



STATE OF CONNECTICUT

BOARD OF TRUSTEES

FOR THE STATE COLLEGES

P. O. Box 2008

NEW BRITAIN, CONNECTICUT 06050

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See 77-114
77-123

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10/6/78 MB

RESOLUTION

concerning

RESTRUCTURING OF THE CENTRAL ADMINISTRATION

September 9, 1977

WHEREAS, The Trustees recognize that the Central Administration for the Connecticut State Colleges must be strengthened in certain specific ways if the Trustees are to have the knowledge needed for decision-making, policy development, and control, and

WHEREAS, Such strengthening is necessary if the Trustees are to maintain their accountability, and

WHEREAS, The Trustees have given careful consideration to the restructure of the Central Administration, and

WHEREAS, The document entitled "Proposed Restructuring of the Central Office of the Board of Trustees for the Connecticut State Colleges," dated August 18, 1977, revised, September 7, 1977, and which is attached to this resolution as an addendum was developed under the supervision of the Trustees, therefore, be it

RESOLVED, That the aforementioned document which is attached to this resolution as an addendum be and hereby is adopted and shall be used to restructure the Central Administration, and be it

RESOLVED, That, in keeping with provisions stated in the addendum to this resolution, the following professional personnel changes are approved; effective upon approval by the Board of Higher Education:

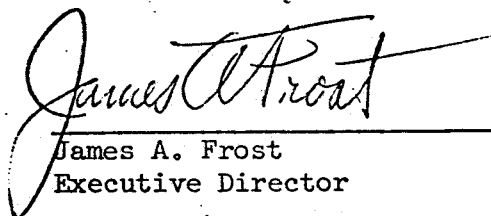
1. Two new unclassified positions are established - Assistant to the Executive Director at an annual salary of not over \$27,000, and a Director of Management Systems at an annual salary of not over \$26,000.
2. That the title of the position Executive Officer for Academic Affairs be changed to Executive Officer for Academic and Student Affairs with an annual salary of not over \$40,000.

3. That the title of the position Executive Assistant be changed to Associate for Board Affairs with an annual salary of \$16,554.
4. That the title of the position Administrative Assistant be changed to Assistant to the Executive Officer for Finance and Management with an annual salary of \$12,420.
5. That the title of the position Executive Officer for Student, Faculty, and Staff Affairs be changed to Executive Officer for Faculty and Staff Affairs and that the incumbent be provided a two percent merit increase (\$687) bringing his annual salary to \$38,349.
6. That the incumbent of the position entitled Executive Officer for Finance and Management be provided a two percent merit increase (\$687) bringing his annual salary to \$38,349.
7. That the position entitled Associate for Fiscal Affairs be changed to Associate for Audit and Fiscal Affairs.

RESOLVED, That in keeping with the provisions stated in the addendum to this resolution, the following non-professional personnel changes are approved, effective immediately:

1. Three new classified positions are established at salaries provided in the State Salary Schedule - Personnel Officer 2, Accountant 2, and Typist 2.

A Certified True Copy:



James A. Frost
Executive Director

PROPOSED RESTRUCTURING OF THE CENTRAL OFFICE
OF THE
BOARD OF TRUSTEES
FOR
THE CONNECTICUT STATE COLLEGES

Approved: September 9, 1977

Handwritten Notations as of September 19, 1977.
Refinements result from:

1. Distribution of \$33,390 to Central Office for salary increases under collective bargaining contracts.
2. Tighter salary estimates based upon more exact interpretation of collective bargaining contract.
3. More precise estimate of Federal Contributions, Educational Extension Fund, Auxiliary Services Fund, and Fees Fund.

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BOARD OF TRUSTEES
FOR
THE CONNECTICUT STATE COLLEGES

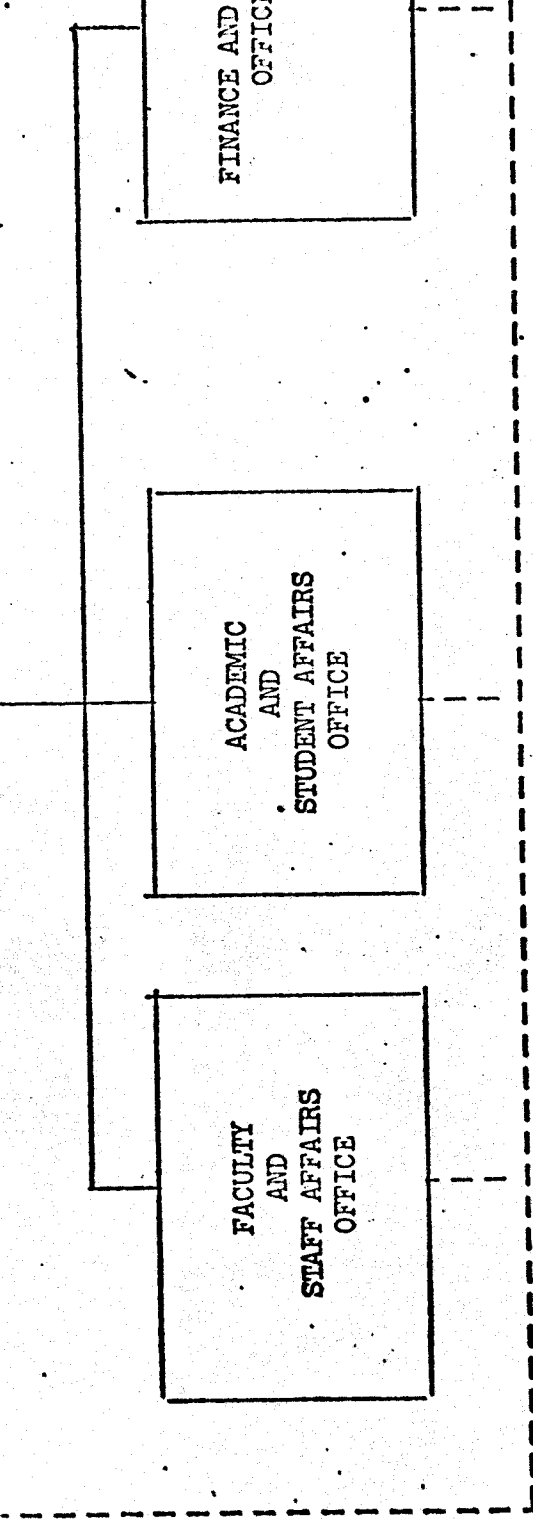
OFFICE OF
EXECUTIVE DIRECTOR
FOR THE
CONNECTICUT STATE COLLEGES

OFFICES OF
THE COLLEGE PRESIDENTS
1. Central
2. Eastern
3. Southern
4. Western

FINANCE AND MANAGEMENT
OFFICE

ACADEMIC
AND
STUDENT AFFAIRS
OFFICE

FACULTY
AND
STAFF AFFAIRS
OFFICE



PROPOSED RESTRUCTURING OF THE CENTRAL OFFICE
OF THE
BOARD OF TRUSTEES FOR THE CONNECTICUT STATE COLLEGES

S U M M A R Y S T A T E M E N T

This reorganization of the Central Staff is intended:

1. To increase our capacity to develop our Management Information System which, in turn, will provide the Board and administrative officers with the information needed to make decisions. To strengthen our ability to analyze cost figures and budgetary data, especially in relation to the Auxiliary Services Fund and the Educational Extension Fund.

2. To strengthen our capacity in relation to collective bargaining and the administration of collective bargaining contracts. To improve our processing of personnel records and accountability in personnel matters.

3. To relieve the Executive Director of many important but routine duties thus allowing him to devote himself more closely to planning, to the development of policy proposals for consideration by the Board, and to enable him to work more closely with the Board of Higher Education through its Council of Chief Executive Officers. To provide the Executive Director with the capacity to investigate or to study matters of concern to the Trustees.

The proposal includes the elimination of the position entitled Director of Planning which was abolished by the Board at its May 1977 meeting. This action results in a savings of \$30,983 per year.

It is proposed that five new positions be established which will bring the total staff, including classified and unclassified employees to twenty-one. The Student Loan Collection Center is not considered a part of the Central Staff. The new positions are:

- Assistant to the Executive Director
- Personnel Officer 2
- Director of Management Systems
- Accountant II
- Typist II

The reorganization would change the title and responsibility of two of the three Executive Officers. Dr. Ritchie's title would be changed from Executive Officer for Faculty, Staff, and Student Affairs to Executive Officer for Faculty and Staff Affairs. The present title Executive Officer for Academic Affairs would be changed to Executive Officer for Academic and Student Affairs. The responsibilities of the two officers would be changed to match the change in titles.

In addition the proposal includes a request for salary adjustments in two positions held by women. It calls for changing the title of the position occupied by Miss Elizabeth Higgins from Executive Assistant to Associate for Board Affairs with an annual salary increase of \$3,039 and for changing the title of the position held by Mrs. Rita Levy from Administrative Assistant to Assistant to the Executive Officer for Finance and Management with an annual salary increase of \$2,884. These salaries and titles are more in keeping with the responsibilities carried by the two ladies and are in the spirit of Affirmative Action.

For over two years the Board has been searching for an Executive Officer for Academic Affairs. Four persons have been offered the position and turned it down. The amount budgeted for the salary of the person to fill this vacant position in 1977-1978 is \$37,662. The restructuring proposal asks a \$40,000. maximum salary for this position, or an increase of \$2,338. The proposal also calls for a merit increase of \$687 in the salaries of the Executive Officers for Faculty and Staff Affairs and the Executive Officers for Finance and Management.

Details concerning these proposals will be found in the materials that follow; however, it should be noted that under this proposed restructuring the annualized cost of the Central Office (which does not include the Center for Collection of Student Loans) would be \$430,384. or $\frac{65}{100}$ ths of 1% (0.65%) of

the total budget of \$^{66,077,372}64,306,323. for the Connecticut State Colleges during the fiscal year 1977-1978. The changes proposed for the Central Office Budget are only in the category of Personal Services and do not affect the other two categories in the Central Office Budget: Other Expenses and Equipment.

A NOTE CONCERNING THE CENTER FOR COLLECTION FOR STUDENT LOANS

The collection of student loan repayments could be handled by each campus with no affect on the work of Central Administration. The work of the Center, therefore, ought not to be charged as an expense of Central Administration, although it must be counted in the overall administrative expenses of the Connecticut State Colleges as a system. A sophisticated accounting system would "charge back" the costs of student loan collections to the campuses on a proportional basis. Consequently, the cost of the Center has not been included in the cost of Central Administration. Actually, the Center is supervised by our Central Office. The Center also collects repayments for the Regional Community Colleges. The Community Colleges provide the Center with the services of one clerk. There are now more than 10,000 accounts being handled by the Center.

BUDGET OF THE CENTRAL OFFICE

AS APPROVED BY THE TRUSTEES FOR FISCAL YEAR 1977-1978

1. Personal Services	\$ 420,726	454,116
2. Other Expenses	38,739	
3. Equipment		535
	\$ 460,000	493,390
Less Center for Collection of Student Loans	43,218	43,519
Total.....	\$ 416,782	449,871

Total Budget for the Connecticut State Colleges

General Fund	\$39,394,423	
Auxiliary Services Fund	10,041,990	10,592,883
Educational Extension Fund	7,069,910	7,052,001
Federal Funds	4,011,900	5,063,185
Private Contributions	495,000	497,800
Fees Fund	3,293,100	3,477,100
Total.....	\$64,306,323	66,077,392

Note: The Budget presently approved for the Central Administration is adequate to cover the costs of this proposal.

ANNUALIZED BUDGET FOR THE CENTRAL OFFICE
FOR FISCAL YEAR 1977-1978

AS PROPOSED IN THE RESTRUCTURING PLAN

Budgetary Classification	Central Office	Center for Collection of Student Loans	Total
Personal Services	420,762 \$ 401,349-	33,354 \$ 32,979	454,116 \$ -434,328-
Other Expenses	28,500	10,239	38,739
Equipment	535	-	535
Total	449,797 \$ 430,384-	43,593 \$ -43,218-	493,390 \$ -473,602-

Note 1: The purpose of the Annualized Budget is to show the continuing cost of the proposed reorganization on a yearly basis. As the table which follows indicates, the cost for the first year will be lower than the Annualized Budget because several positions will be filled for only a part of the fiscal year.

Note 2: The Annualized Budget for the Central Office ^{449,797} (~~\$430,384~~) would be ^{68/100} ~~67/100~~ths of ^{0.68%} ~~0.67%~~ of the total budget for the Connecticut State Colleges in fiscal year 1977-1978 ^{66,077,392} (~~\$64,306,323~~).

CONNECTICUT STATE COLLEGES

Personal Services Costs 1977-1978
Central Office
as Proposed in the Restructuring Plan

S U M M A R Y

<u>Office</u>	<u>Number of Positions</u>		<u>Annualized</u>
	<u>1976-1977</u>	<u>1977-1978</u>	<u>1977-1978 Salaries</u> <u>(27 Pay Periods)</u>
Executive Director	4	5	\$ 107,178- 105,938
Academic and Student Affairs	2	2	-49,939- 50,140
Faculty and Staff Affairs	2	3	-64,808- 60,974
Finance and Management	9*	11**	179,424- 179,207
Total Central Office	17*	21**	\$ -401,349- 401,257
Total for Collection of Student Loans	3	3	-32,979- 33,107
Grand Total	20*	24**	\$ -434,328- 434,366

*Includes position entitled Director of Planning
**Excludes position entitled Director of Planning which was discontinued on August 1, 1977.

Total 1977-1978 Personal Service Costs.....	\$ 434,328	434,366
Total 1977-1978 Budgeted.....	420,726	454,116
Total 1977-1978 Overrun. <i>Surplus</i>	\$ 13,602	19,750

Surplus increased
1/ Overrun can be accommodated by staggered or late hiring:

<u>Vacant Positions</u>	<u>Hiring Date</u>	<u>1977-1978 Annualized</u>	<u>1977-1978 Savings</u>
Executive Officer-Academic & Student Affairs	10/7	\$40,000	\$13,329 12,406
Assistant to Executive Director	12/2	27,000	13,000- 12,510
Personnel Officer 2	10/7 11/4	15,687- 15,867	-5,229- 6,137
Director of Management Systems	10/7 11/4	26,000	-8,667- 10,064
Accountant 2	10/21 11/4	-14,499- 13,119	-5,370- 5,071
Typist 2	10/7-11/4	-7,107- 6,870	-2,367- 2,662
Total		\$130,293- 128,856	\$47,962- 48,852

1977-1978 Salaries (Annualized - 27 Pay Periods)	\$ 434,328	434,366
1977-1978 Savings resulting from delayed hirings	-47,962	-48,852
1977-1978 Personal Service Costs	\$ 386,366	385,514
1977-1978 Central Office and Center for Collection of Student Loans Budget for Personal Services	\$ 420,726	454,116
1977-1978 Personal Services Costs	386,366	385,514
1977-1978 Additional Funds Available for Personal Services	\$ 34,360	68,602

(Please see explanatory note on next page.)

EXPLANATORY NOTE CONCERNING ADDITIONAL FUNDS AVAILABLE FOR
PERSONAL SERVICE IN 1977-1978

The preceding Table presents a spending plan for Personal Service in the Central Office and the Center for Collection of Student Loans which will result in a "surplus" of \$34,360. ^{68,602} Actually, the sum will probably be greater because it is unlikely we can meet the projected hiring dates. The funds available over and beyond the salaries for full-time employees will be used to hire students and other part-time workers as needed. In addition, some of it will be used as a portion of the \$600,000. "turn-over" savings mandated by the General Assembly.

Annual Salary Costs As of June 30, 1978.

Office

Executive Director	\$ 104,652
Academic + Student Affairs	48,641
Faculty + Staff Affairs	65,167
Finance + Management	<u>177,185</u>
Total Central Administration	395,645
Center for Student Loans	<u>32,685</u>

Total Central Admin. and Center for Student Loans
428,330

EXECUTIVE DIRECTOR'S OFFICE

Personal Services Costs, 1977-1978Present Positions:Salary 1977-1978 (27 pays)

Executive Director (J. Frost)	\$44,821	44,760
Associate for Board Affairs (E. Higgins)	16,554	15,550
- Stenographer 3 (M. Borawski)	9,939	9,990
Stenographer 3 (J. Yost)	8,864	8,638
Cost of Present Positions	\$80,178	78,938

New Position:

Assistant to the Executive Director

\$27,000

TOTAL COST - 5 POSITIONS

\$105,938
\$107,178

*Change in title from Executive Assistant to Associate for Board Affairs and change in salary from \$13,515 to \$16,554. Effective date for salary increase November 4, 1977.

EXECUTIVE DIRECTOR'S OFFICE (continued)

Description of Professional Positions

1. EXECUTIVE DIRECTOR

The Executive Secretary and Chief Executive Officer for the Connecticut State Colleges - is the chief executive of the Connecticut State Colleges. College Presidents report to the Executive Director for the Connecticut State Colleges. Is empowered to act and to speak for the Board. Responsible to carry out the decisions and policies of the Board or to see that they are carried out by the appropriate persons. Keeps the Board fully informed on all aspects of the State College system, especially reports of the College Presidents. In the absence of Board policy, decides upon courses of action and the need for a policy formalization to cover the area. Supervises the work of the Executive Staff, including but not limited to academic affairs, budgeting, fiscal controls, personnel matters, and collective bargaining. Serves as liaison officer to the Commission for Higher Education and works cooperatively with the chief executives of the other constituent units. Works directly with College Presidents as individuals and as a group. Serves as staff officer for the Board's Executive Committee. (Excerpt from Regular Session Board of Trustees Minutes, May 7, 1976.) /

2. ASSOCIATE FOR BOARD AFFAIRS

Reports to the Executive Director. Prepares the agenda for meetings of the Board and for the meetings of all Board Committees, except the Executive Committee. Makes the minutes of the Board and all Board Committees, except the Executive Committee. Supervises the preparation of Board records. Supervises the indexing and safe guarding of Board records. Recommends

2. ASSOCIATE FOR BOARD AFFAIRS (con't)

meeting schedules for the Board and its Committees. Communicates directly with Trustees concerning the business of the Board. Informs the appropriate officials within the Connecticut State College system and State agencies of decisions reached by the Board and policies developed by the Board. Responds to inquiries from the public, legislators, executive officers of the State Government, officials of other states, members of private agencies, Trustees, faculty members, students and college administrative officers. Prepares official correspondences for the Board and individual Trustees. Supervises clerical staff except for those members supporting the Executive Officer for Finance and Management.

3. ASSISTANT TO THE EXECUTIVE DIRECTOR

Reports directly to the Executive Director and performs such tasks as are assigned by the Executive Director. On appropriate occasions represents the Executive Director in meeting with the agencies of the Board of Higher Education, with other institutions of higher education, and with other State agencies. Serves as liaison to the Confederation of Connecticut State College Alumni Boards. Consults with Executive Director but exercises own judgment in carrying out these assignments. Schedules meetings of the Executive Director's staff, prepares its agenda, and keeps its minutes. Drafts all routine reports in cooperation with the appropriate Executive Officer, including the Annual Report to the Governor. Works directly with the Student Advisory Board and keeps its minutes.

ACADEMIC AND STUDENT AFFAIRS OFFICE

Personal Services Costs, 1977-1978Present Positions:Salary 1977-78 (27 pays)

Executive Officer (Vacancy)	\$40,000*	
Stenographer 3 (R. Sirkin)	-9,939	<u>10,140</u>
Total Cost of Present Positions	\$49,939	<u>50,140</u>

Total Cost - 2 positions

50,140
\$49,939

*Maximum Salary

Description of Professional Position:Executive Officer for Academic and Student Affairs

Reports to the Executive Director. Develops policy proposals on matters relating to instruction and research which are considered by the Executive Director for submission to the Board. Encourages the development of new instructional programs intended to carry out the mission of the Connecticut State Colleges. Supervises the process for review of proposed new academic programs. Administers the Trustees' policy on periodic review of current instructional programs. Encourages and supports research projects within the mission of the Colleges. Represents the Executive Director before the Connecticut Board of Higher Education on matters relating to academic and student affairs. Serves as staff officer to the Trustees' Planning Committee. Presides over and keeps the minutes of the Council of Vice Presidents for Academic Affairs. Presides over and keeps the minutes of the Council of Deans of Students. Seeks solution to problems of students which directly involve the Board or concern more than one campus, and drafts policy statements for system-wide implementation.

FACULTY AND STAFF AFFAIRS OFFICE

Personal Services Costs, 1977-1978

Faculty and Staff Affairs Office

Present Positions:

Executive Officer (C. Ritchie)
Secretary 2 (E. Mooshegian)

Salary 1977-1978 (27 pays)

\$38,349*	37,198
<u>10,772</u>	<u>10,909</u>
\$49,121	50,107

New Position:

Personnel Officer 2

15,867
\$15,687

TOTAL COST - 3 POSITIONS

65,974
\$64,808.

* Includes 2% merit increase (\$687)

FACULTY AND STAFF AFFAIRS OFFICE (continued)

Description of Professional Position:Executive Officer for Faculty and Staff Affairs

Reports to the Executive Director. Is responsible for faculty and staff development and for the development, refinement, and consistent implementation of personnel policies. Develops strategies for collective bargaining. Serves as the Executive Director's representative during the collective bargaining negotiations and chairs the management of the Table Team. Provides staff support for the Board's committees on Personnel and Collective Bargaining. Administers the Collective Bargaining contracts. Represents the Executive Director in consultation concerning collective bargaining with the General Assembly, the Commissioner of Finance and Control, the Commissioner of Personnel and the representatives of the State Technical Colleges, the Regional Community Colleges, and the University of Connecticut. Administers the Board's Personnel Policies. Consults with the Attorney General's office on matters relating to personnel. Handles grievances at the Board level. Works directly with the College Presidents and the campuses' Deans of Personnel Administration in matters relating to collective bargaining, grievances, and personnel policies. Works directly with union representatives.

FINANCE AND MANAGEMENT OFFICE

Personal Services Costs, 1977-1978

Present Positions:

Executive Officer (F. Rossomando)
 Assistant to the Executive Officer (R. Levy)
 ***Associate for Audit and Fiscal Affairs (A. Boynton)
 Principal Accountant (J. Bardani)
 Accountant 1 (P. Attardo)
 Clerk 3 (P. McConville)
 Typist 2 (S. Thompson)
 Typist 2 (E. Alicea)
 Costs of Present Positions

Salary 1977-78 (27 pays)

-	\$38,349*-	38,110
	12,420**	11,301
	26,878***	28,423
	19,561	21,038
	11,492	11,557
	8,786	8,762
	7,227	7,128
	7,106	6,867
	<u>\$131,819</u>	<u>133,216</u>

New Positions:

Associate for Management Systems
 Accountant 2
 Typist 2
 Costs of New Positions

	\$ 26,000****	
	14,499	13,119
	<u>7,106</u>	<u>6,870</u>
	\$ 47,605	45,989

Total Cost - 11 positions

179,205
\$179,424..

- *Includes 2% merit increases (\$687)
- **Changes in Title from Administrative Assistant
Annual Salary Increase \$2,884. (Effective date of increase: November 4, 1977.)
- ***Change in Title from Associate for Fiscal Affairs
- ****Maximum Salary

Note: The position entitled Director of Planning was abolished effective August 1, 1977. The annual salary for this position would have been \$30,983.

FINANCE & MANAGEMENT OFFICE (Continued)

Descriptions of Professional Positions:

1. Executive Officer for Finance and Management

Reports to the Executive Director. Has major responsibility for the development of policies and procedures in matters relating to finance and management. Responsible for the analyses of information relating to finance and management and for its presentation in forms that are the most easily understood. Develops operational and capital budgets for General Fund, Auxiliary Fund, Educational Extension Fund, and Fees Fund. Serves as staff officer to the Trustees' Budget Committee. Represents the Executive Director before the Board of Higher Education, in matters dealing with the fiscal affairs of the Connecticut State Colleges, and in dealings with the State Budget Division and the Commissioner of Finance and Control. Works directly with the College Presidents, their chief financial officers, and their chief Academic Officers in matters relating to finance, management, and business. Presides over and keeps the minutes of the Council of Vice Presidents for Administration.

2. Assistant to the Executive Officer for Finance and Management

Reports to the Executive Officer for Finance and Management. Works on special projects assigned by the Executive Officer for Finance and Management. Works directly with the Executive Officer in the preparation of all financial reports including budget documents and fiscal studies on appropriate forms. Supervises the indexing and safe guarding of all financial documents. Communicates directly with the chief fiscal officers of the state colleges concerning financial and management affairs. Responds to inquiries from the colleges and other state agencies in matters relating to fiscal affairs. Maintains personnel position count for the state college system. Assigns to and supervises the work of clerical staff.

FINANCE AND MANAGEMENT OFFICE (Continued)

3. Associate for Audit and Fiscal Affairs

Reports to the Executive Officer for Finance and Management. Works on special projects assigned by the Executive Officer. Aids the Executive Officer in the development of the Operating Budget and the Capital Budget. Administers the Operating Budget, constantly monitoring expenditures made by the Colleges. Responsible for fiscal analyses made to support administrative decisions and which are necessary for policy development. Reviews and checks all proposed Board resolutions to insure consistency and conformity to the General Statutes. Supervises the collections for National Direct Student Loans (presently there are over 10,000 accounts). Develops and constantly reviews the amortization schedules on self-liquidating projects to insure prudent management. Performs internal audits as requested. Follows up on auditors' reports to insure compliance with the General Statutes and Comptroller's regulations.

4. Director of Management Systems

Director in the Connecticut State Colleges
Reports to the Executive Officer for Finance and Management. Responsible for the development of and management of both a computer based and manual management information system based upon the WICHE and NCHEMS standards and procedures. Direct responsibility in collecting and consolidating management information reports concerning budgets, expenditures, workloads, space utilization, enrollment data, program costs and other matters as determined by the Executive Director or by the Executive Officer for Finance and Management. Presides over meetings of campus representatives concerned with the management information system. Represents the Executive Director and ~~the Executive Officer~~ in meetings with the Board of Higher Education and other state agencies in matters relating to the development and implementation of management information studies.

CENTER FOR THE COLLECTION OF STUDENT LOANS

Personal Services Costs 1977-1978

Present Positions:

Salary 1977-78 (27 pays)

Associate Accountant (R. Canfield)	\$17,748	18,090
Bookkeeping Machine Operator (J. Parmenter)	8,125	8,026
Typist 2 (C. Dobosz)	7,107	6,993
Costs of Present Positions	<u>\$32,979</u>	<u>33,109</u>
Total Cost 3 Positions		<u>33,109</u> <u>\$32,979</u>

NOTE: There are no professional positions in the Center.

Proposed Restructuring of the Central Office
of the
Board of Trustees
for
The Connecticut State Colleges

Draft: August 18, 1977

Rev.9/7/77

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BOARD TRUSTEES
FOR
THE CONNECTICUT STATE COLLEGES

OFFICE OF
EXECUTIVE DIRECTOR
FOR THE
CONNECTICUT STATE COLLEGES

OFFICES OF
THE COLLEGE PRESIDENTS

1. Central
2. Eastern
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4. Western

FACULTY
AND
STAFF AFFAIRS
OFFICE

ACADEMIC
AND
STUDENT AFFAIRS
OFFICE

FINANCE AND MANAGEMENT
OFFICE

PROPOSED RESTRUCTURING OF THE CENTRAL OFFICE
OF THE
BOARD OF TRUSTEES FOR THE CONNECTICUT STATE COLLEGES

S U M M A R Y S T A T E M E N T

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3. To relieve the Executive Director of many important but routine duties thus allowing him to devote himself more closely to planning, to the development of policy proposals for consideration by the Board, and to enable him to work more closely with the Board of Higher Education through its Council of Chief Executive Officers. To provide the Executive Director with the capacity to investigate or to study matters of concern to the Trustees.

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It is proposed that five new positions be established which will bring the total staff, including classified and unclassified employees to twenty-one. The Student Loan Collection Center is not considered a part of the Central Staff. The new positions are:

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Typist II

The reorganization would change the title and responsibility of two of the three Executive Officers. Dr. Ritchie's title would be changed from Executive Officer for Faculty, Staff, and Student Affairs to Executive Officer for Faculty and Staff Affairs. The present title Executive Officer for Academic Affairs would be changed to Executive Officer for Academic and Student Affairs. The responsibilities of the two offices would be changed to match the change in titles.

In addition the proposal includes a request for salary adjustments in two positions held by women. It calls for changing the title of the position occupied by Miss Elizabeth Higgins from Executive Assistant to Associate for Board Affairs with an annual salary increase of \$3,039 and for changing the title of the position held by Mrs. Rita Levy from Administrative Assistant to Assistant to the Executive Officer for Finance and Management with an annual salary increase of \$2,884. These salaries and titles are more in keeping with the responsibilities carried by the two ladies and are in the spirit of Affirmative Action.

For over two years the Board has been searching for an Executive Officer for Academic Affairs. Four persons have been offered the position and turned it down. The amount budgeted for the salary of the person to fill this vacant position in 1977-1978 is \$37,662. The restructuring proposal asks a \$40,000. maximum salary for this position, or an increase of \$2,338. The proposal also calls for a merit increase of \$687 in the salaries of the Executive Officer for Faculty and Staff Affairs and the Executive Officer for Finance and Management.

Details concerning these proposals will be found in the materials that follow; however, it should be noted that under this proposed restructuring the annualized cost of the Central Office (which does not include the Center for Collection of Student Loans) would be \$430,384. or 67/100ths of 1% (0.67%) of

the total budget of \$64,306,323. for the Connecticut State Colleges during the fiscal year 1977-1978. The changes proposed for the Central Office Budget are only in the category of Personal Services and do not affect the other two categories in the Central Office Budget: Other Expenses and Equipment.

8/18/77

A NOTE CONCERNING THE CENTER FOR COLLECTION FOR STUDENT LOANS

The collection of student loan repayments could be handled by each campus with no affect on the work of Central Administration. The work of the Center, therefore, ought not to be charged as an expense of Central Administration, although it must be counted in the overall administrative expenses of the Connecticut State Colleges as a system. A sophisticated accounting system would "charge back" the costs of student loan collections to the campuses on a proportional basis. Consequently, the cost of the Center has not been included in the cost of Central Administration. Actually, the Center is supervised by our Central Office. The Center also collects repayments for the Regional Community Colleges. The Community Colleges provide the Center with the services of one clerk. There are now more than 10,000 accounts being handled by the Center.

8/18/77

BUDGET OF THE CENTRAL OFFICE

AS APPROVED BY THE TRUSTEES FOR FISCAL YEAR 1977-1978

1. Personal Services	\$ 420,726
2. Other Expenses	38,739
3. Equipment	<u>535</u>
	\$ 460,000
Less Center for Collection of Student Loans	<u>- 43,218</u>
Total	\$ 416,782

Total Budget for the Connecticut State Colleges

General Fund	\$39,394,423
Auxiliary Services Fund	10,041,990
Educational Extension Fund	7,069,910
Federal Funds	4,011,900
Private Contributions	495,000
Fees Fund	<u>3,293,100</u>
Total	\$64,306,323

Note: The Budget presently approved for the Central Administration is adequate to cover the costs of this proposal.

ANNUALIZED BUDGET FOR THE CENTRAL OFFICE

FOR FISCAL YEAR 1977-1978

AS PROPOSED IN THE RESTRUCTURING PLAN

Budgetary Classification	Central Office	Center for Collection of Student Loans	Total
Personal Services	\$ 401,349	\$ 32,979	\$ 434,328
Other Expenses	28,500	10,239	38,739
Equipment	535	-	535
TOTAL	\$ 430,384	\$ 43,218	\$ 473,602

Note 1: The purpose of the Annualized Budget is to show the continuing cost of the proposed reorganization on a yearly basis. As the table which follows indicates, the cost for the first year will be lower than the Annualized Budget because several positions will be filled for only a part of the fiscal year.

Note 2: The Annualized Budget for the Central Office (\$430,384) would be 67/100ths of 1% (0.67%) of the total budget for the Connecticut State Colleges in fiscal year 1977-1978 (\$64,306,323).

Rev.9/7/77

8/18/77

CONNECTICUT STATE COLLEGES

Personal Service Costs 1977-1978
Central Office
as Proposed in the Restructuring Plan

S U M M A R Y

<u>Office</u>	<u>Number of Positions</u>		<u>Annualized</u>
	<u>1976-1977</u>	<u>1977-1978</u>	<u>1977-1978 Salaries</u> <u>(27 Pay Periods)</u>
Executive Director	4	5	\$ 107,178
Academic and Student Affairs	2	2	49,939
Faculty and Staff Affairs	2	3	64,808
Finance and Management	9*	11**	179,424
Total Central Office	17*	21**	\$ 401,349
Total for Collection of Student Loans	3	3	32,979
Grand Total	20*	24**	\$ 434,328

*Includes position entitled Director of Planning

**Excludes position entitled Director of Planning which was discontinued on August 1, 1977.

Total 1977-1978 Personal Service Costs.....	\$ 434,328
Total 1977-1978 Budgeted.....	420,726
Total 1977-1978 Overrun.....	\$ 13,602 <u>1/</u>

1/Overrun can be accommodated by staggered or late hiring:

<u>Vacant Positions</u>	<u>Hiring</u> <u>Date</u>	<u>1977-1978</u> <u>Annualized</u>	<u>1977-1978</u> <u>Savings</u>
Executive Officer-Academic & Student Affairs	10/7	\$40,000	\$13,329
Assistant to Executive Director	12/2	27,000	13,000
Personnel Officer 2	10/7	15,687	5,229
Director of Management Systems	10/7	26,000	8,667
Accountant 2	10/21	14,499	5,370
Typist 2	10/7	7,107	2,367
Total		\$130,293	\$47,962
1977-1978 Salaries (Annualized - 27 Pay Periods)			\$ 434,328
1977-1978 Savings resulting from delayed hirings			<u>-47,962</u>
1977-1978 Personal Service Costs			\$ 386,366
1977-1978 Central Office and Center for Collection of Student Loans Budget for Personal Services			\$ 420,726
1977-1978 Personal Service Costs			<u>386,366</u>
1977-1978 Additional Funds Available for Personal Services			\$ 34,360

(Please see explanatory note on next page.)

8 9/7/77
/77

EXPLANATORY NOTE CONCERNING ADDITIONAL FUNDS AVAILABLE FOR
PERSONAL SERVICE IN 1977-1978

The preceding Table presents a spending plan for Personal Service in the Central Office and the Center for Collection of Student Loans which will result in a "surplus" of \$34,360. Actually, the sum will probably be greater because it is unlikely we can meet the projected hiring dates. The funds available over and beyond the salaries for full-time employees will be used to hire students and other part-time workers as needed. In addition, some of it will be used as a portion of the \$600,000. "turn-over" savings mandated by the General Assembly.

EXECUTIVE DIRECTOR'S OFFICE

Personal Services Costs, 1977-1978

<u>Present Positions:</u>	<u>Salary 1977-1978 (27 pays)</u>
Executive Director (J. Frost)	\$44,821
* Associate for Board Affairs (E. Higgins)	16,554*
Stenographer 3 (M. Borawski)	9,939
Stenographer 3 (J. Yost)	<u>8,864</u>
Cost of Present Positions	\$80,178

New Position:

Assistant to the Executive Director	\$27,000
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TOTAL COST - 5 POSITIONS

\$107,178

*Change in title from Executive Assistant to Associate for Board Affairs and change in salary from \$13,515 to \$16,554.

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8/18/77

EXECUTIVE DIRECTOR'S OFFICE (continued)

Description of Professional Positions

1. EXECUTIVE DIRECTOR

The Executive Secretary and Chief Executive Officer for the Connecticut State Colleges - is the chief executive of the Connecticut State Colleges. College Presidents report to the Executive Director for the Connecticut State Colleges. Is empowered to act and to speak for the Board. Responsible to carry out the decisions and policies of the Board or to see that they are carried out by the appropriate persons. Keeps the Board fully informed on all aspects of the State College system, especially reports of the College Presidents. In the absence of Board policy, decides upon courses of action and the need for a policy formalization to cover the area. Supervises the work of the Executive Staff, including but not limited to academic affairs, budgeting, fiscal controls, personnel matters, and collective bargaining. Serves as liaison officer to the Commission for Higher Education and works cooperatively with the chief executives of the other constituent units. Works directly with College Presidents as individuals and as a group. Serves as staff officer for the Board's Executive Committee.

(Excerpt from Regular Session Board of Trustees Minutes, May 7, 1976.)

2. ASSOCIATE FOR BOARD AFFAIRS

Reports to the Executive Director. Prepares the agenda for meetings of the Board and for the meetings of all Board Committees, except the Executive Committee. Makes the minutes of the Board and all Board Committees, except the Executive Committee. Supervises the preparation of Board records. Supervises the indexing and safe guarding of Board records. Recommends

2. ASSOCIATE FOR BOARD AFFAIRS (con't)

meeting schedules for the Board and its Committees. Communicates directly with Trustees concerning the business of the Board. Informs the appropriate officials within the Connecticut State College system and State agencies of decisions reached by the Board and policies developed by the Board. Responds to inquiries from the public, legislators, executive officers of the State Government, officials of other states, members of private agencies, Trustees, faculty members, students and college administrative officers. Prepares official correspondences for the Board and individual Trustees. Supervises clerical staff except for those members supporting the Executive Officer for Finance and Management.

3. ASSISTANT TO THE EXECUTIVE DIRECTOR

Reports directly to the Executive Director and performs such tasks as are assigned by the Executive Director. On appropriate occasions represents the Executive Director in meetings with the agencies of the Board of Higher Education, with other institutions of higher education, and with other State agencies. Serves as liaison to the Confederation of Connecticut State College Alumni Boards. Consults with Executive Director but exercises own judgment in carrying out these assignments. Schedules meetings of the Executive Director's staff, prepares its agenda, and keeps its minutes. Drafts all routine reports in cooperation with the appropriate Executive Officer, including the Annual Report to the Governor. Works directly with the Student Advisory Board and keeps its minutes.

ACADEMIC AND STUDENT AFFAIRS OFFICE

Personal Services Costs, 1977-1978

Present Positions:

Salary 1977-78 (27 pays)

Executive Officer (Vacancy)	\$40,000*
Stenographer 3 (R. Sirkin)	9,939
Total Cost of Present Positions	<u>\$49,939</u>

Total Cost - 2 positions \$49,939

*Maximum Salary

Description of Professional Position:

Executive Officer for Academic and Student Affairs

Reports to the Executive Director. Develops policy proposals on matters relating to instruction and research which are considered by the Executive Director for submission to the Board. Encourages the development of new instructional programs intended to carry out the mission of the Connecticut State Colleges. Supervises the process for review of proposed new academic programs. Administers the Trustees' policy on periodic review of current instructional programs. Encourages and supports research projects within the mission of the Colleges. Represents the Executive Director before the Connecticut Board of Higher Education on matters relating to academic and student affairs. Serves as staff officer to the Trustees' Planning Committee. Presides over and keeps the minutes of the Council of Vice Presidents for Academic Affairs. Presides over and keeps the minutes of the Council of Deans of Students. Seeks solution to problems of students which directly involve the Board or concern more than one campus, and drafts policy statements for system-wide implementation.

8/18/77

FACULTY AND STAFF AFFAIRS OFFICE

Personal Services Costs, 1977-78

Faculty and Staff Affairs Office

Present Positions:

Salary 1977-78 (27 pays)

Executive Officer (C. Ritchie)
Secretary 2 (E. Mooshegian)

\$38,349*
10,772
\$49,121

New Position:

Personnel Officer 2

15,687

TOTAL COST - 3 POSITIONS

\$64,808.

* Includes 2% merit increase (\$687)

8/18/77

FACULTY AND STAFF AFFAIRS OFFICE (continued)

Description of Professional Position:

Executive Officer for Faculty and Staff Affairs

Reports to the Executive Director. Is responsible for faculty and staff development and for the development, refinement, and consistent implementation of personnel policies. Develops strategies for collective bargaining. Serves as the Executive Director's representative during the collective bargaining negotiations and chairs the management of the Table Team. Provides staff support for the Board's committees on Personnel and Collective Bargaining. Administers the Collective Bargaining contracts. Represents the Executive Director in consultation concerning collective bargaining with the General Assembly, the Commissioner of Finance and Control, the Commissioner of Personnel and the representatives of the State Technical Colleges, the Regional Community Colleges, and the University of Connecticut. Administers the Board's Personnel Policies. Consults with the Attorney General's office on matters relating to personnel. Handles grievances at the Board level. Works directly with the College Presidents and the campuses' Deans of Personnel Administration in matters relating to collective bargaining, grievances, and personnel policies. Works directly with union representatives.

FINANCE AND MANAGEMENT OFFICE

Personal Services Costs, 1977-1978

Present Positions:

Salary 1977-78 (27 pays)

Executive Officer (F. Rossomando)	\$ 38,349*
Assistant to the Executive Officer (R. Levy)	12,420**
Associate for Audit and Fiscal Affairs (A. Boynton)	26,878
Principal Accountant (J. Bardani)	19,561
Accountant 1 (P. Attardo)	11,492
Clerk 3 (P. McConville)	8,786
Typist 2 (S. Thompson)	7,227
Typist 2 (E. Alicea)	7,106
Cost of Present Positions	<u>\$131,819</u>

New Positions:

Associate for Management Systems	\$26,000****
Accountant 2	14,499
Typist 2	7,106
Cost of New Positions	<u>\$47,605</u>

Total Cost - 11 positions

\$179,424

*Includes 2% merit increase (\$687)

**Change in Title from Administrative Assistant

Annual Salary Increase \$2,884

***Change in Title from Associate for Fiscal Affairs

****Maximum Salary

Note: The position entitled Director of Planning was abolished effective August 1, 1977. The annual salary for this position would have been \$30,983.

CO-FWR

8/18/77

Descriptions of Professional Positions:

1. Executive Officer for Finance and Management

Reports to the Executive Director. Has major responsibility for the development of policies and procedures in matters relating to finance and management. Responsible for the analyses of information relating to finance and management and for its presentation in forms that are the most easily understood. Develops operational and capital budgets for General Fund, Auxiliary Fund, Educational Extension Fund, and Fees Fund. Serves as staff officer to the Trustees' Budget Committee. Represents the Executive Director before the Board of Higher Education, in matters dealing with the fiscal affairs of the Connecticut State Colleges, and in dealings with the State Budget Division and the Commissioner of Finance and Control. Works directly with the College Presidents, their chief financial officers, and their chief Academic Officers in matters relating to finance, management, and business. Presides over and keeps the minutes of the Council of Vice Presidents for Administration.

2. Assistant to the Executive Officer for Finance and Management

Reports to the Executive Officer for Finance and Management. Works on special projects assigned by the Executive Officer for Finance and Management. Works directly with the Executive Officer in the preparation of all financial reports including budget documents and fiscal studies on appropriate forms. Supervises the indexing and safe guarding of all financial documents. Communicates directly with the chief fiscal officers of the state colleges concerning financial and management affairs. Responds to inquiries from the colleges and other state agencies in matters relating to fiscal affairs. Maintains personnel position count for the state college system. Assigns to and supervises the work of clerical staff.

3. Associate for Audit and Fiscal Affairs

Reports to the Executive Officer for Finance and Management. Works on special projects assigned by the Executive Officer. Aids the Executive Officer in the development of the Operating Budget and the Capital Budget. Administers the Operating Budget, constantly monitoring expenditures made by the Colleges. Responsible for fiscal analyses made to support administrative decisions and which are necessary for policy development. Reviews and checks all proposed Board resolutions to insure consistency and conformity to the General Statutes. Supervises the collections for National Direct Student Loans (presently there are over 10,000 accounts). Develops and constantly reviews the amortization schedules on self-liquidating projects to insure prudent management. Performs internal audits as requested. Follows up on auditors' reports to insure compliance with the General Statutes and Comptroller's regulations.

4. Director of Management Systems

Reports to the Executive Officer for Finance and Management. Responsible for the development of and management of both a computer based and manual management information system based upon the WICHE and NCHEMS standards and procedures. Direct responsibility in collecting and consolidating management information reports concerning budgets, expenditures, workloads, space utilization, enrollment data, program costs and other matters as determined by the Executive Director or by the Executive Officer for Finance and Management. Presides over meetings of campus representatives concerned with the management information system. Represents the Executive Director and the Executive Officer in meetings with the Board of Higher Education and other state agencies in matters relating to the development and implementation of management information studies.

CENTER FOR THE COLLECTION OF STUDENT LOANS

Personal Services Costs 1977-1978

Present Positions:

Salary 1977-78 (27 pays)

Associate Accountant (R. Canfield)	\$17,748
Bookkeeping Machine Operator (J. Parmenter)	8,125
Typist 2 (C. Dobosz)	<u>7,107</u>
Cost of Present Positions	\$32,979

Total Cost 3 positions

\$32,979

NOTE: There are no professional positions in the Center.

CO-FWR
8/18/77



STATE OF CONNECTICUT

BOARD OF TRUSTEES

FOR THE STATE COLLEGES

P. O. Box 2008

NEW BRITAIN, CONNECTICUT 06050

TEL NEW BRITAIN: 203-229-1607

TEL HARTFORD: 203-566-7373

RESOLUTION

concerning

RESTRUCTURING OF THE CENTRAL ADMINISTRATION

September 9, 1977

WHEREAS, The Trustees recognize that the Central Administration for the Connecticut State Colleges must be strengthened in certain specific ways if the Trustees are to have the knowledge needed for decision-making, policy development, and control, and

WHEREAS, Such strengthening is necessary if the Trustees are to maintain their accountability, and

WHEREAS, The Trustees have given careful consideration to the restructure of the Central Administration, and

WHEREAS, The document entitled "Proposed Restructuring of the Central Office of the Board of Trustees for the Connecticut State Colleges," dated August 18, 1977, revised, September 7, 1977, and which is attached to this resolution as an addendum was developed under the supervision of the Trustees, therefore, be it

RESOLVED, That the aforementioned document which is attached to this resolution as an addendum be and hereby is adopted and shall be used to restructure the Central Administration, and be it

RESOLVED, That, in keeping with provisions stated in the addendum to this resolution, the following professional personnel changes are approved; effective upon approval by the Board of Higher Education:

1. Two new unclassified positions are established - Assistant to the Executive Director at an annual salary of not over \$27,000, and a Director of Management Systems at an annual salary of not over \$26,000.
2. That the title of the position Executive Officer for Academic Affairs be changed to Executive Officer for Academic and Student Affairs with an annual salary of not over \$40,000.

3. That the title of the position Executive Assistant be changed to Associate for Board Affairs with an annual salary of \$16,554.
4. That the title of the position Administrative Assistant be changed to Assistant to the Executive Officer for Finance and Management with an annual salary of \$12,420.
5. That the title of the position Executive Officer for Student, Faculty, and Staff Affairs be changed to Executive Officer for Faculty and Staff Affairs and that the incumbent be provided a two percent merit increase (\$687) bringing his annual salary to \$38,349.
6. That the incumbent of the position entitled Executive Officer for Finance and Management be provided a two percent merit increase (\$687) bringing his annual salary to \$38,349.
7. That the position entitled Associate for Fiscal Affairs be changed to Associate for Audit and Fiscal Affairs.
8. That the position Director of Planning, eliminated effective August 1, 1977, be officially removed from current staffing charts of the Central Administration, and be it

RESOLVED,

That in keeping with the provisions stated in the addendum to this resolution, the following non-professional personnel changes are approved, effective immediately:

1. Three new classified positions are established at salaries provided in the State Salary Schedule - Personnel Officer 2, Accountant 2, and Typist 2.

A Certified True Copy:

James A. Frost
Executive Director



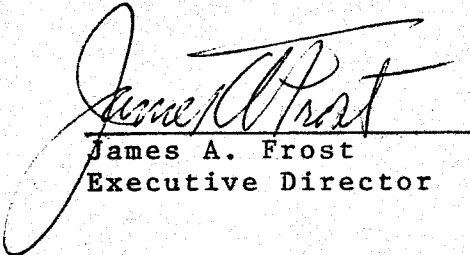
STATE OF CONNECTICUT
BOARD OF TRUSTEES
FOR THE STATE COLLEGES

P. O. Box 2008 New Britain, Connecticut 06050
827-7700
TEL. NEW BRITAIN: 203-~~23-1000~~ 203-466-7978

MOTION

October 6, 1978

Trustees approved a motion to increase the maximum salary for the Management Information System Director's position to \$35,000.



James A. Frost
Executive Director



STATE OF CONNECTICUT
 BOARD OF TRUSTEES
 FOR THE STATE COLLEGES

P. O. Box 2008 NEW BRITAIN, CONNECTICUT 06050
 TEL NEW BRITAIN: 203-229-1607 TEL HARTFORD: 203-566-7373

RESOLUTION

concerning

RESTRUCTURING OF THE CENTRAL ADMINISTRATION

September 9, 1977

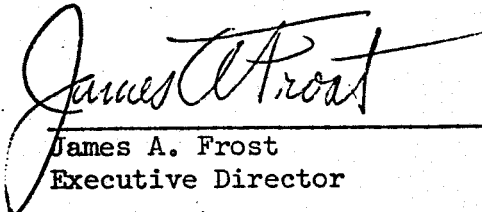
- WHEREAS, The Trustees recognize that the Central Administration for the Connecticut State Colleges must be strengthened in certain specific ways if the Trustees are to have the knowledge needed for decision-making, policy development, and control, and
- WHEREAS, Such strengthening is necessary if the Trustees are to maintain their accountability, and
- WHEREAS, The Trustees have given careful consideration to the restructure of the Central Administration, and
- WHEREAS, The document entitled "Proposed Restructuring of the Central Office of the Board of Trustees for the Connecticut State Colleges," dated August 18, 1977, revised, September 7, 1977, and which is attached to this resolution as an addendum was developed under the supervision of the Trustees, therefore, be it
- RESOLVED, That the aforementioned document which is attached to this resolution as an addendum be and hereby is adopted and shall be used to restructure the Central Administration, and be it
- RESOLVED, That, in keeping with provisions stated in the addendum to this resolution, the following professional personnel changes are approved; effective upon approval by the Board of Higher Education:
1. Two new unclassified positions are established - Assistant to the Executive Director at an annual salary of not over \$27,000, and a Director of Management Systems at an annual salary of not over \$26,000.
 2. That the title of the position Executive Officer for Academic Affairs be changed to Executive Officer for Academic and Student Affairs with an annual salary of not over \$40,000.

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5. That the title of the position Executive Officer for Student, Faculty, and Staff Affairs be changed to Executive Officer for Faculty and Staff Affairs and that the incumbent be provided a two percent merit increase (\$687) bringing his annual salary to \$38,349.
6. That the incumbent of the position entitled Executive Officer for Finance and Management be provided a two percent merit increase (\$687) bringing his annual salary to \$38,349.
7. That the position entitled Associate for Fiscal Affairs be changed to Associate for Audit and Fiscal Affairs.

RESOLVED, That in keeping with the provisions stated in the addendum to this resolution, the following non-professional personnel changes are approved, effective immediately:

1. Three new classified positions are established at salaries provided in the State Salary Schedule - Personnel Officer 2, Accountant 2, and Typist 2.

A Certified True Copy:



James A. Frost
Executive Director