

Sam Connally

CONTACT INFO

5500 Timber Creek Ct.
Prospect, KY 40059

502-553-8816
samconnally@aol.com

EDUCATION

Master of Business Administration, Duke University	Oct 1986
Master of Divinity, Boston University	May 1976
Bachelor of Arts, Principia College, with Honors	Aug 1973
U.S. Air Force Academy, with Honors at Entrance	1970 - 1972

EXPERIENCE

Vice President for Human Resources University of Louisville, Louisville, KY	Feb 2010 Present
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Institutional Setting: Public research extensive institution with approximately 22,000 students, 6,500 employees, and an operating budget of \$1.2 billion organized into 12 administrative and 12 academic divisions offering 80 undergraduate and 120 graduate programs across three campuses. Responsible for a staff of 28, an operating budget of \$2.2 million, and self-insured health plan budget of \$62.0 million.

Note: While UofL is a public institution, its legacy, operating environment and institutional autonomy are comparable to a private institution. With the exception of final approval of new degree programs and tuition increases, all institutional decision making is subject to the control of the UofL Board of Trustees. All HR-related policies; all health, benefit, and retirement programs; and all compensation & classification structures are independent of other KY institutions and are autonomous – subject to the authority of the President and Provost. The Vice President for Human Resources exercises responsibility, as the President's designee, to implement and interpret all HR-related policies and employment, compensation, and benefit programs.

Responsibilities: Chief human resources officer, reporting to the Executive Vice President & University Provost. Responsible for all HR management functions including faculty, professional, and classified staff. Responsible for leading UofL's "Great Places to Work Initiative" in collaboration with Vice Provost for Faculty Affairs and Vice Provost for Diversity. In addition to serving as chief HR officer, I also serve as University EEO Officer and Title IX Administrator, responsible for compliance with all Federal employment regulations including sexual misconduct, sexual harassment and discrimination complaint investigations for a three-campus University, including UofL's Health Sciences campus and Shelby research campus.

Key Accomplishments:

- Moved HR from a traditional rules-based approach to a contemporary judgment-based approach to HR, represented most tangibly by eliminating fixed salary thresholds from all salary administration policies to a system where salary decisions are (1) based on facts & data, (2) linked to market data, (3) take internal salary equity into consideration (but are not bound by it), and (4) are reasonably documented – and characterized by "re-vesting" decision making authority in academic and administrative officers, rather than HR staff.
- Moved HR from a transactional approach (one of reviewing and approving or disapproving recommendations from campus administrators) to one in which HR staff advise campus administrators on strategies for achieving desired operational outcomes, but in which HR staff do not direct outcomes; in which HR staff are focused on "looking for ways to say yes", but in which the authority to say "no" is reserved to the chief HR officer.
- Helped foster a significant change in university culture for service units moving from a "culture of no" to a "culture of yes," in which HR has been perceived as a partner to university administrators in helping get their jobs done, within the context of shared governance, transparency, and public accountability and which recognizes the paramount role of deans and vice presidents in achieving the University's goals and mission.

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- At UofL, UNLV, and UNCW, implemented on-line, web-based search support system for faculty and professional staff; developed specific recruitment and outreach strategies to enhance the diversity of faculty and professional vacancy applicant pools; implemented processes to ensure applicant pools reflected labor market availability for minorities and women or that specific outreach efforts were undertaken to enhance the diversity of applicant pools; and developed equivalent of “in-house search firm” to support centralized support for administrative and faculty searches.
- Co-chaired campus-wide Title IX review to ensure University policies related to sexual misconduct complied with Title IX, the 2011 “Dear Colleague Letter” from U.S. DoE, and reflected best practices enumerated in the Freeh Report regarding sexual misconduct at Penn State.
- Implemented contemporary, professional HR services and policies that reflect best practices in the higher education community in the administration of a self-insured health plan and development of a health and disease management program that reduced health care costs by \$4.07 million in 2010, an additional \$1.3 million in 2012, and which was recognized with the 2011 CUPA-HR National Award for Excellence in HR Practices for aligning HR services with the teaching, research, and service mission of the University. Served as one of three founding directors of the KY Rx Coalition, a joint prescription drug purchasing coalition that resulted in savings of \$1.2 million for UofL in continuing funds.
- Served as lead co-chair of the University’s **“Great Places to Work”** initiative to identify strategies to add value to employees’ relationship with the University and foster confidence in University administration, shared governance, public accountability & transparency, professional development, commitment to educational excellence, and pride in working at UofL – increasing overall satisfaction with working at UofL from 62% to 67% in one year, reversing a previous three-year downward trend from 66% to 62%.
- Coordinated a faculty salary equity study, designed to promote salary equity based on race/ethnicity and gender among tenured and tenure track faculty. Responsible for conducting market-based evaluation of both faculty and staff salaries in relation to peer institutions, to ensure that UofL salary structures remain competitive in relation to market value and on track to realize the 2020 Vision goal of being fully competitive with market value, as well as equitable with respect to race, ethnicity, and gender.
- Enhanced staff leave programs to expand shared leave from 320 to 480 hours (coincident with FMLA entitlement period), doubled parental leave for faculty and staff from three weeks to six weeks of paid leave on birth or adoption of a child, provided three months of continuing health coverage during short term disability (in addition to three months required under FMLA) resulting in six month continuing health coverage for extended personal illness, and implemented inaugural community service leave to enhance staff commitment to public service.
- Researched, developed funding for, and implemented UofL “living wage” program that increased minimum salaries paid to staff employees from \$8.67 to \$10.00/hour effective Nov 2013, with a commitment to increasing the living wage threshold by \$.25 per hour annually from 2014 through 2017 until the living wage attains \$11.00/hour (representing a cumulative 25% salary increase over four years for our lowest salaried employees). Recognized as a forward-leaning community business leader by the Louisville Courier-Journal.

Director of Human Resources
Washington College, Chestertown, MD

Mar 2009
Feb 2010

Responsibilities: Private, baccalaureate institution with 1,500 students and approximately 500 employees. Chief HR officer reporting to President’s Chief of Staff.

Accomplishments: Time-limited appointment focused largely on implementing structural improvements to HR processing functions and updating policy environment after a period of organizational turmoil in HR.

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Founder & CEO
HigherEdDecisions, LLC

Jan 2008
Feb 2009

Responsibilities: Niche computer software company created in collaboration with the University of North Carolina at Wilmington to offer Consensus® search support software to the higher education community.

Accomplishments: Marketed search support software to higher education community during 2008 with modest success. However, this venture proved not to be commercially profitable in the headwinds of the 2008 recession, prompting a return to higher education HR administration in 2009.

Associate Vice President of Human Resources
University of Nevada, Las Vegas

Sep 2003
Dec 2007

Institutional Setting: Public research intensive institution with approximately 28,000 students; 5,500 employees; and an operating budget of \$450 million organized into seven administrative and 12 academic divisions offering 96 undergraduate and 106 graduate programs, across six campuses and three institutions (UNLV, College of Southern Nevada, and Nevada State College) in an AFSCME-represented, but non-collective-bargaining environment. Responsible for a staff of 27 and an operating budget of \$1.67 million.

Responsibilities: Chief HR officer, reporting to the Senior Vice President for Finance & Business. Responsible for all HR management functions including faculty, professional, and classified staff. EEO/AA Officer responsible for compliance with Federal & State policies, diversity programming, and exercising institutional leadership in fostering a more inclusive & just university. I was also responsible for providing selected HR services to Nevada State College, the College of Southern Nevada, and UNLV's free-standing Dental Medicine and clinical practice campus – affecting 10,000 employees on six campuses. Responsible for advising senior officers on contract compliance for faculty & professional staff, negotiating settlement agreements and contract liquidations, and ensuring compliance with statutory property-right interests in employment for classified staff in a non-bargaining, but AFSCME represented environment.

Key Accomplishments:

- Implemented on-line search support system and developed comprehensive recruitment guidelines for faculty & professional staff. Created inaugural staff development and employee relations functions.
- Developed market-based compensation & salary equity models for faculty by academic discipline, endorsed by the Faculty Senate and adopted by the NSHE Board of Regents.
- Implemented expedited recruitment processes for research positions and retirement matching on summer research for faculty to enhance the University's research mission. Developed open & competitive recruitment model for classified staff based on job-related knowledge, skill, & ability, ending historical practice of appointment by State-administered civil service examination scores only.
- Concluded OFCCP conciliation agreement with commendation; restructured EEO Plan to evaluate faculty representation by academic discipline. Articulated **UNLV Vision for Diversity** to identify goals, strategies, and performance measures to enhance diversity of student enrollment, and curricular & co-curricular activities. Integrated EEO, dispute resolution, and diversity programming into HR.
- Served on the Cabinet Implementation Oversight Committee, a presidential committee responsible for vetting all institution-wide policies prior to Cabinet review; the Presidents' Committee for an Inclusive & Just University; the Faculty Senate Fiscal Affairs Committee; and was actively engaged in supporting the Finance & Business division's role in UNLV's **Focus: 50 to 100** strategic planning initiative in 2007.
- Extensive system-wide policy and Board relations experience. Served on legislative committee to evaluate the State Health Plan and testified frequently before State Health Plan board of directors.

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**Assistant to the Chancellor & Director of Human Resources
University of North Carolina at Wilmington**

Nov 1986
Aug 2003

Institutional Setting: Public Comprehensive institution with 12,000 students, 1,800 employees, and an operating budget of \$225 million organized into five administrative and five academic divisions. Responsible for a staff of 17 and an operating budget of approximately \$1.0 million.

Responsibilities: Progressive responsibilities from initial appointment as Associate Director of HR, Director for HR, then chief HR officer reporting to the Chancellor from 1993 through 2003. Combined cabinet-level staff and operational director role resulting from the consolidation of EEO/AA and HR responsibilities. Responsible for integrating human resources management into institution-wide strategic planning. This period characterized by increasing levels of support from Human Resources to Academic Affairs for exempt and faculty personnel administration. Trustee-assigned responsibility for faculty salary analysis. Significant leadership roles in the State Personnel Roundtable, national CUPA-HR Foundation, and North Carolina Governor's Efficiency Committee (and chair of the health and other benefits sub-committee).

Key Accomplishments:

- Developed university-wide salary administration philosophy adopted by senior officers to guide recruitment of exempt, faculty, and staff employees by indexing salaries to national labor market values to maintain labor market competitiveness while maintaining internal salary equity.
- Developed faculty and administrative salary models adopted by UNCW Board of Trustees to help guide administrators in developing salary equity strategies and ensuring position budgets were adequate to support regional and national recruitment efforts.
- Pioneered the augmentation of salary reserves for exempt administrative and staff employees within the UNC system by utilizing expansion budget process in conjunction with staff in-grade salary adjustment authority and budget flexibility based on labor market studies.
- Developed and implemented Board of Trustees-approved policies concerning faculty disability salary continuation leave administration, phased retirement, and the delegation to the chancellor of appointment authority for senior academic and administrative officers.
- Consistently led UNC Wilmington in the development of human resources, payroll, and position control systems – serving as principal sponsor or co-sponsor of UNCW's implementation of SCT/IA's HRS+ in 1996; HRS 4.0 in 1997; Y2K-compliant HRS 4.1 in 1998. Co-sponsor of UNCW's migration to SunGard Banner HR through 2003.
- Co-sponsor of **HROnline** a web-based, interactive, on-line personnel work flow system deployed in 2000. Principal designer and sponsor of **HRSearch™** (subsequently **Consensus®**), a web-based search support system for administrative and faculty searches deployed in 2003.
- Served on the University Quality and Planning Council which was responsible for the institution's strategic planning including enrollment, facilities, & IT planning, major policy issues, and quality assessment; served as a member of the Chancellor's administrative cabinet and co-chaired the Equity Committee of the University's 2002 NCAA self-study.
- Appointed to the Governors' Efficiency Committee; chaired the HR advisory team on health and other benefits for state employees; testified before Legislative Committees on state pay plan.

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- Appointed by UNCW Board of Trustees to serve as professional secretary to the Chancellor Search Committee in 2002-03. Co-chaired chancellor transition team with individual responsibility for developing Chancellor Emeritus package for former chancellor for Trustees' review; arranging housing, automobile, relocation assistance, introductory campus events, and initial staffing decisions for the incoming Chancellor.
- From 1993 to 1997, I was responsible for developing and coordinating UNC Wilmington's campus-wide total quality initiative, a signature initiative of Chancellor James R. Leutze. This role entailed assisting senior officers in identifying processes critical to the university's success and likely to present opportunities for significant improvement, the definition of appropriate quality indicators and measures, and the formation and training of quality review teams. In 1996, I prepared the university's application for the North Carolina Quality Leadership Award for Education resulting in UNC Wilmington's recognition as a *Pioneer in Quality* by the NC Quality Leadership Foundation – the first university in North Carolina to be so recognized.

PREVIOUS EXPERIENCE

Associate Director of Human Resources, North Carolina State University	Jan 1986 - Oct 1986
Finance & Business Systems Analyst, North Carolina State University	Sep 1983 - Dec 1985
Classification & Compensation Analyst, North Carolina State University	Nov 1980 - Aug 1983
Chaplain (Captain), US Army, 82 nd Airborne Division, Ft. Bragg, NC	Jul 1976 - Aug 1980

PROFESSIONAL ORGANIZATIONS, CERTIFICATIONS, & AWARDS

Professional Organizations:

College & University Professional Association for Human Resources	1986 - Present
Nevada System of Higher Education, Chancellor's HR Advisory Committee	2003 - 2007
CUPA-HR Foundation (Board Member, Treasurer, & Chair)	1997 - 2002
North Carolina State Personnel Roundtable (Co-Chair 1999-03)	1992 - 2003
Atlantic Coast HRS Users' Group (Organizing Host, Board, & President)	1992 - 1994
IA/SCT (SunGard) HRS Users' Association (President 1987-88)	1983 - 1991

Presentations & Certifications:

SACUBO College Business Management Institute (CBMI) HR Instructor	2012 - 2013
Over 50 State, Regional, & National CUPA-HR, SunGard, & Related Presentations	1986 - 2014
NC Certified Public Manager (Certified with Excellence)	1995
Total Quality Management Trainer Certification (IBM Incentive Grant - Oregon State University)	1992
NC Introduction to Supervision, Public Service, Performance Management Trainer Certifications	1991

National, Regional, & State Awards:

CUPA-HR National Award for Excellence in HR Practices, UofL	2011
CUPA-HR National Award for Excellence in HR Practices, UNLV	2006
CUPA-HR National SunGard Award for Innovation in HR Technology, UNCW	2004
CUPA-HR Southern Region Award for Excellence in HR Practices, UofL	2011
CUPA-HR Southwest Region Award for Excellence in HR Practices, UNLV	2006
CUPA-HR Southern Region Award for Distinguished Service, UNCW	2002
CUPA-HR Southern Region Award for Excellence in HR Administration, UNCW	2001
KY Governor's Award for Service to the State ("Kentucky Colonel")	2012
NC Governor's Award for Service to the State ("Order of the Long Leaf Pine")	2003
NC Quality Leadership Award for Education, ("Pioneer in Quality" at UNCW)	1996
NC Governor's Award of Excellence for Innovation in HR Administration (UNCW)	1991