> should be conducted each year so that we retain the most qualified workforce | |
| | <i>Tuition benefit for staff</i> – currently there is no tuition benefit for classified employees as for other employees such as faculty; difficult to recruit and retain a highly qualified workforce without this benefit | <i>Consider providing this benefit for staff members</i> | |
| | <i>Streamline processes</i> –e.g. amount of paperwork needed to accomplish tasks; it was noted that some efforts are already being made in regards to this—for example, the use of a credit card for small purchases (<\$1000) is being piloted –this would eliminate the need for purchase requisitions and approvals. Also, IT is currently working on acquiring the Adobe Professional software so many of the paper forms used can be converted to electronic format to streamline this process. | <i>Continue to discuss and monitor</i> <i>**The use of the credit card is a good example of how processes can be changed to empower staff and enhance their work satisfaction and also enhance our recruitment and retention efforts –we should continue to explore similar efforts that would streamline processes</i> | |
| | <i>Employee satisfaction</i> – it was noted that there is a committee in place to coordinate an Employee Climate Survey; committee has been meeting with vendors of such surveys and will be selecting one soon; it is expected that the survey will be distributed to employees in late Spring | <i>Results of this survey will be important data for this group to review-data from this survey can help institution assess where we are and what needs to be done to better address the mission and goals.</i> | |
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| <p>What steps can the university take to enhance its appropriations from the State?</p> | <p>Formula for how SCSU currently receives funds from system office discussed. It was noted that many of our students take between 12 and 15 credits and while this is considered full-time for financial aid purposes, it is not considered full-time by system office (must take at least 15 credits for an undergraduate student to be considered FT). Similarly, a graduate student must take 12 credits to be considered FT, yet 9credits is considered FT at SCSU.</p> <p>Does BOT have an accurate impression of our accomplishments at SCSU? Some noted that we need to better educate the BOT members so they in turn are more informed when meeting with state legislators; there was some sense among group members that efforts are being made in regards to this—e.g. VP’s now meet with BOT members regularly to update them on what is going on at the institution</p> <p>It was noted that legislators may be more responsive to faculty/staff who are in the “front lines” rather than BOT members; as an institution we need to have more exposure at the Capitol—can this be done without “stepping on anyone’s toes”? Can faculty meet individually with legislators to discuss their programs?</p> | <p><i>Need to relook at this formula and make case for change to BOT</i></p> <p><i>Refer to steering committee</i></p> <p><i>Refer to steering committee for consideration</i></p> | |
| <p>Follow up on reports previously requested</p> | <p>Classroom utilization report – received an Astra report, but does not provide information in terms of days/times usage.</p> | | <p>C.Thompson will follow-up with Bob Drobish to see if such a report can be obtained</p> |
| <p>Parking and space reports</p> | <p>Reports done by consultants were requested following the 3/10/06 meeting</p> | | <p>Bob Sheeley contacted and will send reports to Ces</p> |
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