

Vice President for Human Resources

Position Profile

CT STATE
COMMUNITY COLLEGE

www.ctstate.edu


Pauly Group INC
ACADEMIC SEARCH CONSULTING

<https://www.paulygroup.com/>

About the College

Connecticut State Community College (CT State) was established on July 1, 2023, following a strategic decision by the Board of Regents to unify the state's 12 community colleges into a single, student-centered institution. Today, CT State is Connecticut's largest higher education institution and the largest community college in New England, serving more than 65,000 students through credit-bearing and non-credit programs across 12 campuses and more than 30 additional instructional locations. This unification has expanded access to high-quality, affordable education while increasing student mobility, course completion and alignment with our state's workforce goals.

More than just a structural transformation, CT State's unification under a single accreditation represents a commitment to equity, innovation, and student success—ensuring that every learner has the resources and opportunities to thrive. CT State is a member of the Connecticut State Colleges and Universities (CSCU) system, which includes four state universities, a fully online college, and CT State Community College. The system is governed by the Connecticut Board of Regents for Higher Education.

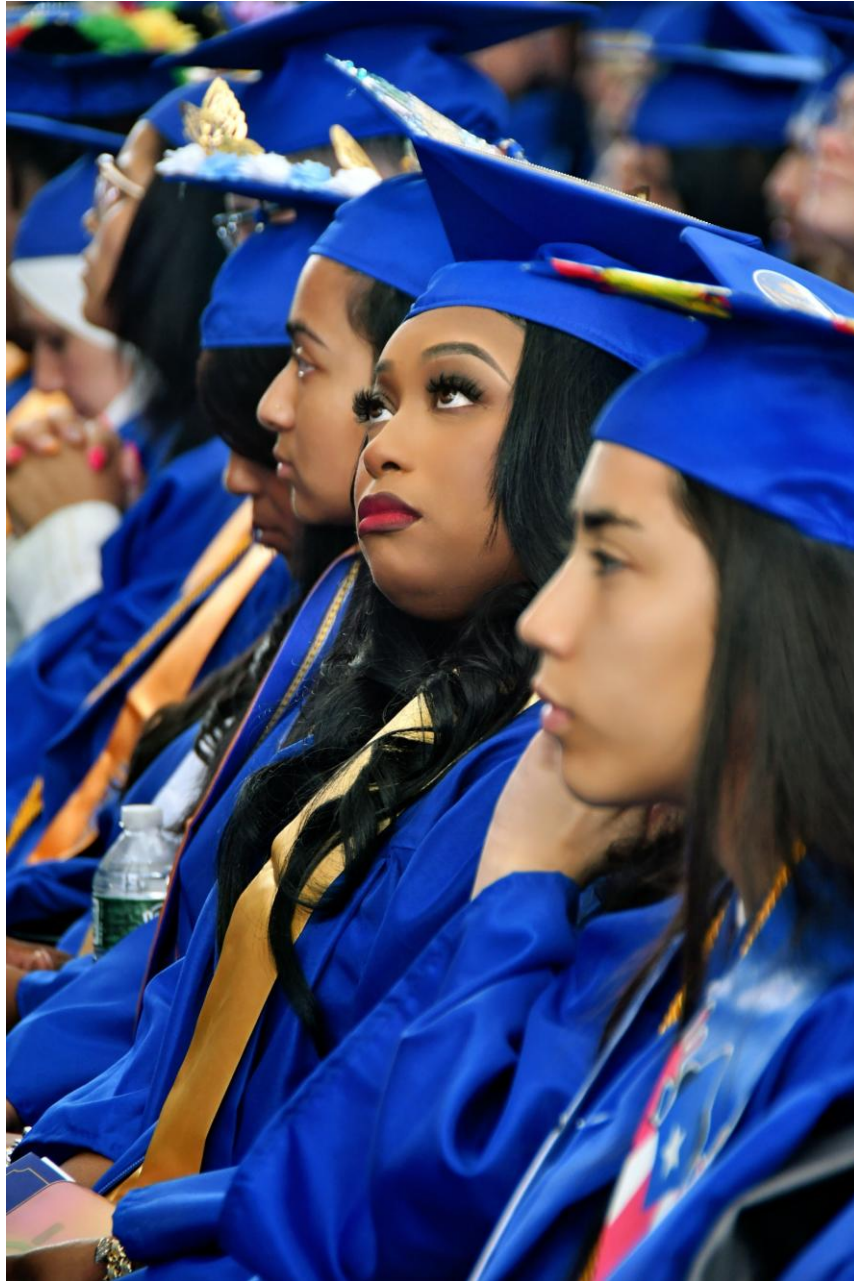
The launch of CT State was an ambitious and transformative effort, requiring resilience, collaboration, and innovation to overcome a series of challenges. Unifying 12 campuses and multiple satellite locations meant streamlining processes while preserving each campus's unique strengths. The transition of staff and reporting lines demanded careful coordination and a shared commitment to the college's mission. Despite headwinds, the college has embraced change with determination that has positioned CT State for a stronger, more unified future.

As a statewide, commuter-focused college, CT State serves an increasingly diverse student body with a steadfast commitment to championing access and opportunity. In 2024, CT State Community College received the 2024 Higher Education Excellence in Diversity (HEED) Award from Insight Into Diversity magazine for the first time. This national honor recognizes U.S. colleges and universities that demonstrate an outstanding commitment to diversity, equity, and inclusion. Additionally, six CT State campuses are designated Hispanic-Serving Institutions, and the college is now poised to earn that distinction as a statewide institution.

With nearly all students (98%) residing in Connecticut, 67% are the first in their families to attend college. Many balance their education with additional responsibilities—57% work while enrolled, and 21% are parents. Reflecting CT State's commitment to accessibility and flexibility, 40% of students take classes at multiple campuses, 65% take at least one remote course, and 23% study entirely online.



About the College (Continued)



This dedication to student access and success was exemplified in May 2024, when CT State celebrated its inaugural commencement with a series of ceremonies across the state. More than 4,600 graduates from 164 Connecticut towns earned 5,007 associate degrees and certificates. The graduating class ranged in age from 17 to 82 and included 190 students with a military background and 1,632 who completed their education through Connecticut's free college program. Healthcare and nursing were among the top fields of study, with 958 graduates, alongside majors in general studies, business, liberal arts and sciences, and psychology. Additionally, 882 graduates earned CSCU transfer degrees, furthering their academic and professional aspirations.

Supported by talented faculty scholars and dedicated staff, CT State campuses pride themselves on supportive spaces where students of all ages, backgrounds and abilities come together to achieve their academic goals and prepare for a more vibrant future for themselves and for their families. While each CT State campus has its own unique identity, all students can be assured that beyond the classroom, CT State strives to provide access to a comprehensive range of student-centered services designed to support their academic success. These services include:

- Art Galleries
- CAD Labs
- Career Services
- Childcare Services
- Dark Rooms
- Dining Services
- Disability and Accessibility Services
- Small Business Centers
- Equity Centers
- ESOL Programs
- Fine Arts Studios
- Fitness Centers
- Food Pantries
- Foreign Language Labs
- Graphic Design Labs
- Libraries
- Men's and Women's Centers
- One-Stop Enrollment Centers
- Photography Lighting Studios
- Study-Abroad Programs
- Tutoring and Academic Support
- Veterans Services/OASIS Centers
- Wellness Centers/Mental Health Counseling

The College represents employees, both full-time and part-time, in nine unclassified and classified bargaining units. The college also has Management Confidential employment contracts with administrative leaders of the institution.

CT State is one of the largest employers in the state with 5,367 employees.

In 2024, WalletHub ranked CT State as the third-best statewide community college system in the nation, based on a comparison of 653 community colleges.

Mission and Vision

Mission

Connecticut State Community College provides access to academically rigorous and innovative education and training focused on student success. The college supports excellence in teaching and learning, makes data-informed decisions, promotes equity and advances positive change for the students, communities and industries it serves.

Vision

Connecticut State Community College is recognized for exceptional student success, educational leadership and transformative collaboration with business and industry, government, educational and key stakeholders while advancing diverse opportunities for Connecticut's citizens and communities.



About Connecticut and the Region



Connecticut, home to 169 cities and towns, is where most CT State students originate and then remain to contribute to the state as working professionals. Ranked among the top in the nation for education, it offers exceptional schools and universities. As one of the safest states, it provides a secure environment for families, along with world-class healthcare and a strong economy. Its diverse landscapes offer abundant outdoor and cultural attractions, from hiking trails and beaches to renowned sites like the Mark Twain House and Mystic Seaport. With a high quality of life and thriving job market, Connecticut is a premier destination for both living and leisure.

As the largest CT State campus, Gateway serves the residents and businesses of the greater New Haven, Connecticut region with innovative educational programming. New Haven, a vibrant mid-sized city, features a diverse population, distinct neighborhoods, and a blend of historic and modern infrastructure. Each year, more than 14,000 students enroll in over 90 academic programs, pursuing college credit, professional development, and personal enrichment. Gateway offers associate degrees and certificates in programs designed for transferring to four-year universities, as well as career-focused pathways in engineering, automotive technologies, technical studies, healthcare, and business. Its downtown New Haven location provides students with rich social and cultural opportunities.





CT State is committed to collaborative decision-making through shared governance. Developed over four years (2018-2022) with faculty and staff input to meet accreditation standards, CT State's Shared Governance structure ensures broad participation in institutional decision-making. Key components include:

- Local Governance Bodies at all 12 campuses for faculty, staff, and students
- College Senate, reporting to the CT State President
- Statewide Disciplinary Councils (SDC), reviewing curriculum proposals
- Statewide School Area Curriculum Committees (SACC), feeding into the Curriculum Congress
- Curriculum Congress, overseeing all academic programs
- CSCU Student and Faculty Advisory Committees, advising the Board of Regents

Accreditation

CT State is accredited by the New England Commission of Higher Education (NECHE), which accredits schools and colleges in the six New England states. In fall 2025, NECHE affirmed CT State's progress of continued implementation of the merger from 12 colleges into one cohesive institution and confirmed the college will undergo its comprehensive evaluation in Fall 2027 to obtain full accreditation as a singly accredited institution. This reflects institutional stability and that the Commission believes CT State is making good progress improving student outcomes, improving financial stability, and showing measurable progress post-merger.

CT State seeks full accreditation as a singly accredited college by 2028.



Opportunity Overview

Establish Processes and Procedures

Following the consolidation of the State's community colleges into one college, CT State Community College, there has been a noticeable need for clearly defined and well-structured HR practices. The Vice President of Human Resources will have a process-oriented approach while maintaining a strategic vision for the department's future. This individual should possess the skills and experience necessary to establish short-term objectives that enhance the efficiency of HR procedures, as well as develop long-term goals—such as implementing technological advancements—that will streamline processes over time.

Strong Communication, Training, and Decision-making Skills

The Vice President for Human Resources should show decisiveness and consistent decision-making to keep the organization moving forward. This role calls for leadership that blends approachability and adaptability, meeting the needs of the HR team while holding everyone accountable and delivering results.

One significant issue within the department is unclear communication about procedures, both among HR staff and across the campuses. This lack of clarity leads to confusion over roles, lack of accountability, and whom to contact with concerns. To address this, the Vice President must focus on thorough training for documented processes at the department and campus levels, ensuring clarity and consistency throughout the organization.

Labor Relations

The incoming Vice President for Human Resources should have extensive experience working in unionized environments and be skilled at improving hiring and termination procedures while respecting collective bargaining agreements. Since CT State Community College and its staff are part of the State of Connecticut Government, this candidate must understand the unique aspects of CT State Community College employees. Another key task is to create standardized job descriptions that ensure consistency at every campus. Additionally, the ideal candidate will be able to distinguish between union-related matters and governance issues when handling complaints and designing uniformed processes.

Build Relationships

CT State Community College has undergone significant transformation in recent years. While consolidation has created new opportunities, it has also resulted in change fatigue across the institution. Employees are seeking clarity, consistency, and stability.

The Vice President of Human Resources will play a pivotal role in fostering relationships within the college's HR team, throughout CT State Community College, and across Connecticut State Colleges and Universities. Establishing comprehensive training programs, promoting collaboration, demonstrating effective decision-making abilities, and enhancing communication will be essential to rebuilding and strengthening these relationships.

Job Description

Job Summary:

The Vice President of Human Resources/Chief Human Resources Officer (VP/CHRO) serves as a key member of CT State Community College's executive leadership team and is the principal strategic advisor to the CT State Community College President on all workforce-related matters. As the institution's highest-ranking human resources leader, the VP/CHRO provides enterprise-wide vision, leadership, and direction for CT State's complex human capital strategy, ensuring alignment with CT State's mission, the Board of Regents for Higher Education (BOR), and state and federal law.

The VP/CHRO is responsible for shaping a forward-looking HR strategy that strengthens organizational culture, enhances employee engagement, and supports CT State's long-term institutional priorities. This leader plays a central role in driving organizational transformation, leading college-wide change management initiatives, and modernizing HR operations across CT State's twelve (12) campuses.

The VP/CHRO partners closely with campus and system leaders, shared governance, academic leadership, and union partners to support a collaborative, transparent, and high-performing workplace. While some of the services are directly administered by the VP/CHRO, others are administered through the CSCU System Office Shared Services. The role supports approximately 6,700 full- and part-time faculty and staff across multiple bargaining units and non-represented management and confidential employee groups.

As CT State's senior steward of human resources, the VP/CHRO plays a defining role in shaping the institution's workforce environment, ensuring operational excellence, and positioning CT State as an employer of choice in the State of Connecticut and across the higher education landscape.

Examples of Duties:

The following examples of duties illustrate the general range of tasks assigned to the position but are not intended to define the limits of required duties and responsibilities. Other essential duties may be assigned consistent with the general scope of the position.

1. Participates in CT State's labor contract negotiations, develops bargaining strategies, and effectively manages employee relations, keeping key CT State leaders informed and seeking their input and guidance. Oversees the implementation of contract provisions regarding classified and unclassified collective bargaining agreements and non-represented Management/Confidential policies in accordance with established timelines and through the correct interpretation of contract and policy language resulting in sound and fair HR services for CT State employees.
2. Develops and implements goals, objectives, policies, and priorities for the assigned HR functions and programs; recommends appropriate service and staffing levels, recommends and administers HR policies and procedures. Meets and confers with HR staff regarding interpretations of HR policies and procedures.
3. Responsible for the college's workforce planning in anticipation of staffing needs, directly supervising the Recruitment & Talent Acquisition Team to oversee the recruitment, selection and placement of faculty and staff, assuring that employment regulations and affirmative action objectives are met and that appropriately qualified candidates are referred for selection.
4. Continuously monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; assesses and monitors workloads and administrative support systems, and internal reporting relationships; identifies opportunities for improvement and directs the implementation of those improvements.
5. Assists and works collaboratively with the CT State Vice President of Diversity, Equity, and Inclusion in meeting the college's Affirmative Action/Equal Employment Opportunity goals and requirements and the annual submission of its Affirmative Action Plan.

Job Description (Continued)

6. Responsible for coordinating with the CSCU System Office regarding the administration of healthcare, retirement, and supplemental benefits. This includes the proper application, enrollment, and communication of benefits to staff.
7. Directs and manages the classification and compensation policies, programs, and practices for CT State unclassified bargaining unit and non-represented Management/Confidential employees in accordance with collective bargaining agreements, the CSCU HR Policies for Management & Confidential Professional Personnel and its associated M/C Classification & Compensation Procedures.
8. Designs and implements professional development programs including leadership and staff training, mandated trainings and new employee orientation in alignment with CT State's mission and goals. Designs long and short-term efforts to professionally develop internal capacity to facilitate and improve organizational effectiveness in alignment with CT State's strategic plan.
9. Administers agreements with represented and unrepresented employee groups; serves as CT State's primary liaison with System Office Labor Relations and Legal Affairs.
10. Promotes use of HR-related technology, systems, and databases to support HR operational needs.
11. Responsible for performance management for full-time and part-time CT State employees including the completion of annual performance appraisals.
12. Coordinates and collaborates with CSCU System Office and in the effective delivery of HR, Labor, and Employee Relations services to the entire System.
13. Develops, administers, and oversees the Human Resources departmental personnel budget, directs the forecast of additional staffing funds.
14. Coordinates with human resources and payroll shared service providers to ensure accountability and the needs of the institution are being met.
15. Serves as the CT State HR liaison with other internal divisions, CSCU constituent units, and outside agencies; provides staff support to committees and working groups; stays abreast of new HR trends and innovations in the public sector.
16. Directs the maintenance of working and official departmental files; prepares, reviews, and presents staff reports, management updates, and reports on special projects to the CT State cabinet and Executive Management Team.
17. Responds to difficult and sensitive public inquiries and complaints and assists with resolutions and alternative recommendations.
18. Performs other duties as assigned.

Qualifications:

Incumbents must possess proven ability to effectively work with a culturally, linguistically, and ethnically diverse faculty, staff, and students. They are expected to have excellent oral and written communication skills along with strong information technology literacy skills such as Microsoft Office (Word, Excel, Outlook, Teams etc.). Incumbents are required to have demonstrated advanced knowledge and abilities in the following:

- A master's degree in human resources management, or a closely related field, and a minimum of ten (10) years of related experience including at least five (5) years of supervisory experience in progressively responsible human resources positions, or a comparable combination of experience and training. Advanced degree preferred.
- Demonstrated ability to interpret and apply laws and regulations regarding employment, benefits administration, and labor relations in large and complex public agency.
- Demonstrated ability to participate in collective bargaining, to develop sound collective bargaining strategies and to administer resulting contracts, including the management of disciplinary and grievance matters under those agreements.
- Demonstrated ability to direct and perform all the profession-based fields of human resource administration including employment administration, affirmative action, fair employment practices, performance management, training and organizational development, compensation and benefits administration, data management, payroll administration and accommodation of employees with disabilities.

Application Process



Apply online at www.paullygroup.com and click on "Apply Now" for Connecticut State Community College, Vice President for Human Resources..

Attach the following 3 items as application: (1) a cover letter that addresses the general responsibilities, and the required qualifications, desired characteristics, and qualities listed in the Opportunity Overview; (2) a current resumé; and (3) reference names and contact information.

Please direct all confidential inquiries and nominations to the College's search consultant,

Dr. Angela Provar
President
Pauly Group Inc.
3901 Wood Duck Dr. Suite E, Springfield, IL 62711
Phone: 217-241-5400 Fax: 217-241-5401
Email: aprovar@paullygroup.com

The committee will begin review of applications immediately. Applications will be accepted until the position is filled, with materials submitted by **Monday, June 22, 2026** receiving priority consideration. All applications are confidential and references will not be contacted without the expressed authorization of the applicant.

CT State Community College does not discriminate on the basis of age, ancestry, color, national origin, gender identity or expression, genetic information, learning disability, marital status, intellectual disability, physical disability (including but not limited to blindness), present or past history of mental disability, prior criminal record, race, religious creed, sex (including pregnancy and sexual harassment), sexual orientation, retaliation for previously opposed discrimination or coercion, veteran status, victims of domestic violence, sexual assault, and/or trafficking or any other federal or state protected class in its employment, programs, and activities, unless the provisions of Section 46a-80(b) or 46a-81(b) of the Connecticut General Statutes are controlling or there are bona fide occupational qualifications excluding persons in one of the above protected groups.

