

<p><i>1. Board Convenes the Regular Meeting</i></p>	<p><i>1.1 (a) Call to Order and Roll Call</i>                  Vice Chair Shroka called the meeting to order at 5:01 pm.</p> <p>Trustees Present: Ms. Shroka, Mr. Stanton, Mr. Tomei, Mr. Virgilio and Student Trustee Tuz                  Trustees Not Present: Ms. Howland, Mr. Newsome, Ms. Songer</p> <p>Others Present: Dr. Suddick, President; Mr. Ammon, Interim Vice President of Education, Mr. Appleton, Vice President of Business Services and Finance; Ms. Fay, Chief Human Resources Officer; Mr. Harden, Vice President of Strategy; Ms. Hlavin, Vice President of Student Development; Mr. Kozak, Chief Information Officer; Dr. O’Brien, Vice President of Community and Workforce Partnerships; Ms. Laba, Executive Assistant to the President &amp; Recording Secretary; Ms. Dikelsky, Assistant Chief of Staff; Ms. Locallo, Legal Counsel, Robbins Schwartz; and other guests.</p>
<p><i>2. Approval of the Agenda</i></p>	<p>Vice Chair Shroka called for a motion for approval of the agenda.  <b>It was moved</b> by Trustee Tomei and seconded by Trustee Virgilio for approval of the agenda as presented.</p> <p>Upon roll call, the vote was as follows:                  Student Advisory Vote: Aye                  Ayes: Shroka, Stanton, Tomei, Virgilio                  Nays: None                  The vote being (4) Ayes and (0) Nays, the Chair declared the motion carried.</p>
<p><i>3. Receipt of Notices, Communications, Hearings, and Petitions</i></p>	<p>Vice Chair Shroka announced that this was the point in the meeting reserved for those in the audience to address the Board. Instructions were given on how speakers would be able to offer their public comment at the podium.</p> <p>No individuals requested to speak to the Board.</p>
<p><i>4. Employee Retention and Success</i></p>	<p>Dr. Suddick welcomed everyone to the Committee of the Whole Meeting on the topic of Employee Retention and Success and thanked the Board for the opportunity to thoughtfully review and discuss this important and dynamic topic. The primary goal of the meeting is to receive feedback about the Board’s aspirations and guidance related to this topic to provide clarity and unify the College’s work in this area.</p> <p>Dr. Suddick offered background information to frame the discussion. To provide a starting point that gives broader context for this topic, Dr. Suddick showed a video: Gallup’s State of the Global Workplace: 2022 Report (<a href="https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx">https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx</a>).</p> <p>The “Great Resignation,” “Great Shuffle,” “Great Reshuffle,” has caused the greatest workforce scarcity in nation’s history and has affected CLC.</p> <ul style="list-style-type: none"> <li>• Vacancies increased</li> <li>• Resignation notices decreased initially</li> <li>• Strain on remaining team to cover vacancy gaps</li> </ul>

- Need to revamp traditional recruitment methods
- Need to think about retention in new ways
- Limitations of navigating challenges as a publicly funded institution
- Multi-generational workforce
- Perceptions and expectations of the workplace environment
- Impacts of the pandemic on employees
  - Early retirements
  - Anxiety and stress
  - Challenges to maintaining positive culture among employees working in a hybrid workplace including some employees working remotely and some in person
  - Workload management

Sue Fay shared an overview of CLC’s employee retention and success efforts. At its meeting in March 2022, the Board received a comprehensive report on the CLC Employee Success and Faculty Success frameworks and acted to adopt revisions to CLC’s total rewards philosophy.

Five-year turnover data from CLC was shown in comparison with Bureau of Labor Statistics (BLS) national and regional data. While CLC’s trend in turnover has increased, it remains below the levels being seen nationally and regionally in the comparison category for higher education.

An interesting note is the apparent lag in the pandemic effect on turnover at CLC. While national and regional data reflected the impact of COVID-19 on employment in 2020-2021, CLC did not experience increased turnover until 2021-2022. Disaggregation of the data by type of separation was outlined, as were highlights of CLC’s emphasis on employee retention during the Great Resignation. Over the five-year period, the majority of data remained generally consistent.

The largest expenditure in CLC’s annual budget is personnel costs, comprising salaries and employee benefits. Personnel costs increased from \$87.4M in FY 2022 to \$89.9M in FY 2023, up 2.9%. This represents 76.4% of total operating expenditures, similar to FY 2022 of 75.5%. Personnel expenditures are relatively easy to predict since these costs are driven primarily by multi-year union contracts.

Strategic Pillar 5 Collaborative Culture supports all employees. This strategic plan launched in 2019 has led to the development of the Total Rewards Philosophy and the Employee Success Framework.

To meet employees’ specific needs and help them succeed, CLC has created the Employee Success Core Team, which includes a taskforce to create a new 1<sup>st</sup> year experience for employees, and another team developing the Faculty Success Framework.

**What is the Board’s aspirational vision for employee retention and success that will guide Board and president strategic partnership goals moving forward?**

**Discussion:**

**Trustee Virgilio:** CLC has point-of-retention constraints that private sector employers may not have. To make this a really great place to work – employees need compensation, tools to perform their jobs; providing the right tools will cost the College money.

**Trustee Stanton:** As a student at CLC, he was impressed that CLC attracted a high caliber of professors, with its compensation and collegiality. CLC should focus on education as a core principle. Important to have the mission that we are educating people, to keep front and center that CLC is about higher education. Also, important to find ways to partner with the community.

**Trustee Tomei:** CLC should be about education first, and ensure that CLC’s aspirational vision can be conveyed to everyone. Noted that CLC had turnover numbers below the average in 2020 but that category has now ballooned. Would like to see a goal of having turnover rates in the 5% range similar to prior years.

**Trustee Virgilio:** Meeting specific numbers will be difficult because of the realities of the issues. There is a sense of gratification of working at a higher university – a sense of really impacting students.

**Trustee Stanton:** Wondered about salaries for full-time and adjunct faculty and affordability of hiring faculty with doctoral degrees.

**Trustee Shroka:** Noted that the data indicates the lowest turnover among CLC faculty – higher turnover was evident in staff.

**Student Trustee Tuz:** A question many students have is what do we do after we leave CLC. What constitutes a transformative education – the soul of the school has to align with its mission.

**Trustee Shroka:** Attended the recent CLC celebration of employees reaching work-year milestones. The theme of employees’ responses when asked, why did you choose to come to CLC, was because someone told them that CLC was a great place to be. Also, people like to be recognized. We need to keep in mind what the college can do to keep CLC a place that people want to come to and work. What can we do to keep corporations from “stealing” our employees? Another challenge is that many young people are willing to change careers or workplaces, more than employees generally did in the past.

**Trustee Tomei:** Identify where we fall short in employee recognition efforts.

**Takeaways:**

- Ensure every employee understands the CLC vision and mission
- Attract high-caliber people
- Ensure employees are paid well and have the right tools to do their work
- Strive to improve recognition efforts for all employees
- Explore the use employee net promoter scores (eNPS)
- Determine what factors are most important to measure for CLC and how to measure those factors
- Conduct micro-surveys to get employee feedback

**Flexible Work Arrangements Policy**

Anita Neville and Anita Gorski, co-chairs of the Flexible Work Taskforce, described how the team developed the proposed Flexible Work Arrangements Policy and outlined details.

	<p>Project Scope:</p> <ul style="list-style-type: none"><li>• Focused on developing an equity-driven policy</li><li>• Focused procedure and white paper on Board-appointed non-bargaining staff, exempt and non-exempt</li><li>• Adhered to shared governance procedures by obtaining feedback from senates, Governance Coordinating Council (GCC), College Leadership Team (CLT), as well as seeking legal review and considering risk management.</li></ul> <p>Topics that shaped policy and procedure:</p> <ul style="list-style-type: none"><li>• Student customer and community focus</li><li>• Recruitment and retention</li><li>• Levels of authority</li><li>• Equitable access to technology</li><li>• Eligibility considerations</li><li>• Evaluation and review</li></ul> <p>Policy</p> <ul style="list-style-type: none"><li>• Identified best practices using 10 peer institutions as well as private employers</li><li>• Defined modalities: Remote work, compressed work week, flextime – modified start / end times, and job share.</li></ul> <p>Procedure</p> <ul style="list-style-type: none"><li>• Reviewed documents and forms developed and used by peer institutions</li><li>• Developed a decision tree to guide employees through decision-making steps</li><li>• Established need for leaders and employees to complete training</li><li>• Designated supervisors to have decision-making authority, but employees can appeal denials</li></ul> <p>Training Plan Topics</p> <p>Supervisor/Manager Training:</p> <ul style="list-style-type: none"><li>• Creating cohesive team culture in a flexible work environment<ul style="list-style-type: none"><li>○ Maintaining team accountability</li><li>○ Completing regular performance reviews</li><li>○ Navigating a new work format</li></ul></li><li>• Managing risk</li><li>• Implementing College policies and procedures equitably</li><li>• Managing schedules and time off</li><li>• Ensuring coverage to meet operational needs</li></ul> <p>Employee Training:</p> <ul style="list-style-type: none"><li>• Understanding role</li><li>• Understanding responsibility</li><li>• Completing required documentation</li></ul> <p>Summary: Establishing this policy may help to retain and recruit employees at CLC.</p>
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Discussion:

**Trustee Tomei:** It is a tremendous benefit to be able to work from home, to have a change in scenery. This can go a long way to mitigate the high number of turnovers. Expects that with this option to employees, turnover numbers will decrease.

**Trustee Virgilio:** Appreciate this work – expects this will be a successful program and will be a great retention tool.

**Trustee Shroka:** Appreciated the comprehensive work done by the taskforce. Will CLC need new software to help track? Will leaders be trained?

**Response:** Yes, training for leaders is planned first, then training for employees will follow.

**Trustee Virgilio:** From technology side – user end, how does that work? (for example, having acceptable connection speed)

**Response:** CLC provides laptops, internet will be the responsibility of employees.

**Trustee Shroka:** How do you keep the feeling of community if there are a lot of people working remotely. It will be a challenge to keep people happy.

**Response:** Many CLC employees work remotely now. The balance is to provide flexibility with broad rules, so that customer and students needs are served. The shift to remote work during the pandemic caused a lot of conversation. Leaders are striving to maintain a cohesive culture and learning ways to keep teams together when some employees work off campus.

**Trustee Shroka:** For employee framework, is there peer mentoring?

**Response:** Not formally at this time, but both employee framework and faculty framework development teams are talking about building mentoring into the frameworks.

**Student Trustee Tuz:** Community cohesiveness is a big concern.

#### **Great Colleges to Work for Survey (GCTWF) Follow-Up**

Dr. Suddick reviewed next steps in place for following up on the GCTWF survey results.

Examples, but not a full list, of CLC’s past responses to survey results include:

- Cyclical pay review process
- Development of CLC Hub as a communication tool
- Communications systems, such as Chats with Lori
- All-College Kickoff Week engagement opportunities
- Shared Governance refresh project
- Performance review revisions to be values-based
- Employee recognition program refresh and driven by peer-led team
- Infrastructure and spaces to support professional development faculty and staff
- Flexible work arrangements taskforce

For the most recent survey results, CLC is planning to conduct a series of unit-based employee visioning sessions with a timeline to start in upcoming months and continue through March 2023. The visioning sessions will focus on the following themes that emerged from the survey data:

- Confidence in senior leadership
- Communication
- Collaboration
- Performance management

	<p>Discussion:</p> <p><b>Trustee Shroka:</b> Likes that employee visioning sessions will directly engage employees, and appreciates the format to ensure a safe place for expressing views.</p> <p><b>Trustee Virgilio:</b> Likes the idea of getting intermittent feedback back to the Board in order to keep current with what is going on.</p> <p><b>Trustee Tomei:</b> Likes the idea of visioning sessions as constructive way to approach the survey results. Likes that CLC is being nimble in reacting to the challenges.</p> <p><b>Trustee Virgilio:</b> Would like to know how the Board can facilitate and share out the work represented in these plans. Part of the Board’s job is public relations, so looking for guidance on how can the Board can help promote this good work.</p>
<p>7. <i>Adjournment</i></p>	<p>Vice Chair Shroka called for adjournment.</p> <p><b>It was moved</b> by Trustee Tomei, seconded by Trustee Stanton, and unanimously carried that the meeting be adjourned at 6:58 pm.</p> <p>Upon roll call, the vote was as follows:                  Student Advisory Vote: Aye                  Ayes: Shroka, Stanton, Tomei, Virgilio                  Nays: None                  The vote being (4) Ayes and (0) Nays, the Vice Chair declared the motion carried.</p>

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 Julie Shroka, Vice Chair

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 Torrie Newsome, Secretary