

# **CSCU** Board of Regents

## **AGENDA - REGULAR MEETING**

**10:00 a.m., Wednesday, June 28, 2023**

**Conducted Remotely and In Person at 61 Woodland Street, Hartford**

**Meeting will stream live at: [https://youtube.com/live/BoU7gv3\\_O\\_g?feature=share](https://youtube.com/live/BoU7gv3_O_g?feature=share)**

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**NOTE:** If any member of the public is unable to attend the meeting in real-time due to a lack of physical location or electronic equipment, they may request assistance by email to [PHeleen@commnet.edu](mailto:PHeleen@commnet.edu) at least 24 hours before the meeting.

### **OPPORTUNITY TO ADDRESS THE BOARD:**

- Written comments will be accepted concerning any matters. They will become part of the permanent record of the meeting. Written comments must be received via email to [pheleen@commnet.edu](mailto:pheleen@commnet.edu) at least 24 hours in advance of the meeting. All emails received will be compiled, shared with the Board members, and posted on the CSCU website in advance of the meeting, as well as attached to the meeting minutes. Please provide your name, affiliation (public, faculty, staff, student) and, if applicable, college or university affiliation. Anonymous emails will not be posted or shared.
- The Board encourages public comment on matters that appear on this agenda. Requests to provide in-person comments (including virtual appearances) must be received at least 24 hours in advance of the meeting by emailing the Assistant Secretary to the Board at [pheleen@commnet.edu](mailto:pheleen@commnet.edu). Each speaker must specify the subject of their comments. A confirmation email with instructions to access the meeting will be forwarded the day before the meeting. In fairness to all who wish to address the Board, each speaker must abide by a three-minute time limit. At the end of each speaker's allotted time, the speaker will be asked to yield to the next speaker.
- Presenters will be prioritized based on the agenda of the meeting. First, the Regents will hear comments on action items before them; students will speak first, followed by the public, faculty, and staff. If time remains within the 30 minutes allocated to public comment, general presentations will be heard first from students followed by the public, faculty, and staff. Supplemental information may be provided in written form for distribution to the Regents. Again, should time not be sufficient to accommodate all speakers, written submissions are encouraged.

### **1. Call to Order, Roll Call & Declaration of Quorum**

### **2. Adoption of Agenda**

### **3. Comments from Chair JoAnn Ryan**

### **4. Report from CSCU President Terrence Cheng**

### **5. Public Comment**

### **6. Approval of Previous Meeting Minutes**

- May 18, 2023 - Regular Meeting.....**Page 1**
- June 6, 2023 – Special Meeting.....**Page 26**

### **7. Consent Agenda**

- a. Academic Programs – Discontinuation.....**Page 28**
  - i. Supply Chain Analytics – Official Certificate Program – Central CT State University
- b. Academic Items - New Programs.....**Page 32**
  - i. Business Analytics – B.S. – Central CT State University
- c. Academic Items – Modifications.....**Page 54**
  - i. Graduate Reading – Remedial Reading and Language Arts Specialist – Graduate Certificate – Southern CT State University [Modification of Instructional Delivery]

- ii. Masters in Arts in Teaching - Secondary Education – Western CT State University  
[Modification of Instructional Delivery]
- d. CT State Program Alignment..... Page 60
  - i. Health Science – A.S. Degree
  - ii. Photography – Certificate
- e. CT State Policies.....Page 70
  - i. Academic Standing – New
  - ii. Associate Degrees – Revision
  - iii. Grading, Notations, and Academic Engagement – Revision
- f. CSU Professor Designation.....Page 83
- g. Finance Items.....Page 124
  - i. CSCU 2020 Funding Reallocations
  - ii. Gateway Community College – Acceptance of Gifts
  - iii. Salary Approval for CCSU Chief Human Resources Officer
- 8. **Academic & Student Affairs Committee – Ira Bloom, Chair**  
 June Meeting: <https://www.youtube.com/watch?v=d0NQg8ksFc>  
*Report. No action items*
- 9. **Audit Committee – Eleese Wright, Chair**  
*No Report. No action items*
- 10. **Finance & Infrastructure Committee – Richard J. Balducci, Chair**  
 June Meeting: <https://www.youtube.com/watch?v=ElrZfW1qlh8>  
*Report. Action Items*
  - a. Tuition & Fee Adjustments.....Page 132
  - b. CSCU Spending Plan.....Page 149
- 11. **Human Resources & Administration Committee – Holly Howery, Chair**  
*No Report. No Items.*
- 12. **Executive Committee – JoAnn Ryan, Chair**  
 June Meeting: <https://www.youtube.com/watch?v=Bthwutt9yig>  
*Report. Action Items*
  - a. Establish the Working Title of Chancellor.....Page 196
- 13. **Executive Session** – To discuss the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee.
- 14. **Adjourn**

**BOARD OF REGENTS FOR HIGHER EDUCATION  
CT STATE COLLEGES AND UNIVERSITIES (CSCU)**

**MINUTES OF REGULAR MEETING**

**THURSDAY, MAY 18, 2023**

**CONDUCTED IN PERSON AND VIA WEBEX**

**LIVESTREAMED ON**

[https://www.youtube.com/watch?v=5y\\_sJwGwvuU](https://www.youtube.com/watch?v=5y_sJwGwvuU)

<b>REGENTS - PARTICIPATING (Y = yes / N = no)</b>	
JoAnn Ryan, Chair	Y - In Person
Richard J. Balducci	N
Ira Bloom	Y - Remote
Alexander Grant, Student Regent	N
Felice Gray-Kemp	N
Holly Howery	Y - In Person
Juanita James	N
James McCarthy	Y - Remote
Richard Porth	Y - In Person
Luis Sanchez-Chiriboga, Student Regent	Y - In Person
Ari Santiago	Y - Remote
Erin Stewart	Y - Remote
Elease E. Wright	Y - Remote
*David Blitz, FAC Vice Chair	Y - In Person
*Colena Sesanker, FAC Chair	Y - In Person
*Dante Bartolomeo, Labor Commissioner	Y - Remote
*Dr. Manisha Juthani, Public Health Commissioner	N
*Alexandra Daum, DECD Commissioner	N
*Charlene Russell-Tucker, Education Commissioner	N
*Kelli-Marie Vallieres, Chief Workforce Officer	N
<i>*ex-officio, non-voting member</i>	

**CSCU STAFF:**

Terrence Cheng, CSCU System President  
 Jessica Paquette, Executive Director for Presidential Initiatives  
 Danny Aniello, Executive Director for System Project Management  
 Ben Barnes, CSCU VP of Finance and Administration  
 Dr. Rai Kathuria, CSCU Provost & SVP of Academic and Student Affairs  
 Dr. Paul Beran, Interim President, Western CT State University  
 Dr. Joe Bertolino, President, Southern CT State University  
 Ed Klonoski, President, Charter Oak State College  
 Dr. Zulma Toro, President, Central CT State University  
 Ernestine Y. Weaver, CSCU System Counsel  
 Aynsley Diamond, Associate Vice President of Academic Affairs  
 Pam Heleen, Secretary of the Board of Regents (recorder)  
 Manohar Singh, SCSU, Dean of Graduate and Professional Studies  
 Leigh Appleby, Director of Communications  
 Sean Bradbury, Senior Director of Government Relations and External Affairs

### **CALL TO ORDER**

Chair Ryan called the meeting to order at 10:04 a.m. Following roll call, a quorum was declared.

### **ADOPTION OF AGENDA**

*The motion to adopt the agenda was made by Regent Howery, seconded by Regent McCarthy and adopted by unanimous voice vote.*

### **CHAIR RYAN'S REMARKS**

- Chair Ryan congratulated Student Regents Alex Grant and Luis Sanchez on their graduations and for representing the Board of Regents at their respective ceremonies.
- She congratulated Vice Chair McCarthy, Regent Juanita James, and Regent Sophia Jappinen as the Connecticut General Assembly confirmed their nominations as CSCU Regents.

### **PRESIDENT CHENG'S REMARKS**

- President Cheng thanked everyone for attending in person and remotely.
- He recognized that the end of legislative session is approaching. The session began in January with CSCU's announcement of a plan that offered a transformative vision and an opportunity for a generational investment in CSCU. Unfortunately, that plan did not gain traction with state leaders, and CSCU is now in a potentially more precarious position. President Cheng noted that he hoped the case to investment in CSCU was made. By the June Board meeting, the budget for the coming two fiscal years will be known and he will have more detailed remarks on the situation.
- President Cheng stated that we still firmly believe in the tenets of the CSCU 2030 plan - greater student support and access, more investment in faculty and staff, and significant improvements to our physical infrastructure. Advocacy for all three will continue.
- He tamped down the rumors of imminent campus closures and stated that there are no imminent closures of any campuses around the CSCU system at this time. Every campus will open in the fall. The efforts of institutional presidents and CEOs have put the system as a whole in a position to save tens of millions of dollars over the next few years. If the biennium budget puts CSCU in an even tighter position, work will continue even more diligently - to evolve, to change, to transform, and to serve students and our communities. Everyone will work harder to impress upon state leaders the incredible value and impact of CSCU and all its campuses and institutions.
- President Cheng thanked the faculty, staff, students, and administrators who have engaged in the legislative process these past six months to advocate for CSCU.
- President Cheng summarized some of the faculty, staff and student achievements for this academic year:
  - University Research Grants - 235 Grants for \$1,155,768
  - University Promotions and Tenure
    - 38 Associate Professor to Professor
    - 31 Assistant Professor to Associate Professor
    - 41 Tenure Appointments
  - Community College Promotions and Tenure
    - 118 Various Staff Promotions
    - 8 Instructor to Assistant Professor
    - 12 Assistant Professor to Associate Professor
    - 20 Associate Professor to Professor
    - 46 Tenure Appointments

- PTK Winners - 28 Community College graduates with a 3.5 GPA or higher involved in campus activities
- Barnard Award Winners - 4 CCSU, 2 ECSU, 4 SCSU, and 2 WCSU graduates with a 3.7 GPA or higher with substantial volunteer service to their CSU and/or their community
- President Cheng congratulated all graduates.
- President Cheng announced that Dr. Elsa Nunez, president of Eastern Connecticut State University, will retire following the 2023-2024 academic year. He noted that he has benefited from Dr. Nunez's guidance and expertise over the past two years and deeply appreciates her commitment to students and academic excellence.

### **FACULTY AWARD RECOGNITION**

Regent Bloom and Dr. Kathuria recognized the 2022 - 2023 Faculty Award recipients. The awards were given to faculty who distinguished themselves as outstanding teachers, promoting instructional improvements and innovation or who are doing exceptional research, scholarly, and/or creative work that informs what they do in the classroom. Regent Bloom noted that the caliber of teaching and research award winners throughout the CSCU system is inspiring. Details of the presentation are included in Attachment A.

### **APPROVAL OF PREVIOUS MEETING MINUTES**

- **March 23, 2023 Meeting Minutes**  
Professor Blitz noted that FAC titles for himself and Professor Sesanker were reversed. Secretary of the Board noted that the correction will be made.

On a motion by Regent Porth and seconded by Regent Bloom, the amended March 23, 2023 Regular Meeting minutes were approved after a unanimous voice vote.

- **April 18, 2023 Special BOR Meeting Minutes**

On a motion by Regent Howery and seconded by Regent Stewart, the April 18, 2023 Special BOR Meeting minutes were approved after a unanimous voice vote.

### **CONSENT AGENDA**

On a motion by Regent Wright, seconded by Regent Porth, the Consent Agenda was unanimously adopted.

#### **Academic Programs**

##### **Discontinuations**

- i. Post-Baccalaureate Certificates - Southern CT State University

##### **Suspension**

- i. Early Childhood Teaching Credential (EECTC B) - Interdisciplinary Studies - Southern CT State University
- ii. Mathematics - M.A. - Western CT State University

##### **Modifications**

- i. Organizational Management - M.S. - Eastern CT State University [Modification of courses/course substitutions; change in modality; name change]

- ii. School Psychology - MS - Southern CT State University [Modification courses/course substitutions]
- iii. School Psychology - Sixth Year Certificate - Southern CT State University [Modification of courses/course substitutions]
- iv. Social Work - B.S.W. - Charter Oak State College [Modification of courses/course substitutions]
- v. Studio Art - B.A. - Southern CT State University [Name Change]
- vi. Music Education - B.S. - Central CT State University [Significant Modification of Courses / Course Substitutions]
- vii. School Health Education - M.S. - Southern CT State University [Modification of Instructional Delivery]
- viii. Graduate Reading - Remedial Reading and Language Arts - M.S. - Southern CT State University [Modification of Instructional Delivery]
- ix. Graduate Reading - Reading and Language Arts Consultant - Post-Masters Certificate - Southern CT State University [Modification of Instructional Delivery]
- x. Graduate Reading - Remedial Reading and Language Arts Consultant - Sixth Year Certificate - Southern CT State University [Modification of Instructional Delivery]
- xi. Instructional Leadership - Ed.D. - Western CT State University [Significant Modification of Courses / Course Substitutions]

New Programs

- i. Health and Wellness Management - B.S. - Western CT State University
- ii. Nursing - B.S. - Eastern CT State University

**Recognition and Awards**

Board of Regents Faculty Awards

CSU Promotions and Tenures

Faculty Research Grants

Recognizing the CSU Phi Theta Kappa (PTK) All-Connecticut Academic Team

2022-23 Henry Barnard Award Recipients

CSU Professor Nomination

## **RESOLUTIONS APPROVED ON CONSENT**

### **Academic Programs - Discontinuations**

- i. **RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of the following 17 post-baccalaureate certificates in the College of Education and College of Arts & Sciences at Southern Connecticut State University effective Spring 2024:

OHE Number	Program Name	CIP Code	College
004488	Biology Grades 7-12	131205	CoE
004509	Chemistry Grades 7-12	131205	CoE
015714	Early Childhood Education (Nursery - Grade 3)	131210	CoE
004523	Earth Science Grades 7-12	131205	CoE
015715	Elementary Bilingual Education	130201	CoE
004287	Elementary Education	131202	CoE
004580	Special Education PK-12	131001	CoE
004371	French Grades 7-12	131205	CAS
004384	German Grades 7-12	131205	CAS
004442	History and Social Studies Grades 7-12	131205	CAS
004397	Italian Grades 7-12	131205	CAS
004465	Mathematics Grades 7-12	131205	CAS
004555	Physics Grades 7-12	131205	CAS
004540	Secondary Academic Subjects, Grades 7-12 (General Science)	131205	CoE
004421	Spanish Grades 7-12	131205	CAS
004320	Special Subjects, Fields, or Instructional Areas - K-12 (Art)	131302	CAS
004566	Special Subjects, Fields or Instructional Areas - K-12 (Physical Education)	131299	HHS

### **Academic Programs - Suspensions**

- i. **RESOLVED:** That the Board of Regents for Higher Education approve the suspension of Early Childhood Teaching Credential (ECTC B) - Interdisciplinary Studies (CIP Code: 30.0000 / OHE# 017309) at Southern Connecticut State University, effective immediately until no later than Fall 2026.
- ii. **RESOLVED:** That the Board of Regents for Higher Education approve the suspension of Mathematics - M.A. (CIP Code: 270101/ OHE# 194) at Western Connecticut State University, effective immediately until no later than Fall 2025.

### **Academic Programs - Modifications**

- i. **RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program - MS in Organizational Management (CIP Code: 52.1003/ OHE# 02689), specifically a modification of courses/ course substitutions, a change in modality, and a name change to MS in Management, including a change in CIP Code to 52.0213, at Eastern Connecticut State University.
- ii. **RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program - MS in School Psychology (CIP Code: 42.2805/ OHE# 665), specifically a modification of courses/ course substitutions at Southern Connecticut State University.
- iii. **RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program - 6th Year Certificate in School Psychology (CIP Code: 42.2805), specifically a modification of courses/ course substitutions, at Southern Connecticut State University.



- iv. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - BSW in Social Work (CIP Code: 440701 / OHE# 20543), specifically a significant modification of courses/course substitutions, at Charter Oak State College.
- v. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - BA in Studio Art (CIP Code: 36.0110/ OHE# 682), specifically a name change, at Southern Connecticut State University.
- vi. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - BS in Music Education (CIP Code: 131312/ OHE# 000062), specifically a significant modification of courses/course substitutions, at Central Connecticut State University.
- vii. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - MS in School Health Education (CIP Code: 131307/ OHE# 20261), specifically a modification of instructional delivery at Southern Connecticut State University.
- viii. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - MS in Graduate Reading - Remedial Reading and Language Arts (CIP Code: 13.1315/ OHE# 626), specifically a modification of instructional delivery at Southern Connecticut State University.
- ix. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program -Graduate Reading - Reading and Language Arts Consultant - Post Masters Certificate (CIP Code: 13.1315/ OHE# 18927), specifically a modification of instructional delivery at Southern Connecticut State University.
- x. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program -Graduate Reading - Remedial Reading and Language Arts Consultant - 6th Year Certificate (CIP Code: 13.1315/ OHE# 627), specifically a modification of instructional delivery at Southern Connecticut State University.
- xi. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program - Doctor of Education in Instructional Leadership (CIP Code: 130401 / OHE# 12105), specifically a significant modification of courses/course substitutions, at Western Connecticut State University.

**Academic Programs - New Programs**

- i. RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Health and Wellness Management (CIP Code: 51.0001, OHE# TBD) leading to a Bachelor of Science at Western Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.
- ii. RESOLVED: That the Board of Regents for Higher Education approve the licensure of a program in Nursing (CIP Code: 51.3801, OHE# TBD) leading to a Bachelor of Science at Eastern Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.



## Recognition and Awards

### Board of Regents Faculty Awards

RESOLVED that the Board of Regents for Higher Education accepts the campus-based nominations for the Teaching Awards (CSU), Teaching Awards (CCC), Research Awards and the Scholarly Excellence Awards as the respective recipients of those awards for the 2022 - 2023 academic year, and

RESOLVED that the Board of Regents for Higher Education accepts the recommendations of the respective selection committees for the Teaching Award (CSU), Teaching Award (CCC), Research Award, Scholarly Excellence Award and the Adjunct Faculty Teaching Awards as the respective recipients of the System Awards for the 2022 - 2023 academic year.

### CSU Promotions and Tenures

RESOLVED: That the Board of Regents for Higher Education approve the 2023 promotions and tenures recommended by the Presidents of the Connecticut State Universities.

### Faculty Research Grants

RESOLVED: That the Board of Regents for Higher Education approve the funding recommendations of the CSU-AAUP Faculty Research Grants' Selection Committee for the 2023 - 2024 program year.

### Recognizing the CSU Phi Theta Kappa (PTK) All-Connecticut Academic Team

WHEREAS, it is central to the mission of the Connecticut State Colleges and Universities (CSCU) to engage students in educational experiences that prepare them to continue their academic pursuits and begin careers, well-prepared to meet the evolving demands of the state's workforce; and

WHEREAS, the Board of Regents for Higher Education embraces an unwavering commitment to academic excellence, leadership, and career development; and

WHEREAS, the All-Connecticut Academic Team is one of the All-USA Community College qualifying teams sponsored by Phi Theta Kappa, the international honor society of two-year colleges and academic programs; and

WHEREAS, each student selected for the All-Connecticut Academic Team is earning an associate degree, maintains a 3.5 GPA or higher and is involved in campus activities; and

WHEREAS, the 2022 - 2023 All-CT Academic Team includes 28 outstanding CSCU Community College students:

Sarai Perez Gonzalez	Asnuntuck Community College
Miriam Taub	Asnuntuck Community College
Ladji Doumbia	Capital Community College
Anthony Moran	Capital Community College
Katherine Apuzzo	Gateway Community College
Diana Barnum	Gateway Community College
Neiha Nasruddin Nathani	Gateway Community College
Koffi Gnamien	Housatonic Community College
Jonathan Harris	Housatonic Community College
Taylor Cavaliere	Manchester Community College
Anarelis Cruz	Manchester Community College
Nesrine Tarbint	Manchester Community College
Andy Benoit	Middlesex Community College
Redi Zypce	Middlesex Community College
Chandra Owen	Naugatuck Valley Community College
Siavon Silva	Naugatuck Valley Community College
Thomas Busemeyer	Northwestern Connecticut Community College

Abigail Klein	Northwestern Connecticut Community College
Mitchell Kosciusko	Northwestern Connecticut Community College
Kecia McCorkle	Norwalk Community College
Jessica Wyszynski	Norwalk Community College
Sophie Caron	Quinebaug Valley Community College
Emmalee Fritzsche	Quinebaug Valley Community College
Rebecca Brock	Three Rivers Community College
Taylin Littlefield	Three Rivers Community College
Ashley Thompson	Three Rivers Community College
Jamie Didato	Tunxis Community College
Nathalie Sanchez	Tunxis Community College

WHEREAS, Chandra Owen, a student at Naugatuck Valley Connecticut Community College and Thomas Busemeyer, a student at Northwestern CT Community College were also named Coca-Cola Academic Team Bronze Scholars; and

WHEREAS, Professors Todd Bryda devoted his time and expertise in preparing the students for selection; now therefore, be it

RESOLVED that the Connecticut State Colleges and Universities Board of Regents for Higher Education hereby recognizes the outstanding accomplishments of the students of the 2022 - 2023 All-CT Academic Team and advisors.

#### **2022-23 Henry Barnard Award Recipients**

WHEREAS, it is central to the mission of the Connecticut State Colleges and Universities (CSCU) to engage students in educational experiences that prepare them to continue their academic pursuits and begin careers, well-prepared to meet the evolving demands of the state's workforce; and

WHEREAS, the Board of Regents for Higher Education embraces an unwavering commitment to academic excellence, leadership, and career development; and

WHEREAS, the Henry Barnard Distinguished Student Award Recipients are chosen by their respective Connecticut State University and presented with the award and a \$500 scholarship by the Connecticut State Colleges and Universities Foundation; and

WHEREAS, each student has maintained a 3.7 grade-point average and has a record of substantial voluntary service to their universities and communities; and

WHEREAS, twelve students representing the Connecticut State Universities have received a 2023 Henry Barnard Distinguished Student Award:

Central Connecticut State University

- Emily Angelina Cardinale
- Yuliya Polichshuk
- Nicholas Knight
- Tara Hightower

Eastern Connecticut State University

- Judith Ariana Arroyo Cervantes
- Emily Barata

Southern Connecticut State University

- Breanna Arce
- Autumn Church
- Krista Jones
- Samuel Martin

Western Connecticut State University

- Brandon Pancoast
- Denisse Rodas Toledo

BE IT RESOLVED that the Connecticut State Colleges and Universities Board of Regents for Higher Education hereby recognizes the outstanding accomplishments of the student recipients of the 2023 Henry Barnard Distinguished Student Award.

**CSU Professor Nomination**

WHEREAS, the President of Central Connecticut State University, Dr. Zulma Toro, has recommended that Dr. Kristine Larsen, Professor of Geological Sciences be appointed as Connecticut State University Professor and Connecticut State Colleges and Universities President Terrence Cheng concurred; and

WHEREAS, Dr. Larsen, a highly distinguished teacher and scholar, has served Central Connecticut State University since 2014 as a member of the Department of Earth and Space Sciences, while attaining extraordinary levels of achievement in research, teaching and service, and

WHEREAS, Professor Larsen has earned national recognition for her scholarship in the area of the history of science, including the contributions of women to astronomy and geology, therefore be it

RESOLVED, that the title of Connecticut State University Professor is herewith awarded by the Board of Regents to Dr. Kristine Larsen of Central Connecticut State University effective May 18, 2023, pursuant to the BOR/AAUP Collective Bargaining Agreement; and be it further

RESOLVED, that Professor Larsen be entitled to all the rights, privileges and responsibilities pertaining to this honor.

**ACADEMIC & STUDENT AFFAIRS COMMITTEE - Committee Chair Bloom**

The Academic & Student Affairs Committee met on May 5 and thanks the Board for approving, on Consent, the items put forward.

**AUDIT COMMITTEE - Committee Chair Elise Wright**

Regent Wright noted that the Audit Committee met on May 9, 2023.

- CSCU leadership provided an update on the Auditors of Public Accounts, who issued the Statewide Federal Single Audit on March 29, 2023. This type of audit reviews and tests compliance with Federal award requirements across all state agencies. There were 3 findings related to the CSCU System, and corrective actions were put in place to address the findings.
- She also reported that leadership discussed the transition of the Accounts Receivable module in the Banner Financial System for the Connecticut State Community College, which goes into effect July 1, 2023. Like last year's transition for the Finance module, this Accounts Receivable transition should have no adverse effect on the FY23 close.
- Management discussed two new GASB standards, GASB 96 and GASB 101, that will be implemented for Fiscal Year 2023. GASB 96 affects how software subscriptions are recorded on the financial statements and GASB 101 changes the way the accumulated compensated absence liability is calculated.
- Auditors CohnReznick were absent but provided, in advance, the planning procedures and timeline for the CSCU 2020 Construction audit.
- Auditors Grant Thornton presented the planning procedures and required communications for the Connecticut Community Colleges, Connecticut State Universities, and Charter Oak State College audits for the year ended June 30, 2023.
- The committee entered executive session to discuss security matters.

**FINANCE & INFRASTRUCTURE COMMITTEE - Committee Chair Balducci**

Regent Balducci was unable to attend the meeting. Chair Ryan asked CFO Barnes to provide the summary of the Committee meeting.

CFO Barnes reported that the Committee met on May 10 with Committee Chair Balducci present. There were no action items. At that meeting the following items were discussed:

- Staff provided a report on the status of CSCU's request for funding at the General Assembly and the actions that are being planned for a variety of outcomes.
- The deficit mitigation plan that was presented publicly earlier in April was reviewed. The deficit mitigation plan identified a potential deficit under the Appropriations Committee budget of approx. \$110 million in FY24 and \$225 million in FY25. Institutions have identified the preliminary measures that need to be undertaken to address that shortfall, including attrition savings, program reduction, and potential layoffs.
- An update was also provided on the legislative session which continues with the CSCU budget in active discussion among the legislative leaders.
- We continue to be hopeful that we will see an adopted budget that is an improvement over the Appropriations Committee budget.

CFO Barnes will keep everyone apprised of any new developments which may come as early as next week.

Professor Blitz commented that he brought up two important issues at the Finance Committee meeting and that could be returned to:

- the proportion of deficit between the community colleges and universities
- the extent and permitted uses of the reserves, including the System Office reserve.

#### **HUMAN RESOURCES & ADMINISTRATION COMMITTEE - Committee Chair Howery**

On Tuesday, May 9th, the HR and Administration Committee met to hear a presentation and review progress on the shared services integration plan.

Owing to some difficulties specifically in the shared services payroll process, several steps have been taken to shore up reliability and communication.

- The Payroll group shifted to Human Resources for better alignment.
- An interim Director has been hired and will work on uniform operations and standardization.
- An improved audit process is under development.
- Improved communication options are being communicated and payroll members will increase their on-campus presence.

In addition to payroll, there are other shared services improvements in development including expanding the use of service now to automate the tracking of key processes.

The Shared Services team continues to take feedback and make progress on processes to support employees and the Committee encourages the board to continue to routinely request updates on their progress.

#### **EXECUTIVE COMMITTEE - Chair Ryan**

No report.

#### **EXECUTIVE SESSION**

At 10:46 a.m. on a motion by Regent Wright, seconded by Regent Howery, the Board voted to go into Executive Session for the purpose of discussion concerning the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee. Chair Ryan announced that no votes would be taken in Executive Session. Chair Ryan directed CSCU President Cheng to remain with the Board in Executive Session.

**ADJOURNMENT**

With the conclusion of the Executive Session, Chair Ryan declared the meeting adjourned at 11:54 a.m.

Submitted,

Pamela Heleen  
Secretary of the CT Board of Regents for Higher Education

# 2022-23 Board of Regents Faculty Awards

**Recognizing Excellence in Teaching and Research**

# Board of Regents

## Board of Regent Faculty Awards

- Campus-based awards may be presented to faculty from each of the 4 universities, Charter Oak, and the 12 community colleges.
- Based on campus-wide awards, six system-wide awards are presented – one from the four universities and Charter Oak and one from among the 12 community colleges.
- Teaching Awards
- Research Awards (universities only)
- Scholarly Excellence (community colleges only)
- Adjunct Faculty Teaching Awards



# Board of Regents

## Board of Regents Faculty Awards Selection Committee Members

Dr. Mobin Agah, Norwalk CC	Dr. Maya Aloni, WCSU	Ms. Cynthia Aprin, Three Rivers CC
Dr. Charles Baraw, SCSU	Dr. Todd Barry, Three Rivers CC	Mr. Adam Bernard, Asnuntuck CC
Dr. Steven Brady, SCSU	Ms. Rachel Cain, Housatonic CC	Dr. Kelli Custer, WCSU
Dr. Chelsea Harry, SCSU	Mr. Joshua Hummel, Capital CC	Ms. Sabrina Marques, WCSU
Mr. Andrew Marvin, Three Rivers CC	Ms. Yumi McCarthy, Norwalk CC	Ms. Kelly O'Brien Mann, Tunxis CC
Ms. MaryBeth Rajczewski, CCSU	Dr. Heather Rodriguez, CCSU	Ms. Norma Rosado, Middlesex CC
Ms. Shelly Stoehr-McCarthy, SCSU	Dr. H. Howell Williams, WCSU	Ms. Jessica Zolciak, Manchester CC

# **CSCU** Board of Regents

## Campus-Based Board of Regents Teaching Awards for the Connecticut State Universities

**Dr. Scott O. Moore**

Associate Professor of History  
Eastern Connecticut State University

**Dr. Sarah M. Roe**

Associate Professor of History  
Southern Connecticut State University

**Dr. Jeanette Lupinacci**

Associate Professor of Nursing  
Western Connecticut State University

# **CSCU** Board of Regents

## System-wide Board of Regents Teaching Awards for the Connecticut State Universities

***Dr. Sarah M. Roe***

*Associate Professor, History*

*Southern Connecticut State University*



# **CSCU** Board of Regents

## Campus-Based Board of Regents Teaching Awards for the Connecticut Community Colleges

**Dr. Kobie Stewart**

Associate Professor and Coordinator  
Criminal Justice  
Asnuntuck Community College

**Mrs. Sara Leone**

Associate Professor, Mathematics  
Middlesex Community College

**Ms. Alicia Hall**

Associate Professor and Program  
Coordinator, ESL  
Tunxis Community College

# CSCU Board of Regents

## System-wide Board of Regents Teaching Awards for the Connecticut Community Colleges



***Mrs. Sara Leone***

*Assistant Professor, Mathematics  
Middlesex Community College*

# **CSCU** Board of Regents

## Campus-Based Board of Regents Research Awards for the Connecticut State Universities

**Dr. Rahul Singhal**

Associate Professor, Physics & Engineering  
Physics  
Central Connecticut State University

**Dr. Emiliano Villanueva**

Associate Professor, Business Administration  
Eastern Connecticut State University

**Dr. Dana I. Casetti**

Associate Professor, Physics  
Southern Connecticut State University

**Dr. Anna Malavisi**

Associate Professor, Philosophy  
Western Connecticut State University

# **CSCU** Board of Regents

## System-wide Board of Regents Research Awards for the Connecticut State Universities

***Dr. Rahul Singhal***

*Associate Professor*

*Physics & Engineering Physics*

*Central Connecticut State University*





# **CSCU** Board of Regents

## Campus-Based Board of Regents Scholarly Excellence Awards for the Connecticut Community Colleges

**Dr. Robert Brown**

Associate Professor and Coordinator  
Communications  
Asnuntuck Community College

**Ms. Rashida Williams**

Assistant Professor  
English and Humanities  
Tunxis Community College

# **CSCU** Board of Regents

## System-wide Board of Regents Scholarly Excellence Awards for the Connecticut Community Colleges

***Dr. Robert Brown***

*Associate Professor and Coordinator  
Communications*

*Asnuntuck Community College*



# **CSCU** Board of Regents

## Board of Regents Adjunct Faculty Teaching Award Nominees

**Renee Harlow**

Southern Connecticut State University

**Jean K. Robinson**

Western Connecticut State University

**Dr. Hamid El Khalfi**

Charter Oak State College

# **CSCU** Board of Regents

## System-wide Board of Regents Adjunct Faculty Teaching Awards

***Renee Harlow***

***SCSU***

*(no photo available)*

***Jean Robinson***

***WCSU***



# **CSCU** Board of Regents

Congratulations to all the  
Recipients of the 2022-23  
Board of Regents  
Faculty Awards!!

**BOARD OF REGENTS FOR HIGHER EDUCATION  
CT STATE COLLEGES AND UNIVERSITIES (CSCU)  
MINUTES OF A SPECIAL MEETING  
TUESDAY, JUNE 6, 2023  
CONDUCTED IN PERSON and VIA WEBEX; LIVESTREAMED ON  
<https://youtube.com/live/CDZkTjChZn0?feature=share>**

<b>REGENTS - PARTICIPATING (Y = yes / N = no)</b>	
JoAnn Ryan, Chair	Y, in person
Richard J. Balducci	Y, in person
Ira Bloom	Y, remotely
Felice Gray-Kemp	N
Holly Howery	Y, remotely
Juanita James	Y, remotely
Sophia Jappinen	Y, remotely
James McCarthy	Y, in person
Richard Porth	Y, in person
Ari Santiago	Y, remotely
Erin Stewart	Y, remotely
Elese E. Wright	Y, remotely

**CSCU STAFF:**

Terrence Cheng, CSCU System President  
Ben Barnes, CSCU VP of Finance and Administration, Chief Financial Officer  
Jessica Paquette, Executive Director for Presidential Initiatives  
Danny Aniello, Executive Director for System Project Management  
Dr. Rai Kathuria, CSCU Provost & SVP of Academic and Student Affairs  
Sean Bradbury, Senior Director of Government Relations and External Affairs  
Natalie Wagner, Deputy Chief Financial Officer  
Pam Heleen, Secretary of the Board of Regents (recorder)

**CALL TO ORDER**

Chair Ryan called the meeting to order at 2:36 p.m. and, following roll call, declared a quorum present.

**ADOPTION OF AGENDA**

Chair Ryan called for a motion to adopt the meeting agenda as submitted; on a motion by Regent Balducci, seconded by Regent McCarthy, the Agenda was unanimously adopted as presented.

**EXECUTIVE SESSION**

At 2:39 p.m. on a motion by Regent Balducci, seconded by Regent James, the Board voted to go into Executive Session for the purpose of discussing collective bargaining strategies and the appointment, employment, performance, evaluation, health or dismissal of a public officer or employee. Chair Ryan announced that no votes would be taken in Executive Session. Chair Ryan directed C SCU President Cheng, Provost Kathuria, CFO Barnes, Jess Paquette, Danny Aniello, Sean Bradbury, and Natalie Wagner to remain with the Board in Executive Session.

**ADJOURNMENT**

With the conclusion of the Executive Session, Chair Ryan declared the meeting adjourned at 4:05 p.m.

Submitted,

Pamela Heleen  
Secretary of the CT Board of Regents for Higher Education



# **CSCU** Board of Regents

## **CT BOARD OF REGENTS FOR HIGHER EDUCATION**

### **RESOLUTION**

Concerning

Discontinuation of Supply Chain Analytics Official Certificate Program

June 28, 2023

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Supply Chain Analytics Official Certificate Program at Central Connecticut State University effective Spring 2022.

A True Copy:

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Pamela Heleen, Secretary of the  
CT Board of Regents for Higher Education

**ITEM**

Discontinuation of Supply Chain Analytics Official Certificate Program at Central Connecticut State University.

**BACKGROUND**

The School of Business interdisciplinary Business Studies Programs Council voted to discontinue this program due to low enrollment and limitations in curriculum. For students interested in supply chain management, there is an MS degree program offered in the School of Engineering, Science and Technology, and CCSU offers a Supply Chain Management career path in the MBA program.

**TEACH OUT**

There are no remaining enrollments in this program; any students enrolled in this program have already completed. In Fall 2020, there was one student enrolled in the certificate program; in Spring 2021 one student was still enrolled. As of Fall 2021, there have been no additional enrollments and CCSU closed the program to enrollments in Spring 2022.

**RECOMMENDATION**

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve these discontinuations. The System's Provost and Senior Vice President for Academic and Student Affairs concurs with this recommendation.

06/2/2023 – BOR - Academic and Student Affairs Committee

06/29/2023 – Board of Regents

**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**

***APPLICATION FOR DISCONTINUATION OF EXISTING PROGRAM***

**SECTION 1: GENERAL INFORMATION**

<b>Institution:</b> Central Connecticut State University	<b>Date of Submission to CSCU Office of the Provost:</b> 04/19/2023	
<b>Program Characteristics</b>		
Name of Program: Supply Chain Analytics, Official Certificate Program		
BOR Accreditation Date: Continued in accreditation; approved at the Commission's meeting on 4/12/19		
OHE #: 19446		
<u>CIP Code Number:</u> 52.1301 Title of CIP Code: Management Science, General		
Program Type (include degree or certificate type, abbreviation, and name, e.g., Associates, AS, Associate of Science): <b>Official Certificate Program</b>		
Modality of Program (check all that apply): <input checked="" type="checkbox"/> On ground <input type="checkbox"/> Online <input checked="" type="checkbox"/> Hybrid, % of fully online courses		
Locality of Program: <input checked="" type="checkbox"/> On Campus <input type="checkbox"/> Off Campus <input type="checkbox"/> Both		
Phase Out / Teach Out Period: The program was closed and is now phased out.		
Expected Dates of Program Termination		
<ul style="list-style-type: none"> <li>Date for final enrollment of new students: Fall 2020</li> <li>Date for final award of credential: Spring 2021</li> </ul>		
Department where program is housed: Interdisciplinary, School of Business		
Location Offering the Program (e.g., main campus): CCSU Main Campus, New Britain		
<b>Institutional Contact for this Proposal:</b> Lisa Frank	<b>Title:</b> Interim Dean, School of Business	<b>Tel.:</b> 860-832-3209 <b>e-mail:</b> franklic@ccsu.edu

**SECTION 2: RATIONALE AND JUSTIFICATION FOR PROGRAM DISCONTINUATION**

<b>Narrative</b>	<p>Describe the rationale for discontinuing this program. Consider whether discontinuation: a) occurs in the context of a related academic improvement, e.g., the merging of programs with declining enrollment/completions into a new program that effectively addresses relevant state needs and students' interests; b) is in response to the periodic Academic Program Review for all programs at each institution, under the guidance of existing BOR policy; c) is in response to other institutional considerations such as redirecting capacity, adoption of new mission, etc. Provide any quantitative information in support of the discontinuation, including any relevant financial information. <i>Program discontinuation should not impact state priorities for workforce preparation.</i></p> <p>The School of Business interdisciplinary Business Studies Programs Council voted to discontinue this program due to low enrollment and limitations in curriculum. For students interested in supply chain management there is an MS degree program offered in the School of Engineering, Science and Technology, and we offer a Supply Chain Management career path in the MBA program.</p>
<b>Phase Out/Teach Out Strategy</b>	<p>Describe how the institution will ensure that students currently enrolled will be provided opportunities to complete the program. Provide quantitative information as needed (e.g., enrollments, any special resources needed, etc.)</p> <p>There are no remaining enrollments in this program; it was phased out due to low enrollment and any students enrolled in this program have already completed. In Fall 2020 there was one student enrolled in the certificate program; in Spring 2021 one student was still enrolled. As of Fall 2021 there have been no additional enrollments and we closed the program to enrollments in Spring 2022.</p>

**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**

***APPLICATION FOR DISCONTINUATION OF EXISTING PROGRAM***

**SECTION 3: RESOURCES**

**Close Out Costs**

What resources/costs would be employed and/or expended to discontinue program? What would be the total cost?

There are no costs to discontinuing this program.

**SECTION 4: LESSONS LEARNED**

**A Debriefing Exercise**

Lessons Learned include knowledge or understanding gained from experience(s) that can speak to the strengths and weaknesses of an undertaking's preparation, design, and/or implementation.

Describe lessons learned – experiences distilled from: (a) circumstances that precipitated this program discontinuation, (b) institutional or programmatic action(s) in the face of the referenced circumstances, (c) institutional or programmatic inaction(s) in the face of the referenced circumstances, and/or (d) some other occurrence(s) that can be **beneficially** shared with / taken into account by current and future programs.

Future programs in content areas that span across schools should seek to be interdisciplinary in nature, combining the expertise of faculty in multiple departments or schools, giving us the ability to provide students with the most relevant content and adequate curriculum.

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# **CSCU** Board of Regents

## **CT BOARD OF REGENTS FOR HIGHER EDUCATION**

### **RESOLUTION**

Concerning

Approval of a New Program

June 28, 2023

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure of a program in Business Analytics (CIP Code: 30.7001, OHE# TBD) leading to a Bachelor of Science at Central Connecticut State University; and grant its accreditation for a period of seven semesters beginning with its initiation, such initiation to be determined in compliance with BOR guidelines for new programs approved on or after April 3, 2020.

A True Copy:

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Pamela Heleen, Secretary of the  
CT Board of Regents for Higher Education

**ITEM**

Establishment of a new program, Business Analytics, leading to a Bachelor of Science at Central Connecticut State University.

Name of Institution	Central Connecticut State University	
Name of Program	Business Analytics	
CIP Code	30.7201	
OHE# (Leave blank for new programs)		
Degree Level	Bachelor of Science	
Number of Collegiate Credits	120	
Date of Action (Anticipated)	06/29/2023	
Nature of Request	<input checked="" type="checkbox"/> Licensure and Accreditation <input type="checkbox"/> Program Change <input type="checkbox"/> Phase-out Program <input type="checkbox"/> Terminate Program	
If Name Change, New Name		
Delivery	Current (If not a new program) <input type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input type="checkbox"/> Online	Future <input type="checkbox"/> On Ground <input checked="" type="checkbox"/> Hybrid <input type="checkbox"/> Online
Effective Term	Fall 2023	
If a Discontinuation, date of Termination	N/A	
If a Suspension, dates of Suspension	N/A	

**BACKGROUND**

Business Analytics is a relatively new and rapidly growing field. Nationwide trends show a growing demand for analytics-related degrees. The higher education offerings have been slower to meet the demands of this trend in Connecticut and New England offering an even greater opportunity to successfully enter this market. Over the next decade growth in this career area is projected to be very high in both the labor market (15%) and in degree completions (32.4%). (Hanover Research Market Analysis – BS in Business Analytics, prepared for CCSU, June 2020). Faculty are motivated to offer this high-demand degree program and supported the proposal throughout the curriculum process, which included discussions within the departments and the Business Studies Programs Council.

The applicability of this program to all types of business organizations will broadly increase the supply of business analytics trained professionals into the workforce of Connecticut and

neighboring states. This new degree program matches “current and emerging industry demands for key skills and abilities as outlined in the 2020 Governor’s Workforce Council report” (CSCU 2030).

## **PROPOSAL**

The business world is rapidly changing and the need for professionals who are educated in analytics continues to increase as all types of business organizations feel the unprecedented impact of those changes, driving a demand for employees who can analyze and interpret data. The B.S. in Business Analytics Program is designed to fulfill the educational needs of students who want to pursue their career in business analytics. The program provides technical data analysis skills along with insight development and problem-solving skills, allowing students to learn to think and use business data strategically.

The proposed program offers the same high-quality business education as the six specialized business degrees already offered by CCSU (Accounting, Business, Finance, Management Information Systems, Management, Marketing) while focusing on technical foundations in data analytics and skills, preparing students for analytics-related positions in business organizations. This program complements the existing programs in the disciplines by leveraging the existing courses while providing a focus on analytics. The program is interdisciplinary in nature, offering courses not only across departments within the School of Business, but also offering courses external to the School of Business. Specifically, the program partners with the Mathematical Sciences department to provide a selection of data science courses to supplement the business courses in the curriculum.

The CCSU School of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB), an accrediting body that recognizes less than 6% of business schools worldwide for their excellence and quality of their faculty and programs. AACSB currently accredits all School of Business programs, thus accreditation will be awarded to this program once offered, with a continuous improvement review expected in 2028.

## **RECOMMENDATION**

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this new program. The System’s Provost and Senior Vice President for Academic and Student Affairs concurs with this recommendation.



**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**

***APPLICATION FOR NEW PROGRAM APPROVAL***

**SECTION 1: GENERAL INFORMATION**

Date of Submission to CSCU Office of the Provost: 4/19/2023

**Institution:** Central Connecticut State University

Most Recent NECHE Institutional Accreditation Action and Date:

Continued in accreditation; approved at the Commission's meeting on 4/12/19

**Program Characteristics**

Name of Program: Bachelor of Science in Business Analytics

Program Type (degree type, abbreviation, name, e.g., Associates, AS, Associate of Science): Bachelor of Science

Modality of Program (check all that apply): ☒ On ground ☒ Online ☒ Hybrid, % of fully online courses 50-99%

Locality of Program: ☒ On Campus ☐ Off Campus ☐ Both

Anticipated Program Initiation Date: Fall 2023

Anticipated Date of First Graduation: Spring 2024

Total # Credits in Program: 120

# Credits in General Education: 47 - 49

IPEDS defined program duration (if no IPEDS data, provide standard duration of program for full-time student in years): 4

CIP Code Number: 30.7201 Title of CIP Code: Business Analytics

Department where program is housed: School of Business - Interdisciplinary

Location Offering the Program (e.g., main campus): CCSU Main Campus, New Britain.

Provide estimated cost of program (tuition and fees): \$ OR url for link to tuition/fee information:

<https://www2.ccsu.edu/admission/firstyear/tuition.php>

Request for SAA Approval for Veterans Benefits? ☒ Yes ☐ No

Program website:

Provide the intended catalog description for this program:

The business world is rapidly changing and the need for professionals who are educated in analytics continues to increase as all types of business organizations feel the unprecedented impact of those changes, driving a demand for employees who can analyze and interpret data. The B.S. in Business Analytics Program is designed to fulfill the educational needs of students who want to pursue their career in business analytics, providing technical data analysis skills along with insight development and problem-solving skills, allowing students to learn to think and use business data strategically.

If establishment of the new program is concurrent with discontinuation of related program(s), please list for each program: N/A

Program Discontinued: CIP: OHE#: BOR Accreditation Date:

Phase Out Period Date of Program Termination

Discontinuation of a program requires submission of form 301. Discontinuation form submitted? ☐ Yes ☐ No

Other Program Accreditation:

- If seeking specialized/professional/other accreditation, name of agency and intended year of review:

All School of Business programs are accredited by AACSB; in accordance with the current accreditation standards the program will be accredited immediately and come under review in 2028. While AACSB accreditation specifies that the B.S. in Business Analytics is accredited as soon as we offer it, we will include it in the ensuing accreditation continuous improvement review, and at that time address all aspects of accreditation requirements including faculty qualifications, faculty sufficiency, assurance of learning, and the three pillars of AACSB accreditation: Innovation, Impact, and Engagement. As our upcoming Continuous Improvement Review is scheduled for Fall 2023, we expect to include B.S. in Business Analytics in the accreditation review process for Fall 2028 as inclusion of a new program.

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**Connecticut State Colleges & Universities**

***APPLICATION FOR NEW PROGRAM APPROVAL***

AACSB views our undergraduate disciplines as one program based on the common curriculum, therefore during the 2028 review we expect this program to also be included under the same undergraduate program umbrella for accreditation purposes. Furthermore, the nature of the Fall 2023 review allows us the opportunity to use the expertise of the peer-review team as we plan for including this program in the 2028 review.

- If program prepares graduates eligibility to state/professional licensure,
  - identify credential: N/A
  - confirm NC-SARA requirements met: ☐ Yes ☐ No

*(As applicable, the documentation in this request should address the standards of the identified accrediting body or licensing agency)*

**Institutional Contact for this Proposal**

Name: Lisa Frank

Title: Interim Dean, School of Business

Phone: 860-832-3209

Email: franklic@ccsu.edu

**NOTES:**

- Please rename your completed application to include your institution and the degree name and type in the file name (e.g., SCSU DataSci MS 101 New Program Application) and submit your completed application to [CSCU-ACandASASub@ct.edu](mailto:CSCU-ACandASASub@ct.edu) by the posted deadlines (<https://www.ct.edu/academics/approval>)
- All applications to establish a new program will be considered for both Licensure and Accreditation by the BOR
- New programs include: degrees, degrees with option(s), degrees with certificates(s), stand-alone credit bearing certificates
- Use Form 102 *New Academic Offering – Below Threshold Report* for new:
  - degree minors, concentrations, or specializations
  - undergraduate certificates or programs ≤ 30 credits within an approved program
  - undergraduate certificates ≤ 15 credits
  - graduate certificates ≤ 12 credits
  - non-credit bearing certificates
  - programs that do not qualify students to become eligible for federal financial aid

**SECTION 2: PROGRAM OVERVIEW: PURPOSE AND GOALS**

In this section, provide an overview of the purpose and goals of the proposed program. Your narrative should include the following:

- clear statement of the program's purpose
- statement describing how the program meets students' educational goals and career objectives
- description of relevant national or local educational trends and connection of these to the program
- discussion of relevant faculty expertise and commitment with respect to the program
- description of other relevant specific institutional strengths and/or distinctive attributes that contribute to program
- the relationship of the program to the mission of the institution and CSCU (specifically, the program's relationship to current strategic priorities)
- the impact of the program on the institution; and the extent to which the program complements existing programs at the institution.
- the potential quality of the proposed program in relation to comparable programs within and outside CSCU

The business world is rapidly changing and the need for professionals who are educated in analytics continues to increase as businesses feel the unprecedented impact of those changes, driving a demand for employers who can analyze and interpret data. The B.S. in Business Analytics Program is designed to fulfill the educational needs of students who want to pursue their career in business analytics, provide technical skills along with insight development and problem-solving skills, and allow students to learn to think strategically. The need for this program in our region is based on both student and employer demands, thus creation of this program will meet both students' career goals and the objectives of the regional employers. This program will improve students' ability to make sense of data in all types of organizations and contribute to the economic development of the region.

Business Analytics is a relatively new and rapidly growing field. Nationwide trends show a growing demand for analytics related degrees. The higher education offerings have been slower to meet the demands of this trend in Connecticut and New England, offering

**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**

***APPLICATION FOR NEW PROGRAM APPROVAL***

an even greater opportunity to successfully enter this market. Over the next decade growth in this career area is projected to be very high in both the labor market (15%) and in degree completions (32.4%). (Hanover Research Market Analysis – BS in Business Analytics, prepared for CCSU, June 2020). Faculty are motivated to offer this high-demand degree program and supported the proposal throughout the curriculum process, which included discussions within the departments and the Business Studies Programs Council.

This program supports the missions of CCSU and CSCU, the program increases access to Higher Education (CCSU Strategic Plan 2030 - Goal 2) and ensures sustainability for the future (CCSU Strategic Plan 2030 - Goal 5). The BS in Business Analytics provides an opportunity for a variety of students, from transfer students to non-traditional learners, by increasing their access to higher education and assisting with workforce upskilling and reskilling to meet today's job market demands. The applicability of this program to all types of business organizations will broadly increase the supply of business analytics trained professionals into the workforce of Connecticut and neighboring states. This new degree program matches "current and emerging industry demands for key skills and abilities as outlined in the 2020 Governor's Workforce Council report" (CSCU 2030).

The proposed program offers the same high-quality business education as the six specialized business degrees already offered by CCSU (Accounting, Business, Finance, Management Information Systems, Management, Marketing) while focusing on technical foundations in data analytics and skills, preparing students for analytics-related positions in business organizations. This program complements the existing programs in the disciplines by leveraging the existing courses while providing a focus on analytics. The program is interdisciplinary in nature, offering courses not only across departments within the School of Business, but also offering courses external to the School of Business. Specifically, the program partners with the Mathematical Sciences department to provide a selection of data science courses to supplement the business courses in the curriculum.

The CCSU School of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB), an accrediting body that recognizes less than 6% of business schools worldwide for their excellence and quality of their faculty and programs. AACSB currently accredits all School of Business programs, thus accreditation will be awarded to this program once offered, with a continuous improvement review expected in 2028. The process of continuous improvement we have developed within the school ensures maintenance of faculty qualifications, faculty sufficiency, and assurance of learning, along with the three pillars of innovation, societal impact, and engagement. We place a high expectation on faculty qualifications and expertise. Our faculty qualifications standards ensure that all School of Business faculty maintain qualifications to teach through academic creative activities such as research, professional activities that put faculty in direct contact with external partners, or a combination of these activities.

**SECTION 3: NEED AND JUSTIFICATION**

**Addressing Identified Needs –**

How does the program address CT workforce needs and/or the wellbeing of CT communities? In your response, provide evidence of employment prospects, including specific job titles and estimated salary ranges, for graduates of the proposed program. For liberal arts and transfer-specific programs, demonstrate the need for the program in terms of student demand and/or program value, and, if applicable, describe specific transfer or employment opportunities for program graduates. *(Include and identify data sources, e.g., JobsEQ, Dept of Labor statistics, etc. Sample job postings, letters of support from employers and/or transfer/graduate/professional programs can be included as an appendix)*

The need for this program in our region is based on both student and employer demands, thus creation of this program will meet both students' career goals and the objectives of the regional employers. This program will improve students' ability to make sense of data in all types of organizations and contribute to the economic development of the region. This is a relatively new field with high demand and prospects for positions in many industries and occupational segments. Over the next decade growth in this career area is projected to be very high in both the labor market (15%) and in degree completions (32.4%). (Hanover Research Market Analysis – BS in Business Analytics, prepared for CCSU, June 2020). Students who earn a bachelor's degree in business analytics should be particularly strong candidates in the job market because of the continuing need in the marketplace for managers/analysts with strong analytical skills. They can hold a broad range of employment opportunities in government, management, financial services, marketing, healthcare, sports analytics, and human resources. The knowledge, skills, and abilities students develop at CCSU will ensure that they are prepared to bring value to any of the professional roles. According to Hanover Research's market analysis in 2020, New England employers posted a total of 27,312 Business Analytics-related job listings, and about 82.7% of the listings required a bachelor's degree. Some of the fastest-growing, most in-demand positions in the marketplace include:

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***APPLICATION FOR NEW PROGRAM APPROVAL***

- **Business Analysis Specialist:** Business analysis specialists provide IT solutions for organizations by using software to process analytics. They develop software applications for analysis and design data models to collect data. A bachelor's degree in business analytics or a related field is usually required for this profession.
- **Operations Management Analyst:** Operations management analysts help organizations make decisions and solve complex issues by using statistical analysis, simulations, predictive modeling, and other mathematical methods. These professionals gather and interpret data on product/service design, production schedules, pricing, and supply chain management. Many operations management analysts have a degree in business analysis or a related field.
- **Market Research Analyst:** Market research analysts collect and analyze consumer data to help businesses to study market conditions and promote their products or services. They organize and interpret data on consumer demographics, preferences, and buying habits by using statistical and programming techniques. Many market research analysts have a degree in business administration and have taken coursework in statistics or computer science.
- **Logistics Analyst:** Logistics analysts are typically responsible for overseeing procurement, inventory, transportation, and warehousing for a business's supply chain. They use software to track purchasing, control inventory, and monitor supply chain systems. Many of these professionals have a degree in business administration and require strong business analytics skills.

Business Analytics graduates can also consider pursuing jobs such as: Data Analyst/Scientist/Engineer, Business Intelligence Manager/Analyst, Data Visualization Analyst, Decision Science Analyst, Marketing Strategy Consultant, Pricing and Revenue Optimization Analyst, Retail Sales Analyst, Fraud Analyst.

**Careers/Professions and Earnings**

Identify the careers and professions available to graduates of the program using the [Standard Occupational Classification](#) (SOC) system. Provide SOC code number(s) and name(s) in the table below, along with the median estimated earnings (or salary range) for each. Add rows as needed.

SOC Code	SOC Title	Median Estimated Earnings*
11-2021	Marketing Managers	\$135,030
11-3031	Financial Managers	\$131,710
13-1011	Agents and Business Managers of Artists, Performers, and Athletes	\$78,410
13-1111	Management Analysts	\$93,000
13-1161	Market Research Analysts and Marketing Specialists	\$63,920
13-1199	Business Operations Specialists (Business Continuity Planners)	\$74,670
13-2022	Appraisers of Personal and Business Property	\$61,340
13-2051	Financial and Investment Analysis	\$91,580
13-2054	Financial Risk Specialists	\$100,000
15-1211	Computer Systems Analysts	\$99,270
15-1243	Database Architects	\$123,430
15-1299	Computer Occupations (Information Technology Project Managers)	\$95,270
15-2031	Operations Research Analysts	\$82,360
15-2051	Data Scientists	\$100,910
25-1011	Business Teachers, Postsecondary	\$94,360
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	\$60,550
41-9031	Sales Engineers	\$103,710

\*Median wages 2021 U.S. <https://www.onetonline.org/find/result?s=business+analytics>

**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**

***APPLICATION FOR NEW PROGRAM APPROVAL***

**Applicable Industries**

Identify the industry applicable to this program using the [North American Industry Classification System](#) (NAICS). Provide the NAICS code(s) and title(s) in the table below. Add rows as needed.

NAICS Code	NAICS Title
518210	Data Processing, Hosting, and Related Services
541611	Administrative Management and General Management Consulting Services
541612	Human Resources Consulting Services
541613	Marketing Consulting Services
541614	Process, Physical Distribution, and Logistics Consulting Services
541618	Other Management Consulting Services
541720	Research and Development in the Social Sciences and Humanities
551114	Corporate, Subsidiary, and Regional Managing Offices
522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities
523920	Portfolio Management
524292	Third Party Administration of Insurance and Pension Funds
524298	All Other Insurance Related Activities
525190	Other Insurance Funds
531210	Offices of Real Estate Agents and Brokers
531390	Other Activities Related to Real Estate
541910	Marketing Research and Public Opinion Polling
541219	Other Accounting Services
561110	Office Administrative Services
561499	All Other Business Support Services
611430	Professional and Management Development Training

**Career/Program Pathways**

Does this program prepare students for another program? ☒ Yes, specify program: MBA ☐ No

**Impact on related programming at the home institution –**

- Indicate what similar programs (e.g., programs with the same first 2-digit CIP) currently exist at your institution:

All CIP Codes that begin with 30. are interdisciplinary. The other 30. programs are completely unrelated to this program, except for the OCP in Accounting Analytics which has the CIP code 30.7199. We are proposing an OCP in Business Analytics with the same CIP code 30.7102 to be offered in Fall 2023, if approved. However, both OCP programs are graduate level programs, therefore do not compete with this proposal.

- Include enrollment and completion data for the past 5 years for each of these programs as an Appendix –***

There are no enrollments at CCSU with CIP 30.71, nor in the CSCU system. This CIP codes is new in 2020.

- How will the proposed program impact enrollment and completion in these existing programs? N/A



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Both the OCP in Accounting Analytics and the OCP in Business Analytics (currently in proposal stage) are graduate level programs, thus we expect no impact on this program due to the existence of the two OCPs. We expect this program will increase enrollment in the OCP programs as students who graduate with a BS in Business Analytics pursue graduate studies in the same field.

- Are there plans to discontinue any of the existing similar programs? No.
- What is the value added of the proposed program in relation to the existing programs?

This program is an undergraduate program that serves a market need and will supply students for the graduate OCPs in the same field. There is a demand for a business analytics degree that our current programs do not meet. In addition, we expect this degree program to appeal to transfer students from two-year institutions, especially CT State Community College. We expect this program to attract both traditional students and non-traditional adult learners seeking to upskill or reskill to meet workforce demands, due to the need for more analytics in the business job market. Job demand for business analytics professionals has remained high despite the economic recession because of the pandemic. For instance, in the first half of 2020, there was a total of 27,312 business analytics-related job postings in the New England region alone. The top locations are Boston, MA (3,939 jobs), Hartford, CT (880 jobs), Cambridge, MA (710 jobs), and Stamford, CT (584 jobs). According to Hanover Research, which conducted a market study for B.S. in Business Analytics program, it is expected that the growth of business analytics-related jobs stays strong regardless of geographic levels. They found that 46 percent of global business professionals expect that there will be a shortage of business analytics professionals across all industries. For instance, employment growth for business analytics-related jobs is expected to be steady until 2026. Specifically, CT expects 5.9% employment growth while the entire U.S. expects 5.2% employment growth in business analytics-related fields. Higher employment growth for business analytics jobs in Connecticut compared to the national average is mainly because there are many insurance, investment, and healthcare companies that are highly dependent upon data-driven decision-making. Business analytics professionals are unique because they should have strong skills in data analysis as well as a robust understanding of business and industry. Because of this uniqueness, it is not easy to train good business analytics professionals in the short term. Thus, qualified business analytics professionals meeting this standard are in high demand, while the pool of qualified business analytics professionals is still highly limited.

- Briefly comment on the resources required for the proposed program in relation to the existing programs, e.g., does the proposed program make use of existing faculty and courses, how will the institution insure that reassignment of faculty or other resources from an existing program does not negatively impact that program, etc. (*specific details should be provided in the Budget section*):

The proposed program leverages the existing set of programs and the existing faculty. The program begins with the same common core that is characteristic of all the School of Business programs, introducing students to general education, the business foundation (pre-major requirements) and the business core requirements. These courses are all taught by existing faculty as long as existing lines are in place. The elective courses that define this program as a general business program are all designed to co-exist with the existing disciplines such that at the outset no additional elective courses will be needed to offer a complete Bachelor of Science in Business Analytics program to students. Thus, we expect minimal impact on the budget to initiate this program. Furthermore, if we leverage the transfer articulation, we can create a pipeline of students who attend the community colleges for the first two years and Central for the latter two years, further minimizing the budgetary impact of the additional degree completions. There are three new core courses proposed to serve the needs of this program. We plan for one new faculty hire in the first year to teach multiple sections of the business analytics capstone and new business analytics courses. Based on the potential for growth in this program we expect to request a second faculty line in the second year. We should be able to absorb the expected enrollment in the initial stages without adding office space or equipment, however maintaining a high-quality Business Analytics program requires an annual investment in data analytics software and business databases.

**Impact on related programming across CSCU**

Indicate what similar programs (e.g., programs with the same first 2-digit CIP) currently exist at other institutions within CSCU:

There are no enrollments in the CSCU system with CIP 30.71, nor in the CSCU system. This CIP code is new in 2020.

- **Attach supplement 101a for each CSCU institution that has one or more similar programs.**
- How is the new program distinct from these existing programs? **N/A**
- Explain why student or employer demand is not met through existing CSCU programs and provide an assessment of the sustainability/growth of the proposed and existing programs: **N/A**

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**SECTION 4: STUDENT ENROLLMENT & RETENTION**

**Enrollment Projections**

Complete Supplement B – Pro Forma Budget.

Summarize expected student enrollment and completion in the program over the first three years. Identify the sources for these projections, and describe any assumptions made. Note, in particular, any existing CSCU programs or stakeholder groups from which enrollment may be drawn.

Given this is a relatively new field with high growth projected in this career area in both the labor market and degree completions (Hanover Research Market Analysis – BS in Business Analytics, prepared for CCSU, June 2020), along with a strong demand for AACSB accredited business programs, we estimate the enrollment in the first few years of the program will follow a trajectory similar to that of the CCSU MBA program when it first rolled out in 2015. We assume tuition of \$6178 per FTE per semester, and a cost of \$220.5 per SCH per semester for salary and fringe. The cost of faculty is estimated at 50% of the total because this program is heavily reliant on courses that are already offered in the other School of Business programs and requires minimal addition of courses and sections.

**Prospective Students**

Describe the prospective students for the program *(this information will be provided to OHE and become publicly available; your response can help market your program and recruit students)*:

The business world is rapidly changing and the need for professionals who are educated in analytics continues to increase as businesses feel the unprecedented impact of those changes, driving a demand for employees who can analyze and interpret data. Business Analytics trained professionals are in high demand in today's job market by all types of business organizations. The B.S. in Business Analytics Program is designed to fulfill the educational needs of students who want to pursue their career in business analytics, providing technical skills along with insight development and problem-solving skills, and allowing students to learn to think and use business data strategically.

CT State Community College is expected to be the major natural pipeline for enrollments to the B.S. in Business Analytics degree program. Unlike our current Bachelor of Science program, this program will also attract students with associate degrees in areas other than business studies (e.g., Data Analytics and Data Science). The new degree will attract adult learners holding associate degrees who seek a job in the business analytics area or to supplement their existing skillset (upskilling) to advance their current career pathway, and adult learners looking to learn new skills (reskilling) to explore new jobs and career pathways in the business analytics areas. A strong demand for business analytics jobs will attract high school graduates to the proposed program.

**Student Recruitment / Student Engagement**

- Describe the marketing, advising, and other student recruitment activities to be undertaken to ensure the projected enrollments are achieved:

CT State Community College is expected to be a major natural pipeline for enrollments to the Bachelor of Science in Business Analytics. The new degree will also attract adult learners holding associate degrees who seek to supplement their existing skillset (upskilling) to advance their current career pathway, and adult learners looking to learn new skills (reskilling) to explore new jobs and career pathways. The high demand for a business degree program with an analytics focus is confirmed by a Hanover research report, and the lack of such programs currently offered in Connecticut confirm the need for a new program in this area.

- What student engagement strategies will be employed to advance student retention and completion in program?

We expect some students who would normally enroll as 'undeclared business' students will enroll in the BS in Business Analytics, providing them a connection to the school and a clear pathway to graduation with a specific business degree. We expect this will improve retention outcomes for this cohort of students. We plan to offer the accelerated option into the MBA program, which we expect will further enhance retention and graduation rates. As mentioned previously, we offer in person tutoring services within the school, and will track and analyze retention rates with the Office of Institutional Research and Assessment to ensure continuous improvement.

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**Admission Requirements**

Does this program have special admission requirements (i.e., beyond those required for the institution as a whole)?

☒ Yes ☐ No

If yes, describe the selection process, including all criteria:

Admissions are the same for all School of Business Programs:

Links to admission standards and a summary of School of Business specific standards are included, below.

First-Year:

<https://www2.ccsu.edu/admission/firstyear/requirements.php?redirected>

Transfer:

<https://www2.ccsu.edu/admission/transfer/requirements.php>

School of Business specific information:

<https://www.ccsu.edu/business/admissions.html>

Summary:

Students may apply for admission to the School of Business as part of their initial application for admission to the University. Students will be in pre-major status until they are formally admitted to business major status. Business major status will automatically be granted to students who have:

Achieved at least Junior standing.

Completed the following pre-major courses with a minimum cumulative grade point average of 2.00:

- AC 211 and AC 212
- ECON 200 and ECON 201
- WRT 105/105P or ENG 110
- MATH 123 OR MATH 125
- STAT 200
- MC 207

Attained a grade of "C-" or better in each of the pre-major required courses.

Earned a minimum of 2.00 in all coursework at CCSU.

Students accepted into business major status must maintain a minimum 2.00 cumulative grade point average in business coursework and in the University grade point average. A student who has attained business major status in the School of Business and whose grade point average falls below the required minimum 2.00 cumulative grade point average will not be able to graduate.

**Graduation Requirements**

Does this program have special graduation requirements (e.g., capstone or special project)? ☒ Yes ☐ No

If yes, describe: MGT 480 serves as a capstone for all business disciplines and is required in the common business core. In addition this program will have its own capstone that focuses on data analytics in the business organization.

**Experiential Learning Requirements**

Does this program require fieldwork (e.g., clinical affiliations, internships, externships, etc.)? ☐ Yes ☒ No

If yes, describe here and attach copies of the contracts or other documents ensuring program support in an appendix: \_\_\_\_\_

**SECTION 5: CURRICULUM & ASSESSMENT**

**Learning Outcomes - L.O.**

List the student learning outcomes for the program – add lines as necessary. If the program will seek external accreditation or qualifies graduates to opt for a professional/occupational license, please frame outcomes with attention to such requirements. With as much detail as possible, map these learning outcomes to courses listed under the "Curriculum" section below.

The learning outcomes follow those we report to AACSB. On a regular basis we assess the following learning outcomes:

1 - Communication Skills: Students will prepare and deliver an effective business document.

2 - Team Players: Students provide meaningful contributions to team outcomes.



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- 3 - Ethics and Social Responsibility: Students can recommend actions consistent with high ethical standards in response to a dilemma.  
 4 - Thinking Skills: Students will gather, interpret and integrate data from across disciplines to solve business problems.

**Assessment of Learning Outcomes**

Briefly describe assessment methodologies to be used in measuring the program learning outcomes:

Program learning outcomes are assessed during students' senior year, in a zero-credit course, BUS 480, used solely for assessment and exit interviews. BUS 480 is a program requirement and is a co-requisite to the capstone course MGT 480. Students are required to complete a written assignment and quizzes as part of BUS 480. Each assignment is aligned with one or more learning outcomes. Student work is then scored by faculty in the School of Business, and the data is collated by the Assessment Coordinator for faculty review and recommendation for improvement. Improvements are implemented throughout the curriculum and monitored to determine if they are successful in improving student learning outcomes. Coverage of the learning outcomes is ensured through the maintenance of a curriculum map that maps learning outcomes to the specific courses in which they are taught.

**Curriculum**

*Please list all courses (core/major area of specialization, prerequisites, electives, required general education, etc.), by number and title, in the proposed program. Mark any new courses with an asterisk \* and attach course descriptions. Note any core program courses that serve to fulfill general education requirements within the program. Insert/delete rows as needed; additional curriculum information (e.g., semester by semester sequences, course syllabi) to support this application can be attached in an appendix if desired.*

Course Number and Name	L.O. # (from Section 3)	Pre-Requisite(s)	Credit Hours
<b>Program Core: Required &amp; Elective Courses (63 credits total; 9 credits also fulfill General Education requirements)</b>			
<b><u>Common Business Core (27 credits)</u></b>			
AC 211 Introduction to Financial Accounting	1, 2, 3, 4	MATH 101, or MATH 102, or MATH 103 (C- or higher).	3
AC 212 Introduction to Managerial Accounting	1, 2, 3, 4	AC 211 (C- or higher).	3
FIN 295 Managerial Finance	3, 4	AC 211; and one of the following: STAT 104, STAT 200, STAT 215, STAT 314, or STAT 315; all with grades of C- or higher.	3
LAW 250 The Legal and Ethical Environment of Business (General Education Study Area I)	1, 3, 4		3
MC 207 Managerial Communication I (General Education Skill Area I)	1, 2, 3, 4	WRT 110 or WRT 105 and WRT 105P and sophomore standing.	3
MIS 201 Introduction to Management Information Systems	1, 3, 4	None	3
MGT 295 Fundamentals of Management and Organizational Behavior	1, 2, 3, 4	WRT 105 or WRT 110 or ENG 110 or ENG 202 or HON 140 with a grade of C- or higher and sophomore standing.	3
MKT 295 Fundamentals of Marketing	1, 2, 3, 4	None	3
MGT 480 Strategic Management	1, 2, 3, 4	Grades of at least C- in FIN 295, LAW 250, MIS 201, MGT 295, MKT 295, STAT 201 and the eight pre-major courses; acceptance into upper-division of School of Business; meeting upper-division Business School GPA requirements; and a minimum of 100 credits.	3
BUS 480 Capstone Seminar	1, 2, 3, 4	Co-requisite MGT 480	0
<b><u>School of Business Additional Requirements (6 credits)</u></b>			
BUS 250 Introduction to Business Analytics and Skills	1, 2, 4	*	3
STAT 201 Business Statistics II (General Education Skill Area II)		STAT 200 or equivalent (C- or higher).	3
<b><u>Business Analytics Core (12 credits)</u></b>			
BUS 270 Data Visualization		BUS 250 (C- or higher)	3
BUS 370 Business Analytics and Decision Support		MIS 315 (C- or higher)	3
MIS 315 Database Management Systems		MIS 201 (C- or higher) or permission of department chair	3
BUS 470 Business Analytics Capstone		Grades of at least C- in BUS 250, FIN 295, LAW 250, MIS 201, MGT 295, MKT 295, STAT 201, the eight pre-major courses, and at least 70% of the Business	3

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		Analytics major courses; acceptance into upper-division of School of Business; meeting upper-division Business School GPA requirements; and a minimum of 100 credits	
<b><u>Business Analytics Electives (12 credits selected from the following)</u></b>			
DATA 101 Fundamentals of Data Science		B or better in a first semester statistics course such as STAT 200	4
DATA 201 Classification Analytics		DATA 101 and STAT 201 or permission of department chair	4
DATA 202 Estimation and Clustering Analysis		DATA 101 and STAT 201 or permission of department chair	4
DATA 301 Data Science Using Python		DATA 101 and STAT 201 or permission of department chair	4
DATA 311 Information Visualization		DATA 101 and STAT 201 or permission of department chair	4
DATA 471 Big Data and Cloud Computing		DATA 301 and DATA 331 or permission of department chair	3
AC 335 Accounting Analytics and Professional Competencies	1, 3, 4	AC 300 (may be taken concurrently), STAT 201, MC 207 (all with C- or higher)	3
AC 340 Accounting Information Systems	1, 2, 3, 4	AC 300 and MIS 201 (both with C- or higher)	3
FIN 310 Principles of Investments	1, 3, 4	STAT 201 and FIN 295 (both with C- or higher)	3
FIN 440 Financial Modeling and Analytics	1, 3, 4	FIN 301 and admission to the upper-division business school	3
MGT 333 Operations and Management	1, 2, 3, 4	MGT 295 and STAT 201 (both with C- or higher)	3
MKT 373 Marketing Research	1, 2, 3, 4	MKT 295 and STAT 201 (both with C- or higher)	3
MKT 380 Market Data Analysis	3, 4	MKT 295 and STAT 201 (both with C- or higher)	3
MKT 482 Marketing Analytics	1, 3, 4	MKT 373	3
MIS 310 Contemporary Business Applications Development I	1, 3, 4	MIS 201 C- or higher or permission of department chair	3
MIS 463 Analytics Applications	1, 2, 3, 4	MIS 399 C- or higher and Jr or Sr standing or permission of department chair	3
<b><u>Business Electives (6 credits)</u></b>			
6 credits of 300- or 400-level courses from AC, BUS, ENT, FIN, LAW, MGT, MIS, or MKT.			6
<b>General Education Courses (38 – 40 credits)</b>			
WRT 105/105P Enhanced Intro to College Writing OR WRT 110 Introduction to College Writing		Per placement and enrollment policy.	3
MATH 123 Applied Business Mathematics OR MATH 125 Applied Calculus		<a href="#">MATH 101</a> (C- or higher) or <a href="#">MATH 102</a> (C- or higher) or <a href="#">MATH 103</a> (C- or higher) or placement exam.	3
STAT 200 Business Statistics I		<a href="#">MATH 101</a> (C- or higher) or <a href="#">MATH 102</a> (C- or higher) or <a href="#">MATH 103</a> (C- or higher) or placement exam.	3
ECON 200 Principles of Macroeconomics		-	3
ECON 201 Principles of Microeconomics		-	3
Other required General Education courses			23 – 25
<b>Open Electives (Indicate number of credits of open electives)</b>			17 - 19
<b>Total Program Credits (must match number of credits reported on page 1):</b>			120

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**CSCU Transfer Pathways**

CSCU four-year institutions and CT State Community College are required to collaborate on transfer pathways during new curriculum develop.

*CSU/COSC Bachelor's Degree Programs:* Programs at four-year institutions should document how an existing Transfer Ticket, Liberal Arts and Science Degree, Pre-program, or other Transfer Track will articulate to the proposed program by completing the appropriate CSCU Pathway Articulation form. CSCU Pathway Articulation forms are available through the Academic and Student Affairs [forms website](#). Completion of the form must be verified by the signature of the CSCU Director of Transfer and Articulation and the completed form should be submitted with this proposal.

- Identify the CT State Community College program that best articulates to the proposed program:
  - ☐ Liberal Arts & Science: ☐ A.A. only ☐ A.S. only ☐ A.A. or A.S.
  - ☒ Transfer Ticket, specify: [Business Studies – See the transfer articulation summary at the end of this document.](#)
  - ☐ Other pre-program or transfer track, specify:
- With respect to this CT State degree program, which of the following is true?
  - ☒ This associates degree will transfer and apply in whole (if students complete the degree) or in part (if students transfer before completing the degree) to the requirements for the proposed program
  - ☐ Only the full completed associates degree will transfer and apply to the requirements for the proposed program (i.e., students must complete the degree to receive the full transfer benefit)
  - ☐ Only a portion of the associates degree will transfer and apply to the requirements for the proposed program, even if students complete the full degree
- If students complete the above CT State degree, can the proposed program be completed in no more than 60 credits following transfer? ☒ Yes ☐ No, please explain:

Credit Summary	
CSU/COSC Proposed Program total credits:	120 credits
CT State program total credits:	61 credits
CT State program credits that can be applied to proposed degree:	61 credits
CSU/COSC general education credits remaining after transfer	6 credits
CSU/COSC program credits remaining after transfer	54 credits
Excess credit hours for CT State transfer students who have completed an associate degree	1 credit

*CT State Community College Associate Degrees:* As per Board policy, all new A.A. and A.S. degrees should consider transfer possibilities within the CSCU system ([https://www.ct.edu/files/policies/1.13%20Policy Statement on Associate Degrees.pdf](https://www.ct.edu/files/policies/1.13%20Policy%20Statement%20on%20Associate%20Degrees.pdf)). With few exceptions, transfer associate degrees should be designed for transfer to any and all CSCU four-year institutions that offer the corresponding four-year degree. Associate degrees designed for transfer to CSU/COSC will follow Transfer and Articulation Policy (TAP) guidelines and processes (<https://www.ct.edu/tap>). CSCU Pathway Articulation forms are available through the Academic and Student Affairs [forms website](#). Completion of the form(s) must be verified by the signature of the CSCU Director of Transfer and Articulation and the completed form(s) should be submitted with this proposal. Document below how the proposed degree program will articulate to CSCU and/or non-CSCU institutions.

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- What is the primary purpose of the proposed degree? ☐ Career ☐ Transfer ☐ Both career and transfer
- Does the proposed degree include the Framework30? ☐ Yes ☐ No, please explain:
- Following completion of a CT State transfer degree, students should be able to transfer to a CSU/COSC program that would require they complete no more than 60 credits following transfer. Identify all such four-year degree programs in the table below. Include the number of credits remaining to complete the four-year degree.

Institution	Program	# of credits remaining (if > 60, provide explanation)

- If the proposed degree also transfers to non-CSCU institutions, add the relevant information for those institutions to the table above and attach the corresponding articulation agreements to this proposal.

**Internal Stackable Pathways**

Describe any stackable pathways to, and/or from, this program to other programs at your own institution (e.g., certificate stackable to associates degree, accelerated pathways from bachelors to masters, etc.):

Completion of this program ensures a student need only complete 30 credits to obtain an MBA. As this program grows we intend to propose accelerated pathway into the MBA.

**Other Stackable Pathways**

Use this section to describe any other pathways to/from the proposed program not captured above:

N/A

**Program Evaluation**

Describe how the quality and success of the program will be monitored during the first five years:

As mentioned above, the quality of the program is monitored through our assurance of learning processes. Coverage of the learning outcomes throughout the curriculum is ensured through the maintenance of a curriculum map that maps learning outcomes to the specific courses in which they are taught. In the capstone assessment course, students are provided with assignments aligned with one or more learning outcomes. The data on outcomes is reviewed by faculty who then make recommendation for improvement to the program. Improvements are implemented throughout the curriculum and monitored to determine if they are successful in improving student learning outcomes. Success of the program will be monitored through the enrollment and retention data, as well as feedback received on student exit surveys and employer surveys.

**Assuring Equitable Outcomes**

Equity (eliminating institutional performance disparities along dimensions of ability, ethnicity/race, economics, and gender) is one of the Board of Regents' Goals.

- What specific metrics will be used to assess equity across these dimensions in terms of recruitment, enrollment, retention, and completion?

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The Office of Institutional Research and Assessment tracks enrollments and completions by gender and race/ethnicity. We will use this data to benchmark and to ensure continuous improvement.

- Describe specific aspects of the program (e.g., interventions to address college readiness, targeted recruitment strategies, comprehensive supports, etc.) intended to advance equitable student outcomes.

The GPA requirement for all business degree programs is now 2.0, consistent with the university requirement, which eliminates obstacles and achievement barriers to student success and provides equal opportunity to students from all backgrounds to access a business education. We offer in-person tutoring for courses that students generally find challenging and track the utilization of tutoring to ensure that it's offered at times that are convenient for students. The Office of Institutional Research and Assessment tracks data by program, so we will be able to determine which populations select this program compared to the populations in the existing business programs. By disaggregating the student population data, we will discover what interventions may be needed to better serve the population of students who enroll in this program.

- Where inequities are found, how will the data be used by program and institutional leaders to address the inequities?

We plan to use retention in the program benchmarked with overall retention to determine where interventions may be needed.

Appropriate supports will be developed such as targeted in-person and virtual tutoring based on this need. We will track DFW rates to determine if tutoring and other support services are needed to address outcomes in specific courses.

**SECTION 6: COST EFFECTIVENESS AND RESOURCES**

Institutions should demonstrate that they have the necessary resources and faculty expertise to maintain the proposed program and demonstrate reasonable evidence that the program is, or will be, fiscally sustainable.

**Cost Effectiveness and Availability of Adequate Resources**

Complete Supplement B: PRO FORMA Budget – Resources and Expenditure Projections.

Provide a narrative below regarding the cost effectiveness, availability of adequate resources, and sustainability for the proposed program. Add any annotations for the budget form below, as well.

This program is designed to leverage a set of current courses from the existing course offerings within the programs in the School of Business and from other colleges, schools, and departments on campus. In the first year we anticipate the need for one new faculty line to teach multiple sections of Introduction to Business Analytics, and the Business Analytics Capstone. As the program grows into the second year, we may request an additional faculty line to keep up with increased demand and maintain the expansion of the program, based on the market analysis conducted by Hanover that shows very high demand and short supply of BS in Business Analytics degrees in the northeast. The new faculty member may also contribute to teaching a business analytics course in the MBA/MSA program.

**Special Resources**

Provide a brief description of resources needed specifically for this program, including facilities (lab space, computer classrooms), instructional materials and equipment, specialized library collections, etc. Distinguish resources currently available and those requiring additional expenditures (*Include all costs in the Resources and Expenditures Projections spreadsheet*)

Most of the resources are currently in place for the other programs in the School of Business. We should be able to absorb the expected enrollment in the initial stages without adding office space or equipment, however maintaining a high-quality Business Analytics program requires an annual investment in data analytics software and business databases. The new program will use the newly built Business Analytics and Research Lab, the recently completed Forensic Accounting collaboration room, and the soon to be completed Banking and Finance collaboration room, all of which are equipped with high-speed computers to run analytics with large datasets using data analytics software and databases.

**Program Administration**

Provide the name, email, and phone number for the individual who will serve as the program administrator (or provide timeframe for prospective hiring):



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The Director of Business Studies Programs will oversee this program: Yinfei Chen, [ychen@ccsu.edu](mailto:ychen@ccsu.edu); 860-832-3264.

Describe the qualifications and assigned FTE load of the administrator/faculty member responsible for the day-to-day operations of the proposed academic program.

The Director of Business Studies is a tenure-track Associate Professor in the Finance Department at CCSU. He receives 3 load credit reassigned time to manage Interdisciplinary Studies, under which this program will fall. This program will add to the work he is already doing for interdisciplinary programs thus we anticipate the potential for additional load credit equivalent to one course release once this program grows beyond the first year.

**Program Faculty**

How many new full-time faculty, if any, will need to be hired for this program? **1**

If any new full-time hires, what percentage of program credits will they teach? **10%**

How many full-time faculty, if any, will teach in the program's core curriculum, including any proposed new hires? (note: OHE requires a numerical response to this item): **46 faculty across five departments**

How many adjunct and/or part-time faculty, if any, will teach in the program's core curriculum? (note: OHE requires a numerical response to this item) **1 or fewer**

What percentage of program credits will be taught by adjunct faculty? **<5%**

Describe the minimal qualifications of adjunct faculty, if any, who will teach in the program: **We require all adjunct faculty to have at a minimum a master's degree in the subject matter area along with current professional credentials that will place the faculty member in a qualified status for our accreditation.**

Complete the table below to include current full-time faculty who will be teaching in this program and their qualifications. If you anticipate hiring new faculty for this program, you may list "to be hired" under name and title. Provide required credentials, experience, and other responsibilities for each new position anticipated over the first three years of implementation of the program. Add rows as needed.

Faculty Name and Title	Highest Degree & Institution of Highest Degree	Area of Specialization/ Pertinent Experience	Other Administrative or Teaching Responsibilities
Keshab Acharya, Associate Professor	PhD, The University of Texas Rio Grande Valley	Management	
Gregory Berry, Professor	PhD, University of Alberta	Organizational Analysis	
Joseph Bonnici, Professor	PhD, University of Georgia	Marketing	
Jeung-Yoon Chang, Assistant Professor	PhD, Sungkyunkwan University	Business Administration	
Yinfei Chen, Assistant Professor	PhD, Washington State University	Finance	Director, Interdisciplinary Programs
Ying Chen, Assistant Professor	PhD, Texas Tech University	Finance	
Jason Chen, Associate Professor	PhD, University of Central Florida	Business Administration, Accounting Track with an emphasis in taxation	
Kuan-Pin Chiang, Associate Professor	PhD, University of Rhode Island	Marketing	
Mark Cistulli, Professor	PhD, University of Connecticut	Marketing Communication	
Sharon Cox, Associate Professor	PhD, University of Kentucky	Accounting	
Cheryl Crespi, Professor	JD, University of Connecticut	Tax Studies Certificate	
Joseph Farhat, Professor	PhD, University of New Orleans	Finance	
Michael Gendron, Professor	PhD, University at Albany, State Univ. of NY	Information Science	Dept. Chair
Drew Harris, Professor	PhD, New York University	Management	
Fan He, Associate Professor	PhD, University of Connecticut	Finance	

**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**

***APPLICATION FOR NEW PROGRAM APPROVAL***

David Huang, Assistant Professor	PhD, University of New Orleans	Financial Economics	
Heidi Hughes, Associate Professor	PhD, University of Gloucestershire	Organizational Behaviour	
Ajeet Jain, Assistant Professor	PhD, Florida International University	Finance	
Youngseon Kim, Associate Professor	PhD, University of Texas at San Antonio, TX	Business Administration (Marketing)	
Marie Kulesza, Associate Professor	DBA, Walden University	Accounting	
Michelle Kusaila, Associate Professor	PhD, Walden University	Management with Accounting Concentration	
Ohjin Kwon, Associate Professor	PhD, University of Southern California	Marketing Analytics	
Chulho Lee, Professor	PhD, Saint Louis University	Business Administration	Dept. Chair
Lee Lee, Professor	PhD, State University of New York at Buffalo	Management-Organizational Behavior	
JooEng Lee-Partridge, Full Professor	PhD, University of Minnesota	Business Administration	
Marc Lewis, Associate Professor	DBA, Wilmington University	Business Administration	
Hyoun-Sook Lim, Associate Professor	PhD, University of Connecticut	Management	
Xiao Ling, Assistant Professor	PhD, McMaster University, Ontario	Business Administration	
Ran Liu, Assistant Professor	PhD, Old Dominion University	Marketing	
Mary McCarthy, Professor	DBA, Nova Southeastern University	Accounting	Dept. Chair
Weihong Ning, Assistant Professor	PhD, Texas Tech University	Business Administration	
Abdullah Oguz, Assistant Professor	PhD, University of North Carolina, Greensboro	Information Systems	
Elisabeta Pana, Professor	PhD, University of New Orleans	Financial Economics	
Nusser Raajpoot, Professor	PhD, University of Sydney, Australia	Marketing	
Decorti Rodgers-Tonge, Assistant Professor	DBA, Temple University	Business Administration	
Carlos Rodriguez, Associate Professor	PhD, Capella University	Business (Business General)	
Sinead Ruane, Associate Professor	PhD, UMass-Amherst, USA	Organization Studies	
Hamid Sakaki, Associate Professor	PhD, University of Texas Rio Grande Valley	Finance	Interim Dept. Chair
Kareem Shabana, Professor	PhD, University of Georgia, USA	Strategic Management	Assessment Coordinator
Nadeem Shahid, Associate Professor	DBA, University of Bridgeport	Technology Management	
Jason Snyder, Professor	PhD, University of Connecticut	Communication Processes and Marketing Communication	Dept. Chair
Sarah Stookey, Associate Professor	PhD, University of Massachusetts, Amherst	Organization Studies	
Radu Vlas, Associate Professor	PhD, Georgia State University	Computer Information Systems	
Andrew Weinberger, Associate Professor	DBA, Creighton University	Accounting	
Ruoqing Zhang, Assistant Professor	PhD, New Mexico State University	Business Administration	
To Be Hired	Terminal Degree	Business/Data Analytics	

**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**  
*APPLICATION FOR NEW PROGRAM APPROVAL*

DRAFT



**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**

*APPLICATION FOR NEW PROGRAM APPROVAL*

***CSCU Transfer Articulation Form: Business Studies Transfer Ticket***

***CCSU: Business Analytics, BS***

<b><i>Business Studies Transfer Ticket Course/Degree Requirement at CT State</i></b>		<b><i>Course/Degree Requirement at Receiving Institution</i></b>	
Written Communication I	3	English 110 Freshman Composition	3
Written Communication II	3	Skill Area I -- Communication	3
Arts and Humanities	3-4	Study Area I -- Arts and Humanities	3-4
ECON 1001: Principles of Macroeconomics	3	Study Area II -- ECON 200 Macroeconomics	3
MATH 1200: Statistics	3	Skill Area II -- STAT 200 Business Statistics	3
Historical Knowledge	3	Study Area II -- History	3
Scientific Reasoning	4	Study Area IV -- Natural Sciences	4
Scientific Knowledge and Understanding	3-4	Study Area IV -- Natural Sciences	3-4
Oral Communication	3	Skill Area IV -- University Requirement	3
Continued Learning and Information Literacy	3	Study Area III -- Behavioral Sciences	3
<b><i>FrameWork 30 Credits</i></b>	<b><i>31-33</i></b>	<b><i>FrameWork 30 Credits</i></b>	<b><i>31-33</i></b>
		<b><i>Received as</i></b>	
ECON 1002: Principles of Microeconomics	3	ECON 201 Principles of Microeconomics	3
ACCT 1130 - Principles of Financial Accounting	3	AC 211 Introduction to Financial Accounting	3
ACCT 1170 - Principles of Managerial Accounting	3	AC 212 Introduction to Managerial Accounting	3
MATH 1500 or 2600 or 2500	3-4	Skill Area II -- MAT 123 or 125 or 152	3
BMKT 2010 - Principles of Marketing	3	MKT 295 Fundamentals of Marketing	3
BMGT 2020 - Principles of Management OR BMGT 2100 - Organizational Behavior	3	MGT 295 Fundamentals of Management and Organizational Behavior	3
BFIN 2100 - Principles of Finance	3	FIN 295 Managerial Finance	3
BUSN 2310: Business Law I OR BUSN 2340: Legal Environment of Business	3	LAW 250 The Legal and Ethical Environment of Business (General Education Study Area I)	3
BUSN 2100: Business Communications OR BMGT 2040: Managerial Communications	3	MC 207 Managerial Communication I (General Education Skill Area I)	3
<b><i>Program Credits</i></b>	<b><i>27-28</i></b>	<b><i>Program Credits</i></b>	<b><i>27</i></b>

**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**

**APPLICATION FOR NEW PROGRAM APPROVAL**

Open Elective	3	Open Elective	3
<b>Open Elective Credits*</b>	<b>3</b>	<b>Open Elective Credits*</b>	<b>3</b>
<i>*Varies based on what the student needs to obtain at least 60 credits</i>		<i>*Varies based on what the student needs to obtain at least 60 credits</i>	
		<b>Total Credits</b>	<b>61</b>

**General Education Courses Remaining**

Study Area I	3
Study Area III	3

**Program Credits Remaining**

STAT 201 Business Statistics II (General Education Skill Area II)	3
BUS 250	3
MIS 201	3
Business Analytics Core (12 credits)	12
BUS 270, 370, 470, MIS 315	
Business Analytics Elective (12 credits)	12
Selected from:	
DATA 101, 201, 202, 301, 311, 471,	
AC 335, 340, FIN 310, 440, MGT 333,	
MKT 373, 380, 482, MIS 310, 463	
Business Electives (6 credits)	6
Any 300- or 400-level course in AC, BUS, ENT, FIN, LAW, MGT, MIS, MKT	

<b>Credit Summary</b>	
<b>Program Credits Remaining</b>	<b>54</b>
<b>General Education Credits Remaining</b>	<b>6</b>
<b>BUS TT Credits</b>	<b>61</b>
<b>Total Credits Remaining</b>	<b>121</b>

Open Electives	15
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**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**  
*APPLICATION FOR NEW PROGRAM APPROVAL — SUPPLEMENT B*  
**PRO FORMA BUDGET**

**Institution:** Central Connecticut State University      **Program:** Business Analytics, Bachelor of Science

Resources and Expenditures Projections (whole dollars only)																		
PROJECTED Enrollment	First Year						Second Year						Third Year					
	Fall Semester		Spring Semester		Summer		Fall Semester		Spring Semester		Summer		Fall Semester		Spring Semester		Summer	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Internal Transfer (from other programs)	8	1																
New Students (first time matriculating)	16	6	3				16	6	3	1			16	6	5	2		
Continuing Students progressing to credential			21	6			21	5	33	9			32	9	43	13		
Headcount Enrollment	24	7	24	6			37	11	36	10			48	15	48	15		
Total Estimated FTE per Year <sup>1</sup>																		
PROJECTED Program Revenue*	First Year						Second Year						Third Year					
	Fall Semester		Spring Semester		Summer		Fall Semester		Spring Semester		Summer		Fall Semester		Spring Semester		Summer	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Tuition <sup>2</sup>	\$98,848	\$12,356	\$148,272	\$12,356			\$228,586	\$22,652	\$222,408	\$20,594			\$296,544	\$30,890	\$296,544	\$30,890		
Tuition from Internal Transfer <sup>2</sup>	\$49,424	\$2,059																
Program Specific Fees (lab fees, etc.)																		
Other Revenue (annotate in narrative)																		
Total Annual Program Revenue	\$323,315						\$494,240						\$654,868					
PROJECTED Program Expenditures <sup>3**</sup>	First Year		Second Year		Third Year		<b>NOTE:</b> Existing regulations require that: “an application for a new program shall include a complete and realistic plan for implementing and financing the proposed program during the first cycle of operation, based on projected enrollment levels; the nature and extent of instructional services required; the availability of existing resources to support the program; additional resource requirements; and projected sources of funding. If resources to operate a program are to be provided totally or in part through reallocation of existing resources, the institution shall identify the resources to be employed and explain how existing programs will be affected. Reallocation of resources to meet new and changing needs is encouraged, provided such reallocation does not reduce the quality of continuing programs below acceptable levels.”  <sup>1</sup> 1 FTE = 12 credit hours for both undergraduate and graduate programs; both for Fall & Spring, the formula for conversion of part-time enrollments to Full-Time Equivalent (FTE): Divide part-time enrollment by 3, and round to the nearest tenth - for example 20 part-time enrollees equals 20 divided by 3 equals 6.67 or 6.7 FTE.  <sup>2</sup> Revenues from all courses students will be taking.  <sup>3</sup> Capital outlay costs, instructional spending for research and services, etc. can be excluded.  <sup>4</sup> If full-time person is solely hired for this program, use rate time; otherwise, use a percentage. Indicate if new hires or existing faculty/staff. Record Salary and Fringe Benefits, accordingly.  <sup>5</sup> e.g. student services. Course development would be direct payment or release time; marketing is cost of marketing that program separately.  <sup>6</sup> Check with your Business Office – community colleges have one rate; the others each have their own. Indirect Costs might include such expenses as student services, operations, and maintenance.											
Administration (Chair or Coordinator) <sup>4</sup>	\$6,600		\$6,600		\$6,600													
Faculty (Full-time, total for program) <sup>4**</sup>	\$138,386		\$211,680		\$280,476													
Faculty (Part-time, total for program) <sup>4</sup>																		
Support Staff (lab or grad assist, tutor)																		
Library Resources Program																		
Equipment (List in narrative) <sup>***</sup>	\$15,000		\$15,000		\$15,000													
Other <sup>5</sup>																		
Estimated Indirect Costs <sup>6</sup>																		
Total Expenditures per Year	\$159,986		\$233,280		\$301,076													

\*Revenue projected using \$6,178 tuition and fees per FTE per semester.

\*\*Expenditures estimated at \$220.5 cost per SCH (based on the average cost of \$210 per School of Business SCH in 2021), assuming a 50% efficiency factor since most classes are already offered.

\*\*\*Annual investment in data analytics software and business databases.

# **CSCU** Board of Regents

## **CT BOARD OF REGENTS FOR HIGHER EDUCATION**

### **RESOLUTION**

Concerning

Modification of a Program

Graduate Reading - Remedial Reading and Language Arts Specialist – Graduate Certificate  
Southern Connecticut State University

June 28, 2023

**RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program – MS in Graduate Reading - Remedial Reading and Language Arts Specialist – Graduate Certificate (CIP Code: 13.1315/ OHE# 18926), specifically a modification of instructional delivery from on ground to hybrid at Southern Connecticut State University.

A True Copy:

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Pamela A. Heleen, Secretary of the  
CT Board of Regents for Higher Education

**ITEM**

Modification to M.S. in Graduate Reading - Remedial Reading and Language Arts Specialist – Graduate Certificate at Southern Connecticut State University, specifically a modification of instructional delivery from on ground to hybrid.

**BACKGROUND**

As nearly all of the students matriculated in our program work as full-time educators/administrators in P-12 settings located around Connecticut (and sometimes out of state), being physically present for classes on a weekly basis is a significant challenge.

The justification for this modification of instructional delivery is to allow program faculty to meet the expressed needs of the students whom we serve by reducing their travel time and the time when they need to be physically present for their classes by more than half.

**PROPOSED CHANGE**

The revised program at Southern will include five courses fully online and three courses will continue to meet entirely on-ground.

**RECOMMENDATION**

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this modification. The System's Provost and Senior Vice President for Academic and Student Affairs concurs with this recommendation.

06/2/2023 – BOR - Academic and Student Affairs Committee

06/29/2023 – Board of Regents

**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**

***APPLICATION TO MODIFY INSTRUCTIONAL DELIVERY –  
MODIFICATION OF ACCREDITED PROGRAM***

MODIFICATION OF INSTRUCTIONAL DELIVERY		
<b>Institution:</b> Southern Connecticut State University	Date of Submission to CSCU Office of the Provost: 4.12.23	
<b>NOTE:</b> Use this form if modifying only the program delivery method.		
<b>Program Characteristics</b> Name of Program: <b>Graduate Reading - Remedial Reading and Language Arts Specialist (GC)</b> OHE #: 18926 Program Type ( <i>degree type, abbreviation, name, e.g., Associates, AS, Associate of Science</i> ): <b>Graduate Certificate</b> Total # Credits in Program: <b>24</b> <u>CIP Code Number:</u> <b>13.1315</b> Title of CIP Code: <b>Reading Teacher Education</b> Department where program is housed: <b>Curriculum and Learning</b> Location Offering the Program ( <i>e.g., main campus</i> ): Main Campus		
<b>Current Modality of Program</b> ( <i>check all that apply</i> ): <input checked="" type="checkbox"/> On ground <input type="checkbox"/> Online <input type="checkbox"/> Hybrid, % of fully online courses		
<b>Proposed Modality of Program</b> ( <i>check all that apply</i> ): <input type="checkbox"/> On ground <input type="checkbox"/> Online <input checked="" type="checkbox"/> Hybrid, % of fully online courses <b>63%</b> Five courses (RDG 520, RDG 565, RDG 566, RDG 570, RDG 585) will be fully online. Three courses (RDG 567, RDG 568/practicum, RDG 659/practicum) will continue to meet entirely on the ground.		
<b>Explanation / Justification</b>  As nearly all of the students matriculated in our program work as full-time educators/administrators in P-12 settings located around Connecticut (and sometimes out of state), being physically present for classes on a weekly basis is a significant challenge.  The justification for this modification of instructional delivery is to allow program faculty to meet the expressed needs of the students whom we serve by reducing their travel time and the time when they need to be physically present for their classes by more than half.		
<b>Fiscal Impact</b>  This modification is not estimated to add to the program's pro forma budget.		
<b>Institutional Contact for this Proposal:</b> Robert Prezant	Provost, Vice President for Academic Affairs	Tel.: 203-392-5355 e-mail: PrezantR1@southernct.edu

# **CSCU** Board of Regents

## **CT BOARD OF REGENTS FOR HIGHER EDUCATION**

### **RESOLUTION**

Concerning

Modification of a Program

Masters in Arts in Teaching-Secondary Education  
Western Connecticut State University

June 28, 2023

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – Masters in Arts in Teaching-Secondary Education (CIP Code: 13.1205 / OHE# 18716), specifically a modification of instructional delivery from on ground to online, at Western Connecticut State University.

A True Copy:

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Pamela A. Heleen, Secretary of the  
CT Board of Regents for Higher Education

**ITEM**

Modification to Masters in Arts in Teaching - Secondary Education at Western Connecticut State University, specifically a modification of instructional delivery from on ground to online.

**JUSTIFICATION**

The modification to the Masters in Arts in Teaching (MAT) in Secondary Education Program at Western Connecticut State University is designed to recruit from a larger pool of applicants, especially underserved communities where transportation to campus is difficult, thereby increasing enrollment of high quality diverse candidates.

**PROPOSED CHANGE**

The proposed 100 % online platform for the MAT program will provide the most accessible instructional modality to accommodate the working graduate student and serves an effort to support retention.

**RECOMMENDATION**

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this modification. The System's Provost and Senior Vice President for Academic and Student Affairs concurs with this recommendation.

06/2/2023 – BOR - Academic and Student Affairs Committee

06/29/2023 – Board of Regents



**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**  
**Connecticut State Colleges & Universities**

*APPLICATION TO MODIFY INSTRUCTIONAL DELIVERY –  
**MODIFICATION OF ACCREDITED PROGRAM***

MODIFICATION OF INSTRUCTIONAL DELIVERY		
<b>Institution:</b> Western Connecticut State University	Date of Submission to CSCU Office of the Provost: <b>April 5, 2023</b>	
<b>NOTE:</b> Use this form if modifying only the program delivery method.		
<b>Program Characteristics</b> Name of Program: Master's in Arts in Teaching-Secondary Education OHE #: 18716 Program Type ( <i>degree type, abbreviation, name, e.g., Associates, AS, Associate of Science</i> ): <b>MAT</b> Total # Credits in Program: 45 CIP Code Number: 13.1205    Title of CIP Code: Secondary Education and Teaching Department where program is housed: Education & Educational Psychology Location Offering the Program ( <i>e.g., main campus</i> ): Main campus		
<b>Current Modality of Program</b> ( <i>check all that apply</i> ): <b>X On ground</b> <input type="checkbox"/> Online <input type="checkbox"/> Hybrid, % of fully online courses		
<b>Proposed Modality of Program</b> ( <i>check all that apply</i> ): <input type="checkbox"/> On ground <b>x Online</b> <input type="checkbox"/> Hybrid, % of fully online courses		
<b>Explanation / Justification</b> <i>Provide a concise rationale for the change request, and discuss any anticipated impact upon the institution, its mission, and its students.</i> To recruit from a larger pool of applicants, especially underserved communities where transportation to campus is difficult and thereby increasing enrollment of high quality diverse candidates. The MAT online program platform will provide the most accessible instructional modality to accommodate the working graduate student and serves an effort to support retention.		
<b>Fiscal Impact</b> Describe the expected financial impact of this modification on the Program's Pro Forma Budget over the course of the next three years. <b>None. This program is already running.</b>		
<b>Institutional Contact for this Proposal:</b> Katherine Roe	Title: Chair	Tel.: 203.837.3263 e-mail: roek@wcsu.edu

**CT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

CT State Community College Aligned Degrees

June 28, 2023

RESOLVED: That the Board of Regents for Higher Education approves the licensure and accreditation of the following degree and certificate for Connecticut State Community College, developed from a degree and/or certificate ***previously approved by the Board for one or more of the 12 individually accredited colleges***. These programs meet the specific requirements of the Board's General Education (BOR 20-082) and CSCC College and Career Success 101 (BOR 20-099) policies. All programs also meet the Credit Normalization policy (BOR 14-111) or are within any credit exemptions previously approved by the Board, unless otherwise noted below.

<b>Program</b>	<b>Program Type</b>	<b>Minimum # of Credits</b>
1. Health Science	A.S.	60
2. Photography	Certificate	18

A True Copy:

\_\_\_\_\_  
Pamela A. Heleen, Secretary of the  
CT Board of Regents for Higher Education

**ITEM**

The degree to be approved meets the specific requirements of the Board's General Education (BOR 20-082) and CCC College and Career Success 101 (BOR 20-099) policies. The degree also meets the Credit Normalization policy (BOR 14-111) or are within any credit exemptions previously approved by the Board, unless otherwise noted in the resolution.

**BACKGROUND & ALIGNMENT PROCESS**

In April 2017, the Board of Regents approved the Students First plan to help address the system's fiscal challenges while maintaining high quality education, improving student outcomes, and reducing equity gaps in attainment. The plan included a consolidation of administrative functions as well as an organizational merger of the community colleges. In June 2018, the Board of Regents approved the Revised Students First plan to merge the 12 individually accredited community colleges into a single institution, including "aligning college curricula statewide, while addressing local and regional distinctiveness, to support high quality educational programs and seamless transfer, including adoption of a statewide general education curriculum". In May 2020, the Board officially named this merged institution Connecticut State Community College and appointed interim leadership for the college. In March 2022, NECHE accepted the substantive change request for CT State Community College and, in June 2022, a permanent college president was hired.

Alignment of the community college programs and certificates involved synthesizing the preexisting 600+ programs and 400+ certificates, previously approved by the individually accredited institutions and the Board of Regents, into a single set of programs and certificates with common names, descriptions, learning outcomes, and courses, including a common general education core for degree programs. Similarly, all 4000+ courses previously approved by the individually accredited institutions needed to be aligned to have common course names, numbers, descriptions, learning outcomes, pre-requisites/co-requisites, contact hours, and credit hours. From Fall 2018 through May 2022, this work was facilitated by a CT State Community College curriculum alignment team, consisting of the interim Associate Vice President of the Academic Programs and Curriculum, the interim Associate Vice President of Higher Education Transitions, the interim Director of Regional and Specialized Accreditation, the interim Director of the College Catalog, and four community college faculty serving as alignment managers.

During this period, over 300 faculty engaged in the work of aligning curriculum for CT State. The aligned programs and courses were reviewed and approved through a lengthy transitional governance process involving multiple committees. As outlined in the revised Students First plan, the alignment of degree programs and certificates followed an endorsement process similar to that developed for the Transfer and Articulation Policy (TAP) transfer pathways. This process included a transitional curriculum committee, the Aligned Program Review Committee (APRC), reporting to the Student First Academic and Student Affairs Consolidation Committee (SF ASA CC). Similar to the TAP Framework Implementation Review Committee, the APRC was designed with representation from each community college, but also included representatives from the Registrar's, Advising, Financial Aid, and Academic Deans' Councils. The endorsement process kept college communities apprised of the aligned curriculum being recommended for CT State and provided college communities the opportunity to submit feedback that might strengthen a program before it was submitted to the Board for approval. The full approval process can be found in prior staff reports submitted to the BOR (e.g., <https://www.ct.edu/images/uploads/BOR-Agenda-06-23-2022.pdf?40744>). By June 2022, when the transitional governance committees were sunset, faculty had aligned the existing curriculum into 186 associate degrees, 114 credit certificates, and just under 1800 courses.

Since that time, faculty have continued to review and revise their curriculum, programs that missed prior alignment deadlines have been identified, and CT State has implemented a more permanent governance

structure. Any programs that were not aligned prior to May 2022 have moved forward through this new structure.

**RATIONALE**

The 12 individually accredited community colleges currently offer programs and certificates with similar names, but outcomes and courses that may be quite disparate. Similarly, courses have common numbers yet different names, descriptions, pre-requisites, and learning outcomes. In order to serve our students statewide more seamlessly, these programs, certificates, and courses must be aligned to create a single set of offerings for CT State Community College.

**RECOMMENDATION**

Following its review and deliberative process, it is the recommendation of the Academic Council that the Board of Regents approve this aligned program. The System's Provost and Senior Vice President for Academic and Student Affairs concurs with this recommendation.

06/02/2023 – BOR -Academic and Student Affairs Committee  
06/29/2023 – Board of Regents

**Program Name:** Health Science

**Degree Type:** Associate Degree

**Program Description:**

The Health Science A.S. degree is designed to provide students a solid foundation in the principles of healthcare delivery and prepare them to pursue entry-level professional training. The Health Science A.S. will prepare students for admission to a broad range of health and human services, advanced degrees or professional programs. In addition, the Health Science A.S. program will provide knowledge and skills for non-clinical employment opportunities in healthcare settings. This program will provide an opportunity for health professionals who are already working in healthcare settings, to learn valuable healthcare knowledge, while completing an associate's degree. Importantly, The Health Science program will provide an associate degree pathway for transfer into Health Science baccalaureate programs.

**Program Learning Outcomes:**

Upon successful completion of all program requirements, graduates will be able to:

1. Demonstrate a strong foundation in behavioral, natural, social, and health sciences appropriate to entry-level positions in the healthcare sector and/or admission to post graduate programs,
2. Demonstrate clear and effective communication skills to provide information to clients in the healthcare environment,
3. Demonstrate general knowledge of medical perspectives, health professions, and healthcare systems,
4. Apply legal concepts and ethical considerations within the framework of the healthcare industry,
5. Identify and demonstrate skills and knowledge necessary for the health care worker.

**Program Descriptors:**

The Health Science A.S. degree is designed to provide students a solid foundation in the principles of healthcare delivery and prepare them to pursue entry-level professional training.

General Education Core Courses (21-25 credits)			
Course Number		Course Name	# of Credits
1	ENG 1010	English Composition	3
2	MATH 1010	Intermediate Algebra	3
3		<b>Arts or Humanities</b> – Course vetted for TAP Arts and Humanities (replaces Aesthetic Dimensions) ARC 102, ART, COM, DGA, ENG, ESL (two top levels), GRA, HUM, MUS, PHL, THR, Language and Culture (ARA, CHI, FRE, GER, ITA, JPN, LAT, RUS, SPA)	3
4	BIO 2112	Anatomy and Physiology II (or Gen Ed elective)	4 (3)
5	SOC 1001	Principles of Sociology	3
6	ENG 1020	Literature and Composition	3
7	CCS 1001	College and Career Success	3
General Education Core Credits			21-25

Program Requirements (36-39 credits)			
Course Number	Course Name	# of Credits	Pre-req/Co-req Course #
BIO 1005 or BIO 1210	Introduction to Biology or General Biology I	4	BIO 1005 pre-reqs: Eligibility for ENG 1010 and MATH 1010  BIO 1210 pre-reqs: Eligibility for ENG 1010 and MATH 1010. In addition, completion of High School CHEM 1110 or higher is recommended.
MDAS 1025	Medical Terminology	3	
CHEM 1110 or CHEM 1210	Concepts of Chemistry or General Chemistry I	4	CHEM 1110 pre-reqs: eligibility for ENG 1010 and MATH TBD  CHEM 1210 pre-reqs: MATH 1600 or higher with grade of C or higher or placement higher than MATH 1600 and eligibility for ENG 1010
HLTH 1070	Medical Law and Ethics	3	
PSY 1011	General Psychology I	3	Eligibility for ENG 1010
HSC 1001	Introduction to Patient Care Management	3	
HIMT 2110	Health Information Management Principles	3	ENG 0930
BIO 2111	Anatomy and Physiology I	4	BIO 1005 and CHEM 1110, or BIO 1210, or BIO 1111 AND ENG

# CT State Community College Common Program Template

			1010 all with a "C" or higher
HSER 1034	Introduction to the Mental Health System	3	
PSY 2001	Lifespan Development	3	PSY 1011 with a grade of C- or higher or permission of instructor or department
SOC 2013	Health and Aging	3	SOC 1001
HSC 2090	Health Science Capstone	3	HSC 1001, MDAS 1025, HLTH1070, HIMT 2110, HSER 1034
		36-39	
	<b>Program Requirement Credits</b>		
	<b>General Education Core Credits</b>		
	<b>Program Total Credits</b>	<b>60-61</b>	



**Credit Certificate Program Name:** Photography Certificate

**Certificate Description:**

The Photography Certificate program provides new and returning students with the knowledge and skills to compete for entry-level positions in the diverse field of photography and/or the opportunity to add or combine photography skills to related expertise in graphic design, journalism, communication or public relations. Courses in the Photography Certificate program help students build a working portfolio and can also be applied toward completing the Photography Option Visual Fine Art Associate Degree.

**Certificate Learning Outcomes:**

1. Demonstrate an understanding of terminology, concepts, techniques and equipment relating to a broad range of photographic processes and procedures.
2. Make informed and meaningful compositional/aesthetic decisions, with an emphasis on critical thinking, problem solving, creativity, project parameters and deadlines.
3. Be able to use industry standard hardware and software to produce work suitable for a variety of entry-level positions in a very competitive field.

**Certificate Descriptors:** What else is important to know about this certificate? Is it eligible for Workforce Innovation and Opportunity Act (WIOA) or other specialized funding that affects program length or structure? Does it prepare students for a specialized exam or industry certification? Are there pre-requisite courses or professional experiences? Please include this type of information here.

Certificate Program Requirements (# credits)			
Course Number	Course Name	# of Credits	Pre-req/Co-req Course #
ART 1450 ART* 250	Digital Photography I	3	none
ART 1460 ART* 281	Digital Photography II	3	ART 1450 ART* 250
	<b>Choose 1 of the following courses:</b>	3	
	ART 1410 ART* 141 Darkroom Photography I		none
	ART 1810 ART* 176 Digital Video Art I		none
	ART 2430 ART* 243 Studio Photography I		ART 1410 ART* 141 And ART 1450 ART* 250
	ART 2470 ART* 257 Commercial Photography		ART 2430 ART* 243
	<b>Choose 3 of the following courses:</b>	9	
	ART 1410 ART* 141 Darkroom Photography I		none
	ART 1420 ART* 142 Darkroom Photography II		ART 1410 ART* 141
	ART 1810 ART* 176 Digital Video Art I		none
	ART 2430 ART* 243 Studio Photography I		ART 1410 ART* 141
	ART 2470 ART* 257 Commercial Photography		ART 1410 ART* 141 and ART 2430 ART* 243
	ART 2900 ART* 290 Portfolio Preparation I (was designed to be cross-listed with another course like Digital Photography II or Darkroom Photography III if a department wanted to)		Permission of the instructor.
	ART 1110 ART 111 Drawing 1		none

# CT State Community College Common Certificate Template

	ART 1250 ART109 Color Theory		none
	ART 2810 ART 220 Digital Painting and Drawing		none
	ART 2095 ART* 293 Art Internship		Permission of the instructor.
	ART 1220 ART 121 2-Dimensional Design		none
	DGA 1101 Intro to. Computer Graphics		none

**Important Note:** For a certificate program to be eligible for federal Pell/Title IV funding it has to include at least 16 credits and be at least one academic year in duration. In addition, it is important to document what students will gain from the certificate in terms of skills, outcomes, and potential opportunities for transfer and employment.

**Resource needs have been discussed with Library Services and Information Technology Operations.**  
(Complete if applicable.)

Name and Title	Signature of Originator	Date

- ☐ No Library Services needed  
☐ No Technology Services needed

# Board of Regents

## CT BOARD OF REGENTS FOR HIGHER EDUCATION

### RESOLUTION

concerning

CT State Community College Academic Standing Policy

June 28, 2023

WHEREAS, The Board of Regents for Higher Education pursuant to its statutory authority in Connecticut General Statute Section 10a-6 shall “establish policies and guidelines for the regional community-technical college system” (CSCU’s 12 community colleges); and

WHEREAS, the Board of Regents has resolved to consolidate the 12 individual community colleges within the Connecticut State College and Universities System into a singularly structured and accredited College with 12 campuses; and

WHEREAS, a comprehensive review of all community college policies appearing in the Board of Trustees of Community-Technical Colleges Policy Manual is underway, including review by the CT State Cabinet, committees of CT State faculty and administrative staff, CSCU Chief Financial Officer, CSCU’s General Counsel’s Office; and

WHEREAS, it has been determined by the above review group that Community Colleges Policy 3.8, Satisfactory Progress is complicated and leads to student confusion; and

WHEREAS, the CT State Senate has approved the attached new policy; therefore, be it

RESOLVED, that the Connecticut Board of Regents for Higher Education rescind BOT Community College policy 3.8; and be it further

RESOLVED, that the Board of Regents adopt the attached new policy effective with the fall 2023 semester which ensures that academic standing and satisfactory academic progress are distinct, deficit language is removed, and structured supports are provided to students; and be it further

RESOLVED that the Board of Regents charges CT State administration with the communication of the new policy to all CT State Community College staff.

A True Copy:

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Pamela Heleen, Secretary of the  
CT Board of Regents for Higher Education

## STAFF REPORT

### Modification of Satisfactory Progress Policy/Creation of New BOR Policy

#### **Purpose:**

This effort is intended to eliminate the Community College Board of Trustees policy manual. The content of this policy is a modification and will become a new Board of Regents Policy. CT State Senate recently approved a 3-year review cycle for all policies.

#### **Rationale:**

Our current academic standing policy (BOT 3.8, Satisfactory Progress) is complicated and leads to confusion for students, faculty, and advisors. In addition to being difficult to comprehend, it does not align with the college policy on graduation which includes a 2.0 cumulative grade point average (GPA) and completion of all required courses. Unlike our current academic standing policy, graduation requirements do not include progress or pace as a criterion for graduation. Additionally, the current academic standing policy uses deficit-based language (probation) which is more akin to the criminal justice system than an institution of higher education. With the implementation of the Holistic Case Management Advising policy and resultant Guided Pathways Advising program, advisors can monitor student academic performance, proactively intervene, and establish tiered supports based on a student's academic standing.

The policy revision accomplishes three main priorities.

- Removes academic progress as part of financial aid as an element of academic standing calculation and relies solely on student cumulative grade point average. This policy is separate and distinct from BOR Policy 1.1 Satisfactory Academic Progress for Financial Aid Recipients. Combining the two policies has proven historically confusing for students and advisors.
- Removes deficit-based language (probation) and replaces it with asset-based language.
- Enables the development of a tiered and individualized support model where Guided Pathways advisors, faculty advisors, and other support staff collaborate with students to develop the best plan for success.

#### **3.8 Satisfactory Progress - Current Policy**

To read old policy, please click here: [Old Policy](#)

## **New Policy Statement: CT State Community College Academic Standing**

The Connecticut State Community College Academic Standing Policy is explicit to a student's academic performance and does not address Financial Aid standing. Financial aid students must meet the standards provided under the Satisfactory Academic Progress (SAP) policy, which is separate from this Academic Standing Policy. Academic Standing is designed to help ensure students who fall below a 2.0 cumulative grade point average (GPA) are provided with structured levels of support and advising to guide students towards academic success.

No course may be repeated for credit more than twice without approval. The highest grade received will be used in calculating the student's cumulative grade point average. This does not apply to those courses that are designed to be repeated for additional credit. Programs with professional and regulatory standards may have different requirements for repeating courses in which case, those standards shall be applied.

### **RECOMMENDATION**

Following its review and deliberative process, it is the recommendation of the Academic and Student Affairs Committee that the Board of Regents approve this policy modification. The System's Provost and Senior Vice President for Academic and Student Affairs concurs with this recommendation.

# Board of Regents

## CT BOARD OF REGENTS FOR HIGHER EDUCATION RESOLUTION

Concerning

Revision of CT State Policy – Associate Degrees

June 28, 2023

**WHEREAS**, The Board of Regents for Higher Education pursuant to its statutory authority in Connecticut General Statute Section 10a-6 shall “establish policies and guidelines for the regional community-technical college system” (CSCU’s 12 community colleges); and

**WHEREAS**, the Board of Regents has resolved to consolidate the 12 individual community colleges within the Connecticut State College and Universities System into a singularly structured and accredited College with 12 campuses; and

**WHEREAS**, a comprehensive review of all community college policies appearing in the Board of Trustees (BOT) of Community-Technical Colleges Policy Manual has taken place, including review by the CT State Cabinet, committees of CT State faculty and administrative staff, CSCU Chief Financial Officer, CSCU’s General Counsel’s Office; and

**WHEREAS**, BOT Policy 3.3.5 – Associate Degrees – Multiple (last amended in October 1987) was written to provide guidance for managing students earning multiple degrees from more than one Connecticut community college; therefore, updates to language appropriate for the merged college environment are required; and

**WHEREAS**, it has been determined that BOR Policy 1.13 which describes the CSCU Associate Degrees is the appropriate location to house such a policy; now let it be

**RESOLVED**, that the Board of Regents for Higher Education approves the rescission of the BOT policies 3.3.5; and be it further

**RESOLVED**, that the Board of Regents for Higher Education approves the revision of BOR Policy 1.13 as attached; and be it further

**RESOLVED** that the Board of Regents charges CT State administration with the communication of the rescissions to all CT State Community College staff.

A True Copy:

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Pamela Heleen, Secretary of the  
CT Board of Regents for Higher Education



<b>1.13</b>	<b>Policy Statement on Associate Degrees</b>	<b>15-025</b> <b>23-</b>	<b>2015-03-26</b> <b>Revised 2023-06-29</b>
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## **CSCU Policy Statement on Associate Degrees**

CSCU associate degrees comprise two types:

1. **A.A.S. Degrees:** Degrees that provide skills and knowledge, often in the form of a credential or qualification, that allow for direct entry into the work force; these degrees may serve as transfer degrees with or without a guarantee that additional credits will not be needed at the baccalaureate level within the CSCU system
2. **A.A. and A.S. Degrees:** These degrees are of two types:
  - a. **CSCU Transfer Degrees:** Degrees that comprise 60-61 credits for transfer equally to all Connecticut State Universities that offer the degree program, and to Charter Oak State College if it offers the degree program, with no loss of credit and full junior year status; these degrees will each be designated as **CSCU Pathway Transfer A. A. and A.S. Degree: [Discipline Name] Studies**
  - b. Degrees without a guarantee that additional credits will not be needed to transfer within the CSCU system; such degrees may include transfer agreements with colleges outside the CSCU system; some A.S. degrees may be career degrees

All degrees granted by the BOR to students will clearly identify the purpose or purposes they serve. In most cases, A.A. and A.S. degrees designed for transfer to CSCU institutions will follow Transfer and Articulation Policy (TAP) guidelines and processes to become **CSCU Pathway Transfer A. A. and A.S. Degree: [Discipline Name] Studies** within the CSCU system. A.A.S. Degrees, whose only purpose is to provide qualifications for direct entry into the work force, will not be required to follow TAP guidelines and processes. A.S. degrees that are designed for direct entry into the work force may receive partial or complete exemption from TAP guidelines and processes. In all cases, when an A.A. or A.S. degree is not TAP compliant, the extent to which such degrees provide for transfer should be clearly identified. A.A. and A.S. degrees subject to outside accreditation may receive partial to complete exemption from TAP compliance in order to remain accredited. Degrees that are part of a larger consortium of articulations that include institutions outside the CSCU system may also receive partial or complete exemption.

### **Process for Creation of New Associate Transfer Degrees**

All new **A.A. and A.S. degrees** should be screened by chief academic officers, division directors and campus Framework and Implementation Review Committee representatives for transfer possibilities within the CSCU system. Faculty creating associate transfer degrees should consult with the TAP Co-Managers. Only in exceptional cases – when, for instance, programs are not available at all campuses – should new transfer articulation agreements be made between one or several community colleges and fewer than all four-year CSCU campuses and Charter Oak. Even when such agreements are pursued, they should engage the process for creating transfer degrees outlined in the TAP Implementation Plan included as an appendix to this policy.

1. When a degree discipline has already been through the TAP process and completed an A.A. or A.S. pathway degree, then the TAP Pathway Degree will serve as the transfer degree for all community colleges. If a new A.A. or A.S. degree within the discipline targets a specific program or programs at the CSCU four-year schools that the existing TAP Pathway Degree will not serve, then a discipline-based work group will be convened to create a new CSCU TAP Pathway Degree. Campuses may propose changes to the TAP Pathway Degree in any discipline, but that change must go through the TAP process and be made for all CSCU institutions that can offer the program or degree.
2. When an A.A. or A.S. degree is proposed in a discipline that has not been part of the TAP process, the proposal should be submitted to the TAP Co-Managers who will help to make the decision about whether a work group should be formed to create a system-wide pathway degree.

3. If an A.A. or A.S. degree seeks to provide for transfer to one or more schools outside of the CSCU system, and its discipline has not already gone through the TAP process and completed a pathway degree, it should be vetted for possible TAP compliance and, to the extent possible, fulfill TAP guidelines. Such degrees must clearly specify the institutions they transfer to and should provide for seamless transfer to those institutions. Unless there is a compelling reason for exception, if the degree discipline has been through the TAP process and completed a pathway degree, then the proposed degree should follow 1 above. Every effort should be made for articulation agreements to match to CSCU TAP transfer degrees.

### **Maintenance of TAP Associate CSCU Pathway Transfer Degrees**

Each pathway degree will be overseen by a work group of faculty from the discipline, one from each of the 17 colleges and universities; the group will meet as needed, but not less often than annually, to review the pathway and any necessary amendments to it. Any proposed changes to the TAP Pathway Degree must be vetted through this work group and, when appropriate, relevant governance processes at each campus.

If changes are made in any TAP degree program at the four-year institutions that offer the program, that change must be clearly communicated to the TAP Co-Managers who will then ensure that such changes are reflected in catalogues at all relevant CSCU institutions. If such changes affect the transferability of credits within the existing TAP Pathway Degree, then the appropriate work group must meet to make any changes necessary to maintain the full transferability of the pathway degree. A student will follow the degree requirements and policies in place at the community college and receiving four-year school at the time that he or she declares as a pathway degree student.

### **Existing A.A. and A.S. Degrees for Transfer within the CSCU System**

Existing transfer agreements between community colleges and state universities or Charter Oak will continue unless the discipline of the degree becomes part of the TAP. In such cases, the existing agreement will be replaced by the pathway created by TAP.

### **Existing A.A. and A.S. Degrees for Transfer outside the CSCU System**

Such agreements will continue and should clearly list the receiving schools and the extent to which the degree will transfer and count toward graduation. If degrees provide for transfer outside the CSCU system and no formal articulation agreements are in place for such transfer, then the pathway degree will take precedent with the assumption that the pathway degree will transfer no less effectively. The pathway degree should, in most cases, provide the frame for articulation agreements with institutions outside the CSCU system.

### **Existing Other A.A. and A.S. Degrees**

Existing A.A. and A.S. degrees that provide for neither direct entry into a career or for seamless transfer to a four-year should continue but should clearly indicate their purpose. They should be screened for possible compliance with TAP guidelines.

### **Earning a Second Associates Degree**

A student may earn a second Associate Degree under the following circumstances:

- All program requirements are met for both degrees
- The residency requirement of one-quarter (25%) of the complete degree is met for any degree earned at Connecticut State Community College.
- The second degree includes a minimum of 15 credits which are different from the first degree
- If both degrees are to be earned at Connecticut State Community College, the student has earned a minimum of 75 credits and has met the residency requirement within each degree.

Completion of the requirements of an additional program option under the same parent degree does not constitute a different degree.

# Board of Regents

## CT BOARD OF REGENTS FOR HIGHER EDUCATION RESOLUTION

Concerning

Revision of CT State Policy – Grading, Notations, and Academic Engagement

June 28, 2023

**WHEREAS**, The Board of Regents for Higher Education pursuant to its statutory authority in Connecticut General Statute Section 10a-6 shall “establish policies and guidelines for the regional community-technical college system” (CSCU’s 12 community colleges); and

**WHEREAS**, the Board of Regents has resolved to consolidate the 12 individual community colleges within the Connecticut State College and Universities System into a singularly structured and accredited College with 12 campuses; and

**WHEREAS**, a comprehensive review of all community college policies appearing in the Board of Trustees (BOT) of Community-Technical Colleges Policy Manual has taken place, including review by the CT State Cabinet, committees of CT State faculty and administrative staff, CSCU Chief Financial Officer, CSCU’s General Counsel’s Office; and

**WHEREAS**, BOT Policy 3.5.1 – Granting an “Incomplete” has been determined to be out of date and BOT Policy 3.5.2 – Administrative Transcript Notations – Letters Other Than A-F has been replaced by BOR Policy 1.19

**WHEREAS**, it has been determined that BOR Policy 1.19 requires revision to reflect current CT State Community College policy and clarification of process; now let it be

**RESOLVED**, that the Board of Regents for Higher Education approves the rescission of the BOT policies 3.5.1 and 3.5.2; and be it further

**RESOLVED**, that the Board of Regents for Higher Education approves the revision of BOR Policy 1.19 as attached; and be it further

**RESOLVED** that the Board of Regents charges CT State administration with the communication of the rescissions to all CT State Community College staff.

A True Copy:

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Pamela Heleen, Secretary of the  
CT Board of Regents for Higher Education

1.19	Policy on Grading, Notations, and Academic Engagement	20-052 23-XXX	2020-04-16 2023-06-29
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## Policy on Grading, Notations, and Academic Engagement

The ~~CSCU Provost and Senior Vice President for Academic and Student Affairs~~ CT State Provost, or designee, shall be the presiding authority over the application of this policy to all community colleges. It shall be included in all college catalogs, student handbooks, and college websites, and shall be made available upon request.

### Grading

Affirmed for Fall 2020, all CSCU community colleges will use the following grading system defined below.

Grade	Quality Points
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F	0.0

The calculation of the Grade Point Average (GPA) shall be two decimal places, truncated.

The letter grades shown above, with an additional designation of “#,” shall also be used for grades awarded to students in developmental courses.

### I – Incomplete

Used as a temporary grade assigned by a faculty member when coursework is missing and the student agrees to complete the requirements.

~~Although a student may request an Incomplete, the faculty member is not required to honor the request. Faculty members should assign an Incomplete when there are extenuating circumstances, such as illness, that prevent a student from completing the assigned work on time. Further consideration should be given to determine if the student has attended for at least 60% of the duration of the course and completed the majority of the course requirements, and, in the judgment of the faculty member, the student can complete the remaining work no later than the tenth week of the next standard semester.~~

A student may request an Incomplete from the faculty member; that faculty member is not required to agree to the request. Faculty members should assign an Incomplete when there are extenuating circumstances, such as illness, that prevent a student from completing the assigned work on time. Further consideration should be given to determine if the student has participated in and completed at least 61% of the course, and, in the judgment of the faculty member, the student can complete the remaining work no later than the tenth week of the next standard semester.

Any faculty member that assigns an Incomplete shall document such an activity, and inform the student, the Academic Dean, the Registrar, campus Dean of Faculty or campus dean responsible for faculty affairs, the campus supervisor of enrollment services, and other appropriate parties, as needed, using a common form. Supporting documentation, agreed upon by both the faculty and student, must include:

- A brief description of the requirements to be completed;
- The date by which the coursework must be submitted to the faculty member;
- A statement that the Incomplete will change to a specific letter grade if the work is not completed by the tenth week of the next standard semester.

~~If a student submits the required work on time, the faculty member shall calculate a grade to replace the Incomplete and submit it to the Registrar no later than the 10<sup>th</sup> week of the following semester. If a student fails to complete the required work or fails to submit the work by the specified time, or if the faculty member fails to submit a replacement grade, the Registrar shall convert the Incomplete to the letter grade specified, and that letter grade shall be entered on the student's transcript.~~

If a student fails to complete the required work or fails to submit the work by the specified time, or if the faculty member fails to submit a replacement grade, the Campus Supervisor of Enrollment Supervisor or their designee shall convert the Incomplete on the student's transcript to the letter grade specified on the original paperwork. Specially accredited programs may have specific progression criteria where a student cannot progress in their program with an incomplete on their transcript.

Students with an Incomplete are temporarily ineligible for semester or graduation honors. Upon conversion of the Incomplete to a letter grade, students may retroactively receive semester or graduation honors, and such recognition shall appear on the transcript, provided the student has earned the required GPA.

### **Administrative Transcript Notations**

All colleges will use the following system of administrative transcript notations for student records, when required. Any other letters, whether called administrative notations, transcript notations, non-academic grades, or otherwise, currently in use shall be eliminated.

#### **AU – Audit**

~~Used for students not wishing credit for a course taken. This status will allow them to participate in class activities without being required to meet the examination requirements of the course. Students may ask to have papers critiqued, but faculty members are not required to grade an auditor's coursework. Full tuition and fees are charged for courses audited. A student who wishes to change from credit to audit status must request this within the first four weeks of the course, using such forms and procedures as the college may prescribe. Students auditing a course may not change to credit status.~~

Used for students not wishing to be awarded college credit for a course taken. This status allows students to participate in class activities without being required to meet the examination or assessment requirements of the course. Students may ask to have coursework critiqued, but audited courses do not earn a grade and faculty members are not required to grade an auditor's coursework. Full tuition and fees are charged for courses audited. Students must be informed that State and Federal regulations prohibit the College from awarding aid for audited courses. A student who wishes to change from credit to audit status must request this within the first 20% of a term in which the course is offered, using such forms and procedures as the college may prescribe. Audit deadlines for terms will be published in term calendars. Students auditing a course may not change to credit status. Students may only audit the same course two times, and any additional requests to audit must be approved by the campus Dean of Faculty or campus dean responsible for faculty affairs.

**M – Maintaining Progress**

Used only for developmental courses to indicate that the student is maintaining progress, but not at the usual rate. It may be given to a student for a course only twice.

**P – Pass**

Used for successful completion of courses taken on a pass/fail basis. Students failing will receive a letter grade of “F.”

**TR – Transfer**

Used in lieu of grades for courses accepted for credit from other institutions of higher education.

**W – Withdrawal**

Used to indicate that a student has withdrawn from a course.

**Academic Engagement**

While none of the community colleges are considered attendance-taking institutions, they are required to verify the academic engagement of each student in each registered course by demonstrating “academic attendance” or an “academically-related activity” for Title IV purposes. This must be completed prior to the predetermined census date of each traditional semester, as well as during periods of enrollment shorter than the traditional 15-week semester (i.e., summer terms). The purpose of this practice is to identify students who have enrolled in coursework but have not demonstrated an academically related activity as a means to accurately report official college enrollment and meet the regulatory standard of compliance.

**Required Activity Prior to Census**

All students are required to demonstrate academic engagement (defined below) in each of their registered courses no later than the predetermined census date of each period of enrollment. Students who make this demonstration in at least one of their registered courses shall be considered to have begun the period of enrollment. Students who do not make this demonstration in any registered courses shall be considered to have not begun the period of enrollment.

**Students Who Begin a Period of Enrollment**

Students who begin a period of enrollment shall be counted in official census data, reflective of their actual enrollment status. Students who then cease engagement in their coursework, without officially withdrawing from the college prior to the end of the withdrawal period, shall be assigned a letter grade of “F” with a corresponding last date of academic engagement for each affected course. These students shall be considered an unofficial withdrawal from the college, and be subject to Return of Title IV regulations, if applicable. The latest date reported by faculty shall be the date of determination for unofficial withdrawal from the college.

**Students Who Do Not Begin a Period of Enrollment**

Students who are determined to have not academically engaged in a period of enrollment leading up to census shall be assigned a registration status of “Never Participated (NP)” for each affected course. Students assigned an NP for all courses shall be removed from the period of enrollment and shall be counted as “never attended” for enrollment reporting purposes. Courses with an NP designation are not counted toward a college’s official census, and affected students are not eligible to receive financial aid for courses assigned this status.

***NP – Never Participated***

A registration status used for students who have enrolled in coursework but have failed to engage in an academically related activity by the predetermined census date. Students who receive an NP designation are no longer permitted to attend a course section after an NP has been reported. Additionally, they are not eligible to receive a final grade, and not eligible to access the learning management system for the affected course section.

**Academic Engagement**

In accordance with federal regulatory definition, academic engagement (otherwise known as “academic attendance” and “attendance at an academically-related activity”) includes, but is not limited to:

- Physically attending a class where there is an opportunity for direct interaction between the instructor and students;
- Submitting an academic assignment;
- Taking an exam, an interactive tutorial, or computer-assisted instruction;
- Attending a study group that is assigned by the institution;
- Participating in an online discussion about academic matters; and
- Initiating contact with a faculty member to ask a question about the academic subject studied in the course.

This does not include activities where a student may be present, but not academically engaged, such as:

- Logging into an online class without active participation; or
- Participating in academic counseling or advising.

The institution must make a determination of “academic attendance” or an “academically related activity;” a student’s certification of attendance that is not supported by institutional documentation is not acceptable.



**CT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

AWARD OF THE TITLE

CONNECTICUT STATE UNIVERSITY PROFESSOR

TO

**Dr. David Pettigrew**

June 28, 2023

WHEREAS, The President of Southern Connecticut State University, Dr. Joseph Bertolino, has recommended that Dr. David Pettigrew, Professor of Philosophy be appointed as Connecticut State University Professor and Connecticut State Colleges and Universities President Terrence Cheng concurred; and

WHEREAS, Dr. Pettigrew, a highly distinguished teacher and scholar, has served Southern Connecticut State University since 1987 as a member of the Department of Philosophy, while attaining extraordinary levels of achievement in research, teaching and service, and

WHEREAS, Professor Pettigrew has earned international recognition for his research and human rights activities related to the genocide in Bosnia and Herzegovina, therefore be it

RESOLVED, That the title of Connecticut State University Professor is herewith awarded by the Board of Regents to Dr. David Pettigrew of Southern Connecticut State University effective June 29, 2023, pursuant to the BOR/AAUP Collective Bargaining Agreement; and be it further

RESOLVED, That Professor Pettigrew be entitled to all the rights, privileges and responsibilities pertaining to this honor.

A True Copy:

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Pamela A. Heleen, Secretary of the  
CT Board of Regents for Higher Education

**ITEM**

Award of the title Connecticut State University (CSU) Professor to Dr. David Pettigrew of Southern Connecticut State University

**BACKGROUND**

In accordance with BOR/AAUP Collective Bargaining Agreement, Article 5.6:

The Board, upon the recommendation of a President and the BOR President, may award full-time members the title, CSU Professor, provided that the member: 1) has been recommended for the honor by the President who has received the advice of a committee elected from the membership by a procedure designed by the Senate and approved by the President; 2) has been recognized by peers in the field for professional excellence.

CSU Professors shall retain their title for the duration of their service to the system and shall receive additional compensation at a rate 1.10 times their regular salaries.

Not more than four (4) CSU Professorships shall be awarded in any given year, and there shall not be more than twelve (12) in Connecticut State University nor more than three (3) in any one university at any given time.

**RECOMMENDATION**

President Joe Bertolino requests that the Board of Regents award the title CSU Professor to Dr. David Pettigrew of the Department of Philosophy. System President Terrence Cheng concurs with this recommendation. President Bertolino's letter of recommendation and Dr. Pettigrew's CV are attached.

06/9/2023 – BOR Academic & Student Affairs Committee

06/29/2023 – Board of Regents

## ***Curriculum Vitae***

Name. David Pettigrew, Ph.D. (SUNY Stony Brook, 1991)

Professional Appointment. Professor of Philosophy, Southern Connecticut State University

## **Selected Appointments and Distinctions.**

Inducted as Honorary Member of the Bosnian-Herzegovinian American Academy of Arts and Sciences, June 26, 2022.

Recognition as "Friend of Bosnia 2020" ("Povelja PRIJATELJ BOSNE za 2020 godine") by the Bosnian-Turkish Friendship Society "BOSFOR" (Bosansko-Tursko Prijateljstvo "Bosfor").

University Digital Evaluation Facilitator 2020-2022.

Consultant for *Untold Killings*, 2021 podcast about the Srebrenica Genocide, a co-production of Message Heard and Remembering Srebrenica UK. Hosted by Aleksandra Bilic. I was also featured in the special episode on the occasion of the July 11, 2021-commemoration of the Srebrenica Genocide: <https://untoldkilling.podbean.com/>.

Chairperson, Faculty Senate/Academic Affairs Curricular Task Force on Social Justice and Human Diversity 2018-19.

Appointed Member, 2019, of The Connecticut Department of Education Holocaust and Genocide Education Advisory Committee to assist schools with Implementing the Connecticut Holocaust and Genocide Education and Awareness Act (Public Act 18-24 of 2018).

Consultant, November 26, 2016-February 9, 2017, for the completion of the first comprehensive educational exhibition addressing the Srebrenica genocide, which opened at the Srebrenica-Potočari Memorial Center on February 9, 2017.

Finalist: French-American Foundation Translation Prize, 2016, for my co-translation of Dominique Janicaud's *Heidegger in France* (Indiana University Press, 2015).

Recipient: Robert Jirsa Service Award Spring 2016.

Inducted as Member of KRUG 99, November 29, 2015, an independent association of intellectuals founded during the siege of Sarajevo, 1992-1995.

Appointed Vice President of Council for the Connecticut Academy of Arts and Sciences, September, 2013.

Appointed as Board Member of the Bosnian American Genocide Institute and Education Center, Chicago, IL, in 2013.

Appointed Member of the Steering Committee of the Yale University Genocide Studies Program, March 2012.

CHOICE Award 2011: My co-translation of J-D Nasio's *Oedipus: The Most Crucial Concept in Psychoanalysis* (SUNY Press 2011) was named a "CHOICE Outstanding Academic Title of 2011".

Appointed as Member of the International Team of Experts of the Institute for Research of Genocide Canada, November 2010,.

Named Co-Editor of Book Series in 2006: "Contemporary French Thought," The State University of New York Press.

<http://www.sunypress.edu/Searchadv.aspx?IsSubmit=true&CategoryID=6901>

Inducted as one of the inaugural members of the "Million Dollar Club," at Southern CT State University, a distinction bestowed on faculty who have raised over one million dollars for the university, 2004.

Recipient of Hemingway Award, 2000, for the co-translation of J-D. Nasio's *Five Lessons on the Psychoanalytic Theory of Jacques Lacan* (Albany: SUNY Press, 1998).

Recipient of the SCSU Faculty Scholar Award in 2000, for the co-translation of J-D. Nasio's *Five Lessons on the Psychoanalytic Theory of Jacques Lacan* (Albany: SUNY Press, 1998).

Appointed Distinguished Professor in Residence at the Connecticut Academy for Education in Mathematics, Science & Technology, Fall 1996.

## **I. Research**

### **Edited Books. (Peer reviewed)**

Edited and wrote an Introduction, with François Raffoul, for *French Interpretations of Heidegger: An Exceptional Reception* (Albany: SUNY Press, 2008).

Edited and wrote an Introduction, with François Raffoul, for *Heidegger and Practical Philosophy* (Albany: SUNY Press, 2002).

Edited and wrote an Introduction, with François Raffoul, for *Disseminating Lacan* (Albany: SUNY Press, 1996).

### **Book Translations. (Peer reviewed)**

Translated Juan-David Nasio's *Psychoanalysis and Repetition: Why Do We Keep Making the Same Mistakes* (Albany: SUNY Press, 2019).

Co-translated, and wrote an introduction, with François Raffoul, for Dominique Janicaud's *Heidegger in France* (Bloomington, IN: Indiana University Press, 2015).

Co-translated Juan-David Nasio's *Oedipus: The Most Crucial Concept in Psychoanalysis* (Albany: SUNY Press, 2010).

Co-translated and wrote an Introduction, with François Raffoul, for Jean-Luc Nancy's *The Creation of the World or Globalization* (Albany: SUNY Press, 2007).

Co-translated and wrote an Introduction, with François Raffoul, for Juan-David Nasio's *The Book of Love and Pain: Thinking at the Limit with Freud and Lacan* (Albany: SUNY Press, 2004).

Co-translated and wrote an Introduction, with François Raffoul, for Juan-David Nasio's *Five Lessons on the Psychoanalytic Theory of Jacques Lacan* (Albany: SUNY Press, 1998).

Co-translated and wrote an Introduction with François Raffoul, for Françoise Dastur's *Heidegger and the Question of Time* (Humanity Books, 1998).

Co-translated, with Gregory Recco, François Raffoul's *Heidegger and the Subject* (Humanity Books, 1998).

Co-translated and wrote an Introduction, with François Raffoul, for Jean-Luc Nancy's and Philippe Lacoue-Labarthe's, *The Title of the Letter: A Reading of Lacan* (Albany: SUNY Press, 1992).

#### **Selected Authored Book Chapters (Invited, Peer Reviewed)**

"The Suppression of Cultural Memory and Identity in Bosnia and Herzegovina," in *Multidisciplinary Perspectives on Genocide and Memory*, edited by Jutta Lindert and Armen Marsoobian (Springer International Publishing, 2018).

"The Genocidal Legacy of Radovan Karadžić," *Etnické komunity. Hrdinové, šibalové, antagonisté Balkánu* Eds. Dana Bittnerová, and Mirjam Moravcová (Prague, FHS UK, 2017).

"Cinematic Witnessing of the Genocide in Bosnia 1992–1995: Toward A Poetics of Responsibility," in *The History of Genocide in Cinema: Atrocities on Screen*, edited by Jonathan Friedman and William Hewitt (London: I.B. Taurus, 2016).

"The Suppression of Collective Memory and Identity in Bosnia: Prohibited Memorials and the Continuation of Genocide," *Etnické komunity - Balkánské cesty*. Eds. Dana Bittnerová, and Mirjam Moravcová (Prague, FHS UK, 2015).

"*Genocid i međunarodna intervencija: problematično naslijeđe Dejtonskog mirovnog sporazuma 1995-2012*," in *Politički Vojni Značaj Odbrane Sarajeva 1992-1995* (Sarajevo: Universitet u Sarajevu, 2014).

"The Task of Justice," in *Jean-Luc Nancy and Plural Thinking: Expositions of World, Ontology, Politics and Sense*, edited by Peter Gratton and Marie-Eve Morin (Albany: SUNY Press 2012).

"*Geografija Genocida u Istočnoj Bosnii*," in *Genocid u Bosni I Hercegovini –Posljedice Presude Međunarodnog Suda Pravde* (Sarajevo: Universitet u Sarajevu, 2011).

"The Unconscious Body in the Psychoanalytic Theory of J-D Nasio" in *Rethinking Facticity*, edited by François Raffoul and Eric Nelson (Albany: SUNY Press, 2008).

Co-authored (with Jim Dolan), "Excellence and Equity: A Regional Consortium for Reforming Science Education," *How Social and Emotional Development Add Up: Getting Results in Math and Science Education* edited by Norris Haynes, Michael Ben-Avie, and Jacque Ensign (Columbia Teachers College Press, 2003).

"Peirce and Derrida: From Sign to Sign," an invited contribution to *Peirce, Semiotics, and Psychoanalysis* John Muller, ed. (The Johns Hopkins University Press, 2000).

"Merleau-Ponty and the Unconscious: A Poetic Vision," in *Merleau-Ponty: Desires and Imaginings*, edited by James Morley and Dorothea Olkowski, (Albany: SUNY Press, 1999).

"Lacan: The Poetic Unconscious," in *Disseminating Lacan* (Albany: SUNY Press, 1996).

"Peirce and Derrida: From Sign to Sign," in *Peirce's Doctrine of Signs: Theories, Applications, Connections*, edited by Vincent Colapietro and Thomas Olschewsky (Berlin: Mouton de Gruyter, 1995).

#### **Authored Journal Articles (Invited, Peer reviewed)**

"Mandate Interrupted: The Problematic Legacy of the United Nations International Criminal Tribunal for the former Yugoslavia," *Washington University School of Law Global Studies Law Review*, 19, no. 3 (2020).

"*Les implications éthiques de la pensée de Heidegger*," (in Arabic) in *Eis* no.3 (2008-2009).

"*Les implications éthiques de la pensée de Heidegger*," *Transversalités* 99 (2006): 251-259.

"The Question of the Relation Between Philosophy and Psychoanalysis: The Case of Kant and Freud," *Metaphilosophy*, Vol 21, nos. 1&2 January/April 1990.

#### **Selected Book Chapter Translations (Peer reviewed)**

Co-translated Françoise Dastur's "The Reception and Non-Reception of Heidegger in France," in *French Interpretations of Heidegger: An Exceptional Reception* (Albany: The State University of New York Press, 2008).

Co-translated Jean Greisch's "The Poverty of Heidegger's 'Last God'," in *French Interpretations of Heidegger: An Exceptional Reception* (Albany: The State University of New York Press, 2008).

Co-translated Pierre Jaccard's "The Dialogue of Thought between Martin Heidegger and Jean Beaufret: A New Way of Acting as a Philosopher" in *French Interpretations of Heidegger: An Exceptional Reception* (Albany: The State University of New York Press, 2008).

Co-translated Jean-Luc Nancy's "The Being-With of the Being-There," in *Rethinking Facticity*, edited by François Raffoul and Eric Nelson (Albany: The State University of New York Press, 2008).

Co-translated, Genviève Morel's "Feminine Conditions of Jouissance" *Reading Seminar XX* edited by Suzanne Barnard and Bruce Fink, (Albany: The State University of New York Press, 2002).

Co-translated Colette Soler's, in "What does the Unconscious Know About Women," in *Reading Seminar XX* edited by Suzanne Barnard and Bruce Fink, (Albany: The State University of New York Press, 2002).

Co-Translation with François Raffoul of J-D Nasio's *Les Yeux de Laure* Ellie Ragland and Dragan Milovanovic (eds.), *Topologically Speaking* (New York: The Other Press, 2002.)

#### **Translated Journal Article.**

Translation of François Raffoul's, "The Subject of the Unconscious in the Work of Jacques Lacan, " in the series *Continental Philosophy*, Vol. VI., Routledge. Fall 1997.

#### **Authored Forewords/Afterwords (Invited).**

Authored an invited Afterword for Karamelic, Ajlina, and Kromjak, Laura, editors, *Remembrance and Forgiveness: Global and Interdisciplinary Perspectives on Genocide and Mass Violence* (Routledge, 2020).

Authored an invited Foreword for Šukrija Mehuljić's, *Ne Zaboravi Srebrenicu* (Sarajevo: Flax, 2020).

Authored an invited Foreword for Isak Gaši's *Eyewitness: My Journey to the Hague* (Brandylane Publishers, Inc., 2018).

Authored an invited Foreword for Mirsad Čaušević's *Death in the White House* (Chicago: Bosanska Medijska Grupa, 2017).

Authored an invited Foreword, "To Inhabit a World," for Jean Luc-Nancy's *What's These Worlds Coming To?* Translated by Travis Holloway and Flor Mechain (New York, NY: Fordham University Press, 2014).

Authored an invited Foreword for Hikmet Karčić, *An Appeal for Truth: The Human Rights Chamber and the Search for Missing Persons in Bosnia and Herzegovina* (Sarajevo: Konrad Adenauer Foundation, 2013).

#### **Selected Op-Ed Essays (on-line) (Invited)**

"Vrijeme za opredijeljenost za tranzicijsku pravdu, pravo na memorijalizaciju i vladavinu prava u Bosni i Hercegovina," ["Time for a commitment to transitional justice, the right to memorialization and the rule of law in Bosnia and Herzegovina"], *Hayat*, Jan 6, 2022, <https://hayat.ba/pettigrew-neka-ovo-bude-godina-u-kojoj-ce-se-ukloniti-spomenici-koji-velicaju->

osudene-ratne-zlocince/842016/

“Pettigrew: Schmidt mora omogućiti spomenike žrtvama u Višegradu, Foči i Kalinoviku,” [“Pettigrew: Schmidt must support memorials to the victims in Višegrad, Foča and Kalinovik”], *RadioSarajevo*, Oct. 4, 2022, <https://radiosarajevo.ba/metromahala/ja-mislim/pettigrew-schmidt-mora-omoguciti-spomenike-zrtvama-u-visegradu-foci-i-kalinoviku/470882>

“Petigru poručio Šmitu: Raditi na postavljanju spomen-obilježja žrtvama zločina u Kalinoviku,” [“Pettigrew appealed to Schmidt: Work on erecting a memorial to the victims of crimes in Kalinovik,”], *Dnevni Avaz*, August 8, 2022, <https://avaz.ba/vijesti/bih/763826/petigru-porucio-smitu-raditi-na-postavljanju-spomen-obiljezja-zrtvama-zlocina-u-kalinoviku>

“Historijski značaj novog zakona protiv negiranja genocida” [“The historical significance of the new law against genocide denial”], *Al Jazeera Balkans*, July 23, 2021, <https://balkans.aljazeera.net/opinions/2021/7/23/vrijeme-je-da-ohr-nametne-zakon-protiv-negiranja-genocida>

“Suočavanje s tragičnim naslijeđem Dejtonskog sporazuma” [“Confronting the tragic legacy of the Dayton Accords”], *Al Jazeera Balkans*, November 14, 2020, <https://balkans.aljazeera.net/opinions/2020/11/14/suocavanje-s-tragicnim-naslijedom-dejtonskog-sporazuma>.

“Švedska akademija pomaže Handkeovo negiranje genocida” [“The Swedish Academy rewards Handke's genocide denial”], *Al Jazeera Balkans*, December 9, 2019, <http://balkans.aljazeera.net/vijesti/svedska-akademija-pomaze-handkeovo-negiranje-genocida>

“Može li biti pravde na terenu u BiH?” [“Can there be peace on the ground in Bosnia?”], *Al Jazeera Balkans*, December 9, 2014, <http://balkans.aljazeera.net/vijesti/moze-li-biti-pravde-na-terenu-u-bih>

“Spomen-ploča Mladiću nastavak genocida,” [“The memorial plaque for Mladić is a continuation of the genocide”], *Al Jazeera Balkans*, August 20, 2014, <http://balkans.aljazeera.net/vijesti/spomen-ploca-mladicu-nastavak-genocida>

### **Op-Ed Essay (in print)**

“Bosnian Serbs’ legacy of genocide lives on,” *New Haven Register*, August 14, 2011.

### **Selected Lectures (Invited)**

“Srebrenica Genocide,” for *Srebrenica July 11 course (Elfte juli-kursen)* Kista folkhögskola, Kista, Stockholm, Sweden, (via zoom) February 16, 2023, from 18:00 - 20:00.

“The Sacred Work of Bearing Witness and Restoring a World,” Book Launch Panel, Center for Bosnian Studies, Fontbonne University, St. Louis, February 4, 2023.

“Ruska invazija na Ukrajinu i zločin agresije: kriza suvereniteta za BiH” [“Russia's Invasion of Ukraine and the Crime of Aggression: A Crisis of Sovereignty for BiH”], KRUG 99, Sarajevo,



November 27, 2022.

“Transitional Justice, Human Rights, and Memorialization,” International University of Sarajevo, November 22, 2022.

“The Righteous Deeds of Varian Fry: Connecticut’s Forgotten War Hero”, Association for the Study of Connecticut History Fall Conference “Connecticut and WW II,” November 12, 2022.

“What Should Philosophers Say About Genocide,” Providence College, September 9, 2022.

“Challenges to the Human Right to Truth and Memorialization in Bosnia,” a presentation with Aida Hadžimušić, Al Jazeera Balkans correspondent/Evening scholar, Goldsmiths, the University of London, at “Why Remember? Peace, Conflict, and Culture,” July 7, 2022, Sarajevo.

“Transitional Justice and the Right to Truth and Memorialization in Bosnia and Herzegovina,” KRUG 99, Sarajevo, July 3, 2022.

Personalfortbildning om folkmordet i Srebrenica [Staff Professional Development on the Srebrenica Genocide] at Kista folkhögskola, Kista, Stockholm, Sweden, (via zoom) Tuesday May 10, 2022 .

“The Specter of the Donbas in Republika Srpska: A Cautionary Tale about Russian Imperialism from Bosnia and Herzegovina” (in a panel with Ambassador Valentin Inzko) at “Our Freedom Has Not Yet Perished: War and Hope in Ukraine,” Southern Connecticut State University, April 20, 2022,

"The International Community’s Responsibility to Protect Bosnia and Herzegovina: Strategies for Action," KRUG 99, Sarajevo, March 20, 2022.

"The Responsibility for the International Community to Prevent the Appeasement of Republika Srpska and its Genocidal Goals in BiH," KRUG 99, Sarajevo, November 28, 2021.

"The Specter of the Donbass Haunting Bosnia: The Toxic Legacy of Ratko Mladić," KRUG 99, Sarajevo, June 13, 2021.

"The Tragic Legacy of the Dayton Accords, 1995-2020," *Bosnia 25 Years After the Dayton Accords, A virtual International Symposium*, Yale Genocide Studies Program, November 6, 2020.

"Ending Impunity in Republika Srpska," KRUG 99, Sarajevo, March 22, 2020.

"Republika Sprska and A Legacy of Impunity," Legal and Political Consequences of the Declaration of the Proclamation of the Republic of the Serb People of Bosnia and Hercegovina, Sarajevo City Hall, Sarajevo, January 8, 2020.

"The Betrayal of Human Rights and Transitional Justice in Bosnia and Herzegovina," KRUG 99, Sarajevo, December 1, 2019.

"Finding Ways to Tell the Truth About the Genocide," A Lecture delivered on the Occasion of the Bosnian Language Publication of Isak Gaši's *Očevdac: Moj Put u Hag* (vrijeme, 2019), Bošnjački institut, Sarajevo, August 7, 2019, and Dom Kulture, Brčko, August 8, 2019.

"Confronting Obstacles to the Development of a Post-Genocidal Society and State in Bosnia and Herzegovina," for KRUG 99, Association of Independent Intellectuals, Sarajevo, June 30, 2019.

"Challenges to Restorative Justice in Bosnia and Herzegovina," 2nd International Women's Summit, Sarajevo, June 23, 2019.

"Trouble in the Balkans: Republika Srpska and the Failure of the International Community," for KRUG 99, Association of Independent Intellectuals, Sarajevo, March 17, 2019.

"The Problematic Legacy of the International Criminal Tribunal for the Former Yugoslavia," International University of Sarajevo, March 11, 2019.

"Trouble in the Balkans: Republika Srpska and the Failure of the International Community in Bosnia and Herzegovina," 1,472nd meeting of the Connecticut Academy of Arts and Sciences, February 21, 2019.

"Bearing Witness to the Truth," an invited presentation as part of the panel: "Commemoration: Bosnian Genocide: Witnessing the Struggle for Justice," Illinois Holocaust Museum, Skokie, IL., January 10, 2019.

"The Failure of Responsibility in Republika Srpska: The Betrayal of the Future," for KRUG 99, Association of Independent Intellectuals, Sarajevo, November 24, 2018.

"The Question of Restorative Justice in Bosnia and Herzegovina," International University of Sarajevo, Center for Human Rights and Transitional Justice, Faculty of Law, November 22, 2018.

"Republika Srpska and the Failure of Restorative Justice," for KRUG 99, Association of Independent Intellectuals, Sarajevo, July 1, 2018.

Presented a lecture titled, "Remembering Srebrenica," as part of a panel titled "Memory, Space, Event: The Case of Bosnia and Herzegovina," at a conference titled, "Memory and Forgetting in Times of War and its Aftermath: Ruins, Remains, and Reconstructions," Hotel Europe, Sarajevo 27 – 29, June 2018. |

"Finding Ways to Tell the Truth: Stories from Brcko, Prijedor, and Srebrenica," BiH Diasporic Conference, Seattle, WA, Saturday, April 21, 2018.

Delivered an invited presentation titled, "*À propos de Varian Fry*," at an international

symposium titled "*La loi à l'épreuve de la Déportation*," at l'Université Catholique de Lille, France, March 16, 2018.

Delivered an invited presentation titled, "Mapping Genocide," for KRUG 99, Association of Independent Intellectuals, Sarajevo, November 26, 2017.

Delivered an Invited Lecture titled, "Remembering Srebrenica: The Right to the Truth," at International University of Sarajevo, November 23, 2017.

Delivered an invited response for a panel titled, "Intervention, Identity, and State Consolidation in the Yugoslav Successor States (1990-2005), at the 2017 Association for Slavic, East European, and Eurasian Studies, Annual Convention, "Transgressions," November 11, 2017, Chicago.

Delivered an invited lecture titled, "The Continuation of Genocide in Eastern Bosnia: Drina National Park, for the program "Witnesses to the Truth," with Bosnian activist Bakira Hasečić, sponsored by Bosnian North American Women's Association and the Bosnian American Genocide Institute and Education Center, November 10, 2017, Chicago.

Delivered an invited presentation as part of a panel titled, "Varian Fry's Legacy" at the Commemoration & Symposium, "Varian Fry: The Savior of Modern," Green-Wood Cemetery, Brooklyn, NY, Saturday, September 9, 2017.

"Remembering Srebrenica," at the 11 July Conference and Awards Program, Kista folkhögskola, Kista, Stockholm, Sweden, May 11, 2017.

"Femicide as a Pattern: Rape and Gendercide in Bangladesh, Bosnia and Rwanda," Society for the Philosophic Study of Genocide and the Holocaust (SPSGH), at the American Philosophical Association, Central Division, Kansas City, MO, March 2, 2017.

Presented a lecture as part of an invited Book Panel addressing my co-translation of Dominique Janicaud's *Heidegger in France*, Translated by François Raffoul and David Pettigrew (Bloomington, IN: Indiana University Press, 2015). "Future Legacies," The 50th Annual Meeting of the Heidegger Circle, DePaul University, Chicago, September 15-18, 2016.

"Prohibition of Cultural Memory as a Continuation of the Genocide in Bosnia and Herzegovina," Summer University Srebrenica, Srebrenica-Potočari Memorial Center, July 12, 2016.

"Obstacles to Reconciliation and Justice in Bosnia and Herzegovina," International University of Sarajevo Summer Program "Learning from the Past," Sarajevo, July 3, 2016

"The ICTY Verdict in the Case of Vojislav Šešelj: The Legitimation of Hate Speech and the Silencing of the Law and the Truth," KRUG 99, Sarajevo, July 3, 2016.

"The Genocidal Legacy of Radovan Karadžić," for the conference "Balkan Express: The Heroes, Tricksters, and Antagonists of the Balkans," Charles University, Faculty of Humanities, Prague,

June 3-4, 2016.

"Suppression of Cultural Memory in Bosnia and Herzegovina," Elmhurst College, Elmhurst, IL, April 4, 2016.

"Cultural Genocide in Bosnia," at the Illinois Holocaust Museum and Education Center, , Illinois, April 3, 2016.

"National Unification Through Constitutional Reform in Bosnia," KRUG 99, Sarajevo, November 29, 2015.

"Genocide and Memorialization in Bosnia and Herzegovina," an inaugural lecture for the new Faculty of Law, International University of Sarajevo, Sarajevo, November 26, 2015.

"Truth, Memory, and Justice in Rebuilding a Post-Genocidal Society: The Case of Bosnia and Herzegovina," A New England Colloquy at Keene State College, July 22, 2015.

"Cultural Genocide in Republika Srpska, 2015," Summer University Srebrenica, Potočari Memorial Center, July 12, 2015.

"Prohibited Memorials and the Continuation of Genocide in Republika Srpska: The Legacy of Srebrenica and Dayton," at the international conference "Srebrenica 1995-2015: Evaluating the Legacy and Long-Term Consequences of Genocide," July 9, 2015. (Peer reviewed)

"*Srebrenica: ubijanje memorije i traganje za istinom i pravdom!*" for KRUG 99, Sarajevo, July 5, 2015. (Invited)

"The Legacy of the Dayton Peace Accords: Human Rights Violations in Republika Srpska," an invited keynote lecture for *Konferens om Muslimhat och Annan Rasism*, Kista Folkshögskola, Stockholm, Sweden, May 30, 2015. (Invited Keynote)

"From Berlin to Marseille: The Story of Varian Fry's Journey to Yad Vashem," 5th Grade classes at New Haven Mauro Sheridan magnet school March 31, 2015. (Invited)

"From Berlin to Marseille: The Story of Varian Fry's Journey to Yad Vashem," Judith K. Barr Education Fund, Temple Beth Tikvah, 196 Durham Road, Madison, CT, March 28, 2015. (Invited)

"The Suppression of Collective Memory and Identity in Bosnia: Prohibited Memorials and the Continuation of Genocide," Fontbonne University, St. Louis, MO, February 19, 2015. (Invited)

"Cinematic Witnessing of the Genocide in Bosnia 1992-1995: Toward A Poetics of Responsibility," Society for the Philosophic Study of Genocide and the Holocaust at the American Philosophical Association, St. Louis, MO, February 19, 2015. (Peer reviewed)

"The Suppression of Collective Memory and Identity in Bosnia: Prohibited Memorials and the

Continuation of Genocide," an invited keynote lecture for a Balkans Express Interdisciplinary Conference, Faculty of the Humanities, Charles University, Prague, October 24-25, 2014. (Invited Keynote)

"After Genocide: Activism in a post-genocide community: Resisting Genocide Denial in Višegrad," Srebrenica-Potočari Memorial Center, Srebrenica Summer University, July 2, 2014. (Invited)

Opening Remarks for the Opening Ceremony of the 5<sup>th</sup> annual Summer University Srebrenica, Bosniak Institute, Sarajevo. Lecture titled: "Referring to the Crime By Its Proper Name: Genocide and Its Continuation in Srebrenica, Višegrad, Prijedor," July 1, 2014. (Invited)

"Bearing Witness to the Genocide in Bosnia and Herzegovina, 1992-1995: Addressing the Culture of Apartheid in Republika Srpska in 2014." Temple Beth Tikvah, 196 Durham Road, Madison, CT, April 28, 2014. (Invited)

"Identifying Apartheid in Republika Srpska," KRUG 99 Association of Intellectuals, Sarajevo, March 23, 2014. (Invited)

"The Role of Religion and Ethnonationalism in Genocide Denial: Engineering a Zone of Exclusion," *Ethnonationalism and the Persistence of Genocide Denial in Bosnia and Herzegovina: Obstacles to "Existence,"* Society for the Philosophic Study of Genocide and the Holocaust in association with the Bosnian American Genocide Institute and Education Center, Chicago, IL, February 27, 2014.

"*L'interprétation de la douleur: du deuil au témoignage,*" *Séminaires Psychanalytiques de Paris*, Paris, November 26, 2013. (presented in French) (Invited)

"The Responsibility to Protect Those Vulnerable to Persecution in Post-Genocide Societies: The Case of Bosnia and Herzegovina," Yale University Genocide Studies Program, October 9, 2013. (Invited)

"W.G. Sebald's *Austerlitz*: Between Adorno and Adler," The Society for Philosophic Study of Genocide and the Holocaust at the American Philosophical Association Central Division Meeting, New Orleans, LA. February 21, 2013.

"Heidegger's *Ge-stell* and the Apparatus of Genocide," Meeting of the Heidegger Circle at the Society for Phenomenology and Existential Philosophy, hosted by the Rochester Institute of Technology and Nazareth College, Rochester, NY. November 1, 2012,

"A Report on the Local Elections in Srebrenica: Discrimination and Psychological Intimidation in Republika Srpska," a university-wide lecture presented at Loyola University, Maryland, October 25, 2012. (Invited)

"Genocide and International Intervention: The Problematic Legacy of the Dayton Peace Accords," Summer University Srebrenica, Potočari Memorial Center, July 14, 2012. (Invited)

“The Geography of Genocide in Eastern Bosnia,” for the Cultural Studies PhD Program, Trent University, Peterborough, Ontario, March 29, 2012. (Invited)

“The Task of Justice: Witnessing Genocide in Bosnia,” for the Philosophy Department Colloquium Series, University of North Texas, Denton, TX, November 11, 2011. (Invited)

“Witnessing Genocide in Bosnia,” for the Misericordia University Honors Program Explorations Seminar Series, Misericordia University, Dallas, PA, September 30, 2011. (Invited)

“Inceptual Dimensions of Art and Space in the Work of Martin Heidegger,” 45<sup>th</sup> annual meeting of the Heidegger Circle at Marquette University, May 6-8, 2011. (Invited)

“Witnessing Exhumations on the River Drina,” *l'Université Catholique de Lille*, March 28, 2011. (Invited)

“Genocide and International Intervention: The Problematic Legacy of the Dayton Peace Accords” 1,409<sup>th</sup> meeting of the Connecticut Academy for Arts and Sciences, January 19, 2011, New Haven Lawn Club. (Invited)

“Witnessing and Mourning in the Aftermath of Genocide in Bosnia: Encountering the Impossible,” The VII Annual Social Theory Forum, Critical Social Theory: Freud & Lacan For the 21st Century, UMASS Boston, April 7, 2010. (Invited)

“The *techno-logos* of Genocide (in Bosnia),” The Fifth Annual International Association for the Study of Environment, Space, and Place, Towson University, May 2, 2010.

“*La géographie du génocide en Bosnie de l'Est*,” (presented in French) à *l'Université Catholique de Lille*, le 25 novembre 2009. (Invited)

“Witnessing the Geography of Genocide in Eastern Bosnia,” International Genocide Conference, Potočari Memorial Center, Bosnia, July 10-11, 2009.

“Witnessing the Geography of Genocide in Eastern Bosnia,” June, 9<sup>th</sup>, at the 8th biennial conference of the International Association of Genocide Scholars June 7-10, 2009, at George Mason University Institute for Conflict Analysis and Resolution in Arlington, VA.

“Witnessing the Geography of Genocide in Eastern Bosnia,” Wesleyan University, April 29, 2009.

“The Geography of Genocide in Eastern Bosnia,” Association for the Study of Environment, Space, and Place Conference, Towson University, April 25-26, 2009.

“Witnessing the Geography of Genocide in Eastern Bosnia,” Louisiana State University, International Studies Program, April 14, 2009.

“Nativity and Genocide” (co-authored and presented with Anne O’Byrne, Philosophy Department, Stony Brook University), The Hanna Arendt Circle, University of Arkansas, March 29, 2009.

“The Transformative Pedagogy of John Dewey and Paulo Freire: between Theory and Practice.” (presented in English, discussion in French) UFR des Sciences de l’Education – Lille 3, France, March 21, 2009.

“Witnessing the Geography of Genocide in Eastern Bosnia,” Society for Phenomenology and Media,” Arlington, VA, February 28, 2009.

“The Geography of Genocide in Eastern Bosnia,” Yale University Genocide Studies Program, February 26, 2009.

“The Urgency of the Useless,” Heidegger Circle, Northern Illinois University, May 3, 2008.

“Witnessing Genocide at Srebrenica: Obstacles to Reconciliation,” Sociology Department, Wesleyan University, April 17, 2008.

“The Impossibility of Mourning,” a lecture at the conference of the International Association of Genocide Scholars, Sarajevo, Bosnia, July 2007.

“Witnessing Genocide at Srebrenica: Obstacles to Reconciliation,” a power point presentation at the International Association of Genocide Scholars Conference, Sarajevo, Bosnia July 2007.

“Between World-Forming and Globalization,” an invited lecture (presented in French) at *Journée d’étude Internationale de la Mondialisation* at Université de Lille 3, Wednesday March 21, 2007.

“Witnessing and Mourning Genocide in Bosnia: The Impossible Pain of Psychoanalysis,” a lecture as part of a panel marking the 150<sup>th</sup> anniversary of Freud’s birth, The American Philosophical Association, December 29, 2006, Washington, DC.

“Witnessing Genocide at Srebrenica: Obstacles to Reconciliation,” a power point presentation at Université de Lille 3, November 21, 2006.

Witnessing Genocide at Srebrenica: Obstacles to Reconciliation,” a power point presentation, The Political Science Department, University of Maine, November 10, 2006.

“The Ethical Implications of Heidegger’s Thought,” a lecture for the Philosophy Department Colloquium Series, University of Maine, November 9, 2006.

“The Task of Justice: Witnessing Genocide in Bosnia,” a lecture for the Socialist and Marxist Studies Series at University of Maine, November 9, 2006.

An invited presentation on Richard Polt's new book *The Emergence of Being: On Heidegger's Contributions to Philosophy*, The North American Heidegger Conference, Boston University, May 5-7, 2006

"*Les implications éthiques de la pensée de Heidegger*," a lecture at l'Institut Catholique, Paris, March 23, 2006.

"*Qu'en est-il du corps ? Juan David Nasio and the Unconscious Body*," a lecture at the Association for the Philosophy of the Unconscious, The annual meeting of the American Philosophical Association, New York, New York. December 28, 2005.

"*Qu'en est-il du corps ? Juan David Nasio et le corps inconscient*," presentation (in French) at *Séminaire de Formation des Psychanalystes*, Paris November 15, 2005.

"The Unconscious Body: A Lacanian Perspective" The New York Association for the Advancement of Philosophy and Psychoanalysis, New York University. November 5, 2005.

"The Task of Justice" Society for Phenomenology and Existentialism, Salt Lake City, Utah October 2005.

"The Task of Justice," A Presentation at Pathways to Reconciliation & Global Human Rights" Sarajevo August 16 – 19, 2005.

"Heidegger and Celan," Heidegger Conference, May 13-15, 2005, Goucher College.

"*Qu'en est-il du corps ? Juan David Nasio et le corps inconscient*," The International Symposium for Phenomenology 12-16 July 2004, Casa del Sacro Cuore, Perugia Italy

"Reflections on the Body in Heidegger and Merleau-Ponty," an invited presentation at the 38<sup>th</sup> North American Heidegger Conference, University of New Orleans, Spring 2004.

"The Ethical Implications of Heidegger's Thought" Presentation at the 37<sup>th</sup> annual gathering of the North American Heidegger Conference, Old Dominion University. May 2003.

"Translating *Jouissance*" at the annual meeting of the American Philosophical Association (Philadelphia, December 2002).

"Exceptional Enownings as Beginnings in Heidegger's *Beitrag*" at The International Association of Philosophy and Literature, Spelman College Atlanta Georgia, May 4, 2001.

"The Translation of Pain in the Work of Juan-David Nasio" at The Association for the



Philosophy of the Unconscious at the Annual Meeting of American Philosophical Association *Eastern Division*, December 28, 2000.

"*L'analyste et sa place de "semblant"*" an invited paper presented (in French) as part of the *Seminaire Psychanalytiques de Paris, Seminaires de formation des psychanalystes*, Paris France. 28 November 2000.

"Responsibility in Heidegger's *Beiträge*" at the 34<sup>th</sup> annual Heidegger Conference, Marshall University Huntington, West Virginia, May 21, 2000

"Translating *le semblant*: Reading Jacques Lacan with Juan-David-Nasio," The Association for the Philosophy of the Unconscious at the Annual Meeting of American Philosophical Association *Eastern Division*, December 28, 1999.

"Is Heidegger a Cultural Pessimist" Invited respondent, Heidegger Conference, DePaul University, Spring 1999.

"*La trace qui genuit la trace qui genuit*" at the International Association for Philosophy and Literature, Trinity College, Hartford CT, May 14, 1999.

"The Semblance of Psychoanalysis" at the International Association of Philosophy and Literature, University of California at Irvine, May 6, 1998.

"The Semblance of Psychoanalysis" Spring Meeting of the Society for Philosophy and Psychiatry, Yale University. March 28, 1998.

"Community and Myth: Of the Greeks" for the Philosophy and English Departments at California State University, Stanislaus, Fall 1997.

"Textuality in Ecstasis" at the International Association of Philosophy and Literature, Mobile, Alabama, May 7, 1997.

"Heidegger and Nancy: Impossible Community/Community of the Impossible," at the 30th annual meeting of the Heidegger Conference, at the University of New Hampshire, Spring 1996.

"Tragic Drama as Psychoanalytic Culture: Lacan's Reading of Hamlet," at the Spring meeting of the Society for Phenomenology and Psychiatry, Yale University, Spring 1996.

"Lacan's Reading of Hamlet: Between Tragedy and Structure," at the 1996 meeting of the International Association of Philosophy and Literature, George Mason University, Spring 1996.

"Heidegger and Nancy: Impossible Community/Community of the Impossible," as part of a

Panel entitled, "Heidegger, Ethics, and Practical Philosophy," at the Society for Phenomenology and Existential Philosophy, DePaul University, Chicago IL, October 12 - 14, 1995.

"Translating Lacan's *Versagung* with Heidegger's *Sagen*" at the Canadian Society for Hermeneutics and Postmodern Thought, at the Université du Québec a Montréal, Spring 1995.

"Translating Lacan's *Versagung* with Heidegger's *Sagen*" as part of a panel on "Heidegger and Lacan," The 29th annual Heidegger Conference, Skidmore College. Co-Panelist: François Raffoul. Respondent: Babette Babich. Moderator: William Richardson, Spring 1995.

"Translating Lacan's *Versagung* with Heidegger's *Sagen*." at the Society for Phenomenology and Existential Philosophy, Seattle University, Fall 1994.

"The Ethics of Psychoanalysis," at the International Human Sciences Research Conference, St. Joseph College, Spring 1994.

"Heidegger, Lacan, and Truth," at the International Association of Philosophy and Language. University of Alberta, Edmonton, Canada, Spring 1994.

"The Ethics of Lacanian Psychoanalysis: The Question of *Versagung*," at the American Philosophical Association, Eastern Meeting, Association for the Philosophy of the Unconscious, Fall 1993.

"The Ethics of Lacanian Psychoanalysis: The Betrayal of *Versagung*," at the Society for Phenomenology and Existential Philosophy, 32nd Annual Meeting, Loyola University, New Orleans, Fall 1993.

Presented paper entitled: "Postmodernism and Political Engagement: An Inoperative Community?" at the International Association of Philosophy and Literature, Duquesne University, Spring 1993.

"The Ethics of Lacanian Psychoanalysis," at a Conference on Recent French Philosophy and PostModernism, The State University of New York at Stony Brook, December 4, 1992.

Invited Commentator. Presented paper entitled, "Reading Lacan: Between *Méconnaissance* and *Versagung*" Colloquium: The Impact of French Philosophy on American Philosophy Today, Pennsylvania State University, Fall 1992.

"Merleau-Ponty: The Unconscious and Psychoanalytic Practice," at the 18th International Merleau-Ponty Circle, St. Joseph's College, West Hartford CT, Fall 1992.

"Freud's 'New Science': New Epistemological Parameters, " at the Society for Phenomenology and Psychiatry, New Haven, CT, Spring 1992.

"Modernity, Technicity, and the Sign: Toward a Hermeneutic of the Sign in the Work of Peirce and Derrida," at the Society for Phenomenology and Existential Philosophy, Villanova University, Fall 1990.

"The Status of Science in the Work of Jacques Lacan," at a Lacan Conference at Kent State University, Spring 1990.

"Peirce and Derrida: From Sign to Sign," at the Charles Sanders Peirce Sesquicentennial International Congress, Harvard University, Fall 1989.

"The Problematic of Space between Merleau-Ponty and Heidegger," at the 1988 Merleau-Ponty Circle, Villanova University, Fall 1988.

"The Question of the Relation of Philosophy and Psychoanalysis: The Case of Kant and Freud," Southern Connecticut State University, Philosophy Department.

**Presentations at Workshops for Connecticut Educators to assist schools with Implementing the Connecticut Holocaust and Genocide Education and Awareness Act (Public Act 18-24 of 2018).**

"Addressing the Problem of Holocaust and Genocide Denial in Our Classes," Teachers Teaching Teachers A virtual workshop series for educators under the auspices of HERO, Connecticut Voices of Hope, and the Connecticut State Department of Education, February 23, 2022.

From Foča to Kalinovik: A Report on Research on the Bosnian Genocide," Teachers Teaching Teachers A virtual workshop series for educators under the auspices of HERO, Connecticut Voices of Hope, and the Connecticut State Department of Education, January 26, 2022.

"From Foča to Kalinovik: A Report on Research on the Bosnian Genocide," Professional Development for New Haven Public School Teachers, a virtual workshop, November 30, 2021.

"Introduction to Teaching About the Genocide in Bosnia," A virtual workshop series for educators under the auspices of HERO, Connecticut Voices of Hope, and the Connecticut State Department of Education, June 2, 2021.

"Varian Fry: A Holocaust Rescuer in Connecticut," Stand Up! – Teaching Rescue in Times of Conflict A virtual workshop series for educators under the auspices of The Holocaust and Genocide Education Advisory Committee, Thursday, August 13, 2020.

"Introduction to the Bosnian Genocide," A Workshop for Connecticut Teachers, under the

auspices of The Connecticut Holocaust and Genocide Education Advisory Committee and the Connecticut State Department of Education, at Southern Connecticut State University, August 21, 2019.

“Introduction to the Bosnian Genocide,” Hamden High School Social Studies Teachers, Hamden Public Schools, January 24, 2019.

“Varian Fry: A Holocaust Rescuer from Connecticut,” Hamden Middle School, Hamden Public Schools, December 6, 2018.

“Introduction to the Bosnian Genocide,” A Professional Development Workshop for New Haven Teachers at Southern Connecticut State University, November 6, 2018.

“Introduction to the Bosnian Genocide,” A Workshop for Monroe High School Social Studies Teachers, August 27, 2018.

“Introduction to the Bosnian Genocide,” A Workshop for Connecticut Teachers, under the auspices of The Connecticut Holocaust and Genocide Education Advisory Committee and the Connecticut State Department of Education, at Southern Connecticut State University, August 16, 2018.

### **Organization of Presentation and Round Table Discussion for SCSU Center of Excellence in Teaching and Learning and Connecticut State Department of Education**

“*Addressing the Troubling Rise of Antisemitic Incidents in our Schools*,” a presentation by Stacey G. Sobel, Regional Director Anti-Defamation League, Connecticut, followed by a round table discussion on our efforts as educators to raise awareness about the Holocaust and Genocide as part of the Connecticut Holocaust and Genocide Education and Awareness Act (Public Act 18-24 of 2018), at Southern Connecticut State University, Tuesday March 28, 2023,.

### **Open Letters and Resolutions Concerning Human Rights Violations in Republika Srpska (Bosnia and Herzegovina)**

Letter to Secretary of State Antony Blinken (on behalf of the Working Group for Bosnia and Herzegovina) regarding the consequences of the High Representative’s October 2<sup>nd</sup> decision on the election law, December 28, 2022.

<https://fena.ba/article/1300069/radna-grupa-za-bih-zabrinuta-zbog-izostavljanja-nato-a-puta-iz-koalicionog-dokumenta>

Letter to Secretary of State Antony Blinken (on behalf of the Working Group for Bosnia and Herzegovina) regarding the need for constitutional and electoral reform in Bosnia and Herzegovina, April 18, 2022.

<https://www.klix.ba/vijesti/bih/david-pettigrew-pisao-antonyu-blinkenu-zbog-stavova-gabriela-escobara-o-uredjenju-bih/220419058>

Letter to Josep Borrell Fontelles, High Representative of the Union for Foreign Affairs and Security Policy/Vice President of the European Commission (on behalf of the Working Group for Bosnia and Herzegovina) seeking EU support for Bosnia, January 16, 2022.

<https://radiosarajevo.ba/vijesti/bosna-i-hercegovina/radna-grupa-za-bih-uputila-otvoreno-pismo/444120>

Letter to President Biden (on behalf of the Working Group for Bosnia and Herzegovina) seeking strategic support for Bosnia and Herzegovina, including election reform, membership in EU and NATO, sanctions against those who threaten the peace and EUFOR reinforcements, December 13, 2021.

<https://ba.voanews.com/a/david-pettigrew-pismo-biden-bih-sad/6354875.html>

Letter to German President Steinmeier protesting planned award to Prof. Gideon Grief who denies the Srebrenica genocide, November 3, 2021.

<https://balkans.aljazeera.net/opinions/2021/11/3/pettigrew-odlikovanje-greif-je-uvreda-zrtvama-genocida-u-srebrenici>

Letter to High Representative Christian Schmidt (on behalf of the Working Group for Bosnia and Herzegovina) regarding constitutional and electoral reform in Bosnia and Herzegovina, October 12, 2021. (Co-authored with Almira Delibegovic-Broome QC, UK).

<https://balkans.aljazeera.net/news/balkan/2021/10/18/pettigrew-porucio-schmidt-ne-popustati-pred-prijetnjama-nacionalista>

Letter to High Representative Christian Schmidt (on behalf of the Working Group for Bosnia and Herzegovina) regarding the need for the establishment of protected national memorial sites for the victims of genocide in Republika Srpska, September, 25, 2021. (co-authored

<https://avaz.ba/vijesti/bih/684570/od-smita-zatrazeno-da-iskoristi-bonske-ovlasti-i-omoguci-zrtvama-da-obiljeze-mjesta-stradanja>

Letter to President Biden (on behalf of the Working Group for Bosnia and Herzegovina) requesting Covid 19 vaccines for Bosnia and Herzegovina, May 12, 2021.

<https://vijesti.ba/clanak/535397/radna-grupa-za-bih-zatrabila-pomoc-bidena-u-vakcinaciji-bh-gradjana>

Letter to High Representative Valentin Inzko (on behalf of the Working Group for Bosnia and Herzegovina) urging him to implement a law against genocide denial and against the glorification of convicted war criminals, April 16, 2021.

<https://ba.n1info.com/vijesti/negiranje-genocida-novo-pismo-inzku/>

Letter to High Representative Valentin Inzko urging his support for a memorial for the victims of the concentration camps and villages in the Prijedor area, August 8, 2018.

<http://ba.n1info.com/a278723/Vijesti/Vijesti/Pismo-Inzku-Podrzite-izgradnju-spomenika-u-Prijedoru.html>

Letter to High Representative Valentin Inzko urging his support for national legislation to support survivors of torture and rape in Republika Srpska, 1992-1995.

<https://vijesti.ba/clanak/408510/osigurati-prava-na-reparaciju-za-zrtve-seksualnog-nasilja-u-ratu>.

Letter to José Mujica, President of Uruguay, August 12, 2016, urging him to return and denounce his "Order of Republika Award, which has primarily been awarded to convicted war criminals in Republika Srpska.

<https://www.montevideo.com.uy/Noticias/Intelectuales-europeos-le-piden-a-Mujica-que-devuelva-premio-de-criminales-de-guerra--uc318004>

Letter to Theodor Meron, President, International Criminal Tribunal for the Former Yugoslavia, June 27, 2014, regarding the removal of eight municipalities, including Višegrad, from Count 1 for Genocide from the Karadžić indictment.

"Statement Concerning the January 23, 2014 Desecration of the Stražište Memorial," March 18, 2014.

### **Screening and Discussion of a Documentary Film I created with my son:**

"The Geography of Genocide in Bosnia: Redeeming the Earth," (US, 2009, 50 min.)

- \* May 12, 2017, Kista folkhögskola Kista, Stockholm, Sweden.
- \* April 29, 2017, at the BiH Diasporic Conference, Washington, DC.
- \* September 10, 2015, "20 Years After Srebrenica: Bosnia and Herzegovina Today," University of Richmond, Richmond, VA.
- \* October 24<sup>th</sup>, 2012, for the Peace Studies Program, Loyola University, Baltimore.
- \* March 29, 2012, for the Cultural Studies PhD Program, Trent University, Peterborough, Ontario.
- \* November 10, 2011, University of North Texas, Denton, TX.
- \* September 9, 2011, An official selection of the Srebrenica International Film Festival.
- \* July 14, 2011, Srebrenica Summer University, Bosnia.
- \* March 7, 2011, Trinity College, Hartford.
- \* November 30, 2010, International Relations Program, UMASS Boston.
- \* November 12, 2010, Society for the Philosophical Study of Genocide and the Holocaust at the University of Oregon
- \* October 5, 2010, Dowling College, Annual Theme Program.
- \* July 19, 2010, Long Island University.
- \* May 14, 2010, "Forgiveness in a Social and Political Context," Marquette University, Milwaukee, Wisconsin.
- \* April 15, 2010, The Association of American Geographers, Washington, DC.
- \* January 27, 2010, Cardozo School of Law, Program in Holocaust and Human Rights Studies.
- \* November 19, 2009, Southern Connecticut State University, sponsored by the Geography Department, Philosophy Department and the Geography Club.
- \* October 15, 2009 at Yale University sponsored by the Balkan Film Series and the Genocide Studies Program Seminar Series.
- \* July 10, 2009, in Kladanj, Bosnia, as part of the International Genocide Conference, Potočari Memorial Center, Bosnia, July 10-11, 2009.
- \* June, 9<sup>th</sup>, 2009 at the 8th biennial conference of the International Association of Genocide Scholars June 7-10, 2009, at George Mason University Institute for Conflict Analysis and

Resolution in Arlington, VA.

### **Additional Writings and Presentations related to Bosnia and Herzegovina**

**January-February 2022**, I recorded two 30-minute lectures for a six-week program “Building Stronger Communities” sponsored by DeMonfort University and Remembering Srebrenica UK designed to raise awareness about the genocidal aggression in Bosnia 1992-1995 and the Srebrenica genocide...and to inspire participants to take action to combat genocide denial and more broadly to resist hatred and persecution in their communities

**July 2021**, Consultant for *Untold Killings*, 2021 podcast about the Srebrenica Genocide, a co-production of Message Heard and Remembering Srebrenica UK. Hosted by Aleksandra Bilic. I was also featured in the special episode on the occasion of the July 11, 2021 commemoration of the Srebrenica Genocide: <https://untoldkilling.podbean.com/>

**July 15, 2021**, I was a panelist in a film discussion: *Quo Vadis Aida?* A Film Panel and Srebrenica Genocide Commemoration, hosted by Illinois Holocaust Museum, with Nihad Branković, Hasan Hasanović, Ida Sefer, Emir Suljagić,

**March 25, 2021**, I was a panelist in a book panel at the Illinois Holocaust Museum, discussing the book *Voices of Srebrenica: Survivor Narratives of the Bosnian Genocide* by Hasan Hasanovic and Ann Petrilu. Panelists included, Jessica Hulten, Hasan Hasanović, Ann Petrilu, Ida Sefer, and Emir Suljagić: [https://www.youtube.com/watch?v=vdB\\_YxYWdDo](https://www.youtube.com/watch?v=vdB_YxYWdDo)

**November 21, 2020**: "Confronting the Tragic Legacy of the Dayton Accords, 1995-2020" for the memorandum “25. Years After Dayton - A Conflict On Hold” published by the Society for Threatened Peoples, [*Gesellschaft für bedrohte Völker (GfbV)*], an NGO in Germany. [https://www.gfbv.de/fileadmin/redaktion/Reporte\\_Memoranden/2020/GfbV-Memo\\_25-Jahre-nach-Dayton\\_Bosnien-und-Herzegowina.pdf](https://www.gfbv.de/fileadmin/redaktion/Reporte_Memoranden/2020/GfbV-Memo_25-Jahre-nach-Dayton_Bosnien-und-Herzegowina.pdf)

**July 11, 2020**, I was invited to speak, July 11 at 5am, as part of an on-line commemoration of the Srebrenica genocide hosted by the Bosnian Community Council New South Wales and Bosnian Sydney Association (Australia). The commemoration was connected to a gathering at a local community center (Bosnian Cultural Centre Leppington), and Dr. Rizvan Halilović live-streamed images and sounds from the funeral and collective burial of the genocide victims at the Potočari memorial cemetery. I spoke on "Honoring the Memory of the Victims of the Srebrenica Genocide and Resisting Genocide Denial," and then answered a number of questions from the host and other participants.

**July 9, 2020**, I co-hosted a 2-hour on-line commemoration of the Srebrenica genocide on **July 9** in collaboration with the **Illinois Holocaust Museum and Education Center, Bosnian American Genocide Institute and Education Center**, and the **Srebrenica Memorial Center**. Speakers included survivors Amra Begić, Senada Pargan, Hasan Hasanović, and award winning photographer Ron Haviv and journalist Roy Gutman. I'm on the board of the Bosnian American Genocide Institute and Education Center in Chicago, and I was the one who arranged for the involvement of the Srebrenica Memorial Center. The entire commemoration is available on

vimeo. <https://vimeo.com/437271370/945cddd404>

**July 8, 2020**, I was invited by **Remembering Srebrenica, UK**, to participate in an on-line panel on **Wednesday July 8 at 1pm EST**, titled **"Lessons for the Future: 25 Years of Genocide Denial- How We Continue to Combat Genocide Denialism."** Guest Speakers included me, Jasmin Mujanovic Ph.D: Political Scientist and analyst of Southeast European affairs, author of *Hunger and Fury: The Crisis of Democracy in the Balkans*; Ida Sefer, M.S.W: co-founder of BiH Diasporic Conference. President of Bosnian American Genocide Institute and Education Centre. Genocide Activist; Aleksandar Brezar: Journalist and Translator. Western Balkans Network Lead for Democratic Society; and Almasa Salihovic- Genocide Survivor from Srebrenica and activist on genocide education. The panel was moderated Arnesa Buljumsic-Kustura and live-streamed on Facebook.

**July 5, 2020**, the Congress of North American Bosniaks invited me to participate in an on-line **Genocide Scholars' Panel** on **July 5, 2020 at 2pm** to commemorate Srebrenica genocide, titled **"Bosnian Genocide and its Aftermath"**...in addition to me, panelists included Prof. Anne Gilliland, PhD, UCLA, USA; Prof. Hariz Halilovich, PhD, RMIT University, Melbourne, Australia and Dr. Adna Karamahić-Oates, PhD, Fontbonne University, St. Louis, MO, USA... The discussion addressed genocide denial, "triumphalism," Srebrenica genocide in the context of other war crimes committed in Bosnia 1992-1995, the importance of testimonies and archives, the problematic legacy of the ICTY and other issues.  
[https://www.youtube.com/watch?v=Qzo\\_aDnPzPw&t=1s](https://www.youtube.com/watch?v=Qzo_aDnPzPw&t=1s)

**June 28, 2020**, I was involved in the preparation of the report titled, **"Srebrenica: the marginalisation and retraumatisation of women and children 25 years after genocide,"** for a prominent international NGO based in Germany, **The Society for Threatened Peoples [Gesellschaft für bedrohte Völker (GfbV)]**. The report, which was released June 28, addresses the lasting impact of the tragedy on survivors, especially women and children who, still suffering from loss and trauma, are vulnerable to retraumatization from the genocide denial and the glorification of convicted war criminals that permeates the culture of Republika Srpska. The report was shared widely with community and religious leaders, political leaders and human rights organizations, all organizations and individuals who have the capacity respond to the report and shape the future of the region. The report also went to the Bundestag so as to better inform the German government's involvement in Bosnia and the region. **I was invited to co-author the "Foreword" for the entire report, and also to write a section on *Die Leugnung des Völkermords von Srebrenica* [Srebrenica Genocide Denial] and section on *Leugnung von Genozid hat fatale Folgen* [Genocide Denial Has Fatal Consequences].** In my section on *Srebrenica Genocide Denial*, I emphasize that denial, the glorification of convicted war criminals, and "triumphalism" (the celebration of the atrocities) in Republika Srpska threatens a repetition of the genocide and retraumatizes the survivors. I also condemn the escalation of Srebrenica genocide denial on the world stage as it achieved new legitimacy with the award of the Nobel Prize in Literature to Peter Handke, a Srebrenica genocide denier and sympathizer with violent Serb extremism. I emphasize the need for the immediate implementation of national laws prohibiting genocide denial and the glorification of war criminals in Bosnia. In my section on *Genocide Denial Has Fatal Consequences* I draw attention to the extent to which the glorification of convicted war criminals as well as public gatherings of the Ravna Gora



ultranationalist Chetnik organization in Republika Srpska, has inspired anti-immigrant and anti-Muslim terrorists in Norway and New Zealand. In both attacks the perpetrators indicated in their actions and their manifestos that they were modeling themselves after Radovan Karadžić and extreme Serb nationalism. The ICTY and the international community have ultimately failed to address such toxic ultra-nationalism at its source.

Here is a link to the report:

[https://www.gfbv.de/fileadmin/redaktion/Reporte\\_Memoranden/2020/DokuSrebrenica062020Endfassung.pdf](https://www.gfbv.de/fileadmin/redaktion/Reporte_Memoranden/2020/DokuSrebrenica062020Endfassung.pdf)

**April 30, 2020:** Participation in "Together We Remember" 24-hour virtual global vigil concluding Genocide Awareness and Prevention Month. I participated in "Together We Remember," a 24-hour global series of virtual events on Zoom, broadcast live on Facebook, to 14 remember victims of the Holocaust and genocides around the world. I participated in the hour hosted by the Illinois Holocaust Museum. Members of my Board (Bosnian American Genocide Institute and Education Center in Chicago) read the names of 86 victims of the Korićani cliffs massacre (murdered when they were being transported from a concentration camp) who were exhumed and buried in recent years. I participated in the research about the massacre, preparation of the presentation, and reading the names.

**January 8, 2017.** Panel Discussion following screening of *I Came to Testify*, Bosnian American Genocide Institute and Education Center, Chicago, IL (This documentary film tells the story of women who were victims of rape in Foča 1992-1995, and who testified at the International Criminal Tribunal for the former Yugoslavia, leading to convictions of three perpetrators. I made a presentation providing, in part, an overview of a number of the related judgements.)

### **Invited Participant in Programs at Keene State College**

"Coming To Terms with *After*," A New England Colloquy hosted by Cohen Center for Holocaust and Genocide Studies, Keene State College. A day-long conversation around the problem of bearing witness to extreme trauma that is central to our study of Holocaust and genocide as well as other life-shattering experiences. July 23, 2014.

"Rwanda: Lessons and Legacies," A New England Colloquy for Genocide Scholars and Civic Leaders Cohen Center for Holocaust and Genocide Studies, Keene State College, July 26, 2012.

## **II. Teaching Experience**

### **Teaching Innovation Highlight**

I created a Website to support my students' learning, titled "Ethical Responses to Genocide," in 2008. <http://pettigrewd1.southernct.edu/index.html>

### **Teaching Innovation Highlight**

**Fall 2013:** I created a new course, **JST 204 "An Introduction to Holocaust and Genocide Studies: Stories of Resistance, Rescue, and Survival."** The course is a Tier 2 Liberal Education Program "Global Awareness" course. I offered the course for the first time in the Fall semester, 2013. Beginning in the Spring semester 2014, the course was taught as a writing intensive course. **I now teach 2 - 3 sections as writing intensive courses each semester.**

### **Teaching Innovation Highlight**

**Fall 2019:** I developed a new version of **PHI 270 W Philosophy of Education**, as a writing intensive course, including readings and written assignments exploring the transformative dimensions of education through the work of Plato, Ivan Illich, Paulo Freire, and John Dewey. Insofar as this course was traditionally required for all education majors, we engaged in reflections, in the context of the work of Dewey, and Freire, on the transformative potential of selected readings from Holocaust and Genocide literature. These reflections were, in part, in response to the May 10, 2018 Law (**Public Act 18-24, the Connecticut Holocaust and Genocide Education and Awareness Act**) requiring Holocaust and Genocide Education in Social Studies classes in the Public Schools. **The course was permanently approved as a writing intensive course for Spring 2023.**

### **Representative Courses Taught.**

**PHI 408 Existentialism.** This is an upper-level course in the Philosophy Department Major. The course engages Nietzsche, Heidegger, Sartre, Merleau-Ponty, Derrida, and Levinas.

**PHI 420W American Philosophy.** James, Peirce, and Dewey.

**PHI 307 19th Century Philosophy.** This course engages Hegel, Marx and Nietzsche.

**PHI 207W Philosophy of Education.** Plato, Bell Hooks, Ivan Illich, Paulo Freire, and John Dewey.

**PHI 100 Introduction to Philosophy** (An LEP Tier 1 Critical Thinking Course)

**JST 204 W** “An Introduction to Holocaust and Genocide Studies: Stories of Resistance, Rescue, and Survival,” (An LEP Tier 2 Global Awareness Course)

### **Honors College Courses**

**HON 251 Race and Ethnicity in the 19<sup>th</sup> Century.** (Co- taught with Armen Marsoobian, Professor of Philosophy.)

**HON 210 Self and the Ancient World** (I team taught on one occasion with David Levine, Professor of Art History, and on two other occasions with Francesca Pennisi, Professor of Foreign Languages)

### **LINKS Program**

I was one of the first SCSU faculty members, in Spring semester 1995, to teach in this innovative program. Students in a LINK cohort would take 3 Gen Ed requirements together, including courses such as English, Sociology, and Philosophy. LINKS professors would design their courses around a common theme, share syllabi, link assignments and work together to support student success.

**SCORE.** In the spring of 1997 I participated in the fourth semester of the SCORE program. This innovative program offered an alternate route to the satisfaction of the all-university core curriculum requirements. Students took a three-hour block of integrated interdisciplinary courses. The spring 1997 theme was "Time: The Presence of the Past." My contribution to the course incorporated readings from Augustine, Aristotle, Bergson and Freud.

### **Honors Thesis Committees**

#### **As Director**

Doreen Mercado, "The Global Phenomenon of Human Trafficking: The Challenge of an Ethical Response," 2011.

Jedidiah Mohring "*Bemerkungen zu Kunst-Plastik-Raum*": An Original Translation and Critical Essay, 2004.

Philip Beasley Murray, "Heidegger and the *Heart Sutra*: A Comparison of Being and *InterBeing*," 2005.

#### **As Committee Member**

Asma Rahimyar, "Examining the Extent of, and International Non-Response to, Human Rights Violations Within Soviet Occupied Afghanistan," Spring, 2021.

Steven A. Kriston, "Approaching Democracy: A Study of the Philosophical and Theoretical Foundation of the American Constitution," Spring 1995.

Edward T. Murnane, Jr. "Explaining the National Security Agency: The Bureaucracy vs. The Democracy; Government Secrecy and Surveillance in Theoretical Perspective," Spring 1993.

### **Masters Thesis Committees**

#### **As Committee Member**

Tiffani McCoy in Women's Studies, "Rape as a Weapon of War in Bosnia and Rwanda," December 2011.

#### **As Director**

Kathleen Whipple in Women's Studies, "Challenging Feminist Standpoint Theory," 2003.

#### **As Committee Member**

Suzanne Duesing's Masters Thesis Committee in Environmental Education with Dr. Susan Hageman and Dr. Edie McMullen (Yale University), Spring 1997

### **Invited Outside Reader for Honors Theses at Wesleyan University**

Monica Eliza Achitoff-Gray's "Virtual Epidemics: Registers of Emergence in an Age of Biosecurity," April 2009.

Raymond Joshua Iser Scannell's "A Strangely Silent Roar: Elemental Resistances and Uncertain Sovereignities in the New Urban World" (Departmental Honors in Sociology), April 2008.

### **Independent Studies:**

Over the years I have often directed independent studies with students. In some cases these are courses needed for graduation that do not benefit from sufficient enrollment so the course has to be taught as an independent study. Courses taught as an independent study have included:

PHI 408 Existentialism

PHI 321 Philosophy of Science

PHI 307 19<sup>th</sup> Century Philosophy

PHI 306 Modern Philosophy

JST 204 An Introduction to Holocaust and Genocide Studies: Stories of Resistance, Rescue, and Survival.

### **Curriculum Related Project Proposal Grants received from SCSU Faculty Development to support pedagogical innovation:**

I received a curriculum grant (co-authored with David Levine) to create a course entitled "Aesthetic Responses to Fascism: The Case of the Spanish Civil War: The Creation of an LEP /Tier 3 course," **2013-2014**.

I received a curriculum grant (co-authored with David Levine) to create a course entitled: "Memory and Representation in Holocaust and Genocide Studies," **2011-2012**. (This led to the creation of JST 204, "An Introduction to Holocaust and Genocide Studies: Stories of Resistance, Rescue, and Survival")

I received a curriculum grant (co-authored with Professor Workman) to create a website and multi-media materials to support teaching and learning in my PHI 200 Problems in Philosophy classes ("Ethical Responses to Genocide"). The website provides students with resources for studying genocides addressed by the course. **2008-2009**.

### **Credit Load Detail**

#### **Spring 2023**

JST 204 01W An Introduction to Holocaust and Genocide Studies

JST 204 02W An Introduction to Holocaust and Genocide Studies

JST 204 03W An Introduction to Holocaust and Genocide Studies

PHI 207 02W Philosophy of Education

PHI 321 01 Philosophy of Science (Independent Study)

1 Credit reassigned time as liaison to The Connecticut Department of Education Holocaust and Genocide Education Advisory Committee.

#### **Fall 2022**

JST 204 01W An Introduction to Holocaust and Genocide Studies

JST 204 02W An Introduction to Holocaust and Genocide Studies

JST 204 03W An Introduction to Holocaust and Genocide Studies  
PHI 408 01W Existentialism (as five independent studies)  
1 Credit reassigned time as liaison to 1 Credit reassigned time as liaison to The Connecticut Department of Education Holocaust and Genocide Education Advisory Committee.

**Spring 2022**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
JST 204 03W An Introduction to Holocaust and Genocide Studies

**Fall 2021**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
JST 204 03W An Introduction to Holocaust and Genocide Studies

**Spring 2021**

Sabbatical Leave

**Fall 2020**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
JST 204 03W An Introduction to Holocaust and Genocide Studies  
PHI 408 80W Existentialism  
1 Credit reassigned time as University Digital Evaluation Facilitator

**Spring 2020**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
3 credits Research Reassigned Time Award from School of Arts and Sciences  
3 credits Reassigned time for service as Chairperson of the Promotion and Tenure Committee

**Fall 2019**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
PHI 270 03W Philosophy of Education  
3 credits Reassigned Time for Digital Evaluation (2) and for Social Justice Curricular Task Force (1)

**Spring 2019**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
PHI 420 01W American Philosophy  
3 credits Reassigned Time for service as Chairperson of the Promotion and Tenure Committee

**Fall 2018**

JST 204 01W An Introduction to Holocaust and Genocide Studies

JST 204 02W An Introduction to Holocaust and Genocide Studies  
JST 204 03W An Introduction to Holocaust and Genocide Studies  
PHI 307 01W 19<sup>th</sup> Century Philosophy  
2 Credits Reassigned Time for Digital Evaluation (1) and for Social Justice Curricular Task Force (1)

**Spring 2018**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
JST 204 03W An Introduction to Holocaust and Genocide Studies  
3 credits Reassigned time for service as Chairperson of the Promotion and Tenure Committee

**Fall 2017**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
PHI 100 10N Introduction to Philosophy  
PHI 408 01W Existentialism

**Spring 2017**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
3 credits Reassigned time for service as Chairperson of the Promotion and Tenure Committee  
PHI 420 01W was cancelled with 16 students

**Fall 2016**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
PHI 100 24N Introduction to Philosophy  
PHI 200 01W Problems in Philosophy

**Spring 2016**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
PHI 420 01W American Philosophy  
3 credits Reassigned time for service as Chairperson of the Promotion and Tenure Committee

**Fall 2015**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
PHI 200 01W Problems in Philosophy  
PHI 200 02W Problems in Philosophy

**Spring 2015**

JST 204 01W An Introduction to Holocaust and Genocide Studies  
JST 204 02W An Introduction to Holocaust and Genocide Studies  
PHI 420 01W American Philosophy

3 credits Reassigned Time for service as Chairperson of the Promotion and Tenure Committee

**Fall 2014**

JST 204 01W An Introduction to Holocaust and Genocide Studies

PHI 100 16N Introduction to Philosophy

PHI 200 02W Problems in Philosophy

**Spring 2014**

JST 204 01W An Introduction to Holocaust and Genocide Studies

PHI 200 03W Problems in Philosophy

PHI 200 04W Problems in Philosophy

3 credits Reassigned Time for service as Chairperson of the Promotion and Tenure Committee

**Spring 2013**

JST 204 01 An Introduction to Holocaust and Genocide Studies

PHI 200 04W Problems in Philosophy

PHI 306 02 Age of Reason: Galileo to Kant

PHI 408 01 Phenomenology and Existentialism

**Fall 2013**

Sabbatical Leave

**Spring 2012**

PHI 200 03W Problems in Philosophy

PHI 200 04W Problems in Philosophy

PHI 306 01 Age of Reason: Galileo to Kant

PHI 307 01 19<sup>th</sup> Century Philosophy

3 credits Reassigned Time for service as Chairperson of the Promotion and Tenure Committee

**Fall 2011**

PHI 200 01W Problems in Philosophy

PHI 200 02W Problems in Philosophy

PHI 296 01 Ancient Philosophy

PHI 370 01 Philosophy of Education

**Spring 2011**

PHI 200 01W Problems in Philosophy

PHI 200 02W Problems in Philosophy

HON 251 01 Race and Ethnicity

HON 495 Thesis

3 credits Reassigned Time for service as Chairperson of the Promotion and Tenure Committee

**Fall 2010**

PHI 200 01 Problems in Philosophy

PHI 200 02 Problems in Philosophy

PHI 408 01 Phenomenology and Existentialism

**Spring 2010**

PHI 200 02W Problems in Philosophy

PHI 306 01 Age of Reason: Galileo to Kant

PHI 307 01 19<sup>th</sup> Century Philosophy

3 credits Reassigned Time for service as Chairperson of the Promotion and Tenure Committee

**Fall 2009**

PHI 200 01 Problems in Philosophy

PHI 200 00 Problems in Philosophy

PHI 408 01 Phenomenology and Existentialism

**Spring 2009**

PHI 200 02W Problems in Philosophy

PHI 200 04W Problems in Philosophy

PHI 307 01 19<sup>th</sup> Century Philosophy

**Fall 2008**

PHI 200 01 Problems in Philosophy

PHI 408 01W Phenomenology and Existentialism

**Spring 2008**

PHI 200 02W Problems in Philosophy

PHI 200 05W Problems in Philosophy

**Fall 2007**

PHI 200 01 Problems in Philosophy

PHI 200 12 Problems in Philosophy

PHI 296 01L Ancient Philosophy

**Spring 2007**

PHI 200 02L Problems in Philosophy

PHI 200 07L Problems in Philosophy

PHI 296 01L Ancient Philosophy

PHI 306 01 Age of Reason

**Fall 2006**

PHI 200 03 Problems in Philosophy

PHI 200 03L Problems in Philosophy

PHI 408 01L Phenomenology and Existentialism

**Spring 2006**

PHI 200 01L Problems in Philosophy

PHI 200 02L Problems in Philosophy

**Fall 2005**



Sabbatical Leave

**Spring 2005**

PHI 200 01L Problems in Philosophy  
PHI 307 02 19<sup>th</sup> Century Philosophy  
PHI 370 01L. Philosophy of Education  
PHI 495 01. Department Honors

**Fall 2004**

PHI 200 01 Problems in Philosophy  
PHI 200 04L Problems in Philosophy  
PHI 408 01L Phenomenology and Existentialism  
PHI 499 03 Independent Study

**Spring 2004**

HON 210 01 Idea of the Self in the Ancient World  
PHI 200 01 L Problems in Philosophy  
PHI 370 01L Philosophy of Education  
PHI 495 01 Departmental Honors

**Fall 2003**

PHI 370 01L Philosophy of Education  
PHI 370 06L Philosophy of Education  
PHI 499 01 Independent Study

**Spring 2003**

HON 210 01 Idea of the Self in the Ancient World  
PHI 200 01L Problems in Philosophy  
PHI 370 01L Philosophy of Education  
PHI 370 02L Philosophy of Education  
WMS 591 06 Thesis Seminar II

**Fall 2002**

PHI 200 01L Problems in Philosophy  
PHI 370 06L Philosophy of Education  
PHI 408 01L Phenomenology and Existentialism  
PHI 599 01 Directed Independent Study  
WMS 590 06 Thesis Seminar I

**Spring 2002**

HON 210 01 Idea of the Self in the Ancient World  
PHI 297 01L Medieval Philosophy  
PHI 490 01 Philosophy Seminar

**Fall 2001**

PHI 200 01L Problems in Philosophy

PHI 296 01L Ancient Philosophy  
PHI 408 01L Phenomenology and Existentialism

(The preceding are representative teaching assignments. Previous teaching assignments 1987 – 2000 available on request).

### **III. Service to the Department and University. (representative Service and leadership positions)**

#### **Department Service**

Department Evaluation Committee (Chair, 1998-2001) (Member, 2001-2004) (2021-2023)  
Department Sabbatical Committee (Alternate, 1997-1999); (Alternate, 2001-2004) (Member 2014-2023)  
Department Personnel Committee (Chair, 1998-2001); (Alternate, 2001-2004) Member (2019-2023)  
Department Curriculum Committee (Member, 1995-1997) (2022-2023)  
Department Awards Committee (Member, 2007-2023)  
Department Assessment (1992-1997)

#### **University Service**

Undergraduate Curriculum Committee (Representative, 1995-1997) (Representative or Alternate, 1998-2004; (Alternate 2017-2020)  
Undergraduate Curriculum and Instruction Committee (Alternative, 1995-1997)

Elected to serve as Arts and Sciences Representative to the Liberal Education Program Committee, 2015-2018.

Elected from Faculty Senate as Member of the University Strategic Plan Steering Committee. Served as member of the Academic Excellence Working Group, 2013-15.

University Promotion and Tenure Committee, Member, 2002-2005; Alternate 2008-2010; Chairperson, 2009-12; Member, 2012-13; Chairperson 2013-2020.

Faculty Academic Strategic Planning Committee, Member 2001-2003; Chairperson, 2003-2005; Member 2006-2009; Co-Chair, 2010-2016. Chairperson 2017-2019; Co-Chairperson, 2019-2023.

Chairperson, Faculty Senate Academic Policy Committee, 2013-17; Co-Chairperson, 2017-2018; Chairperson 2018-19.

Member, University Faculty Senate Executive Committee, 2013-2019.

Faculty Senate, (Department Representative, 1997-1999) (Department Representative, 2004-2020) (Member, Academic Policy Committee).

Co-Advisor Prism-LGBTQIA Club, with Rachel Furey, September 2018 – December 2019.

Advisor Young Democratic Socialists of America Club, September 2019 – December 2019.

**Co-Coordinator of Yom HaShoah Commemorations at SCSU:**

Co-Coordinator SCSU Holocaust Remembrance Program with David Levine and Deb Weiss. I invited the speaker, organized the program, facilitated publicity, and hosted our 2017 Holocaust Remembrance Program speaker: Jason Stanley, Ph.D., Jacob Urowsky Professor of Philosophy, Yale University, discussed his grandmother Ilse Stanley's heroic efforts to rescue 400 Jewish prisoners from Sachsenhausen concentration camp, 1936-1938. Monday April 24, 2017.

Co-coordinator, with David Levine, of SCSU Yom HaShoah/Holocaust Remembrance Program, with a presentation and discussion of David Fisher's documentary film *Six Million and One* (Israel, 2011, 93min.), Monday, April 28, 2014.

<http://calendar.southernct.edu/index.php?eID=717>

Co-coordinator, with David Levine, of SCSU Yom HaShoah/Holocaust Remembrance Program, including a panel discussion of Claude Lanzmann's published screenplay of *Shoah* on April 8, 2013, and a screening and discussion of selected scenes from the documentary film, April 10, 2013.

Co-coordinator, with David Levine, of SCSU Yom HaShoah/Holocaust Remembrance Program, including a panel discussion, including a panel discussion of Varian Fry's *Surrender on Demand*, April 2009.

**Special Projects: Service to the University Community and Beyond.**

**Chairperson**, Faculty Senate/Academic Affairs Curricular Task Force on Social Justice and Human Diversity September 2018 - December 2019.

**Presentation of Honorary Doctorate *Honoris Causa* to Dr. J.-D. Nasio on behalf of Southern Connecticut State University, Connecticut State Colleges and Universities and The Board of Regents, Paris, France, March 14, 2017.**

I nominated Dr. Nasio for an honorary degree. When the degree was approved, President Bertolino sent me to Paris to confer the degree in the presence of Dr. Nasio's colleagues and family.

Elected by the Faculty Senate to serve on the CSCU Students First Plan (Institutional Research/Assessment Team), 2017.

Elected by the Faculty Senate to serve on the Strategic Plan Implementation Committee, 2016.

Presiding Committee, Program Chairperson, SCSU Faculty Senate and Muslim Student Association Forum on Islam, February 3, 2016.

### **Co-Chair of the Big Read at Southern**

In 2007 and 2008 I was involved in organizing SCSU's participation in the Big Read. In 2007 we read Harper Lee's *To Kill a Mockingbird*, and in 2008 we read Ray Bradbury's *Fahrenheit 451*. In addition to organizing panel discussions about the books on campus, I incorporated the film versions of the book into our *Cinema du Monde* program, the university-wide film series I coordinated (see below). I worked closely with the Library director and Librarians on these projects.

**Coordinator of University-Wide Lecture Series 1995 to 2009.** Founder and Coordinator with primary responsibility for Annual University-wide Lecture Series, 1995 to 2009. This project was initiated in 1995 in collaboration with President Michael J. Adanti, Vice President for Academic Affairs Anthony Pinciario, and Dean of Arts and Sciences, J. Philip Smith. I had primary responsibility for the invitation and hosting of the speakers. Each year we invited a number of speakers to lecture on scholarly topics of wide interest to our academic community. The lectures were generally co-sponsored by wide range of academic schools, departments and programs. The university-wide lectures were designed to enhance our intellectual culture and nurture our academic community as such in the interest of academic excellence. I began this initiative in 1995 with the invitation of Eric Rouleau, Middle East Specialist - Middle East Editor for *Le Monde*, and former French Ambassador to Turkey and Tunisia. The program provided the opportunity for broadly interdisciplinary intellectual discourse on social and ethical concerns. Invited Speakers have included:

*Catherine Filloux*, Playwright, author of "Lemkin's House,";  
*Eric Reeves*, Professor of English, Smith College, Darfur expert;  
*Daniel Mendelsohn*, Bard College, author of *The Lost: In Search of Six of Six Million*;  
*Clea Koff*, author of *The Bone Woman* and forensic anthropologist;  
Legendary filmmaker *Costa-Gavras*;  
*Herb Scannell*, President of MTV and Nickelodeon;  
*Joachim Pissarro*, (former) Curator at the Museum of Modern Art;  
*Eric Rouleau*, Middle East Editor for *Le Monde*, French Ambassador to Turkey and Tunisia.

**Coordinator of annual University-Wide Interdisciplinary Faculty Research Conference 1997- 2009.** Founder and co-coordinator with primary responsibility for the annual interdisciplinary university-wide Faculty research conference. I worked with a coordinating committee that increased in size and interdisciplinary scope each year, a committee that almost always included Professors Pina Palma and Troy Paddock. The conference program generally involved 19 faculty from 13 departments and from three to four academic schools. The stated primary objective of the conference was to foster a culture of research and scholarship among faculty at SCSU. The conference was also designed to spark and continue a dialogue between our diverse range of departments and disciplines. In addition to the valuable sharing of research that occurred, we also hoped to encourage curricular collaborations. The conference offered an excellent opportunity for faculty to meet colleagues from across the university and to learn about their research. Moreover, it offered a rare opportunity to recognize and nurture our intellectual pursuits as such. Our gathering offered a space in which we could appreciate those ineffable moments that -- while difficult to address or assess in quantifiable terms -- are indispensable to our scholarly and pedagogical pursuits.  
Selected Topics Included:

11<sup>th</sup> Annual Conference 2009: “What’s Past is Prologue: Whither the Humanities?”  
 10<sup>th</sup> Annual Conference 2008: “The Wake of Memory.”  
 9<sup>th</sup> Annual Conference 2007: “Culture and Singularity: Alterity, Exposure, Dissent.”  
 8<sup>th</sup> Annual Conference 2006: “Questioning Globalization.”  
 7<sup>th</sup> Annual Conference 2004: “Inhabiting Thresholds: Thinking at the Limit”  
 6<sup>th</sup> Annual Conference 2003: “In Medias Res”  
 5<sup>th</sup> Annual Conference 2002: “from Tragedy”  
 4<sup>th</sup> Annual Conference 2001: “What are poets for in a destitute time...?”  
 3<sup>rd</sup> Annual Conference 2000: “On Responsibility”  
 2<sup>nd</sup> Annual Conference 1999: “The Stories We Tell: Narrativity Across the Disciplines”  
 1<sup>st</sup> Annual Conference 1997: “The Language of Thought: An Interdisciplinary Interrogation”

### **Coordinator of Cinéma du Monde a university-wide film series: 2003- 2009.**

I founded and coordinated a university-wide film series. SCSU Faculty were invited to host films. The host would introduce the film and facilitate a discussion. Cinéma du Monde presented **12-16** films per year. The program presented a full range of films from around the world, including Poland, Russia, Sweden, and Italy. Films were hosted by faculty from many departments including English, Media Studies, Philosophy, Psychology, Sociology, and World Languages and Literatures. Local residents also presented films on occasion. In addition, the films were linked to classes and programs. For example, in the spring 2009, the film “The Hours” (USA 2002), was hosted by Psychology Professor William Sherman and English Professor Vara Neverow. The film, based on a book that was based on the life and work of Virginia Woolf, was presented in conjunction with one of Professor Sherman’s psychology classes (on psychopathologies). Professor Neverow is a Woolf scholar who brought scholarly depth to the discussion of the book and the film. Further, the film program gave sustained attention to the work of the legendary director Alfred Hitchcock. Steven Stockage and Jennifer Hudson hosted, respectively Hitchcock’s “Rebecca” and “Strangers on Train”. We presented Sydney Pollack’s “Out of Africa,” in conjunction with the *Southern Read*, our campus-wide common-read. Finally, in the spring, Roman Polanski’s Academy Award winning film, “The Pianist,” hosted by Krystyna Gorniak, was presented as part of our Holocaust Remembrance Program.

### **Mathematics and Science Education Reform in the Public Schools and Higher Education.**

**Background Summary** I was engaged as coordinator or director of a variety of projects to encourage Standards-aligned reform in mathematics and science education in the Public Schools and within Higher Education. My involvement evolved in three stages. First I was coordinator of SCSU Project CONNSTRUCT under the auspices of the CT Academy for Education in Mathematics Science & Technology. Second, I was director of the Connecticut Pre-Engineering Program at SCSU that provided an intensive summer learning experience for New Haven High School students traditionally underrepresented in mathematics, science, and engineering. Third, I was director of seven consecutive Dwight D. Eisenhower Higher Education Grants providing professional development for teachers from area school districts including New Haven, Hamden, North Branford, Wallingford, Milford and Windsor.

**Coordinator, SCSU Project CONNSTRUCT**, a National Science Foundation-funded university initiative to restructure mathematics and science teacher education in Connecticut's urban centers. I wrote twenty-seven successful grants for funding for SCSU Project CONNSTRUCT activities from **1991 – 1996** and coordinated the grant-funded projects. **1992-1997**. The grant funded projects included ***"Dialogues"*** that brought together University Professors, Public School Teachers, and Community Members to discuss Standards-aligned reform; and ***Co-Teaching Collaborations*** that enabled public school teachers to co-teach a mathematics or science class required for teacher certification. CONNSTRUCT operated statewide under the auspices of the Connecticut Academy for Education in Mathematics, Science & Technology. As part of these efforts I was appointed as the inaugural **Distinguished Professor in Residence** at the Connecticut Academy for Education in Mathematics, Science & Technology. **Fall 1996- Spring 1997**. Served as the first Distinguished Professor in Residence at the Connecticut Academy for Education in Mathematics Science & Technology. The role was to provide advocacy for needed reforms in mathematics and science education K-12 in teacher education programs in the state. I spoke at national conferences, organized a state-wide conference, wrote one "op ed" piece that was published in various state newspapers, assisted the CT Academy in writing two multi-million dollar grants including a successful grant that continued the existence and work of the CT Academy.

**Director, SCSU/CPEP** (Connecticut Pre-Engineering Program) **1994, 1995, and 1996** Summer Science Enrichment program. A university-based summer program for New Haven inner-city minority High School students. This program provided an opportunity for New Haven High School students to participate in an innovative summer program on the SCSU campus. The program focused on mathematics, science, and language arts, with three-hour sessions in university lab facilities along with weekly field trips to science education centers. The classes were co-taught by teams of University Professors, Public School teachers and education majors (SCSU students).

**Director, Eisenhower Higher Education** grant-funded graduate course program and follow-up activities introducing Connecticut School teachers (grades K-6), to the National Science and Mathematics Education Standards as well as hands-on inquiry-based learning kits. Author of seven consecutive successful grants to support these graduate courses in **1996-2003**. I will refer to selected grants and projects immediately below. I collaborated closely with colleagues on the following selected grants, including in the order of the projects listed below, Professor Maria Diamantis (Education), Professor James Dolan (Physics), and Professor Martin Hartog (Math).

**Academic Year 2002-2003** I co-taught EDU 599 "Inquiry-centered Mathematics with Interdisciplinary Applications for Grades 3-6," with Professor Maria Diamantis (August 2002-August 2003), The course met for one week August 2002 (23 hours), held six follow-up sessions during the academic year (23 hours), and concluded August 11 –15, 2003 (23 hours). The course explored the mathematics concepts and activities embedded in the STC and FOSS science kits with teachers from New Haven, Hamden, Wallingford, Middletown, and Windsor, where the kits were in use. The teachers developed strategies to integrate mathematics and science teaching and learning in their classrooms. (The course was supported by the university's seventh consecutive Eisenhower grant (\$30,000) which I authored and administered.) I facilitated a number of the hands-on activities with the science kits and took primary responsibility for the FOSS

Measurement Kit. I collaborated closely with Professor Diamantis on this project.

**June 2001-2002** I wrote a successful \$18,000 *Connecticut Department of Higher Education Eisenhower Professional Development Grant* at SCSU. This grant funded a graduate course involving teachers from New Haven, Hamden, Wallingford, North Branford and Milford (elementary, middle, and high school teachers). The teachers worked in collaboration with SCSU co-teachers David Pettigrew and James Dolan to refine professional development efforts for the implementation of Standards-aligned science materials in the classrooms of the school districts. I presented a module on the philosophy of education of John Dewey. I collaborated closely with Professor James Dolan closely on this project.

**June 1999-2000** I wrote a successful *Connecticut Department of Higher Education Eisenhower Professional Development Grant* at SCSU for an ad hoc graduate course in middle school mathematics with New Haven teachers. The five-week course focused on Standards-aligned hands-on, engaging mathematics activities as well the use of graphing calculators. I worked collaboratively with SCSU Professor Martin Hartog and Gateway Professor Miguel Garcia on this project.

### **Professional Memberships**

Member, KRUG 99, Sarajevo, 2015- present.

Member, Steering Committee, Yale University Genocide Studies Program, 2011 – present.

Board Member, Bosnian American Genocide Institute and Education Center, Chicago, 2014-present.

Member, Institute for Research of Genocide Canada, 2011 – present.

Member of the Editorial Board: *Gatherings: The Heidegger Circle Annual*.

Vice President of the Connecticut Academy of Arts and Sciences, 2013 – present.

Member of the Connecticut Academy of Arts and Sciences, 1995 – present.

Elected Member, Heidegger Circle, 1995.

May 4, 2023

Terrence Cheng, President  
Connecticut State Colleges & Universities  
39 Woodland Street  
Hartford, Connecticut 06105

Dear President Cheng:

On behalf of Southern Connecticut State University, I am delighted to recommend Dr. David Pettigrew to you and the Board of Regents for designation as a Connecticut State University Professor, effective June 16, 2023. In this distinguished appointment, Dr. Pettigrew, a Professor of Philosophy, would replace the recently retired Dr. Vivian Shipley, Professor of English, and join Southern's current CSU Professors: Dr. Elliott Horsch, Professor of Physics and Dr. Troy Paddock, Professor of History.

The CSU Professor Advisory Committee, chaired by SCSU Chemistry Professor Adiel Coca, stated that Dr. Pettigrew met the benchmark of excellent in all three selection categories: creative activity, teaching, and service. During his long and distinguished career at Southern, which spans 36 years, he has developed an international reputation for his research and human rights activities related to the genocide in Bosnia and Herzegovina.

As part of this work, he has delivered lectures around the world and authored book chapters, journal articles, and op-ed essays. He has corresponded with world leaders regarding human rights violations in the region and for the last several years has campaigned inside Bosnia and from his desk in New Haven for the implementation of a law forbidding the authorities to engage in genocide denial. Locally, his efforts to assist schools to implement the Connecticut Holocaust and Genocide act are also notable.

A recipient of the SCSU Faculty Scholar Award in 2000, Dr. Pettigrew is a prolific author. He has co-edited three books in the area of contemporary French and German philosophy and psychoanalysis, translated nine books, authored thirteen book chapters, written three research articles, written seven book chapter translations, one article translation, and penned over one hundred op-ed essays during his tenure at Southern.



His service to the university and his profession has been exemplary. For example, Dr. Pettigrew served on the University Promotion and Tenure Committee for nearly two decades, including terms as Committee Chairperson from 2009-2012 and 2013-2020. He has also been a member of the SCSU Faculty Academic Strategic Planning Committee since 2002, often as chair. And he was a member of the Faculty Senate from 1997-1999 and 2004-2020. In 2016, he was the recipient of the **Robert Jirsa Service Award** for his outstanding service to the university.

This recommendation is in compliance with the terms of the process as outlined within the BOR/AAUP Collective Bargaining Agreement. I have enclosed a draft resolution awarding this title to Dr. Pettigrew to be presented to the Board of Regents for their consideration at the June 16<sup>th</sup> Board of Regents meeting. If you require any further information, please do not hesitate to contact me.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Joe Bertolino", with a stylized flourish at the end.

Joe Bertolino  
President

JB/meh



# Board of Regents

## BOARD OF REGENTS FOR HIGHER EDUCATION

### RESOLUTION

Concerning

### **REALLOCATION OF CSCU 2020 FUNDING**

**for**

**CENTRAL, EASTERN & SOUTHERN CONNECTICUT STATE UNIVERSITIES**

June 28, 2023

**WHEREAS**, pursuant to CGS 10a-91d (c), the Board of Regents shall approve reallocation of CSCU 2020 program funds at the completion of a project to other CSCU 2020 named projects and programs; and

**WHEREAS**, four named “line item” projects that were funded between FY 2011 through FY 2020 as part of the CSCU 2020 Program are complete; and

**WHEREAS**, \$6,786,965 of uncommitted funding for four projects will be reallocated to their respective Universities Code Compliance/ Infrastructure Improvement programs; and

**WHEREAS**, the projects and associated funding are as follows:

1. FY 2016, 17, 19 & 20 – Central Willard and DeLoreto Hall, \$804,006
2. FY 2011, 14 & 16 – Eastern Fine Arts Instructional Center, \$402,641
3. FY 2011, 14, 16 & 17 – Eastern Goddard & Communications Building, \$761,178
4. FY 2016, 17, 19 & 20 – Southern Health & Human Services, \$4,819,140

Now therefore, be it

**RESOLVED**, \$6,786,965 of uncommitted funds from completed CSCU 2020 projects will be reallocated to their respective University Code Compliance/ Infrastructure Improvement programs.

A True Copy:

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Pamela Heleen, Secretary  
Board of Regents for Higher Education

**ITEM****CSCU 2020 Funding Reallocation****BACKGROUND**

The CSCU 2020 program was legislatively approved as a multiyear program to fund capital improvements, equipment, telecom, land acquisitions and deferred maintenance for the universities beginning in FY 2009 and running through FY 2018. The total program funding was \$950,000,000.

In FY 2016 & FY 2017, community college funding of \$103,500,000 was added to this program to support deferred maintenance, equipment and telecom purchases and construction of one community college project. In FY 2010, FY 2017 and FY 2018 some annual university funds were deferred through FY 2021. Subsequently, FY 2020 program funding was increased by \$16,000,000, compensating for projected escalation on the program's final four deferred projects. Total program funding was increased to \$1,069,500,000. Unlike traditional bond funds, the BOR is permitted to reallocate uncommitted project funds of a completed project to another CSCU 2020 project or program.

**ANALYSIS**

1. In 2015, Southern's Facility Master Plan Study compared academic priority program needs against existing and planned facilities. While \$60M was budgeted in FYs 15 and 16 for the new Health & Human Services Building (HHS), Southern subsequently identified a space shortfall that would limit HHS's academic delivery. On March 29, 2015, the Board of Regents addressed the concern and approved modifying Southern's CSCU 2020 program priorities. Approved by legislation, a reallocation of Southern's projects and funding occurred with HHS's budget increased by \$16M. On June 23, 2022, during the initial project closeout phase, the BOR approved reallocating \$2M of unallocated project funds to Southern's FY 17 Code Compliance/Infrastructure Improvement Program. The HHS project is now fully complete. Of the total \$76M project funding, approximately \$4.8M remains uncommitted and available to be reallocated to other CSCU 2020 projects or programs.
2. A list of current CSCU 2020 completed projects with smaller uncommitted funds balances available to reallocate, in addition to Southern's HHS Building, are listed below. The fund reallocations will financially closeout each project.

<b>Funding Year(s)</b>	<b>Campus</b>	<b>Project</b>	<b>Total Project Budget</b>	<b>Funding Reallocation</b>
FY16, FY17, FY19, FY20	Southern	Health & Human Services	\$ 61,085,000	\$ 4,819,140
FY14, FY15, FY16, FY17	Eastern	Goddard Hall	\$ 31,382,000	\$ 761,178
FY11, FY14, FY16	Eastern	Fine Arts Instructional Center	\$ 87,771,000	\$ 402,641
FY13, FY15, FY16	Central	Willard & Diloreto Hall	\$ 61,085,000	\$ 804,006
<b>TOTAL</b>				\$ 6,786,965

**RECOMMENDATION**

Approve the reallocation of \$6,786,965 in uncommitted and available funds as listed above.

RESOLUTION  
Concerning

ACCEPTANCE OF A GIFT  
GATEWAY COMMUNITY COLLEGE - AUTOMOTIVE TECHNOLOGY  
PROGRAM

June 28, 2023

WHEREAS, Gateway Community College is the recipient of a generous donation of a 2021 GMC Acadia donated by Gallagher Buick, of New Britain, for laboratory and experiential instruction in the college's Automotive Technology Program; and

WHEREAS, The donation will allow Gateway Community College to include the latest in the automotive technology curriculum and provide the students with learning and career opportunities that they previously did not have; now, therefore, be it

RESOLVED, The Board of Regents accepts and acknowledges with appreciation the following gift donated by Gallagher Buick:

Description:

2021 GMC Acadia, VIN: 1GKKNXLS3MZ111907  
Total Current Market Value: \$12,373.22

A True Copy:

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Pamela Heleen, Secretary  
Board of Regents for Higher Education



OFFICE OF THE CHIEF EXECUTIVE OFFICER  
William (Terry) Brown, Ph.D.

Reporting of Gifts (Other Than Money or Securities)  
Connecticut General Statutes – Sec. 10a-150  
Form B

**Date:** May 10, 2023

**To:** Mr. Keith Epstein

**CC:** Ben Barnes, Chief Financial Officer, CSCU  
Dr. John Maduko, President, CT State Community College  
Ann Harrison, Chief of Staff to President Maduko, CT State Community College

**From:** William T. Brown, Ph.D., Chief Executive Officer, Gateway Community College

**Nature of Gift:**

GMC Acadia – Training Vehicle

**Description:**

- VIN 1GKKNXLS3M2111907

**Current Market Value:** \$12,373.22 (total)

**Determined by:** Market Value

**Date Received:** To be determined

**Donor:** General Motors Corporation

Gallagher Buick GMC, Inc, 325 Columbus Boulevard, New Britain, CT 06051

Contact - Michael Gallagher – (860) 229-4881

**Purpose or nature of Gift:** Was the purpose specified by the donor?

☒ Yes ☐ No

**Instructions or additional information:**

- Per donation agreement – educational purposes only

**Signature:** *William J. Brown, PhD*



**General Motors**  
**General Motors Technology Donation Program**  
**Important Time-Sensitive Memo**

General Motors Corporation  
DONATION AGREEMENT  
DONATION TO NONPROFIT ORGANIZATION

**Please note: This donation agreement must be completed, signed, title, dated and returned to the Donation Coordinator, PRIOR TO ANY DONATION BEING SHIPPED TO, OR PICKED UP BY, YOUR INSTITUTION.** This is a change from current policy and is effective immediately. Once this document is completed and received, arrangements for shipping and/or pick-up will be made accordingly. **Providing transportation for the donation is mandatory (at the expense of the Donee) within a 200 miles radius of the Donee. Please indicate if you are willing to pick-up from location: ( ) Yes or ( ) No. If no, please provide shipping address: If you do not want to participate in this donation, please check here: ( )**

Donation No: VEH2023-043	AD #:	
Donated By: Gallagher Buick GMC Inc. 325 Columbus Blvd. New Britain, CT 06051 Contact Person: Michael Gallagher Contact Phone: (860) 229-4881	Name & Address of School/Institution (Donee – Other) Gateway Community College 20 Church Street New Haven, CT 06510 Contact Person: Dan Fuller Contact Phone: (203) 285-2370	
Make: GMC Acadia	1GKKXLS3MZ111907	Value: \$12,373.22
Other Comments (i.e. items missing, etc.): Noise from starter when engaged.		

**The item(s) identified above (the "Donated Item(s)") has/have been identified for donation to you by General Motors Corporation for nonprofit, educational, or exhibition purposes only.** It is important to note that products are given in "as is" condition with no warranties expressed or implied. By completing, signing and submitting this application your organization agrees to this and the following conditions:

1. The Donated Item(s) will be used only by you for non-profit, educational or exhibition purposes and will not be sold, disposed of, or transferred by you. Upon completion of your use of the Donated Item(s), you will scrap the Donated Item(s), disposing of it/them in such a manner as to ensure that it/they can no longer be used or sold (by GM Scrap Policy).
2. If the Donated Item(s) is a motor vehicle or component thereof, it will not be licensed, titled or operated on any public or private road or highway.
3. You acknowledge that the Donated Item(s) is not certified to comply with any federal, state or local laws, rules or regulations.
4. You accept the Donated Item(s) "as is, with all faults," it being understood that it is not covered by any warranty. General Motors Corporation expressly disclaims all warranties, including any implied warranty of merchantability or fitness for a particular purpose.
5. You acknowledge that automobiles, machinery, or equipment of any sort are potentially dangerous by their nature. You acknowledge that there is risk associated with the operation of the Donated Item(s), and that you knowingly assume this risk. You acknowledge that the Donated Item(s) will be operated only by experienced, knowledgeable users such as college or university level students or faculty. For high schools, you acknowledge that the Donated Item(s) will be operated by students only under the direct supervision of an experienced, knowledgeable faculty member.
6. General Motors Corporation expressly disclaims, and you expressly release General Motors Corporation from any and all liability associated with the Donated item(s). In addition, you agree to the extent permitted by applicable law, to indemnify and hold harmless General Motors Corporation, its officers, directors, employees, and agents from damages, liabilities, fines, judgments, costs (including settlement costs) and expenses associated therewith (including the payment of reasonable attorney fees and disbursements), (1) arising out of or in connection with the Donated item(s) or their use and possession; or (2) General Motors Corporation's enforcement of the provisions of this agreement.
7. The conditions set forth above have been communicated to, and are understood by all of your personnel who have access to the Donated Item(s).
8. The Donated property can not be transferred to any person, business or organization without the expressed written consent of General Motors and its agents. A Transfer Form is required for this purpose.

GM facilitates the donation of products to nonprofit entities in need of such equipment that do not have the resources to acquire such equipment on their own. It is the donee's sole responsibility to determine whether or not these products will perform as expected or needed. By completing and signing the product request form, the donee acknowledges that GM provides the products "as is" and without warranty or any kind, express or implied, including, but not limited to, warranties of merchantability or fitness for a particular purpose. "THE UNDERSIGNED" hereby acknowledges responsibility to, and agreement to, comply with all applicable export control laws for any item obtained from General Motors Corporation. "THE UNDERSIGNED" understands that General Motors Corporation reserves the right to reject any transaction determined to be in violation, or possible violation, of any applicable export control laws.

**Please acknowledge your agreement to the above by signing this Donation Agreement in the space below and emailing a signed copy to**

**GMDonations@TrainingSupportAdmin.com**  
**Accepted and agreed to this First (1) day of May, 2023**

By: William J. Brumby, PhD Title: Chief Executive Officer

CT BOARD OF REGENTS FOR HIGHER EDUCATION  
RESOLUTION

Concerning the salary offer of \$198,000  
for the position of Central Connecticut State University  
Chief Human Resources Officer

June 28, 2023

WHEREAS, the Connecticut State Colleges and Universities sets forth a Management and Confidential personnel policy establishing the requirement for BOR approval of any planned hiring salary offer at or above the third (3<sup>rd</sup>) quartile of the grade; and

WHEREAS, the \$198,000 salary offer proposed by President Toro for the Central Connecticut State University Chief Human Resources Officer candidate Christopher Wethje falls above the 3<sup>rd</sup> quartile of the FY24 Executive 1 classification level of \$185,159; and

WHEREAS, President Toro has recommended that the proposed salary is necessary to secure the employment of the most qualified individuals; now therefore be it

RESOLVED, that the Board of Regents for Higher Education hereby approves the hiring salary offer of \$198,000 to Christopher Wethje for the position of Chief Human Resources Officer for Central Connecticut State University.

A True Copy:

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Pamela Heleen, Secretary  
Board of Regents for Higher Education

**ACTION ITEM**

Review and approval of the \$198,000 hiring salary offer to candidate Christopher Wethje for the Executive 1 position of Chief Human Resources Officer for Connecticut State University.

**BACKGROUND**

The salary offer of \$198,000 for the Executive 1 ranked CSU Chief HR Officer position at Central Connecticut State University falls between the FY24 third quartile mark and maximum of the Executive 1 salary range necessitating BOR approval in accord with the [HR Policies for Management and Confidential Professional Personnel](#) and the Management and Confidential Classification & Compensation Procedures Manual.

**RECOMMENDATION**

CSCU leadership recommends approval of the hiring salary offer of \$198,000 to candidate Christopher Wethje for the Management and Confidential position of Chief Human Resources Officer for Central Connecticut State University.



## CHRISTOPHER T. WETHJE

### EDUCATION

#### UNIVERSITY OF CONNECTICUT SCHOOL OF LAW

HARTFORD, CT

Juris Doctorate, *cum laude*

May 2002

GPA 3.569, Class Rank 18/159

University of Connecticut School of Law, *Lawyering Process Teaching Assistant* (Fall 2000)

Honors: Connecticut Bar Association Real Property Award; CALI Excellence for the Future awards for receiving the highest grade in Legal Profession, the Civil Rights Clinic, and Real Estate Transactions

Activities: *Connecticut Law Review*, Notes & Comments Editor (2001-2002), Member (2000-2001).

#### PROVIDENCE COLLEGE

PROVIDENCE, RI

Bachelor of Arts, *magna cum laude*, in Political Science

May 1999

Minors in Economics; Public and Community Service

GPA: 3.67

Honors: Dean's List all semesters; Liberal Arts Honors Program; Pi Sigma Alpha – Epsilon Chi Chapter (National Political Science Honor Society); Friars Club.

### ADMISSIONS

Connecticut state and federal courts and Washington, D.C.

### CERTIFICATIONS

School Business Administrator (085) issued by the Connecticut State Department of Education

### WORK EXPERIENCE

#### EAST HARTFORD BOARD OF EDUCATION

EAST HARTFORD, CT

*Human Resources Director*

June 2006 – Present

Direct Human Resources functions for 1300+ employees throughout the school district, including recruitment, interviewing, hiring, discipline, termination, benefits administration, compensation, family and medical leave, unemployment, and workers' compensation; negotiate collective bargaining agreements; participate in labor arbitration proceedings; daily contract administration for eight unions; respond to grievances; review and revise employment policies and regulations; conduct sexual harassment and abuse and neglect investigations. Provide counsel and strategic advice to superintendent and other district leaders in organization development and effectiveness as a member of the District Leadership Team. Collaborate with administration to advise regarding staffing, leadership development, and strategic succession planning. Develop and maintain partnerships with colleges and universities and offer workshops on various human resources and employment matters. Develop and employ diversity, equity, and inclusion practices that have resulted in 7 consecutive years of 20% or more of the annual hiring class identifying as teachers of color.

#### ROBINSON & COLE LLP

HARTFORD, CT

*Associate Attorney*

Sept. 2002 – June 2006

Counseled and advised management regarding federal and state wage and hour laws, compensation structures, family and medical leave, federal, state and local fair employment laws, sexual harassment, hiring and termination, employment agreements, employee handbooks and policies, federal labor laws, drug testing, and affirmative action plans. Assisted employers in the negotiation of collective bargaining agreements, contract administration, and labor arbitration proceedings. Drafted contracts and employee policies regarding all aspects of the employment relationship, including hiring, non-competition, non-disclosure and non-solicitation agreements, and handbooks. Represented employers in federal and state courts and before administrative agencies in matters concerning allegations of employment discrimination, retaliation, wrongful termination, sexual harassment, breach of contract, and failure to pay wages. Conducted seminars regarding wage and hour and personnel issues for businesses.

#### CIVIL RIGHTS CLINIC - UNIVERSITY OF CONNECTICUT SCHOOL OF LAW

HARTFORD, CT

*Law Student Intern*

Sept. 2001 – May 2002

Represented a fair housing organization in a housing discrimination lawsuit involving familial status and race discrimination in federal district court. Researched and drafted motions and memoranda. Took the deposition of an agent of the defendants'; defended the deposition of one of the plaintiff's agents; attended other depositions. Participated in a settlement conference before a Magistrate Judge in which the parties successfully reached a settlement agreement.

## RESOLUTION

Concerning  
TUITION AND FEES  
AT CT STATE COMMUNITY COLLEGE  
AND  
CHARTER OAK STATE COLLEGE  
AND  
ADDING A NEW TIER 2 FEE AT CENTRAL  
CONNECTICUT STATE UNIVERSITY

June 28, 2023

- WHEREAS, The Board of Regents for Higher Education (“BOR”) pursuant to Connecticut General Statute section 10a-6(a)(3) establishes tuition and fee policies for the institutions that comprise the Connecticut State Colleges & Universities (“CSCU”); and
- WHEREAS, The BOR in accord with Connecticut General Statute section 10a-77(a), shall fix fees for tuition at the regional community colleges and shall fix fees for such other purposes as the Board deems necessary at CT State Community College; and
- WHEREAS, The BOR in accord with Connecticut General Statute section 10a-99(a), shall fix fees for tuition and shall fix fees for such other purposes as the board deems necessary at the state universities; and
- WHEREAS, The BOR in accord with Connecticut General Statute 10a-143(e), shall fix fees at Charter Oak State College (COSC) and shall fix fees for such other purposes as the Board deems necessary; and
- WHEREAS, The maximum Pell Grant will rise from \$6,895 in the 2022-23 academic year to \$7,395 next year, ensuring that Pell students with the greatest financial need will still be eligible for aid that fully covers tuition and fees at CT State and substantially reduces them at other COSC and the State Universities; and
- WHEREAS, CT State has been successful in controlling costs in the community colleges through attrition and budgetary restraint but still faces a daunting shortfall next year because of low enrollment, the expiration of federal assistance, declining short-term operating support from the state, and collective bargaining increases; and
- WHEREAS, Charter Oak State College faces financial and competitive challenges that are best addressed by the proposed modest increases in tuition and fees; and
- WHEREAS, Several changes to fees and revenue collection policy at CT State are recommended to facilitate the changeover to a single accredited college next year, and

WHEREAS, Central Connecticut State University proposes to introduce a student credit fee of \$10 to offset the cost of materials and equipment for experiential learning in the Theater Department, and

WHEREAS, All CSCU institutions face even larger financial challenges in FY 25 and beyond based on the adopted state budget and demographic trends that point to steep drops in college-aged population later this decade; therefore, be it

RESOLVED, That the Community College FY 2024 Tuition, Fees and Financial Set-Aside resolution adopted at the March 23, 2023, meeting for Fall 2023 remain in effect, except as it is superseded by changes to the College Service Fee reflected in the attached staff report, and also except that the tuition set-aside be set at 15% for FY 2024, and be it further

RESOLVED, That the FY2024 rates reflected on the attached report and schedules are effective at CT State Community College and Charter Oak State College for Fall 2023, and be it further

RESOLVED, that Community College Policy 3.7, adopted on December 17, 2020 be amended as included in the attached staff report to repeal the \$50 “late drop” fee, and to specify that ninety percent (90%) of tuition and one hundred percent (100%) of applicable fees previously charged for the courses being dropped is refunded, and be it further

RESOLVED, That Central Connecticut State University may establish a lab fee of \$10 for each course in the Theater Department of that university identified by the President of CSCU for this fee, and

RESOLVED, That the President of CSCU in facilitating Board-approved policies, may make limited and necessary adjustments to tuition and fees to conform with these policies, provided that the adjustments shall not materially increase the combined cost of tuition and fees as established by the BOR, so as to not increase costs to students, and that said adjustments will be promptly communicated to the Finance and Infrastructure Committee of the Board for their review, and be it further

RESOLVED, Rate adjustments may be reconsidered by the BOR should circumstances warrant.

A True Copy:

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Pam Heleen, Secretary  
Board of Regents for Higher Education

**ACTION ITEM**

## Tuition and Fee Changes

1. Establishing FY 24 Tuition and Fees at CT State Community College;
2. Establishing FY 24 Tuition and Fees at Charter Oak State College;
3. Establishing a new Tier 2 Lab fee for Theater courses at Central Connecticut State University; and
4. Modifying the Refund and Course Withdrawal Policy at CT State to conform to the recommended tuition and fee schedules.

CT State Tuition and Fees for FY 2024

Given the uncertainty faced by the CT State Community College with the respect to state funding, the administration elected to defer consideration of any substantive increases in tuition and fees at the March 2023 board meeting.

*Budget Context*

The community colleges continue to face enrollment declines and fiscal pressure. These are exacerbated by: 1) the expiration of Higher Education Emergency Relief funds from the federal government; and 2) by the significant collective bargaining increases. Now, CT State faces a significant deficit for FY 24 necessitating, among other actions, a tuition and fee increase in order to maintain essential student services.

To fully cover the FY 24 shortfall by tuition increases alone would require an unsustainable increase of more than 50%, resulting in significant hardship for students and negatively impacting enrollment, thus it is NOT recommended. Instead, this recommendation assumes that tuition can only address a portion of the shortfall, and that CT State Community College will need to control expenses, grow enrollment, and utilize reserves.

*Recommended CT State Tuition*

For CT State Community College only, management recommends setting in-state tuition at \$183 per credit or \$4,386 for full-time students annually in FY 24, which is an increase of \$9 per credit, or \$210 annually. This increase amounts to a 5% increase over FY 23 tuition and fee rates.

*College Service Fee*

At the March 2023 Board meeting, CT State Community college recommended minor and conforming changes to the college service fee, the student activity fee and the student transportation fees.

The irregular, incremental pricing by credit for the college services fee requires manual programming in the Banner IT enterprise system and is difficult to maintain. At the March meeting the fees were rationalized to a fixed amount for the first three credits and each additional credit thereafter, which was generally revenue neutral.

Management recommends a further modification to the college services fee, increasing it by \$10 to partially pay for the investments in student mental health and wellness services.

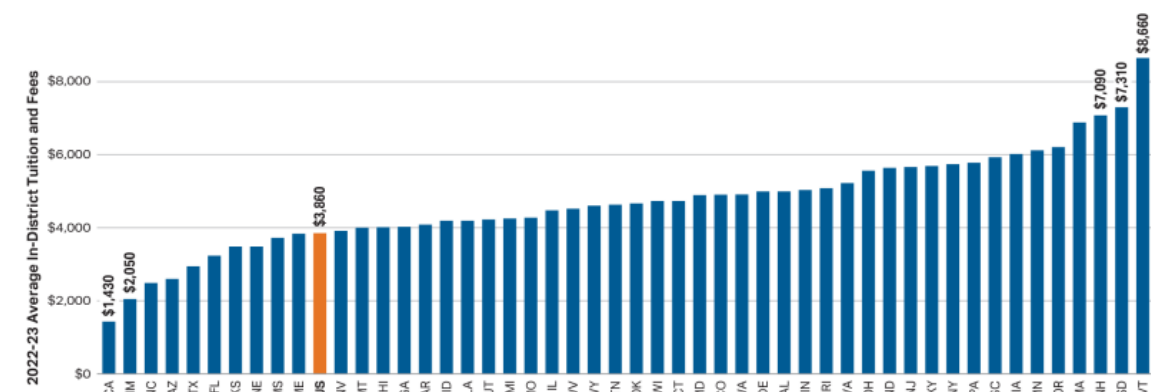
President Maduko's 100 Days report, <https://ctstate.edu/report/> identified the need for more mental health support and committed to equitable mental health services across all campuses. These funds will be used to partially fund the investments in student mental health and well-being by:

1. Continuing telehealth – in the fall of 2021 federal covid relief funding was used for a two-year partnership with TimelyMD to provide community college students with access to free, 24/7 telehealth options for health and counseling services. As the funding for this engagement expires, a portion of the proposed fee increases sustains telehealth support services for students.
2. Hiring 7 Wellness Counselors - to ensure that each campus has at least one professional staff member who is a licensed clinician to serve as the primary point of contact for students, faculty and staff to support students in crisis. Additionally these counselors assess risk factors, provide brief counseling, make referrals to community partners, and coordinate prevention programs and initiatives that promote student wellbeing.

### Affordability

The recommended tuition and fee increase results in a combined increase of \$27 for a one credit class from \$266 to \$293, and an annual increase of \$266 for a full-time student from \$4,700 to \$4,966. CT State Community College is committed to maintaining affordability to our students in the following ways:

- The current 2023-2024 maximum Pell grant award is \$7,395, which is sufficient to support full-time tuition and fees plus funds for books and the cost of attendance for students who demonstrate an Expected Family Contribution (EFC) of between \$0 and \$1,200. This accounted for more than 13,000 during the 2022-2023 award year. For the 2022-2023 award year to date, there are more than 17,800 total Pell grant recipients with corresponding disbursements of more than \$58.1 million.
- Community College tuition and fees have been flat for the preceding years (FY 2020-2022). During the 2022-2023 award year 40% of enrolled financial aid applicants pay nothing for tuition and fees because of PACT, Pell, Roberta Willis, or some combination of



Source: College Board, Oct. 2022

Source: College Board, Oct. 2022 1

grants. An additional 59% have a portion of costs covered based on financial need from completing the FAFSA.

- Fifteen percent (15%) of all tuition is set-aside and dedicated for institutional student financial aid, in FY 24 amounts to \$14.4 million.
- Connecticut remains affordable compared to public community colleges in other states and will continue to compare favorably with Rhode Island, New York, Massachusetts, New Hampshire Vermont and New Jersey.

### Charter Oak State College Tuition and Fees for FY 2024

#### *Background*

After benchmarking the cost of attendance against other distance learning programs, reviewing external return on investment metrics performed on alumni and understanding financial and institutional aid programs available, this proposal reflects those rates the College believes to be a fair compromise between tuition affordability, stewardship of State tax dollars and the ability to compete in the marketplace.

The number of out of state students matriculating at Charter Oak has steadily decreased over time, reflecting the lack of competitiveness the College's out of state tuition rate. Notable within this schedule is the removal of the out of state tuition rate due to the fact that the College is composed entirely of online programming. Even though the post pandemic world has reinforced the value, flexibility, and developmental value of an online degree, it has also set the expectation that degrees are no longer limited by geographical boundaries, and pricing should reflect such. The approval of this schedule which removes the out of state differential will allow Charter Oak to begin to compete in markets that may have previously been inaccessible due to pricing. The financial impact on the College to transition the current out of state cohort to the new rate will be immaterial to operations as a whole.

#### *Recommended Charter Oak State College Tuition*

The proposed tuition rate schedule beginning Fall 2023 reflects a 3% increase in tuition and fees for undergraduate programs and a 2% increase for graduate programs. While this increase only offsets a small portion of the deficit left by the anticipated State funding shortfall, the marketplace for online education extends nationally, and this proposal reflects that competitive environment.

Minor revisions have additionally been made to a small portion of the Tier II fees and reflect either a repricing of the service based on cost or an increase to a specific fee to curb unwanted trends. For example, while the College assesses fees related to bad checks or late registrations; significant efforts are made with students to avoid these situations that would not only prevent the fee from being applied to the student account but also prevent the administrative overhead associated with the scenario.

Central Connecticut State University Lab Fee

CCSU proposes to establish a Lab Fee to offset costs of materials and equipment for experiential learning in the Theater Department

*Background*

Many courses within the Theatre curriculum rely on materials or equipment to facilitate experiential learning which is integral to our students' success.

The cost of some materials has increased dramatically with inflation. For example, plywood (an essential material of nearly any production set) has increased over 40% in the past 3 years.

There is precedent across the CSU system to charge class-based or program-based fees for Theater students to offset expenses:

- WSCU charges Theatre majors a \$350 program fee each semester; Musical Theatre is \$450 per semester.
- ESCU charges a \$50 lab fee for certain Theatre courses.

*Proposal*

CCSU proposes to introduce a student credit fee of \$10 for each designated course (see next page) applicable to any student enrolled in the course. The revenue generated by this fee will be applied directly to the procurement, replacement, and maintenance of course-related materials that may be used directly in mainstage productions.

Based on prior course enrollments and cycling across a 2-year period, CCSU expects annual revenues of approximately \$9,000 per academic year based on historical course enrollments and anticipated course cycling. For comparison, a single production can require between \$5,000 and \$7,000 in materials.

CT State Refund and Course Withdrawal Policy Amendment*Background*

On March 24, 2022, the Board of Regents amended policy 3.7 (Refund and Course Withdrawal), which updated the refund policy for community college students in full-semester courses (fall and spring) and abbreviated terms (i.e., summer, winter, late-start, or other variable terms). Additionally, the policy further defined the add/drop with withdrawal dates for full-semester courses and abbreviated terms that are specific to the twelve Connecticut State Community Colleges and to the future Connecticut State Community College.

The policy calls for students to be assessed a "late drop" fee of \$50 for any course dropped between the start of the terms and the point at which 20% of the course has progressed (as

measured in days and only in cases where an equivalent course is not added in its place). Programming this fee in the enterprise system, Banner, is not possible.

#### *Recommended Changes*

Rather than the flat fee of \$50, management recommends that a student who drops a course during the aforementioned “20%” window be refunded 90% of the tuition, thereby retaining a charge of 10%. The projected tuition charge for a three-credit course being dropped is \$54.90 (based on the proposed FY 24 tuition) which is consistent with the existing policy. Additionally, the recommended approach allows the remaining tuition charge to be covered by remaining/future financial aid whereas the \$50 flat fee is not eligible as a penalty.

#### *Policy 3.7, including proposed amendments*

### **Policy on Refund and Course Withdrawals Connecticut State Community Colleges**

The CT State Provost and Vice President of Academic and Student Affairs, or designee, shall be the presiding authority over the application of this policy to all community colleges. It shall be included in all college catalogs, student handbooks, and college websites, and shall be made available upon request.

#### **REFUNDS FOR FULL-TERM COURSES**

*Note: students may drop courses through the census date (by end of business day); courses dropped during this period would not appear on a transcript. Courses can only be added up to calendar day seven of a full, 15-week term.*

*No course withdrawals will be accepted once 80% of the semester has passed. For a typical 15-week term, 80% of the term is considered the last day of the twelfth week of the term. A student may appeal the course withdrawal deadline due to mitigating circumstances.*

- Prior to the start of the term through calendar day seven of the term: 100% of tuition and fees will be refunded.
- Between the calendar day eight and census (20% of the term): 100% of fees and 90% of tuition will be refunded.
- After census and until 80% of the term: drops are considered a course withdrawal and will be noted as a “W” on the transcript. No tuition or fees will be refunded.

#### **REFUNDS FOR ABBREVIATED TERMS**

##### **Summer, Winter, Late Start or Other Variable Terms**

*Note: students may drop a course through the first 20% of an abbreviated term length; courses dropped during this period would not appear on a transcript. Courses can only be added up to the first 10% of the abbreviated term length, but not to exceed seven calendar days.*



*No course withdrawals will be accepted once 80% of the abbreviated term has passed. For abbreviated terms, 80% is considered the last day of the business week of that period. A student may appeal the course withdrawal deadline due to mitigating circumstances.*

- Prior to the start of the term through 10% of the term length: 100% of tuition and fees will be refunded.
- Between 10% of the term length and 20% of the term length: 100% of fees and 90% of tuition will be refunded.
- After 20% of the term length through 80% of the term: drops are considered a course withdrawal and will be noted as a “W” on the transcript. No tuition or fees will be refunded.

#### **REFUNDS OF TITLE IV AND OTHER FINANCIAL ASSISTANCE**

This policy excludes the effect of the Return of Title IV Aid calculation for student aid recipients.

The Financial Aid Office is required by federal statute to recalculate federal financial aid eligibility for Title IV grant or loan recipients who withdraw, drop out, are dismissed, or take a leave of absence prior to completing 60% of a payment period or period of enrollment unless otherwise noted by the US Department of Education. This includes “unofficial withdrawals,” which are defined as students who stop attending their classes but do not follow college policy and officially withdraw from class(es). Federal law requires that the student’s federal aid eligibility be recalculated in these situations and Title IV aid not earned by the student be returned to the US Department of Education.

It is recommended that students receiving financial assistance should consult with the Financial Aid Office prior to withdrawal in order to determine the financial impact that the Return of Title IV funds calculation will have.

Funds not earned by the student are required to be returned to the appropriate federal program in the following order:

1. Unsubsidized Federal Direct Stafford Loans
2. Subsidized Federal Direct Stafford Loans
3. Federal Direct PLUS received on behalf of the student
4. Federal Pell Grants
5. Federal Supplemental Educational Opportunity Grants
6. Other grant or loan assistance authorized by Title IV of the Higher Education Act

Although not required under federal regulation at the time of this policy, after federal return obligations are satisfied, any remaining funding shall then be returned to the following programs at the discretion of the policy associated with that funding source:

7. Other State, Institutional, or Private financial assistance
8. Student

### **REFUNDS TO VETERANS**

Students entering the armed services; being relocated by the military; or deployed, before earning degree credit will have 100% of term charges cancelled upon submitting notice in writing and a certified copy of enlistment papers.

### **APPEAL FOR REFUNDS OF TUITION AND FEES**

Common policies and procedures will be implemented across the twelve Connecticut State Community Colleges to ensure that students are treated equitably across each of the colleges. This process will include the following: a single Refund Appeals Form for use at each college, a common procedure for forming a committee to review appeals, common criteria for consideration in the review process, a common timeframe for students to submit appeals, and a common policy for retaining documentation when the appeal is received.

Appeals must fall under one of the following categories to be considered: military relocation or deployment, documented medical emergency, documented personal emergency, or incorrect advisement for the program of study. No appeals will be considered or accepted once the term for which they appeal is being made has finished.

<b>Additional Fees</b>	<b>Time Due</b>	<b>CSCC Refund</b>
<b>Supplemental Course Levels 1 &amp; 2</b>	Due date established by college.	Same as tuition.
<b>Clinical Fees/Allied Health Fees</b>	Due date established by college.	Same as tuition.
<b>Nursing Media Fee</b>	Due date established by college.	Same as tuition.
<b>Nursing Program-Learning Support &amp; Assessment</b>	Due date established by college.	Same as tuition.
<b>Manufacturing Fee</b>	Due date established by college.	Same as tuition.
<b>College Services &amp; Student Activity Fee</b>	Due date established by college.	Same as tuition.

<b>Transportation Fee</b>	Due date established by college.	Same as tuition.
<b>Materials Fee</b>	Due date established by college.	Same as tuition.
<b>Replacement ID Fee</b>	Due date established by college.	Non-refundable.
<b>Academic Evaluation Fee</b>	Due date established by college.	Non-refundable
<b>Portfolio Fee</b>	Due date established by college.	Non-refundable.

12/4/20- BOR Academic and Student Affairs Committee

12/17/20- Board of Regents

Recommendation

Staff recommends the approval of the resolution and attached tuition and fee schedules.

**CT State Community College**  
**FY 24 Tuition, General Fees and Mandatory Usage Fees**

	<b>FY2023 Approved (effective Fall 2022)</b>			<b>FY2024 Proposed (effective Fall 2023)</b>		
<b>Semester Hours</b>	<b>Tuition</b>	<b>College Services Fee</b>	<b>Total</b>	<b>Tuition</b>	<b>College Services Fee</b>	<b>Total</b>
<b>In-state</b>						
1	\$174	\$92	\$266	\$183	\$110	\$293
2	\$348	\$101	\$449	\$366	\$110	\$476
3	\$522	\$107	\$629	\$549	\$110	\$659
4	\$696	\$112	\$808	\$731	\$130	\$861
5	\$870	\$133	\$1,003	\$914	\$150	\$1,064
6	\$1,044	\$151	\$1,195	\$1,097	\$170	\$1,267
7	\$1,218	\$170	\$1,388	\$1,279	\$190	\$1,469
8	\$1,392	\$186	\$1,578	\$1,462	\$210	\$1,672
9	\$1,566	\$207	\$1,773	\$1,645	\$230	\$1,875
10	\$1,740	\$222	\$1,962	\$1,828	\$250	\$2,078
11	\$1,914	\$241	\$2,155	\$2,010	\$270	\$2,280
<b>12 or more**</b>	\$2,088	\$262	\$2,350	\$2,193	\$290	\$2,483
<b>Annual Full-time</b>	<b>\$4,176</b>	<b>\$524</b>	<b>\$4,700</b>	<b>\$4,386</b>	<b>\$580</b>	<b>\$4,966</b>
<b>Out-of-State *</b>						
1	\$523	\$277	\$800	\$550	\$310	\$860
2	\$1,046	\$299	\$1,345	\$1,099	\$310	\$1,409
3	\$1,569	\$318	\$1,887	\$1,648	\$310	\$1,958
4	\$2,092	\$334	\$2,426	\$2,197	\$360	\$2,557
5	\$2,615	\$394	\$3,009	\$2,746	\$410	\$3,156
6	\$3,138	\$446	\$3,584	\$3,295	\$460	\$3,755
7	\$3,661	\$503	\$4,164	\$3,845	\$510	\$4,355
8	\$4,184	\$550	\$4,734	\$4,394	\$560	\$4,954
9	\$4,707	\$610	\$5,317	\$4,943	\$610	\$5,553
10	\$5,230	\$657	\$5,887	\$5,492	\$660	\$6,152
11	\$5,753	\$714	\$6,467	\$6,041	\$710	\$6,751
<b>12 or more**</b>	\$6,276	\$774	\$7,050	\$6,590	\$760	\$7,350
<b>Annual Full-time</b>	<b>\$12,552</b>	<b>\$1,548</b>	<b>\$14,100</b>	<b>\$13,180</b>	<b>\$1,510</b>	<b>\$14,690</b>
<b>NEBHE *</b>						
1	\$261	\$139	\$400	\$275	\$140	\$415
2	\$522	\$151	\$673	\$549	\$140	\$689
3	\$783	\$160	\$943	\$823	\$140	\$963
4	\$1,044	\$169	\$1,213	\$1,097	\$170	\$1,267
5	\$1,305	\$199	\$1,504	\$1,371	\$200	\$1,571
6	\$1,566	\$227	\$1,793	\$1,645	\$230	\$1,875
7	\$1,827	\$255	\$2,082	\$1,919	\$260	\$2,179
8	\$2,088	\$280	\$2,368	\$2,193	\$290	\$2,483
9	\$2,349	\$310	\$2,659	\$2,467	\$320	\$2,787
10	\$2,610	\$334	\$2,944	\$2,741	\$350	\$3,091
11	\$2,871	\$363	\$3,234	\$3,015	\$380	\$3,395
<b>12 or more**</b>	\$3,132	\$392	\$3,524	\$3,289	\$410	\$3,699
<b>Annual Full-time</b>	<b>\$6,264</b>	<b>\$784</b>	<b>\$7,048</b>	<b>\$6,578</b>	<b>\$820</b>	<b>\$7,398</b>

\* In-state tuition and fees for neighboring States (Massachusetts, Rhode Island and New York) at the following Colleges:

Asnuntuck CC, Quinebaug Valley CC, Three Rivers CC, Norwalk CC, Northwestern CC, Housatonic CC, and Naugatuck Valley CC-Danbury Campus

\*\*Excess Credits Tuition Charge - An additional flat tuition charge of \$100 per semester shall apply when total registered credits exceed 17 for the s

# CONNECTICUT COMMUNITY COLLEGES

## FY2022-23 Tuition, General Fees and Mandatory Usage Fees

	FY2023 Proposed (effective Fall 2022)			FY2024 Proposed (effective Fall 2022)		
	Tuition	College Services Fee	Total	Tuition	College Services Fee	Total
Semester Hours						
<b>In-state</b>						
0.5	\$87.00	\$88.00	\$175.00	\$87.00	\$100.00	\$187.00
1	\$174.00	\$92.00	\$266.00	\$174.00	\$100.00	\$274.00
1.5	\$261.00	\$96.00	\$357.00	\$261.00	\$100.00	\$361.00
2	\$348.00	\$101.00	\$449.00	\$348.00	\$100.00	\$448.00
2.5	\$435.00	\$103.00	\$538.00	\$435.00	\$100.00	\$535.00
3	\$522.00	\$107.00	\$629.00	\$522.00	\$100.00	\$622.00
3.5	\$609.00	\$109.00	\$718.00	\$609.00	\$100.00	\$709.00
4	\$696.00	\$112.00	\$808.00	\$696.00	\$120.00	\$816.00
4.5	\$783.00	\$117.00	\$900.00	\$783.00	\$120.00	\$903.00
5	\$870.00	\$133.00	\$1,003.00	\$870.00	\$140.00	\$1,010.00
5.5	\$957.00	\$143.00	\$1,100.00	\$957.00	\$140.00	\$1,097.00
6	\$1,044.00	\$151.00	\$1,195.00	\$1,044.00	\$160.00	\$1,204.00
6.5	\$1,131.00	\$160.00	\$1,291.00	\$1,131.00	\$160.00	\$1,291.00
7	\$1,218.00	\$170.00	\$1,388.00	\$1,218.00	\$180.00	\$1,398.00
7.5	\$1,305.00	\$178.00	\$1,483.00	\$1,305.00	\$180.00	\$1,485.00
8	\$1,392.00	\$186.00	\$1,578.00	\$1,392.00	\$200.00	\$1,592.00
8.5	\$1,479.00	\$197.00	\$1,676.00	\$1,479.00	\$200.00	\$1,679.00
9	\$1,566.00	\$207.00	\$1,773.00	\$1,566.00	\$220.00	\$1,786.00
9.5	\$1,653.00	\$216.00	\$1,869.00	\$1,653.00	\$220.00	\$1,873.00
10	\$1,740.00	\$222.00	\$1,962.00	\$1,740.00	\$240.00	\$1,980.00
10.5	\$1,827.00	\$233.00	\$2,060.00	\$1,827.00	\$240.00	\$2,067.00
11	\$1,914.00	\$241.00	\$2,155.00	\$1,914.00	\$260.00	\$2,174.00
11.5	\$2,001.00	\$252.00	\$2,253.00	\$2,001.00	\$260.00	\$2,261.00
12 or more**	\$2,088.00	\$262.00	\$2,350.00	\$2,088.00	\$280.00	\$2,368.00
<b>Annual Full-time</b>	<b>\$4,176.00</b>	<b>\$524.00</b>	<b>\$4,700.00</b>	<b>\$4,176.00</b>	<b>\$560.00</b>	<b>\$4,736.00</b>
<b>Out-of-State</b>						
0.5	\$261.00	\$265.00	\$526.00	\$261.00	\$300.00	\$561.00
1	\$523.00	\$277.00	\$800.00	\$523.00	\$300.00	\$823.00
1.5	\$785.00	\$286.00	\$1,071.00	\$785.00	\$300.00	\$1,085.00
2	\$1,046.00	\$299.00	\$1,345.00	\$1,046.00	\$300.00	\$1,346.00
2.5	\$1,308.00	\$305.00	\$1,613.00	\$1,308.00	\$300.00	\$1,608.00
3	\$1,569.00	\$318.00	\$1,887.00	\$1,569.00	\$300.00	\$1,869.00
3.5	\$1,831.00	\$323.00	\$2,154.00	\$1,831.00	\$300.00	\$2,131.00
4	\$2,092.00	\$334.00	\$2,426.00	\$2,092.00	\$350.00	\$2,442.00
4.5	\$2,354.00	\$346.00	\$2,700.00	\$2,354.00	\$350.00	\$2,704.00
5	\$2,615.00	\$394.00	\$3,009.00	\$2,615.00	\$400.00	\$3,015.00
5.5	\$2,877.00	\$421.00	\$3,298.00	\$2,877.00	\$400.00	\$3,277.00
6	\$3,138.00	\$446.00	\$3,584.00	\$3,138.00	\$450.00	\$3,588.00
6.5	\$3,400.00	\$472.00	\$3,872.00	\$3,400.00	\$450.00	\$3,850.00
7	\$3,661.00	\$503.00	\$4,164.00	\$3,661.00	\$500.00	\$4,161.00
7.5	\$3,923.00	\$528.00	\$4,451.00	\$3,923.00	\$500.00	\$4,423.00
8	\$4,184.00	\$550.00	\$4,734.00	\$4,184.00	\$550.00	\$4,734.00
8.5	\$4,446.00	\$582.00	\$5,028.00	\$4,446.00	\$550.00	\$4,996.00
9	\$4,707.00	\$610.00	\$5,317.00	\$4,707.00	\$600.00	\$5,307.00
9.5	\$4,969.00	\$638.00	\$5,607.00	\$4,969.00	\$600.00	\$5,569.00
10	\$5,230.00	\$657.00	\$5,887.00	\$5,230.00	\$650.00	\$5,880.00
10.5	\$5,492.00	\$688.00	\$6,180.00	\$5,492.00	\$650.00	\$6,142.00
11	\$5,753.00	\$714.00	\$6,467.00	\$5,753.00	\$700.00	\$6,453.00
11.5	\$6,015.00	\$745.00	\$6,760.00	\$6,015.00	\$700.00	\$6,715.00
12 or more**	\$6,276.00	\$774.00	\$7,050.00	\$6,276.00	\$750.00	\$7,026.00
<b>Annual Full-time</b>	<b>\$12,552.00</b>	<b>\$1,548.00</b>	<b>\$14,100.00</b>	<b>\$12,552.00</b>	<b>\$1,500.00</b>	<b>\$14,052.00</b>
<b>NEBHE</b>						
0.5	\$131.00	\$132.00	\$263.00	\$131.00	\$140.00	\$271.00
1	\$261.00	\$139.00	\$400.00	\$261.00	\$140.00	\$401.00
1.5	\$392.00	\$143.00	\$535.00	\$392.00	\$140.00	\$532.00
2	\$522.00	\$151.00	\$673.00	\$522.00	\$140.00	\$662.00
2.5	\$653.00	\$154.00	\$807.00	\$653.00	\$140.00	\$793.00
3	\$783.00	\$160.00	\$943.00	\$783.00	\$140.00	\$923.00
3.5	\$914.00	\$163.00	\$1,077.00	\$914.00	\$140.00	\$1,054.00
4	\$1,044.00	\$169.00	\$1,213.00	\$1,044.00	\$170.00	\$1,214.00
4.5	\$1,175.00	\$175.00	\$1,350.00	\$1,233.75	\$180.00	\$1,413.75
5	\$1,305.00	\$199.00	\$1,504.00	\$1,370.25	\$210.00	\$1,580.25
5.5	\$1,436.00	\$213.00	\$1,649.00	\$1,507.80	\$210.00	\$1,717.80
6	\$1,566.00	\$227.00	\$1,793.00	\$1,644.30	\$240.00	\$1,884.30
6.5	\$1,697.00	\$238.00	\$1,935.00	\$1,781.85	\$240.00	\$2,021.85
7	\$1,827.00	\$255.00	\$2,082.00	\$1,918.35	\$270.00	\$2,188.35
7.5	\$1,958.00	\$268.00	\$2,226.00	\$2,055.90	\$270.00	\$2,325.90
8	\$2,088.00	\$280.00	\$2,368.00	\$2,192.40	\$300.00	\$2,492.40
8.5	\$2,219.00	\$294.00	\$2,513.00	\$2,329.95	\$300.00	\$2,629.95
9	\$2,349.00	\$310.00	\$2,659.00	\$2,466.45	\$330.00	\$2,796.45
9.5	\$2,480.00	\$324.00	\$2,804.00	\$2,604.00	\$330.00	\$2,934.00
10	\$2,610.00	\$334.00	\$2,944.00	\$2,740.50	\$360.00	\$3,100.50
10.5	\$2,741.00	\$349.00	\$3,090.00	\$2,878.05	\$360.00	\$3,238.05
11	\$2,871.00	\$363.00	\$3,234.00	\$3,014.55	\$390.00	\$3,404.55
11.5	\$3,002.00	\$378.00	\$3,380.00	\$3,152.10	\$390.00	\$3,542.10
12 or more**	\$3,132.00	\$392.00	\$3,524.00	\$3,288.60	\$420.00	\$3,708.60
<b>Annual Full-time</b>	<b>\$6,264.00</b>	<b>\$784.00</b>	<b>\$7,048.00</b>	<b>\$6,577.20</b>	<b>\$840.00</b>	<b>\$7,417.20</b>

\*\*Excess Credits Tuition Charge - An additional flat tuition charge of \$100 per semester shall apply when total registered credits exceed 17 for the semester.

**CONNECTICUT COMMUNITY COLLEGES**  
**FY2022-23 Extension Fees**

Semester Hours	FY2023 Approved (effective Fall 2022)		
	Extension Fee	College Services Fee	Total
<b>In-State</b>			
1	\$189.00	\$92.00	\$281.00
2	\$378.00	\$101.00	\$479.00
3	\$567.00	\$107.00	\$674.00
4	\$756.00	\$112.00	\$868.00
5	\$945.00	\$133.00	\$1,078.00
6	\$1,134.00	\$151.00	\$1,285.00
7	\$1,323.00	\$170.00	\$1,493.00
8	\$1,512.00	\$186.00	\$1,698.00
9	\$1,701.00	\$207.00	\$1,908.00
10	\$1,890.00	\$222.00	\$2,112.00
11	\$2,079.00	\$241.00	\$2,320.00
12	\$2,268.00	\$262.00	\$2,530.00
13	\$2,457.00	\$262.00	\$2,719.00
14	\$2,646.00	\$262.00	\$2,908.00
15	\$2,835.00	\$262.00	\$3,097.00
etc.			
<b>Out-of-State *</b>			
1	\$189.00	\$277.00	\$466.00
2	\$378.00	\$299.00	\$677.00
3	\$567.00	\$318.00	\$885.00
4	\$756.00	\$334.00	\$1,090.00
5	\$945.00	\$394.00	\$1,339.00
6	\$1,134.00	\$446.00	\$1,580.00
7	\$1,323.00	\$503.00	\$1,826.00
8	\$1,512.00	\$550.00	\$2,062.00
9	\$1,701.00	\$610.00	\$2,311.00
10	\$1,890.00	\$657.00	\$2,547.00
11	\$2,079.00	\$714.00	\$2,793.00
12	\$2,268.00	\$774.00	\$3,042.00
13	\$2,457.00	\$774.00	\$3,231.00
14	\$2,646.00	\$774.00	\$3,420.00
15	\$2,835.00	\$774.00	\$3,609.00
etc.			
<b>NEBHE *</b>			
1	\$189.00	\$139.00	\$328.00
2	\$378.00	\$151.00	\$529.00
3	\$567.00	\$160.00	\$727.00
4	\$756.00	\$169.00	\$925.00
5	\$945.00	\$199.00	\$1,144.00
6	\$1,134.00	\$227.00	\$1,361.00
7	\$1,323.00	\$255.00	\$1,578.00
8	\$1,512.00	\$280.00	\$1,792.00
9	\$1,701.00	\$310.00	\$2,011.00
10	\$1,890.00	\$334.00	\$2,224.00
11	\$2,079.00	\$363.00	\$2,442.00
12	\$2,268.00	\$392.00	\$2,660.00
13	\$2,457.00	\$392.00	\$2,849.00
14	\$2,646.00	\$392.00	\$3,038.00
15	\$2,835.00	\$392.00	\$3,227.00
etc.			

\* In-state tuition and fees for neighboring States (Massachusetts, Rhode Island, Asnuntuck CC, Quinebaug Valley CC, Three Rivers CC, Norwalk CC, Northwest

Mandatory Usage Fees	FY23 Approved	
		Max per Term
Clinical Program Fee-Level 1*	\$487.00	-
Clinical Program Fee-Level 2*	\$359.00	-
Advanced Manufacturing Lab Fee	120.00	-
Supplemental Course Fee Level	\$102.50	\$410.00
Supplemental Course Fee Level	\$205.00	
Material Fee *** (1)	\$51.00	\$102.00

\* Per semester; not assess Material or Supplemental Course Fee

\*\* Per course; level determined by additional contact hours

Level 1 = 1 to 1.5 contact hours greater than credit hours

Level 2 = 2 or more contact hours greater than credit hours

\*\*\* Per course, where applicable

- (1) Material Fee excludes Advanced Manufacturing and Nursing courses which  
(2) Supplemental Course Fee Level 2 is maximum per course and maximum per  
(3) Advanced Manufacturing Program Fee with a per lab class fee of \$120. No i

# CONNECTICUT COMMUNITY COLLEGES

## FY2022-23 Student Activity and Transportation Fees2

Per Semester

College	FY2023 Approved		FY2024 Approved	
	Full-Time	Part-Time	Full-Time	Part-Time
Asnuntuck	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Capital	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Gateway	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Housatonic	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Manchester	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Middlesex	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Naugatuck Valley	\$ 20.00	\$ 15.00	\$ 20.00	\$ 10.00
Northwestern	\$ 20.00	\$ 15.00	\$ 20.00	\$ 10.00
Norwalk	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Quinebaug	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Three Rivers	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
Tunxis	\$ 20.00	\$ 10.00	\$ 20.00	\$ 10.00
	\$ 240.00	\$ 130.00	\$ 240.00	\$ 120.00
Transportation Fee (U_PASS Per Semester) (1-3)	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00
NV-Rides (4)			\$ 10.00	\$ 5.00

### Notes:

- (1) Transportation Fee applies to all students at Colleges except Naugatuck Valley CC and Quinebaug Valley CC.
- (2) Beginning with Fall 2019, CSCU may add additional non-credit cohorts with advance notice to DOT.
- (3) Some exclusions apply
- (4) For students identifying Naugatuck Valley as the home campus

# CONNECTICUT COMMUNITY COLLEGES

## FY2022-23 Tier II Fees

		Effective Fall 2022 Approved <u>FY2023</u>	Effective Fall 2023 Approved <u>FY2024</u>
	Educational Extension Fees		
	Academic Evaluation Fee	\$15.00	\$15.00
	Portfolio Assessment Fee	\$100.00	\$100.00
(1)	Proctoring fee per test	\$15/\$35	\$15/\$35
(2)	CT-CCNP Student Assessment Fee	\$136.25/\$316.25	\$136.25/\$316.25
(3)	Nursing Media Fee	\$247.75	\$247.75
	Auxiliary Activity Fees		
(4)	Application Fee	\$0.00	\$0.00
(4)	Program Enrollment Fee	\$0.00	\$0.00
	Late Registration Fee	\$10.00	\$10.00
	Replacement of Lost ID Card	\$15.00	\$15.00
(5)	Replacement of Lost Parking Access Card Fee	\$25.00	\$25.00
	Returned Check Fee	\$15.00	\$15.00
	Late Payment Fee	\$50.00	\$50.00
	Late Drop Fee (per course)	\$25.00	withhold 10% of tuition
	Installment Plan Fee	\$15.00	\$15.00
(6)	CLEP Service Fee (6)	\$15.00	\$15.00

### Notes:

- (1) Proctoring fee of \$15 for CCC students and \$35 for non-CCC students
- (2) Connecticut Community College Nursing Program (CT-CCNP) Student Assessment and NCLEX-RN Preparation Fee; \$82.00 per student per semester for semesters 1-4
- (3) Nursing Media Fee of \$247.75 per semester represents 25% of total cost of the publisher resources is collected from students when they register for each of the four semesters of the nursing program. Based on strategic partnership with Pearson Education, Inc. and Follett,
- (4) Beginning with Fall 2019, Application Fee and Program Enrollment Fee have been eliminated.
- (5) Capital Community College replacement of Lost Parking Access Card Fee
- (6) Authorized to a maximum amount as stated, subject to change based on CLEP fee schedule



Charter Oak State College  
Fiscal Year 2024 Tuition Rate & Fee Schedule

	Adopted 2023 Rate	Proposed 2024 Rate	Annual Change	
			\$	%
Tier I Tuition Rates				
<1> <u>Online Undergraduate Programs (Resident &amp; Non Resident)</u>				
Undergraduate Tuition per credit	\$ 319	\$ 329	\$ 10	3.13%
Student Services Fee	\$ 224	\$ 230	\$ 6	2.68%
Technology Fee	\$ 75	\$ 75	\$ -	0.00%
<u>Online Undergraduate Programs (Military Personnel)</u>				
Active Duty, Guardsmen's and Drilling Reservist per Credit Fee	\$ 250	\$ 250	\$ -	0.00%
<1> <u>Online Graduate Programs (Resident &amp; Non Resident)</u>				
Graduate Tuition (Resident) per credit	\$ 516	\$ 529	\$ 13	2.52%
Student Services Fee	\$ 333	\$ 340	\$ 7	2.10%
Technology Fee	\$ 75	\$ 75	\$ -	0.00%
Tier II Fees				
<u>Miscellaneous</u>				
Application Fee for Certificate or Degree Program	\$ 50	\$ 50	\$ -	0.00%
Payment Plan Registration Fee	\$ 45	\$ 45	\$ -	0.00%
Late Registration Fee	\$ 70	\$ 100	\$ 30	42.86%
Late Payment Plan Fee	\$ 20	\$ 40	\$ 20	100.00%
Bad Check Fee	\$ 35	\$ 50	\$ 15	42.86%
Diploma Replacement	\$ 30	\$ 30	\$ -	0.00%
<u>Course Audit Fee</u>				
Undergraduate Course Audit	\$ 160	\$ 350	\$ 191	119.44%
Graduate Course Audit	\$ 258	\$ 475	\$ 217	84.11%
<2> <u>Alternative Route to Certification (ARC) Early Childhood Program</u>				
ARC Tuition Per Credit	\$ 270	\$ 270	\$ -	0.00%
ARC EDTPA Credentialing Retake Fee	\$ 300	\$ 300	\$ -	0.00%
<u>Connecticut Directors Credential</u>				
Initial Level Credentialing	\$ 107	\$ 107	\$ -	0.00%
Standard Level Credentialing	\$ 134	\$ 134	\$ -	0.00%
Master Level Credentialing	\$ 161	\$ 161	\$ -	0.00%
Initial & Standard Level Renewal	\$ 80	\$ 80	\$ -	0.00%
Master Level Renewal	\$ 107	\$ 107	\$ -	0.00%

Charter Oak State College  
Fiscal Year 2024 Tuition Rate & Fee Schedule

<3> **Testing & Examinations**

COSC Pathways Exam

<4> **General Credit Registry**

Registry for C SCU School  
Registry for Non-C SCU School  
Reactivate Registry

**Pharmacy Refresher**

Pharmacists Refresher Courses

**Credit for Prior Learning (CPL) & Connecticut Credit Assessment Program (CCAP)**

Portfolio Program Per Course Assessment Fee (Matriculated Students)  
Portfolio Program Per Course Assessment Fee (Visiting Students)  
Credential Evaluation under Credential Credit Program  
CCAP Administrative Fee (Non-Profit Training Sponsor)  
CCAP Administrative Fee (For Profit Training Sponsor)

Adopted 2023 Rate	Proposed 2024 Rate	Annual Change	
		\$	%
\$ 100	\$ 100	\$ -	0.00%
\$ 475	\$ 100	\$ (375)	-78.95%
\$ 850	\$ 475	\$ (375)	-44.12%
\$ 150	\$ 150	\$ -	0.00%
\$ 550	\$ 550	\$ -	0.00%
\$ 350	\$ 350	\$ -	0.00%
\$ 450	\$ 450	\$ -	0.00%
\$ 500	\$ 500	\$ -	0.00%
\$ 2,500	\$ 2,500	\$ -	0.00%
\$ 5,000	\$ 5,000	\$ -	0.00%

**Notes to Tuition Rate & Fee Schedule**

*The Connecticut Parenting Educator Credential has been discontinued and therefore the fees for the related program has been removed from this schedule.*

<1> *To adapt to the post pandemic online learning marketplace, beginning in Fall 2023 Charter Oak will no longer differentiate tuition rates between in-state and out of state residents. This will enable Charter Oak to begin offering market competitive rates in different geographies.*

<2> *No increase in ARC tuition, but will be charged on a per credit hour basis to increase flexibility in payment plans. The \$200 Assessment Regrade Fee will be waived for all students.*

<3> *Beginning in Fall 2023, Charter Oak will no longer perform CLEP or Dantes examination testing and as a result charges related to those services have been removed from the fee schedule.*

<4> *Beginning in Fall 2023, credit registry services provided to non-C SCU schools will be charged at market rate whereas services provided to students at C SCU schools will be discounted by 85% to \$75.*

**Calculation of Annual Tuition Rate Change**

Annual percent change in tuition based on a student taking 24 credits over the Fall and Spring semester.

	Adopted 2023 Rate	Proposed 2024 Rate	% Change
<b>Undergraduate</b>			
Tuition	7,656	7,896	
Student Services Fee	448	460	
Technology Fee	150	150	
	8,254	8,506	3.05%
<b>Graduate</b>			
Tuition	7,992	8,160	
Student Services Fee	666	680	
Technology Fee	150	150	
	8,808	8,990	2.07%

## RESOLUTION

Concerning

### THE CONNECTICUT STATE COLLEGES & UNIVERSITIES SPENDING PLANS FOR FY 2024 AND ADDITIONAL ACTIONS TO RESOLVE CURRENT AND FUTURE BUDGET SHORTFALLS

June 28, 2023

- WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, “...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets...”; and
- WHEREAS, Each institution and the System Office submitted budgets for FY 2023 - 2024 to the Board of Regents; and
- WHEREAS, The proposed FY 2024 Spending Plan is based on the state appropriations to CSCU now effective for the coming year and incorporates information provided by the Governor’s office, OPM, the Office of the State Comptroller, legislative pronouncements, and collective bargaining agreements; and
- WHEREAS, A combination of low enrollment from the pandemic, rising faculty and staff costs, declining state aid and adverse changes to fringe benefits in the recently enacted biennial state budget results in material deficits at CT State, Western Connecticut State University and Charter Oak State College in FY 2024; and
- WHEREAS, Projections for FY 2025 and FY 2026 based on the enacted state budget and current operations show large deficits across all CSCU institutions, and demographers project steep drops in traditional college-aged population over the remainder of the decade; and
- WHEREAS, These circumstances indicate the need to take urgent action to address both the shortfalls in FY 2024 and the anticipated deficits in FY 2025 and FY 2026; and

- WHEREAS, CT State Community College, Charter Oak State College, the State Universities and the System Office have begun to plan for budgetary and operational changes that may be required to meet these financial challenges; and
- WHEREAS, Each institution commits to adhere to the budget, to maintain expenditure control within the challenging constraints established, and to carry out the additional measures charged by the Board of Regents to address the budget deficit; now therefore, be it
- RESOLVED, That the Board of Regents approves the FY2024 Spending Plan as summarized in Attachments A through F; and be it further
- RESOLVED, That the CSCU President shall establish procedures for all CSCU institutions to prepare plans to address anticipated budgetary shortfalls in FY 2024, FY 2025, and FY 2026, which shall be submitted to the Board of Regents by November 1, 2023; and be it further
- RESOLVED, That the CSCU President shall lead all CSCU institutions in an urgent and comprehensive effort to review academic and student support programs to ensure that they meet the mission of CSCU in a cost-effective manner; and be it further
- RESOLVED, That the Board of Regents charges that CSCU leadership engage with a higher education management consulting firm to conduct a thorough data-driven analysis of the CSCU system organization, structures, policies, and practices and to make recommendations for the future of CSCU; and be it further
- RESOLVED, That the CSCU President may expend up to \$4 million from reserves identified for the System Office for extraordinary costs necessary to meet the requirements of this resolution; and be it further
- RESOLVED, That the CSCU President shall develop and carry out communications plans to ensure that efforts under this resolution reflect CSCU's commitment to shared governance and public transparency.

A Certified Copy:

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Pamela Heleen, Secretary  
Board of Regents for Higher Education

**ACTION ITEM**

CSCU FY 2024 Spending Plan

Item Includes:

Executive Summary

Addressing Current and Future Budget Deficits

Connecticut State Universities

Connecticut Community Colleges

Charter Oak State College

Attachment A – CSCU FY24 Operating Budget

Attachment B – CSCU FY23 Operating Budget

Attachment C – CSCU FY23 Estimate

Attachment D – CSCU FY24 Budget, FY23 Estimate vs Budget

Attachment E – CSU FY24 Budget, FY23 Estimate vs Budget

Attachment F – CT State FY24 Budget, FY23 Estimate vs Budget

Attachment G – Institutional Enrollment HC and FTE

**EXECUTIVE SUMMARY**

The CSCU recommended Spending Plan includes expenditures in FY24 of \$1.205 billion, AGAINST revenue of \$1.191 billion from state appropriations and one time funding provided by the State, tuition and fees, auxiliary services and all other sources. The overall deficit is \$13.7 million across the six institutions and system office. While this shortfall is only 1% of the overall budget of CSCU, several individual institutions face serious deficits in FY24. Moreover, all CSCU institutions are

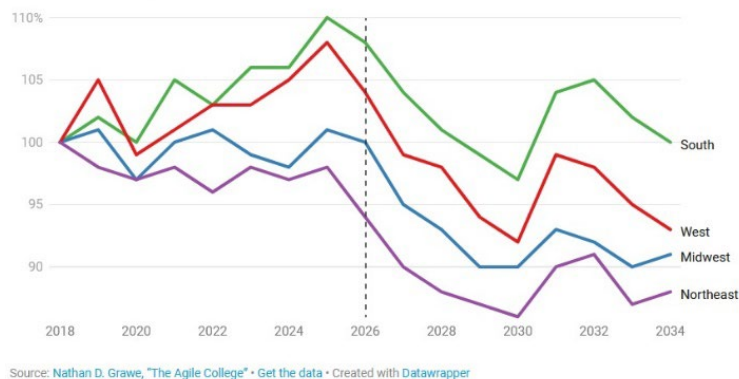
	<i>Projected Results</i>		
	<i>FY24 Bud</i>	<i>FY25 Proj</i>	<i>FY26 Proj</i>
<u><i>Millions (\$)</i></u>			
CCSU	13.5	(4.7)	(14.8)
ECSU	-	(8.0)	(12.7)
SCSU	5.5	(12.1)	(21.6)
WCSU	(12.0)	(21.6)	(25.2)
CT State	(33.6)	(97.8)	(124.6)
Charter Oak	(0.6)	(2.5)	(2.4)
Operations Support Funding	13.5	-	-
CSCU Total	<u>\$ (13.7)</u>	<u>\$ (146.7)</u>	<u>\$ (201.2)</u>

projected to face serious deficits in FY25 amounting to approximately 15% of current spending levels. Steps should be taken right away to address these future deficits.

In order to address the FY 24 deficit and the much more serious challenges in FY 25 and beyond, this spending plan recommendation includes additional measures that will allow CSCU institutions to develop and implement plans. Those changes are described below, along with more detailed reviews of the spending plans for each of CSCU's six institutions.

## ADDRESSING CURRENT AND FUTURE BUDGET DEFICITS

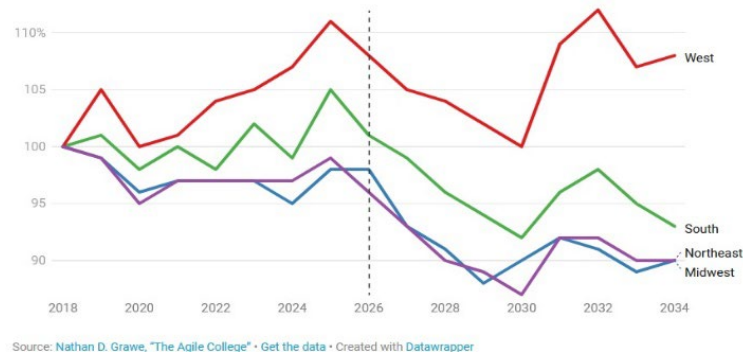
### 2-Year Colleges



The short-term budget challenge is compounded by long-term enrollment decline facing our industry as aggregate demand for higher education is projected to drop steeply between 2025 and 2030. As has been the case during the pandemic, community colleges and regional public universities in the northeast are expected to be hardest hit by widespread enrollment declines.

While the Northeast may see some improvement in 2-year enrollment through 2025, Nathan Grawe's projections show a 10% decline between 2025 and 2030 before stabilizing, based on demographics and trends in student preferences. A similar trend is presented for regional public universities. Other demographic projections, such as those from WICHE, confirm Grawe's conclusions, shown here.

### 4-Year Regional Colleges



In recognition of the two and three-year financial outlook and the longer-term demographic trends, this Spending Plan recommendation reflects the need for CSCU and its colleges and universities to reconsider our operations in light of reduced resources and a new environment.

The plan also includes a series of steps that will enable CSCU institutions to plan and make the changes necessary to thrive in the future. These actions include:

1. Require the system office to develop and administer procedures for all CSCU institutions including the system office to develop Deficit Mitigation Plans. These spending plans shall include:
  - Specific actions which can be implemented to ensure a balanced budget at each institution in FY25;
  - Short-term measures that will reduce deficits and limit the use of reserves by all CSCU institutions in FY24;
  - Specific timelines for implementation.
  - Provisions to ensure compliance with collective bargaining agreements.
2. Require the System Office to develop and administer procedures for all CSCU institutions to undertake a systematic review of academic offerings in order to ensure that they are meeting student and workforce demands and are financially sustainable within anticipated state subsidy levels.
3. Authorize the system to retain outside consultants to recommend or assist with changes necessary to ensure institutional sustainability in the face of financial and demographic pressures.
4. Require all CSCU institutions to submit their Deficit Mitigation Plans, including any recommended changes to academic programs, identifying any changes to hiring practices, and specifying any anticipated need for reserves to support operations during FY24 and FY25, to the Board of Regents at a future date to be determined.
5. Require the system, in consultation with institutions, to develop and carry out communication plans including development of metrics and schedule for public reporting and consultation with CSCU constituencies. These plans should build upon existing shared governance structures across CSCU.
6. Approve the expenditure of up to \$4 million of system reserves over FY24 and FY25 to support the activities necessary to plan and implement the changes required to achieve balanced budgets across CSCU.

State Aid to CSCU

The table below details the categories of state operating support that have been budgeted by the State of Connecticut for CSCU from FY22 through FY25 based on the recently enacted budget:

CSCU State Appropriations, FY 22 - FY 25

Account Name	Approved	Approved	Approved 6/5/23 per HB 6941	
	2022	2023	2024	2025
<u>State Appropriations</u>				
Charter Oak State College	3,459,107	3,656,390	3,127,472	3,182,468
Community Tech College System	153,376,054	172,456,308	208,495,341	217,494,271
Connecticut State University	161,882,818	174,367,292	176,054,688	178,635,888
BOR	436,324	453,500	460,084	466,906
Developmental Services	8,912,702	9,896,460	10,042,069	10,190,984
Outcomes-Based Funding Incentive	1,202,027	1,335,638	1,354,341	1,374,425
O'Neill Chair	-	315,000	315,000	315,000
	<u>\$ 329,269,032</u>	<u>\$ 362,480,588</u>	<u>\$ 399,848,995</u>	<u>\$ 411,659,942</u>
PACT Program - Debt Free Community College	14,000,000	15,000,000	23,500,000	28,500,000
Enhance Student Retention at Community Colleges	-	19,500,000	6,500,000	-
Additional Fringe Benefits Support	60,990,877	64,503,926	-	-
Deficiency Funding for Wages (Leg. Source ARPA FY23)	21,600,000	24,000,000	-	-
Provide Support for Salary Cost of the 27th Payroll	-	10,000,000	-	-
CharterO Additional State Approp (Graduation Fee Waiver)	140,000	140,000	-	-
Community Colleges: E-Commerce Training Program	-	65,000	-	-
Provide Operations Support Through Short-Term Recovery Funds	-	118,000,000	147,700,000	48,800,000
Provide Temporary Operating Support	-	-	55,000,000	27,500,000
<b>GRAND Total State Support</b>	<b><u>\$ 435,999,910</u></b>	<b><u>\$ 618,689,514</u></b>	<b><u>\$ 632,548,995</u></b>	<b><u>\$ 516,459,942</u></b>

**CSCU SPENDING PLAN**

The recommended operating budget and the budget projections provided here for FY25 and FY26 reflect the increases in personnel costs required by the SEBAC wage agreement and state statute; an increase of 10.7% in all other expenditures; and a 60% reduction in fringe benefits cost over FY23 estimated expenditures based on changes to how the state shares fringe benefit costs and reimbursements with CSCU (discussed below.) The proposed spending plan, along with the projections for FY25 and FY26, are summarized below:



## FY24 Budget, FY25 Projected Budget and FY26 Projected Budget vs. FY19

	FY19	FY24 Budget	FY25 Proj Budget	FY26 Proj Budget
<b>Revenue</b>				
State Aid (exc. Fringe)	297.6	540.3	429.8	363.8
State Fringe Support	281.9	41.7	41.7	41.7
Operating Revenue	665.0	589.6	607.1	630.8
Total Revenue	\$ 1,244.6	\$ 1,171.6	\$ 1,078.5	\$ 1,036.4
<b>Expenditures</b>				
Salaries	575.8	668.1	674.2	674.4
Fringe Benefits	378.2	179.9	188.8	190.0
Fin Aid/Waivers	73.3	80.5	83.0	86.4
All Other Expenses & Utilities	185.4	244.2	247.8	254.9
Debt Service	34.8	30.9	31.7	32.3
Other Transfers	(0.3)	1.8	(0.4)	(0.4)
Total Expenditures	\$ 1,247.2	\$ 1,205.3	\$ 1,225.2	\$ 1,237.6
<b>Net Change</b>	\$ (2.7)	\$ (33.7)	\$ (146.7)	\$ (201.2)
Additional State Funding	-	20.0	-	-
<b>Net Change</b>	\$ (2.7)	\$ (13.7)	\$ (146.7)	\$ (201.2)

Fringe Benefits changes

The Connecticut Legislature passed new legislation related to changes in fringe benefits cost for Higher Education Constituent Units: *“Beginning FY24, requires the (1) comptroller to pay the retirement-related fringe benefit costs for all employees of the constituent units of the state higher education system, rather than only for General Fund-supported employees; and (2) constituent units to fund their employee health and life insurance, unemployment compensation, and employers’ social security tax.”*

This new arrangement has some advantages for CSCU, including administrative simplicity and a lower fringe benefit rate that makes our institutions more attractive to grantors. Unfortunately, the change came in a year when the state also eliminated \$64.5 million in supplemental fringe benefit funding that had been provided last year, and the state’s calculation of a make-whole payment was short by \$16 million based on college and university projections.

As a result, the additional cost associated with the change in fringe benefits process is estimated at \$80.4 million over current estimate for FY23 across the system. The impact is especially severe at CT State, where state support up through FY23 allowed the college to protect students and their families from funding fringe benefits beyond \$1.9 million. For FY24, CT State calculates that tuition and fees will support \$45 million for fringe benefits. The increase across the universities is \$34 million. The fringe benefit changes are detailed below:

## FINANCE & INFRASTRUCTURE COMMITTEE

<b>Millions (\$)</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23 Est</b>	<b>FY 24 Bud</b>
<b>Total Fringe Benefits Cost</b>	\$ 378.2	\$ 379.6	\$ 403.0	\$ 413.9	\$ 453.8	\$ 179.9
GF Fringe Benefits Support	265.7	261.9	284.0	309.2	331.5	-
Additional OF Fringe Paid by State	16.2	24.4	36.6	61.0	64.5	-
State Funds for Fringe Benefits	-	-	-	-	-	41.7
<b>Net FB cost covered by Tuition</b>	\$ 96.3	\$ 93.3	\$ 82.4	\$ 43.7	\$ 57.8	\$ 138.2

	FY23 Estimate				FY24 Budget			FY24 Bud vs. FY23 Est	
	Total FB Cost	GF Fringe Support	Additional OF Fringe Paid by State	Net Paid by Tuition	Total FB Cost	State Funds for Fringe Benefits	Net Paid by Tuition	(\$)	% Change
Charter Oak State College	6.6	3.6	1.0	2.0	2.9	(0.6)	3.5	1.5	77%
CT State Community College	199.3	159.1	38.4	1.9	86.7	40.0	46.8	44.9	2364%
State Universities	247.5	168.4	25.2	53.9	90.3	2.3	88.0	34.0	63%
	\$ 453.4	\$ 331.1	\$ 64.5	\$ 57.8	\$ 179.9	\$ 41.7	\$ 138.2	\$ 80.42	139%

### Staffing Costs

Personnel costs continue to rise consistent with the SEBAC agreement ratified by the State and in accordance with collective bargaining agreements and state statutes. CSCU's projected FY24 SEBAC cost increase over FY23 is approximately \$30 million.

Full-time staff positions increase slightly in the spending plan compared to the estimated final result for FY23. This is due to the replacement of recently vacated positions or some newly added positions.

	Positions - Headcount (HC)								HC Change Inc(Dec)										
	FY2019				....	FY23 Estimate				FY24 Budgeted				FY24 vs. FY19					
	FT		PT			FT		PT			FT		PT			FT		PT	
	Faculty	Staff	Faculty	Staff		Faculty	Staff	Faculty	Staff		Faculty	Staff	Faculty	Staff		Faculty	Staff	Faculty	Staff
CSSU	435	508	591	88		396	504	591	85		416	535	606	85		(19)	27	15	-3
ECSU	200	360	301	119		165	375	247	96		158	386	247	90		(42)	26	(54)	-29
SCSU	418	548	590	18		410	563	638	97		408	565	554	97		(10)	17	(36)	79
WCSU	224	384	446	106		198	304	428	102		193	321	425	100		(31)	(63)	(21)	-6
CSU SO/BOR	-	39	-	4		-	42	-	-		-	42	-	-		-	3	-	-4
COSC	-	62	275	-		-	72	255	12		-	73	255	17		-	11	(20)	17
CT State	802	1155	4085	2516		751	1246	2331	1795		734	1239	2331	1674		(68)	84	(1,754)	-842
CCC Shared Services	-	-	-	-		-	161	-	2		-	165	-	1		-	165	-	1
CCC SO	-	110	-	4		-	27	-	-		-	28	-	1		-	(82)	-	-3
CSU Total	2,079	3,166	6,288	2,855		1,920	3,295	4,490	2,189		1,909	3,354	4,418	2,065		(170)	189	(1,870)	-790

Reserves

CSCU measures reserves based on the Unreserved Net Position (UNP) reported in our audited financial each year, without the impact of unfunded pension and retiree health benefits, which are held by the State.

During the pandemic, CSCU colleges and universities, buoyed by federal relief funds during the pandemic, were able to rebuild reserves to some degree. Reserves are available for use to support operations by the Board of Regents, but some amounts in reserve have been designated by institutions or the system office to support self-supporting activities, outstanding bonds, and grant activities. The table below shows the adjusted UNP as of June 30, 2022, and the amounts recommended by staff to remain designated and unavailable to support operations. Data updated and audited for FY23 will not be available until the annual audit is complete in December.

<b>CSCU Reserves, Designated and Available for Operations</b>								
	CCSU	ECSU	SCSU	WCSU	CSU-SO	Total CSU	CT State	Charter Oak
FY22 UNP per Financials	58,773,091	31,659,795	34,170,345	1,365,831	74,591,587	200,560,649	100,125,494	7,664,456
Designated, <u>not</u> available for operations	6,179,555	288,170	6,358,539	1,255,500	49,469,037	63,550,802	288,056	200,000
Total Available for Operations	<b>52,593,536</b>	<b>31,371,625</b>	<b>27,811,806</b>	<b>110,331</b>	<b>25,122,550</b>	<b>137,009,847</b>	<b>99,837,438</b>	<b>7,464,456</b>

## CONNECTICUT STATE UNIVERSITIES

Connecticut State Universities							
Millions (\$)	FY19	FY23		FY24 Bud	FY25 Proj	FY26 Proj	
		Budget	Estimate				
Revenue							
State Aid (exc. Fringe)	145.5	262.6	262.6	279.0	215.9	178.4	
State Fringe Support	137.7	192.9	193.5	2.3	2.3	2.3	
HEERF, ARPA and CRF Funding	-	2.5	2.5	-	-	-	
Operating Revenue	468.4	422.9	423.9	427.0	447.1	468.2	
Total Revenue	\$ 751.6	\$ 880.8	\$ 882.5	\$ 708.3	\$ 665.3	\$ 649.0	
Expenditures							
Salaries	323.7	383.7	360.9	366.5	366.1	366.3	
Fringe Benefits	208.1	266.3	247.5	90.3	96.8	97.9	
Fin Aid/Waivers	52.3	57.5	57.9	61.4	63.6	66.6	
All Other Expenses & Utilities	130.5	128.0	137.6	151.1	154.4	161.1	
Debt Service	34.8	30.9	30.3	30.9	31.7	32.3	
Other Transfers	(0.3)	7.9	23.9	1.3	(0.9)	(0.9)	
Total Expenditures	\$ 749.1	\$ 874.4	\$ 858.0	\$ 701.4	\$ 711.7	\$ 723.2	
Net Change	\$ 2.5	\$ 6.5	\$ 24.5	\$ 7.0	\$ (46.4)	\$ (74.2)	

Central Connecticut State University**FY2023**

CCSU is projecting a surplus of approximately \$10.9M for FY23 which was made possible by the additional one-time ARPA and RSA adjustments we received in addition to our projections on enrollment and housing coming in on target. The surplus is also a result of significant delays in hiring after the 105 retirements in FY22 where 55 of them occurred from May 1<sup>st</sup> through July 1<sup>st</sup>, 2022. We had anticipated refilling 65 critical positions in FY23 from retirements but only netted filling 31. The remaining approved positions from retirements will carry over to recruiting in FY24 along with other recent approvals of current retirements and resignations. In addition, favorable interest credits for the CHEFA payments on the residence hall and garages, and additional revenue from interest income have added to the funds available for CCSU to set aside for future known expenses such as the CISCO 7-year financing negotiated by the System Office and much needed critical energy center maintenance, etc. Investments were also made in critical lab equipment and technology needs in an effort to better serve our students including any areas of safety concern.

Without the additional one-time state funding along with the hiring best practices in place, CCSU would have experienced a deficit of \$33.6M and would not have been able to set funds aside that will benefit CCSU in the future.

**FY2024**

CCSU is projecting a preliminary surplus of approximately \$3.7M for FY24. Our projections assume flat enrollment for FT and PT from FY23 with the tuition and fee increase of 3 percent applied, as well as a conservative housing occupancy of 2,000 students, which has shown positive signs of rebounding to pre-pandemic levels. We are also experiencing additional increases in rental income and interest income with continued higher interest rates. The projections also include the additional one-time funds from carryforwards based on the appropriations committee proposal above the governor's original proposal which included continuing 50% of the ARPA funds from FY23. Any negative changes to what have been proposed could impact decisions being made in FY24.

The expenses include SEBAC raises, as well as continued recruitment to fulfill FY22 retirements and FY23 turnover in critical positions; this will keep CCSU moving forward and achieving our strategic goals. We also anticipate hiring additional faculty using savings from retirements for several new programs or expansion of programs such as Business Analytics, Social Work, Nursing, DNAP, and Engineering. CCSU continues to experience rising costs of operations such as facility maintenance and utilities. The proposed fringe change is anticipated to have a negative impact on CCSU of \$4.3M over what we covered in FY23 with Tuition and Fees versus the fringe paid by the state model.

In order to achieve this surplus in both years, it is important to note the following:

- CCSU continued the reduction plan implemented in FY21 in the amount of \$13.1M.
- CCSU requires justification for every salary line through a hiring freeze process that is approved by the CBCO and President.
- Approved position refills are done at the minimum salary where contractually possible.
- CCSU continues to rethink positions as they become vacant from resignations or retirements.

CCSU will continue to look for opportunities to produce alternative revenue sources and refine our efforts on increasing enrollment and retention, as well as increasing fiscal savings where possible.

**Short list of some initiatives in progress, refining or completed**

- ❖ Expanding our market for Enrollment by being deliberate about our outreach
- ❖ Personalized approach and outreach to schools
- ❖ Implemented Campus ESP
- ❖ Implemented Civitas scheduler to help build class schedules
- ❖ Refining Slate software implementation for continued improvement for recruitment and retention
- ❖ Create the College of Health and Rehabilitation Sciences

We are optimistic that with the additional funds we can add to our reserves coupled with the initiatives in progress or completed, we enable the University to move forward with financial stability.

**Eastern Connecticut State University****FY 2023**

Despite the anticipated increase in salaries and fringe, we have submitted a projection with a \$0.1 million surplus. The ability to do so is largely due in part to the \$19.3 million in federal and state funds we received this fiscal year.

Our overall Total Revenue is projected to increase by \$2.7 million. This increase is mainly due to the \$0.4 million in Additional Operating Fund Fringe Paid by State, and a projected \$1.9 million increase in All Other Revenue due to a 4% increase in STIF rates. Our overall enrollment declined from the prior year, which more than offset the board approved 5% increase in tuition and fee rates. As a result, our projected tuition and fee revenues are now \$1.3 million below budget. On a good note, more students have returned to the residence halls and a \$1.0m increase is projected in auxiliary revenues.

Total full-time personnel services are \$1.7 million lower than budgeted, which reflects the difficulty we've had in refilling positions. While we expect savings in part-time positions of \$0.5 million, is a net result from savings in hiring University Assistants and Student Labor offset by an increase in Rehired Retirees for areas where hiring has been difficult. The vacancies in full-time staffing have also caused an increase in overtime of \$0.2 million. We project our All Other Personnel Services will decrease by \$0.1 million. Lastly, the combination of lower than budgeted fringe benefit rates and the projected savings on vacant full-time positions is contributing to a \$4.5 million reduction in Fringe Benefits expense.

While we expected inflation to have an impact on almost every expense line in the Other Expenses category, we still managed to find savings. The projected \$0.7 million decrease in All Other expenses which reflects the savings identified in each division. Offsetting those savings is an increase of \$1.0 million in institutional financial aid/waivers and \$0.2 million in Utilities.

The \$0.7 million increase in Designated Transfers is for the board mandated Auxiliary Renewal and Replacement funds. The Other Designated Fund Requests are projected to decrease by \$8.2 million. The projected decrease in salaries and fringe benefits expense has negated the need to use Reserves for FY23 Salary Cost. Additionally, a line has been added for the \$4.5 million set-aside of reserves for IT equipment.

Overall, we project a surplus of \$0.1 million, but it is important to understand that this would not have been possible without the \$19.3 million in additional federal and state funds included in our projection.

**FY 2024 Spending Plan**

In the fiscal year to come, Eastern will have to absorb the negotiated FY24 4.5% wages increases and associated fringe benefits and continued inflationary costs, while the pool of traditional college-age students shrinks, and one-time federal/state funding dollars are reduced. A balanced budget has been achieved largely due in part to the additional \$17.0 million in federal/state funding.

Overall, tuition, fees, and auxiliary revenues are estimated to increase by \$0.7 million over FY23. The approved 3% rate increase has been nearly negated by a 3% decrease in full-time enrollment. Our enrollment strategies, include Out-of-State students paying the equivalent of the NEBHE rate, targeted recruitment in Michigan, New York, New Jersey, and Ohio, and our new nursing program are having some impact for the upcoming fall semester, and we're expecting an even greater impact for the 2024-2025 academic year. The driver behind the \$32.4 million decrease in revenue is the change in the support for Fringe Benefits Paid By State of \$31.3 million and the \$2.4 million reduction in additional federal/state support.

Personal Services and fringe benefits are expected to decrease by \$28.4 million. The biggest reason for the decrease is the \$25.5 million exclusion of retirement fringes due to the change in methodology proposed in the Governor's budget and approximately another \$3.0 million due to the net result of a projected 6% decrease in the retirement rates, a return to 26 payrolls, the impact of a 4.5% wage increase and no lump sum payouts. It is important to note that the change in fringe methodology resulted in a \$2.9 million unfavorable impact on our results. The refilling of full- and part-time positions continues to be done strategically and in a manner that best supports the students.

Our Total Other Expenses are expected to increase \$1.3 million. Inflation has been significantly impacting our utilities, repairs, travel, and food contract costs. Additionally, the system-wide negotiated Cisco contract is going to cost us an additional \$0.8 million over the FY23 budgeted amount.

The \$0.3 million savings in Designated Transfers over FY23, represents a decrease to 3% of the housing and food service revenue for the board mandated set aside funds for Auxiliary Renewal and Replacement. Also, the final payment for the Debt Service Parking Garage was made in FY23, however, the \$0.4 million savings from that has been offset by an increase in Transfers to the System Office. The \$4.9 million change in Total Other Designated Fund Requests is the net effect of using \$0.9 million of the \$4.5 million set aside in FY23 for IT Equipment, and the discontinuation of \$0.5 million in ARPA funding.

**Southern Connecticut State University****FY 2023**

Southern Connecticut State University is anticipating a FY23 year-end surplus of \$9.5 million. This is mostly due to a hiring freeze of 45 positions implemented earlier this fiscal year as well as an increased lag time for filling essential vacancies throughout the year. Rising interest rates resulted in an Interest Income (part of All Other Revenue) increase of \$2 million, and the resurgence of Lyman Theater offerings as well as Program Income brought in an additional \$.7 million.

Taken together these savings mean that the \$4 million draw from reserves authorized by the BOR to balance this year is not needed, and indeed we are projecting a surplus of \$9.5 million this year without using the authorized \$4 million in reserves, as per the mid-year report to BOR submitted on January 17<sup>th</sup>.

**FY 2024****Revenue**

Our FY24 budget plan reflects a surplus of \$5.4 million, without using reserves.

Very preliminary enrollment projections for Fall 23 suggest a continued, if moderating, downward trajectory; a 3% decline, in the aggregate (Undergrad and Grad, FT and PT). With a 3% tuition increase already approved by the BOR, tuition revenue will therefore be flat in the coming year.

For FY23, housing and dining did better than expected, but our history of conservatively estimating revenues leads us to assume flat occupancy until proven otherwise in August.

As previously stated, we are seeing a major rebound in interest rates in our cash management accounts (STIF). We have in recent years weaned ourselves off of budgeting against this revenue, as interest rates and revenue from this source have declined and can be unpredictable. However, we feel it prudent to budget a positive swing of \$1.5 million from this source in the coming year. We see, with new staffing, organization, and energy in Conference Services, that an additional \$100,000 in revenue might be expected out of this area in its inaugural year.

**Savings**

Our FY24 budget plan, as currently submitted, assumes the continuation of the hiring freeze of the 45 positions we did not fill in FY23, (or similar). Using the new fringe percentage (resulting from the State taking over the pension liability), this freeze should result in additional FY24 savings of about \$3.7 million.

Further, we anticipate savings from reduced adjunct faculty hiring, and reduced use of release time, of approximately, \$2.2 million plus fringe.



Energy savings will be buttressed in FY24 because this year will be the first full fiscal year of operation for the fuel cell array on the east side of campus, and the solar farm will be fully built out. We estimate savings of about \$1 million.

Similarly, we will avoid substantial additional utility expenses when, in FY24, the new School of Business has its first full year of operation. The Business building is heated and cooled by geothermal energy and electricity is supplied by an expansion of our solar capacity.

We intend to closely evaluate the scope of our on-campus shuttle service with priority given to the shuttle to Union Station. This will likely save \$400,000.

A number of environmental services contracts can be terminated and replaced cost effectively by SUOAF technicians, and certain HVAC maintenance contracts can cost effectively be replaced with additional NP3 maintainers, for an aggregate savings of \$250,000.

We note our commitment from the system to shift the cost for “care and custody” of the former Gateway Community College property at Long Wharf, thereby saving \$100,000 a year in utilities etc.

We will continue to look for new revenues and operational cost savings, as the budget process moves forward, to maximize savings, and build reserves, to partially mitigate expected deficits in FY25 and FY26, both of which will be primarily characterized by the permanent phase-out of one-time operating support from various sources. In fact, all such support will be phased out in 2026.

Western Connecticut State University**FY 2023**

Compared to the mid-year update (finalized on 1/23/23) where a balanced budget was projected, we are now projecting a surplus of \$4.0 million. A few key external and internal factors have contributed to both short-term and long-term savings:

At \$149.2 million, total revenue is projected to be \$935K less than the \$150.1 million forecasted at mid-year. Some of the key factors impacting revenue decreases and increases are as follows:

- Tuition & Fees: at \$52 million tuition & fees are projected to yield a decrease of about - \$877K (or -1.7%) over the mid-year budget of \$52.8 million due to less than projected NY/NJ enrollment (actual 764 versus estimated 800, a delta of 36 less NY/NJ students reduced tuition revenue by approximately \$810K).
- Room & Board: The total R&B is \$12.6 million. This reflects a -\$510K (or -3.89%) less than the mid-year budget of \$13.1 million, driven by less than expected NY/NJ enrollment.
- All Other Revenue: the projected \$3.2 million represents an increase of \$434K over the mid-year budget of \$2.8 million mainly due to increased interest income from interest rate hikes as shown in Short-Term Investment Fund (STIF) rates (<https://portal.ct.gov/OTT/Pension-Funds/STIF/STIF-Daily-Rate>).

Total projected operating expenditures, before debt services and WCSU's share of the System Office's operating expenses, are 139.2 million, a decrease of -3.4% (-\$4.8 million) over the mid-year budget of \$144.1 million. Some key factors impacting expense increases/decreases are as follows:

- Personnel Services: Full-time salaries expense decreased by -2.00% (-\$1.0 million) due to the longer replacement cycle for the approved vacant positions (there were 31 budgeted vacancies included in mid-year budget, only 11 have been filled) and additional 25 terminations since mid-year (10 resignations, 6 retirements, 3 interagency transfers, 3 non-renewals, 1 for other separation). Adjunct expenses reduced by approximately \$1 million because of the reduced course sections scheduled for Fall 2022 and Spring 2023 (the total course sections scheduled for Fall 2022 and Spring 2023 are 919 and 831 respectively, down -122 and -109 or -12% from Fall 2021 and Spring 2022 where there were 1041 and 940 sections scheduled respectively). Fringe benefits decreased by -4.2% (-\$1.91 million).
- Other Expenses (institutional financial aid, waivers, utilities, and other operating expenses): Institutional financial aid decreased by -6.2% (-337K), the waivers down by -4.8% (-\$54K), and utilities is projected to be 15% less (-\$640K). Other operating expenses are projected to be \$598K (or 2.8%) more mainly due to privatization of the snow removal (\$32K) and cleaning contract (\$157K) and mowing and landscaping (\$52K), WB mason paper good supplies cost increase (\$73K), refinishing of the sports floor in O'Neill Center

(\$65K), and repurposing the Westside dining that is currently retail to the All You Can Eat option (\$45K) as well as adding \$50K for presidential search-related expenses. Therefore, the net decrease for other expenses is -1.4% (-\$434K).

#### FY 2024

For FY24, WCSU's Spending Plan is reflecting the loss of one-time federal/state funding, 4.5% of negotiated SEBAC wage increases along with associated fringe benefits [additional expense of about \$2.9 million], new operating expenses of about \$670,000 from opening Berkshire Hall in Summer 2023 and continued rise in inflationary costs. No layoff plan is included in this FY24 projection.

The FY24 includes a 3% tuition rate increase. However, the impact on revenue is neutralized due to a projected decrease in enrollment of -3% (projecting Fall 2023 headcount to be 4,284, -133 or -3% down from Fall 2022 census 4,417). Therefore, WCSU is projecting a total **revenue** of \$116.8 million versus FY23's projected total revenue of \$149.1 million. This year-over-year decrease in revenue of about -\$32.4 million (or -21.7%) is driven by a change in the support for Fringe Benefits that led to the reduction of about 83% of total fringe benefit expenses that were paid by the State in FY23 (over \$35.5 million out of \$43 million for FY23. However, since expenses are being reduced by about \$25.6M, the net impact is about -\$10 million less state funding for fringe benefits in FY24).

Total FY24 **expenses** [before debt services and WCSU's share of the System Office's operations transfers], are projected at \$121.9 million versus FY23's forecast of \$139.4 million. This reflects a decrease of -\$17.5 million or -12.5%. The biggest reason for the decrease is the exclusion of retirement fringes due to the change in methodology proposed in the Governor's budget, a return to 26 payrolls, the impact of a 4.5% wage increase and no lump sum payouts. This leads to the reduction of WCSU's base expenditures by approximately \$25.6 million (projected \$17.4 million for FY24 versus estimated \$43 million for FY23). The inclusion of debt service expense of about \$6.9 million drives total expenses to about \$128.8 million, which leads to a projected budget deficit of about -\$12.0 million for FY24.

The university started on a path to build its operating reserve. It is not feasible, however, to set expectations that in one fiscal year, we should cut our way out of the cumulative impact of years of decline in reserve and the lingering impact of covid-19 dilemma on enrollment. Also, as we face an FY23 NECHE self-study accreditation, we remain hopeful to receive additional resources that will help us reflect a balance budget. We need resources and time before we start to reap the benefits associated with the many initiatives around academic programs, enrollment, housing occupancy, organizational changes, etc.

**Connecticut State Community College**

Connecticut State Community College (1)						
Millions (\$)	FY23			FY24 Bud	FY25 Proj	FY26 Proj
	FY19	Budget	Estimate			
Revenue						
State Aid (exc. Fringe)	148.6	246.5	246.5	256.7	209.3	180.8
State Fringe Support	140.9	202.7	197.4	40.0	40.0	40.0
HEERF and ARPA Funding	-	2.4	14.8	-	-	-
Operating Revenue	184.1	162.6	148.5	148.9	146.4	148.7
Total Revenue	\$ 473.6	\$ 614.2	\$ 607.2	\$ 445.6	\$ 395.7	\$ 369.4
Expenditures						
Salaries	243.6	301.5	282.4	290.3	296.8	296.8
Fringe Benefits	164.8	210.3	195.9	86.7	88.9	88.9
Fin Aid/Waivers	20.2	19.9	19.4	17.7	18.0	18.3
All Other Expenses & Utilities	52.4	78.0	73.7	89.5	89.8	90.0
Other Transfers	0.0	-	(3.4)	-	-	-
Total Expenditures	\$ 481.02	\$ 609.65	\$ 568.07	\$ 484.24	\$ 493.50	\$ 494.06
Operations Support Funding				5.0		
Net Change	\$ (7.4)	\$ 4.5	\$ 39.2	\$ (33.6)	\$ (97.8)	\$ (124.6)

(1) Includes CT State, Shared Services and System Office

**Overview**

As with nearly all institutions of higher education across the nation, the pandemic has exacerbated CT State Community College's underlying fiscal instability. Further, changes in the level of state support and the new fringe benefit cost sharing model intensify these challenges.

CT State Community College is proposing a FY24 spending plan of \$484.2 million, supported by revenues of \$450.6 million, resulting in a shortfall of \$33.6 million after transfers. This shortfall will be managed through a combination of deficit mitigation targets and use of reserves.

Planning for this challenge began in October 2022 when CT State leadership initiated a comprehensive deficit mitigation process which identified strategic priorities and areas of continued investment. The process required multi-year recommendations from each campus, and members of the cabinet, and planning remains underway.

Because of consolidation, management capacity has been enhanced and now exists to respond to these very challenges. Management has established robust budget development processes, implemented a uniform chart of accounts, and developed greater analytical capacity. Accordingly, through prudent fiscal management the reserves have increased from \$44.9 million in FY18 to \$100.1 million in FY22. Further, despite significant current year challenges, CT State expects to end FY23 with a positive balance of \$35 million which brings the FY23 reserves to an estimated \$135 million.

**Revenues**

Historically, the primary source of revenue for the community colleges has been state funding. During the pandemic as enrollments declined, federal resources were used to shore up lost

tuition revenue. However, as these federal funds expire the state is providing \$78.5 million in FY 24 for short term recovery funds. While this level of funding provides some temporary budget stability it does not fully meet the needs of CT State as the state block grant is not growing to meet the increasing collective bargaining costs, and the new fringe benefit funding model is not cost neutral as envisioned. Accordingly, CT State must reduce expenses or grow other sources of revenue to achieve structural balance.

### Tuition

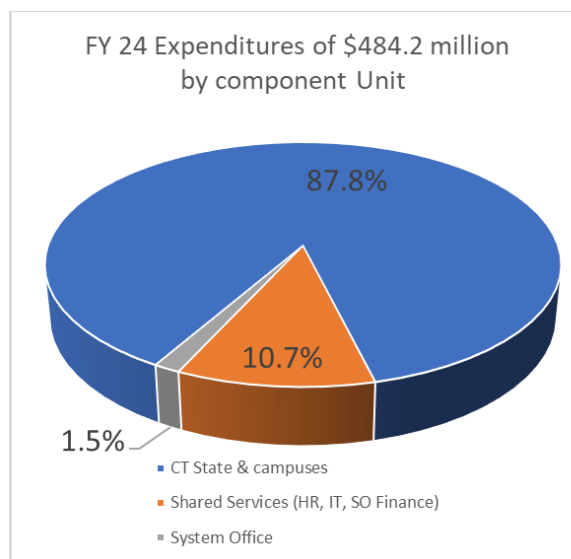
Consistent with institutions of higher education in the region and nationally, CT State estimates a 3% enrollment decline in FY24, a 2% enrollment decline in FY25 and a modest increase of 1% in FY26. The financial impact of these declines is partially offset by a recommended tuition increase of 5%, resulting in an increase of \$9 per credit, or \$210 annually. The net impact of the forecast enrollment decline and increased tuition yields a \$2.1 million revenue gain, or a 2.2% increase over FY23.

### Expenditures

Despite fiscal challenges, CT State presents a budget that continues to invest in areas of strategic priority, as articulated in President Maduko's 100 Days Report, which can be found at <https://www.ct.edu/files/pdfs/CTState-Progress-02-2023.pdf>.

Specifically, the FY24 budget preserves instructional and student support services while investing in:

- **Mental Health** – by hiring seven Wellness Counselors to ensure each campus has a least one professional member who is a licensed clinician, and by continuing the partnership for free, 24/7 telehealth options for health and counseling.
- **Public Safety** – by expanding police officers to Norwalk Community College; by expanding building and grounds officers to Northwest Connecticut Community College; by adding an additional officer at Gateway Community College; and by hiring a CT State Police Captain to oversee accreditation of the police department.
- **Human Resources** – by engaging with the American Association of State and Colleges and Universities (AASCU) to assess the human resources and payroll organizational design, culture, process evaluation, and areas for improvement and by hiring the inaugural Vice President of Human Resources reporting directly to President Maduko; and
- **Diversity, Equity and Inclusion (including EEO and disability services)** – by hiring two additional staff: 1) an Intake and Data Manager to support the twelve campuses with Civil Rights investigation, case management, and data collection (all of which are necessary to comply with state and federal law and policy); and 2) a Director of Campus Climate to coordinate and support campus level efforts to advance *CT State Goal 2: Goal II: Achieving Equity in Student Outcomes and Workforce Cultural Representation*.



### Personnel

Personnel and related costs have always been the largest area of expenditure and represent approximately 78% of the FY24 budget despite some offsetting changes in fringe benefits discussed below. It is important to note that the FY24 personnel expenditures increase by \$7.8 million or 2.8% over the current fiscal year despite collective bargaining increases of \$9.1 million.

### Fringe Benefits

Under the newly adopted state budget, beginning in FY24 the state will pay the retirement-related fringe benefit costs for all employees of the constituent units of the state higher education system, rather than only for General Fund-supported employees. CT State will fund the employee health and life insurance, unemployment compensation, and employers' social security tax for all employees. Accordingly, there are significant revenue and expenditure presentational changes to the FY24 budget which can skew year-over-year comparisons of both revenue and expenditures. (Specifically, General Fund Fringe benefit costs which were \$159.0 million in FY23 are no longer provided as state support in FY24 and the costs for fringe benefits decline from \$199.3 million in FY23 to \$86.7 million).

**Although this was intended to be revenue neutral, the net effect is that CT State is now bearing \$46.8 million in fringe benefit costs in FY 24, which causes significant fiscal strain.**

	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Estimate	FY24 Budget
<b>CT State</b>						
Total Fringe Benefits Cost	\$ 164,791,906	\$ 164,223,501	\$ 172,188,679	\$ 173,588,697	\$ 199,342,542	\$ 86,738,901
GF Fringe Benefits Support	124,748,958	123,693,721	134,807,284	148,961,762	159,079,939	-
Additional OF Fringe Paid by State	16,200,000	24,400,000	36,550,000	37,532,956	38,365,000	-
<b>State Funds for Fringe Benefits</b>						39,980,379
Net FB cost Paid by Tuition	\$ 23,842,948	\$ 16,129,780	\$ 831,395	\$ (12,906,021)	\$ 1,897,603	\$ 46,758,522

### Consolidated Reporting

The FY24 budget is presented in the same format as FY23. The largest part of the budget is CT State Community College which reflects the twelve campuses and the central administrative office in New Britain. For transparency, the System Office, and Shared Services (which includes Accounting, IT, Purchasing, HR and Payroll) budgets are presented separately.

**Charter Oak State College**

Charter Oak State College						
	FY23					
Millions (\$)	FY19	Budget	Estimate	FY24 Bud	FY25 Proj	FY26 Proj
<b>Revenue</b>						
State Aid (exc. Fringe)	3.1	6.0	6.0	3.5	3.5	3.5
State Fringe Support	3.0	4.6	4.6	(0.6)	(0.6)	(0.6)
ARPA Funding	-	0.1	0.1	-	-	-
Operating Revenue	12.6	10.7	11.5	14.3	14.1	14.5
Total Revenue	\$ 18.7	\$ 21.4	\$ 22.2	\$ 17.2	\$ 17.1	\$ 17.5
<b>Expenditures</b>						
Salaries	8.1	10.3	10.3	10.8	10.8	10.8
Fringe Benefits	5.1	7.0	6.6	2.9	3.1	3.2
Fin Aid/Waivers	0.8	1.5	1.4	1.4	1.5	1.5
All Other Expenses & Utilities	2.5	3.4	3.2	3.6	3.7	3.8
Other Transfers	-	0.4	0.6	0.5	0.5	0.5
Total Expenditures	\$ 16.45	\$ 22.58	\$ 22.10	\$ 19.26	\$ 19.55	\$ 19.86
Operations Support Funding				1.5		
<b>Net Change</b>	<u>\$ 2.2</u>	<u>\$ (1.2)</u>	<u>\$ 0.1</u>	<u>\$ (0.6)</u>	<u>\$ (2.5)</u>	<u>\$ (2.4)</u>

**FY2023**

Charter Oak ended FY23 with a balanced \$22M dollar budget reporting a small cash gain in the included spending plan. Factors impacting the budget that were previously unknown included the following:

- Increased Spring enrollment
- Difficulty filling personnel positions timely
- Lower than anticipated fringe benefits
- Higher interest rates on the short-term investment pool

Reserves at the end of the year are projected to increase approximately \$400K year over year bringing Charter Oak's combined unrestricted reserve balance to \$8.1 million. The increase in reserves is primarily driven by the extinguished liability associated with the 27<sup>th</sup> payroll.

**FY2024**

Prior to any budget mitigation efforts in FY24, Charter Oak was facing a deficit of \$3.6M primarily driven by budget cuts proposed by the governor/legislature and personnel raises included in the SEBAC agreement. The college has been able to partially reduce the deficit through the following action items:

Beginning FY24 deficit:	(\$3,603,751)
3% proposed tuition rate increase:	+ \$350,000
4% year over year planned enrollment growth:	+ \$441,000
Additional grant revenue awards:	+ \$425,000
Reduction of student institutional aid:	<u>+ \$60,000</u>
FY24 deficit remaining:	(\$2,327,751)

While OPM's proposal to change the management of fringe benefits is an answer to long term complaints of the State's higher education units; OPM has mandated Charter Oak make payments back to the State as part of this fringe benefit change proposal. Charter Oak is estimated to lose an additional \$350K as part of this proposal on top of the cuts already proposed. In the future, College leadership hopes to meet with OPM to look at historical and then current fringe trends to ensure OPM's change to fringe management is cost neutral to the school long term. The likelihood of success any inequities the new model introduces does not appear promising based on public OPM commentary to date but efforts will still be made.

The current FY24 spending plan proposed by management is to enact the above mitigation strategies until the full details of the State appropriations budget and final allocation of pandemic funding is resolved. Management would then propose a revised budget deficit mitigation plan in the Fall detailing which portion of the FY24 deficit would be balanced by utilizing reserves and those savings to be realized in FY24/FY25 through the layoff of full time personnel. This strategy allows management to take action based on final appropriation revenues in addition to determining if the momentum of student enrollment from the Spring will continue to carry into the Fall.

### **Shared Services**

**Accounting Shared Services** serves the 12 Colleges, CT State, and CSCU System Office in providing accounting guidance, audit and compliance, and financial statement preparation. This department oversees day-to-day accounting transactions, journal entries, reconciliations, financial reporting, audits, internal controls, the chart of accounts, and accounting policies and procedures for the System. Accounting Shared Services is working jointly with the CT State business office and other cross-functional teams to ensure the Banner chart structure and CORE-CT structure work seamlessly in the new CT State organization. The Finance module is currently live in the new CT State Banner environment.

**Accounts Payable and Procurement Shared Services** serves the 12 Colleges, CT State and System Office as well as all 17 institutions with shared contracts and guidance. These functions manage all procure-to-pay requirements. Our focus has been supporting and changing for the upcoming merger of the 12 colleges as well as providing guidance to our University and Charter Oak partners. During FY23 several technology-based solutions were implemented. Currently, there are 10 Colleges plus System Office that has transitioned to online purchase requisitions. The remaining two campuses will be transitioned over the summer months. A secure online solution was implemented to allow our vendors to submit the required documentation. Another online solution has been put in place to start processing vendor invoices in a more streamlined manner. Accounts Payable has been working to interface with Core CT for the merger of the colleges as well as implemented a needed bank security control. There is currently a pilot in place with two campuses for travel and reimbursement functions to streamline the process before implementing it throughout the college campuses. Overall, we now have one online repository for all our procure-to-pay documentation. Procurement has processed over 10,000 purchase



requisitions. Contracting received over 300 requests since the start of FY2023. Accounts Payable has processed over 22,000 invoices. The adoption rate of the procurement card program is also on the rise at 50% from last year.

**Accounts Receivable/Finance Support Shared Services** continues to be in development and serves the 12 Colleges, CT State, and CSCU System Office. The Bursars from the college campuses currently report to the Accounts Receivable Shared Services department. Accounts Receivable Shared Services will handle all billing and payment plans, manage receivables and receipts, manage the drop for non-payment process, refunding, reconciliation, and other related duties. This department also manages the Accounts Receivable Finance Support and provides backend financial system support and access, term setup, support for receipts, system updates and testing, and customer service for the campuses. The Accounts Receivable department is finalizing testing the Accounts Receivable module within the CT State Banner environment, which is set to go live in July 2023.

**Grants Shared Services** continues to be in development and will serve the 12 Colleges, CT State, and CSCU System Office. The organizational chart has been developed for post-award grant administration and is awaiting staff assignment through impact bargaining reassignments. The organization will support federal, state, private and workforce development grants. Cross-functional teams are working with workforce development partners to discuss the operational and contractual model after July 1, 2023. There has been significant work with the grant pre-award side to develop new grant implementation forms and a grant development process. This process includes approvals by CT State Leadership and Grants Shared Services before grants post-July 1, 2023 are submitted to a funder. The sign-off process includes a grant budget review and approval. An inventory of all current grant awards across the 12 Colleges and the CSCU System Office has been completed. A grant repository was populated with all current grant award documents, contract, reporting and fiscal reconciliations. The grant inventory and repository are being utilized to identify grants that are funded beyond July 1, 2023 and require CT State to notify those funders of assignment to the new CT State organization. It is expected those letters will go out to funders soon. Grant Shared Services is supporting all ARPA reconciliation and reporting to OPM, the legislature, and the federal government. There are currently eleven OPM-awarded ARPA projects awarded totaling \$218,600,000 supporting the Connecticut State Universities, the Community Colleges, and Charter Oak. Consortium and system-wide grants are also being supported by grant shared services. Policies and procedures for post-award administration are being reviewed and updated to ensure grant accounting and reporting compliance.

**Fixed Assets Shared Services** serves the 12 Colleges, CT State, CSCU System Office. The Fixed Asset Specialist has been visiting campuses to manage each college's inventory process and maintain the fixed asset system. An additional Fixed Asset Specialist was hired last month. As of January 2023, approximately 87% of total inventory has been taken. The goal of Fixed Assets Shared Services is to maintain a perpetual inventory system once all campuses have been inventoried and audited in this initial implementation year. In the future, this shared service will also assist with managing the Surplus Property process.

**Payroll Shared Services** has transitioned to the Human Resources Team to better align with the HR data specialists and to create more efficiencies amongst the group.

**Connecticut State Colleges & Universities**  
**CONSOLIDATED**  
**FY2023-24 Operating Budget**

**ATTACHMENT A**

	TOTAL REVENUE (1)	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	Miscellaneous Transfers	NET
<b>State Universities</b>									
Central Connecticut State University	236,198,896	111,086,342	28,383,382	67,815,700	207,285,424	(12,499,497)	(1,596,900)	(1,320,731)	13,496,344
Eastern Connecticut State University	125,699,581	62,186,134	15,711,802	40,410,225	118,308,161	(5,820,660)	(1,596,900)	26,140	-
Southern Connecticut State University	221,068,963	122,844,387	27,017,543	56,848,267	206,710,197	(7,271,701)	(1,596,900)	-	5,490,165
Western Connecticut State University	116,799,834	63,733,630	17,470,144	40,729,246	121,933,020	(5,300,287)	(1,596,900)	-	(12,030,373)
CSU System Office	8,554,343	6,610,148	1,694,695	6,637,100	14,941,943.00	-	6,387,600	-	-
State Universities Total	708,321,617	366,460,641	90,277,566	212,440,538	669,178,745	(30,892,145)	-	(1,294,591)	6,956,136
<b>Community Colleges</b>									
CT State Community College	417,060,418	268,243,483	80,247,662	76,666,064	425,157,209	n/a	(30,541,279)	n/a	(38,638,070)
Shared Services	22,882,150	17,565,692	5,316,458	29,163,210	52,045,360	n/a	29,163,210	n/a	-
System Office	5,660,837	4,486,056.00	1,174,781	1,378,069	7,038,906	n/a	1,378,069	n/a	-
Community Colleges Total	445,603,405	290,295,231	86,738,901	107,207,343	484,241,475	-	-	-	(38,638,070)
<b>Charter Oak State College</b>	17,190,823	10,847,301	2,910,757	5,023,800	18,781,858	n/a	(474,215)	n/a	(2,065,250)
<b>Board of Regents</b>	460,084	460,084	-	-	460,084	n/a	-	-	-
(2) Operations Support Funding									20,000,000
<b>GRAND TOTAL CSCU</b>	1,171,575,929	668,063,257	179,927,224	324,671,681	1,172,662,162	(30,892,145)	(474,215)	(1,294,591)	(13,747,184)

Notes:

(1) Total Revenue includes One Time Funding

(2) Reserved for System Initiatives from the Operations Support Through Short-Term Recovery Funds Allocation

**Connecticut State Colleges & Universities  
CONSOLIDATED  
FY2022-23 Operating Budget**

**ATTACHMENT B**

	TOTAL REVENUE (1)	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	ADDITIONAL Funds - ARPA	Miscellaneous Transfers	CONTINGENCY funding (2)	NET
<b>State Universities</b>											
Central Connecticut State University	285,038,684	114,470,627	79,575,953	59,258,211	253,304,793	(13,012,503)	(1,195,234)	750,000	(9,300,156)	(2,500,000)	6,475,998
Eastern Connecticut State University	156,240,162	63,874,507	49,017,945	38,783,153	151,675,605	(6,241,193)	(1,195,234)	506,639	(500,000)	2,865,231	(0.02)
Southern Connecticut State University	272,028,887	131,596,844	86,121,806	49,181,207	266,899,857	(7,150,000)	(1,195,234)	750,000	-	2,466,204	0.24
Western Connecticut State University	154,990,788	67,734,408	47,619,203	33,533,005	148,886,616	(4,456,963)	(1,195,234)	506,639	-	(958,615)	(0.44)
CSU System Office	10,020,443	6,052,181	3,968,262	4,780,937	14,801,380	-	4,780,936	-	-	-	(0.39)
State Universities Total	878,318,965	383,728,567	266,303,169	185,536,513	835,568,250	(30,860,659)	-	2,513,278	(9,800,156)	1,872,820	6,475,997
<b>Community Colleges</b>											
CT State Community College	573,641,427	279,796,808	193,856,888	77,423,463	551,077,159	n/a	(20,459,797)	2,433,173	n/a		4,537,644
Shared Services	31,009,412	17,342,056	13,667,356	19,552,959	50,562,371	n/a	19,552,959	-	n/a		0
System Office	7,100,454	4,351,605	2,748,849	906,838	8,007,292	n/a	906,838	-	n/a		0
Community Colleges Total	611,751,293	301,490,468	210,273,093	97,883,260	609,646,821	-	-	2,433,173	-	-	4,537,644
<b>Charter Oak State College</b>	21,327,778	10,271,346	7,000,548	4,900,205	22,172,099	n/a	(412,000)	53,551	n/a	-	(1,202,770)
<b>Board of Regents</b>	802,788	453,500	349,288	-	802,788	n/a	-	-	-	-	-
<b>GRAND TOTAL CSCU</b>	1,512,200,824	695,943,881	483,926,098	288,319,978	1,468,189,958	(30,860,659)	(412,000)	5,000,002	(9,800,156)	1,872,820	9,810,872

Notes:

(1) Total Revenue includes One Time Funding

(2) Contingency funds reserved for potential Enrollment Shortfall and reserves for FY23 Salary Cost

**Connecticut State Colleges & Universities  
CONSOLIDATED  
FY2022-23 Estimate**

**ATTACHMENT C**

	TOTAL REVENUE (1)	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS IN / OUT	ADDITIONAL Funds - HEERF	ADDITIONAL Funds - ARPA	Miscellaneous Transfers	CONTINGENCY funding (2)	NET
<b>State Universities</b>												
Central Connecticut State University	287,901,596	104,871,478	74,416,607	67,587,712	246,875,797	(11,680,731)	(1,195,234)	-	750,000	(17,971,550)	-	10,928,284
Eastern Connecticut State University	158,137,235	61,708,996	44,570,706	39,152,862	145,432,564	(6,177,636)	(1,195,234)	-	506,638	(5,750,000)	-	88,439.19
Southern Connecticut State University	274,809,287	123,646,666	81,695,141	52,268,280	257,610,087	(7,271,701)	(1,195,234)	-	750,000	-	-	9,482,265.00
Western Connecticut State University	149,230,440	64,580,671	43,168,113	31,664,570	139,413,354	(5,119,991)	(1,195,234)	-	506,639	-	-	4,008,499.50
CSU System Office	9,874,572	6,081,525	3,607,267	4,780,937	14,469,729	-	4,780,936	-	-	(197,718)	-	(11,938.73)
State Universities Total	879,953,130	360,889,336	247,457,834	195,454,361	803,801,531	(30,250,059)	-	-	2,513,277	(23,919,268)	-	24,495,549
<b>Community Colleges</b>												
CT State Community College	554,332,736	262,496,480	180,879,114	72,535,942	515,911,536	n/a	(17,396,918)	12,353,688	2,433,173	n/a	-	35,811,142
Shared Services	31,009,412	16,010,644	12,583,321	19,843,218	48,437,183		19,843,218	-	-	n/a	-	2,415,447
System Office	7,100,454	3,915,676	2,452,784	710,638	7,079,098		906,838	-	-	n/a	-	928,194
Community Colleges Total	592,442,602	282,422,800	195,915,219	93,089,798	571,427,818	-	3,353,138	12,353,688	2,433,173	-	-	39,154,783
<b>Charter Oak State College</b>	22,104,413	10,267,000	6,600,000	4,619,318	21,486,318	-	(612,338)	53,551	53,551	n/a	-	59,308
<b>Board of Regents</b>	829,187	453,500	375,687	-	829,187	-	-	-	-	-	-	-
<b>GRAND TOTAL CSCU</b>	1,495,329,332	654,032,637	450,348,740	293,163,477	1,397,544,853	(30,250,059)	2,740,800	12,407,239	5,000,001	(23,919,268)	-	63,709,640

Notes:

(1) Total Revenue includes One Time Funding

CONNECTICUT STATE COLLEGES & UNIVERSITIES

Expenditure Plan General & Operating Funds

FY24 Budget, FY23 Estimate vs. Budget

ATTACHMENT D

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (FT and PT Gross)	276,638,887	265,924,032	270,446,481	4,522,449	1.7%
Student Fees	225,355,763	218,387,254	220,277,339	1,890,085	0.9%
State Appropriations	350,933,490	350,933,490	345,850,337	(5,083,153)	-1.4%
Additional State Approp (Dev Edu, Outcomes and IMRP)	11,646,005	11,646,005	11,711,410	65,405	0.6%
Fringe Benefits Paid By State	336,033,321	331,469,018	-	(331,469,018)	-100.0%
Additional OF Fringe Paid by State	64,503,926	64,503,926	41,706,020	(22,797,906)	-35.3%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	24,000,000	24,000,000	-	(24,000,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	10,000,000	10,000,000	-	(10,000,000)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	118,000,000	118,000,000	182,700,000	64,700,000	54.8%
Accident Insurance	631,184	560,041	457,560	(102,481)	-18.3%
Housing	60,060,288	60,821,733	62,160,102	1,338,370	2.2%
Food	28,487,822	28,035,964	28,567,016	531,052	1.9%
All Other Revenue	15,050,603	25,889,689	22,532,441	(3,357,248)	-13.0%
Less: Contra Revenue	(9,140,467)	(14,841,821)	(14,832,778)	9,043	-0.1%
Total Revenue	1,512,200,822	1,495,329,331	1,171,575,928	(323,753,403)	-21.7%
Expenditures:					
Personnel Services:					
Full-Time	517,330,450	481,926,120	492,585,506	10,659,386	2.2%
Part-Time					
Lecturers (PTLs)	103,267,351	100,023,671	101,003,540	979,870	1.0%
Lecturer (NCLs)	7,499,709	9,737,451	9,584,224	(153,227)	-1.6%
Permanent Part-time	2,486,704	2,252,290	2,101,442	(150,848)	-6.7%
Temporary Part-time	25,281,156	20,534,037	21,231,010	696,973	3.4%
University Assistants	4,196,698	3,785,757	4,378,076	592,319	15.6%
Graduate Assistants	2,543,673	2,384,090	2,340,233	(43,857)	-1.8%
Student Labor	11,633,541	11,881,063	13,277,147	1,396,084	11.8%
Overtime	4,702,913	5,129,469	5,170,360	40,891	0.8%
All Other Personnel Services	17,001,686	16,378,689	16,391,717	13,028	0.1%
Subtotal Personnel Services	695,943,881	654,032,637	668,063,256	14,030,619	2.1%
Fringe Benefits	483,926,098	450,348,740	179,927,224	(270,421,516)	-60.0%
Total P.S. & Fringe Benefits	1,179,869,978	1,104,381,376	847,990,480	(256,390,896)	-23.2%
Other Expenses:					
Inst. Financial Aid/Match	65,177,704	65,992,986	67,419,850	1,426,864	2.2%
Waivers	13,749,845	12,639,691	13,045,046	405,355	3.2%
Utilities	31,077,129	32,123,249	33,636,193	1,512,944	4.7%
All Other Expenses	178,315,299	182,407,551	210,570,592	28,163,041	15.4%
Total Other Expenses	288,319,977	293,163,477	324,671,681	31,508,204	10.7%
Total Expenditures	1,468,189,955	1,397,544,853	1,172,662,161	(224,882,692)	-16.1%
Addition to (Use of) Funds Before Transfers	44,010,867	97,784,478	(1,086,233)	(98,870,711)	-101.1%
CSU Transfers					
Debt Service	(30,860,659)	(30,250,059)	(30,892,145)	(642,086)	2.1%
Auxiliary Renewal and Replacement	(983,176)	(1,706,970)	(1,355,242)	351,728	-20.6%
HEERF Institutional	-	-	-	-	NA
Reserves for FY23 Salary Cost	7,899,256	-	-	-	NA
Contingency for potential Enrollment shortfall	(6,026,436)	-	-	-	NA
CSCU Tranfer To/From SO and Other Misc.	-	(197,718)	-	197,718	-100.0%
CSCU Miscellenours Transfers	(8,816,980)	(22,014,580)	60,651	22,075,231	-100.3%
Total CSU Transfers	(38,787,995)	(54,169,327)	(32,186,736)	21,982,591	-40.6%
CCC Transfers					
CCC Transfer in	20,459,797	24,547,591	30,541,279	5,993,688	24.4%
CCC Transfer out	(20,459,797)	(21,194,453)	(30,541,279)	(9,346,826)	44.1%
HEERF Institutional	-	12,353,688	-	(12,353,688)	-100.0%
Set-aside FY22 Lump Sum and Retro Pay processed in FY23	-	-	-	-	NA
Total CCC Transfers	-	15,706,826	-	(15,706,826)	-100.0%
Charter Oak Transfers	(412,000)	(612,338)	(474,215)	138,123	-22.6%
Additional State Appropriations					
* ARPA Funding	5,000,000	5,000,000	-	(5,000,000)	-100.0%
* Operations Support Funding	-	-	20,000,000	20,000,000	NA
Net Change	9,810,872	63,709,639	(13,747,184)	(77,456,823)	-121.6%

Note:

- \* One Time Funding
- \* \$13.5M reserved for System Initiatives from the Operations Support Through Short-Term Recovery Funds Allocation

State Universities  
Expenditure Plan General & Operating Funds  
FY24 Budget, FY23 Estimate vs. Budget

Account Name	FY23 Budget Dollars (\$)	FY23 Estimate Dollars (\$)	FY24 Budget Dollars (\$)	FY24 Budget vs. FY23 Est Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	159,038,230	155,981,818	157,534,355	1,552,537	1.0%
Student Fees	170,806,148	166,856,511	169,246,732	2,390,221	1.4%
** State Appropriations	174,367,292	174,367,292	173,747,819	(619,473)	-0.4%
Additional State Approp (Dev Edu, Outcomes and IMRP)	2,036,144	2,036,144	2,061,446	25,302	1.2%
Fringe Benefits Paid By State	167,742,510	168,374,053	-	(168,374,053)	-100.0%
Additional OF Fringe Paid by State	25,150,479	25,150,479	2,306,870	(22,843,609)	-90.8%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	14,500,000	14,500,000	-	(14,500,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	5,026,555	5,026,555	-	(5,026,555)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	66,644,229	66,644,229	103,185,598	36,541,369	54.8%
Accident Insurance	631,184	560,041	457,560	(102,481)	-18.3%
Housing	60,060,288	60,821,733	62,160,102	1,338,370	2.2%
Food Service	28,487,822	28,035,964	28,567,016	531,052	1.9%
All Other Revenue	11,025,849	20,895,074	18,339,543	(2,555,531)	-12.2%
Less: Contra Revenue	(7,197,767)	(9,296,764)	(9,285,425)	11,339	-0.1%
Total Revenue	878,318,963	879,953,129	708,321,616	(171,631,513)	-19.5%
Expenditures:					
Personnel Services:					
Full-Time	305,732,672	283,413,938	288,551,572	5,137,634	1.8%
Part-Time					
Lecturers (PTLs)	41,713,328	39,795,954	39,137,162	(658,792)	-1.7%
Lecturers (NCLs)	3,056,606	3,461,124	3,210,002	(251,122)	-7.3%
Perm/Intermit PT	1,169,643	1,352,891	1,250,407	(102,484)	-7.6%
University Assistants	4,150,581	3,720,757	4,313,076	592,319	15.9%
Graduate Assistants	2,543,673	2,384,090	2,340,233	(43,857)	-1.8%
Student Labor	9,651,057	9,958,934	10,752,763	793,829	8.0%
Other Part Time	2,152,016	2,284,747	2,190,789	(93,958)	-4.1%
Overtime	3,605,900	3,974,844	4,064,327	89,483	2.3%
All Other Personnel Services (Vac, Sick, Accr Abs)	9,953,091	10,542,057	10,650,310	108,253	1.0%
Subtotal Personnel Services	383,728,567	360,889,336	366,460,641	5,571,304	1.5%
Fringe Benefits	266,303,169	247,457,834	90,277,566	(157,180,268)	-63.5%
Total P.S. & Fringe Benefits	650,031,736	608,347,170	456,738,207	(151,608,963)	-24.9%
Other Expenses:					
Inst. Financial Aid/Match	47,039,562	48,203,557	51,769,717	3,566,160	7.4%
Waivers	10,483,702	9,647,233	9,606,409	(40,824)	-0.4%
Utilities	20,589,270	21,693,794	22,500,288	806,494	3.7%
All Other Expenses	107,423,978	115,909,777	128,564,124	12,654,347	10.9%
Total Other Expenses	185,536,512	195,454,361	212,440,538	16,986,177	8.7%
Total Expenditures	835,568,247	803,801,531	669,178,745	(134,622,786)	-16.7%
Addition to (Use of) Funds Before Transfers	42,750,716	76,151,598	39,142,871	(37,008,727)	-48.6%
Transfers, Additional Funds and Commitments					
Debt Service	(30,860,659)	(30,250,059)	(30,892,145)	(642,086)	2.1%
Auxiliary Renewal and Replacement	(983,176)	(1,706,970)	(1,355,242)	351,728	-20.6%
CSCU Tranfer To/From SO and Other Misc.	-	(197,718)	-	197,718	-100.0%
Reserves for FY23 Salary Cost	7,899,256			-	NA
Contingency for potential Enrollment shortfall	(6,026,436)			-	NA
Campus Telecom Proj/Upgrades & Expansion for Academic Programs	-	(8,000,000)	-	8,000,000	-100.0%
Reserved for IT Equip (CISCO Financing Funds set aside)	-	(13,200,000)	901,471	14,101,471	-106.8%
Transfer to Reserves Housing and Telecom (CCSU)	(8,816,980)	(814,580)	(840,820)	(26,240)	3.2%
* ARPA Funding	2,513,277	2,513,277	-	(2,513,277)	-100.0%
Total Transfers, Additional Funds and Commitments	(36,274,718)	(51,656,050)	(32,186,736)	19,469,314	-37.7%
Net Change	6,475,998	24,495,548	6,956,135	(17,539,413)	-71.6%
Note:					
* One Time Funding					
** Includes RSA Adjustment					

Connecticut State Community College  
Expenditure Plan General & Operating Funds  
FY24 Budget, FY23 Estimate vs. Budget

ATTACHMENT D

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (FT and PT Gross)	106,771,657	98,642,214	100,821,126	2,178,912	2.2%
Student Fees	54,109,615	51,050,743	50,536,207	(514,536)	-1.0%
** State Appropriations	172,456,308	172,456,308	168,514,962	(3,941,346)	-2.3%
Additional State Approp (Dev Edu, Outcomes Based Funding)	9,469,861	9,469,861	9,649,964	180,103	1.9%
Fringe Benefits Paid By State	164,302,184	159,079,939	-	(159,079,939)	-100.0%
Additional OF Fringe Paid by State	38,365,000	38,365,000	39,980,379	1,615,379	4.2%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	9,000,000	9,000,000	-	(9,000,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	4,866,346	4,866,346	-	(4,866,346)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	50,736,268	50,736,268	78,555,222	27,818,954	54.8%
All Other Revenue	3,616,754	4,320,980	3,092,898	(1,228,082)	-28.4%
Less: Contra Revenue	(1,942,700)	(5,545,057)	(5,547,353)	(2,296)	0.0%
Total Revenue	611,751,293	592,442,602	445,603,405	(146,839,197)	-24.8%
Expenditures:					
Personnel Services:					
Full-Time	203,816,345	191,028,682	196,260,668	5,231,985	2.7%
Part-Time					
Lecturers (PTL and ECL, 601302 and 601301)	59,104,023	57,435,717	58,796,831	1,361,114	2.4%
Contractual (NCL, 601300)	4,443,103	6,276,327	6,374,222	97,895	1.6%
Permanent Part-time (601100)	958,742	519,399	451,465	(67,933)	-13.1%
Temporary Part-time (601200, 02, 03, 04, 601303)	23,129,140	18,249,290	19,040,221	790,931	4.3%
Student Labor (601400, 01, 02, 601406)	1,895,135	1,922,129	2,524,384	602,255	31.3%
Overtime (601501, 601502)	1,097,013	1,154,625	1,106,033	(48,592)	-4.2%
All Other Personnel Services	7,046,967	5,836,632	5,741,407	(95,225)	-1.6%
Subtotal Personnel Services	301,490,468	282,422,800	290,295,231	7,872,431	2.8%
Fringe Benefits	210,273,093	195,915,219	86,738,901	(109,176,318)	-55.7%
Total P.S. & Fringe Benefits	511,763,561	478,338,019	377,034,132	(101,303,888)	-21.2%
Other Expenses:					
Inst. Financial Aid/Match (1)	16,825,578	16,617,762	14,425,133	(2,192,629)	-13.2%
Waivers	3,066,002	2,792,458	3,238,637	446,179	16.0%
Utilities	10,411,659	10,358,886	11,058,605	699,719	6.8%
All Other Expenses	67,580,021	63,320,693	78,484,968	15,164,275	23.9%
Total Other Expenses	97,883,260	93,089,798	107,207,343	14,117,545	15.2%
Total Expenditures	609,646,821	571,427,818	484,241,475	(87,186,343)	-15.3%
Addition to (Use of) Funds Before Transfers	2,104,472	21,014,784	(38,638,070)	(59,652,854)	-283.9%
Transfers, Additional Funds and Commitments					
CCC Transfer in	20,459,797	24,547,591	30,541,279	5,993,688	24.4%
CCC Transfer out	(20,459,797)	(21,194,453)	(30,541,279)	(9,346,826)	44.1%
HEERF Institutional	-	12,353,688	-	(12,353,688)	-100.0%
* ARPA Funding	2,433,172	2,433,172	-	(2,433,172)	-100.0%
Total Transfers, Additional Funds and Commitments	2,433,172	18,139,998	-	(18,139,998)	-100.0%
Operations Support Funding	-	-	5,000,000	5,000,000	NA
Net Change	4,537,644	39,154,782	(33,638,070)	(72,792,852)	-185.9%

Note:  
\* One Time Funding  
\*\* Includes RSA Adjustment

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	10,829,000	11,300,000	12,091,000	791,000	7.0%
Student Fees	440,000	480,000	494,400	14,400	3.0%
** State Appropriations	3,656,390	3,656,390	3,127,472	(528,918)	-14.5%
Additional State Approp (Graduation Fee Waiver)	140,000	140,000	-	(140,000)	-100.0%
Fringe Benefits Paid By State	3,639,339	3,639,339	-	(3,639,339)	-100.0%
Additional OF Fringe Paid by State	988,447	988,447	(581,229)	(1,569,676)	-158.8%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	500,000	500,000	-	(500,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	107,099	107,099	-	(107,099)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	619,503	619,503	959,180	339,677	54.8%
All Other Revenue	408,000	673,635	1,100,000	426,365	63.3%
Less: Contra Revenue	-	-		-	NA
Total Revenue	21,327,778	22,104,413	17,190,823	(4,913,590)	-22.2%
Expenditures:					
Personnel Services:					
Full-Time	7,329,561	7,030,000	7,313,183	283,183	4.0%
Part-Time					
Lecturers	2,450,000	2,792,000	3,069,548	277,548	9.9%
Permanent Part-time	358,319	380,000	399,570	19,570	5.2%
University Assistants	46,117	65,000	65,000	-	0.0%
Student Labor	87,349	-	-	-	NA
Temporary Part Time	-	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
Subtotal Personnel Services	10,271,346	10,267,000	10,847,301	580,301	5.7%
Fringe Benefits	7,000,548	6,600,000	2,910,757	(3,689,243)	-55.9%
Total P.S. & Fringe Benefits	17,271,894	16,867,000	13,758,058	(3,108,943)	-18.4%
Other Expenses:					
Inst. Financial Aid/Match	1,312,564	1,171,667	1,225,000	53,333	4.6%
Waivers	200,141	200,000	200,000	-	0.0%
Utilities	76,200	70,569	77,300	6,731	9.5%
All Other Expenses	3,311,300	3,177,082	3,521,500	344,418	10.8%
Total Other Expenses	4,900,205	4,619,318	5,023,800	404,482	8.8%
Total Expenditures	22,172,099	21,486,318	18,781,858	(2,704,460)	-12.6%
Addition to (Use of) Funds Before Transfers	(844,321)	618,095	(1,591,035)	(2,209,130)	-357.4%
Transfers In/Out					
SO and Shared Services Cost	(412,000)	(612,338)	(474,215)	138,123	-22.6%
* ARPA Funding	53,551	53,551	-	(53,551)	-100.0%
Total Transfers	(358,449)	(558,787)	(474,215)	84,572	-15.1%
* Operations Support Funding	-	-	1,500,000	1,500,000	NA
Net Change	(1,202,770)	59,308	(565,250)	(624,558)	-1053.1%

Note:  
\* One Time Funding  
\*\* Includes RSA Adjustment



Connecticut State Colleges & Universities - System Office  
Expenditure Plan General & Operating Funds  
FY24 Budget, FY23 Estimate vs. Budget

ATTACHMENT D

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
Revenue:					
Tuition (Gross)	-			-	NA
Fees	-			-	NA
** State Appropriations	453,500	453,500	460,084	6,584	1.50%
Additional State Approp (Dev Edu, Outcomes and IMRP)	-			-	NA
Fringe Benefits Paid By State	349,288	375,687	-	(375,687)	-100.00%
Additional OF Fringe Paid by State	-			-	NA
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	-			-	NA
* Provide Support for Salary Cost of the 27th Payroll	-			-	NA
* Provide Operations Support Through Short-Term Recovery Funds	-			-	NA
Sales of Educational Activities	-			-	NA
All Other Revenue	-			-	NA
Less: Contra Revenue	-			-	NA
Total Revenue	802,788	829,187	460,084	(369,103)	-44.50%
Expenditures:					
Personnel Services:					
Full-Time	451,872	453,500	460,084	6,584	1.50%
Permanent Part-time	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	-	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	1,628	-	-	-	NA
Subtotal Personnel Services	453,500	453,500	460,084	6,584	1.50%
Fringe Benefits	349,288	375,687		(375,687)	-100.00%
Total P.S. & Fringe Benefits	802,788	829,187	460,084	(369,103)	-44.50%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	-	-	-	-	NA
Total Other Expenses	-	-	-	-	NA
Total Expenditures	802,788	829,187	460,084	(369,103)	-44.50%
Addition to (Use of) Funds Before Transfers	-			-	NA
Net Change	-	-	-	-	NA

Note:  
\* One Time Funding

**CONNECTICUT STATE UNIVERSITIES**

Expenditure Plan (Operating E&amp;G /Auxiliary Services/Self-Supporting)

FY24 Budget, FY23 Est vs. Budget

**ATTACHMENT E**

	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
	Dollars (\$)			Inc (Dec)	Percent %
<b>Revenue:</b>					
Tuition FT and PT (Gross)	159,038,230	155,981,818	157,534,355	1,552,537	1.0%
Student Fees	170,806,148	166,856,511	169,246,732	2,390,221	1.4%
State Appropriations	174,367,292	174,367,292	173,747,819	(619,473)	-0.4%
Additl State Appropriation (Dev Education and IMRP)	2,036,144	2,036,144	2,061,446	25,302	1.2%
Fringe Benefits Paid By State	167,742,510	168,374,053	-	(168,374,053)	-100.0%
Additional OF Fringe Paid by State	25,150,479	25,150,479	2,306,870	(22,843,609)	-90.8%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	14,500,000	14,500,000	-	(14,500,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	5,026,555	5,026,555	-	(5,026,555)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	66,644,229	66,644,229	103,185,598	36,541,369	54.8%
Accident Insurance	631,184	560,041	457,560	(102,481)	-18.3%
Housing	60,060,288	60,821,733	62,160,102	1,338,370	2.2%
Food Service	28,487,822	28,035,964	28,567,016	531,052	1.9%
All Other Revenue	11,025,849	20,895,074	18,339,543	(2,555,531)	-12.2%
Less: Contra Revenue	(7,197,767)	(9,296,764)	(9,285,425)	11,339	-0.1%
<b>Total Revenue</b>	<b>878,318,964</b>	<b>879,953,129</b>	<b>708,321,615</b>	<b>(171,631,513)</b>	<b>-19.5%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	305,732,672	283,413,938	288,551,572	5,137,634	1.8%
<b>Part Time:</b>					
Lecturers (PTLs)	41,713,328	39,795,954	39,137,162	(658,792)	-1.7%
Lecturers (NCLs)	3,056,606	3,461,124	3,210,002	(251,122)	-7.3%
Perm/Intermit PT	1,169,643	1,352,891	1,250,407	(102,484)	-7.6%
University Assistants	4,150,581	3,720,757	4,313,076	592,319	15.9%
Graduate Assistants	2,543,673	2,384,090	2,340,233	(43,857)	-1.8%
Student Labor	9,651,057	9,958,934	10,752,763	793,829	8.0%
Other Part Time	2,152,016	2,284,747	2,190,789	(93,958)	-4.1%
<b>Total Part Time</b>	64,436,904	62,958,497	63,194,432	235,934	0.4%
Overtime	3,605,900	3,974,844	4,064,327	89,483	2.3%
All Other Personnel Services	9,953,091	10,542,057	10,650,310	108,253	1.0%
Subtotal Personnel Services	383,728,567	360,889,336	366,460,641	5,571,304	1.5%
Fringe Benefits	265,508,260	246,726,145	89,776,623	(156,949,522)	-63.6%
Worker's Comp. Recovery	794,909	731,689	500,943	(230,746)	-31.5%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>650,031,736</b>	<b>608,347,170</b>	<b>456,738,207</b>	<b>(151,608,963)</b>	<b>-24.9%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	47,039,562	48,203,557	51,769,717	3,566,160	7.4%
Waivers	10,483,702	9,647,233	9,606,409	(40,824)	-0.4%
Utilities	20,589,270	21,693,794	22,500,288	806,494	3.7%
All Other Expenses	107,423,980	115,909,777	128,564,124	12,654,347	10.9%
<b>Total Other Expenses</b>	<b>185,536,513</b>	<b>195,454,361</b>	<b>212,440,538</b>	<b>16,986,177</b>	<b>8.7%</b>
<b>Total Expenditures</b>	<b>835,568,249</b>	<b>803,801,531</b>	<b>669,178,745</b>	<b>(134,622,786)</b>	<b>-16.7%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>42,750,715</b>	<b>76,151,598</b>	<b>39,142,871</b>	<b>(37,008,727)</b>	<b>-48.60%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(18,665,772)	(18,179,749)	(18,382,769)	(203,020)	1.10%
Debt Service (Residence Halls)	(8,345,166)	(8,819,953)	(9,308,075)	(488,122)	5.50%
Debt Service (Parking Garages)	(3,849,721)	(3,250,357)	(3,201,301)	49,056	-1.50%
Auxiliary Renewal and Replacement	(983,176)	(1,706,970)	(1,355,242)	351,728	-20.60%
<b>Total Designated Transfers</b>	<b>(31,843,835)</b>	<b>(31,957,029)</b>	<b>(32,247,387)</b>	<b>(290,358)</b>	<b>0.90%</b>
<b>Other Requests, Transfers and Additional Commitments</b>					
Transfer To/From SO - GF OF swap	-	(197,718)	-	197,718	-100.00%
Reserves for FY23 Salary Cost	7,899,256	-	-	-	NA
Transfer to liability for GEAR UP Grant (SCSU)	-	-	-	-	NA
Contingency for potential Enrollment shortfall	(6,026,436)	-	-	-	NA
* ARPA Funding	2,513,277	2,513,277	-	(2,513,277)	-100.00%
Campus Telecom Projects/Upgrades & Expansion for Academic Programs	-	(8,000,000)	-	8,000,000	-100.00%
Reserved for IT Equip (CISCO Financing Funds set aside)	-	(13,200,000)	901,471	14,101,471	-106.80%
Transfer to Reserves Housing and Telecom (CCSU)	(8,816,980)	(814,580)	(840,820)	(26,240)	3.20%
<b>Total Transfers and Commitments</b>	<b>(4,430,883)</b>	<b>(19,699,021)</b>	<b>60,651</b>	<b>19,759,672</b>	<b>-100.30%</b>
<b>Net Change</b>	<b>6,475,997</b>	<b>24,495,548</b>	<b>6,956,134</b>	<b>(17,539,414)</b>	<b>-71.60%</b>

Note:

\* One Time Funding

## CONNECTICUT STATE UNIVERSITIES

## Expenditure Plan (Operating E&amp;G /Auxiliary Services/Self-Supporting)

FY24 Budget

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)					
<b>Revenue:</b>						
Tuition FT and PT (Gross)	157,534,355	57,166,480	22,401,601	52,466,756	25,499,518	-
Student Fees	169,246,732	58,806,092	24,621,470	59,465,469	26,353,701	-
State Appropriations	173,747,819	52,407,616	31,526,935	50,055,641	31,453,284	8,304,343
Additl State Appropriation (Dev Education, Outcomes and	2,061,446	751,612	436,612	436,612	436,612	-
Fringe Benefits Paid By State	-	-	-	-	-	-
Additional OF Fringe Paid by State	2,306,870	798,205	379,547	751,048	378,070	-
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	-	-	-	-	-	-
* Provide Support for Salary Cost of the 27th Payroll	-	-	-	-	-	-
* Provide Operations Support Through Short-Term Recovery	103,185,598	35,703,457	16,977,029	33,594,135	16,910,977	-
Accident Insurance	457,560	-	143,560	250,000	64,000	-
Housing	62,160,102	16,816,404	20,334,511	16,118,274	8,890,913	-
Food Service	28,567,016	9,598,212	6,572,014	8,231,028	4,165,762	-
All Other Revenue	18,339,543	7,582,001	3,027,692	4,200,000	3,279,850	250,000
Less: Contra Revenue	(9,285,425)	(3,431,183)	(721,390)	(4,500,000)	(632,852)	-
<b>Total Revenue</b>	<b>708,321,615</b>	<b>236,198,895</b>	<b>125,699,581</b>	<b>221,068,962</b>	<b>116,799,834</b>	<b>8,554,343</b>
<b>Expenditures:</b>						
<b>Personnel Services:</b>						
<b>Total Full Time</b>	<b>288,551,572</b>	<b>88,474,899</b>	<b>48,754,195</b>	<b>95,034,293</b>	<b>49,713,588</b>	<b>6,574,597</b>
<b>Part Time:</b>						
Lecturers (PTLs)	39,137,162	11,875,824	5,510,541	14,733,096	7,017,701	-
Lecturers (NCLs)	3,210,002	1,035,000	394,227	1,437,704	343,071	-
Perm/Intermit PT	1,250,407	175,000	284,000	702,049	89,358	-
University Assistants	4,313,076	1,040,000	1,205,841	1,154,339	912,896	-
Graduate Assistants	2,340,233	615,000	280,000	1,236,433	208,800	-
Student Labor	10,752,763	3,032,000	2,609,426	2,857,408	2,253,929	-
Other Part Time	2,190,789	755,019	413,052	435,322	551,845	35,551
<b>Total Part Time</b>	<b>63,194,432</b>	<b>18,527,843</b>	<b>10,697,087</b>	<b>22,556,351</b>	<b>11,377,600</b>	<b>35,551</b>
Overtime	4,064,327	800,600	1,074,000	1,294,785	894,942	-
All Other Personnel Services	10,650,310	3,283,000	1,660,852	3,958,958	1,747,500	-
Subtotal Personnel Services	366,460,641	111,086,342	62,186,134	122,844,387	63,733,630	6,610,148
Fringe Benefits	89,776,623	28,103,065	15,533,676	27,017,543	17,428,144	1,694,195
Worker's Comp. Recovery	500,943	280,317	178,126	-	42,000	500
<b>Total P.S. &amp; Fringe Benefits</b>	<b>456,738,207</b>	<b>139,469,724</b>	<b>77,897,936</b>	<b>149,861,930</b>	<b>81,203,775</b>	<b>8,304,842</b>
<b>Other Expenses:</b>						
Inst. Financial Aid/Match	51,769,717	17,683,549	14,439,000	12,635,395	7,011,773	-
Waivers	9,606,409	2,622,571	1,515,049	4,403,229	1,065,560	-
Utilities	22,500,288	7,500,000	4,560,047	6,000,000	4,440,241	-
All Other Expenses	128,564,124	40,009,580	19,896,128	33,809,643	28,211,672	6,637,101
<b>Total Other Expenses</b>	<b>212,440,538</b>	<b>67,815,700</b>	<b>40,410,224</b>	<b>56,848,267</b>	<b>40,729,246</b>	<b>6,637,101</b>
<b>Total Expenditures</b>	<b>669,178,745</b>	<b>207,285,424</b>	<b>118,308,160</b>	<b>206,710,197</b>	<b>121,933,021</b>	<b>14,941,943</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>39,142,871</b>	<b>28,913,471</b>	<b>7,391,421</b>	<b>14,358,766</b>	<b>(5,133,186)</b>	<b>(6,387,600)</b>
<b>Designated Transfers</b>						
Debt Service	(30,892,145)	(12,499,497)	(5,820,660)	(7,271,701)	(5,300,287)	-
Auxiliary Renewal and Replacement	(1,355,242)	(479,911)	(875,331)	-	-	-
<b>Total Designated Transfers</b>	<b>(32,247,387)</b>	<b>(12,979,408)</b>	<b>(6,695,991)</b>	<b>(7,271,701)</b>	<b>(5,300,287)</b>	<b>-</b>
<b>Other Requests, Transfers and Additional Commitments</b>						
Transfer to SO - GF/OF swap	-	(1,596,900)	(1,596,900)	(1,596,900)	(1,596,900)	6,387,600
Other Transfer - Housing Reserve	(840,820)	(840,820)	-	-	-	-
Other Transfer - Telecome Reserves	-	-	-	-	-	-
Reserved for IT Equip (CISCO Financing Funds set aside)	901,471	-	901,471	-	-	-
<b>Total Transfers and Commitments</b>	<b>60,651</b>	<b>(2,437,720)</b>	<b>(695,429)</b>	<b>(1,596,900)</b>	<b>(1,596,900)</b>	<b>6,387,600</b>
<b>Net Change</b>	<b>6,956,134</b>	<b>13,496,343</b>	<b>(0)</b>	<b>5,490,165</b>	<b>(12,030,374)</b>	<b>(0)</b>

Note:

\* One Time Funding

# ATTACHMENT E

## CONNECTICUT STATE UNIVERSITIES

### Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)

FY23 Current Estimate

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)					
<b>Revenue:</b>						
Tuition FT and PT (Gross)	155,981,818	55,572,300	22,402,234	52,466,756	25,540,528	-
Student Fees	166,856,511	57,206,883	24,336,675	59,006,959	26,305,994	-
State Appropriations	174,367,293	53,775,001	31,959,807	50,659,358	31,920,946	6,052,181
Additl State Appropriation (Dev Education, Outcomes and Fringe Benefits Paid By State	2,036,144	745,286	430,286	430,286	430,286	-
Additional OF Fringe Paid by State	168,374,053	52,601,733	31,331,918	49,563,982	31,294,029	3,582,391
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	25,150,479	6,977,067	4,574,612	9,376,182	4,222,618	-
* Provide Support for Salary Cost of the 27th Payroll	14,500,000	5,043,801	2,397,526	4,665,861	2,392,812	-
* Provide Operations Support Through Short-Term Recovery	5,026,555	1,748,479	831,124	1,617,462	829,490	-
Accident Insurance	66,644,229	23,182,086	11,019,398	21,445,013	10,997,732	-
Housing	560,041	-	143,560	248,010	168,471	-
Food Service	60,821,733	16,291,607	20,058,835	16,118,274	8,353,017	-
All Other Revenue	28,035,964	9,139,395	6,388,049	8,231,028	4,277,492	-
Less: Contra Revenue	20,895,074	8,971,087	2,980,096	5,480,116	3,223,775	240,000
<b>Total Revenue</b>	<b>879,953,130</b>	<b>287,901,596</b>	<b>158,137,235</b>	<b>274,809,287</b>	<b>149,230,440</b>	<b>9,874,572</b>
<b>Expenditures:</b>						
<b>Personnel Services:</b>						
<b>Total Full Time</b>	283,413,938	82,791,726	49,221,861	94,812,647	50,733,410	5,854,294
<b>Part Time:</b>						
Lecturers (PTLs)	39,795,954	11,452,152	5,369,552	15,906,411	7,067,839	-
Lecturers (NCLs)	3,461,124	1,035,000	372,292	1,278,930	774,902	-
Perm/Intermit PT	1,352,891	175,000	228,770	773,461	175,660	-
University Assistants	3,720,757	1,050,000	862,421	1,203,258	605,078	-
Graduate Assistants	2,384,090	612,000	211,186	1,284,919	275,985	-
Student Labor	9,958,934	3,032,000	2,166,164	2,919,380	1,841,390	-
Other Part Time	2,284,747	640,000	658,348	416,576	501,270	68,553
<b>Total Part Time</b>	62,958,497	17,996,152	9,868,733	23,782,935	11,242,124	68,553
Overtime	3,974,844	800,600	1,028,000	1,275,907	870,337	-
All Other Personnel Services	10,542,057	3,283,000	1,590,402	3,775,177	1,734,800	158,678
Subtotal Personnel Services	360,889,336	104,871,478	61,708,996	123,646,666	64,580,671	6,081,525
Fringe Benefits	246,726,145	74,171,951	44,388,073	81,433,141	43,126,113	3,606,867
Worker's Comp. Recovery	731,689	244,656	182,633	262,000	42,000	400
<b>Total P.S. &amp; Fringe Benefits</b>	<b>608,347,170</b>	<b>179,288,085</b>	<b>106,279,702</b>	<b>205,341,807</b>	<b>107,748,784</b>	<b>9,688,792</b>
<b>Other Expenses:</b>						
Inst. Financial Aid/Match	48,203,557	15,729,057	14,728,100	12,635,395	5,111,005	-
Waivers	9,647,233	2,398,522	1,415,687	4,756,257	1,076,767	-
Utilities	21,693,794	7,200,000	4,255,182	6,521,671	3,716,941	-
All Other Expenses	115,909,777	42,260,133	18,753,893	28,354,957	21,759,857	4,780,937
<b>Total Other Expenses</b>	<b>195,454,361</b>	<b>67,587,712</b>	<b>39,152,862</b>	<b>52,268,280</b>	<b>31,664,570</b>	<b>4,780,937</b>
<b>Total Expenditures</b>	<b>803,801,531</b>	<b>246,875,797</b>	<b>145,432,564</b>	<b>257,610,087</b>	<b>139,413,354</b>	<b>14,469,729</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>76,151,599</b>	<b>41,025,799</b>	<b>12,704,671</b>	<b>17,199,200</b>	<b>9,817,086</b>	<b>(4,595,157)</b>
<b>Designated Transfers</b>						
Debt Service	(30,250,059)	(11,680,731)	(6,177,636)	(7,271,701)	(5,119,991)	-
Auxiliary Renewal and Replacement	(1,706,970)	(456,970)	(1,250,000)	-	-	-
<b>Total Designated Transfers</b>	<b>(31,957,029)</b>	<b>(12,137,701)</b>	<b>(7,427,636)</b>	<b>(7,271,701)</b>	<b>(5,119,991)</b>	<b>-</b>
<b>Other Requests, Transfers and Additional Commitments</b>						
Transfer to SO - GF/OF swap	-	(1,195,234)	(1,195,234)	(1,195,234)	(1,195,234)	4,780,936
Other Transfer - Housing Reserve	(814,580)	(814,580)	-	-	-	-
Other Transfer - Telecome Reserves	(8,000,000)	(8,000,000)	-	-	-	-
Reserved for IT Equip (CISCO Financing Funds set aside)	(13,200,000)	(8,700,000)	(4,500,000)	-	-	-
* ARPA Funding	2,513,277	750,000	506,638	750,000	506,639	-
Misc. Transfers to Universities	(197,718)	-	-	-	-	(197,718)
<b>Total Transfers and Commitments</b>	<b>(19,699,021)</b>	<b>(17,959,814)</b>	<b>(5,188,596)</b>	<b>(445,234)</b>	<b>(688,595)</b>	<b>4,583,218</b>
<b>Net Change</b>	<b>24,495,549</b>	<b>10,928,284</b>	<b>88,439</b>	<b>9,482,265</b>	<b>4,008,500</b>	<b>(11,939)</b>

Note:

\* One Time Funding

## CENTRAL CONNECTICUT STATE UNIVERSITY

## Expenditure Plan (Operating E&amp;G /Auxiliary Services/Self-Supporting)

FY24 Budget, FY23 Est vs. Budget

	FY23 Budget Dollars (\$)	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	42,785,001	42,700,045	43,901,641	1,201,596	2.8%
Part Time Tuition (Gross)	13,118,392	12,872,255	13,264,839	392,584	3.0%
General University Fee (PT students)	11,994,118	11,715,208	12,032,934	317,726	2.7%
University General Fee (excluding Accident Ins.)	26,885,000	26,886,000	27,620,000	734,000	2.7%
University Fee (DS)	6,126,000	6,126,000	6,296,000	170,000	2.8%
Extension Fee (Gross)	10,741,276	10,377,172	10,754,655	377,483	3.6%
All Other Student Fees	2,132,476	2,102,503	2,102,503	-	0.0%
Accident Insurance	-	-	-	-	NA
State Appropriations	53,775,001	53,775,001	52,407,616	(1,367,385)	-2.5%
Addtl State Appropriation (Dev Education and IMRP)	745,286	745,286	751,612	6,326	0.8%
Fringe Benefits Paid By State	51,865,577	52,601,733	-	(52,601,733)	-100.0%
Additional OF Fringe Paid by State	7,315,935	6,977,067	798,205	(6,178,862)	-88.6%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	5,043,801	5,043,801	-	(5,043,801)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	1,748,479	1,748,479	-	(1,748,479)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	23,182,086	23,182,086	35,703,457	12,521,371	54.0%
Housing	16,339,590	16,291,607	16,816,404	524,797	3.2%
Food Service	9,663,520	9,139,395	9,598,212	458,817	5.0%
All Other Revenue	4,485,272	8,971,087	7,582,001	(1,389,086)	-15.5%
Less: Contra Revenue	(2,908,126)	(3,353,129)	(3,431,183)	(78,054)	2.3%
<b>Total Revenue</b>	<b>285,038,684</b>	<b>287,901,596</b>	<b>236,198,895</b>	<b>(51,702,701)</b>	<b>-18.0%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	92,266,201	82,791,726	88,474,899	5,683,173	6.90%
<b>Part Time:</b>					
Lecturers (PTLs)	11,483,826	11,452,152	11,875,824	423,672	3.70%
Lecturers (NCLs)	1,135,000	1,035,000	1,035,000	-	0.00%
Perm/Intermit PT	175,000	175,000	175,000	-	0.00%
University Assistants	1,040,000	1,050,000	1,040,000	(10,000)	-1.00%
Graduate Assistants	615,000	612,000	615,000	3,000	0.50%
Student Labor	3,032,000	3,032,000	3,032,000	-	0.00%
Other Part Time	640,000	640,000	755,019	115,019	18.00%
<b>Total Part Time</b>	18,120,826	17,996,152	18,527,843	531,691	3.00%
Overtime	800,600	800,600	800,600	-	0.00%
All Other Personnel Services	3,283,000	3,283,000	3,283,000	-	0.00%
Subtotal Personnel Services	114,470,627	104,871,478	111,086,342	6,214,864	5.90%
Fringe Benefits	79,263,046	74,171,951	28,103,065	(46,068,886)	-62.10%
Worker's Comp. Recovery	312,907	244,656	280,317	35,661	14.60%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>194,046,580</b>	<b>179,288,085</b>	<b>139,469,724</b>	<b>(39,818,361)</b>	<b>-22.20%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	15,729,057	15,729,057	17,683,549	1,954,492	12.40%
Waivers	2,488,527	2,398,522	2,622,571	224,049	9.30%
Utilities	6,608,111	7,200,000	7,500,000	300,000	4.20%
All Other Expenses	34,432,517	42,260,133	40,009,580	(2,250,553)	-5.30%
<b>Total Other Expenses</b>	<b>59,258,212</b>	<b>67,587,712</b>	<b>67,815,700</b>	<b>227,988</b>	<b>0.30%</b>
<b>Total Expenditures</b>	<b>253,304,792</b>	<b>246,875,797</b>	<b>207,285,424</b>	<b>(39,590,373)</b>	<b>-16.00%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>31,733,892</b>	<b>41,025,799</b>	<b>28,913,471</b>	<b>(12,112,328)</b>	<b>-29.50%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(6,038,000)	(6,028,000)	(6,205,000)	(177,000)	2.90%
Debt Service Residence Halls	(4,814,871)	(4,442,855)	(4,811,854)	(368,999)	8.30%
Debt Service Parking Garage (Welte & W/D Design)	(763,800)	166,229	(86,778)	(253,007)	-152.20%
Debt Service Parking Garage (W/D Garage Construction)	(1,395,832)	(1,376,105)	(1,395,865)	(19,760)	1.40%
Auxiliary Renewal and Replacement	(483,176)	(456,970)	(479,911)	(22,941)	5.00%
<b>Total Designated Transfers</b>	<b>(13,495,679)</b>	<b>(12,137,701)</b>	<b>(12,979,408)</b>	<b>(841,707)</b>	<b>6.90%</b>
<b>Other Requests, Transfers and Additional Commitments</b>					
Transfer to SO - GF/OF swap	(1,195,234)	(1,195,234)	(1,596,900)	(401,666)	33.60%
Other Transfer - Housing Reserve	(816,980)	(814,580)	(840,820)	(26,240)	3.20%
Other Transfer - Telecome Reserves	(8,000,000)	-	-	-	NA
Contingency for potential Enrollment shortfall	(2,500,000)	-	-	-	NA
* ARPA Funding	750,000	750,000	(750,000)	(750,000)	-100.00%
Campus Telecom Projects/Upgrades & Expansion for Academic Programs	-	(8,000,000)	8,000,000	8,000,000	-100.00%
Reserved for IT Equip (CISCO Financing Funds set aside)	-	(8,700,000)	8,700,000	8,700,000	-100.00%
<b>Total Transfers and Commitments</b>	<b>(11,762,214)</b>	<b>(17,959,814)</b>	<b>(2,437,720)</b>	<b>15,522,094</b>	<b>-86.40%</b>
<b>Net Change</b>	<b>6,475,999</b>	<b>10,928,284</b>	<b>13,496,343</b>	<b>2,568,059</b>	<b>23.50%</b>

Note:

\* One Time Funding

# ATTACHMENT E

## EASTERN CONNECTICUT STATE UNIVERSITY

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)

FY24 Budget, FY23 Est vs. Budget

	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	21,177,913	21,119,919	21,120,877	958	0.0%
Part Time Tuition (Gross)	1,533,380	1,282,315	1,280,724	(1,591)	-0.1%
General University Fee (PT students)	1,629,209	1,395,466	1,397,900	2,434	0.2%
University General Fee (excluding Accident Ins.)	17,073,388	16,947,671	17,137,543	189,872	1.1%
University Fee (DS)	3,267,752	3,238,408	3,247,380	8,972	0.3%
Extension Fee (Gross)	2,554,945	2,304,762	2,395,029	90,267	3.9%
All Other Student Fees	785,529	450,368	443,618	(6,750)	-1.5%
Accident Insurance	172,713	143,560	143,560	-	0.0%
State Appropriations	31,959,806	31,959,807	31,526,935	(432,872)	-1.4%
Additl State Appropriation (Dev Education and IMRP)	430,286	430,286	436,612	6,326	1.5%
Fringe Benefits Paid By State	31,494,395	31,331,918	-	(31,331,918)	-100.0%
Additional OF Fringe Paid by State	4,135,501	4,574,612	379,547	(4,195,065)	-91.7%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	2,397,526	2,397,526	-	(2,397,526)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	831,124	831,124	-	(831,124)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	11,019,398	11,019,398	16,977,029	5,957,631	54.1%
Housing	19,012,186	20,058,835	20,334,511	275,676	1.4%
Food Service	6,446,605	6,388,049	6,572,014	183,965	2.9%
All Other Revenue	1,038,046	2,980,096	3,027,692	47,596	1.6%
Less: Contra Revenue	(719,540)	(716,885)	(721,390)	(4,505)	0.6%
<b>Total Revenue</b>	<b>156,240,162</b>	<b>158,137,235</b>	<b>125,699,581</b>	<b>(32,437,654)</b>	<b>-20.5%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	<b>50,967,122</b>	<b>49,221,861</b>	<b>48,754,195</b>	<b>(467,666)</b>	<b>-1.00%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	5,462,649	5,369,552	5,510,541	140,989	2.60%
Lecturers (NCLs)	305,098	372,292	394,227	21,935	5.90%
Perm/Intermit PT	318,136	228,770	284,000	55,230	24.10%
University Assistants	1,087,273	862,421	1,205,841	343,420	39.80%
Graduate Assistants	292,800	211,186	280,000	68,814	32.60%
Student Labor	2,472,045	2,166,164	2,609,426	443,262	20.50%
Other Part Time	465,737	658,348	413,052	(245,296)	-37.30%
<b>Total Part Time</b>	<b>10,403,738</b>	<b>9,868,733</b>	<b>10,697,087</b>	<b>828,354</b>	<b>8.40%</b>
Overtime	836,000	1,028,000	1,074,000	46,000	4.50%
All Other Personnel Services	1,667,647	1,590,402	1,660,852	70,450	4.40%
Subtotal Personnel Services	63,874,507	61,708,996	62,186,134	477,138	0.80%
Fringe Benefits	48,840,393	44,388,073	15,533,676	(28,854,397)	-65.00%
Worker's Comp. Recovery	177,552	182,633	178,126	(4,507)	-2.50%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>112,892,452</b>	<b>106,279,702</b>	<b>77,897,936</b>	<b>(28,381,766)</b>	<b>-26.70%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	13,610,109	14,728,100	14,439,000	(289,100)	-2.00%
Waivers	1,514,615	1,415,687	1,515,049	99,362	7.00%
Utilities	4,424,823	4,255,182	4,560,047	304,865	7.20%
All Other Expenses	19,233,606	18,753,893	19,896,128	1,142,235	6.10%
<b>Total Other Expenses</b>	<b>38,783,153</b>	<b>39,152,862</b>	<b>40,410,224</b>	<b>1,257,362</b>	<b>3.20%</b>
<b>Total Expenditures</b>	<b>151,675,605</b>	<b>145,432,564</b>	<b>118,308,160</b>	<b>(27,124,404)</b>	<b>-18.70%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>4,564,557</b>	<b>12,704,671</b>	<b>7,391,421</b>	<b>(5,313,251)</b>	<b>-41.80%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(3,267,752)	(3,238,408)	(3,247,380)	(8,972)	0.30%
Debt Service Residence Halls	(2,584,076)	(2,551,835)	(2,573,280)	(21,445)	0.80%
Debt Service Parking Garage	(389,365)	(387,393)	-	387,393	-100.00%
Auxiliary Renewal and Replacement	(500,000)	(1,250,000)	(875,331)	374,669	-30.00%
<b>Total Designated Transfers</b>	<b>(6,741,193)</b>	<b>(7,427,636)</b>	<b>(6,695,991)</b>	<b>731,645</b>	<b>-9.90%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF/OF swap	(1,195,234)	(1,195,234)	(1,596,900)	(401,666)	33.60%
Reserves for FY23 Salary Cost	3,899,907	-	-	-	NA
Contingency for Potential Enrollment Shortfall	(1,034,676)	-	-	-	NA
Reserved for IT Equip (CISCO Financing Funds set aside)	-	(4,500,000)	901,471	5,401,471	-120.00%
* ARPA Funding	506,639	506,638	-	(506,638)	-100.00%
<b>Total Transfers and Commitments</b>	<b>2,176,636</b>	<b>(5,188,596)</b>	<b>(695,429)</b>	<b>4,493,167</b>	<b>-86.60%</b>
<b>Net Change</b>	<b>-</b>	<b>88,439</b>	<b>1</b>	<b>(88,439)</b>	<b>-100.00%</b>

Note:

\* One Time Funding

## SOUTHERN CONNECTICUT STATE UNIVERSITY

Expenditure Plan (Operating E&amp;G /Auxiliary Services/Self-Supporting)

FY24 Budget, FY23 Est vs. Budget

	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	43,550,428	42,382,819	42,382,819	-	0.0%
Part Time Tuition (Gross)	9,410,054	10,083,937	10,083,937	-	0.0%
General University Fee (PT students)	9,443,782	10,440,449	10,440,449	-	0.0%
University General Fee (excluding Accident Ins.)	27,631,076	27,778,636	27,778,636	-	0.0%
University Fee (DS)	6,100,000	5,916,701	5,916,701	-	0.0%
Extension Fee (Gross)	13,978,941	12,671,173	13,129,683	458,510	3.6%
All Other Student Fees	2,200,000	2,200,000	2,200,000	-	0.0%
Accident Insurance	290,000	248,010	250,000	1,990	0.8%
State Appropriations	50,659,358	50,659,358	50,055,641	(603,717)	-1.2%
Addtl State Appropriation (Dev Education and IMRP)	430,286	430,286	436,612	6,326	1.5%
Fringe Benefits Paid By State	48,956,169	49,563,982	-	(49,563,982)	-100.0%
Additional OF Fringe Paid by State	9,503,317	9,376,182	751,048	(8,625,134)	-92.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	4,665,861	4,665,861	-	(4,665,861)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	1,617,462	1,617,462	-	(1,617,462)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	21,445,013	21,445,013	33,594,135	12,149,122	56.7%
Housing	14,701,614	16,118,274	16,118,274	-	0.0%
Food Service	7,332,255	8,231,028	8,231,028	-	0.0%
All Other Revenue	2,713,271	5,480,116	4,200,000	(1,280,116)	-23.4%
Less: Contra Revenue	(2,600,000)	(4,500,000)	(4,500,000)	-	0.0%
<b>Total Revenue</b>	<b>272,028,886</b>	<b>274,809,287</b>	<b>221,068,962</b>	<b>(53,740,325)</b>	<b>-19.6%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	<b>104,199,662</b>	<b>94,812,647</b>	<b>95,034,293</b>	<b>221,646</b>	<b>0.20%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	16,203,920	15,906,411	14,733,096	(1,173,315)	-7.40%
Lecturers (NCLs)	1,375,793	1,278,930	1,437,704	158,774	12.40%
Perm/Intermit PT	587,721	773,461	702,049	(71,412)	-9.20%
University Assistants	1,172,434	1,203,258	1,154,339	(48,919)	-4.10%
Graduate Assistants	1,333,441	1,284,919	1,236,433	(48,486)	-3.80%
Student Labor	2,090,721	2,919,380	2,857,408	(61,972)	-2.10%
Other Part Time	416,576	416,576	435,322	18,746	4.50%
<b>Total Part Time</b>	<b>23,180,606</b>	<b>23,782,935</b>	<b>22,556,351</b>	<b>(1,226,584)</b>	<b>-5.20%</b>
Overtime	1,135,576	1,275,907	1,294,785	18,878	1.50%
All Other Personnel Services	3,081,000	3,775,177	3,958,958	183,781	4.90%
Subtotal Personnel Services	131,596,844	123,646,666	122,844,387	(802,279)	-0.60%
Fringe Benefits	85,859,806	81,433,141	27,017,543	(54,415,598)	-66.80%
Worker's Comp. Recovery	262,000	262,000	-	(262,000)	-100.00%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>217,718,650</b>	<b>205,341,807</b>	<b>149,861,930</b>	<b>(55,479,877)</b>	<b>-27.00%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	12,190,396	12,635,395	12,635,395	-	0.00%
Waivers	5,250,000	4,756,257	4,403,229	(353,028)	-7.40%
Utilities	4,988,526	6,521,671	6,000,000	(521,671)	-8.00%
All Other Expenses	26,752,285	28,354,957	33,809,643	5,454,686	19.20%
<b>Total Other Expenses</b>	<b>49,181,207</b>	<b>52,268,280</b>	<b>56,848,267</b>	<b>4,579,987</b>	<b>8.80%</b>
<b>Total Expenditures</b>	<b>266,899,857</b>	<b>257,610,087</b>	<b>206,710,197</b>	<b>(50,899,890)</b>	<b>-19.80%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>5,129,029</b>	<b>17,199,200</b>	<b>14,358,766</b>	<b>(2,840,434)</b>	<b>-16.50%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(6,050,000)	(5,871,701)	(5,871,701)	-	0.00%
Debt Service Residence Halls	(400,000)	(500,000)	(500,000)	-	0.00%
Debt Service Parking Garage	(700,000)	(900,000)	(900,000)	-	0.00%
Auxiliary Renewal and Replacement	-	-	-	-	NA
<b>Total Designated Transfers</b>	<b>(7,150,000)</b>	<b>(7,271,701)</b>	<b>(7,271,701)</b>	<b>-</b>	<b>0.00%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF OF swap	(1,195,234)	(1,195,234)	(1,596,900)	(401,666)	33.60%
Reserve for FY23 Salary cost	3,999,349	-	-	-	NA
Contingency for potential Enrollment shortfall	(1,533,145)	-	-	-	NA
* ARPA Funding	750,000	750,000	-	(750,000)	-100.00%
<b>Total Transfers and Commitments</b>	<b>2,020,970</b>	<b>(445,234)</b>	<b>(1,596,900)</b>	<b>(1,151,666)</b>	<b>258.70%</b>
<b>Net Change</b>	<b>(1)</b>	<b>9,482,265</b>	<b>5,490,165</b>	<b>(3,992,100)</b>	<b>-42.10%</b>

Note:

\* One Time Funding

## WESTERN CONNECTICUT STATE UNIVERSITY

Expenditure Plan (Operating E&amp;G /Auxiliary Services/Self-Supporting)

FY24 Budget, FY23 Est vs. Budget

	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	22,287,452	20,738,306	20,704,310	(33,996)	-0.2%
Part Time Tuition (Gross)	5,175,610	4,802,222	4,795,208	(7,014)	-0.1%
General University Fee (PT students)	4,361,308	3,952,184	3,948,181	(4,003)	-0.1%
University General Fee (excluding Accident Ins.)	15,504,480	14,293,051	14,325,652	32,601	0.2%
University Fee (DS)	3,310,020	3,065,047	3,058,688	(6,359)	-0.2%
Extension Fee (Gross)	3,518,563	3,545,712	3,541,180	(4,532)	-0.1%
All Other Student Fees	1,568,285	1,450,000	1,480,000	30,000	2.1%
Accident Insurance	168,471	168,471	64,000	(104,471)	-62.0%
State Appropriations	31,920,946	31,920,946	31,453,284	(467,662)	-1.5%
Addtl State Appropriation (Dev Education and IMRP)	430,286	430,286	436,612	6,326	1.5%
Fringe Benefits Paid By State	31,458,107	31,294,029	-	(31,294,029)	-100.0%
Additional OF Fringe Paid by State	4,195,727	4,222,618	378,070	(3,844,548)	-91.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	2,392,812	2,392,812	-	(2,392,812)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	829,490	829,490	-	(829,490)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	10,997,732	10,997,732	16,910,977	5,913,245	53.8%
Housing	10,006,898	8,353,017	8,890,913	537,897	6.4%
Food Service	5,045,442	4,277,492	4,165,762	(111,730)	-2.6%
All Other Revenue	2,789,260	3,223,775	3,279,850	56,075	1.7%
Less: Contra Revenue	(970,101)	(726,750)	(632,852)	93,898	-12.9%
<b>Total Revenue</b>	<b>154,990,789</b>	<b>149,230,440</b>	<b>116,799,834</b>	<b>(32,430,605)</b>	<b>-21.7%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	<b>52,483,164</b>	<b>50,733,410</b>	<b>49,713,588</b>	<b>(1,019,822)</b>	<b>-2.00%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	8,562,933	7,067,839	7,017,701	(50,138)	-0.70%
Lecturers (NCLs)	240,715	774,902	343,071	(431,831)	-55.70%
Perm/Intermit PT	88,786	175,660	89,358	(86,302)	-49.10%
University Assistants	850,874	605,078	912,896	307,818	50.90%
Graduate Assistants	302,432	275,985	208,800	(67,185)	-24.30%
Student Labor	2,056,291	1,841,390	2,253,929	412,539	22.40%
Other Part Time	535,489	501,270	551,845	50,575	10.10%
<b>Total Part Time</b>	<b>12,637,520</b>	<b>11,242,124</b>	<b>11,377,600</b>	<b>135,476</b>	<b>1.20%</b>
Overtime	833,724	870,337	894,942	24,605	2.80%
All Other Personnel Services	1,780,000	1,734,800	1,747,500	12,700	0.70%
Subtotal Personnel Services	67,734,408	64,580,671	63,733,630	(847,041)	-1.30%
Fringe Benefits	47,577,203	43,126,113	17,428,144	(25,697,969)	-59.60%
Worker's Comp. Recovery	42,000	42,000	42,000	-	0.00%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>115,353,611</b>	<b>107,748,784</b>	<b>81,203,775</b>	<b>(26,545,009)</b>	<b>-24.60%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	5,510,000	5,111,005	7,011,773	1,900,768	37.20%
Waivers	1,230,560	1,076,767	1,065,560	(11,207)	-1.00%
Utilities	4,567,810	3,716,941	4,440,241	723,300	19.50%
All Other Expenses	22,224,635	21,759,857	28,211,672	6,451,815	29.70%
<b>Total Other Expenses</b>	<b>33,533,005</b>	<b>31,664,570</b>	<b>40,729,246</b>	<b>9,064,676</b>	<b>28.60%</b>
<b>Total Expenditures</b>	<b>148,886,616</b>	<b>139,413,354</b>	<b>121,933,021</b>	<b>(17,480,333)</b>	<b>-12.50%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>6,104,173</b>	<b>9,817,086</b>	<b>(5,133,186)</b>	<b>(14,950,272)</b>	<b>-152.30%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(3,310,020)	(3,041,640)	(3,058,688)	(17,048)	0.60%
Debt Service Residence Halls	(546,219)	(1,325,263)	(1,422,941)	(97,678)	7.40%
Debt Service Parking Garage	(600,724)	(690,971)	(751,453)	(60,482)	8.80%
Debt Service WS Parking Garage	-	(62,117)	(67,205)	(5,088)	8.20%
Auxiliary Renewal and Replacement	-	-	-	-	NA
<b>Total Designated Transfers</b>	<b>(4,456,963)</b>	<b>(5,119,991)</b>	<b>(5,300,287)</b>	<b>(180,296)</b>	<b>3.50%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF OF swap	(1,195,234)	(1,195,234)	(1,596,900)	(401,666)	33.60%
* ARPA Funding	506,639	506,639	-	(506,639)	-100.00%
Contingency for potential Enrollment shortfall/Fringe	(958,615)	-	-	-	NA
<b>Total Transfers and Commitments</b>	<b>(1,647,210)</b>	<b>(688,595)</b>	<b>(1,596,900)</b>	<b>(908,305)</b>	<b>131.90%</b>
<b>Net Change</b>	<b>-</b>	<b>4,008,500</b>	<b>(12,030,374)</b>	<b>(16,038,874)</b>	<b>-400.10%</b>
WCSU Foundation Reserves - Tuition Offset	-	-	-	-	NA
<b>Net Change</b>	<b>-</b>	<b>4,008,500</b>	<b>(12,030,374)</b>	<b>(16,038,874)</b>	<b>-400.10%</b>

Note:

\* One Time Funding



## SYSTEM OFFICE/SYSTEMWIDE/MANDATES

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)  
FY24 Budget, FY23 Est vs. Budget

	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	-	-	-	-	NA
Part Time Tuition (Gross)	-	-	-	-	NA
General University Fee (PT students)	-	-	-	-	NA
University General Fee (excluding Accident Ins.)	-	-	-	-	NA
University Fee (DS)	-	-	-	-	NA
Extension Fee (Gross)	-	-	-	-	NA
All Other Student Fees	-	-	-	-	NA
Accident Insurance	-	-	-	-	NA
State Appropriations	6,052,181	6,052,181	8,304,343	2,252,162	37.2%
Addtl State Appropriation (Dev Education and IMRP)	-	-	-	-	NA
Fringe Benefits Paid By State	3,968,262	3,582,391	-	(3,582,391)	-100.0%
Additional OF Fringe Paid by State	-	-	-	-	NA
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	-	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	-	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	-	-	-	-	NA
Housing	-	-	-	-	NA
Food Service	-	-	-	-	NA
All Other Revenue	-	240,000	250,000	10,000	4.2%
Less: Contra Revenue	-	-	-	-	NA
<b>Total Revenue</b>	<b>10,020,443</b>	<b>9,874,572</b>	<b>8,554,343</b>	<b>(1,320,229)</b>	<b>-13.4%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	<b>5,816,523</b>	<b>5,854,294</b>	<b>6,574,597</b>	<b>720,303</b>	<b>12.30%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	-	-	-	-	NA
Lecturers (NCLs)	-	-	-	-	NA
Perm/Intermit PT	-	-	-	-	NA
University Assistants	-	-	-	-	NA
Graduate Assistants	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	94,214	68,553	35,551	(33,002)	-48.10%
<b>Total Part Time</b>	<b>94,214</b>	<b>68,553</b>	<b>35,551</b>	<b>(33,002)</b>	<b>-48.10%</b>
Overtime	-	-	-	-	NA
All Other Personnel Services	141,444	158,678	-	(158,678)	-100.00%
Subtotal Personnel Services	6,052,181	6,081,525	6,610,148	528,622	8.70%
Fringe Benefits	3,967,812	3,606,867	1,694,195	(1,912,672)	-53.00%
Worker's Comp. Recovery	450	400	500	100	25.00%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>10,020,443</b>	<b>9,688,792</b>	<b>8,304,842</b>	<b>(1,383,950)</b>	<b>-14.30%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	4,780,937	4,780,937	6,637,101	1,856,164	38.80%
<b>Total Other Expenses</b>	<b>4,780,937</b>	<b>4,780,937</b>	<b>6,637,101</b>	<b>1,856,164</b>	<b>38.80%</b>
<b>Total Expenditures</b>	<b>14,801,380</b>	<b>14,469,729</b>	<b>14,941,943</b>	<b>472,214</b>	<b>3.30%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(4,780,937)</b>	<b>(4,595,157)</b>	<b>(6,387,600)</b>	<b>(1,792,444)</b>	<b>39.00%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF OF swap	4,780,936	4,780,936	6,387,600	1,606,664	33.60%
Misc. Transfers to Universities	-	(197,718)	-	197,718	-100.00%
<b>Total Transfers and Commitments</b>	<b>4,780,936</b>	<b>4,583,218</b>	<b>6,387,600</b>	<b>1,804,382</b>	<b>39.40%</b>
<b>Net Change</b>	<b>(1)</b>	<b>(11,939)</b>	<b>(0)</b>	<b>11,938</b>	<b>-100.00%</b>

Note:

\* One Time Funding

Connecticut State Community College  
Expenditure Plan General & Operating Funds  
FY24 Budget, FY23 Estimate vs Budget

ATTACHMENT F

Consolidated					
Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	106,771,657	98,642,214	100,821,126	2,178,912	2.2%
Fees	54,109,615	51,050,743	50,536,207	(514,536)	-1.0%
State Appropriations	172,456,308	172,456,308	168,514,962	(3,941,346)	-2.3%
Addtl State Appropriation (Dev Edu and Outcomes)	9,469,861	9,469,861	9,649,964	180,103	1.9%
GF Fringe Benefits Paid by State	164,302,184	159,079,939	-	(159,079,939)	-100.0%
OF Fringe Benefits Paid by State	38,365,000	38,365,000	39,980,379	1,615,379	4.2%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	9,000,000	9,000,000	-	(9,000,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	4,866,346	4,866,346	-	(4,866,346)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	50,736,268	50,736,268	78,555,222	27,818,954	54.8%
Private Gifts, Grants and Contracts	111,000	115,731	100,125	(15,606)	-13.5%
Sales of Educational Activities	722,028	755,421	970,128	214,707	28.4%
All Other Revenue	2,783,725	3,449,828	2,022,645	(1,427,183)	-41.4%
Less Contra Revenue	(1,942,700)	(5,545,057)	(5,547,353)	(2,296)	0.0%
Total Revenue	611,751,293	592,442,602	445,603,405	(146,839,197)	-24.8%
Expenditures:					
Personnel Services:					
Full Time (601000)	203,816,345	191,028,682	196,260,668	5,231,985	2.7%
Continuing Part Time (601100)	958,742	519,399	451,465	(67,933)	-13.1%
Temporary Part Time (601200, 02, 03, 04, 601303)	15,503,547	11,588,374	12,201,900	613,526	5.3%
Clinical EA (601201)	7,625,592	6,660,916	6,838,322	177,406	2.7%
Contractual PTL (601302)	51,024,123	47,189,855	49,426,649	2,236,794	4.7%
Contractual NCL (601300)	4,443,103	6,276,327	6,374,222	97,895	1.6%
Contractual ECL (601301)	8,079,900	10,245,861	9,370,182	(875,680)	-8.5%
Student Labor (601400, 01, 02, 601406)	1,895,135	1,922,129	2,524,384	602,255	31.3%
Overtime (601501, 601502)	1,097,013	1,154,625	1,106,033	(48,592)	-4.2%
All Other Personnel Services	7,046,967	5,836,632	5,741,407	(95,225)	-1.6%
Subtotal Personnel Services	301,490,468	282,422,800	290,295,231	7,872,431	2.8%
Fringe Benefits	210,273,093	195,915,219	86,738,901	(109,176,318)	-55.7%
Total P.S. & Fringe Benefits	511,763,561	478,338,019	377,034,132	(101,303,887)	-21.2%
Other Expenses:					
Inst. Financial Aid/Match	16,825,578	16,617,762	14,425,133	(2,192,629)	-13.2%
Waivers	3,066,002	2,792,458	3,238,637	446,179	16.0%
Utilities	10,411,659	10,358,886	11,058,605	699,719	6.8%
All Other Expenses	67,580,022	63,320,693	78,484,968	15,164,275	23.9%
Total Other Expenses	97,883,260	93,089,798	107,207,343	14,117,545	15.2%
Total Expenditures	609,646,821	571,427,818	484,241,475	(87,186,343)	-15.3%
Addition to (Use of) Funds Before Transfers	2,104,472	21,014,784	(38,638,070)	(59,652,854)	-283.9%
Transfers, Additional Funds and Commitments					
Transfer in	20,459,797	24,547,591	30,541,279	5,993,688	24.4%
Transfer out	(20,459,797)	(21,194,453)	(30,541,279)	(9,346,826)	44.1%
HEERF Institutional	-	12,353,688	-	(12,353,688)	-100.0%
ARPA Funding	2,433,173	2,433,173	-	(2,433,173)	-100.0%
Set-aside FY22 Lump Sum and Retro Pay processed in FY23	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	2,433,173	18,139,999	-	(18,139,999)	-100.0%
* Operations Support Funding			5,000,000	5,000,000	NA
Net Change	4,537,644	39,154,783	(33,638,070)	(72,792,853)	-185.9%
Note:					
* One Time Funding					

Connecticut State Community College  
Expenditure Plan General & Operating Funds  
FY24 Budget, FY23 Estimate vs Budget

ATTACHMENT F

College:

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)	106,771,657	98,642,214	100,821,126	2,178,912	2.2%
Fees	54,109,615	51,050,743	50,536,207	(514,536)	-1.0%
State Appropriations	150,762,647	150,762,647	139,971,975	(10,790,672)	-7.2%
Addtl State Appropriation (Dev Edu and Outcomes)	9,469,861	9,469,861	9,649,964	180,103	1.9%
GF Fringe Benefits Paid by State	147,885,979	142,663,734	-	(142,663,734)	-100.0%
OF Fringe Benefits Paid by State	38,365,000	38,365,000	39,980,379	1,615,379	4.2%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	9,000,000	9,000,000	-	(9,000,000)	-100.0%
* Provide Support for Salary Cost of the 27th Payroll	4,866,346	4,866,346	-	(4,866,346)	-100.0%
* Provide Operations Support Through Short-Term Recovery Funds	50,736,268	50,736,268	78,555,222	27,818,954	54.8%
Private Gifts, Grants and Contracts	111,000	115,731	100,125	(15,606)	-13.5%
Sales of Educational Activities	722,028	755,421	970,128	214,707	28.4%
All Other Revenue	2,783,725	3,449,828	2,022,645	(1,427,183)	-41.4%
Less Contra Revenue	(1,942,700)	(5,545,057)	(5,547,353)	(2,296)	0.0%
Total Revenue	573,641,427	554,332,736	417,060,418	(137,272,318)	-24.8%
Expenditures:					
Personnel Services:					
Full Time (601000)	182,692,231	171,924,933	174,711,291	2,786,358	1.6%
Continuing Part Time (601100)	958,742	519,399	451,465	(67,933)	-13.1%
Temporary Part Time (601200, 02, 03, 04, 601303)	15,312,073	11,404,264	12,056,075	651,811	5.7%
Clinical EA (601201)	7,625,592	6,660,916	6,838,322	177,406	2.7%
Contractual PTL (601302)	51,024,123	47,189,855	49,426,649	2,236,794	4.7%
Contractual NCL (601300)	4,443,103	6,276,327	6,374,222	97,895	1.6%
Contractual ECL (601301)	8,079,900	10,245,861	9,370,182	(875,680)	-8.5%
Student Labor (601400, 01, 02, 601406)	1,895,135	1,922,129	2,524,384	602,255	31.3%
Overtime (601501, 601502)	1,097,013	1,154,625	1,106,033	(48,592)	-4.2%
All Other Personnel Services	6,668,896	5,198,171	5,384,860	186,689	3.6%
Subtotal Personnel Services	279,796,808	262,496,480	268,243,483	5,747,003	2.2%
Fringe Benefits	193,856,888	180,879,114	80,247,662	(100,631,452)	-55.6%
Total P.S. & Fringe Benefits	473,653,696	443,375,594	348,491,145	(94,884,449)	-21.4%
Other Expenses:					
Inst. Financial Aid/Match	16,825,578	16,617,762	14,425,133	(2,192,629)	-13.2%
Waivers	3,066,002	2,792,458	3,238,637	446,179	16.0%
Utilities	10,411,659	10,358,886	11,058,605	699,719	6.8%
All Other Expenses	47,120,225	42,766,837	47,943,689	5,176,852	12.1%
Total Other Expenses	77,423,463	72,535,942	76,666,064	4,130,122	5.7%
Total Expenditures	551,077,159	515,911,536	425,157,209	(90,754,327)	-17.6%
Addition to (Use of) Funds Before Transfers	22,564,268	38,421,200	(8,096,791)	(46,517,991)	-121.1%
Transfers, Additional Funds and Commitments					
Transfer in	-	3,797,535	-	(3,797,535)	-100.0%
Transfer out	(20,459,797)	(21,194,453)	(30,541,279)	(9,346,826)	44.1%
HEERF Institutional	-	12,353,688	-	(12,353,688)	-100.0%
* ARPA Funding	2,433,173	2,433,173	-	(2,433,173)	-100.0%
Total Transfers, Additional Funds and Commitments	(18,026,625)	(2,610,058)	(30,541,279)	(27,931,222)	1070.1%
* Operations Support Funding			5,000,000	5,000,000	NA
Net Change	4,537,644	35,811,142	(33,638,070)	(69,449,212)	-193.9%

Note:

\* One Time Funding

Connecticut State Community College  
Expenditure Plan General & Operating Funds  
FY24 Budget, FY23 Estimate vs Budget

ATTACHMENT F

Shared Services

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)				-	NA
Fees	-			-	NA
State Appropriations	17,342,056	17,342,056	22,882,150	5,540,094	31.9%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	-	-	NA
GF Fringe Benefits Paid by State	13,667,356	13,667,356	-	(13,667,356)	-100.0%
OF Fringe Benefits Paid by State	-			-	NA
OTF Deficiency Funding for Wages (Leg. Source ARPA FY23)				-	NA
OTF Provide Support for Salary Cost of the 27th Payroll				-	NA
OTF Provide Operations Support Through Short-Term Recovery Funds				-	NA
Private Gifts, Grants and Contracts				-	NA
Sales of Educational Activities				-	NA
All Other Revenue				-	NA
Less Contra Revenue				-	NA
Total Revenue	31,009,412	31,009,412	22,882,150	(8,127,262)	-26.2%
Expenditures:					
Personnel Services:					
Full Time (601000)	16,900,222	15,435,411	17,165,494	1,730,082	11.2%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	100,510	62,092	56,472	(5,620)	-9.1%
Clinical EA (601201)	-			-	NA
Contractual PTL (601302)	-			-	NA
Contractual NCL (601300)	-			-	NA
Contractual ECL (601301)	-			-	NA
Student Labor (601400, 01, 02, 601406)	-			-	NA
Overtime (601501, 601502)	-			-	NA
All Other Personnel Services	341,324	513,141	343,726	(169,415)	-33.0%
Subtotal Personnel Services	17,342,056	16,010,644	17,565,692	1,555,048	9.7%
Fringe Benefits	13,667,356	12,583,321	5,316,458	(7,266,863)	-57.7%
Total P.S. & Fringe Benefits	31,009,412	28,593,965	22,882,150	(5,711,815)	-20.0%
Other Expenses:					
Inst. Financial Aid/Match	-			-	NA
Waivers	-			-	NA
Utilities	-			-	NA
All Other Expenses	19,552,959	19,843,218	29,163,210	9,319,992	47.0%
Total Other Expenses	19,552,959	19,843,218	29,163,210	9,319,992	47.0%
Total Expenditures	50,562,371	48,437,183	52,045,360	3,608,177	7.4%
Addition to (Use of) Funds Before Transfers	(19,552,959)	(17,427,771)	(29,163,210)	(11,735,439)	67.3%
Transfers, Additional Funds and Commitments					
Transfer in	19,552,959	19,843,218	29,163,210	9,319,992	47.0%
Transfer out	-	-	-	-	NA
Total Transfers, Additional Funds and Commitments	19,552,959	19,843,218	29,163,210	9,319,992	47.0%
Net Change	0	2,415,447	0	(2,415,447)	-100.0%

Connecticut State Community College  
Expenditure Plan General & Operating Funds  
FY24 Budget, FY23 Estimate vs Budget

ATTACHMENT F

System Office

Account Name	FY23 Budget	FY23 Estimate	FY24 Budget	FY24 Budget vs. FY23 Est	
				Inc (Dec)	
				Dollars (\$)	Percent %
Revenue:					
Tuition (Gross)		-		-	NA
Fees		-		-	NA
State Appropriations	4,351,605	4,351,605	5,660,837	1,309,232	30.1%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-		-	NA
GF Fringe Benefits Paid by State	2,748,849	2,748,849		(2,748,849)	-100.0%
OF Fringe Benefits Paid by State	-	-		-	NA
OTF Deficiency Funding for Wages (Leg. Source ARPA FY23)		-		-	NA
OTF Provide Support for Salary Cost of the 27th Payroll		-		-	NA
OTF Provide Operations Support Through Short-Term Recovery Funds				-	NA
Private Gifts, Grants and Contracts	-			-	NA
Sales of Educational Activities				-	NA
All Other Revenue				-	NA
Less Contra Revenue				-	NA
Total Revenue	7,100,454	7,100,454	5,660,837	(1,439,617)	-20.3%
Expenditures:					
Personnel Services:					
Full Time (601000)	4,223,893	3,668,338	4,383,883	715,545	19.5%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	90,965	122,018	89,352	(32,666)	-26.8%
Clinical EA (601201)	-	-		-	NA
Contractual PTL (601302)	-	-		-	NA
Contractual NCL (601300)	-	-		-	NA
Contractual ECL (601301)	-	-		-	NA
Student Labor (601400, 01, 02, 601406)	-	-		-	NA
Overtime (601501, 601502)	-	-		-	NA
All Other Personnel Services	36,747	125,320	12,821	(112,499)	-89.8%
Subtotal Personnel Services	4,351,605	3,915,676	4,486,056	570,380	14.6%
Fringe Benefits	2,748,849	2,452,784	1,174,781	(1,278,003)	-52.1%
Total P.S. & Fringe Benefits	7,100,454	6,368,460	5,660,837	(707,623)	-11.1%
Other Expenses:					
Inst. Financial Aid/Match				-	NA
Waivers				-	NA
Utilities				-	NA
All Other Expenses	906,838	710,638	1,378,069	667,431	93.9%
Total Other Expenses	906,838	710,638	1,378,069	667,431	93.9%
Total Expenditures	8,007,292	7,079,098	7,038,906	(40,192)	-0.6%
Addition to (Use of) Funds Before Transfers	(906,838)	21,356	(1,378,069)	(1,399,425)	-6552.9%
Transfers, Additional Funds and Commitments					
Transfer in	906,838	906,838	1,378,069	471,231	52.0%
Transfer out				-	NA
Total Transfers, Additional Funds and Commitments	906,838	906,838	1,378,069	471,231	52.0%
Net Change	0	928,194	(0)	(928,194)	-100.0%

Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Variance						
									Enrollment Headcount FY23 Budget vs FY23 Actual						
FY22 Actual			FY23 Actual			FY24 Budget			Full Time		Part Time		Total		
Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	
<b>HEADCOUNT Enrollment Undergraduate</b>															
State Universities	17,744	4,320	22,063	17,033	4,563	21,596	16,690	4,495	21,185	(343)	-2.0%	(68)	-1.5%	(411)	-1.9%
Community Colleges	10,939	23,716	34,655	10,853	23,714	34,567	10,734	23,018	33,752	(119)	-1.1%	(696)	-2.9%	(815)	-2.4%
Charter Oak	372	1,169	1,541	436	1,125	1,561	453	1,170	1,623	17	3.9%	45	4.0%	62	4.0%
Total Undergraduate	29,054	29,205	58,259	28,322	29,402	57,724	27,877	28,683	56,560	(445)	-1.6%	(719)	-2.4%	(1,164)	-2.0%
<b>Graduate</b>															
State Universities Graduate	1,418	3,189	4,606	1,417	2,991	4,408	1,398	2,944	4,342	(19)	-1.3%	(47)	-1.6%	(66)	-1.5%
Charter Oak	10	88	98	8	84	92	9	87	96	1	12.5%	3	3.6%	4	4.3%
Total Graduate	1,428	3,277	4,704	1,425	3,075	4,500	1,407	3,031	4,438	(18)	-1.3%	(44)	-1.4%	(62)	-1.4%
<b>Total Undergraduate &amp; Graduate</b>															
State Universities	19,161	7,508	26,669	18,450	7,554	26,004	18,088	7,439	25,527	(362)	-2.0%	(115)	-1.5%	(477)	-1.8%
Community Colleges	10,939	23,716	34,655	10,853	23,714	34,567	10,734	23,018	33,752	(119)	-1.1%	(696)	-2.9%	(815)	-2.4%
Charter Oak	382	1,257	1,639	444	1,209	1,653	462	1,257	1,719	18	4.1%	48	4.0%	66	4.0%
Total Headcount	30,482	32,481	62,963	29,747	32,477	62,224	29,284	31,714	60,998	(463)	-1.6%	(763)	-2.3%	(1,226)	-2.0%

FTE - Avg Fall and Spring Semesters									Variance						
									FTE FY24 Budget vs FY23 Actual						
FY22 Actual			FY23 Actual			FY24 Budget			Full Time		Part Time		Total		
Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	
<b>FTE Enrollment Undergraduate</b>															
State Universities	17,149	1,808	18,957	16,475	1,803	18,278	16,142	1,777	17,919	(333)	-2.0%	(26)	-1.4%	(359)	-2.0%
Community Colleges	9,710	9,901	19,612	9,635	10,205	19,840	9,285	9,391	18,676	(350)	-3.6%	(814)	-8.0%	(1,164)	-5.9%
Charter Oak	315	451	766	369	442	811	384	459	843	15	4.1%	17	3.8%	32	3.9%
Total Undergraduate	27,174	12,160	39,334	26,479	12,450	38,929	25,811	11,627	37,438	(668)	-2.5%	(823)	-6.6%	(1,491)	-3.8%
<b>Graduate</b>															
State Universities Graduate	1,281	1,320	2,601	1,277	1,241	2,518	1,260	1,220	2,480	(17)	-1.3%	(21)	-1.7%	(38)	-1.5%
Charter Oak	8	40	48	7	39	46	7	41	48	-	0.0%	2	5.1%	2	4.3%
Total Graduate	1,289	1,360	2,649	1,284	1,280	2,564	1,267	1,261	2,528	(17)	-1.3%	(19)	-1.5%	(36)	-1.4%
<b>Total Undergraduate &amp; Graduate</b>															
State Universities	18,429	3,128	21,557	17,752	3,044	20,796	17,402	2,997	20,399	(350)	-2.0%	(47)	-1.5%	(397)	-1.9%
Community Colleges	9,710	9,901	19,612	9,635	10,205	19,840	9,285	9,391	18,676	(350)	-3.6%	(814)	-8.0%	(1,164)	-5.9%
Charter Oak	323	491	814	376	481	857	391	500	891	15	4.0%	19	4.0%	34	4.0%
Total FTE	28,463	13,520	41,983	27,763	13,730	41,493	27,078	12,888	39,966	(685)	-2.5%	(842)	-6.1%	(1,527)	-3.7%

**HEADCOUNT Enrollment**  
**Undergraduate**

CCSU  
ECSU  
SCSU  
WCSU  
CSU Total Undergraduate

**Graduate**

CCSU  
ECSU  
SCSU  
WCSU  
CSU Total Graduate

**Total**

CCSU  
ECSU  
SCSU  
WCSU  
CSU Total Headcount

Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Variance					
									Enrollment Headcount FY23 Budget vs FY23 Actual					
FY22 Actual			FY23 Actual			FY24 Budget			Full Time		Part Time		Total	
Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
5,757	1,644	7,401	5,764	1,630	7,394	5,764	1,630	7,394	-	0.0%	-	0.0%	-	0.0%
3,336	702	4,038	3,184	672	3,856	3,083	672	3,755	(101)	-3.2%	-	0.0%	(101)	-2.6%
5,379	1,233	6,612	5,078	1,585	6,663	4,926	1,537	6,463	(152)	-3.0%	(48)	-3.0%	(200)	-3.0%
3,272	741	4,013	3,007	676	3,683	2,917	656	3,573	(90)	-3.0%	(20)	-3.0%	(110)	-3.0%
17,744	4,320	22,063	17,033	4,563	21,596	16,690	4,495	21,185	(343)	-2.0%	(68)	-1.5%	(411)	-1.9%
468	1,407	1,875	452	1,334	1,786	452	1,334	1,786	-	0.0%	-	0.0%	-	0.0%
77	95	172	81	71	152	89	71	160	8	9.9%	-	0.0%	8	5.3%
793	1,158	1,951	812	1,071	1,883	787	1,039	1,826	(25)	-3.1%	(32)	-3.0%	(57)	-3.0%
80	529	609	72	515	587	70	500	570	(2)	-2.8%	(15)	-2.9%	(17)	-2.9%
1,418	3,189	4,606	1,417	2,991	4,408	1,398	2,944	4,342	(19)	-1.3%	(47)	-1.6%	(66)	-1.5%
6,225	3,051	9,276	6,216	2,964	9,180	6,216	2,964	9,180	-	0.0%	-	0.0%	-	0.0%
3,413	797	4,210	3,265	743	4,008	3,172	743	3,915	(93)	-2.8%	-	0.0%	(93)	-2.3%
6,172	2,391	8,563	5,890	2,656	8,546	5,713	2,576	8,289	(177)	-3.0%	(80)	-3.0%	(257)	-3.0%
3,352	1,270	4,622	3,079	1,191	4,270	2,987	1,156	4,143	(92)	-3.0%	(35)	-2.9%	(127)	-3.0%
19,161	7,508	26,669	18,450	7,554	26,004	18,088	7,439	25,527	(362)	-2.0%	(115)	-1.5%	(477)	-1.8%

**FTE Enrollment**  
**Undergraduate**

CCSU  
ECSU  
SCSU  
WCSU  
CSU Total Undergraduate

**Graduate**

CCSU  
ECSU  
SCSU  
WCSU  
CSU Total Graduate

**Total**

CCSU  
ECSU  
SCSU  
WCSU  
CSU Total FTE

FTE - Avg Fall and Spring Semesters									Variance					
									FTE FY24 Budget vs FY23 Actual					
FY22 Actual			FY23 Actual			FY24 Budget			Full Time		Part Time		Total	
Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
5,518	761	6,279	5,551	746	6,297	5,551	746	6,297	-	0.0%	-	0.0%	-	0.0%
3,297	199	3,496	3,154	182	3,336	3,054	182	3,236	(100)	-3.2%	-	0.0%	(100)	-3.0%
5,172	525	5,697	4,871	588	5,459	4,725	571	5,296	(146)	-3.0%	(17)	-2.9%	(163)	-3.0%
3,162	322	3,485	2,899	287	3,186	2,812	278	3,090	(87)	-3.0%	(9)	-3.1%	(96)	-3.0%
17,149	1,808	18,957	16,475	1,803	18,278	16,142	1,777	17,919	(333)	-2.0%	(26)	-1.4%	(359)	-2.0%
414	557	971	397	527	924	397	527	924	-	0.0%	-	0.0%	-	0.0%
68	40	108	69	28	97	76	28	104	7	10.1%	-	0.0%	7	7.2%
721	480	1,201	739	445	1,184	717	432	1,149	(22)	-3.0%	(13)	-2.9%	(35)	-3.0%
78	243	320	72	241	313	70	233	303	(2)	-2.8%	(8)	-3.3%	(10)	-3.2%
1,281	1,320	2,601	1,277	1,241	2,518	1,260	1,220	2,480	(17)	-1.3%	(21)	-1.7%	(38)	-1.5%
5,932	1,318	7,250	5,948	1,273	7,221	5,948	1,273	7,221	-	0.0%	-	0.0%	-	0.0%
3,365	240	3,605	3,223	210	3,433	3,130	210	3,340	(93)	-2.9%	-	0.0%	(93)	-2.7%
5,893	1,005	6,898	5,610	1,033	6,643	5,442	1,003	6,445	(168)	-3.0%	(30)	-2.9%	(198)	-3.0%
3,240	565	3,805	2,971	528	3,499	2,882	511	3,393	(89)	-3.0%	(17)	-3.2%	(106)	-3.0%
18,429	3,128	21,557	17,752	3,044	20,796	17,402	2,997	20,399	(350)	-2.0%	(47)	-1.5%	(397)	-1.9%

HEADCOUNT Enrollment	Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Variance					
										Enrollment Headcount FY23 Budget vs FY23 Actual					
	FY22 Actual			FY23 Actual			FY24 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
Asnuntuck	388	876	1,264	399	932	1,331	386	842	1,228	(13)	-3.3%	(90)	-9.7%	(103)	-7.7%
Capital	471	1,903	2,374	505	1,823	2,328	478	1,779	2,257	(27)	-5.3%	(44)	-2.4%	(71)	-3.0%
Gateway	1,577	3,688	5,265	1,476	3,894	5,370	1,542	3,733	5,275	67	4.5%	(161)	-4.1%	(95)	-1.8%
Housatonic	1,041	2,274	3,314	1,003	2,185	3,187	1,026	2,111	3,137	24	2.3%	(74)	-3.4%	(50)	-1.6%
Manchester	1,307	2,835	4,141	1,316	2,634	3,950	1,254	2,689	3,943	(62)	-4.7%	55	2.1%	(7)	-0.2%
Middlesex	718	1,174	1,891	657	1,163	1,820	618	1,157	1,775	(39)	-5.9%	(6)	-0.5%	(45)	-2.4%
Naugatuck Valley	1,471	2,960	4,430	1,468	3,049	4,517	1,588	2,953	4,541	121	8.2%	(96)	-3.1%	25	0.5%
Northwestern	381	793	1,174	374	781	1,155	371	693	1,064	(3)	-0.7%	(88)	-11.3%	(91)	-7.8%
Norwalk	1,124	2,725	3,849	1,211	2,684	3,895	1,111	2,629	3,740	(100)	-8.2%	(55)	-2.0%	(155)	-4.0%
Quinebaug Valley	362	722	1,083	359	788	1,146	361	677	1,038	3	0.7%	(111)	-14.0%	(108)	-9.4%
Three Rivers	937	1,909	2,846	910	1,897	2,807	884	1,855	2,739	(26)	-2.9%	(42)	-2.2%	(68)	-2.4%
Tunxis	1,165	1,860	3,025	1,178	1,887	3,064	1,115	1,900	3,015	(63)	-5.3%	14	0.7%	(49)	-1.6%
<b>CCC Total Headcount</b>	<b>10,939</b>	<b>23,716</b>	<b>34,655</b>	<b>10,853</b>	<b>23,714</b>	<b>34,567</b>	<b>10,734</b>	<b>23,018</b>	<b>33,752</b>	<b>(119)</b>	<b>-1.1%</b>	<b>(696)</b>	<b>-2.9%</b>	<b>(815)</b>	<b>-2.4%</b>

FTE Enrollment	FTE - Avg Fall and Spring Semesters									Variance					
										FTE FY24 Budget vs FY23 Actual					
	FY22 Actual			FY23 Actual			FY24 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
Asnuntuck	365	323	688	373	366	739	356	330	686	(17)	-4.4%	(36)	-9.9%	(53)	-7.1%
Capital	413	828	1,241	442	825	1,266	428	772	1,200	(14)	-3.1%	(53)	-6.4%	(66)	-5.2%
Gateway	1,389	1,572	2,961	1,287	1,704	2,992	1,279	1,523	2,802	(8)	-0.7%	(181)	-10.6%	(190)	-6.3%
Housatonic	912	902	1,813	873	884	1,756	865	832	1,697	(8)	-0.9%	(52)	-5.9%	(59)	-3.4%
Manchester	1,176	1,166	2,342	1,183	1,130	2,313	1,122	1,071	2,193	(61)	-5.2%	(59)	-5.2%	(120)	-5.2%
Middlesex	646	493	1,139	589	502	1,091	597	465	1,062	8	1.3%	(37)	-7.3%	(29)	-2.6%
Naugatuck Valley	1,299	1,266	2,565	1,302	1,349	2,651	1,217	1,221	2,438	(85)	-6.5%	(128)	-9.5%	(213)	-8.0%
Northwestern	341	332	672	338	324	662	332	315	647	(6)	-1.9%	(9)	-2.8%	(15)	-2.3%
Norwalk	996	1,167	2,163	1,073	1,180	2,253	996	1,098	2,094	(77)	-7.2%	(82)	-6.9%	(159)	-7.0%
Quinebaug Valley	323	277	600	322	325	648	315	279	594	(7)	-2.2%	(46)	-14.2%	(54)	-8.3%
Three Rivers	842	810	1,652	820	833	1,653	806	764	1,570	(14)	-1.7%	(69)	-8.3%	(83)	-5.0%
Tunxis	1,011	766	1,776	1,033	784	1,816	972	721	1,693	(61)	-5.9%	(63)	-8.0%	(123)	-6.8%
<b>CCC Total FTE</b>	<b>9,710</b>	<b>9,901</b>	<b>19,612</b>	<b>9,635</b>	<b>10,205</b>	<b>19,840</b>	<b>9,285</b>	<b>9,391</b>	<b>18,676</b>	<b>(350)</b>	<b>-3.6%</b>	<b>(814)</b>	<b>-8.0%</b>	<b>(1,164)</b>	<b>-5.9%</b>



# ATTACHMENT G

## CHARTER OAK STATE COLLEGE

ENROLLMENT - HEADCOUNT & FTE

FY22 Actual, FY23 Actual and Projection FY24 Budget

HEADCOUNT Enrollment	Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Variance					
	Enrollment Headcount FY23 Budget vs FY23 Actual									Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
<u>Undergraduate</u>															
Charter Oak	372	1,169	1,541	436	1,125	1,561	453	1,170	1,623	17	3.9%	45	4.0%	62	4.0%
<u>Graduate</u>															
Charter Oak	10	88	98	8	84	92	9	87	96	1	12.5%	3	3.6%	4	4.3%
Total Headcount	382	1,257	1,639	444	1,209	1,653	462	1,257	1,719	18	4.1%	48	4%	66	4.0%

FTE Enrollment	FTE - Avg Fall and Spring Semesters									Variance					
	FTE FY24 Budget vs FY23 Actual									Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
<u>Undergraduate</u>															
Charter Oak	315	451	766	369	442	811	384	459	843	15	4.1%	17	3.8%	32	3.9%
<u>Graduate</u>															
Charter Oak	8	40	48	7	39	46	7	41	48	-	0.0%	2	5.1%	2	4.3%
Total FTE	323	491	814	376	481	857	391	500	891	15	4.0%	19	4.0%	34	4.0%

# Board of Regents

## **CT BOARD OF REGENTS FOR HIGHER EDUCATION**

### **RESOLUTION**

Concerning

### **ESTABLISH THE TITLE “CHANCELLOR” of the CONNECTICUT STATE COLLEGES & UNIVERSITIES**

**June 28, 2023**

**WHEREAS**, Connecticut General Statutes Section 10a-1b establishes the President of the Connecticut State Colleges & Universities (CSCU) as the chief executive officer of the Board of Regents for Higher Education, and

**WHEREAS**, Connecticut General Statutes Section 10a-1b(b) authorizes the Board of Regents for Higher Education to establish the terms and conditions of its president’s employment, which includes changes in title, duties and compensation, and

**WHEREAS**, according to Connecticut General Statutes Section 10a-1b, the President of the Connecticut State Colleges and Universities shall have the authority to implement the policies, directives and rules of the board and any additional responsibilities as the board may prescribe, implement the goals identified in section 10a-11c of the Statute, build interdependent support among the Connecticut State University System, the regional community-technical college system and Charter Oak State College, balance central authority with institutional differentiation, autonomy and creativity, and facilitate cooperation and synergy among the Connecticut State University System, the regional community-technical college system and Charter Oak State College, and

**WHEREAS**, the title of “President” has led to confusion between the System President and the Presidents of Central, Eastern, Southern and Western Connecticut State Universities, the President of Charter Oak State College, and the President of CT State Community College, and

**WHEREAS**, this confusion is shared internally across the CSCU System, it is particularly acute for external stakeholders such as community leaders, media, legislators, and other government partners who are not always aware of the distinctions between institution and system roles and responsibilities, and

**WHEREAS**, the title revision from “President” to “Chancellor” is a technical clarification that does not change the statutory role, functions, or responsibilities of the System President, and does not carry any change in the System President’s compensation or in

the compensation of other senior executive leaders affected by this change, and

**WHEREAS**, nationally, most peer systems of higher education designate their chief executive officer as “Chancellor,” therefore be it

**RESOLVED**, that effective immediately the current CSCU President, Terrence Cheng, is hereby named Chancellor of the Connecticut State Colleges & Universities with no change in the statutory role, functions, responsibilities, duties, or compensation, and be it further

**RESOLVED**, that the title “President of Connecticut State Colleges & Universities” be changed to “Chancellor of Connecticut State Colleges & Universities” in the policy statements of the Board of Regents which are currently in effect and in all other documents that are currently in effect, where the term “President” appears it shall have the same meaning as “Chancellor,” and be it further

**RESOLVED**, that the technical changes to Connecticut General Statutes Section 10a-1b shall be submitted to the appropriate Connecticut State legislative bodies to reflect the establishment of the title “Chancellor” as a permanent functional title in the relevant statutes.

A True Copy:

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Pamela Heleen, Secretary of the  
CT Board of Regents for Higher Education

Over the last few months, the Board of Regents and various constituent groups (both internally and externally) have pointed out the persistent confusion created by the naming convention of the CSCU System and institution leadership. Specifically, that there are institution presidents reporting to a system president, and in two cases, there is an added confusion of campus presidents reporting to an institution president.

While this confusion is shared internally across the CSCU System, it is particularly acute for external stakeholders such as community leaders, media, legislators, and other government partners who are not always aware of the distinctions between institution and system roles and responsibilities.

Prior to the 2011 creation of the Board of Regents for Higher Education, the Chancellor and Vice Chancellor naming convention for the systemwide leaders was the historical practice of the former CSU Board of Trustees. Importantly, Conn. Gen. Stat. 10a-1b(b) was specifically revised effective April 22, 2013, by Public Act 13-4 to amend subsection (b) to give the BOR authority to establish the terms and conditions of its president's employment, which generally includes title, compensation, and any other relevant terms and conditions of employment.

Relying on BOR's statutory authority to establish the terms and conditions of its president's employment, including any changes to the title, we researched the naming conventions at other peer public institutions and provide the following information and recommendations to address this confusion:

1. What are the naming conventions used in other state systems of higher education to distinguish between system and institution-based roles?
2. Recommend one of those naming convention which fits best with CSCU's organizational structure, will cause the least disruption, has the smallest fiscal impact, and resolves the existing confusion in titles.
3. What are the recommended steps and timing moving forward to achieve this change in naming convention with no change in compensation or responsibilities to those impacted?

#### **Naming Conventions used in other State Systems:**

In looking at comparable public higher education systems across the country, it was immediately clear that there are two predominate naming conventions among these systems.

##### **1. The "Board – Chancellor – President" Naming Convention**

The first, and overwhelmingly more common among state systems is for a chancellor of the system who reports to the Board of Regents/Trustees, with institution presidents reporting to the chancellor. This naming convention is typical in systems whose constituent units predate the system. In the tri-state area, there are two large systems which follow the Board-Chancellor-President naming convention:

- The State University of New York (SUNY), the largest higher education system in the country, is a system of colleges, universities, academic medical centers and major research institutions, led by a Chancellor who reports to a Board of Trustees. The Chancellor works with over 500 professionals in the system's central administration, as well as campus leadership across the state. Campus leaders are referred to as Presidents in the SUNY system.
- The City University of New York (CUNY), is the nation's leading urban public university. The University comprises 25 institutions: 11 senior colleges, seven community colleges, and seven

professional and graduate schools. CUNY is led by a Chancellor who supervises campus presidents. Central administrative leaders are Vice Chancellors.

Other state systems outside of the tri-state area which have institution presidents reporting to a Chancellor as the system leader, include but are not limited to:

- California State University — The CSU Chancellor oversees 23 campus Presidents and reports to the Board of Trustees. The administrative leaders in the Chancellor's Office are Vice Chancellors and Associate Vice Chancellors, etc., while those at the institutions are Vice Presidents and Associate Vice Presidents etc.
- California Community Colleges – The system is led by a Chancellor overseeing Presidents at 116 community colleges in 73 community college districts, and reports to the Board of Governors.
- University System of Georgia—led by a Chancellor who reports to a Board of Regents. The USG is composed of 26 higher education institutions led by Presidents including four research universities, four comprehensive universities, nine state universities and nine state colleges.
- University System of Maryland-- The system, led by a Chancellor appointed by the Board of Regents, leads 12 USM institutions. The campus leaders are referred to as Presidents.
- University of Texas—the Chancellor, reporting to a Board of Regents, leads a system of 13 academic and health institutions each with a campus President.
- State University System of Florida—the Chancellor reports to the Board of Governors and supervises 12 university Presidents.
- Minnesota State System- the Chancellor, reporting to the Board of Trustees, oversees the third largest system of state colleges and universities in the United States with 26 colleges, 7 universities, and 54 campuses. Each college and university are headed by a President who serves as the chief executive officer, and they report to the system Chancellor.
- University of Maine System- the Chancellor, reporting to the Board of Trustees, oversees the UMS's seven universities, law school, and eight outreach centers. There are six Presidents at the university level and one President and dean of the law school.

## **2. The “Board – President – Chancellor” Naming Convention**

The second most common naming convention is a system led by a President reporting to a board, with institution/campus leaders being named Chancellor. This naming convention is more common for flagship university systems which gradually expanded overtime to include several campuses and professional/graduate schools. Examples of these types of systems include:

- University of Arkansas – A system led by a President who reports to the Board of Trustees and includes six campuses, several professional/graduate schools, an HBCU, an online institution, and several community colleges, with institutions led by Chancellors.
- University of California – The UC is led by a President reporting to the Board of Regents, with 10 campuses led by Chancellors.
- University of Massachusetts – Comprised of four universities, a medical and a law school with a System President and Chancellors on each of their university campuses.
- University of Missouri – The President reports to the Board of Curators and leads the system of four universities led by Chancellors and a health system led by a CEO.
- University of North Carolina – Led by a President reports to the Board of Governors and oversees the Chancellors who lead the 16 member universities and the North Carolina School of Science and Mathematics.

- University of Wisconsin system, one of the largest in the country, is comprised of 13 universities with 26 campuses and is led by System President and the university leaders are referred to as Chancellors.

### **Recommendation:**

As leadership is documenting the list of recommended changes to Connecticut General Statute Section 10a for submission to the Connecticut General Assembly (i.e., references to CT State Community College, Board of Regents for Higher Education, CSCU Vice Presidents), it is recommended that the Board take this action rather than waiting for changes to proceed through the legislature.

Staff recommends that CSCU adopt the Board – Chancellor – President naming convention similar to the preponderance of naming conventions with peer systems like the CSU, SUNY, CUNY, UMaine, UT, and Minnesota systems. Specifically, Chancellor is the recommended title for the CSCU System Office executive authority, which requires BOR approval, an amendment to the BOR Bylaws, and a subsequent amendment to Conn. Gen. Stat 10a-1b and all other relevant statutes. While the statutory revision is pending, we recommend Chancellor/President as the working title, until the statutory changes take full effect. This would put CSCU in line with our peer systems nationally and remove the confusion about system vs institutional roles and leaders. The title revision from System President to Chancellor is merely a technical clarification within the terms and conditions of the System President’s employment, and is not intended to change the statutory role, functions, or responsibilities of the System President. Importantly, the title change does not carry any change in compensation of the incumbent or in compensation of other senior executive leaders affected by this change.

Additionally, the change to a Board – Chancellor – President naming convention has the added benefit of impacting the smallest number of positions across the CSCU System. Leadership and senior executive staff across the CSCU System currently use the title of president, vice president, or some version thereof. Changing the title of the system leader and senior system staff to Chancellor and Vice Chancellors, would impact fewer than a dozen staff at System Office, while the alternative would change the titles of six presidents and senior staff across the CSCU System. Additionally, the cost associated with changing titles at the System Office are nominal and consists of business cards, parking signage, etc.

Furthermore, the change to Chancellor and Vice Chancellor for the systemwide leaders would align with historical practices of the former CSU Board of Trustees prior to the 2011 creation of the Board of Regents for Higher Education. Again, these title changes would not impact compensation structures or roles/duties but would clarify the naming convention of executive leadership at the CSCU System Office and the institutions across the CSCU System.