

# **CSCU** Board of Regents

## **AGENDA - REGULAR MEETING**

**10:00 a.m., Thursday, February 29, 2024**

**Conducted Virtually**

**Meeting will stream live at: <https://youtube.com/live/m9ThaQXl4w8?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 Chancellor Terrence Cheng**

### **5. Public Comment**

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

- December 14, 2023 - Regular Meeting.....Page 1
- December 18, 2023 – Special Meeting.....Page 45

### **7. Consent Agenda**

- a. Academic Program – Discontinuation.....Page 57
  - i. SCSU - Media Studies – BA
  - ii. CT State – Cybersecurity Operations – Certificate
  - iii. CT State – Cybersecurity – AS
- b. Academic Programs – Modifications.....Page 63
  - i. SCSU – Business Administration – Masters – Program Modification

- ii. SCSU – Communication – BS - Modification of Courses – Course Substitutions
- iii. SCSU – School Health Education – MS – Modification in Modality
- iv. WCSU – Criminal Justice – BS – Modification of CIP Code
- v. WCSU – Justice and Law Administration – BS – Application for Name Change
- vi. CT State – Health Information Technology Data Management – Modification to Accredited Program
- vii. CT State – Cybersecurity Essentials – Certificate 2 – Program Modification Name Change
- viii. CT State – Computer Networking Technology – Certificate 2 – Program Modification Name Change
- c. Continuation of a Center/Institute
  - i. SCSU – The Research Center on Values in Emerging Science and Technology .....Page 80
- d. Promotion.....Page 82
  - i. WCSU – Dr. April Moreira
- e. Finance Item.....Page 95
  - i. CSU – Credit Card Fees
- 8. **Academic & Student Affairs Committee – Ira Bloom, Chair**

**February Meeting:** <https://www.youtube.com/watch?v=8or-PnXUUS8>

*Report. Update and Action Item*

  - a. Teaching English to Speakers of Other Languages.....Page 97
- 9. **Audit Committee – Eleese Wright, Chair**

*Report. No action items.*
- 10. **Finance & Infrastructure Committee – Richard J. Balducci, Chair**

**February Meeting:** <https://www.youtube.com/watch?v=bthi7upBrpY>

*Report. Action item.*

  - a. FY2024 Mid-Year Update.....Page 115
- 11. **Human Resources & Administration Committee – Sophia Jappinen, Chair**

*No Report. No action items.*
- 12. **Executive Committee – JoAnn Ryan, Chair**

*No Report. No action items.*
- 13. **Executive Session Anticipated**
- 14. **Adjourn**

**BOARD OF REGENTS FOR HIGHER EDUCATION  
CT STATE COLLEGES AND UNIVERSITIES (CSCU)  
MINUTES OF REGULAR MEETING  
THURSDAY, DECEMBER 14, 2023  
CONDUCTED VIRTUALLY AND IN PERSON  
LIVESTREAMED ON [https://www.youtube.com/watch?v=l0xxED\\_h-tU](https://www.youtube.com/watch?v=l0xxED_h-tU)**

<b>REGENTS – PARTICIPATING (Y = yes / N = no)</b>	
JoAnn Ryan, Chair	Y
Richard J. Balducci	Y
Ira Bloom	Y
Carla Galaise, Student Regent	Y
Marty Guay	Y (virtual)
Juanita James	Y
Sophia Jappinen	Y (virtual)
James McCarthy	Y
Richard Porth	Y
Luis Sanchez, Student Regent	Y
Ari Santiago	Y (virtual)
Erin Stewart	Y (virtual)
Elease E. Wright	Y
Ted Yang	Y
*David Blitz, FAC Vice Chair	Y
*Colena Sesanker, FAC Chair	Y
*Dante Bartolomeo, Labor Commissioner	N
*Dr. Manisha Juthani, Public Health Commissioner	N
*Alexandra Daum, DECD Commissioner	N
*Charlene Russell-Tucker, Education Commissioner	Y (virtual)
*Kelli-Marie Vallieres, Chief Workforce Officer	Y (virtual)
<i>*ex-officio, non-voting member</i>	

**CSCU STAFF:**

Terrence Cheng, CSCU Chancellor  
 Jessica Paquette, Vice Chancellor for System Affairs & Chief of Staff  
 Danny Aniello, Special Asst to the Chancellor, Executive Director for System Project Management  
 Dr. Lloyd Blanchard, CSCU Interim Vice President for Administration and Chief Financial Officer  
 Dr. Rai Kathuria, CSCU Provost & SVP of Academic and Student Affairs  
 Adam Joseph, Vice Chancellor of External Affairs  
 Vita Litvin, Interim General Counsel  
 Dr. Manohar Singh, Interim President, Western CT State University  
 Dr. John Maduko, President, CT State Community College  
 Ed Klonoski, President, Charter Oak State College  
 Dr. Elsa Nunez, President, Eastern Connecticut State University  
 Dr. Zulma Toro, President, Central CT State University  
 Dr. Paul Beran, Special Assistant to the Chancellor  
 Chris Engler, CSCU Labor Counsel  
 Dr. Aynsley Diamond, AVP, Academic Affairs  
 Dr. Kim Kostelis, CCSU Provost  
 Dr. Bob Prezant, SCSU Provost  
 Pam Heleen, Secretary of the Board of Regents (recorder)  
 Rachel Cunningham, Executive Assistant to the CFO

1. **CALL TO ORDER**

Chair Ryan called the meeting to order at 10:06 a.m. Following roll call, a quorum was declared.

2. **ADOPTION OF AGENDA**

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

3. **CHAIR RYAN'S REMARKS**

- Chair Ryan extended her gratitude to everyone for their unwavering commitment and dedication throughout this challenging year. She noted that navigating through the complexities of financial challenges demanded not only wise decision-making but also a shared spirit of collaboration at both the institution and system office level. She added that our accomplishments during these last six months are a testament to our strength, our unity, and the cohesive team that will carry us into the future.
- The Chair wished everyone a joyful season.

4. **CHANCELLOR CHENG'S REMARKS**

Chancellor Cheng made the following remarks:

- He recognized the anniversary of the Sandy Hook tragedy.
- The Chancellor extended his thanks to each member of the CSCU community – faculty, staff, and administration...and most importantly, the students. He recognized the hard year, overshadowed by the tensions related to the System-wide fiscal situation and noted that dedication and spirit have shone brightly, demonstrating that even in adversity, we find our greatest strength. He has been inspired by the diligence and commitment seen across the System; creativity, adaptability, and a focused, unwavering commitment to our mission have been instrumental in the work we have done so far in mitigating our budget deficits.
- Faculty and staff have done everything they can to protect students; yet, in some cases, the students have not been shielded completely from the impact of the budget deficits. The Chancellor recognized their efforts to hold students harmless.
- The fiscal landscape continues to present challenges as evident in the tuition and fee proposal before the Board. As previously reported, the State of Connecticut's biennium budget allocation for CSCU falls significantly short of what is necessary to maintain our existing levels of operations. The System has made remarkable strides to close the budget gap but are not quite there. A tuition and fee increase is a step the System would prefer not to take. CSCU has long prided itself on providing affordable access to higher education and are acutely aware that a 5% tuition increase that will add burden to our students' ability to pay and to balance their educational and life obligations, especially for our non-traditional students.
- Lobby efforts with state leaders will continue for funding to address the system's shortfall and to mitigate any tuition and fee increase.
- The Chancellor is looking forward to working with the support of the Board, and with faculty, staff, and the six institution Presidents. He thanked the union leaders for their fierce advocacy on behalf of the System.
- Even in these challenging times, it is important to recognize the silver linings that have emerged. State legislators continue to be absorbed and impressed by the work done on our campuses and the impact we have on students and CT communities. The Chancellor provided a small sampling of campus activities.

- On November 28, CT State Community College signed an articulation agreement with Morehouse College in Atlanta – the only all-male African American college in the United States and one of the most prestigious historically black colleges in the country. Through the updated partnership, originally initiated through CT State - Capital, admission is guaranteed to Morehouse's traditional and online programs for male CT State students who meet the criteria and have earned a minimum GPA of 2.7 and an associate degree through CT State. Students who transfer with an associate degree and all credits in good standing will enter Morehouse College with junior status. This partnership demonstrates the value of CT State graduates and provides a model to create clear pathways to four-year institutions for students.
- At Eastern, more than 400 Willimantic residents replaced the usual lunch crowd of Eastern students in the Hurley Hall dining room the day before Thanksgiving. Community members and patrons of local senior centers and social service organizations feasted on turkey and trimmings at Eastern's 17th annual Day of Giving. Eastern's Center for Community Engagement organized the event and arranged for 25 student volunteers to guide visitors through the cafeteria lines to the tables. It was a great opportunity to give back.
- Last month, Western Connecticut State University was named the top nursing school in Connecticut by Nurse.org. Alumni, students and health care providers participated in ranking Western's program which continues to have high NCLEX scores with 100% job placement. The honor from Nurse.org recognizes nursing schools that excel in providing exceptional education, in fostering innovation, and in preparing nurses to make a positive impact on patients' lives. Congratulations to the Western nursing faculty, staff, and students.
- In Charter Oak news, online education continues to grow at extraordinary rates. Last week, Charter Oak held 2 virtual open houses with more than 70 signing up for the Graduate Open House and almost 450 for the Undergraduate Open House. These figures are double the largest attendance for previous virtual events. And in terms of conversion, about 50% of those who sign up will attend and even more remarkable is that of the 450 who sign up for the Undergraduate Open House, almost 50% will apply.
- Central Connecticut State University's Career Development Office has inaugurated the "Central Career Closet" which offers complimentary professional "career-ready" clothing to all students. For students who have other family and financial priorities, having a place on campus to access professional clothing for career fairs, business attire to wear at work, internships, or interviews takes a huge burden off these students and their families. When students look good, they feel good which leads to more opportunities and it's essential for conveying professionalism, fostering positive first impressions, and boosting self-confidence. It is a wonderful example of supporting diverse students all the way through the educational process to the career outcome.
- From Southern Connecticut State University, in the most recent fiscal year, FY2023, the university's faculty and staff excelled in obtaining extramural funding, amassing an impressive \$11.64 million from various sources, marking the largest fiscal-year funding cohort in Southern's history. In addition to this accomplishment, Southern currently has approximately \$4 million in pending funds awaiting sponsor decisions, promising even greater prospects for the institution. Some of the grants this year were awarded to support holistic student mental health and wellbeing, to provide adapted sports programming to veterans with disabilities, to strengthen the pipeline into STEM manufacturing for students. Southern received a monumental \$3.19 million grant to enhance the recruitment, retention, persistence, and graduation rates of students underrepresented in STEM fields.
- The Chancellor closed his remarks by noting the need to carry forward this spirit of optimism and determination. He believes in the strength of the CSCU community to not only navigate our current fiscal challenges but also to emerge even stronger on the other side.

- He thanked everyone for their continued hard work, dedication, and unwavering commitment to CSCU and wished everyone a rejuvenating holiday season and a new year filled with possibilities.

**5. ADOPTION OF AGENDA**

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

**6. PUBLIC COMMENT** – Attachment A includes written comments received prior to the beginning of this Board meeting.

<b>STUDENTS</b>	<b>FACULTY/PUBLIC</b>
Lydia Sekscenski Student - SCSU	Seth Freeman President – 4Cs
Gordon Plouffe, Jr. Student - CT State Manchester	
Sam King Student - CCSU	
Niya Blizzard-Ireland Student – CCSU	
Rosimar Quinones Student – CT State – Capital	
Amelia Kearney Student – CT State Tunxis	
Stephanie Deleon Student – CT State Gateway	
Elias Natal Student – CT State Gateway	
Hyrum Merkley Student – CT State Three Rivers	
Xander Tyler Student – CCSU	

**7. APPROVAL OF PREVIOUS MEETING MINUTES**

– **October 19, 2023 Meeting Minutes**

*On a motion by Regent Balducci and seconded by Regent Yang, the October 19, 2023 Regular Meeting minutes were unanimously approved.*

**8. CONSENT AGENDA**

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

**RESOLUTIONS APPROVED ON CONSENT**

**a. Academic Programs – Discontinuations**

- RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of the Early Childhood Education: Infant and Toddler Concentration at Charter Oak State College effective December 1, 2023.

- ii. RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Early Childhood Education: Preschool Concentration at Charter Oak State College effective December 1, 2023.
- iii. RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Bachelor of Arts in Social Science at Western Connecticut State University effective Fall 2023.
- iv. RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Bachelor of Science in Meteorology at Western Connecticut State University effective Fall 2023.
- v. RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Associate of Science in Hotel Management program at CT State Community College effective Spring 2023.
- vi. RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Associate of Science in Restaurant Management program at CT State Community College effective Spring 2023.

**b. Academic Programs – Modifications**

- i. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – BS in Management Information Systems, specifically a modification of the Classification of Instructional Program (CIP) Code from 521201 to 11.0401 at Central Connecticut State University.
- ii. RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – BA in Biology, specifically a name change to Bachelor of Science in Biology at Western Connecticut State University (OHE# 00192 and CIP Code Number 26.0101 remain the same).
- iii. RESOLVED: That the Board of Regents for Higher Education approve the name change modification of a program – BS in Early Childhood Education with a Concentration in Early Childhood Teacher Credential to BS in Early Childhood Education with a Concentration in Teaching at Charter Oak State College (OHE# and CIP Code Number remain the same).

**c. Academic Programs – New Program**

- i. RESOLVED: That the Board of Regents for Higher Education approve the licensure of a Visual Arts Program (CIP Code: 50.0799, OHE# TBD) leading to a Bachelor of Fine Arts degree 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.

**d. Academic Programs – Reinstatement of a Suspended Academic Program**

- i. WHEREAS: The Board of Regents suspended the Master of Science Program in Elementary Education at Central Connecticut State University in June, 2021 (BR 21-104). WHEREAS: The Master of Science Program in Elementary Education has been redesigned to address the elementary education teacher shortage in Connecticut (and nationally). The program will lead to initial certification in Elementary Education (grades 1-6). WHEREAS: The program's field experience and student teaching requirements, along with the option of a paid residency in urban and suburban schools/partners have been redesigned to provide support for current classroom teachers while the students are completing the program.  
RESOLVED: That the Board of Regents for Higher Education approve the reinstatement of the M.S. in Elementary Education (CIP Code: 13.1202, OHE# 00051) at Central Connecticut State University effective Spring 2024.

**e. Continuation of a Center/Institute**

- i. RESOLVED: That the Board of Regents for Higher Education approve continuation of a center, the Center for Educational and Assistive Technology at Southern Connecticut State University, until December 31, 2030.

**f. Board of Regents 2024 Schedule of Meetings – See Attachment B**

**9. ACADEMIC & STUDENT AFFAIRS COMMITTEE – Committee Chair Bloom**

The Academic & Student Affairs Committee met on December 1. He thanked the Board for the approval of the items that were included on the Consent Agenda.

Committee Chair Bloom noted that the Committee requested that four items move one item forward from the ASA Committee to the full Board for their consideration and that the respective institution Presidents have certified that these new initiatives are part of their deficit mitigation plans.

***Resolution Requiring Annual Enrollment and Completion Reporting***

*Committee Chair Bloom made the motion which was seconded by Vice Chair McCarthy to move the resolution forward for full Board consideration. Vice Chair McCarthy introduced the item.*

- Vice Chair McCarthy summarized the resolution stating that it is a request for clear, predictable, and concise information on enrollment (projections and actual) and completion at the institution level across the System. The information exists on the website, but in a very difficult format to access. He continued by stating that the resolution requests administration to prepare annual reports and present them through the BOR Academic & Student Affairs Committee, so they are publicly available.
- Regent Yang asked for clarification about report frequency. Vice Chair McCarthy noted that monthly data is not available; data comes in on a semester basis and there are set due dates in the resolution for report delivery to the BOR. The report on enrollment will be due annually in May; the report on degree completion will be due annually in September.
- Regent Porth thanked Committee Chair Bloom and Vice Chair McCarthy for their leadership on this resolution. He noted that this was a topic brought up by the faculty at the recent BOR/FAC Joint Meeting. Vice Chair McCarthy reinforced and elaborated on the contribution of the FAC to this resolution.

*The resolution passed by unanimous voice vote.*

***Resolution for a new 3+2 Special Education Program – BS and MS – Central CT State University***

*Regent Balducci made the motion which was seconded by Regent Yang to move the resolution forward for full Board consideration.*

- Committee Chair Bloom noted that the 3+2 Special Education program focuses on certifying teachers in an area in which the state has faced a shortage of qualified teachers. Special education teacher shortages in Connecticut are persistent and are expected to increase with the growing number of teacher retirements in the next decade. National estimates conservatively forecast a need for 316,000 new teachers annually.
- He continued by stating that this program is designed to provide strong interdisciplinary content-specific preparation which is often lacking from special education teacher preparation programs. This aspect coupled with an early and comprehensive approach to practice-based preparation will ensure candidates will be well prepared to meet the needs of K-12 schools. The program includes all the necessary coursework to fulfill state certification requirements, as well as providing candidates with the necessary knowledge, skills, and dispositions to be learner-ready on day one.
- Department of Education Commissioner Russell-Tucker provided support for the program and context from the K-12, specifically about their shortage areas. After district surveys in March and



August of 2023, it was learned that a greater proportion of public school vacancies is in Special Education (26% in March and 35% in August). CCSU is currently approved by the CT State Board of Education to offer graduate-level initial preparation programs leading to CT certification in comprehensive special education. Approval of this new program will aid in addressing the state's critical area of need.

- Regent Yang expressed his support for the program.

*The resolution passed by unanimous voice vote.*

***Resolution for new Bachelor of Science Program in Software Design at Charter Oak State College***  
*Regent James made the motion which was seconded by Regent Porth to move the resolution forward for full Board consideration.*

- Committee Chair Bloom noted that the program will be the only online Software Development program within CSCU. Currently, there are 565 students in the Computer Science TAP pathway and several hundred more in non-TAP computer Associate programs.
- He continued adding that the Charter Oak General Studies – Information Systems Studies concentration has high potential to enroll many more students with a separate, not General Studies, concentration with clearly defined major tied to jobs and industry certifications.
- This concentration has 28 students currently enrolled indicating a clear demand for Charter Oak to invest in expanding this pathway.
- This Software Development program is built with stackable credentials, allowing students to accumulate smaller, specialized credentials or certifications.

*The resolution passed by unanimous voice vote.*

***Resolution for new Central Connecticut State University's College of Health and Rehabilitative Sciences***

- *Regent Porth made the motion which was seconded by Regent Yang to move the resolution forward for full Board consideration.*
- Committee Chair Bloom noted that CCSU's College of Health and Rehabilitative Sciences is designed to increase enrollment at both the graduate and undergraduate levels, strengthen collaborations on and off campus, streamline resources that are currently duplicated in different schools, and enhance community engagement with a community clinic.
- Committee Chair Bloom continued by adding that the new College creates better visibility for Central's programs and facilitates effective marketing strategies. CCSU already offers several programs that are focused on health science and would be an attractive option for prospective students, but the current university structure does not highlight these programs as they are distributed in different schools and/or departments. For example, Central's Doctor of Nurse Anesthesia Practice program is housed in Biology within the School of Engineering, Science and Technology, while their BSN, RN to BSN and MSN are housed in Nursing within the School of Education and Professional Studies. Furthermore, creating a school focused on health and rehabilitative science allows CCSU to cast a wider net when recruiting students. CCSU would be able to attract a broader audience rather than marketing individual programs. This strategy aligns with Central's enrollment goals outlined in its their Strategic Plan.
- As Mayor of the New Britain (CCSU's home) and a CCSU graduate, Regent Stewart voiced her support for the new College. New Britain is home to both the Hospital of Central Connecticut and the Hospital of Special Care, thus providing a great career pipeline for CCSU students.

*The resolution passed by unanimous voice vote.*

**10. AUDIT COMMITTEE – Committee Chair Elise Wright**

No report.

**11. FINANCE & INFRASTRUCTURE COMMITTEE – Committee Chair Balducci**

Committee Chair Balducci reported that the Finance and Infrastructure Committee met on December 6, 2023 and approved the Administration's proposal to raise tuition and fee rates. The resolution, staff report, and attachments as approved by Committee begin on page 140 of the meeting packet.

*Committee Chair Balducci made the motion which was seconded by Regent McCarthy to move the resolution forward for full Board consideration.*

- Committee Chair Balducci noted the Board's reluctance to consider raising tuition and fees but noted that the \$140 million deficit projected for FY 2025 is large enough to require new revenue through tuition increases, as well as expenditure reductions and the use of cash reserves.
- He continued by noting that the State's change in the how fringe benefits are paid has hurt the System. Discussions will continue with State leaders to share how the changes have hurt the System's financial situation.
- CFO Blanchard presented the proposal for the tuition and fee increases (Attachment C).
- Professor Blitz provided comments (Attachment D) concerning the proposed tuition increases. Vice Chair McCarthy responded that Professor Blitz's analysis may be incomplete, noting that using \$20 million of reserves in the next fiscal year may set CSCU up for a larger deficit in FY26.
- Regent Wright asked for more information about ways to assist non-traditional students and to increase aid, specifically the role that Foundations can play. She also has questions concerning the support available to students to assist them in the aid process. CFO Blanchard responded that often, non-traditional students do not qualify for PACT or PELL; institutional aid can help fill the gap and can be either need-based or merit-based. Individual campus foundations also provide aid, as well as private sources. He continued by stating that Foundations could be asked to raise more money for scholarships and emergency support aid to help avoid passing on the tuition increases to students. He also suggested that existing real estate assets and commercial (licensing CSCU brand) endeavors could be used to generate more revenue. CFO Blanchard also indicated that the FAFSA is due to be simplified which is expected to increase the number of students participating in this federal financial aid program.
- Regent Stewart noted that she opposes the proposed resolution and believes that closing the deficit shouldn't be done on the "backs of the students."
- Student Regent Sanchez discussed the difficult decision before the Board. He stated that currently, the issue lies with the lack of funding from the State and that is where the focus should be.
- Student Regent Galaise noted how torn she was about the tuition increase vote. She added that no students want a tuition increase and that though the amount may sound insignificant, it affects the most disadvantaged, but driven, individuals in the State – people of color, many who battle significant financial and food insecurity, working multiple jobs or single parents trying desperately to get an education – all trying to survive in our expensive State. She continued by saying that students shouldn't pay for poorly executed decisions made by previous administrations or to keep bare-bones programs functioning. Though the State touts one of the lowest tuition rates in the Northeast, Connecticut has one of the highest costs of living in the country. If the Board doesn't pass the tuition increase and the State continues to prove themselves unsupportive, the lost \$20 million in revenue will be made up in significant cuts to vital programs and services. Enrollment and retention rates will continue to drop and already struggling job markets will have amplified shortages. She noted that she will be voting yes – for the betterment of CSCU and the State in the

long-term. She urged the Board to fight for extended PACT eligibility and additional funding from the State.

- Regent Porth stated that he has hope and faith that the System will keep a very close eye on the relationship between cost and enrollment in the coming months and years. Our comparison of tuition and fees to other schools in the region is encouraging. He closed by adding that given the State's decision on CSCU's support and how fringe benefits are handled, he believes we have pass the tuition increase resolution.
- Regent James appreciated the student comments and Professor Blitz's proposed alternative solutions. She does not believe that using reserves to fund a structural problem is the correct solution. She will support the resolution to increase tuition and fees, as well as supporting the need to pressure and educate State legislators and the Governor regarding the absolute benefit of supporting CSCU. She believes that the revenue sources need to be diversified and there needs to be more emphasis on scholarships and tuition aid.
- Professor Sesanker provided commentary (2:08:22). She proceeded to read a Faculty Advisory Committee resolution into the record (Attachment E).
- Regent McCarthy asked CFO Blanchard when the massive change in State allocation to cover fringe costs occurred and how much does it represent per year. CFO Blanchard responded that in FY24 the impact was \$75 million and for FY25, there will be a \$82 million impact. Regent McCarthy suggested a simple request of the State legislature – to get us back to what was paid in FY23 – keep up budget-neutral. He asked if they have singled out the colleges and universities to pay a disproportionately higher amount. He thought this change was supposed to be budget neutral. CFO Blanchard described the difference between what OPM believes budget neutrality is and what CSCU believes budget neutrality is.

*The resolution passed with 12 yes votes, 1 no vote (Stewart), and 1 abstention (Sanchez).*

**12. HUMAN RESOURCES & ADMINISTRATION COMMITTEE – Committee Chair Sophia Jappinen**

No report.

**13. EXECUTIVE COMMITTEE – Chair Ryan**

No report.

Professor Blitz gave closing remarks (Attachment F) as this was his last regular Board of Regents Meeting (2:31:49).

**14. EXECUTIVE SESSION**

At 12:38 p.m. on a motion by Regent Yang, seconded by Regent Balducci, the Board voted to go into Executive Session for the purpose of discussing collective bargaining issues 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 Chancellor Cheng, Provost Kathuria, CFO Blanchard, Jessica Paquette, Vita Litvin, Adam Joseph, Danny Aniello, and Chris Engler to remain with the Board in Executive Session.

**15. ADJOURNMENT**

With the conclusion of the Executive Session, Chair Ryan declared the meeting adjourned at 2:08 p.m.

Submitted,

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

**Attachments**  
**Board of Regents Meeting**  
**December 14, 2023**

Attachment A - Public Comment

Attachment B - BOR 2024 Calendar of Meetings

Attachment C - PowerPoint Presentation - Tuition and Fee Proposal for FY 2024 - 2025

Attachment D - Professor Blitz - Comments on Proposed Tuition Increase

Attachment E - FAC Resolution on FY25 Tuition and Fee Increase

Attachment F - Professor Blitz - Remarks on His Last Board Meeting

Leslie Wolfgang, Esq.  
Family Institute of Connecticut  
77 Buckingham St.  
Hartford, CT 06106-1591

December 11, 2023

Via e-mail (pheleen@commnet.edu)

Board of Regents for Higher Education  
61 Woodland St.  
Hartford, CT 06105

Re: Compliance with Public Act 23-41

Dear Members of the Board of Regents,

I am submitting this letter as a "public comment" for your meeting dated December 14, 2023.

As you may be aware, Public Act 23-41 requires your board to submit a "plan" for "access" to "reproductive health care" by students at residential campuses. To that end, I direct your attention to the attached letter from the Connecticut Pregnancy Care Coalition dated September 4, 2023. In that letter, President Lisa Maloney describes the Act and lists the pregnancy resource centers that should be included in the plan and why.

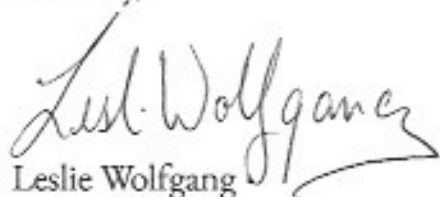
For your information, I submitted a Freedom of Information request to the Board of Regents on November 13, 2023 requesting a copy of the proposed "plan" and any information available on its status. My request was acknowledged, but I have received no plan or information despite Freedom of Information rules that materials be offered "promptly" and this means "quickly and without undue delay, taking into consideration all of the factors presented by a particular request." *John DiIorio v. Banking Committee, State of Connecticut, General Assembly, Docket # FIC 2020-0231 Final Decision dated June 23, 2021.*

Additionally, "Providing such access is therefore a primary duty of all public agencies, and should be considered as much a part of their mission as their other major functions. Although each agency must determine its own set of priorities in dealing with its responsibilities within its limited resources, providing access to public records should be considered as one such priority. Thus, it should take precedence over routine work that has no immediate or pressing

deadline." *Advisory Opinion #51, In the Matter of a Request for Declaratory Ruling, Third Taxing District of the City of Norwalk, Applicant (Notice of Final Decision dated January 11, 1982).*

I encourage you not to delay as you take action in accordance with your Bylaws to "establish" the plan before January 1, 2024 and "submit" it within 30 days as set forth in Public Act 23-41.

Sincerely,

A handwritten signature in cursive script that reads "Leslie Wolfgang". The signature is written in dark ink and is positioned above the printed name.

Leslie Wolfgang  
Director of Public Policy  
860-833-4041  
ppdirector@ctfamily.org

Enc.



Connecticut Pregnancy Care Coalition  
492 Montauk Ave,  
New London, CT 06320  
<https://www.cpccoalition.org>

September 4, 2023

VIA First Class Mail and E-Mail

Board of Regents for Higher Education  
61 Woodland St.  
Hartford, CT 06105

Board of Trustees of the University of Connecticut  
352 Mansfield Road, Unit 1048  
Storrs, Connecticut 06269-1048

Members of the Board of Regents and Board of Trustees,

I am president of the Connecticut Pregnancy Care Coalition (CPCC) and am writing to you on its behalf. The CPCC is made up of 8 pregnancy resource centers, serving clients at 12 locations across Connecticut. These centers offer pregnancy resources to men and women of all ages, including college-aged students. The staff at those centers that offer medical services are licensed health care providers, such as doctors, registered nurses, sonographers, therapists and social workers. Our centers do not offer abortion or birth control services. They do offer the client other reproductive health care choices.

As you may be aware, Public Act 23-41, AN ACT CONCERNING ACCESS TO REPRODUCTIVE HEALTH CARE BY STUDENTS AT PUBLIC INSTITUTIONS OF HIGHER EDUCATION, directs your boards to "establish, and update as necessary, a plan for each residential campus under said boards' jurisdiction to provide access for students who live on such residential campus to reproductive health care services . . ." before January 1, 2024. The Public Act defines reproductive health care services as including "all medical, surgical, counseling or referral services relating to the human reproductive system, including, but not limited to, services relating to pregnancy, contraception or the termination of a pregnancy and all medical care relating to treatment of gender dysphoria;" (CGS 52-571m)

To that end, our centers should be included in the plans you submit. We offer reproductive health care services and more by licensed health care providers and others, including health





care, parenting classes, free childcare supplies, pregnancy testing, information about pregnancy, birth, abortion and adoption and ongoing support in your college communities. Some centers have been providing these services for over 20 years. Below is a list of centers and the college(s) they serve, including non-residential campuses.

Central Connecticut State University	ABC Women's Center 8 Concord Street New Britain, CT 06053 Text: 860-245-1736 Call: 860-344-9292 <a href="mailto:anna@abcwomenscenter.org">anna@abcwomenscenter.org</a> <a href="https://abcwomenscenter.org">https://abcwomenscenter.org</a>
Eastern Connecticut State University	Women's Center of Eastern Connecticut PO Box 71 Willimantic, CT 06226 Tel: 860-450-8072 <a href="mailto:office@womenscenterec.com">office@womenscenterec.com</a> <a href="https://www.womenscenterec.com">https://www.womenscenterec.com</a>
Southern Connecticut State University	Care Net Pregnancy Resource Center of Southeastern Connecticut 492 Montauk Ave New London, CT 06320 Phone: 860-448-2990 24 Hour Line: 1-800-712-4357 Text: 1-484-791-CARE (2273) Email <a href="mailto:info@carenetsect.org">info@carenetsect.org</a> <a href="https://www.carenetsect.org">https://www.carenetsect.org</a>
Western Connecticut State University	Hopeline Pregnancy Center Danbury Office 27 Hospital Ave. Unit 303 Danbury, CT 06810 203-271-2703 <a href="mailto:hopepcct@gmail.com">hopepcct@gmail.com</a>



	<a href="https://hopelineprc.org">https://hopelineprc.org</a>
Asnuntuck Community College	ABC Women's Center 180 East Main Street Middletown, CT 06457 Text: 860-245-1736 Call: 860-344-9292 <a href="mailto:anna@abcwomenscenter.org">anna@abcwomenscenter.org</a> <a href="https://abcwomenscenter.org">https://abcwomenscenter.org</a>
Capital Community College	Mobile Care Hartford 426 Park St. Hartford, CT 06106 <a href="https://www.gomobilect.com">https://www.gomobilect.com</a> Call or Text: 860-576-8072
Gateway Community College	Mobile Care New Haven 180 Sherman Ave. New Haven, CT 06511 <a href="https://www.gomobilect.com">https://www.gomobilect.com</a> Call or Text: 860-576-8072
Housatonic Community College	Hopeline Pregnancy Center Bridgeport Office 4749 Main Street Bridgeport, CT 06606 203-271-2703 <a href="mailto:hopepcct@gmail.com">hopepcct@gmail.com</a> <a href="https://hopelineprc.org">https://hopelineprc.org</a>
Manchester Community College	Mobile Care Manchester 214 Spencer St. Manchester, CT 06040 <a href="https://www.gomobilect.com">https://www.gomobilect.com</a> Call or Text: 860-576-8072
Middlesex Community College	ABC Women's Center 180 East Main Street Middletown, CT 06457 Text: 860-245-1736 Call: 860-344-9292 <a href="mailto:anna@abcwomenscenter.org">anna@abcwomenscenter.org</a>



	<a href="https://abcwomenscenter.org">https://abcwomenscenter.org</a>
Naugatuck Valley Community College	Mobile Care Waterbury Waterbury Green Waterbury, CT 06702 <a href="https://www.gomobilect.com">https://www.gomobilect.com</a> Call or Text: 860-576-8072
Northwestern CT Community College	No licensed medical providers near this location.
Norwalk Community College	Hopeline Pregnancy Center Stamford Office 441 Summer St Stamford, CT 06901 203-271-2703 <a href="mailto:hopepcct@gmail.com">hopepcct@gmail.com</a> <a href="https://hopelineprc.org">https://hopelineprc.org</a>
Quinebaug Valley Community College	Women's Center of Eastern Connecticut PO Box 71 Willimantic, CT 06226 Tel: 860-450-8072 <a href="mailto:office@womenscenterec.com">office@womenscenterec.com</a> <a href="https://www.womenscenterec.com">https://www.womenscenterec.com</a>
Three Rivers Community College	Care Net Pregnancy Resource Center of Southeastern Connecticut 492 Montauk Ave New London, CT 06320 Phone: 860-448-2990 24 Hour Line: 1-800-712-4357 Text: 1-484-791-CARE (2273) Email <a href="mailto:info@carenetsect.org">info@carenetsect.org</a> <a href="https://www.carenetsect.org">https://www.carenetsect.org</a>
Tunxis Community College	ABC Women's Center 8 Concord Street, New Britain, CT 06053 Text: (860) 245-1736 Call: (860) 344-9292 <a href="mailto:anna@abcwomenscenter.org">anna@abcwomenscenter.org</a> <a href="https://abcwomenscenter.org">https://abcwomenscenter.org</a>



University of Connecticut - Storrs	<p>Women's Center of Eastern Connecticut PO Box 71 Willimantic, CT 06226 Tel: 860-450-8072 <a href="mailto:office@womenscenterec.com">office@womenscenterec.com</a> <a href="https://www.womenscenterec.com">https://www.womenscenterec.com</a></p> <p>Mobile Care UCONN 2384 Alumni Drive Storrs, CT 06268 <a href="https://www.gomobilect.com">https://www.gomobilect.com</a> Call or Text: 860-576-8072</p>
University of Connecticut - Avery Point	<p>Care Net Pregnancy Resource Center of Southeastern Connecticut 492 Montauk Ave New London, CT 06320 Phone: 860-448-2990 24 Hour Line: 1-800-712-4357 Text: 1-484-791-CARE (2273) Email <a href="mailto:info@carenetsect.org">info@carenetsect.org</a> <a href="https://www.carenetsect.org">https://www.carenetsect.org</a></p>
University of Connecticut - Hartford	<p>Mobile Care Hartford 426 Park St. Hartford, CT 06106 <a href="https://www.gomobilect.com">https://www.gomobilect.com</a> Call or Text: 860-576-8072</p>
University of Connecticut - Stamford	<p>Hopeline Pregnancy Center Stamford Office 441 Summer St Stamford, CT 06901 203-271-2703 <a href="mailto:hopepcct@gmail.com">hopepcct@gmail.com</a> <a href="https://hopelineprc.org">https://hopelineprc.org</a></p>
University of Connecticut - Waterbury	<p>Mobile Care Waterbury Waterbury Green Waterbury, CT 06702 <a href="https://www.gomobilect.com">https://www.gomobilect.com</a> Call or Text: 860-576-8072</p>

CPCC

Thank you in advance for your attention to this matter.

Sincerely,

A handwritten signature in cursive script that reads "Lisa Maloney".

Lisa Maloney, LMFT  
President  
Connecticut Pregnancy Care Coalition

Cc: Members of the Board of Regents for Higher Education and Board of Trustees of the University of Connecticut and general counsels.

Cat Proper  
CCSU Student  
Sociology Department  
12/14/2023

Dear Board of Regents,

My name is Cat Proper, and I am currently a student at Central Connecticut State University. I am a student whose life has been beautifully transformed because of other students, professors, faculty, and administrators that I have met during my time at CCSU. As a student, I subsequently have had the opportunity to change the lives and perspectives of my peers, coworkers, neighbors, friends, and family for the better, largely because I chose to pursue a university degree.

I am a student who will encourage lifelong learning because I know that knowledge and learning are instrumental in helping us transcend tradition and change the ways that the world operates. During my time at CCSU, I have tried to be a student who advocates for the needs of all students, because I recognize that any student's problems are my problems, my community's problems, and the problems of future generations.

Like many Central students, I am forced to work full-time to pay for my education. Maintaining my full-time student status, being an active club leader, organizing club and community activities, all while working full-time hours at near-minimum wage jobs is a lot to take on. I can no longer afford to be a student. I

will be withdrawing after this semester, six classes shy of a bachelor's degree, because I can't pay even part-time tuition while existing in poverty.

The pressure that I have been under, and students like me have been under, is ridiculous and unnecessary. My friends, fellow students, and I are suffering from mental and physical health problems due to the stresses that come from our living situations, including housing and food insecurity. Juggling the pressures of life in poverty while trying to pass classes with the goal of a university degree is a struggle that too many students are engaged in. Most times students are pushing past their limits and suffering in silence because it has become a normal thing to ask more of students than they should need to be capable of doing. With budget induced tuition hikes, program closures will make circumstances much more difficult for students.

We want and expect that the Board of Regents offer real solutions to the real difficulties that students are confronting. Yet, real solutions seem lacking. Rather, it is students that, collectively, are expected to do more, change more, pay more, and give more than ever before. Even with significantly less resources available to us, I know that I have done all I can to leave CCSU a better place than I found it. I also know that I could've walked away from this university with less debt, a degree in my hand, and even an ounce of energy left to continue fighting to make the world a better place.

I have repeatedly heard this twisted elitist story that some people just aren't cut out for college. After attending this university, I'm not sure who could be cut out for this treatment. I'd argue instead that some people just aren't cut out to be leaders. I urge the board to ground yourselves back to your roots and ask yourselves, honestly, why did you accept your leadership positions with the BOR? Was it your intent to use your positions of power to force students like me out of institutions like CCSU? With tuition hikes, that is what is happening.

Thank you.

Cat.

P.S. I have never appeared before the board before and I wanted to share my story. I think it is terrible that you will not give me three minutes to tell you my story. I think the board should hear from students, we are the universities and the colleges. You should make time for us.





# Board of Regents for Higher Education

## 2024 Meeting Schedule

Student Advisory Committee 10 am Fridays	Faculty Advisory Committee 1 pm Fridays	Academic and Student Affairs 9:30 am Fridays	Audit 10 am Tuesdays	HR & Administration 9:30 am Wednesdays	Finance & Infrastructure 10:30 am Wednesdays	Executive Committee 10 am Thursdays	Board of Regents 10 am Thursdays
	January 26					January 25 *	
February 9	February 9	February 2			February 14 **		February 29
March 22 (with BOR)	March 8	March 8		March 6	March 6	Friday, March 22 (with SAC)	March 21
	April 12	April 5				April 25 *	
May 3	May 10	May 3	May 7		May 15 ***		May 23
	June 14 (joint w/ BOR)	June 7		June 12	June 12	June 6	June 14 (w/FAC) June 27
	July 19						
	August 16					August 22 *	
September 20	September 13	September 6		September 11	September 11		September 26
October 18	October 11	October 4			October 9		October 24
Thurs, November 21 (joint w/BOR)	November 15 (joint w/BOR)					November 21 (joint w/SAC)	November 15 (joint w/FAC)
	December 13	December 6 (joint w/HR)	December 17	Friday, December 6 (joint w/ASA)	December 11		December 19

\*Wanted to have an Executive Committee meeting before Session begins. It could become a Special Board Meeting, if needed.

\*\* Mid-year adjustments won't be ready earlier in February and need to avoid Lincoln's birthday (2/12) and President's Recess (2/16 – 19)

\*\*\* After legislative session ends on May 8.



**CONNECTICUT STATE  
COLLEGES & UNIVERSITIES**

A blue-tinted collage of numerous student portraits serves as the background for the lower half of the slide.

## **Tuition and Fees Proposed for FY2024-25**

**December 14, 2023**



# Overview of Financial State

FY24-FY25 Systemwide Financial Projections as reported at the June 21<sup>st</sup> BOR Finance Committee Meeting

## CONNECTICUT STATE COLLEGES & UNIVERSITIES

### Projected Results

Millions (\$)	FY24 Budget	FY25 Projected
Central Connecticut State University	13.5	(4.7)
Eastern Connecticut State University	-	(8.0)
Southern Connecticut State University	5.5	(12.1)
Western Connecticut State University	(12.0)	(21.6)
CT State Community College **	(33.6)	(91.3)
Charter Oak State College	(0.6)	(2.5)
Operations Support Funding*	13.5	-
<b>CSCU Total</b>	<b>\$ (13.7)</b>	<b>\$ (140.2)</b>

\* Reserved for System Initiatives from the one-time Operations Support Through Short-Term Recovery Funds Allocation

\*\* FY25 and Projected Net Results for CT State have been revised to reflect the \$6.5M allotment moved under the block grant from ARPA federal grant.





# Why are Projected FY25 Deficits So Large?

## 1. Enrollment decline

- 10-year enrollment decline exacerbated by pandemic

## 2. Tuition & Fee revenue

- Declined for CT State and CSUs

## 3. Pandemic

- Enrollments dropped precipitously
- One-time funds available temporarily, and used to support permanent cost increases

## 4. State Appropriations

- Block grants continue to increase slightly
- One-time fund support ended before enrollments recovered

## 5. Fringe Costs

- Driver for growth in costs



# State Appropriations

- Block grants increased by \$11.8M, but one-time fund support (which was provided to support permanent costs) was reduced by \$116M.

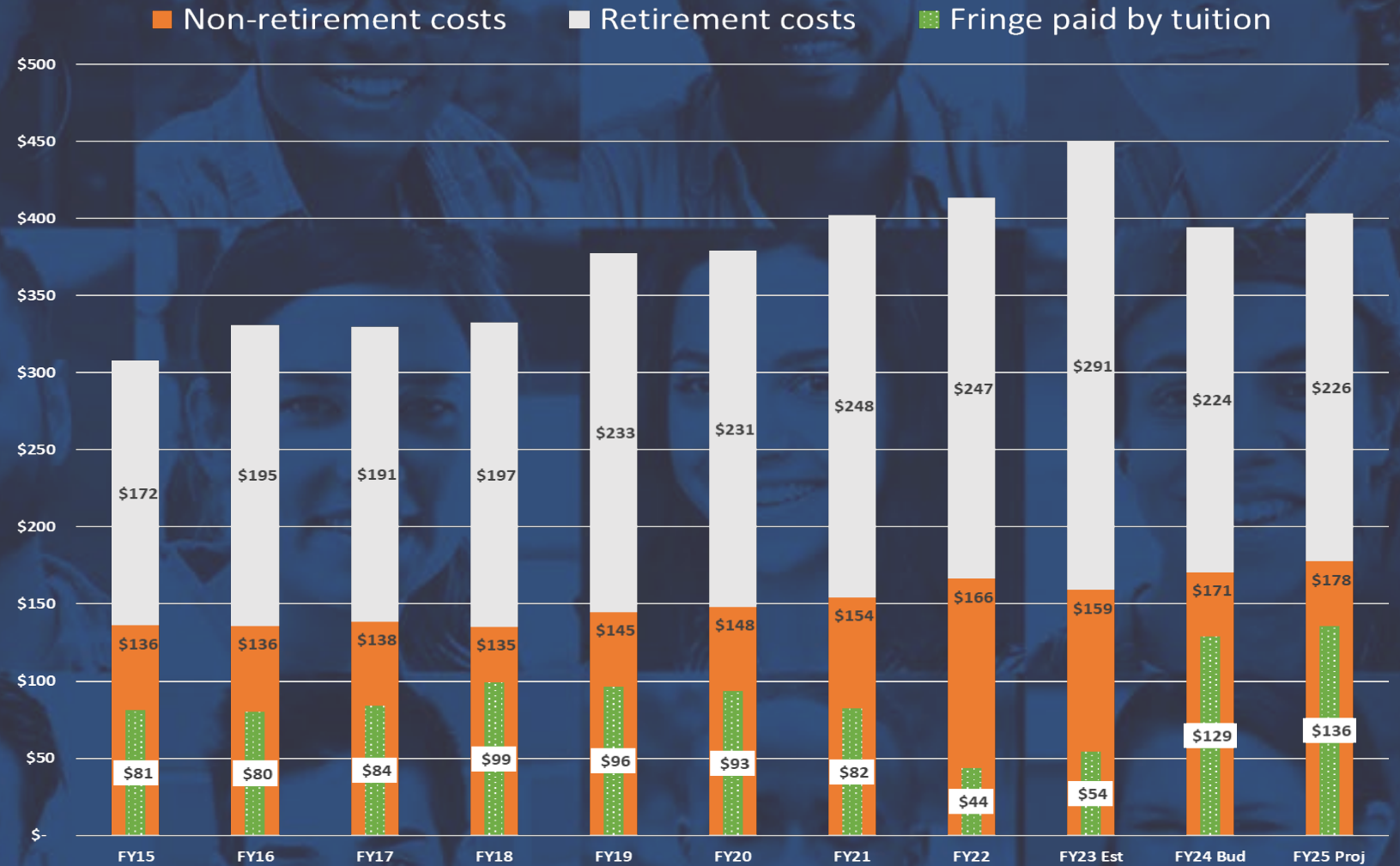
	Variance			
			FY2025 vs. FY2024	
	FY2024	FY2025	\$ Inc (Dec)	% Inc (Dec)
<u>State Appropriations</u>				
Charter Oak State College	3.1	3.2	0.1	2%
Community Tech College System	208.5	217.5	9.0	4%
Connecticut State University	176.1	178.6	2.6	1%
BOR	0.5	0.5	0.0	1%
Developmental Services	10.0	10.2	0.1	1%
Outcomes-Based Funding Incentive	1.4	1.4	0.0	1%
O'Neill Chair	0.3	0.3	-	0%
	<u>\$ 399.8</u>	<u>\$ 411.7</u>	<u>\$ 11.8</u>	<u>3%</u>
PACT Program - Debt Free Community College	23.5	28.5	5.0	21%
Enhance Student Retention at Community Colleges *	6.5	-	(6.5)	-100%
Provide Operations Support Through Short-Term Recovery Funds **	147.7	48.8	(98.9)	-67%
Provide Temporary Operating Support **	55.0	27.5	(27.5)	-50%
<b>GRAND Total State Support</b>	<b>\$ 632.5</b>	<b>\$ 516.5</b>	<b>\$ (116.1)</b>	<b>-18%</b>

\* Guided Pathways funding moved under CCC block grant

\*\* One time funding provided for ongoing operating cost.

The fringe cost swap also added costs to our budgets

- **FY24**
  - \$75M impact = \$129M non-retirement costs minus the \$54M paid in FY23
- **FY25**
  - \$82M impact = \$136M non-retirement costs minus the \$54M paid in FY23







# Overview of Deficit Mitigation Plan

## A Balanced Path Forward for Public Higher Education: Revenues, Reductions, and Reserves

We project a balanced budget in FY24.

FY25 mitigation is allocated as follows:

- 7% in technical adjustments
- 28% in new revenue
  - Assumes tuition & fee increase
- 46% in expenditure reductions
- 19% in institutional cash reserves

	CSCU Totals	
	FY24	FY25
Surplus/(Deficit) reported to June 21 <sup>st</sup> BOR F&I	(26.7)*	(\$140.2)
<b>Total deficit mitigation (in millions)</b>	<b><u>\$63.0</u></b>	<b><u>\$106.6</u></b>
1. Adjustments updating deficit	(2.6)	7.8
<b>2. New revenue initiatives</b>	16.7	<b>29.8</b>
3. Expenditure reductions	36.8	48.6
4. Institutional cash support	12.1	20.4
Additional support needed	0.0	47.6



## Recommended Tuition and Fee Increase

The 5% increase applies to tuition and mandatory fees. Increases in room and food service fees vary by university.

### Proposed Increases for Academic Year 2024-25

	Tuition*	Fees*	Room**	Food Service***
State Universities	\$334	\$276	\$234	\$146
CT State	\$216	\$30	-	-
Charter Oak	-	-	-	-

\* 5% increase in in-state tuition and fees. Average amount across CSUs.

\*\* Increase in housing fee: Central (2.9%), Eastern (2%), Southern (3%), and Western (3.5%)

\*\*\* Increase in food service fee: Central (3%), Eastern (3%), Southern (0%), and Western (3.5%)





## Recommended Tuition and Fees, AY25

Fees for State Universities include University General Fee and University Fee. The Fee for CT State is the College Services Fee.

### Proposed Rates for Academic Year 2024-25

	Tuition*	Fees*	Room**	Food Service***
State Universities	\$6,998	\$6,186	\$8,448	\$6,425
CT State	\$4,608	\$610	-	-
Charter Oak	-	-	-	-

\* 5% increase in in-state tuition and fees. Average amount across CSUs.

\*\* Increase in housing fee: Central (2.9%), Eastern (2%), Southern (3%), and Western (3.5%)

\*\*\* Increase in food service fee: Central (3%), Eastern (3%), Southern (0%), and Western (3.5%)

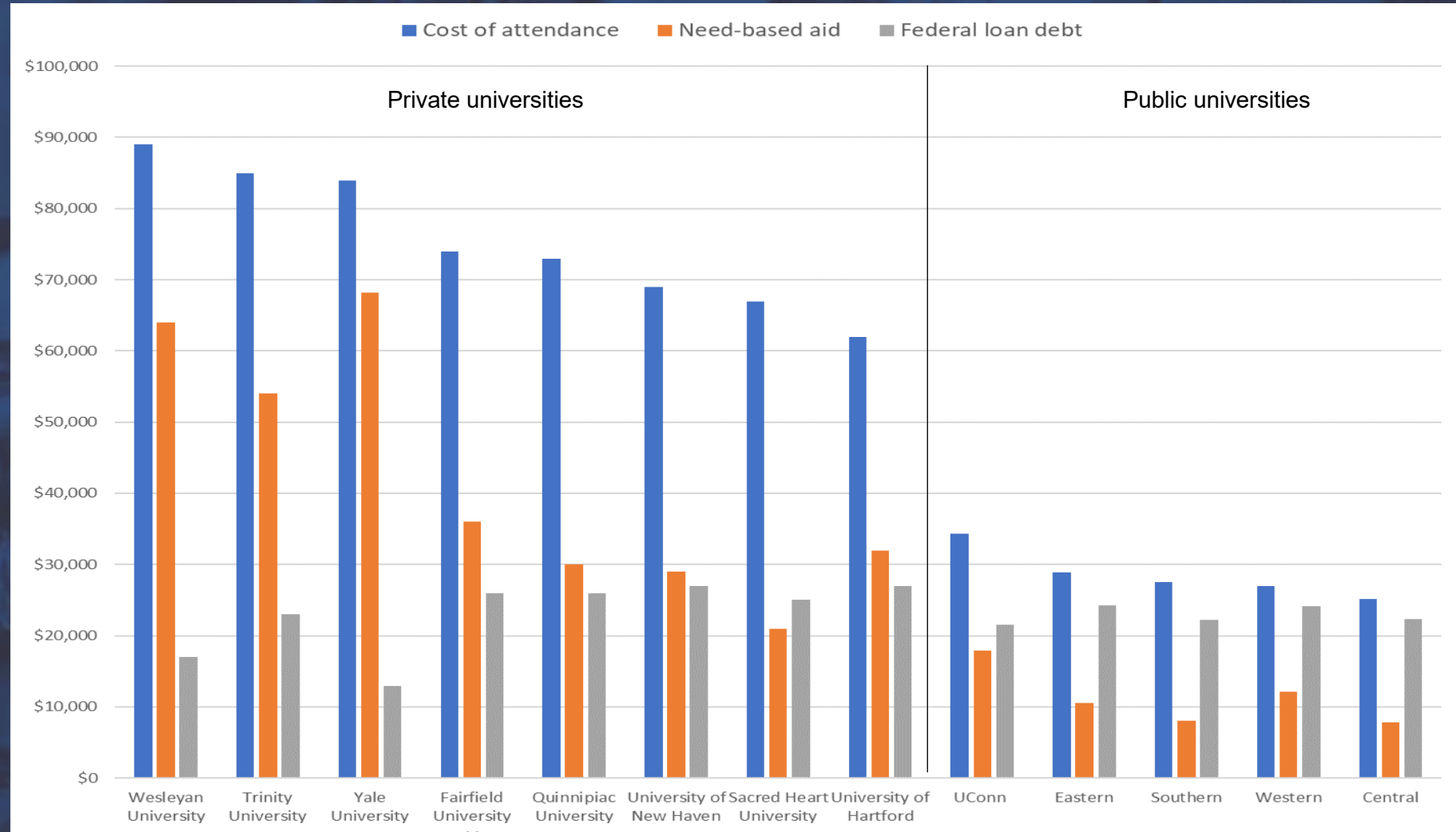


## Impact on University Students

Overall, 43% of CSU students receive Federal aid, 23% receive State aid, 56% receive institutional aid, and 16% receive private scholarships.

	CSUs	Central	Eastern	Southern	Western
<b>Share of FT UG students who receive aid</b>					
Federal aid	43%	55%	38%	60%	54%
State aid	23%	26%	22%	43%	17%
Private scholarships	16%	9%	14%	35%	19%
Institutional aid	56%	66%	76%	54%	58%
<b>Average aid per FT UG student</b>					
Federal aid	\$4,824	\$4,586	\$4,816	\$5,355	\$4,280
State aid	\$2,021	\$1,813	\$2,001	\$2,118	\$2,267
Private scholarships	\$8,112	\$21,740	\$8,447	\$3,733	\$8,568
Institutional aid	\$4,938	\$4,200	\$5,957	\$4,320	\$4,051

- Impact on university students depends on the aid they receive.
- While CT's public universities charge far less in tuition and fees, the institutional aid from private universities is far greater, leaving similar levels of average federal debt for the average CT student.
- Only Yale and Wesleyan leave graduates with federal debt less than \$20,000.





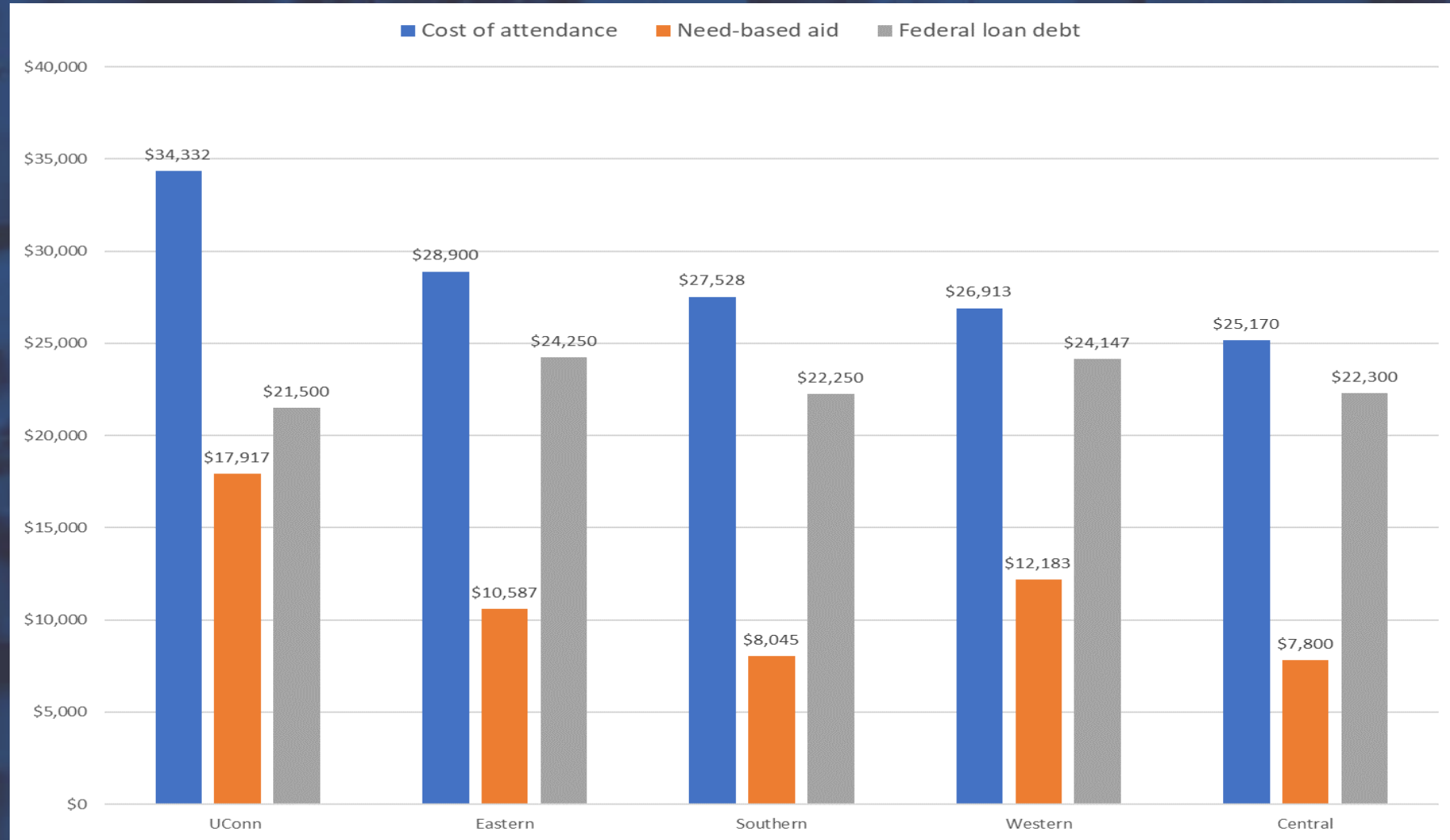
# Impact on University Students

Our universities charge less in tuition and fees, but need-based aid for CSU students is far less than for UConn students.

Need-based aid as % of UConn's:

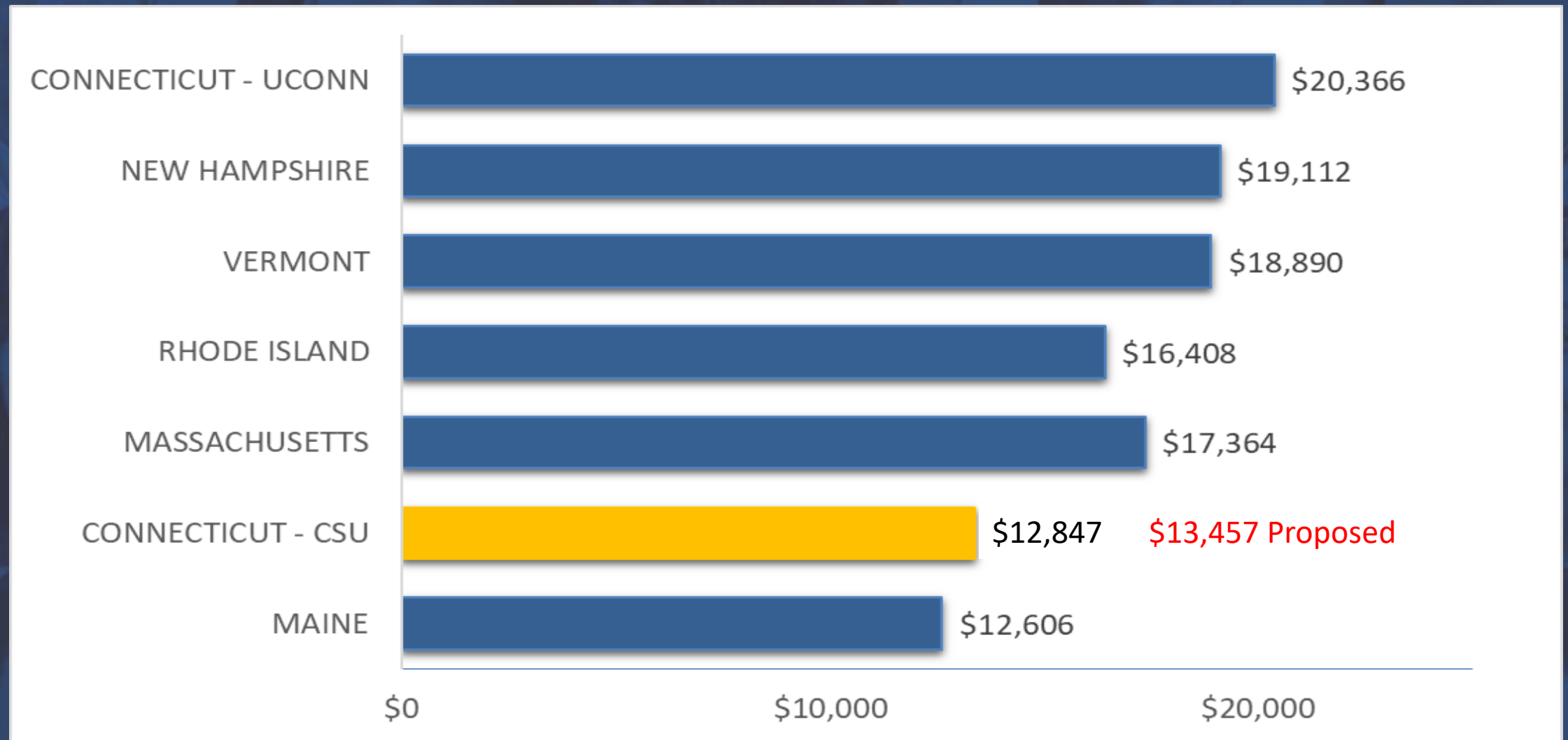
- Eastern (59%)
- Southern (45%)
- Western (68%)
- Central (44%)

CSU tuition & fees remain competitive. Problem is the lack of aid.





## Impact on University Students







## Impact on College Students

- Half of CT State Community College students taking classes for credit will not be impacted by the proposed increase in tuition and fees.

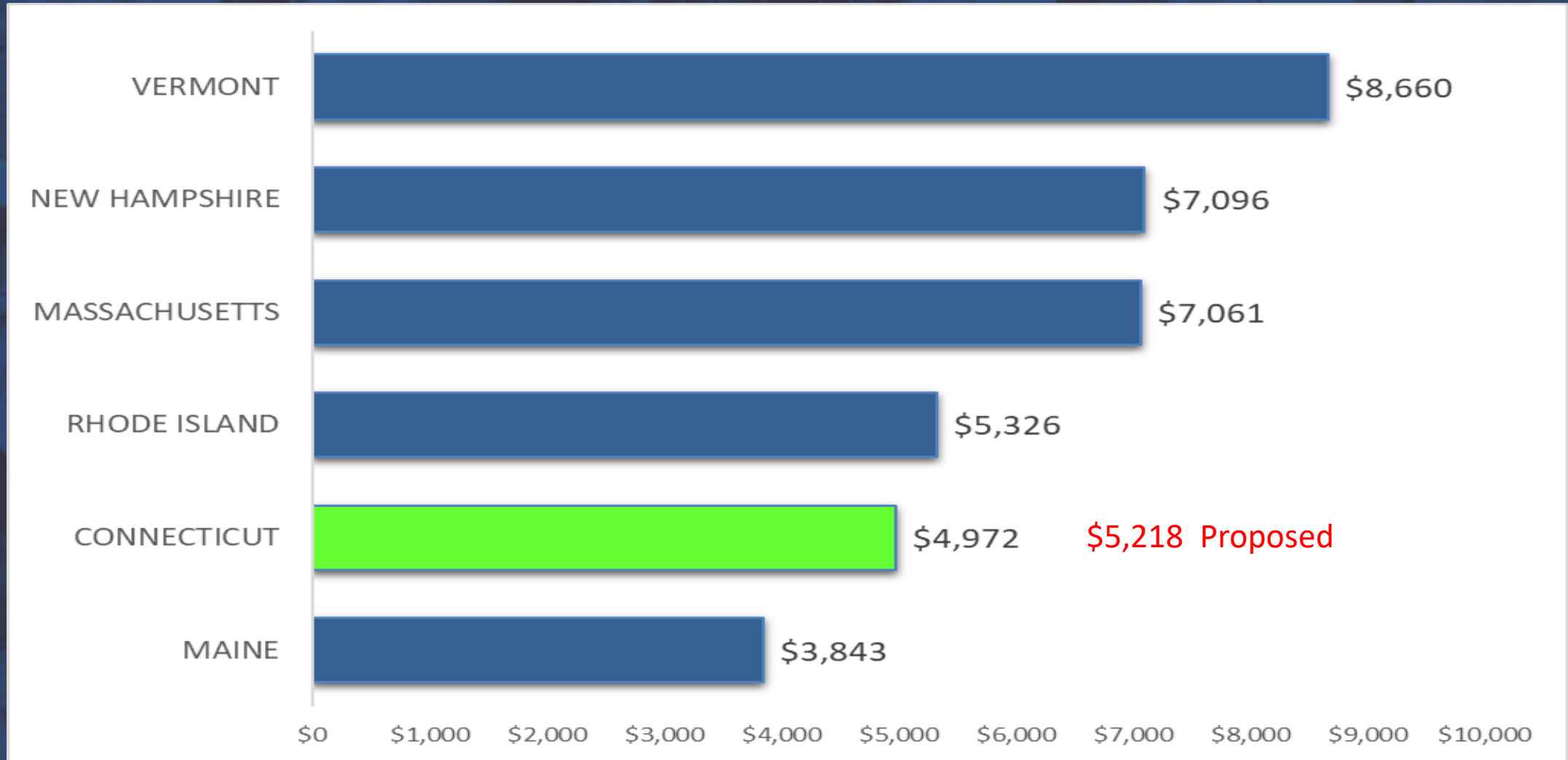
	<u>Students</u>	<u>Avg Household Income</u>
Students taking classes for credit	36,162	\$62,582
Students who received enough grant aid to cover tuition and fees in full	18,276	\$33,089
Students who received Pell grants	14,828	\$31,522
Students who received enough Pell to cover tuition and fees in full	10,248	\$19,501
Students who received PACT funds	11,518	-
Students who received enough PACT to cover tuition and fees in full	4,861	-
Students who do not receive enough grant aid to fully cover tuition and fees	17,882	-
Students who received grant aid to partially cover tuition and fees	2,584	-
Students who received no grant aid (ineligible or no FAFSA filed)	15,028	\$137,107

Students taking non-credit classes and courses via dedicated workforce programs face no impact of proposed increase.

- Charter Oak students will not be impacted, as it will not increase tuition and fees this year.



## Impact on Community College Students





# Impact on College and University Students

- Since 2019:
  - Average change in tuition & fees for CT State is 1.3%--lower than average for peers.
  - Average change for CSUs is 3.1%--lower than MA and RI averages.
- For CSU graduates:
  - Average Career ROI = \$1.1M
  - Median debt ranges from \$14K to \$18K
  - Average Earnings to Debt Return = 2.2

Average Change in Tuition and Fees, Public Institutions, FY19 through FY22				
	FY18-FY19	FY19-FY20	FY20-FY21	FY21-FY22
<b>CT State</b>	<b>2.5%</b>	<b>2.1%</b>	<b>0.1%</b>	<b>0.4%</b>
Massachusetts (2-yr)	6.5%	1.7%	3.1%	0.1%
Rhode Island (2-yr)	0.0%	3.0%	2.3%	3.6%
New York (2-yr)	2.9%	3.6%	2.8%	1.2%
<b>Central</b>	<b>3.8%</b>	<b>4.3%</b>	<b>3.9%</b>	<b>0.3%</b>
<b>Southern</b>	<b>3.9%</b>	<b>4.5%</b>	<b>3.1%</b>	<b>0.7%</b>
<b>Eastern</b>	<b>4.0%</b>	<b>4.3%</b>	<b>3.9%</b>	<b>0.0%</b>
<b>Western</b>	<b>4.2%</b>	<b>4.5%</b>	<b>3.9%</b>	<b>0.0%</b>
Massachusetts (4-yr)	4.6%	3.5%	3.0%	1.9%
Rhode Island (4-yr)	2.1%	5.1%	5.1%	3.2%
New York (4-yr)	3.3%	3.0%	-0.6%	0.2%

ROI and Debt (2022)			
	40-year NPV	Median debt	Earnings-debt return
<b>Central</b>	<b>\$1,124,000</b>	<b>\$17,639</b>	<b>2.15</b>
<b>Southern</b>	<b>\$1,073,000</b>	<b>\$16,668</b>	<b>2.62</b>
<b>Eastern</b>	<b>\$1,049,000</b>	<b>\$16,056</b>	<b>1.83</b>
<b>Western</b>	<b>\$1,125,000</b>	<b>\$14,250</b>	<b>2.32</b>
<b>Charter Oak</b>	<b>\$1,200,000</b>	<b>\$12,500</b>	<b>3.37</b>
UConn	\$1,527,000	\$19,292	2.76
Wesleyan	\$1,407,000	\$14,000	3.86
Yale	\$1,917,000	\$12,000	6.39

Sources: Tuition & fees data are from IPEDS.  
ROI & Debt data are from "Ranking 4,500 Colleges by ROI (2022)", Center for Education and Workforce, Georgetown University.



Proposal by David Blitz, ex-officio member of the BOR  
Tuition/Fee Increases, Dec. 14, 2023

As a preface to my remarks, I note that the proposed 5% across the board tuition/fee increase (on average) marks the culmination of the misnamed “Students First” plan approved by this Board (with substantially different leadership and membership) in 2017, and clearly indicates its abject failure.

I skip the details, which both Prof. Sesanker and I, and before us, Prof. Adair clearly indicated; this will be part of my 2020-24 update of the critical history of the BOR. I note the following significant flaws in the resolution now before us:

1. The proposed percentage increases are not explicitly included in the resolution, making it difficult if not impossible for those affected to fully understand the resolution. This is particularly the case when the resolution is posted in the required state depository, as it refers back to a staff report typically not included. I also note that 2023 resolutions are not posted up to date; and a true copy of June Financial resolution is still lacking.
2. The staff report itself does not contain essential information requested by FAC representatives and at least one voting member of the Board, specifically, what is the negative effect of a 5% tuition/fee increase on recruitment and retention. Without this we cannot judge the consequences of the proposed increase or decide on its merit.
3. While the resolution in its last Whereas refers to tuition and fee increase as part of the mitigation plan, the one page summary of the mitigation plans distributed at the last Board meeting does not include this item under “new revenue initiatives” or any other category.
4. The report does not calculate the gross total of additional revenues that the proposed increase would generate, not does it explain how this would affect the PACT funding of community college students.
5. The resolution uses vague language in permitting further increases beyond those mentioned in the staff report, such as “not significantly” increasing costs, or “ensuring that the overall financial burden on students remains limited”, without specifying the maximum of additional increases in percentage or absolute terms.
6. In addition the resolution requires only that these further increases be reported to the Finance Committee for review, without explicitly requiring further Board approval other than the also open-ended “may be revised or reconsidered by the BOR as the BOR deems appropriate”.

I should add that there was a response to one of the points I raised at the Finance Committee on the absence of the total additional revenue expected from a 5% tuition increase. VP Finance/CFO Blanchard stated at that time last week that this amounted to approximately \$20 million dollars. This is helpful and allows me to formulate the following proposition, which I advance on my own and not as FAC representative, with the hope that a voting member of the Board will move it as an amendment to the resolution so that we can fully discuss it.

I note, in a preparatory way, that the last figures for reserves presented to the Board indicated a total of nearly \$250 million (\$247.8 million to be exact), most of which is not encumbered or designated. Some of that is to be used in the mitigation plans for CT State and some as a loan to Western CSU. I also note that there are seven, not just six reserve funds, the seventh being indicated as CSU-SO, of which 1/3 or just under \$75 million is available, a total of \$25.1 million.

The CT State reserve is just over \$100 million (\$100.1 million), of which 99% is available (\$99.8 million), some \$22.2 million of which is proposed for use as “additional support” for operating expenses for CT State in FY24 (\$7.1 million) and FY25 (\$15.1 million). That stated, I propose the following one time use of some of two of the reserve funds to avoid any increase to student tuition and general fees (excepting individual institution increases, which are minor in comparison):

That based on the figure of an expected \$20 million additional revenue from an average 5% across the board tuition/general fee increase, that, *on a one time basis only and solely for FY25*, an additional \$10 million be made available from the CT State reserve and \$10 million from the CSU-SO reserve to offset the proposed tuition/general fee increases for college and university students, respectively. As a result, the 5% increases should be rescinded.

Board members: what say you. Should students pay for the deficits accumulated due in large part to Students First, in which case we should rename the plan as Students Pay? Or should this Board take full responsibility for the errors of commission and omission of the immediate past, and avoid having students pay through a judicious, one time use of part of the reserves? I welcome anyone who would move, for purposes of discussion and eventual vote, the above proposal as an amendment to the resolution before you.

David Blitz, 14/12/2023

## **FACULTY ADVISORY COMMITTEE RESOLUTION ON CSCU TUITION/FEE INCREASES FOR FY25**

Whereas in 2017 the Board of Regents implemented a plan known as “Students First” to both decrease costs and improve services to students;

Whereas in 2023 after consolidating the 12 community colleges into one institution and failing, for years, to supervise that all institutional budgets were balanced, the Board now reports a deficit of over \$125 million for the community college and nearly \$30 million for one of the universities, WCSU;

Whereas the community college has cut a total 777 course sections, thereby reducing educational opportunities rather than increasing them, and necessitating decreased enrollment;

Whereas further problems for community college students have resulted from the lack of teach-out from previous college programs to the new “aligned” ones and from policies inadequate to the task of the transition have only exacerbated difficulties;

Whereas essential services to the community college students have been reduced by the elimination of hundreds of Educational Assistants and other contingent workers who constitute the majority of the well-trained student-facing supplemental workforce at the community colleges, including tutors, library staff, educational tech support and others, with the inevitable result of reduced student retention and loss of institutional memory;

Whereas the System Office and the Board failed to secure sufficient state assistance for FY 25 by proposing an inflated CSCU 2030 plan, which was countered by an inadequate offer by the Office of Policy and Management, as incorporated in the Governor’s Budget and approved, with improvement only for FY24, by the legislature;

Whereas the Board approved a 3% fee and tuition increase for community college students and a 5% tuition/fee increase for university students for FY24, and now is proposing a further 5% increase for FY25, despite the likelihood that this will further reduce enrollment and retention rates, which the office of policy and management uses as an (inappropriate) gauge of our funding requirements;

Whereas this increase applies to both community college and university students, in an attempt to remediate, in part, the system-wide debt incurred by a failed policy of Students First and the concomitant failure to supervise all member institutions in CSCU for balanced budgets;

Whereas this effort to remediate through increased tuition is simultaneous with remediation through significant cuts to institutions, requiring students to pay more for far less, and to do so amid the disruption caused by the launch of the new community college;

Whereas no member of the administration, Board of Regents, or government agency has been held to account for the failure while, through tuition increases and hollowed out institutions, students are being asked to bear its consequences;

Whereas the disproportionate impact of this mismanagement and state underfunding on community colleges represents a significant failure of the Board of Regents in its responsibilities to public higher education and the state and

Whereas that impact has the exact opposite effect of the advertised benefits of the Board initiative that is Students First to benefit economically disadvantaged and students of color —a negative impact which satisfies the definitions of both institutionalized racism and structural injustice;

Be it resolved

That the FAC considers that Students First has failed to achieve its twin advertised goals of reducing costs to the state while improving educational opportunities and services to the students and has contributed to a financially perilous situation for the CSCU System as a whole;

That the FAC rejects the average tuition increase of 5% approved by the BOR Finance and Infrastructure Committee on Dec 6, 2023 as detrimental to the goals of recruiting and retaining students at reasonable cost to them;

That the FAC communicates this resolution to the Finance and Infrastructure Committee of the Board of Regents, CSCU leadership, to the next meeting of the Board, to faculty, and to students in the CSCU system

## Concluding Statement by FAC vice-chair and ex-officio BOR member David Blitz

Madam chair, before we adjourn I would like to say just a few parting words of my own. This is my last meeting as an ex-officio, non-voting “member” of the Board. I did not seek re-election to the FAC as I consider that two terms suffice. I know my replacement as CCSU representative to the FAC will continue to defend the autonomy and integrity of our university, and I am convinced that a fully qualified FAC university representative will succeed me as co-chair for the four CSUs, hopefully someone with an economics or finance background to continue on the Finance and Infrastructure Committee. I did my best as a philosopher who had chaired or co-chaired his university Planning and Budget committee for the better part of a decade.

In the past four years I have not missed a Board or Finance meeting, though I was never counted for quorum at either. I do wish to thank Board chair Ryan and Finance/Infrastructure chair Balducci for always recognizing me when I put up my actual or virtual hand, even though they knew that my comments would likely be critical. And indeed, with the exception of the resolutions on the covid vaccine mandate and the name change to Chancellor where I concurred, they were critical, and with justification, I believe. I also found informal meetings with then President Cheng, as well as Provost Kathuria, Vice President Blanchard and Vice-Chair McCarthy as helpful in favoring the exchange of viewpoints, though more limited in bringing about results.

It is not appropriate to go into details about agreements and disagreements at this juncture, especially as I wish to keep my remarks as short as possible so we can adjourn as soon as possible. I have followed two maxims in my critical comments: Seek truth from facts and Speak truth to power. I think these maxims go well together, though you may know they come from very different political views and parts of the world – Den Xiao Ping during a period of reconstruction after one of chaos in his country and Justin Beyard during the civil rights movement in this country, respectively. I suspect that this is the first time that either name has been mentioned at a Board meeting.

I had hoped that in assuming a leadership role in the FAC and as consequence joining, in a limited role, this Board, that I could effect greater change than I was able to do. Again, I leave the details for another time, though I will update the critical history of the BOR, which I have already produced for the period 2011 – 2019 for the last four years. And fear not, I do not plan to finger-point but rather draw lessons from a series of flawed resolutions and failed projects in terms of their stated goals, from Transform 2020 through Students First to CSU 2030, so that in the future similar problems may be avoided.

I especially want to thank the current chair of the FAC, Colena Sesanker. She has done far more than I, not only in terms of representing her faculty during a difficult, I daresay traumatic period for community college faculty and staff, but she has also established solid relations with legislators and executive branch staff, as well as national organizations dedicated to the advancement of public higher education.

She has gone above the strict requirements of her function to alert the community college executive of brewing disasters, of which the lack of teach out from academic programs and the

more recent CPOS self-imposed fiasco are but two examples. I hope that she continues on the Board, despite the handicap of ex-officio non voting status. According the FAC a regular agenda item at Board meetings would be of value in permitting the FAC she has so successfully headed to accomplish its statutory role of advising and assisting the Board.

There is one further item on my agenda, beyond the above-mentioned 2019-2023 critical history, and that is the 2023 annual report of the FAC to the appropriate legislative bodies concerned with public higher education. I expect that will be completed by mid January, and we will distribute it to the Board members as well as interested members of the executive branch and the public. We had a good discussion at the last FAC meeting specifying the items to be evaluated, including the issue of the relation not only of the FAC and the Board, but also the relations of the Board to the System Office and to the constituent Institutions of CSCU.

The problem is one of over-centralization and consequent de-localization, to the detriment of the distinct missions of the colleges and universities, and the ability of each unit to thrive and innovate. We are a system of systems where the appropriate flow of policy should be bottom-up, not top-down. Each of the now 6 constituent systems can and does provide all the educational content needed to recruit, retain and graduate students, as well as recruit and retain qualified faculty able to teach and contribute to knowledge. But these constituent units could benefit from cooperation and coordination in specific areas based on mutual consent. That is, however, inconsistent with a top-down command and control model that we have seen to our detriment in the past. It implies a much more modest role for the System Office and its executive to listen and learn, and to communicate and consult with faculty, staff and local administrators, in order to better serve our students.

In that context, I hope that this Board will take seriously, in a far more substantial way than it has up to now, the importance of reviewing and revising its plans and policies. If you're hesitant to take my word for it, may I suggest that you follow the example of our Governor, who has recently retracted a plan for electric vehicles by the mid 2030s after reviewing criticisms. I presume he will revise and resubmit an improved plan at a later date. Had a similar attitude been taken towards the Students First Project, we would not be in the present fiscal and academic straits we now face.

In closing, I want to repeat what I've said before: we share a guiding principle, that of protecting and promoting public higher education in our state, and that should provide common ground to review and revise policies, including the current one of student tuition and general fee increases. I consider that we also share what Gov. Lamont has appropriately called our Connecticut values, at a time when in our country and world wide the notion of public goods and scientific knowledge are under assault. If we can communicate and consult, listen and learn, and review and revise we can contribute to protecting and promoting our two college and university sectors of public higher education.

With that I conclude my remarks, along with my participation at this Board, and request that Chair Ryan proceed with any last minute items before adjournment.

David Blitz, Dec. 14, 2023

**BOARD OF REGENTS FOR HIGHER EDUCATION  
CT STATE COLLEGES AND UNIVERSITIES (CSCU)  
MINUTES OF A SPECIAL MEETING  
WEDNESDAY, DECEMBER 18, 2023  
CONDUCTED IN PERSON AND VIA WEBEX**

<b>REGENTS – PARTICIPATING (Y = yes / N = no)</b>	
JoAnn Ryan, Chair	Y
Richard J. Balducci	Y
Ira Bloom	Y
Carla Galaise, Student Regent	N
Marty Guay	Y
Juanita James	N
Sophia Jappinen	Y
James McCarthy	N
Richard Porth	Y
Luis Sanchez, Student Regent	Y
Ari Santiago	N
Erin Stewart	Y
Elease E. Wright	Y
Ted Yang	Y
*David Blitz, FAC Vice Chair	Y
*Colena Sesanker, FAC Chair	Y
*Dante Bartolomeo, Labor Commissioner	Y
*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, Chancellor  
 Jessica Paquette, Vice Chancellor for System Affairs & Chief of Staff  
 Danny Aniello, Executive Director for System Project Management  
 Dr. Lloyd Blanchard, Interim Vice President for Administration and Chief Financial Officer  
 Dr. Rai Kathuria, Provost and Senior Vice President of Academic & Student Affairs  
 Adam Joseph, Vice Chancellor for External Affairs  
 Vita Litvin, Interim General Counsel  
 Chris Engler, Labor Counsel, Office of the General Counsel  
 Pam Heleen, Secretary of the Board of Regents (recorder)  
 Ed Klonoski, President, Charter Oak State College  
 Dr. Elsa Nunez, President, Eastern Connecticut State University  
 Dr. Manohar Singh, Interim President, Western Connecticut State University  
 Dr. Zulma Toro, President, Central Connecticut State University

1. **CALL TO ORDER**

Chair Ryan called the meeting to order at 2:32 p.m. and, following roll call, declared a quorum present.

2. **ADOPTION OF AGENDA**

*On a motion by Regent Balducci, seconded by Regent McCarthy, the agenda was unanimously adopted.*

3. **REMARKS FROM THE BOARD CHAIR**

- Chair Ryan welcomed everyone who attended.
- She expressed her gratitude for the dedication each Regents has made on behalf of the Board and the CSCU System this past year. She noted that their unwavering commitment to collective goals has been truly inspiring; the challenges CSCU has faced, and the milestones achieved are a testament to the collaborative spirit that defines the Board and CSCU.

*On a motion by Regent Balducci, seconded by Regent Porth, the resolution was placed on the floor for introduction and discussion.*

**TECHNICAL DIFFICULTIES INTERRUPTED THE RECORDING**

4. **CHANCELLOR'S REMARKS**

- Chancellor Cheng thanked the Regents, faculty and staff, and students for their time, effort, and the attention devoted to CSCU in these challenging times.
- He noted that last week's decision to increase tuition and fees for FY25 was not taken lightly. Increasing the financial burden on students is never a desired path; it's a decision we approach with great sensitivity and care. As CSCU responds to the daunting financial challenges, the System remains dedicated to ensuring that educational offerings remain accessible, equitable, and of the highest quality. This commitment underpins every decision made, including the difficult ones regarding tuition and fees.
- Chancellor Cheng introduced the retirement incentive program initiative (Attachment A) as the result of CSCU's proactive and strategic approach to addressing the System's deficits. It has been carefully designed to complement current mitigation efforts happening across the system and is the product of extensive collaboration, combining the insights of CSCU institution leadership, guidance from the Connecticut State Office of Policy and Management, the Office of Labor Relations, and the Office of the State Comptroller. This collective effort ensures the program is well-informed and wisely structured. He noted that there is precedent for this program; a similar retirement incentive program was implemented by Connecticut State University system in 1996.
- The retirement incentive program will be offered to full-time unclassified faculty, non-teaching professionals, and management/confidential personnel within the CSCU system. Chancellor Cheng noted that for unionized employees in these categories, eligibility to participate will be dependent on the agreement of their respective unions. He reinforced that this is not an early retirement incentive. This program is only being offered to personnel who are already eligible to retire. There are two options for the incentive: a flat \$30,000 payment; or an amount equal to 1% of salary multiplied by years of state service. Employees can choose the option that best



suits their financial needs. In addition, employees will have access to retirement and financial advisors through Empower for guidance on planning their post-retirement future.

- As shown in the staff report, this initiative creates opportunities for cost savings and budgetary relief in a respectful and responsible manner – potentially savings millions each year. By implementing this program, more severe and disruptive measures may be avoided in the future.

5. **CFO PRESENTATION OF ADDITIONAL DETAILS**

- CFO Lloyd Blanchard shared the charts that are included in the Staff Report (Attachment A – pages 6 – 8).
- Regent Stewart asked about the timeline for implementation. CFO Blanchard responded that the enrollment period will open on February 1<sup>st</sup> with a deadline of April 1, 2024. The planned retirement date is June 1, 2024 (i.e., last day worked is on or before May 31, 2024). The incentive payment anticipated issue date is in January 2025.
- Additional discussion ensued:
  - Regent Wright asked for details about other State programs. Chris Engler noted that the State of Connecticut has periodically offered early retirement incentives. The key difference is that the State programs have been “early” retirement which have required negotiations to temporarily modify contracts for a particular reason (i.e., eligibility requirements). We don’t have information about what individual state agencies have done. He did note that several faculty members and staff have expressed interest in a retirement incentive.
  - Professor Blitz noted that the resolution, summary and staff report are clear and concise. He was also pleased that the resolution directs the Chancellor to report to the Board on the participation rate and projected savings associated with the program. He noted his belief that the summaries should be updated to better reflect the anticipated budget deficits for each institution. He also assumed that union consent of this plan would have been secured before this resolution was put forward; without consent or substantial discussions, the outcome could be problematic. He read into the record an AAUP letter to all CCSU teaching faculty (4:32).
  - Professor Sesanker shared that, from someone who is “on the ground” at CT State, the institution has been drained over the past years – unfilled positions, institutional memory, expertise. She hopes that the level of refill is significant.
  - Regent Bloom asked that Chancellor Cheng to confirm that he and his staff would be overseeing the plans to refill the positions at each of the campuses. Chancellor Cheng stated that consideration for refill will be handled in collaboration with institutional leaders, making sure there are checks and balances in the process.

*As there was no further discussion and having a first and second on the motion, Chair Ryan called for the vote. The resolution was unanimously adopted.*

6. **ADJOURNMENT**

On a motion by Regent Wright, seconded by Regent Yang, the meeting adjourned at 2:56 p.m.

Submitted,

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

RESOLUTION

concerning

RETIREMENT INCENTIVE PROGRAM

December 18, 2023

- WHEREAS, pursuant to Connecticut General Statutes § 10a-20, the Connecticut Board of Regents for Higher Education has “sole jurisdiction” over the compensation of the professional staffs of the Connecticut State Colleges and Universities within available funds, subject only to its collective bargaining obligations; and
- WHEREAS, there is an ongoing need for the Connecticut State Colleges and Universities System to respond to budgetary pressures by reducing personnel costs; and
- WHEREAS, pursuant to Board Resolution 23-053, the Board of Regents directed the Chancellor to lead efforts to analyze and plan responses to such budgetary pressures; and
- WHEREAS, comprehensive financial modeling indicates that the Connecticut State Colleges and Universities System could achieve significant financial savings in future fiscal years through a retirement incentive program implemented during the 2023-2024 fiscal year; and
- WHEREAS, employees who choose to participate in the retirement incentive program would benefit by receiving compensation that would not otherwise be available; and
- WHEREAS, the retirement incentive plan would not change the state employees retirement system; now, therefore, be it
- RESOLVED, that the Board of Regents hereby approves the proposed retirement incentive program described in the attachment to this Resolution; and be it further
- RESOLVED, that the Board of Regents charges the Chancellor and his designees to implement the retirement incentive program using available funds; and be it further
- RESOLVED, that the Board of Regents charges the Chancellor and his designees to offer the retirement incentive program to eligible professional management/confidential employees of the Connecticut State Colleges and Universities; and be it further
- RESOLVED, that the Board of Regents charges the Chancellor and his designees to extend the retirement incentive program to eligible unionized unclassified professional employees of the Connecticut State Colleges and Universities whose unions agree to participate; and be it further
- RESOLVED, that the Board of Regents authorizes the Chancellor to make adjustments to the timeline and address clarifications of the retirement incentive program as may be

necessary and appropriate to effectuate its successful implementation; and be it further

RESOLVED, that the Board of Regents directs the Chancellor and his designees to report to the Board of Regents on the participation rate and projected savings associated with the retirement incentive program upon program completion and availability of such information.

**CONNECTICUT STATE COLLEGES AND UNIVERSITIES SYSTEM**  
**SUMMARY OF 2024 RETIREMENT INCENTIVE PROGRAM**

**Eligibility (must satisfy all):** 1) Age 60+ (as of May 31, 2024)

2) 10+ years of state service (as of May 31, 2024)

“Service” as defined by retirement plans

3) Currently eligible for normal retirement under employees’ respective retirement plans

4) Either management/confidential employee or member of unclassified bargaining unit (subject to unions’ agreement)

Only open to employees who are employed as of February 1, 2024, and who retire on or before June 1, 2024

**Elements:**

Payment: two options at each employee’s choice: (1) \$30k or (2) 1% salary X years of state service (as defined by retirement plans)

(less applicable deductions and withholdings)

Financial Planning: provide access to retirement/financial advisors through Empower

Rehire: retirees may be asked to serve as rehired retirees, subject to existing State guidelines

**Timeline:**

Enrollment Period Opens: February 1, 2024

Enrollment Deadline: April 1, 2024

Retirement Date: June 1, 2024 (i.e., last day worked is on or before May 31, 2024)

Incentive Payment Issued (anticipated): January 2025

## **STAFF REPORT**

## **BOARD OF REGENTS**

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### **ITEM**

A CSCU retirement incentive program for all eligible CSCU personnel (“Program”) in response to budgetary pressures and in support of deficit mitigation efforts taking place across the system.

### **CURRENT AUTHORITY**

Section 10a-20 of the Connecticut General Statutes gives the Board of Regents “sole jurisdiction” over the compensation of the professional staffs of the Connecticut State Colleges and Universities within available funds, subject only to its collective bargaining obligations. Similarly, Section 10a-89 authorizes the Board to “fix the compensation of [its] personnel” “[w]ithin the limitation of appropriations.” The incentive payment included in the proposed Retirement Incentive Program is one such type of compensation.

For historical context, the Board’s authority has previously been exercised to implement a retirement incentive program. In 1996, the Board of Trustees for the Connecticut State University System adopted Board Resolution #96-13, which implemented a retirement incentive program for the CSUs’ teaching faculty, non-teaching administrators, and management/confidential professional employees. Participating employees needed to be eligible to retire under their respective retirement plans. A subsequent research report by the Office of Legislative Research (2001-R-0884) recognized that Sections 10a-20 and 10a-89 of the General Statutes gave the Board authority to implement this type of retirement incentive program.

### **SUMMARY OF PROGRAM STRUCTURE**

The structure of the Program has been developed with collaboration and input from CSCU institution leadership, the Connecticut State Office of Policy and Management, the Office of Labor Relations, and the Retirement Division of the Office of the State Comptroller.

#### Eligibility

Similar to the incentive offered in 1996, the Program will be offered to unclassified faculty, non-teaching professionals, and management/confidential employees within CSCU. For unionized employees within these groups, eligibility is dependent on each union agreeing to participate in the Program.

In contrast to the 1996 retirement incentive, where eligibility was determined using the Rule of 80 — i.e., employees needed to have a combined age and years of service equal to or greater than 80, CSCU hopes to achieve significant savings by using more inclusive eligibility criteria. The Program focuses on employees who (1) are employed as of February 1, 2024 (2) are eligible to retire under their respective retirement plans, (3) are at least 60 years old, and (4) have at least ten years of state service. There are approximately 550 employees who currently meet these eligibility criteria.

### Schedule

The Program's enrollment period will begin on February 1, 2024, and will remain open until April 1, 2024. Once enrolled, the retirement date for those participating is June 1, 2024, which implies that the last day of work for those participants will be on or before May 31, 2024. Once retired, participants can anticipate receiving their incentive payment in or around January 2025.

### Incentive Details

The Program offers two incentive options for employees, with the expectation that most will select the option most financially beneficial for them. The first option is a flat amount of \$30,000. The second option is an incentive amount equal to 1% of the employee's salary multiplied by the number of years of state service, as defined by their respective retirement plan. It is important to note that both options are subject to applicable deductions and withholdings.

In addition to the incentive payment, eligible employees will have access to retirement and financial advisors through Empower, providing them with professional guidance and support in planning their financial future post-retirement.

### Source of Funding

*Incentive Payment.* The incentive payments for the Program will be funded by the System Office, ensuring that the individual institutions will not be responsible for bearing this extra expense. As part of the FY24 Spending Plan, approved by the BOR on June 28, 2023, \$13.5 million was set aside for "Operations Support" to assist with necessary systemwide deficit mitigation efforts. The use of these funds for the Program is projected to yield substantial financial benefits, not only enhancing the fiscal stability of the CSCU institutions but also strengthening the financial foundation of the System.

*Accrued Leave Payment.* As part of the typical retirement process, employees are provided a lump sum payment for certain accrued and unused paid time off as of the date of their retirement. This expense is borne by the respective CSCU institutions.

## **FINANCIAL IMPACT**

The total financial impact of the Program is subject to a variety of factors. The tables below provide detailed estimates, illustrating how the Program's financial performance is significantly influenced by two primary factors: the rates of acceptance and backfill. These tables present

various scenarios, showing different potential rates of acceptance (the percentage of eligible employees who choose to participate in the Program) and subsequent backfill (the proportion of vacated positions that are subsequently filled). It is important to note that the “Annual Savings” are expected to have long-term fiscal impact by recurring each year beginning in FY25.

### **Estimated Total System Impact**

<b>CSCU Total - RI Analysis</b>				
<i>Millions (\$)</i>	<b>100% acceptance</b>	<b>75% acceptance</b>	<b>50% acceptance</b>	<b>25% acceptance</b>
<b>Personnel age 60 and older + 10 years of state service (# of positions)</b>	<b>552</b>	<b>414</b>	<b>276</b>	<b>138</b>
FY25 costs of these employees (salary and fringe)	\$91.8	\$68.8	\$45.9	\$22.9
One-time cost on institutions (ACL payments)	\$13.8	\$10.4	\$6.9	\$3.5
One-time cost on system (Incentive payments)	\$19.7	\$14.8	\$9.9	\$4.9
Annual savings with no backfill	\$91.8	\$68.8	\$45.9	\$22.9
Annual savings with 25% backfill	\$68.8	\$51.6	\$34.4	\$17.2
Annual savings with 50% backfill	\$45.9	\$34.4	\$22.9	\$11.5
Annual savings with 75% backfill	\$22.9	\$17.2	\$11.5	\$5.7

### **Estimated Impact by Institution and System Office**

<b>Central Connecticut State University</b>				
<i>Millions (\$)</i>	<b>100% acceptance</b>	<b>75% acceptance</b>	<b>50% acceptance</b>	<b>25% acceptance</b>
<b>Personnel age 60 and older + 10 years of state service (# of positions)</b>	<b>108</b>	<b>81</b>	<b>54</b>	<b>27</b>
FY25 costs of these employees (salary and fringe)	\$18.6	\$13.9	\$9.3	\$4.6
One-time cost on institutions (ACL payments)	\$1.7	\$1.2	\$0.8	\$0.4
One-time cost on system (Incentive payments)	\$3.9	\$2.9	\$2.0	\$1.0
Annual savings with no backfill	\$18.6	\$13.9	\$9.3	\$4.6
Annual savings with 25% backfill	\$13.9	\$10.5	\$7.0	\$3.5
Annual savings with 50% backfill	\$9.3	\$7.0	\$4.6	\$2.3
Annual savings with 75% backfill	\$4.6	\$3.5	\$2.3	\$1.2

<b>Eastern Connecticut State University</b>				
<i>Millions (\$)</i>	<b>100% acceptance</b>	<b>75% acceptance</b>	<b>50% acceptance</b>	<b>25% acceptance</b>
<b>Personnel age 60 and older + 10 years of state service (# of positions)</b>	<b>51</b>	<b>39</b>	<b>26</b>	<b>13</b>
FY25 costs of these employees (salary and fringe)	\$9.0	\$6.9	\$4.6	\$2.3
One-time cost on institutions (ACL payments)	\$1.6	\$1.3	\$0.8	\$0.4
One-time cost on system (Incentive payments)	\$1.8	\$1.4	\$0.9	\$0.5
Annual savings with no backfill	\$9.0	\$6.9	\$4.6	\$2.3
Annual savings with 25% backfill	\$6.8	\$5.2	\$3.4	\$1.7
Annual savings with 50% backfill	\$4.5	\$3.4	\$2.3	\$1.1
Annual savings with 75% backfill	\$2.3	\$1.7	\$1.1	\$0.6



<b><u>Southern Connecticut State University</u></b>				
<i>Millions (\$)</i>	<b>100% acceptance</b>	<b>75% acceptance</b>	<b>50% acceptance</b>	<b>25% acceptance</b>
<b>Personnel age 60 and older + 10 years of state service (# of positions)</b>	<b>107</b>	<b>81</b>	<b>54</b>	<b>27</b>
FY25 costs of these employees (salary and fringe)	\$18.5	\$14.0	\$9.4	\$4.7
One-time cost on institutions (ACL payments)	\$2.8	\$2.1	\$1.4	\$0.7
One-time cost on system (Incentive payments)	\$4.0	\$3.0	\$2.0	\$1.0
Annual savings with no backfill	\$18.5	\$14.0	\$9.4	\$4.7
Annual savings with 25% backfill	\$13.9	\$10.5	\$7.0	\$3.5
Annual savings with 50% backfill	\$9.3	\$7.0	\$4.7	\$2.3
Annual savings with 75% backfill	\$4.6	\$3.5	\$2.3	\$1.2

<b><u>Western Connecticut State University</u></b>				
<i>Millions (\$)</i>	<b>100% acceptance</b>	<b>75% acceptance</b>	<b>50% acceptance</b>	<b>25% acceptance</b>
<b>Personnel age 60 and older + 10 years of state service (# of positions)</b>	<b>75</b>	<b>57</b>	<b>38</b>	<b>19</b>
FY25 costs of these employees (salary and fringe)	\$13.4	\$10.2	\$6.8	\$3.4
One-time cost on institutions (ACL payments)	\$3.1	\$2.4	\$1.6	\$0.8
One-time cost on system (Incentive payments)	\$2.8	\$2.1	\$1.4	\$0.7
Annual savings with no backfill	\$13.4	\$10.2	\$6.8	\$3.4
Annual savings with 25% backfill	\$10.1	\$7.7	\$5.1	\$2.6
Annual savings with 50% backfill	\$6.7	\$5.1	\$3.4	\$1.7
Annual savings with 75% backfill	\$3.4	\$2.6	\$1.7	\$0.9

<b><u>CT State Community College</u></b>				
<i>Millions (\$)</i>	<b>100% acceptance</b>	<b>75% acceptance</b>	<b>50% acceptance</b>	<b>25% acceptance</b>
<b>Personnel age 60 and older + 10 years of state service (# of positions)</b>	<b>191</b>	<b>144</b>	<b>96</b>	<b>48</b>
FY25 costs of these employees (salary and fringe)	\$28.8	\$21.7	\$14.5	\$7.2
One-time cost on institutions (ACL payments)	\$3.9	\$3.0	\$2.0	\$1.0
One-time cost on system (Incentive payments)	\$6.5	\$4.9	\$3.3	\$1.6
Annual savings with no backfill	\$28.8	\$21.7	\$14.5	\$7.2
Annual savings with 25% backfill	\$21.6	\$16.3	\$10.9	\$5.4
Annual savings with 50% backfill	\$14.4	\$10.9	\$7.2	\$3.6
Annual savings with 75% backfill	\$7.2	\$5.4	\$3.6	\$1.8

<b><u>Charter Oak State College</u></b>				
<i>Millions (\$)</i>	<b>100% acceptance</b>	<b>75% acceptance</b>	<b>50% acceptance</b>	<b>25% acceptance</b>
<b>Personnel age 60 and older + 10 years of state service (# of positions)</b>	<b>7</b>	<b>6</b>	<b>4</b>	<b>2</b>
FY25 costs of these employees (salary and fringe)	\$1.2	\$1.0	\$0.7	\$0.3
One-time cost on institutions (ACL payments)	\$0.2	\$0.1	\$0.1	\$0.0
One-time cost on system (Incentive payments)	\$0.3	\$0.2	\$0.1	\$0.1
Annual savings with no backfill	\$1.2	\$1.0	\$0.7	\$0.3
Annual savings with 25% backfill	\$0.9	\$0.8	\$0.5	\$0.3
Annual savings with 50% backfill	\$0.6	\$0.5	\$0.3	\$0.2
Annual savings with 75% backfill	\$0.3	\$0.3	\$0.2	\$0.1

<b>System Office/Shared Services</b>				
<i>Millions (\$)</i>	<b>100% acceptance</b>	<b>75% acceptance</b>	<b>50% acceptance</b>	<b>25% acceptance</b>
<b>Personnel age 60 and older + 10 years of state service (# of positions)</b>	<b>13</b>	<b>10</b>	<b>7</b>	<b>4</b>
FY25 costs of these employees (salary and fringe)	\$2.2	\$1.7	\$1.2	\$0.7
One-time cost on institutions (ACL payments)	\$0.5	\$0.4	\$0.3	\$0.2
One-time cost on system (Incentive payments)	\$0.4	\$0.3	\$0.2	\$0.1
Annual savings with no backfill	\$2.2	\$1.7	\$1.2	\$0.7
Annual savings with 25% backfill	\$1.7	\$1.3	\$0.9	\$0.5
Annual savings with 50% backfill	\$1.1	\$0.9	\$0.6	\$0.3
Annual savings with 75% backfill	\$0.6	\$0.4	\$0.3	\$0.2

System Office will collaborate closely with the individual institutions regarding the backfilling of positions that become vacant as a result of the Program. Such decisions will be unique to each CSCU institution and dependent on their respective priorities and fiscal health. The focus will be on achieving financial savings while ensuring that positions necessary for the institutions' success are refilled.

## **REPORT ON PROGRAM PERFORMANCE**

The Chancellor will report to the Board of Regents on the participation rate and projected savings associated with the retirement incentive program upon program completion and availability of such information.

## **RECOMMENDATION**

It is recommended that the Board of Regents approve the CSCU Retirement Incentive Program, as detailed in this report. Approval of the Program will not only assist in addressing immediate fiscal challenges but will also contribute to the long-term financial health and operational efficiency of CSCU institutions and the System

# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Discontinuation of Bachelor of Arts in Media Studies

February 29, 2024

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of the Bachelor of Arts program in Media Studies at Southern Connecticut State University effective February 29, 2024.

A True Copy:

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

**ITEM**

Discontinuation of Bachelor of Arts in Media Studies at Southern Connecticut State University.

**BACKGROUND AND RATIONALE**

The discontinuation of the Media Studies BA program is a result of a merging of the Communication and Media Studies department in 2018. The department merger and subsequent curriculum revision was delayed by the COVID quarantine. As the required program review was completed last year, several trends and issues were identified that have exacerbated falling enrollments for the Media Studies program:

- In Spring 2020, two Media Studies faculty retired, reducing the FT faculty in the area by 50%
- Enrollment in the Media Studies program was 20 in Fall 2020. By Fall 2023, enrollment dropped to 9 students. This seemed to reflect the university trend of enrollment declines, but has been troublesome, with student interest continuing to decline.
- Recent changes to the Southern's General Education program also saw shifts in service courses that counted for requirements. Media Studies courses offered in Tier 1 as part of the Critical Thinking category and the Tier 3 Capstone category, were moved to the Tier 2 – Exploratory course category.
- Development of curriculum related to social media has tapped into student interest that has been largely underserved. The Social Media minor has shown signs of growth, but issues with pre-requisites and general lack of publicity for the program have prevented it from growing further.
- Southern's pre-requisite structure has made it more difficult than necessary for students to take introductory and elective courses in the major, sometimes resulting in delays in students completing the major or declared minors.

**TEACH OUT**

The proposed change will not discontinue any courses required for the Media Studies BA degree. In addition, the pre-requisites for courses required for that program will be changed so that students will have an easier time registering for any remaining classes they may need. During the sunset period, Southern will schedule sections of the courses that may be needed. In the unlikely event that a course needed is not offered, we will be able to recommend substitute courses.

**RECOMMENDATION**

The merging of the two major programs (Communication and Media Studies) creates a more sustainable program than a stand-alone Media Studies program. The changes will also expand the opportunities for students declaring the Communications major to study areas that are currently unavailable to the Communication and Media Studies majors alone. The flexibility provided by reduced prerequisites will allow for more fluid progress through the major, as well as allow students to adapt their coursework to their specific academic interests.

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this discontinuation. CSCU Academic and Student Affairs concurs with this recommendation.

# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Discontinuation of Cybersecurity Operations – Certificate

February 29, 2024

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of the Cybersecurity Operations – Certificate at Connecticut State Community College effective February 29, 2024.

A True Copy:

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

**ITEM**

Discontinuation of Cybersecurity Operations – Certificate at Connecticut State Community College.

**BACKGROUND AND RATIONALE**

The Cybersecurity Operations Certificate (CYSC-CC-OPS) has too many credits and contains a course which is being phased out of the Cybersecurity degree: CYS 2152 Ethical Hacking & Pen Testing II. Terminating this certificate along with terminating the Computer Networking Security Certificate (CPNS-CC) will leave two remaining distinctly different certificates:

- Computer Networking Certificate (previously named Computer Networking Technology Certificate-CPNT-CC)
- Cybersecurity Certificate (previously named Cybersecurity Essentials Certificate-CYSC-CC-ESN)

This will make advising easier and make it easier for students to select the appropriate certificate.

**TEACH OUT**

All of the courses, except for CYS 2152 Ethical Hacking & Pen Testing II, required for the Cybersecurity Operations Certificate are contained within the Cybersecurity (Essentials) Certificate and/or the Cybersecurity AS degrees and therefore guaranteed to be offered on a regular basis. Students will have the option of continuing to work toward completing the certificate requirements at their own pace or switch into the Cybersecurity (Essentials) Certificate, though they will be advised to switch to the shorter Cybersecurity (Essentials) Certificate. If any students choose to remain in this certificate, then CYS 2152 can be run online to accommodate them or an independent study for CYS 2152 can be offered. Because the certificate does contain sequenced courses and students tend to attend part-time, the teach out period should extend to Spring 2026.

**RECOMMENDATION**

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this discontinuation. CSCU Academic and Student Affairs concurs with this recommendation.



# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Discontinuation of Cybersecurity Option – Cybersecurity Associate of Science Degree

February 29, 2024

**RESOLVED:** That the Board of Regents for Higher Education approve the discontinuation of the Cybersecurity Option leading to an Associate of Science Degree in Cybersecurity at Connecticut State Community College effective February 29, 2024.

A True Copy:

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

**ITEM**

Discontinuation of Cybersecurity Option leading to an Associate of Science Degree in Cybersecurity at Connecticut State Community College.

**BACKGROUND AND RATIONALE**

The Cybersecurity, AS degree currently has three options:

- Networking
- Computer Science
- Cybersecurity

Having three separate option tracks distributes our students among too many options and the courses contained within. By eliminating the Cybersecurity option, we can funnel students into a smaller selection of courses thereby increasing course availability and degree completion rate. The Networking option contains courses more closely aligned with the needs of entry level IT jobs.

CCSU has several cybersecurity degrees/minors/concentrations housed in two separate departments - "Computer Electronics & Graphic Technology" and "Computer Science." The Networking option aligns with the cybersecurity program in the CEGT department, and the Computer Science option aligns with the cybersecurity program in the Computer Science department.

**TEACH OUT**

As the Cybersecurity: Cybersecurity option is a new degree, it will be easy to move students into the Cybersecurity: Networking option and the two degrees are similar, differing by only a few specialization courses. The discontinued Cybersecurity degree contains three courses that are not required in other degrees but can be used as electives in those degrees. These courses are less likely to be offered on a regular basis. To assist students who wish to complete the degree, online offerings of these specialization courses and/or independent study options can be arranged. In addition, variances can be used to apply technical courses required in the Cybersecurity option toward technical courses in the Networking option (or vice versa). A teach out period to Spring 2026 is recommended.

**RECOMMENDATION**

Following its review and deliberative process, it is the recommendation of the Academic & Student Affairs Committee that the Board of Regents approve this discontinuation. CSU Academic and Student Affairs concurs with this recommendation.

# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Modification of a Program

Masters in Business Administration  
Southern Connecticut State University

February 29, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – Masters in Business Administration (CIP Code: 52.0201/ OHE# 19157), specifically a modification to the CIP Code and course electives 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 Masters in Business Administration (CIP Code: 52.0201/ OHE# 19157), specifically a modification to the CIP Code and course electives at Southern Connecticut State University.

**JUSTIFICATION/PROPOSED CHANGE**

The main rationale for this minor program change is to:

- renumber all MBA course numbers in the 600 range
- reduce concentration/elective credits from 12 to 9
- embed STEM assignments in the required courses of the MBA program

MBAs with STEM alignments are very popular with international students, and the Southern MBA seeks to leverage this opportunity to align with emerging industry standards and attract more international students. The original MBA program (both traditional and accelerated programs) had 30 required credits excluding 12 waivable credits. The new program MBA program (both traditional and accelerated) will have 30 required credits excluding 9 waivable credits. For a specific concentration, students will need 3 additional credits from one of the concentration areas – Accounting, Business Analytics, Finance, General MBA, Healthcare Administration, Human Resource Management, International Business, Management and Marketing. There is no change to the 12 credits required for the three certificates in the program – Business Analytics Certificate, Healthcare Administration Certificate and Human Resource Certificate.

Non-business undergraduate students will take coursework in up to 9 waivable credits before joining the MBA program; this was 12 credits in the old program. All applicants with business undergraduate business degrees or extensive industry experience are waived from taking up to 9 waivable credits. As in the old program, waivers are reviewed and determined by the MBA Director.

No additional resources are required. Existing faculty and resources available in the school will be adequate for implementation.

**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. CSCU Academic and Student Affairs concurs with this recommendation.

# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Modification of a Program

Bachelor of Science in Communications  
Southern Connecticut State University

February 29, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – BS in Communications (CIP Code: 90101/ OHE# 14816), specifically a modification of courses/course substitutions 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 B.S. in Communication at Southern Connecticut State University, specifically a modification of courses/course substitutions.

**BACKGROUND AND ADDRESSING MARKET NEEDS****PROPOSED CHANGE**

The revised program at Southern will reflect the following changes:

- COM (BS) program will be renamed and change to a BA and the MDS (BA) program will be discontinued.
- Program credits will remain at 45 to reflect the merged content of the two existing programs.
- Curriculum pre-requisites will change to reflect four levels of engagement with program offerings. A few courses will have additional course pre-requisites to reflect a course sequence.
- The revised program will have two concentrations: Communication, Media, and Screen Studies (CMS) and Film, Television, and Digital Production (FTDP). The CMS concentration combines the content from the current Advertising and Promotions concentration, the Personal and Professional Communication concentration, and the Media Studies major. The FTDP concentration will retain its specialized content courses.

**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. CSCU Academic and Student Affairs concurs with this recommendation.

# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Modification of a Program

Masters of Science in School Health Education  
Southern Connecticut State University

February 29, 2024

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 program delivery method 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 School Health Education at Southern Connecticut State University, specifically a modification of program delivery method.

**JUSTIFICATION/PROPOSED CHANGE**

Since COVID, this program has been offered fully online with success. The target audience for this program is currently employed educators across CT who are looking for coursework/training in health education. Having classes fully online makes Southern's program more accessible to educators across the state. Additionally, this program appeals to educators across the country who are seeking to advance their health education practice. Having a fully online program allows us to reach more students and increase enrollment.

**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. CSCU Academic and Student Affairs concurs with this recommendation.

02/2/2024 – BOR - Academic and Student Affairs Committee

02/29/2024 – Board of Regents



# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Modification of a Program

Bachelor of Science

Criminal Justice, Criminology, and Law

Western Connecticut State University

February 29, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – BS in Criminal Justice, Criminology, and Law, specifically to modify the CIP Code at Western Connecticut State University (OHE# 00202 and current CIP Code 43.0107).

A True Copy:

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

**ITEM**

Modification – CIP Code change from 43.0107 to 43.0103 for the Bachelor of Science program in Criminal Justice, Criminology, and Law at Western Connecticut State University

**RATIONAL**

The new number more accurately reflects Western's focus in this program and is a strategy to capture the relevant students through respective search engines.

**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. CSU Academic and Student Affairs concurs with this recommendation.

12/1/2023 – BOR - Academic and Student Affairs Committee

12/14/2023 – Board of Regents

# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Modification of a Program

Bachelor of Science

Criminal Justice, Criminology, and Law

Western Connecticut State University

February 29, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – BS in Justice and Law, specifically to change the program name to BS in Criminal Justice, Criminology, and Law at Western Connecticut State University (OHE# 00202 and new CIP Code 43.0103).

A True Copy:

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

**ITEM**

Modification – CIP Code change from 43.0107 to 43.0103 for the Bachelor of Science program in Criminal Justice, Criminology, and Law at Western Connecticut State University

**RATIONAL**

This request for a name change reflects the Division's efforts to increase student enrollment in the major. The proposed name is more commonly "searched" and recognized by individuals looking for a degree in the area of policing, law, corrections and homeland security. The change is expected to have a positive impact on the institution and student enrollment. The program will continue to provide students with a quality education that represents the missions of both the University and the Division.

**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. CSCU Academic and Student Affairs concurs with this recommendation.

2/2/2024 – BOR - Academic and Student Affairs Committee

2/29/2024 – Board of Regents

# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Modification of a Program

Associate of Science in Health Information Technology – Data Management  
Connecticut State Community College

February 29, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – AS in Health Information Technology – Data Management (CIP Code: 51.0707/ OHE# 21333), specifically a modification of courses/course substitutions and a change to selective admission at Connecticut State Community College.

A True Copy:

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

**ITEM**

Modification to A.S. in Health Information Technology – Data Management (CIP Code: 51.0707/OHE# 21333), specifically a modification of courses/course substitutions and a change to selective admission at Connecticut State Community College.

**BACKGROUND**

The Health Information Technology – Data Management degree is currently the only CAHIIM-accredited Health Information Technology associate degree in Connecticut. The proposed modification to add additional contact hours in Anatomy & Physiology is driven by changes in the industry. CT State is responding to new demands on health information professionals to interpret medical documentation, apply standards to the management of information, and utilize the latest clinical classification systems that are increasing in complexity.

CT State maintains a robust advisory board with members from across the industry from hospitals to software vendors and acts on their input to maintain a high-quality program that fully prepares graduates to meet the demands of current health information technology roles.

**PROPOSED CHANGES**Addition of Anatomy & Physiology I & II:

CT State's program advisory board has recommended the addition of the two semesters of Anatomy & Physiology due to changing industry demands. In particular, CT State's industry connections at 3M Health Information Systems whose employees are already working with the Eleventh Revision of the International Classification of Disease (ICD-11) have shared that it is more demanding and has required their current employees to seek out additional education.

The introductory-level coverage of human biology in the one-semester course currently in the program, (BIO 1111 Cell Biology with Organ Systems) will not be sufficient to meet the skill level required for proficiency with ICD-11. Adding the BIO 2111 Anatomy & Physiology I and BIO 2112 Anatomy & Physiology II to this program will make graduates better prepared to enter the workforce.

Selective Admission:

The accreditor (CAHIIM) requires an externally supervised professional practice experience (PPE). The number of sites available for students in Connecticut is limited. This is partly due to the consolidation of healthcare systems in Connecticut. In the larger systems, there is often a central Health Information Management department and not one at each facility; this limits the number of students that can be accepted for the PPE each semester. Selective admission will enable CT State to maintain the number of students at a level that ensures placement for the PPE.

Like other clinical programs, placement in a healthcare facility can require criminal background checks, immunizations, drug testing, physical exams, and expenses related to commuting to the assigned facility. Selective admission allows us to have a point where we can ensure that incoming students are aware of and understand these requirements. Making these requirements clear to incoming students is a requirement of our CAHIIM accreditation.

## **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. CSU Academic and Student Affairs concurs with this recommendation.

02/2/2024 – BOR - Academic and Student Affairs Committee

02/29/2024 – Board of Regents

# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Modification of a Program

Cybersecurity Essentials – Certificate 2  
Connecticut State Community College

February 29, 2024

RESOLVED: That the Board of Regents for Higher Education approve the modification of a program – Cybersecurity Essentials – Certificate 2 (CIP Code: 11.1003/ OHE# 21521), specifically a modification of the program name at Connecticut State Community College.

A True Copy:

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



**ITEM**

Modification to Cybersecurity Essentials – Certificate 2, specifically a modification of the program name at Connecticut State Community College.

**PROPOSED CHANGE**

Aligning over 80 computer programs and 250 courses from the 12 legacy community colleges to CT State was a daunting challenge. The process was successful in reducing the number of degrees from more than 80 to under 30 for the 2023-2024 catalog year. However, it is clear that we are still distributing a finite number of students among too many degrees and certificates. The long list of options is proving difficult for both students and faculty to navigate. The name change to this certificate coincides with the discontinuation of two similar certificates and is a first step in reducing the scale of the problem.

Along with this name change, minor revisions to the certificate curriculum and two applications for discontinuation for redundant certificates have been submitted.

The proposed new name of the program is Cybersecurity Certificate.

**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. CSU Academic and Student Affairs concurs with this recommendation.

# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Modification of a Program

Computer Networking Technology – Certificate 2  
Connecticut State Community College

February 29, 2024

**RESOLVED:** That the Board of Regents for Higher Education approve the modification of a program – Computer Networking Technology – Certificate 2 (CIP Code: 11.0901/OHE# 21506), specifically a modification of the program name at Connecticut State Community College.

A True Copy:

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

**ITEM**

Modification to Computer Networking Technology – Certificate 2, specifically a modification of the program name at Connecticut State Community College.

**PROPOSED CHANGE**

Aligning over 80 computer programs and 250 courses from the 12 legacy community colleges to CT State was a daunting challenge. The process was successful in reducing the number of degrees from more than 80 to under 30 for the 2023-2024 catalog year. However, CT State is still distributing a finite number of students among too many degrees and certificates. The long list of options is proving difficult for both students and faculty to navigate. The name change to this certificate coincides with the discontinuation of two similar certificates and is a first step in reducing the scale of the problem.

Along with this name change, minor revisions to the certificate curriculum and two applications for discontinuation for redundant certificates have been submitted.

The proposed new name of the program is Computer Networking Certificate.

**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. CSU Academic and Student Affairs concurs with this recommendation.

# **CSCU** Board of Regents

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

### **RESOLUTION**

Continuation of a Center

February 29, 2024

RESOLVED: That the Board of Regents for Higher Education approve continuation of a center, the Research Center – Values in Emerging Science and Technology at Southern Connecticut State University, until December 31, 2030.

A True Copy:

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

**ITEM**

Continuation of the Research Center on Values in Emerging Science and Technology at Southern Connecticut State University.

**RATIONALE and PROPOSAL****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. CSU Academic and Student Affairs concurs with this recommendation.

2/2/2024 – BOR - Academic and Student Affairs Committee

2/29/2023 – Board of Regents

# Board of Regents

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

### **RESOLUTION**

Concerning A Promotion

February 29, 2024


RESOLVED: That the Board of Regents for Higher Education approve the promotion of Dr. April Moreira recommended by Interim President Manohar Singh of Western Connecticut State University.

A True Copy:

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



TO: Terrence Cheng, Chancellor, Connecticut State Colleges & Universities  
FROM: Dr. Manohar Singh, President (Interim)   
CC: Dr. Missy Alexander, Provost & Vice President for Academic Affairs  
Dr. Stavros Christofi, Promotion & Tenure Committee Co-Chair  
Fred Cratty, Chief Human Resources Officer  
Dr. Forest Robertson, Promotion & Tenure Committee Co-Chair  
DATE: October 30, 2023  
RE: Promotion and Tenure Recommendations 2023-2024 (Revised)

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I support and concur with the recommendation that the following faculty member receive promotion effective academic year 2023-2024.

**Promotion to Associate Professor**

Dr. April Moreira

MS:moc

Attachment

# **APRIL M. MOREIRA, DSW, LCSW**

[moreiraa@wcsu.edu](mailto:moreiraa@wcsu.edu)

## **CURRICULUM VITAE**

### **ACADEMIC BACKGROUND:**

#### **Doctor of Social Work**

Southern Connecticut State University, New Haven, CT

2021

#### **Master of Social Work, *Advanced Standing***

Fordham University, Graduate School of Social Service, New York, NY

2007

#### **Bachelor of Arts, Social Work**

Western Connecticut State University, Danbury, CT

2004

#### **Associate of Arts and Science in Human Services**

Naugatuck Valley Community College, Waterbury, CT

2002

### **CURRENT LICENSURE AND CERTIFICATES:**

- Licensed Clinical Social Worker, License # 009574 (CT- Since 2016)
- Connecticut Initial Educator Certificate-School Social Worker (CT -Since March2014)

### **PROFESSIONAL ASSOCIATIONS:**

- National Association of Social Workers, Connecticut Chapter (Since 2016)

### **HONORS AND AWARDS:**

- 2019-2020 School of Professional Studies- Outstanding Faculty Member Award

### **PRESENTATIONS:**

- Harris, D., Moreira A., & McLean, K. (2022). *Self-Care Practices of Undergraduate Social Work Students during the Era of Covid 19*. Presentation, National Association of Social Workers (NASW) CT Chapter Annual Meeting, Mystic, CT.
- Young, S. & Moreira, A. (2019). *Using simulated clients to teach BSW students, why not us?* Presentation, Council on Social Work Education (CSWE) Annual Program Meeting, Denver, CO.



## **PUBLICATION:**

- Harris, D., McLean, K. & Moreira, A. (2022). “*Self-Care Practices of Undergraduate Social Work Students During the Era of COVID-19*” Under Review by Journal of Social Work Education

## **PROFESSIONAL/RESEARCH INTERESTS:**

- Promoting Positive Social Change
- Trauma Informed Care
- Culturally Humility Social Work Practice
- LGBTQI Advocacy
- First Generation College Students/Professors
- Play Therapy
- Mindfulness

## **TEACHING EXPERIENCE:**

Western Connecticut State University, Danbury, CT

***Field Coordinator/Assistant Professor***

August 2017-Present

Organize student field placements in the state of CT and NY; develop and oversee the paperwork and evaluations for field placements; coordinate with the Field Liaisons; develop and organize a workshop each semester for all Field Instructors and Field Liaisons; conduct field visits; advise students on their plan of study and other related concerns; Evaluate student performance promptly and accurately based on departmental rubrics; maintain records of student attendance, involvement, and progress; teach assigned class material in accordance with learning objectives that are developed by the department; develop and prepare class material and assignments; engage students in active learning; communicate with students outside of class to provide supplementary instruction, when necessary; participate in faculty meetings involving departmental updates.

Courses taught: *SW 200-Introduction to Social Work and Social Welfare Services, SW 306-Junior Seminar, SW 310-SW Practice II, SW 320- Fall Senior Seminar, and SW 321-Spring Senior Seminar*

Western Connecticut State University, Danbury, CT

***Adjunct Professor /Special Appointment***

August 2015- May 2017

Courses taught: *SW200- Introduction to Social Work and Social Welfare Services- Fall 2015 & Fall 2016 SW306- Social Work Junior Field Practicum & Seminar-Spring 2016 & Spring 2017, SW210- Social Welfare as an Institution- Fall 2016, SW220- Cultural Diversity-Spring 2017, SW215 Human Behavior and the Social Environment- Spring 2017, SW309 Social Work Practice I- Spring 2017*

## PROFESSIONAL EXPERIENCE:

### **Department of Children and Families (DCF), Danbury, CT**

#### *Treatment and Adolescent Social Worker*

March 2005- June 2010

Utilized interviewing techniques to assess clients' strengths, needs, risks, safety, identify goals and objectives; engaged clients in the intervention process; collaborated with clients and providers in development of effective case plans; assessed progress; provided ongoing case management; prepared psychosocial assessments, case histories, and other case records as components of an assigned case load; advocated on behalf of clients and assisted them in accessing community resources to improve their well-being and family functioning; referred clients and family members to social and supportive services; motivated and counseled clients to increase their ability to understand and effectively cope with life stressors; demonstrated empathy, compassion, effective listening, and communication skills; provided crises intervention; supported children and families in processing the impact of abuse and neglect on their lives; counseled and assisted adolescents with gaining life skills and preparing for their futures, i.e. college, work, independent living, etc.; worked collaboratively with medical, legal, mental health, substance abuse, and other professionals, delivering a comprehensive multidisciplinary approach to clients in need; worked effectively with diverse populations; served as a Safe Harbors liaison, supporting DCF workers and advocating for the LGBTQI (Lesbian, Gay, Bi-Sexual, Transgender, Questioning, Intersex) clients served by the Danbury DCF office.

### **Family and Children's Aid, Danbury, CT**

#### *Shift Coordinator for Permanency Diagnostic Center*

October 2003-May 2004

Supervised staff; administered medication; implemented treatment plans; provided physical and emotional care; and ensured safe, supportive, and healthy environment for children residing in center after multiple placements in foster care.

### **Girl Scout Council of Southwestern Connecticut, Wilton, CT**

#### *Membership Specialist*

March 2002-August 2003

Initiated programs, led groups and maintained retention rates of "at-risk" adolescent females living in Norwalk, CT; presented programming in local housing communities and community centers; implemented "Girlz R.U.L.E.", anti-violence program for females at Ponus Ridge Middle School, focusing on activities to help visualize violence and bullying.

**Danbury Youth Services**, Danbury, CT

**Instructor for T.A.R.G.E.T** (Teaching and Reaching Gaining Excellence Together)

June 2000-March 2001

Led afterschool/summer substance abuse prevention programs; provided a safe and nurturing environment; taught positive social skills with regular homework assistance for youth residing in the High Ridge and Laurel Gardens Housing Communities in the City of Danbury.

**PROGRAMS AND WORKSHOPS:**

- “Grant Writing 101” Connecting to Care, Instructed by Kathy Randall, August 17, 2022.
- “Voices: A Program of Self-Discovery and Empowerment” Women’s Consortium, Instructed by Dr. Candice Norcott, Ph.D., July 12-13 and 19-20, 2022.
- “NASW/CT 35<sup>th</sup> Annual Statewide Conference” NASW CT Chapter, May 26<sup>th</sup>, 2022.
- “Narrative Therapy Techniques for Navigation Grief and Uncertainty” PESI, Instructed by Claire Bidwell Smith, LCPC, April 28, 2022.
- “Seizing the Moment: Re-Humanizing Grief Care for Clients and Ourselves” PESI, Instructed by Megan Devine, LPC, April 29, 2022.
- “Expressive Arts for Children and Adults: Giving Grief a Voice” PESI, Instructed by Diana Sebzda, LPC, FT, April 29, 2022.
- “Ethics and Personal Loss: Using Self-Disclosure in Grief Support” PESI, Instructed by Litsa Williams, LCSW-C, April 29, 2022.
- “Survivors’ Guilt, Regret, and Shame: Interventions for Today’s Grieving Clients” PESI, Instructed by Christina Zampitella, PsyD, FT, April 29, 2022.
- “EMDR Toolbox for Traumatic Grief and Mourning” PESI, Instructed by Megan MCQuary, LCSW, EMDR-C, April 29, 2022.
- “The 6<sup>th</sup> Stage of Grief: Why Meaning Making is More Important than ever” PESI, Instructed by David Kessler, April 28, 2022.
- “Clinical Strategies for Collective Grief and Pandemic Fatigue” PESI, Instructed by Diana Sebzda, LPC, FT, April 28, 2022.
- “From Loss to Resilience with Emotional Focused Individual Therapy” PESI, Instructed by Dr. Leanne Campbell, Ph.D., April 28, 2022.
- “Creating Safe Spaces for Culturally Diverse Clients to Grieve” PESI, Instructed by Tiffani Dilworth, LCPC, CAGCS, April 28, 2022.
- “PREPaRE Workshop 1, 2, & 3” Western Connecticut State University, Instructed by Dr. Paula Lopez, Ph.D., January 14, 21, & 28, 2022.
- “Managing your Private Practice” University of Connecticut, Instructed by Patricia Carl-Stannard, LCSW., January 7, 2022.
- “Becoming and Being a Cross-Racial Ally” Women’s Consortium, Instructed by Dr. Ken Hardy, Ph.D., September 22, 2021.
- “Exploring Gender Identity in Clinical Settings” Women’s Consortium, Instructed by Seth Wallace, LCSW, July 14, 2021.
- “Intro to Clinical Practice with LGBTQI Clients” Women’s Consortium, Instructed by Seth Wallace, LCSW, June 10, 2021.
- “Narcen Training” WCSU, Instructed by Abby Wood, MSW, April 14, 2021.
- “Embodying the Healing Wisdom” Collectively Rooted, Instructed by Dr. Richard Schwartz, Ph.D., April 8<sup>th</sup> & 9<sup>th</sup>, 2021.

- “QPR Gatekeeping” WCSU, Instructed by Abby Wood, MSW, March 10, 2021.
- “The Clinical Interview” UConn School of Social Work” Instructed by Dr. Jennifer Berton, Ph.D., December 14, 2020.
- “Making Sense of the DSW5” UConn School of Social Work” Instructed by Dr. Jennifer Berton, Ph.D., December 07, 2020.
- “Attachment-Based Play Therapy for Emotional, Behavioral & Sensory Challenges” WCSU, Instructed by Tammi Van Hollander, LCSW, RPT-S, Danbury, CT. October 12, 2019.
- “Play Therapy with Divorce & Custody Cases” WCSU, Instructed by Louise Wonders, LPC, RPT-S, CPCS, Danbury, CT. October 11, 2019.
- “The Proven Power of Being Kind to Yourself” Suncrest Counseling, Instructed by Dr. Kristen Neff, Ph.D., Cromwell, CT. June, 7, 2019.
- “The Brainstorm Experience” the Avielle Foundation, Instructed by Dr. Bessel Van der Kolk, M.D., Newtown, CT. August 24, 2018.
- “Working with the Post 9/11 Veteran: What a Civilian Social Worker Needs to Know” NASW, Instructed by Dr. Sharon Young, PhD, LCSW. August 24, 2018.
- “Western Connecticut Trauma Conference” WCSU Counselor Education Program and Social Work Department, Danbury, CT. May 21<sup>st</sup>, 2018.
- “Play-Family Therapy with a Major Component in Advanced Child Development (401)” Family and Play Therapy Center, Instructed by Dottie Higgins-Klein, Clinical Director, September, 2017-June, 2018
- “Play-Family Therapy with a Major Component in Advanced Child Development (402)” Family and Play Therapy Center, Instructed by Dottie Higgins-Klein, Clinical Director, September, 2016-June, 2017
- “First-Aid Kit for Counseling Parents on Child and Teen Tantrums, Noncompliance and Fighting” Cross Country Education, Instructed by Douglas Ruben, Ph.D, Independent Self-Study. July, 2016
- “Counseling Children: Counseling Techniques with 5-12 Year Olds” Cross Country Education, Instructed by Paul R. White, LCSW, Independent Self-Study. July 2016
- “Self-Regulation” PESI, Instructed By: Teresa Garland, MOT, OTR/L, Independent Self-Study. December, 2015
- “Mindfulness, Healing and Transformation: The Pain and the Promise of Befriending the Full Catastrophe” PESI, Instructed By: Jon Kabat-Zinn PH.D, Independent Self-Study. December, 2015
- “Yoga & Mindfulness Tools for Children & Adolescents: Improve Emotional Regulation & Increase Attention” PESI, Instructed By: Jennifer Cohn-Harper, Shelton, CT. March, 2015
- “Suicide & Self-Mutilation: Stopping the Pain” PESI, Instructed By: Jack Klott, MSSA, LCSW, CSWW, Suicidologist, Shelton, CT. December, 2013
- “EFT for Trauma Release & Resilience Level One Training” The Tapping Solution Foundation, AAMET International Trainer Jade Barbee, Newtown, CT. September, 2014
- “Cognitive Behavioral Therapy for Kids and Adolescents: Proven and Practical CBT Techniques” PESI, Instructed By: Barry Gregory, M.E.D., ED.D., LMHC, NCC, Shelton, CT. April, 2014
- “Physical/Psychological Management Training (PMT), helping people succeed,” Family and Children’s Aid, Danbury, CT. September, 2010

- “All the Rage: Helping Adolescent Girls in Crisis,” instructed by Martha B. Straus, Ph.D. The Connecticut Council on Adoption, North Haven, CT. May, 2010
- “Child and Adolescent Sexual Development,” instructed by Dr. Roz Dischiavo and sponsored by the Department of Children and Families Training Academy, Hartford, CT. May, 2010

## **PROGRAMS AND WORKSHOPS Continued:**

- “The First Leir Conference on Autism Spectrum Disorders,” instructed by Dr. Fred Volkmar and Dr. James McPartland and sponsored by The Leir Retreat Center, Ridgefield, CT. May, 2010
- “Trauma Stewardship,” Department of Children and Families, University of Hartford, Hartford, CT. April, 2010
- “True Colors Annual Conference,” University of Connecticut. Storrs, CT. March, 2007 & 2008
- “Normal Doesn’t Mean Nothing Happened: Understanding Sexual Abuse Medical Evaluation,” The Central Connecticut Multidisciplinary Intervention Team Community Mental Health Affiliates and the Department of Children and Families. New Britain, CT. April, 2008
- “Treatment for Juveniles with Problem Sexual Behaviors,” The Central Connecticut Multidisciplinary Intervention Team Community Mental Health Affiliates and the Department of Children and Families. New Britain, CT. April, 2008
- “DCF Child Protective Services and MCCA Substance Abuse Treatment Cross Training Forum,” Department of Children and Families and MCCA, Danbury, CT. October, 2007
- “Beyond Cultural Differences: Ecuador,” Department of Children and Families, Danbury, CT. April, 2007
- “Preventing Health Risks & Promoting Healthy Outcomes Among LGBTQ Youth,” a Training Workshop for School Counselors, Nurses, Psychologists and Social Workers. American Psychological Association and True Colors, Central Connecticut State University. March, 2007
- “Identifying & Working with Parents with Cognitive Limitations Training,” Connecticut Parents with Cognitive Limitations Workgroup, Danbury, CT. March, 2006
- “Department of Children and Families Pre-Service Trainings,” Introduction to Child Protection Services; Values Clarification; Indicators of Abuse/Neglect; Cultural Competency; Interviewing; Case Planning in Child Protective Services; Child Development; Separation and Placement; Domestic Violence; Behavioral Health; Sexual Abuse; Educational Services; Adolescent Services. Hartford, CT. March, 2005- January, 2006

## **VOLUNTEER EXPERIENCE:**

- Out of the Darkness Community Walks, American Foundation for Suicide Prevention, Danbury, CT, September, 2016, September, 2017. September 2018

**PROFESSIONAL REFERENCES:**

Dr. Tanya Iacono, DSW, LCSW  
Clinical Coordinator  
Juvenile Matters at Bridgeport  
60 Housatonic Avenue  
Bridgeport, CT 06604  
203-579-3642

Dr. Karen Mclean, Ph.D., LMSW  
Assistant Professor  
Western Connecticut State University  
181 White Street  
Danbury, CT 06810  
203.837.8937

Dr. Deneen Harris, Ph.D., L.C.S.W  
Associate Professor  
Western Connecticut State University  
181 White Street  
Danbury, CT 06810  
203.837.32923



## Candidate Narrative

Why do I teach? I teach because I want to assist the future stakeholders of the field of social work. I want to ensure the future leaders of social work are well prepared and supported in building the foundation of their professional careers. I want to do my part in ensuring the field of social work continues to grow with passionate and dedicated members. I teach because I love being with the curious and dedicated BSW students I encounter every academic year at WCSU. Ever since I began my career in social work, I have been passionate about the field. I believe in the NASW (National Association of Social Work) Code of Ethics, I believe in promoting change, social justice, cultural humility and being an advocate to those who need support. I am especially passionate about first-generation students and the pride they show while working hard to obtain their degrees.

Teaching at Western Connecticut State University has been the ideal environment to demonstrate my passion and nurture it in others, something I care deeply about. Since stepping in front of my first class of students at WCSU, my enthusiasm for the field and our school has exploded. As an assistant professor, I strive to engage students in the learning process and encourage them to utilize critical thinking skills. I teach through demonstration, incorporating real life experiences from the field and media into my teachings. We analyze research and theories, role play, and observe behaviors and outcomes. The professional experience I garnered in the field is a valuable tool that I incorporate into my teaching. My goal is to immerse the students in the diversity and complexity of social work, eliciting questions and dialogue that will enhance their learning, and bring meaning to their learning experience. I have been able to observe the students utilize these skills in the field environment during field visits, field placement evaluations, and feedback from our field placement supervisors.

I believe my teaching style is straightforward, genuine, and honest. Students have referred to my style as “keeping it real.” On the first day of classes, we review the syllabus together and discuss expectations, both of the students and myself. I uphold those expectations throughout the semester and feel comfortable confronting someone who may not be upholding appropriate behaviors in the classroom. I attempt to inspire students with honesty and realness and challenge them to be open to the opinions of others, to agree to disagree when a consensus cannot be made, and to take responsibility for our actions. I feel the students I serve know I am here to support them and encourage them to do well. I believe my passion for promoting change is evident and comes out in the lessons and assignments for each class. I encourage the students to analyze their own belief structures and explore the personal narratives that brought them to this field of study. This allows them to see why they have chosen social work and how their background, beliefs, and values can serve them as a strength or challenge in the field.

To continue to meet the educational needs of the students I serve, I entered a DSW program at Southern Connecticut State University in the summer of 2018 with the concentration in social work education. I wanted to continue to learn new techniques and teaching styles to incorporate in the classroom to increase my own knowledge and confidence in teaching. As an assistant professor who serves mostly first generation and non-traditional students, I needed to have a large foundation to work from to ensure I am reaching all the students diverse learning needs. Most of our students work 30 hours, have small children, care for loved ones, and/or have little to no experience with the expectations of higher education. The stories of trauma, CPS (child protection services) history, and hardship are difficult, but have inspired them to pursue a career to help others. These situations can be encouraging, but also detrimental to the student and



client if not addressed properly. As an assistant professor, I incorporate self-care education into the curriculum and encourage students to get professional help, on campus or in the community.

My professional experience and personal growth has allowed me to develop a good sense of self, appropriate boundaries, and a strong commitment to the NASW's Code of Ethics. I utilized my skills from the field in the classroom while incorporating them into locating and maintaining field placements. Being a Field Coordinator for the Social Work Department is not only a good application of my skills and a benefit for the students of Western, but also personally rewarding for me. I successfully completed my DSW program in May of 2021 and have seen an increase of confidence in my teaching knowledge and skills.



September 29, 2023

Dr. April Moreira  
Social Work Department  
Western Connecticut State University  
181 White Street  
Danbury, CT 016810

Dear Dr. Moreira:

I am pleased to inform you that I am recommending that you be promoted to the rank of Associate Professor. President Singh will submit your name to the Connecticut Board of Regents for Higher Education for consideration. I expect the Board to act on his recommendation at its next meeting.

Sincerely,

A handwritten signature in blue ink that reads "Missy Alexander".

Missy Alexander, Ph.D.  
Provost and Vice President for Academic Affairs

c: Dr. Manohar Singh, Interim President  
Dr. Joan Palladino, Dean  
Mr. Fred Cratty, Chief Human Resources Officer

# **Board of Regents**

## **RESOLUTION**

concerning

### **CSU – Credit Card Service Fees**

February 29, 2024

WHEREAS, The Board of Regents for Higher Education (the Board) under its statutory authority – CGS 10a-99 – reviews and establishes tuition and fees for such purposes as the Board deems necessary, and

WHEREAS, On October 20, 2022 and December 14, 2023, the Board approved the fee structure for CSCU institutions, including what is referred to as “Tier II” Fees for fiscal years 2024 and 2025, respectively. Tier II Fees cover items that are assessed to students on a usage basis and are not necessarily applicable to all students, and

WHEREAS, Among the Tier II Fees approved for the four CSCU universities (CSUs) is one associated with credit card service fees, assessed by the service provider, TouchNet, to process credit cards for our universities, and

WHEREAS, The requested fees previously approved by the Board were at a specific percentage of 2.85% and 2.95% for fiscal year 2024 and fiscal year 2025, respectively,

WHEREAS, The service provider, TouchNet, recently increased the fee for international transactions to 4.25% which is allowable under CSCU Contract No. 22044, therefore be it

RESOLVED, That the Tier II Fees schedule line item associated with any credit card service fees shall henceforth appear as an informational item only at the bottom of the fee schedule rather than a set amount within an itemized fee schedule and asterisked to indicate that changes in the percentage are permitted in accordance with the applicable contract with the service provider.

**ITEM**

CSU – Credit Card Service Fees

**BACKGROUND**

On October 20, 2022 and December 14, 2023, the Board approved the fee structure for CSCU institutions for fiscal years 2024 and 2025, respectively, including what is referred to as “Tier II” Fees. Tier II Fees cover items that are assessed to students on a usage basis and are not necessarily applicable to all students. Among the Tier II Fees approved for the CSUs is one associated with credit card service fees. These are the costs assessed by the service provider, TouchNet, to process credit cards for our universities. **The CSUs have historically passed this cost on to the student as a usage fee as not all students use credit cards to pay for the cost of education.**

**ANALYSIS**

The requested fees approved by the Board were at a specific percentage: 2.85% for fiscal year 2024 and 2.95% for fiscal year 2025. **TouchNet recently increased the fee for international transactions to 4.25% which, although is allowable under CSCU Contract No. 22044, was unexpected.** We are requesting a fee modification for the CSUs to be implemented immediately to accommodate the new credit card service fees.

Further, we are requesting that the Tier II Fees schedule line item associated with the credit card service fees appears as an informational item only at the bottom of the fee schedule rather than a set amount within an itemized fee schedule and asterisked to indicate that changes in the percentage are permitted in accordance with the contract with the service provider.

**RECOMMENDATION**

Approve a change to CSU’s fiscal year 2024 and 2025 Tier II Fee structure to reflect the current rate for international credit card transactions (4.25%) charged by the service provider with a notation allowing for rate changes in accordance with contractually permissible rate adjustments.

# **CSCU** Board of Regents

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

### **RESOLUTION**

Concerning

Approval of a New Program

February 29, 2024

**RESOLVED:** That the Board of Regents for Higher Education approve the licensure of a program in Teaching English to Speakers of Other Languages (TESOL) (CIP Code: 13.1401, OHE# TBD) leading to a Bachelor of Arts at Southern 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, Teaching English to Speakers of Other Languages (TESOL), leading to a Bachelor of Arts at Southern Connecticut State University.

Name of Institution	Southern Connecticut State University	
Name of Program	Teaching English to Speakers of Other Languages (TESOL)	
CIP Code	13.1401	
OHE# (Leave blank for new programs)		
Degree Level	Bachelor of Arts	
Number of Collegiate Credits	120 (46 in Gen Ed)	
Date of Action (Anticipated)	02/29/2024	
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 checked="" type="checkbox"/> On Ground <input type="checkbox"/> Hybrid <input type="checkbox"/> Online
Effective Term	Fall 2024	
If a Discontinuation, date of Termination	N/A	
If a Suspension, dates of Suspension	N/A	

**BACKGROUND AND PROGRAM OVERVIEW**

As an undergraduate TESOL program, the primary goal is to equip candidates with the knowledge and skills necessary to be effective teachers of multilingual learners. To achieve this goal, four key objectives have been identified:

- Develop a comprehensive understanding of linguistics and language acquisition: The program provides a theoretical foundation in linguistics and language acquisition, from the perspectives of traditional linguistic theories, sociocultural theory, and systemic functional linguistics. Through this training, candidates will learn about the fundamental principles of language, including its structure, function, and use, and how these principles relate to language acquisition.
- Provide robust second language methodology training: To be effective teachers of multilingual learners, candidates must have a strong understanding of second language methodology. The program provides candidates with the tools and techniques necessary to

develop and implement effective lesson plans, assessments, and instructional strategies that meet the needs of multilingual learners.

- Prepare candidates to work with diverse populations: The program is designed to prepare candidates to work with a diverse population of bilinguals. This includes understanding their students' cultural and linguistic backgrounds, as well as the socio-economic and political factors that can impact their learning.
- Foster the development of effective teachers of multilingual learners: Ultimately, the program aims to prepare candidates to be effective teachers of multilingual learners. This includes providing them with the skills to create a supportive and inclusive classroom environment, to develop meaningful and engaging lesson plans, and to assess and evaluate student learning effectively.

The research clearly indicates a strong and growing demand for qualified TESOL educators both regionally and globally. Globalization, increased international mobility, and the prominence of English as a global communication tool have heightened the need for skilled TESOL educators. Local schools, language centers, and international institutions have expressed a pressing demand for educators who are equipped with the necessary knowledge and credentials to teach English to diverse learners. In August 2023 in Connecticut alone, there are 14 ESL teacher positions that remain unfilled, 8 community college and adult education ESL instructor positions, and over 20 online ESL teaching jobs that are available.

Within Connecticut, the demand for TESOL educators is particularly pronounced. The multicultural demographics of our community, including a substantial population of English language learners, make the introduction of a TESOL program highly relevant. Local schools and educational institutions are eager to collaborate with SCSU to address the linguistic needs of their students and provide them with quality language instruction. The number of multilingual learners (ML) (formerly known as English language learners) is sharply increasing in Connecticut. According to the State Department of Education, the ML population has grown by 24% since 2017. However, there is a persistent shortage of ESL teachers in the State which has been designating TESOL as an area of shortage for the past 12 years. Currently only two Connecticut universities (Fairfield University and Central CT State University) offer an initial certification program in TESOL, but only at the graduate level. Both programs require over 60 credits of coursework. With TESOL being a designated shortage area and with the increasing number of immigrant students in CT over the past 20 years, it is desirable to offer an undergraduate teacher preparation program for working with Multilingual Learners (ML) in the state.

## **STUDENT RECRUITMENT, ENROLLMENT & RETENTION**

### **PRO FORMA**

### **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. CSCU Academic and Student Affairs concurs with this recommendation.



## Application for New Program Approval

### SECTION 1: GENERAL INFORMATION

Date of Submission to CSCU Office of the Provost: 12.13.23

Institution: Southern Connecticut State University

Most Recent NECHE Institutional Accreditation Action and Date: 2022

#### Program Characteristics

Name of Program: Bachelor of Art in Teaching English to Speakers of Other Languages

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

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

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

Anticipated Program Initiation Date: Fall 2024

Anticipated Date of First Graduation: May, 2028

Total # Credits in Program: 120

# Credits in General Education: 46

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

CIP Code Number 13.1401 Title of CIP Code: Teaching English as a Second or Foreign Language/ESL Language Instructor

Department where program is housed: World Languages and Literatures

Location Offering the Program (e.g., main campus): SCSU Main Campus

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

<https://inside.southernct.edu/onestop/bill-payment/tuition-fees>

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

Program website: The program will be housed on this website: <https://inside.southernct.edu/world-languages/tesol>

Provide the intended catalog description for this program: The graduation requirements are listed below. In addition, students select free electives to reach 120 credits overall required for the degree. The department website provides an overview of the program, admission requirements for the major (when applicable), faculty biographies, learning outcomes, and careers:

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

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

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

#### Institutional Contact for this Proposal

Name: Robert Prezant, Provost/VPAA

Phone: 203-392-5350

Email: [prezantr1@southernct.edu](mailto:prezantr1@southernct.edu)



## Application for New Program Approval

When was the program approved by (insert date in mm/dd/yyyy format):

- College/School: College of Arts and Sciences and College of Education October 27, 2023
- Curriculum committee: November 9, 2023
- Faculty senate: n/a
- Institutional president: November 2023

### 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

As an undergraduate TESOL program, our primary goal is to equip our candidates with the knowledge and skills necessary to be effective teachers of multilingual learners. To achieve this goal, we have identified four key objectives that our program aims to accomplish:

1. Develop a comprehensive understanding of linguistics and language acquisition: Our program provides a theoretical foundation in linguistics and language acquisition, from the perspectives of traditional linguistic theories, sociocultural theory, and systemic functional linguistics. Through this training, candidates will learn about the fundamental principles of language, including its structure, function, and use, and how these principles relate to language acquisition.
2. Provide robust second language methodology training: To be effective teachers of multilingual learners, candidates must have a strong understanding of second language methodology. Our program provides candidates with the tools and techniques necessary to develop and implement effective lesson plans, assessments, and instructional strategies that meet the needs of multilingual learners.

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3. Prepare candidates to work with diverse populations: Our program is designed to prepare candidates to work with a diverse population of bilinguals. This includes understanding the cultural and linguistic backgrounds of their students, as well as the socio-economic and political factors that can impact their learning.

4. Foster the development of effective teachers of multilingual learners: Ultimately, our program aims to prepare candidates to be effective teachers of multilingual learners. This includes providing them with the skills to create a supportive and inclusive classroom environment, to develop meaningful and engaging lesson plans, and to assess and evaluate student learning effectively.

By achieving these objectives, our program aims to produce graduates who are well-equipped to meet the needs of the growing population of multilingual learners in today's globalized world.

Relevant Education Trends: 1. Strong Demand for TESOL Educators: The research clearly indicates a strong and growing demand for qualified TESOL educators both regionally and globally. Globalization, increased international mobility, and the prominence of English as a global communication tool have heightened the need for skilled TESOL educators. Local schools, language centers, and international institutions have expressed a pressing demand for educators who are equipped with the necessary knowledge and credentials to teach English to diverse learners. At this moment (August, 2023) in Connecticut alone, there are 14 ESL teacher positions that remain unfilled, 8 community college and adult education ESL instructor positions, and over 20 online ESL teaching jobs that are available.

2. Increasing Demand in the Local Context: Within Connecticut, the demand for TESOL educators is particularly pronounced. The multicultural demographics of our community, including a substantial population of English language learners, make the introduction of a TESOL program highly relevant. Local schools and educational institutions are eager to collaborate with our institution to address the linguistic needs of their students and provide them with quality language instruction. The number of multilingual learners (ML) (formerly known as English language learners) is sharply increasing in Connecticut. According to the State Department of Education, the ML population has grown by 24% since 2017. However, there is a persistent shortage of ESL teachers in the State which has been designating TESOL as an area of shortage for the past 12 years. Currently only two Connecticut universities (Fairfield University and Central CT State University) offer an initial certification program in TESOL, but only at the *graduate level*. Both programs require over 60 credits of course work. With TESOL being a designated shortage area and with the increasing number of immigrant students in CT over the past 20 years, it is desirable to offer an undergraduate teacher preparation program for working with Multilingual Learners (ML) in the state.

3. Interest from Various Demographics: Our research has revealed that interest in pursuing a BA in TESOL program with teacher certification is not limited to recent high school graduates. We have identified interest among career changers, individuals seeking international opportunities, and those looking to contribute meaningfully to educational equity. This diverse range of potential students underscores the program's broad appeal and potential for attracting a dynamic student body.

4. High Value Placed on Teacher Certification: Many prospective students consider certification a crucial factor in ensuring their employability and professional growth. Schools and institutions seeking TESOL educators prioritize candidates who hold recognized teaching certifications, positioning our program's graduates favorably in the job market. Remarkably, nationwide there are only 10 initial certification programs with only one of them in the Northeastern region. The initial certification in ESL preK-12 from SCSU will be unique to Connecticut colleges and universities.

**Faculty expertise and commitment:**

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Faculty expertise and commitment are critical for the success of our BA in TESOL program. At SCSU, our faculty members who will teach in the program demonstrate their expertise and commitment in the following ways:

- Academic Qualifications: They hold relevant doctoral degrees in Linguistics, Applied Linguistics, and in closely related fields.
- Research Excellence: They have a strong track record of research, including publications in peer-reviewed journals and contributions to the academic field.
- Practical Experience: In addition to their academic qualifications, our faculty members bring valuable practical experience from the classroom teaching, enriching the learning experience with real-world insights.

Detailed credentials of our faculty members can be found in Section 6.

**Relevant specific institutional strengths and/or distinctive attributes:** SCSU has a strong commitment to educating teachers and preparing educators for vulnerable population, establishing itself as a leader in fostering educational within the CSCU system.

**Relationship of the Program to the mission of the institution and CSCU:** The BA in TESOL program will broaden the SCSU's program offerings, aligning with the University's commitment to diversity, participation, and inclusion, and will extend beyond traditional offerings.

**The impact of the program on the institution:** The introduction of the BA in TESOL program is expected to lead to an increase in student enrollment. This is due to the growing demand for qualified TESOL educators both domestically and internationally. By offering a program that addresses the educational needs of diverse linguistic and cultural communities, SCSU will earn recognition as an institution that is responsive to the evolving needs of the educational landscape. This, in turn, will enhance the institution's reputation, both regionally and nationally, as an academic leader in teacher education and language instruction.

**Potential quality of the proposed program in relation to comparable programs within and outside CSCU:** At present, the proposed BA in TESOL program with teacher certification would be the only such option within the Connecticut Public University system and in the State of Connecticut.

### 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)

#### 1. Meeting Workforce Needs:

**a. Demand for TESOL Educators:** The BA in TESOL with teacher certification program aligns with the growing demand for qualified TESOL educators both in Connecticut and globally. According to data from the Connecticut Department of Labor, the demand for English language instructors has steadily increased over the past decade, with an expected job growth rate of approximately 9% over the next five years.

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**b. Employment Prospects:** Graduates of the program will be well-prepared for a variety of positions, including: ESL (English as a Second Language) Teacher in K-12 schools: Salary range approximately \$45,000 to \$70,000 per year (Connecticut Department of Labor).

Adult Education Instructor: Salary ranges from \$40,000 to \$65,000 per year, depending on the setting (JobsEQ data).

TESOL Program Coordinator or Administrator: Salary varies, but experienced coordinators can earn above \$75,000 annually (TESOL International Association).

**2. Impact on CT Communities:** Well-being of CT Communities: The program directly contributes to the well-being of Connecticut's communities by addressing the needs of linguistically diverse populations. Graduates are equipped to work with English language learners in schools, community centers, and adult education programs, helping to bridge communication gaps and improve overall community integration and well-being.

### 3. Meeting Student Demand:

Transfer and Employment Opportunities: For transfer students, the program offers a seamless transition and builds on their previous coursework. Graduates can pursue employment opportunities both within and outside the state of Connecticut, and our program supports them in establishing their careers. Data from the Department of Labor statistics and JobEQ can validate the demand for transfer students specializing in TESOL.

The Bachelor of Arts in TESOL with teacher certification program effectively addresses the workforce needs of Connecticut by providing well-prepared graduates for the growing field of English language education. The program positively impacts the well-being of Connecticut communities by empowering linguistically diverse populations and enjoys strong support from employers. Moreover, it meets student demand and provides seamless transfer and employment opportunities.

### 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
25-1123	English Language and Literature Teachers	\$69,420
25-3099	Adult Education Instructors	59,700

Graduates of the TESOL program may find opportunities in a range of educational settings, from K-12 schools to postsecondary institutions, and adult education programs, which can impact their salary range.

### 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
61	Educational Services
Click or tap here to enter text.	Click or tap here to enter text.

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Graduates of the TESOL program can find employment in K-12 schools, colleges, universities, language schools, tutoring centers, and other educational institutions. Additionally, they can work in industries related to language instruction and education support services.

### Career/Program Pathways

Does this program prepare students for another program? ☐ Yes, specify program:  ☒ 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:  None
- **Include enrollment and completion data for the past 5 years for each of these programs as an Appendix**
- How will the proposed program impact enrollment and completion in these existing programs?  NA
- Are there plans to discontinue any of the existing similar programs?  NA
- What is the value added of the proposed program in relation to the existing programs?  NA
- 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):  NA

### 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:  NA
- **Attach supplement 101a for each CSCU institution that has one or more similar programs.**
- How is the new program distinct from these existing programs?  NA
- 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:  NA

## 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.

The expected student enrollment total is 30, with 7 students projected to complete the program over the first four years. The enrollment numbers account for an attrition rate of two student per cohort.

### 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 Bachelor of Arts in TESOL with teacher certification program is designed to cater to a diverse group of prospective students who are passionate about teaching, language, and cultural diversity. The prospective students for this program can be described as follows:

- Undergraduates: This program is ideal for high school graduates and transfer students who aspire to pursue a career in education, particularly in the field of TESOL. Prospective students include those seeking an undergraduate degree that combines a strong foundation in teaching principles with specialized expertise in English language instruction.
- Career Changers: Individuals seeking a career change are prospective students who may have professional backgrounds in other fields but wish to transition into the field of education. These career changers are often attracted to the program's teacher certification component, which allows them to become qualified educators.



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- c) **Language Enthusiasts:** Students who have a passion for languages and a desire to make a positive impact on the lives of English language learners are also ideal candidates for this program. They may have experience with languages or have a personal interest in different cultures and linguistic diversity.
- d) **Community and Socially Conscious Individuals:** Prospective students who are socially conscious and want to contribute to their communities, particularly in assisting vulnerable populations and non-native English speakers, may find the program appealing. They are driven by a commitment to inclusivity, social equity, and community well-being.
- e) **International Students:** International students interested in pursuing a degree in the United States with a focus on language education and English language instruction can benefit from this program. They may aspire to teach English in their home countries or elsewhere in the world.
- f) **Transfer Students:** Transfer students from other educational institutions, including community colleges and other universities, who have completed relevant coursework or have an associate's degree may find the program an attractive option for advancing their education and career goals.
- g) **Diverse Cultural Backgrounds:** The program is open to students from diverse cultural backgrounds, and prospective students from various ethnicities, nationalities, and linguistic backgrounds are encouraged to apply. This diversity enriches the learning experience and mirrors the inclusive ethos of TESOL education.
- h) **Lifelong Learners:** Individuals with a commitment to continuous learning and professional growth are attracted to this program. TESOL is a dynamic field that requires educators to stay updated on language teaching methodologies and cultural trends.

In marketing the program and recruiting students, it's important to highlight the program's appeal to a broad range of individuals who share a passion for teaching, language, and multiculturalism. The program's emphasis on teacher certification, community engagement, and career opportunities can serve as strong selling points to attract and engage prospective students.

### **Student Recruitment / Student Engagement**

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

To achieve projected enrollments and enhance student retention and completion in the Bachelor of Arts in TESOL with teacher certification program, a comprehensive set of student recruitment and engagement strategies will be employed. Here's an outline of the key activities in these areas:

- **Marketing Strategies:**
  - a) **Marketing and Outreach Campaigns:** Develop targeted marketing campaigns that highlight the program's unique features, including teacher certification, community engagement, and career prospects. Utilize digital marketing, social media, and traditional advertising to reach a wide audience through our Office for Integrated Communication and Marketing.
  - b) **Open Houses and Information Sessions:** Host open houses and information sessions to provide prospective students with a firsthand look at the program, faculty, and facilities. These events offer an opportunity for face-to-face interaction and Q&A sessions.
  - c) **High School Partnerships:** Establish partnerships with local high schools to create a pipeline for prospective students. Collaborate with high school counselors and educators to introduce the program to students early in their academic journey.
  - d) **Online Presence:** Develop a user-friendly program website that provides detailed information about the curriculum, admission requirements, faculty profiles, and career outcomes. The website should also include virtual tours, student testimonials, and application instructions.



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- e) Community Engagement: Engage with local communities, non-profit organizations, and educational agencies to establish a presence and convey the program's commitment to community well-being and inclusivity.
- **Student Engagement:**
    - a) Academic Advising: Provide proactive academic advising to assist students in selecting courses, mapping out their academic journey, and ensuring they meet graduation requirements.
    - b) Career Services: Offer career development workshops, internships, and job placement assistance to help students envision their future careers. Collaborate with local school districts, language schools, and adult education centers for internship and job opportunities.
    - c) Student Organizations: Encourage the formation of student organizations related to TESOL and language education. These groups can organize events, workshops, and community outreach programs, fostering a sense of community among students.
    - d) Community Engagement Projects: Incorporate community engagement projects into the curriculum. These practical experiences allow students to apply their skills in real-world settings while making a positive impact on the community.
    - e) Regular Feedback and Assessment: Implement regular feedback mechanisms and assessment of the program to ensure it meets students' needs. Act on student suggestions and continually improve the program based on feedback.
    - f) Cultural Awareness and Inclusivity Training: Promote cultural awareness and inclusivity within the program, creating an environment where students from diverse backgrounds feel welcomed and respected.
    - g) Professional Development Opportunities: Offer students opportunities for professional development, such as attending conferences, publishing research, or participating in teacher training workshops.
  - What student engagement strategies will be employed to advance student retention and completion in program? Persistence and retention data will be examined in an ongoing basis; struggling students will be referred to our center for academic success (which provides tutoring) and the curriculum itself will be examined to find and remove any barriers to successful completion.

### 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: GPA 2.7 minimum

### Graduation Requirements

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

If yes, describe: Completion of all the coursework, including the Student Teaching

### 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: 4 clinical placements in EDU 200, EDU 413, TSL 321, TSL 451 and TSL 452

## 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.

At the program's completion, graduates will be able to:

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**Learning Outcome 1:** Apply foundational principles of linguistics and language acquisition to design effective language instruction and assessment for multilingual learners.

**Learning Outcome 2:** Demonstrate a deep understanding of the cultural and linguistic backgrounds of multilingual learners and use this knowledge to create an inclusive classroom environment that respects diversity and promotes cultural responsiveness.

**Learning Outcome 3:** Develop and implement evidence-based, student-centered lesson plans that engage multilingual learners and promote language development across all language domains (i.e., listening, speaking, reading, writing).

**Learning Outcome 4:** Use technology effectively to support language teaching and learning, including selecting appropriate digital resources and integrating them into instructional activities.

**Learning Outcome 5:** Implement a variety of assessment strategies and tools to measure student progress and adjust instruction accordingly.

**Learning Outcome 6:** Use differentiated instruction to meet the diverse needs of multilingual learners, including those with special needs and at different levels of language proficiency.

**Learning Outcome 7:** Demonstrate a commitment to ongoing professional development and lifelong learning, including engaging in reflective practice and seeking out opportunities for continued growth and improvement.

### Assessment of Learning Outcomes

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

Each required program course will contribute to meeting one or more program objectives (see the attached course-objectives-assessments-program outcomes map). However, all students will participate in common unit-wide assessments at different stages of the program:

- 1) Praxis II for TESOL
- 2) EdTPA is a state requirement. This assessment is a part of the student teaching seminar.
- 3) 4 clinical placements in EDU 200, EDU 413, TSL 321, TSL 451 and TSL 452– prep for EdTPA
- 4) Unit-wide assessment – CFAST – in student teaching; pre-CFAST used in the methods course;
- 5) Curriculum Unit Assessment – CUA – common assessment – not content specific – TSL 405
- 6) EDA – Educator Dispositions Assessment– used throughout the program
- 7) Portfolio assessment – development and delivery of four lessons – TSL 417

### 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</b>			
WLL 211 W: "Introduction to Linguistics"	1, 4		3
WLL 403: "Second Language Acquisition"	1, 2	WLL 211	3
TSL 315: "Foundations of Bilingual Education"	2	Program Acceptance	3
TSL 321: "Assessment for Multilingual Learners"	1, 2, 4, 5	Program Acceptance	3
TSL 363*: "Immigration and Multilingual Learners in the US Classroom"	2, 7	Program Acceptance	3
TSL 405*: "Pedagogical English Grammar"	2, 6, 7	WLL 211	3



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TSL 410*: “TESOL Principles and Practices”	1,3,4,5,6,7	WLL 403	3
TSL 411*: “TESOL: Methods and Materials”	1,2,3,4,5,6	WLL 403	3
TSL 417*: “Literacy Development for Multilingual Learners”	1,2,3,4	TSL 410	3
TSL 418: “Content-based Instruction for Multilingual Learners”	2, 3,5,6	WLL 211	3
TSL 451*: “Student Teaching 1”	1,2,3,4,5,6, 7	TSL 511	5
TSL 452*: “Student Teaching 2”	1,2,3,4,5,6, 7	TSL 511	5
TSL 453* “Student Teaching Seminar”	1,2,3,4,5,6	Co-req TSL 451/452	2
<b>General Education Courses</b>			
			46
<b>Open Electives</b> <i>(Indicate number of credits of open electives)</i>			32
<b>Total Program Credits</b> (must match number of credits reported on page 1):			120
<div style="background-color: yellow; padding: 2px;"><b>CSCU Transfer Pathways</b></div> <p>CSCU four-year institutions and CT State Community College are required to collaborate on transfer pathways during new curriculum develop.</p> <p><i>CSU/COSC Bachelor's Degree Programs:</i> 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 <a href="#">forms website</a>. 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.</p> <ul style="list-style-type: none"> <li>Identify the CT State Community College program that best articulates to the proposed program: <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Liberal Arts &amp; Science: <input type="checkbox"/> A.A. only <input type="checkbox"/> A.S. only <input checked="" type="checkbox"/> A.A. or A.S.</li> <li><input type="checkbox"/> Transfer Ticket, specify:</li> <li><input type="checkbox"/> Other pre-program or transfer track, specify:</li> </ul> </li> <li>With respect to this CT State degree program, which of the following is true? <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> 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</li> <li><input type="checkbox"/> 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)</li> <li><input type="checkbox"/> 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</li> </ul> </li> <li>If students complete the above CT State degree, can the proposed program be completed in no more than 60 credits following transfer? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No, please explain:</li> </ul>			



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

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.

- 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

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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.):  NA	
<b>Other Stackable Pathways</b> Use this section to describe any other pathways to/from the proposed program not captured above: The program allows for a seamless completion of a second major.	
<b>Program Evaluation</b> Describe how the quality and success of the program will be monitored during the first five years: <ol style="list-style-type: none"> <li><b>1. Program Assessment and Evaluation:</b> <ul style="list-style-type: none"> <li><b>Course Evaluations:</b> Regular course evaluations will be conducted, allowing students to provide feedback on individual courses. These evaluations will help identify areas for improvement and recognize effective teaching methods.</li> <li><b>Student Learning Outcomes Assessment:</b> Continuous assessment of student learning outcomes will be carried out to ensure that the program is meeting its educational goals. Data on students' language instruction skills, teaching abilities, and cultural sensitivity will be collected and analyzed.</li> <li><b>Program-Wide Assessment:</b> Program-wide assessments will be performed at regular intervals to gauge the overall program effectiveness. These assessments will involve reviewing curriculum alignment with program objectives, student retention, graduation rates, and academic performance.</li> <li><b>Graduate Surveys:</b> Alumni surveys will be administered to collect feedback on how well the program prepared graduates for their careers and teaching roles. This data will help in gauging long-term program success.</li> </ul> </li> <li><b>2. Faculty and Staff Evaluation:</b> <ul style="list-style-type: none"> <li><b>Faculty Evaluation:</b> Regular evaluations of faculty members' teaching effectiveness, research contributions, and student support will be conducted. This ensures that the faculty remains engaged and dedicated to the program's success.</li> <li><b>Professional Development:</b> Faculty and staff will be encouraged to participate in professional development opportunities to stay current with the latest trends and best practices in TESOL and education.</li> </ul> </li> <li><b>3. Student Retention and Success Indicators:</b> <ul style="list-style-type: none"> <li><b>Retention Rates:</b> Tracking student retention rates will provide insights into the program's ability to keep students engaged and committed to completing their degrees.</li> <li><b>Graduation Rates:</b> Monitoring graduation rates will help evaluate the program's success in guiding students to successful program completion.</li> </ul> </li> <li><b>4. Community and Stakeholder Feedback:</b> <ul style="list-style-type: none"> <li><b>Feedback from Employers:</b> Regular feedback from employers who hire program graduates will be collected. This feedback can highlight areas where graduates excel and areas where additional training may be necessary.</li> <li><b>Feedback from Partner Schools and Organizations:</b> Collaboration with local schools and organizations will involve ongoing communication and feedback mechanisms to ensure that the program is meeting their needs and preparing students effectively.</li> </ul> </li> <li><b>5. Curriculum Review and Updates:</b> <ul style="list-style-type: none"> <li><b>Regular Curriculum Review:</b> The program's curriculum will be reviewed regularly to ensure it remains relevant and up-to-date. Any necessary adjustments will be made based on developments in TESOL, language education, and pedagogical research.</li> <li><b>Alignment with Certification Requirements:</b> The program's alignment with teacher certification requirements will be closely monitored to ensure that graduates meet the necessary qualifications for teaching in K-12 settings.</li> </ul> </li> <li><b>6. Assessment of Student Engagement and Satisfaction:</b> <ul style="list-style-type: none"> <li><b>Student Engagement Surveys:</b> Regular surveys will be conducted to assess student engagement and satisfaction with the program. Feedback will be used to improve the student experience.</li> </ul> </li> <li><b>7. External Accreditation and Benchmarking:</b> <ul style="list-style-type: none"> <li>The program will seek external accreditation from relevant educational bodies or associations to ensure that it meets or exceeds national standards.</li> <li>Benchmarking against other successful TESOL programs nationally and internationally will provide a reference point for quality and program effectiveness.</li> </ul> </li> </ol>	



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### 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? Disaggregated data from learning outcome assessment will be used to find out if the program is serving all students equally and equitably.
- 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. This program will attract students in our locally diverse region of southern Connecticut including New Haven, Bridgeport, and the surrounding areas. Our early college partner high schools have the opportunity to send students to SCSU, or offer a concurrent enrollment course at their high school (e.g., WLL 211 Introduction to Linguistics) which has been shown to increase the likelihood that traditionally under-represented students consider college, matriculate-persist-and complete at higher levels.
- Where inequities are found, how will the data be used by program and institutional leaders to address the inequities?

Disaggregated data will be shared with the program coordinator and department and academic leaders to pinpoint issues and brainstorm solutions.


## 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.

See 101a attached

### 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*)

None are required

### 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): Anastasia Sorokina, sorokinaa1@southernct.edu

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

### Program Faculty

How many new full-time faculty, if any, will need to be hired for this program? None

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

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*) 4

## Application for New Program Approval

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)* None

What percentage of program credits will be taught by adjunct faculty? None

Describe the minimal qualifications of adjunct faculty, if any, who will teach in the program: NA

*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
Elena Schmitt	PhD in Linguistics, University of South Carolina	1992-1994 – Teacher ESOL at A.C. Flora High School, Columbia, SC	FT, tenured, program coordinator, professor, clinical supervisor
Anasatasia Sorokina	PhD in Applied Linguistics, Temple University		FT, tenure track. Assistant professor, clinical supervisor
Angela Lopez-Velasquez	PhD in Applied Linguistics, University of Illinois		FT, tenured, professor
Marisa Ferraro	PhD in Education, University of Massachussets		FT, tenured, associate professor

**\*Reminder:** Be sure the document name includes the names (or abbreviations) of your institution and program when you submit this document.

Completed forms should be submitted to CSCU Academic and Student Affairs office by email  
([CSCU-ACandASASub@ct.edu](mailto:CSCU-ACandASASub@ct.edu))

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

Institution: **SOUTHERN CONNECTICUT STATE UNIVERSITY**

Program: **B.A. Teaching English to Speakers of Other Languages (TESOL)**

**Resources and Expenditures Projections (whole dollars only)**

<b>PROJECTED Enrollment</b>	<b>First Year - FY25 (Fall 24 &amp; Spring 25)</b>						<b>Second Year - FY26 (Fall 25 &amp; Spring 26)</b>						<b>Third Year - ( Fall26 &amp; Spring 27)</b>					
	Fall Semester		Spring Semester		Summer		Fall Semester		Spring Semester		Summer		Fall Semester		Spring Semester		Summer	
	FT	P	FT	PT	FT	PT	FT	PT	FT	PT	FT	P	FT	PT	FT	PT	FT	PT
Internal Transfer																		
New Students (first time matriculating) - consists of external transfers and recent high school grads	4.00						5.00						6.00					
Continuing Students progressing to credential			4.00				4.00		9.00				9.00		15.00			
Headcount Enrollment	4.00		4.00				9.00		9.00				15.00		15.00			
<b>Total Estimated FTE per Year<sup>1</sup></b>	0.67						1.50						2.50					
<b>PROJECTED Program Revenue</b>	<b>First Year - FY25 (Fall 24 &amp; Spring 25)</b>						<b>Second Year - FY26 (Fall 25 &amp; Spring 26)</b>						<b>Third Year - ( Fall26 &amp; Spring 27)</b>					
	Fall Semester		Spring Semester		Summer		Fall Semester		Spring Semester		Summer		Fall Semester		Spring Semester		Summer	
	FT	P	FT	PT	FT	PT	FT	PT	FT	PT	FT	P	FT	PT	FT	PT	FT	PT
Tuition from Internal Transfer <sup>2</sup>	-		-				-		-				-		-			
Tuition <sup>2</sup>	26,796		26,796				60,291		60,291				100,485		100,485			
Program Specific Fees (lab fees, etc.)																		
Other Revenue (annotate in narrative)																		
<b>Total Annual Program Revenue</b>	<b>\$ 53,592</b>						<b>\$ 120,582</b>						<b>\$ 200,970</b>					
<b>PROJECTED Program Expenditures<sup>3</sup></b>	First Year - FY25 (Fall 24 & Spring 25)		Second Year - FY26 (Fall 25 & Spring 26)		Third Year - FY27 (Fall 26 & Spring 27)		<b>SCSU Assumptions:</b>											
Administration (Chair or Coordinator) <sup>4</sup>							A.	All students will be full time and assumed to be in-state in terms of revenue calculation. The rates shown are the ones approved for FY2025. Subsequent rate increases are not taken into account in order to demonstrate a clearer year-by-year comparison.										
Faculty (Full-time, total for program) <sup>4</sup>							B.	Except for a small Marketing/Advertising request, additional resources for this new program will not be necessary for at least the first 3 years. Current full time faculty have the teaching capacity available to absorb instruction of the new courses being added for this program.										
Faculty (Part-time, total for program) <sup>4</sup>							C.	This entire program will be taught on ground. Our enrollment projections are conservative, considering the fact that there is a great need and demand for these teachers in Connecticut and other states.										
Support Staff ( lab or grad assist, tutor)							<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.											
Library Resources Program																		
Equipment (List in narrative)																		
Other <sup>5</sup> - Marketing / Advertising	\$	1,500	1,500	1,500														
Estimated Indirect Costs <sup>6</sup>																		
<b>Total Expenditures per Year</b>	<b>\$</b>	<b>1,500</b>	<b>\$</b>	<b>1,500</b>	<b>\$</b>	<b>1,500</b>												

# **Board of Regents**

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

### **RESOLUTION**

Concerning

### **FY2024 MID-YEAR SPENDING PLANS**

February 29, 2024

WHEREAS, the Board of Regents approved the FY2024 Spending Plan on June 28, 2023; and

WHEREAS, the CSCU Chancellor established procedures for all CSCU institutions to prepare plans to address anticipated budgetary shortfalls in FY 2024, FY 2025, and FY 2026, which were submitted to the Board of Regents on November 1, 2023; now, therefore, be it

RESOLVED, that the Board of Regents hereby adopts the updated FY24 Spending Plans as summarized in Attachments A through D; and be it further

RESOLVED, that the FY24 Updated Spending Plans reflect the deficit mitigation activities that have occurred across the CSCU System during this fiscal year; and be it further

RESOLVED, that the Board expresses its appreciation to CT State Community College, Charter Oak State College, the State Universities and the System Office for their diligence in adhering to the budget, to maintaining expenditure control within the challenging constraints established, and to carrying out the additional measures charged by the CSCU Chancellor to address our budget deficit.

## FY 2024 Mid-Year Projection

### Summary

Connecticut State Colleges and Universities FY2024 Mid-Year projections as received from each Institution show a significant improvement over the original adopted budget. Consistent with the deficit mitigation plans presented during the Special Board of Regents meeting on November 15<sup>th</sup>, specific initiatives were undertaken by each institution to address the shortfalls. The institutions took action to improve their revenue and reduce spending to balance their budget. In aggregate, all Connecticut State Colleges and Universities institutions are projecting positive net results except for WCSU.

The current projection at Connecticut State Colleges and Universities for FY2024 is a positive consolidated net change of \$44.9 million broken down as follows:

		FY2024 Net Change	
<u>\$ Millions</u>		Budget	Projected
Central Connecticut State University	\$	13.5	\$ 20.1
Eastern Connecticut State University		-	2.2
Southern Connecticut State University		5.5	9.3
Western Connecticut State University		(12.0)	(4.7)
Connecticut State Community Colleges		(33.6)	-
Charter Oak State College		0.0	0.5
System Office/Shared Services/BOR		-	8.9
	\$	(26.7)	\$ 36.4
Unallocated Funds		13.5	13.5
	\$	(13.2)	\$ 49.9

Unallocated Funds represent the remaining Temporary Operating Support Funds reserved for system initiatives. The \$13.5 million is reserved from the \$55M allocated to Connecticut State Colleges and Universities and will be distributed within the remaining months of the fiscal year.

Overall, revenues for FY 2024 Mid-year projection have increased by 1% or \$17.5 over the budget. This increase represents tuition and fee revenue due to an improvement in enrollment, FTE total enrollment is estimated to increase at State Universities is 2.7%, at CT State 4.4% and at Charter Oak State College is 10 % over budget. In addition, this projection reflects an improvement in housing occupancy and additional all other revenue from interest income.



Based on the current projection, the systemwide deficit of \$26.7 million in the FY24 budget has been revised with an estimated surplus of \$36.4 million; this includes WCSU's projected loss of \$6.7 million which continues to be addressed.

\$ Millions	FY2023	FY24 Proj vs. Budget			
	Actual	FY2024 Budget	FY2024 Projection	\$ Change	% Change
<b>Revenue</b>					
State Appropriations	\$362.7	\$358.1	\$358.1	\$0.0	0%
Fringe Paid by State	396.8	41.7	41.7	-	0%
One Time Funding	152.1	189.2	189.2	-	0%
Tuition and Fees (FT & PT)	484.1	490.7	501.1	10.4	2%
Housing and Food Services	89.0	90.7	95.7	5.0	5%
All Other Revenue	19.2	8.2	10.3	2.1	26%
Federal Funds (HEERF and ARPA)	17.4	-	-	-	n.a.
<b>Total Revenue</b>	<b><u>\$1,521.2</u></b>	<b><u>\$1,178.7</u></b>	<b><u>\$1,196.2</u></b>	<b><u>\$17.5</u></b>	<b><u>1%</u></b>
<b>Expenditures</b>					
Personnel Cost	650.3	668.1	642.5	(25.6)	-4%
Fringe Benefits Cost	444.7	179.9	160.5	(19.5)	-11%
Institutional Aid/Match and Waivers	78.6	80.5	80.7	0.2	0%
All Other Operating Expenses	202.9	244.2	235.0	(9.3)	-4%
Debt Service	29.7	30.9	31.3	0.4	1%
<b>Total Expenditures</b>	<b><u>\$1,406.2</u></b>	<b><u>\$1,203.6</u></b>	<b><u>\$1,149.9</u></b>	<b><u>(\$53.7)</u></b>	<b><u>-4%</u></b>
<b>Adjustments</b>					
Transfers	(30.31)	(1.77)	(9.95)	(8.2)	462%
<b>Net Change</b>	<b><u>\$84.7</u></b>	<b><u>(\$26.7)</u></b>	<b><u>\$36.4</u></b>	<b><u>\$63.0</u></b>	<b><u>-236%</u></b>

## CONNECTICUT STATE UNIVERSITIES

### FY 2024 Mid-Year Projection

#### Central Connecticut State University

#### FY 2023 Actual

CCSU ended the fiscal year with a surplus of \$13.3M for FY23 which was made possible by the additional one-time State Operating Support of ARPA funds we received in addition to our projections on enrollment and housing coming in on target. The surplus is also a result of delays in hiring, favorable interest credits for the CHEFA payments on the residence hall and garages as well as additional revenue from interest income with the increased yield rates. These positive outcomes have added to the funds available for Central 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, among others.

#### FY 2024 Mid-Year Projection

CCSU is currently projecting a surplus of approximately \$20.1M versus \$21.1M presented at the Special BOR meeting in November 2023 for FY24 compared to \$13.5M originally estimated in our May 2023 submission. Our original projections assumed a flat enrollment for FT and PT from FY23 with the tuition and fee increase of 3% applied, as well as a conservative housing occupancy

of 2,000 students, which has shown positive signs of rebounding to pre-pandemic levels and reached 2,267 for Fall 2023 which is nearing full capacity. Student registrations for Spring 2024 are currently on target to exceed our initial enrollment projections, which was for enrollment to remain virtually flat compared to last year, after adjusting for the 2.6% increase that we experienced in Fall 2023.

The original estimated expenses included 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, Doctor of Nurse Anesthesia Practice (DNAP), and Engineering. Although we are making progress in hiring, we continue to experience savings from delays in hiring coupled with additional resignations.

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 Chief Budget & Compliance Officer 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 identifying fiscal savings where possible.

#### **Short list of 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 which is a Parent Portal to better manage parent and family engagement, prescriptive alerts, news, events, and email newsletters.
- Implemented Civitas scheduler to help build class schedules
- Refining Slate software implementation for continued improvement in recruitment and retention
- Create the College of Health and Rehabilitation Sciences

We are optimistic that we will be able to add our projected end of the year balance to our reserves. This coupled with the initiatives in progress or completed, we will continue to achieve our collective goal of being a financially sustainable student centered institution.

**Eastern Connecticut State University****FY 2024 Mid-Year Projection**

ECSU submitted a projection with a \$2.2 million surplus despite the negotiated 4.5% wages increases and associated fringe, the continued inflationary costs, a shrinking pool of college-age students, and the reduction of the one-time federal and state dollars. The ability to do so is largely due in part to the \$17.0 million in Operation Support provided through Short-Term Recovery Funds.

Eastern's overall Total Revenue is projected to increase by \$1.1 million. This increase is mainly due to a projected \$1.1 million increase in interest income with STIF rates averaging 5.4% so far, this fiscal year. The overall enrollment is projected to decline by 2.9% from the prior year, in line with our forecasted budget. As a result, our projected tuition, fee, and auxiliary revenues, along with offsetting Contra Revenue are less than \$0.1 million below budget.

Total Personnel Services are \$2.6 million lower than budgeted, which reflects the difficulties in refilling positions and a reduction in the use of adjunct faculty. We project our All Other Personnel Services will increase by \$0.4 million to account for those who may take advantage of the CSCU Retirement Incentive Program. Lastly, the projected savings on vacant full-time positions and the reduction in adjunct faculty is contributing to a \$0.5 million reduction in Fringe Benefits expense.

Savings of \$0.3 million in institutional financial aid/waivers are the result of a new financial aid model. Our Utilities projection decreased by \$0.1 million, an early estimate given the unpredictability of New England weather. 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 \$0.5 million increase in All Other Expenses reflects the net of projected savings and the cost of judiciously replacing aging equipment, failing UPS units around campus, increasing targeted advertising, and covering the cost of the presidential search.

The \$0.5 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 \$0.9 million. The projected surplus has negated the need to use reserves for the Cisco telecom project.

ECSU's strategies for improving enrollment and fiscal sustainability, include:

- The hiring of a new Admissions Director and the move to a new admissions software that will allow more effective communication with prospective students and improve data analytics.
- The launch of four new online grad programs through a partnership with Bisk. This spring, graduate level enrollment is up 19%.
- The launch of the nursing major is expected to bring in a cohort of 60 new students each fall.
- The refilling of positions continues to be done strategically and in a manner that best supports the students.
- Savings will be realized in financial aid as cohorts phase out and a new financial aid awarding strategy is implemented.

Overall, ECSU projects a surplus of \$2.2 million, but it is important to understand that this would not have been possible without the \$17.0 million in additional federal funds included in the projection.

ECSU is requesting a variance of \$1.2 million from the spending cap reflecting the additional retirement payouts from the incentive program, the replacement of aging equipment increased targeted advertising, and the president's search.

### **Southern Connecticut State University**

#### **FY 2024 Mid-Year Projection**

Southern's approved spending plan for the current fiscal year (FY2024), passed by the Board of Regents on June 21, 2023; included an estimated \$5.490 million surplus for the year. SCSU reported to the Board in August that we were seeing evidence of an overperformance in enrollment, in particular, that was cause for optimism, and that the June surplus estimate in the spending plan was likely to be exceeded. At the November 15, 2023, deficit mitigation update to the Board, we advised that the surplus would likely be about \$8.747 million.

SCSU's Mid-Year budget report now projects that the surplus for FY 2024 will be \$9.342 million. This is a \$3.852 million increase in surplus over the initial approved spending plan and \$595,000 over the November estimate.

Taken together with the final calculations of the FY23 surplus submitted with this report, where it is shown that the final surplus from FY2023 is \$6.904 million, our total aggregate surplus over FY23 and FY24 is likely to be \$16.246 million.

Noted below are some of the key variations between our June 2023 estimate, and our Mid-Year estimate.

- 1) Full-Time Tuition and University General Fee revenue is \$3.4 million higher than the original Spending Plan budget. The budget reflected a full-time enrollment decrease of 3%. Instead, the CSCU system's enrollment report of January 19<sup>th</sup>, which compares that date's Spring FTE enrollment to January 20, 2023, reveals a 4.7% increase. This bodes well for the enrollment growth projected in FY25 and beyond. There are several specific plans in place for more aggressive recruitment strategies and increased support of existing students to increase retention.
- 2) SCSU has decreased the extension fee projection by \$.8 million. The Summer A 2023 enrollment was significantly down relative to previous years resulting in extreme caution for the Summer A 2024 projection.
- 3) SCSU increased the occupancy and food service revenue projection by a total of \$2.4 million.

- 4) All Other Revenue increased by \$4 million due to more Interest Income resulting from increased rates.
- 5) Overall, the FY2024 revenue will be \$9.3 million more than the original budget.
- 6) With the continued hiring freeze of approximately 40 positions, the original reduced full-time position budget has been maintained and will further enhance savings by an additional \$.4 million.
- 7) The Teaching Lecturer budget was reduced by \$2 million in FY24 and plans are to remain within that reduced target.
- 8) SCSU has increased the FY24 University Assistant projection by \$.174 million because the hiring freeze has reduced the refilling of secretarial/administrative support positions, and UA's being used to provide the needed coverage in some departments.
- 9) SCSU's Student Worker projection has increased by \$.6 million. Part of this is due to the adjustments made to be compliant with the new minimum wage increase, as well as to reallocation of departmental funds during the FY24 internal budget process, which proceeded with the development of the original FY24 Spending Plan enhancing opportunities for student workers to receive more aid.
- 10) SCSU's fringe benefit budget was increased by \$3.7 million. When preparing the original Spending Plan, it was estimated the new FY24 fringe rate would no longer include pension to 22%. Further analysis and actual data indicated that it would be more than 22%, increasing the budget and covering a 25% fringe rate in alignment with the other CSU's estimates. It has now been made clear the actual fringe rate is 23.7%, the extra \$1.8 million in our base should cover the fringe on the sick and vacation time payouts made to employees who opt to retire as a result of the newly announced Retirement Incentive Plan.
- 11) SCSU will be increasing the Auxiliary Other Expense projection by \$1.2 million to cover an increase in the Food Service Contract, as more students participated than originally planned. The Residence Life Other Expense projection is also going up because of an increase in on campus occupancy.

### **Western Connecticut State University**

#### **FY 2024 Mid-Year Projection**

For FY24 Mid-Year budget updates, WCSU is projecting total revenue of \$116.2 million versus the \$116.8 million previously forecasted on 6/9/2023. This represents a decrease of about -\$0.5 million (or -0.4%, driven by lower enrollment). The anticipated Fall 2023 student enrollment headcount was projected to be 4,284. The census, however, confirmed 4,137 headcounts (a decrease of -147 students or -3%). Total expenses are projected to be \$121.0 million versus the

previous forecast of \$128.8 million (a decrease of -\$7.8 million or -6.1%). Therefore, WCSU is now projecting a deficit of -\$4.7 million for FY24 at the Mid-Year point. This represents a significant effort made by WCSU to reduce the expense deficit of -\$12 million that was forecasted in the original base budget. WCSU will continue to closely monitor discretionary spending and will persist in its efforts to strategically resolve the University's structural deficit. Nonetheless, to close the projected FY24 deficit of -\$4.7 million, WCSU will rely on additional funding from the system office, as approved by the BOR.

### **FY24 Budget Deficit Mitigation Highlights**

**Reserve:** The FY23 Audited Financial Statements report WCSU's unrestricted net position (UNP/aka reserve) at a positive \$11.2 million (approximately \$9.9 million increase from the \$1.3 million UNP reported in FY22). This positive trajectory reflects the importance of hard work in reversing the negative -\$2.3 million reserve that was reported in FY21. As WCSU continues to work at resolving its structural deficits, the \$11.2 million reserve for FY23 is still relatively small in scale when compared to other Connecticut State Universities (CCSU at \$90.1 million, ECSU at \$43.6 million, and Southern at \$49.2 million). Hence, considerable efforts are still needed to enhance revenue and to become more cost-effective.

### **Budget Deficit Mitigation (on 10/17/23) vs. Mid-Year Review**

The budget mitigation plan of 10/17/23 generated savings of \$6.6 million in operations (see table below). For the FY24 mid-year review, WCSU further reduced its expenses by an additional \$200 thousand, which led to an updated deficit projection of -\$4.7 million vs. -\$4.9 million. The additional reduction is driven by part-time personnel management (i.e., university assistants).

<b>10/17/23 FY24 Budget Deficit Mitigation Plan</b>	<b>FY24</b>
Projected surplus/deficit (06/21/23 BOR Finance Committee)	<b>(\$12,030,374)</b>
Technical adjustments after Fall 2023 census (9/19/23, actual headcount is 4,137, down 280 or 6% from Fall 2022 census 4,417, compared to budget 4,284 or down 3%) plus fringe benefits adjustment.	\$442,878
<b>Projected surplus/deficit before mitigation</b>	<b>(\$11,587,496)</b>
Mitigation 1: Personnel reduction \$2.3 million or 36% (voluntary retirements \$645K, adjunct reduction \$1.1 million, cancelled and dealed search \$488K)	\$2,365,610
Mitigation 2: Other expenses reduction \$4.2 million or 64% (OE reduction \$3.5 million)	\$4,252,113
<b>Total Mitigation Amount</b>	<b>\$6,617,723</b>

WCSU is still facing financial challenges ahead that include a reduction in state funding and uncertainty around enrollment. While the mitigations identified on 10/17/23 will be carried over to FY25, additional state funding will help "stabilize WCSU's finance without resorting to deeper and more damaging cuts, particularly concerning personnel and service levels" (as noted in Chancellor Cheng's letter to the BOR dated November 1, 2023).

**Connecticut State Community College****FY 2024 Mid-Year Projection**

The enacted state budget did not sustain the level of funding necessary for CT State to maintain its current level of services resulting in a projected FY 24 operating deficit of \$33.63 million. CT State management engaged its stakeholders in deficit mitigation across its twelve main campuses, satellite locations, and central office achieving \$28.11 million in net expenditure reductions to moderate the anticipated shortfall.

Simultaneously, CT State was contending with significant changes to the calculation of its employee fringe benefits that made estimation of that expense more volatile. CT State continues to refine its fringe benefit projections and has made a downward technical adjustment considering actual payroll data. These re-estimates netted an additional reduction of fringe benefit expense of \$8.29 million.

System Office and Shared Services current estimated expenditures result in an additional \$7.7 million in savings (\$2.95 million in personnel and fringe costs, and \$4.75 million in non-personnel expenses). These savings represent the System Office and Shared Services mitigation efforts.

**Revenue**

<b>FY 24 Revenue (in millions)</b>					
	<b>FY24 Original Budget</b>	<b><i>Difference FY 24 Original Budget to Deficit Mitigation</i></b>	<b><i>Difference FY 24 Deficit Mitigation to Mid-Year Estimate</i></b>	<b><i>Cumulative Difference: FY 24 Original Budget to Midyear Estimate</i></b>	<b>FY 24 Midyear Estimate</b>
Tuition (Gross)	100.82	3.13	0.27	3.41	104.23
Fees	50.54	(1.68)	2.61	0.93	51.47
State Appropriations	301.70	-	-	-	301.70
Private Gifts, Grants and Contracts	0.10	-	(0.10)	(0.10)	0.00
Sales of Educational Activities	0.97	-	(0.12)	(0.12)	0.85
All Other Revenue	2.02	0.18	0.34	0.53	2.55
Less: Contra Revenue	(5.55)	(5.20)	(0.38)	(5.58)	(11.13)
<b>Total Revenue</b>	<b>450.60</b>	<b>(3.56)</b>	<b>2.63</b>	<b>(0.93)</b>	<b>449.67</b>

Overall FY 24 revenues have remained stable and consistent with the adopted budget forecast.

Through deficit mitigation, various technical re-estimates of revenues resulted in a projected net revenue deterioration of \$3.56 million. Subsequent re-estimates at mid-year, forecasted an improvement of \$2.63 million resulting in a cumulative reduction of \$0.93 million, or -0.2% variance from the original budget. These cumulative changes include:

- \$4.34 million in increased tuition and fees as Fall 2023 enrollment exceeded a forecasted decline of 3%, (actual enrollments were nearly flat to the prior year); and

- \$5.58 million increase in FY 24 contra revenue for the allowance for doubtful accounts due to a significant buildup of unpaid student tuition in FY 23 which exceeds original forecasts.

### **Expenditures: CT State (Excludes System Office and Shared Services)**

The original FY 24 expenditure budget of \$425.16 million for CT State (all 12 campuses and college office in New Britain) was reduced by \$28.11 million, or 6.6% through deficit mitigation. Midyear re-estimates project additional net savings of \$11.43 million, resulting in a cumulative FY 24 savings of \$39.54 million, or a 9.3% reduction from the original budget.

<b>FY 24 CT State Expenditures (Excludes System Office &amp; Shared Services)</b>					
(in millions)					
	<b>FY24 Original Budget</b>	<b>Difference FY 24 Original Budget to Deficit Mitigation</b>	<b>Difference FY 24 Deficit Mitigation to Mid-Year Estimate</b>	<b>Cumulative Difference: FY 24 Original Budget to Mid-year estimate</b>	<b>FY 24 Midyear Estimate</b>
<b><u>Personnel Services</u></b>					
Full Time	174.71	(8.34)	(1.25)	(9.59)	165.12
Continuing Part Time	0.45	0.00	(0.45)	(0.45)	-
Temporary Part Time	12.06	(1.33)	(0.43)	(1.76)	10.30
Clinical EA	6.84	(0.13)	(0.00)	(0.14)	6.70
Contractual PTL	49.43	(5.02)	(0.08)	(5.10)	44.33
Contractual NCL	6.37	(0.15)	(1.23)	(1.38)	4.99
Contractual ECL	9.37	(0.41)	(0.24)	(0.65)	8.72
Student Labor	2.52	(0.12)	(0.00)	(0.12)	2.41
Overtime	1.11	(0.11)	(0.07)	(0.18)	0.93
All Other Personnel Svcs.	5.38	(0.04)	0.64	0.60	5.98
Subtotal Personnel	268.24	(15.67)	(3.10)	(18.77)	249.48
Fringe Benefits	80.25	(10.12)	(9.04)	(19.16)	61.09
<b>Total Personnel &amp; Fringe Benefits</b>	<b>348.49</b>	<b>(25.79)</b>	<b>(12.14)</b>	<b>(37.93)</b>	<b>310.57</b>
<b><u>Other Expenses</u></b>					
Inst. Financial Aid/Match	14.43	-	0.43	0.43	14.86
Waviers	3.24	-	0.14	0.14	3.38
Utilities	11.06	-	(0.01)	(0.01)	10.99
All Other Expenses	47.94	(2.33)	0.20	(2.13)	45.82
<b>Total Other Expenses</b>	<b>76.67</b>	<b>(2.33)</b>	<b>0.71</b>	<b>(1.62)</b>	<b>75.05</b>
<b>TOTAL EXPENDITURES</b>	<b>425.16</b>	<b>(28.11)</b>	<b>(11.43)</b>	<b>(39.54)</b>	<b>385.62</b>



### Personnel & Fringe Benefits

Overall, personnel savings of \$18.76 million, or 7.0% reduction, is forecast from the original budget.

These cumulative changes include:

- \$9.59 million in full-time personnel savings. This reflects \$8.34 million identified as part of the deficit mitigation plan which: eliminates vacant positions, holds positions vacant, delays the refill of vacant positions, and permanent changes to the management structure. An additional \$1.25 million in savings is projected at the mid-year, due to delays in hiring vacant positions. Although significant reductions have been made in full-time positions, CT State continues to hire key vacancies and is actively searching for 11 full-time positions.
- \$2.35 million in part-time staff savings. This reflects \$1.46 million in savings identified as part of the deficit mitigation plan which reduced temporary, part-time educational assistants by reducing hours or not renewing contracts when they expired. Additional savings of \$0.88 million is forecast for part-time workers due to lower utilization of educational assistants. Although significant reductions have been made in part-time positions, CT State continues to hire key vacancies and is actively searching for 14 positions.
- \$5.10 million in savings for part-time lecturers. This reflects \$5.02 million in savings identified by the deficit mitigation plan. The reduction of part-time lecturers aligns enrollments with expenditures through strategic course scheduling, filling classes to course caps, keeping certain sections inactive until other sections have been filled, and modifying the drop for non-payment date to avoid contractual penalty payments when sections are canceled. An additional savings of \$0.08 million is projected at the mid-year.
- \$2.03 million in non-credit lecturers and extension credit lecturers. This reflects \$0.56 million identified as part of the deficit mitigation plan. An additional savings of \$1.47 million is anticipated based on lower than anticipated expenditures. Although savings have occurred in this area, CT State is engaged in continuous recruitment with seven active postings for non-credit lecturers, and hiring is on-going.

### Fringe Benefits

Beginning in FY 24, the state pays the retirement-related fringe benefits costs for all employees of the constituent units of higher education, rather than only the General Fund- supported employees. CT State Community College funds the employee health and life insurance, unemployment compensation, and employers' social security tax for all employees. This results in significant revenue and expenditure presentational changes to the FY 24 budget.

A total reduction of \$19.16 million in Fringe Benefits is forecast, of which \$4.38 million, or 23%, is due to lower personnel expenditures. The balance of \$14.78 million is due to a technical re-estimate of fringe benefits based on actual expense. In the original FY 24 budget, the forecast blended rate of fringe benefits for employees was 29.9%. CT State continues to monitor these

expenditures, at deficit mitigation the blended rate was 27.8%, and at the mid-year point the blended rate is 24.5%.

<b>FY 24 Fringe Benefits Savings</b>			
(in millions)			
	Savings through Reduced Personnel Expenditures	Savings through Technical Re- estimates	Cumulative Savings
Part of Deficit Mitigation	3.62	6.50	10.12
Forecast at Midyear	0.76	8.28	9.04
<b>TOTAL</b>	<b>4.38</b>	<b>14.78</b>	<b>19.16</b>

### **Overview of FY 23 for CT State Consolidated**

With decreased enrollment and the impending transition to a singly accredited college, CT State leadership was focused on structural reform of finances in FY 23. Over the course of the year, the CT State Central Office eliminated 26 planned positions as they worked towards a more sustainable future state. As FY 23 was coming to an end and the fiscal uncertainty of FY 24 became more apparent, CT State implemented additional safeguards increasing oversight on hiring across the system and deterring non-essential spending. These initiatives coupled with the decreased revenue led to a net savings of \$40.71 million in FY 23, when compared to its original budget. FY 23 was also the final year the college was able to capture the influx of HEERF and ARPA funding of \$14.82 million, resulting in a year-end balance of \$55.53 million.

### **Modifying Organizational Design & Personnel**

As the inaugural CT State President, Dr. Maduko embarked on a statewide listening and learning tour, culminating in his 100 Days report. <https://www.ctstate.edu/report/> Through this process, elements of the CT State organization were re-examined resulting in the elimination and delay of planned CT State Central Office positions.

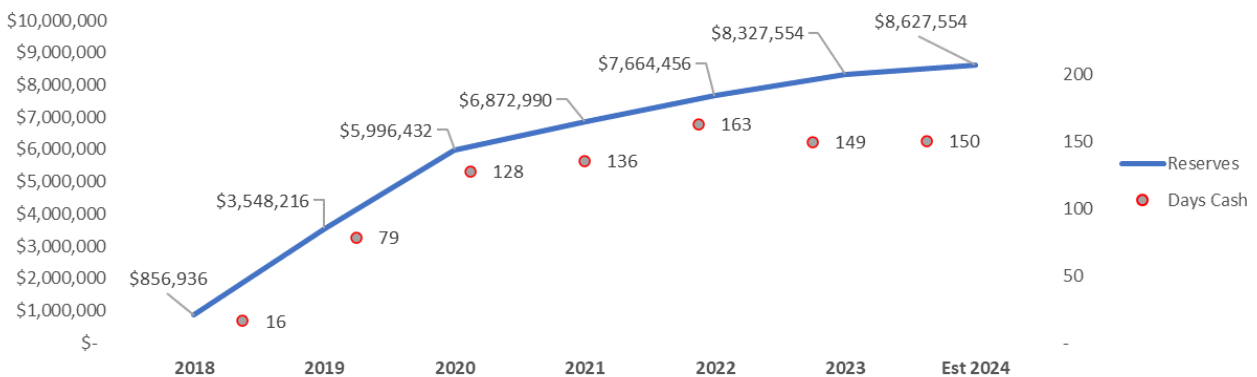
<b>CT State: Central Office Positions Eliminated or Delayed</b>			
<b>Headcount</b>	<b>Title</b>	<b>Action</b>	<b>Budgeted FY 23 PS &amp; FB Cost</b>
18	Associate Academic Deans	Eliminate	2,370,060
2	Assistant Academic Deans	Eliminate	224,000
1	Director of Tutoring & Disability	Delay to FY 24	168,000
3	Academic Associates	Eliminate	175,083
3	Regional Marketing Directors	Eliminate	472,500
<b>27</b>			<b>3,409,643</b>

## Charter Oak State College

### FY 2023 Actual

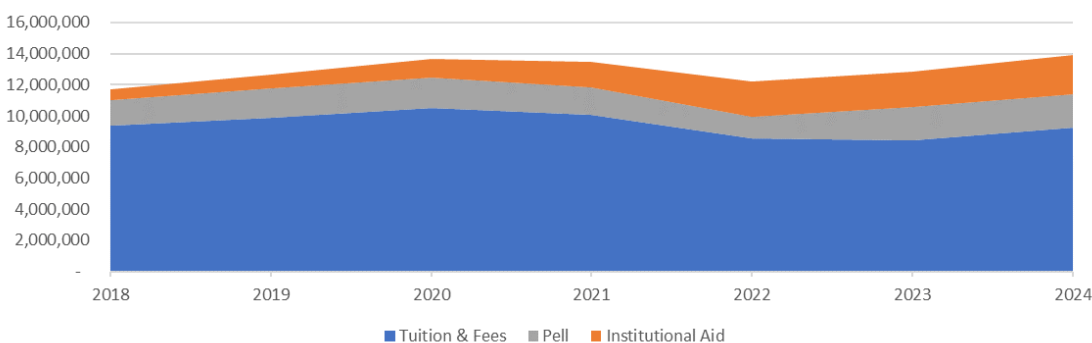
Charter Oak State College concluded fiscal year 2023 with a surplus of \$416k, surpassing the initial estimate of \$60k. This notable increase was fueled by stronger than anticipated tuition revenue. Higher federal interest rates additionally led to interest income exceeding the budgeted amounts. The College's public financial statements released earlier in January adhere to US GAAP, which incorporates additional accruals. Within these financial statements, the College's unrestricted reserves slightly increased compared to the final spending plan due to favorable accrual trends.

Illustrated in the chart below, Charter Oak has undergone a significant financial rebound since 2018 and now has a proper fiscal foundation.



### FY 2024 Mid-Year Projection

Charter Oak is on pace to not only meet but surpass its enrollment goal of 9%, a crucial milestone set within the deficit mitigation plan. Projections indicate a predicted surplus of \$469k at the end of fiscal year 2024, attributing this success to heightened revenue and the ongoing commitment of each department chair to effective expenditure management. The chart that follows illustrates the trajectory of revenue over time, and the College's flat tuition rate, and emphasizes the recent strategic use of institutional aid as a powerful recruitment tool. This approach aims to attract motivated and accomplished adults seeking to complete their four-year degree through online education.



The financial stability of Charter Oak continues to be directly correlated to enrollment and susceptibility to wage and fringe increases still exist. The campus team is actively engaged in expanding the College's bandwidth to create a range of new online degree programs. With the institution now with a sound reserve structure, there is a strategic window to reinvest in itself and cultivate programs that specifically address the preferences of students pursuing online degrees. This initiative reflects the College's commitment to adapt and meet the evolving demands of its student audience.

### **System Office and Shared Services**

#### **FY 2024 Mid-Year Projection**

The System Office and Shared Services projects a positive net change attributed to lower personnel and fringe benefits cost combined with reduced all other expenditures across departments.

<u>\$ Millions</u>	FY2023 Actual	FY2024		FY2024 Proj vs. Budget	
		Budget	Mid-Year Projection	\$ Change	% Change
<b>Revenue</b>	\$46.8	\$37.6	\$37.3	(\$0.3)	-1%
<b>Expenditures</b>					
Personnel Cost (salaries)	26.6	29.1	26.2	(\$3.0)	-10%
Fringe Benefits Cost	19.6	8.2	6.4	(\$1.8)	-21%
Other Expenditures	18.8	37.2	30.8	(6.4)	-17%
<b>Total Expenditures</b>	65.1	74.5	63.4	(11.1)	-15%
Transfers	22.0	36.9	35.0	(\$1.9)	-5%
<b>Net Change</b>	<u>\$3.7</u>	<u>\$0</u>	<u>\$8.9</u>	<u>\$8.9</u>	n.a.

**Accounting Shared Services** serves CT State and CSCU System Office in providing daily accounting activities, handling audits and compliance, and reporting and financial statement preparation. This department oversees daily accounting work including journal entries, cash and bank reconciliations, prepares financial reporting, oversees internal controls, and maintains the chart of accounts. This team handles the annual financial statement audit, conducted by an outside audit firm, and the Single Audit for federal expenditures, conducted by the Auditors for Public Accounts. In December, the final fiscal year 2023 audited financial statements for CT State were presented to the Audit Committee, noting an unqualified opinion on the financial statements with no auditor adjusting entries and no auditor identified control issues. Accounting Shared Services works jointly with the CT State business office and other cross-functional teams to ensure the Banner chart of accounts structure and CORE-CT structure work seamlessly in the new CT State organization. The department is working on fine tuning processes associated with the merger.

**Accounts Payable and Procurement Shared Services** serves CT State and System Office and all 6 institutions with shared contracts and guidance. These functions manage all procure to pay requirements. During FY24 several technology-based solutions were implemented. Currently, there are 10 Colleges plus the System Office that have transitioned to online purchase requisitions. The remaining two campuses will be transitioned over the next few months. The services are being reviewed with the campuses to determine the gaps and successes. From this assessment, better customer service and efficiencies including an online solution to better manage vendor invoices

will be provided. Overall, there is one online repository for all procure to pay documentation that will allow campuses access to review their documents. The first part of this fiscal year has been spent on training about the procure to pay process. A complete overhaul of the PCard administrative process has resulted in a well received streamlined process that focuses on compliance. Procurement has processed over 3,000 purchase requisitions. Contracting received 150 requests since the start of FY2024. Accounts Payable has processed over 12,000 invoices and processed over 119,000 checks with over 90,000 student refund checks. The system has been updated and added over 1,000 vendors. The adoption rate of the procurement card program is also on the rise at 50% from last year.

**Accounts Receivable Shared Services** serves CT State and CSCU System Office. Accounts Receivable Shared Services is responsible for student billing and payment plans, managing receivables and student receipts, managing the drop for non-payment process, student refunding, student account 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. In January, the Accounts Receivable team issued approximately 28,000 Tax Form 1098-Ts to students. The Accounts Receivable module in Banner OCB became live in July 2023 and the team is working on fine tuning processes associated with the merger.

**Grants Shared Services** continues to be in development and serves CT State and CSCU System Office. The organizational chart has been developed for post-award grant administration. Existing grant fiscal staff have been reassigned to the post award fiscal team. The pre-award fiscal team is in development and the Executive Director of Sponsored Programs search is in its final stages. The organization will support federal, state, private and workforce development grants. 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 has been populated with current grant awards including award documents, fiscal reconciliations, and grant funder reports. A significant accomplishment in the first half of FY2024 is the successful merger of all CT State financial aid awards under one federal ID. The post award administration and cash management is being handled by the post award team. Grant Shared Services is supporting all ARPA reconciliation and reporting to OPM, the legislature, and the federal government. There are currently nine OPM-awarded ARPA projects awarded totaling \$216,600,000 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 have been reviewed and are in the final stages of being updated to ensure grant accounting and reporting compliance.

**Fixed Assets Shared Services** serves CT State and CSCU System Office. The Fixed Asset Specialists are responsible for traveling to each of the CT State campuses and System Office to manage each college's inventory process and maintain the fixed asset system. They are actively

taking inventory at each campus. The goal of Fixed Assets Shared Services is to maintain a perpetual inventory system once all campuses have been inventoried and audited. In the future, this shared service will also assist with managing the Surplus Property process.

**Payroll Shared Services** serves CT State, CSCU System Office, and Charter Oak State College with bi-weekly payroll services. Payroll provides a single point of contact for all general customer service inquiries and knowledgeable resources for more in-depth questions. During FY2024, payroll merged with HR Shared Services to provide a more efficient and streamlined approach to customer service. Payroll now reports through the Director of Payroll and HR Data Operations and to the Vice Chancellor of HR and Labor Relations. Work has continued this year to align our resources effectively and create employee centric processes for all payroll functions.

**ATTACHMENTS:**

Attachment A - CSU FY24 Projection vs. Budget and FY23 Actual

Attachment B – CSU FY24 Projection vs. Budget and FY23 Actual

Attachment C – CCC FY24 Projection vs. Budget and FY23 Actual

Attachment D – Institutional Enrollment HC and FTE

2/14/24 Finance & Infrastructure Committee

CONNECTICUT STATE COLLEGES & UNIVERSITIES  
Expenditure Plan General & Operating Funds  
FY24 Mid-year Projection vs Budget, FY23 Actual

ATTACHMENT A

Account Name	FY23 Actual Dollars (\$)	FY24 Budget Dollars (\$)	FY24 Mid-year Projection Dollars (\$)	FY24 MY Proj vs. Budget Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (FT and PT Gross)	266,121,488	270,446,481	278,886,112	8,439,631	3.1%
Student Fees	217,955,581	220,277,339	222,207,848	1,930,509	0.9%
State Appropriations	350,989,156	346,431,565	346,431,565	-	0.0%
Additional State Approp (Dev Edu, Outcomes and IMRP)	11,687,098	11,711,410	11,711,410	-	0.0%
Fringe Benefits Paid By State	332,279,156	-	-	-	NA
Additional OF Fringe Paid by State	64,503,926	41,706,020	41,706,020	-	0.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	24,053,551	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	10,000,000	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	118,000,000	189,200,000	189,200,000	-	0.0%
Accident Insurance	477,769	457,560	468,241	10,681	2.3%
Housing	60,964,872	62,160,102	65,260,187	3,100,085	5.0%
Food	28,079,730	28,567,016	30,452,490	1,885,474	6.6%
All Other Revenue	34,350,561	22,532,441	30,179,130	7,646,689	33.9%
Less: Contra Revenue	(15,630,858)	(14,832,778)	(20,347,100)	(5,514,322)	37.2%
<b>Total Revenue</b>	<b>1,503,832,030</b>	<b>1,178,657,155</b>	<b>1,196,155,903</b>	<b>17,498,748</b>	<b>1.5%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full-Time	478,721,442	492,585,506	478,025,858	(14,559,648)	-3.0%
Part-Time					
Lecturers (PTLs)	101,026,762	101,003,540	93,248,529	(7,755,011)	-7.7%
Lecturer (NCLs)	8,073,484	9,584,224	8,461,481	(1,122,743)	-11.7%
Permanent Part-time	1,787,180	2,101,442	1,542,544	(558,898)	-26.6%
Temporary Part-time	23,688,951	21,231,010	19,484,655	(1,746,355)	-8.2%
University Assistants	3,461,272	4,378,076	3,959,135	(418,941)	-9.6%
Graduate Assistants	2,273,641	2,340,233	2,251,150	(89,083)	-3.8%
Student Labor	12,350,436	13,277,147	13,322,910	45,763	0.3%
Overtime	4,998,783	5,170,360	4,955,727	(214,633)	-4.2%
All Other Personnel Services	13,936,066	16,391,717	17,218,594	826,877	5.0%
<b>Subtotal Personnel Services</b>	<b>650,318,017</b>	<b>668,063,256</b>	<b>642,470,583</b>	<b>(25,592,673)</b>	<b>-3.8%</b>
Fringe Benefits	444,727,813	179,927,224	160,459,506	(19,467,718)	-10.8%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>1,095,045,830</b>	<b>847,990,480</b>	<b>802,930,089</b>	<b>(45,060,391)</b>	<b>-5.3%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	65,238,680	67,419,850	67,187,883	(231,967)	-0.3%
Waivers	13,371,113	13,045,046	13,476,277	431,231	3.3%
Utilities	28,366,869	33,636,193	33,297,990	(338,203)	-1.0%
All Other Expenses	174,532,976	210,570,592	201,656,715	(8,913,877)	-4.2%
<b>Total Other Expenses</b>	<b>281,509,638</b>	<b>324,671,681</b>	<b>315,618,865</b>	<b>(9,052,816)</b>	<b>-2.8%</b>
<b>Total Expenditures</b>	<b>1,376,555,468</b>	<b>1,172,662,161</b>	<b>1,118,548,954</b>	<b>(54,113,207)</b>	<b>-4.6%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>127,276,562</b>	<b>5,994,995</b>	<b>77,606,949</b>	<b>71,611,954</b>	<b>1194.5%</b>
<b>CSU Transfers</b>					
Debt Service	(29,678,312)	(30,892,145)	(31,305,711)	(413,566)	1.3%
Auxiliary Renewal and Replacement	(2,004,300)	(1,355,242)	(1,887,373)	(532,131)	39.3%
CSCU Miscellaneous Transfers	(27,689,018)	60,651	(674,641)	(735,292)	-1212.3%
<b>Total CSU Transfers</b>	<b>(59,371,630)</b>	<b>(32,186,736)</b>	<b>(33,867,725)</b>	<b>(1,680,989)</b>	<b>5.2%</b>
<b>CCC Transfers</b>					
CCC Transfer in	25,086,047	30,541,279	34,205,226	3,663,947	12.0%
CCC Transfer out	(25,086,047)	(30,541,279)	(32,484,874)	(1,943,595)	6.4%
HEERF Institutional	12,388,467	-	-	-	NA
Contingency reserve	-	-	(8,633,635)	(8,633,635)	NA
<b>Total CCC Transfers</b>	<b>12,388,467</b>	<b>-</b>	<b>(6,913,283)</b>	<b>(6,913,283)</b>	<b>NA</b>
<b>Charter Oak Transfers</b>	<b>(612,338)</b>	<b>(474,215)</b>	<b>(474,215)</b>	<b>-</b>	<b>0.0%</b>
<b>Additional State Appropriations</b>					
* ARPA Funding	5,000,000	-	-	-	NA
<b>Net Change</b>	<b>84,681,061</b>	<b>(26,665,957)</b>	<b>36,351,726</b>	<b>63,017,683</b>	<b>-236.3%</b>
<i>Note:</i>					
* One Time Funding					
* Operations Support Through Short-Term Recovery Funds reserved for system Initiatives					



## State Universities

ATTACHMENT A

## Expenditure Plan General &amp; Operating Funds

FY24 Mid-year Projection vs Budget, FY23 Actual

Account Name	FY23 Actual	FY24 Budget	FY24 Mid-year Projection	FY24 MY Proj vs. Budget	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
<b>Revenue:</b>					
Tuition (FT and PT Gross)	156,005,315	157,534,355	162,244,093	4,709,738	3.0%
Student Fees	165,575,741	169,246,732	170,289,665	1,042,933	0.6%
** State Appropriations	174,367,292	173,747,818	173,747,818	-	0.0%
Additional State Approp (Dev Edu, Outcomes and IMRP)	2,036,144	2,061,446	2,061,446	-	0.0%
Fringe Benefits Paid By State	170,310,575	-	-	-	NA
Additional OF Fringe Paid by State	25,150,479	2,306,870	2,306,870	-	0.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	14,500,000	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	5,026,555	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	66,644,229	103,185,598	103,185,598	-	0.0%
Accident Insurance	477,769	457,560	468,241	10,681	2.3%
Housing	60,964,872	62,160,102	65,260,187	3,100,085	5.0%
Food Service	28,079,730	28,567,016	30,452,490	1,885,474	6.6%
All Other Revenue	24,188,169	18,339,543	25,704,376	7,364,833	40.2%
Less: Contra Revenue	(10,509,616)	(9,285,425)	(9,220,322)	65,103	-0.7%
<b>Total Revenue</b>	<b>882,817,254</b>	<b>708,321,614</b>	<b>726,500,462</b>	<b>18,178,848</b>	<b>2.6%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full-Time	279,983,933	288,551,572	285,987,384	(2,564,188)	-0.9%
Part-Time					
Lecturers (PTLs)	40,031,031	39,137,162	36,695,346	(2,441,816)	-6.2%
Lecturers (NCLs)	3,858,661	3,210,002	3,470,753	260,751	8.1%
Perm/Intermit PT	1,407,180	1,250,407	1,182,586	(67,821)	-5.4%
University Assistants	3,396,272	4,313,076	3,959,135	(353,941)	-8.2%
Graduate Assistants	2,273,641	2,340,233	2,251,150	(89,083)	-3.8%
Student Labor	10,248,853	10,752,763	10,916,336	163,573	1.5%
Other Part Time	2,798,137	2,190,789	2,311,646	120,857	5.5%
Overtime	3,842,948	4,064,327	4,028,963	(35,364)	-0.9%
All Other Personnel Services (Vac, Sick, Accr Abs)	9,621,663	10,650,310	11,052,203	401,893	3.8%
<b>Subtotal Personnel Services</b>	<b>357,462,319</b>	<b>366,460,641</b>	<b>361,855,502</b>	<b>(4,605,139)</b>	<b>-1.3%</b>
Fringe Benefits	242,574,519	90,277,566	91,608,612	1,331,046	1.5%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>600,036,838</b>	<b>456,738,207</b>	<b>453,464,114</b>	<b>(3,274,093)</b>	<b>-0.7%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	47,420,138	51,769,717	50,969,385	(800,332)	-1.5%
Waivers	10,252,903	9,606,409	9,529,551	(76,858)	-0.8%
Utilities	19,426,034	22,500,288	22,227,791	(272,497)	-1.2%
All Other Expenses	120,140,645	128,564,124	128,863,400	299,276	0.2%
<b>Total Other Expenses</b>	<b>197,239,720</b>	<b>212,440,538</b>	<b>211,590,127</b>	<b>(850,411)</b>	<b>-0.4%</b>
<b>Total Expenditures</b>	<b>797,276,558</b>	<b>669,178,745</b>	<b>665,054,241</b>	<b>(4,124,504)</b>	<b>-0.6%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>85,540,696</b>	<b>39,142,870</b>	<b>61,446,221</b>	<b>22,303,351</b>	<b>57.0%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Debt Service	(29,678,312)	(30,892,145)	(31,305,711)	(413,566)	1.3%
Auxiliary Renewal and Replacement	(2,004,300)	(1,355,242)	(1,887,373)	(532,131)	39.3%
CSCU Tranfer To/From SO and Other Misc.	(269,178)	-	-	-	NA
Campus Telecom Proj/Upgrades & Expansion for Academic Programs	(10,000,000)	-	-	-	NA
Reserved for IT Equip (CISCO Financing Funds set aside)	(13,200,000)	901,471	1,250,867	349,396	38.8%
Transfer to Reserves Housing and Telecom (CCSU)	(819,840)	(840,820)	(925,508)	(84,688)	10.1%
* ARPA Funding	2,513,277	-	-	-	NA
Energy Center Critical Maintenance / Repairs (CCSU)	(3,000,000)	-	-	-	NA
Reserved for potential unforeseen expenses	(400,000)	-	(1,000,000)	(1,000,000)	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(56,858,353)</b>	<b>(32,186,736)</b>	<b>(33,867,725)</b>	<b>(1,680,989)</b>	<b>5.2%</b>
<b>Net Change</b>	<b>28,682,343</b>	<b>6,956,134</b>	<b>27,578,496</b>	<b>20,622,362</b>	<b>296.5%</b>
<u>Note:</u>					
* One Time Funding					
** Includes RSA Adjustment					

Account Name	FY23 Actual Dollars (\$)	FY24 Budget Dollars (\$)	FY24 Mid-year Projection Dollars (\$)	FY24 MY Proj vs. Budget Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (FT and PT Gross)	98,601,185	100,821,126	104,228,469	3,407,343	3.4%
Student Fees	51,936,263	50,536,207	51,468,727	932,520	1.8%
** State Appropriations	172,456,308	168,514,962	168,514,962	-	0.0%
Additional State Approp (Dev Edu, Outcomes Based Funding)	9,510,954	9,649,964	9,649,964	-	0.0%
Fringe Benefits Paid By State	158,014,651	-	-	-	NA
Additional OF Fringe Paid by State	38,365,000	39,980,379	39,980,379	-	0.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	9,000,000	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	4,866,346	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	50,736,268	83,555,222	83,555,222	-	0.0%
All Other Revenue	9,308,943	3,092,898	3,399,754	306,856	9.9%
Less: Contra Revenue	(5,121,242)	(5,547,353)	(11,126,778)	(5,579,425)	100.6%
<b>Total Revenue</b>	<b>597,674,676</b>	<b>450,603,405</b>	<b>449,670,699</b>	<b>(932,706)</b>	<b>-0.2%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full-Time	191,254,009	196,260,668	184,417,599	(11,843,069)	-6.0%
Part-Time					
Lecturers (PTL and ECL, 601302 and 601301)	58,203,731	58,796,831	53,052,511	(5,744,320)	-9.8%
Contractual (NCL, 601300)	4,214,823	6,374,222	4,990,728	(1,383,494)	-21.7%
Permanent Part-time (601100)	-	451,465	-	(451,465)	-100.0%
Temporary Part-time (601200, 02, 03, 04, 601303)	20,890,814	19,040,221	17,173,009	(1,867,212)	-9.8%
Student Labor (601400, 01, 02, 601406)	2,101,583	2,524,384	2,406,574	(117,810)	-4.7%
Overtime (601501, 601502)	1,155,835	1,106,033	926,764	(179,269)	-16.2%
All Other Personnel Services	4,314,403	5,741,407	6,166,391	424,984	7.4%
<b>Subtotal Personnel Services</b>	<b>282,135,198</b>	<b>290,295,231</b>	<b>269,133,576</b>	<b>(21,161,655)</b>	<b>-7.3%</b>
Fringe Benefits	195,177,607	86,738,901	66,292,797	(20,446,104)	-23.6%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>477,312,805</b>	<b>377,034,132</b>	<b>335,426,373</b>	<b>(41,607,759)</b>	<b>-11.0%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match (1)	16,646,875	14,425,133	14,857,629	432,496	3.0%
Waivers	2,918,210	3,238,637	3,698,244	459,607	14.2%
Utilities	8,870,266	11,058,605	10,989,677	(68,928)	-0.6%
All Other Expenses	51,215,249	78,484,968	69,497,775	(8,987,193)	-11.5%
<b>Total Other Expenses</b>	<b>79,650,600</b>	<b>107,207,343</b>	<b>99,043,325</b>	<b>(8,164,018)</b>	<b>-7.6%</b>
<b>Total Expenditures</b>	<b>556,963,405</b>	<b>484,241,475</b>	<b>434,469,698</b>	<b>(49,771,777)</b>	<b>-10.3%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>40,711,271</b>	<b>(33,638,070)</b>	<b>15,201,001</b>	<b>48,839,071</b>	<b>-145.2%</b>
<b>Transfers, Additional Funds and Commitments</b>					
CCC Transfer in	25,086,047	30,541,279	34,205,226	3,663,947	12.0%
CCC Transfer out	(25,086,047)	(30,541,279)	(32,484,874)	(1,943,595)	6.4%
HEERF Institutional	12,388,467	-	-	-	NA
Contingency reserve	-	-	(8,633,635)	(8,633,635)	NA
* ARPA Funding	2,433,172	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>14,821,639</b>	<b>-</b>	<b>(6,913,283)</b>	<b>(6,913,283)</b>	<b>NA</b>
<b>Net Change</b>	<b>55,532,910</b>	<b>(33,638,070)</b>	<b>8,287,718</b>	<b>41,925,788</b>	<b>-124.6%</b>

Note:

- \* One Time Funding
- \*\* Includes RSA Adjustment

Charter Oak State College  
Expenditure Plan General & Operating Funds  
FY24 Mid-year Projection vs Budget, FY23 Actual

ATTACHMENT A

Account Name	FY23 Actual Dollars (\$)	FY24 Budget Dollars (\$)	FY24 Mid-year Projection Dollars (\$)	FY24 MY Proj vs. Budget Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	11,514,988	12,091,000	12,413,550	322,550	2.7%
Student Fees	443,577	494,400	449,456	(44,944)	-9.1%
** State Appropriations	3,712,056	3,708,701	3,708,701	-	0.0%
Additional State Approp (Graduation Fee Waiver)	140,000	-	-	-	NA
Fringe Benefits Paid By State	3,578,243	-	-	-	NA
Additional OF Fringe Paid by State	988,447	(581,229)	(581,229)	-	0.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	553,551	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	107,099	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	619,503	2,459,180	2,459,180	-	0.0%
All Other Revenue	853,449	1,100,000	1,075,000	(25,000)	-2.3%
Less: Contra Revenue	-	-	-	-	NA
<b>Total Revenue</b>	<b>22,510,913</b>	<b>19,272,052</b>	<b>19,524,658</b>	<b>252,606</b>	<b>1.3%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full-Time	7,030,000	7,313,183	7,160,791	(152,392)	-2.1%
Part-Time					
Lecturers	2,792,000	3,069,548	3,500,672	431,124	14.0%
Permanent Part-time	380,000	399,570	359,958	(39,612)	-9.9%
University Assistants	65,000	65,000	-	(65,000)	-100.0%
Student Labor	-	-	-	-	NA
Temporary Part Time	-	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
<b>Subtotal Personnel Services</b>	<b>10,267,000</b>	<b>10,847,301</b>	<b>11,021,421</b>	<b>174,121</b>	<b>1.6%</b>
Fringe Benefits	6,600,000	2,910,757	2,558,097	(352,660)	-12.1%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>16,867,000</b>	<b>13,758,058</b>	<b>13,579,518</b>	<b>(178,540)</b>	<b>-1.3%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	1,171,667	1,225,000	1,360,869	135,869	11.1%
Waivers	200,000	200,000	248,482	48,482	24.2%
Utilities	70,569	77,300	80,522	3,222	4.2%
All Other Expenses	3,177,082	3,521,500	3,295,540	(225,960)	-6.4%
<b>Total Other Expenses</b>	<b>4,619,318</b>	<b>5,023,800</b>	<b>4,985,413</b>	<b>(38,387)</b>	<b>-0.8%</b>
<b>Total Expenditures</b>	<b>21,486,318</b>	<b>18,781,858</b>	<b>18,564,931</b>	<b>(216,927)</b>	<b>-1.2%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>1,024,595</b>	<b>490,195</b>	<b>959,727</b>	<b>469,533</b>	<b>95.8%</b>
<b>Transfers In/Out</b>					
SO and Shared Services Cost	(612,338)	(474,215)	(474,215)	-	0.0%
* ARPA Funding	53,551	-	-	-	NA
<b>Total Transfers</b>	<b>(558,787)</b>	<b>(474,215)</b>	<b>(474,215)</b>	<b>-</b>	<b>0.0%</b>
<b>Net Change</b>	<b>465,808</b>	<b>15,980</b>	<b>485,512</b>	<b>469,533</b>	<b>2938.3%</b>

Note:

\* One Time Funding

\*\* Includes RSA Adjustment

Account Name	FY23 Actual Dollars (\$)	FY24 Budget Dollars (\$)	FY24 Mid-year Projection Dollars (\$)	FY24 MY Proj vs. Budget Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)				-	NA
Fees				-	NA
** State Appropriations	453,500	460,084	460,084	-	0.0%
Additional State Approp (Dev Edu, Outcomes and IMRP)				-	NA
Fringe Benefits Paid By State	375,687	-	-	-	NA
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
<b>Total Revenue</b>	<b>829,187</b>	<b>460,084</b>	<b>460,084</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full-Time	453,500	460,084	460,084	-	0.0%
Permanent Part-time	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	-	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
Subtotal Personnel Services	453,500	460,084	460,084	-	0.0%
Fringe Benefits	375,687	-	-	-	NA
<b>Total P.S. &amp; Fringe Benefits</b>	<b>829,187</b>	<b>460,084</b>	<b>460,084</b>	<b>-</b>	<b>0.0%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	-	-	-	-	NA
<b>Total Other Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>829,187</b>	<b>460,084</b>	<b>460,084</b>	<b>-</b>	<b>0.0%</b>
<b>Addition to (Use of) Funds Before Transfers</b>				<b>-</b>	<b>NA</b>
<b>Net Change</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>

Note:

- \* One Time Funding
- \*\* Includes RSA Adjustment

# CONNECTICUT STATE UNIVERSITIES

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)  
FY24 Mid-year Projection vs. Budget, FY23 Actual

ATTACHMENT B

	FY23 Actual	FY24 Budget	FY24 Mid-year Projection	FY24 Mid-year Proj vs. Budget	
				Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition FT and PT (Gross)	156,005,315	157,534,355	162,244,093	4,709,738	3.0%
Student Fees	165,575,741	169,246,732	170,289,665	1,042,933	0.6%
State Appropriations	174,367,294	173,747,818	173,747,818	-	0.0%
Additl State Appropriation (Dev Education and IMRP)	2,036,144	2,061,446	2,061,447	1	0.0%
Fringe Benefits Paid By State	170,310,575	-	-	-	NA
Additional OF Fringe Paid by State	25,150,479	2,306,870	2,306,870	(0)	0.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	14,500,000	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	5,026,555	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	66,644,229	103,185,598	103,185,598	-	0.0%
Accident Insurance	477,769	457,560	468,241	10,681	2.3%
Housing	60,964,872	62,160,102	65,260,187	3,100,085	5.0%
Food Service	28,079,730	28,567,016	30,452,490	1,885,474	6.6%
All Other Revenue	24,188,169	18,339,543	25,704,376	7,364,833	40.2%
Less: Contra Revenue	(10,509,616)	(9,285,425)	(9,220,322)	65,103	-0.7%
<b>Total Revenue</b>	<b>882,817,257</b>	<b>708,321,614</b>	<b>726,500,462</b>	<b>18,178,848</b>	<b>2.6%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	<b>279,983,933</b>	<b>288,551,572</b>	<b>285,987,384</b>	<b>(2,564,188)</b>	<b>-0.9%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	40,031,031	39,137,162	36,695,346	(2,441,816)	-6.2%
Lecturers (NCLs)	3,858,661	3,210,002	3,470,753	260,751	8.1%
Perm/Intermit PT	1,407,180	1,250,407	1,182,586	(67,821)	-5.4%
University Assistants	3,396,272	4,313,076	3,959,135	(353,941)	-8.2%
Graduate Assistants	2,273,641	2,340,233	2,251,150	(89,083)	-3.8%
Student Labor	10,248,853	10,752,763	10,916,336	163,573	1.5%
Other Part Time	2,798,137	2,190,789	2,311,646	120,857	5.5%
<b>Total Part Time</b>	<b>64,013,775</b>	<b>63,194,432</b>	<b>60,786,952</b>	<b>(2,407,480)</b>	<b>-3.8%</b>
Overtime	3,842,948	4,064,327	4,028,963	(35,364)	-0.9%
All Other Personnel Services	9,621,663	10,650,310	11,052,203	401,893	3.8%
Subtotal Personnel Services	357,462,319	366,460,641	361,855,502	(4,605,139)	-1.3%
Fringe Benefits	241,798,038	89,776,623	90,888,045	1,111,422	1.2%
Worker's Comp. Recovery	776,481	500,943	720,567	219,624	43.8%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>600,036,838</b>	<b>456,738,207</b>	<b>453,464,114</b>	<b>(3,274,093)</b>	<b>-0.7%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	47,420,138	51,769,717	50,969,385	(800,332)	-1.5%
Waivers	10,252,903	9,606,409	9,529,551	(76,858)	-0.8%
Utilities	19,426,034	22,500,288	22,227,791	(272,497)	-1.2%
All Other Expenses	120,140,645	128,564,124	128,863,400	299,276	0.2%
<b>Total Other Expenses</b>	<b>197,239,720</b>	<b>212,440,538</b>	<b>211,590,127</b>	<b>(850,411)</b>	<b>-0.4%</b>
<b>Total Expenditures</b>	<b>797,276,558</b>	<b>669,178,745</b>	<b>665,054,241</b>	<b>(4,124,504)</b>	<b>-0.6%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>85,540,699</b>	<b>39,142,870</b>	<b>61,446,221</b>	<b>22,303,352</b>	<b>57.0%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(18,103,829)	(18,382,769)	(18,896,335)	(513,566)	2.8%
Debt Service (Residence Halls)	(8,319,953)	(9,308,075)	(9,208,075)	100,000	-1.1%
Debt Service (Parking Garages)	(3,254,530)	(3,201,301)	(3,201,301)	0	0.0%
Auxiliary Renewal and Replacement	(2,004,300)	(1,355,242)	(1,887,373)	(532,131)	39.3%
<b>Total Designated Transfers</b>	<b>(31,682,612)</b>	<b>(32,247,387)</b>	<b>(33,193,084)</b>	<b>(945,697)</b>	<b>2.9%</b>
<b>Other Requests, Transfers and Additional Commitments</b>					
Transfer To/From SO - GF OF swap	-	-	-	-	NA
Other Transfers - Misc.	(269,178)	-	-	-	NA
Contingency for potential unforeseen expenses	-	-	(1,000,000)	(1,000,000)	NA
* ARPA Funding	2,513,277	-	-	-	NA
Campus Telecom Projects/Upgrades & Expansion for Academic Programs	(10,000,000)	-	-	-	NA
Reserved for IT Equip (CISCO Financing Funds set aside)	(13,200,000)	901,471	1,250,867	349,396	38.8%
Energy Center Critical Maintenance/Repairs	(3,000,000)	-	-	-	NA
Transfer to Reserves Housing and Telecom (CCSU)	(819,840)	(840,820)	(925,508)	(84,688)	10.1%
Other Request (for urgent plant-related expenses)	(400,000)	-	-	-	NA
<b>Total Transfers and Commitments</b>	<b>(25,175,741)</b>	<b>60,651</b>	<b>(674,641)</b>	<b>(735,292)</b>	<b>-1212.3%</b>
<b>Net Change</b>	<b>28,682,346</b>	<b>6,956,133</b>	<b>27,578,496</b>	<b>20,622,363</b>	<b>296.5%</b>

**CONNECTICUT STATE UNIVERSITIES**
**ATTACHMENT B**
**Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)**

FY24 Mid-year Projection

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)					
<b>Revenue:</b>						
Tuition FT and PT (Gross)	162,244,093	60,053,708	22,383,372	54,544,984	25,262,029	-
Student Fees	170,289,665	59,695,781	24,362,899	59,974,721	26,256,264	-
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	2,061,447	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	468,241	-	143,560	260,681	64,000	-
Housing	65,260,187	18,510,163	20,735,690	17,398,647	8,615,687	-
Food Service	30,452,490	10,645,763	6,366,001	9,307,149	4,133,577	-
All Other Revenue	25,704,376	9,582,001	4,137,544	8,581,192	3,403,639	-
Less: Contra Revenue	(9,220,322)	(3,431,183)	(656,287)	(4,500,000)	(632,852)	-
<b>Total Revenue</b>	<b>726,500,463</b>	<b>244,717,123</b>	<b>126,792,901</b>	<b>230,404,810</b>	<b>116,281,286</b>	<b>8,304,343</b>
<b>Expenditures:</b>						
<b>Personnel Services:</b>						
<b>Total Full Time</b>	<b>285,987,384</b>	<b>88,474,899</b>	<b>48,155,902</b>	<b>94,640,670</b>	<b>48,733,693</b>	<b>5,982,220</b>
<b>Part Time:</b>						
Lecturers (PTLs)	36,695,346	11,875,824	4,293,444	14,733,096	5,792,982	-
Lecturers (NCLs)	3,470,753	1,035,000	363,602	1,514,065	558,086	-
Perm/Intermit PT	1,182,586	175,000	242,625	675,603	89,358	-
University Assistants	3,959,135	1,040,000	886,386	1,327,854	704,895	-
Graduate Assistants	2,251,150	615,000	200,501	1,206,977	228,672	-
Student Labor	10,916,336	3,032,000	2,320,806	3,495,568	2,067,962	-
Other Part Time	2,311,646	755,019	508,852	435,322	551,845	60,608
<b>Total Part Time</b>	<b>60,786,952</b>	<b>18,527,843</b>	<b>8,816,216</b>	<b>23,388,485</b>	<b>9,993,800</b>	<b>60,608</b>
Overtime	4,028,963	800,600	1,045,000	1,294,785	888,578	-
All Other Personnel Services	11,052,203	3,283,000	2,062,745	3,958,958	1,747,500	-
Subtotal Personnel Services	361,855,502	111,086,342	60,079,863	123,282,898	61,363,571	6,042,828
Fringe Benefits	90,888,045	28,103,065	15,036,694	30,493,730	16,025,187	1,229,369
Worker's Comp. Recovery	720,567	231,840	171,227	275,000	42,000	500
<b>Total P.S. &amp; Fringe Benefits</b>	<b>453,464,114</b>	<b>139,421,247</b>	<b>75,287,784</b>	<b>154,051,628</b>	<b>77,430,758</b>	<b>7,272,697</b>
<b>Other Expenses:</b>						
Inst. Financial Aid/Match	50,969,385	17,875,002	14,154,000	12,635,395	6,304,988	-
Waivers	9,529,551	2,622,571	1,528,647	4,312,773	1,065,560	-
Utilities	22,227,791	7,500,000	4,482,852	6,000,000	4,244,939	-
All Other Expenses	128,863,400	41,567,206	20,369,701	35,058,211	25,075,751	6,792,531
<b>Total Other Expenses</b>	<b>211,590,127</b>	<b>69,564,779</b>	<b>40,535,200</b>	<b>58,006,379</b>	<b>36,691,238</b>	<b>6,792,531</b>
<b>Total Expenditures</b>	<b>665,054,241</b>	<b>208,986,026</b>	<b>115,822,984</b>	<b>212,058,007</b>	<b>114,121,996</b>	<b>14,065,228</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>61,446,222</b>	<b>35,731,097</b>	<b>10,969,917</b>	<b>18,346,803</b>	<b>2,159,290</b>	<b>(5,760,885)</b>
<b>Designated Transfers</b>						
Debt Service	(31,305,711)	(12,818,497)	(5,779,422)	(7,407,505)	(5,300,287)	-
Auxiliary Renewal and Replacement	(1,887,373)	(532,288)	(1,355,085)	-	-	-
<b>Total Designated Transfers</b>	<b>(33,193,084)</b>	<b>(13,350,785)</b>	<b>(7,134,507)</b>	<b>(7,407,505)</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	(925,508)	(925,508)	-	-	-	-
Other Transfer - Telecome Reserves	-	-	-	-	-	-
Contingency for potential unforeseen expenses	(1,000,000)	(1,000,000)	-	-	-	-
Reserved for IT Equip (CISCO Financing Funds set aside	1,250,867	1,250,867	-	-	-	-
Misc. Transfers to Universities	-	-	-	-	-	-
<b>Total Transfers and Commitments</b>	<b>(674,641)</b>	<b>(2,271,541)</b>	<b>(1,596,900)</b>	<b>(1,596,900)</b>	<b>(1,596,900)</b>	<b>6,387,600</b>
<b>Net Change</b>	<b>27,578,497</b>	<b>20,108,771</b>	<b>2,238,510</b>	<b>9,342,398</b>	<b>(4,737,897)</b>	<b>626,715</b>

Note:

\* One Time Funding

# CONNECTICUT STATE UNIVERSITIES

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)  
FY24 Budget

# ATTACHMENT B

	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

# CONNECTICUT STATE UNIVERSITIES

# ATTACHMENT B

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)  
FY23 Actual

	CSU Total	Central	Eastern	Southern	Western	System Office
	Dollars (\$)					
<b>Revenue:</b>						
Tuition FT and PT (Gross)	156,005,315	55,522,239	22,532,198	52,464,115	25,486,763	-
Student Fees	165,575,741	56,924,637	24,475,446	58,315,207	25,860,451	-
State Appropriations	174,367,295	53,775,001	31,959,807	50,659,360	31,920,946	6,052,181
Additl State Appropriation (Dev Education, Outcomes and	2,036,144	745,286	430,286	430,286	430,286	-
Fringe Benefits Paid By State	170,310,575	53,251,889	31,648,957	50,166,562	31,610,474	3,632,693
Additional OF Fringe Paid by State	25,150,479	6,995,755	4,039,105	10,416,466	3,699,153	-
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	14,500,000	5,043,801	2,397,526	4,665,861	2,392,812	-
* Provide Support for Salary Cost of the 27th Payroll	5,026,555	1,748,479	831,124	1,617,462	829,490	-
* Provide Operations Support Through Short-Term Recovery	66,644,229	23,182,086	11,019,398	21,445,013	10,997,732	-
Accident Insurance	477,769	-	165,363	248,501	63,905	-
Housing	60,964,872	16,396,792	20,247,649	15,833,215	8,487,216	-
Food Service	28,079,730	9,088,549	6,389,847	8,230,394	4,370,940	-
All Other Revenue	24,188,169	10,010,707	3,350,989	6,791,090	3,795,383	240,000
Less: Contra Revenue	(10,509,616)	(3,909,011)	(731,625)	(4,933,938)	(935,042)	-
<b>Total Revenue</b>	<b>882,817,258</b>	<b>288,776,210</b>	<b>158,756,070</b>	<b>276,349,594</b>	<b>149,010,509</b>	<b>9,924,874</b>
<b>Expenditures:</b>						
<b>Personnel Services:</b>						
<b>Total Full Time</b>	279,983,933	81,339,864	48,910,394	94,529,659	49,632,161	5,571,855
<b>Part Time:</b>	-	-	-	-	-	-
Lecturers (PTLs)	40,031,031	12,121,754	5,223,347	15,800,102	6,885,828	-
Lecturers (NCLs)	3,858,661	1,040,089	582,293	1,464,778	771,501	-
Perm/Intermit PT	1,407,180	257,647	236,336	744,821	168,376	-
University Assistants	3,396,272	715,426	811,754	1,247,096	621,996	-
Graduate Assistants	2,273,641	474,899	216,550	1,312,799	269,393	-
Student Labor	10,248,853	2,669,481	2,074,130	3,581,422	1,923,820	-
Other Part Time	2,798,137	1,121,720	694,341	406,812	505,755	69,509
<b>Total Part Time</b>	64,013,775	18,401,016	9,838,751	24,557,830	11,146,669	69,509
Overtime	3,842,948	673,538	991,867	1,309,297	868,246	-
All Other Personnel Services	9,621,663	2,473,180	1,573,953	3,695,727	1,721,850	156,953
Subtotal Personnel Services	357,462,319	102,887,598	61,314,965	124,092,513	63,368,926	5,798,317
Fringe Benefits	241,798,038	70,298,759	44,016,376	81,454,159	42,477,778	3,550,966
Worker's Comp. Recovery	776,481	231,302	155,791	286,687	102,701	-
<b>Total P.S. &amp; Fringe Benefits</b>	<b>600,036,838</b>	<b>173,417,659</b>	<b>105,487,132</b>	<b>205,833,359</b>	<b>105,949,405</b>	<b>9,349,283</b>
<b>Other Expenses:</b>						
Inst. Financial Aid/Match	47,420,138	14,936,332	15,161,876	12,195,522	5,126,408	-
Waivers	10,252,903	2,595,966	1,391,485	4,961,960	1,303,492	-
Utilities	19,426,034	5,266,810	4,311,673	5,858,581	3,988,970	-
All Other Expenses	120,140,645	44,078,728	18,560,709	33,404,136	20,156,403	3,940,669
<b>Total Other Expenses</b>	<b>197,239,720</b>	<b>66,877,836</b>	<b>39,425,743</b>	<b>56,420,199</b>	<b>30,575,273</b>	<b>3,940,669</b>
<b>Total Expenditures</b>	<b>797,276,558</b>	<b>240,295,495</b>	<b>144,912,875</b>	<b>262,253,558</b>	<b>136,524,678</b>	<b>13,289,952</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>85,540,700</b>	<b>48,480,715</b>	<b>13,843,195</b>	<b>14,096,036</b>	<b>12,485,831</b>	<b>(3,365,078)</b>
<b>Designated Transfers</b>						
Debt Service	(29,678,312)	(11,685,551)	(6,142,845)	(6,746,326)	(5,103,590)	-
Auxiliary Renewal and Replacement	(2,004,300)	(454,427)	(1,293,500)	-	(256,373)	-
<b>Total Designated Transfers</b>	<b>(31,682,612)</b>	<b>(12,139,978)</b>	<b>(7,436,345)</b>	<b>(6,746,326)</b>	<b>(5,359,963)</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	(819,840)	(819,840)	-	-	-	-
Other Transfer - Telecom Reserves	(10,000,000)	(10,000,000)	-	-	-	-
Reserved for IT Equip (CISCO Financing Funds set a:	(13,200,000)	(8,700,000)	(4,500,000)	-	-	-
Energy Center Critical Maintenance/Repairs	(3,000,000)	(3,000,000)	-	-	-	-
Other Request (for urgent plant-related expenses)	(400,000)	-	-	-	(400,000)	-
* ARPA Funding	2,513,277	750,000	506,638	750,000	506,639	-
Misc. Transfers to Universities	(269,178)	(71,460)	-	-	-	(197,718)
<b>Total Transfers and Commitments</b>	<b>(25,175,741)</b>	<b>(23,036,534)</b>	<b>(5,188,596)</b>	<b>(445,234)</b>	<b>(1,088,595)</b>	<b>4,583,218</b>
<b>Net Change</b>	<b>28,682,347</b>	<b>13,304,203</b>	<b>1,218,254</b>	<b>6,904,476</b>	<b>6,037,273</b>	<b>1,218,140</b>

Note:

\* One Time Funding



# CENTRAL CONNECTICUT STATE UNIVERSITY

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)

FY24 Mid-year Projection vs. Budget, FY23 Actual

ATTACHMENT B

	FY23 Actual	FY24 Budget	FY24 Mid-year Projection	FY24 Mid-year Proj vs. Budget	
				Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	42,643,030	43,901,641	46,747,663	2,846,022	6.5%
Part Time Tuition (Gross)	12,879,209	13,264,839	13,306,045	41,206	0.3%
General University Fee (PT students)	11,720,916	12,032,934	11,831,953	(200,981)	-1.7%
University General Fee (excluding Accident Ins.)	26,863,234	27,620,000	29,022,000	1,402,000	5.1%
University Fee (DS)	6,119,295	6,296,000	6,615,000	319,000	5.1%
Extension Fee (Gross)	10,110,658	10,754,655	10,124,325	(630,330)	-5.9%
All Other Student Fees	2,110,534	2,102,503	2,102,503	-	0.0%
Accident Insurance	-	-	-	-	NA
State Appropriations	53,775,001	52,407,616	52,407,616	-	0.0%
Additl State Appropriation (Dev Education and IMRP)	745,286	751,612	751,612	0	0.0%
Fringe Benefits Paid By State	53,251,889	-	-	-	NA
Additional OF Fringe Paid by State	6,995,755	798,205	798,205	0	0.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	5,043,801	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	1,748,479	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	23,182,086	35,703,457	35,703,457	-	0.0%
Housing	16,396,792	16,816,404	18,510,163	1,693,759	10.1%
Food Service	9,088,549	9,598,212	10,645,763	1,047,551	10.9%
All Other Revenue	10,010,707	7,582,001	9,582,001	2,000,000	26.4%
Less: Contra Revenue	(3,909,011)	(3,431,183)	(3,431,183)	-	0.0%
<b>Total Revenue</b>	<b>288,776,210</b>	<b>236,198,895</b>	<b>244,717,123</b>	<b>8,518,228</b>	<b>3.6%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	<b>81,339,864</b>	<b>88,474,899</b>	<b>88,474,899</b>	<b>-</b>	<b>0.0%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	12,121,754	11,875,824	11,875,824	-	0.0%
Lecturers (NCLs)	1,040,089	1,035,000	1,035,000	-	0.0%
Perm/Intermit PT	257,647	175,000	175,000	-	0.0%
University Assistants	715,426	1,040,000	1,040,000	-	0.0%
Graduate Assistants	474,899	615,000	615,000	-	0.0%
Student Labor	2,669,481	3,032,000	3,032,000	-	0.0%
Other Part Time	1,121,720	755,019	755,019	-	0.0%
<b>Total Part Time</b>	<b>18,401,016</b>	<b>18,527,843</b>	<b>18,527,843</b>	<b>-</b>	<b>0.0%</b>
Overtime	673,538	800,600	800,600	-	0.0%
All Other Personnel Services	2,473,180	3,283,000	3,283,000	-	0.0%
Subtotal Personnel Services	102,887,598	111,086,342	111,086,342	-	0.0%
Fringe Benefits	70,298,759	28,103,065	28,103,065	-	0.0%
Worker's Comp. Recovery	231,302	280,317	231,840	(48,477)	-17.3%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>173,417,659</b>	<b>139,469,724</b>	<b>139,421,247</b>	<b>(48,477)</b>	<b>0.0%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	14,936,332	17,683,549	17,875,002	191,453	1.1%
Waivers	2,595,966	2,622,571	2,622,571	-	0.0%
Utilities	5,266,810	7,500,000	7,500,000	-	0.0%
All Other Expenses	44,078,728	40,009,580	41,567,206	1,557,626	3.9%
<b>Total Other Expenses</b>	<b>66,877,836</b>	<b>67,815,700</b>	<b>69,564,779</b>	<b>1,749,079</b>	<b>2.6%</b>
<b>Total Expenditures</b>	<b>240,295,495</b>	<b>207,285,424</b>	<b>208,986,026</b>	<b>1,700,602</b>	<b>0.8%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>48,480,715</b>	<b>28,913,471</b>	<b>35,731,097</b>	<b>6,817,626</b>	<b>23.6%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(6,032,817)	(6,205,000)	(6,524,000)	(319,000)	5.1%
Debt Service Residence Halls	(4,442,855)	(4,811,854)	(4,811,854)	-	0.0%
Debt Service Parking Garage (Welte & W/D Design)	166,229	(86,778)	(86,778)	-	0.0%
Debt Service Parking Garage (W/D Garage Construction)	(1,376,108)	(1,395,865)	(1,395,865)	-	0.0%
Auxiliary Renewal and Replacement	(454,427)	(479,911)	(532,288)	(52,377)	10.9%
<b>Total Designated Transfers</b>	<b>(12,139,978)</b>	<b>(12,979,408)</b>	<b>(13,350,785)</b>	<b>(371,377)</b>	<b>2.9%</b>
<b>Other Requests, Transfers and Additional Commitments</b>					
Transfer to SO - GF/OF swap	(1,195,234)	(1,596,900)	(1,596,900)	-	0.0%
Other Transfer - Housing Reserve	(819,840)	(840,820)	(925,508)	(84,688)	10.1%
Other Transfer - Telecome Reserves	(2,000,000)	-	-	-	NA
Contingency for potential unforeseen expenses	-	-	(1,000,000)	(1,000,000)	NA
* ARPA Funding	750,000	-	-	-	NA
Campus Telecom Projects/Upgrades & Expansion for Academic Programs	(8,000,000)	-	-	-	NA
Reserved for IT Equip (CISCO Financing Funds set aside)	(8,700,000)	-	1,250,867	1,250,867	NA
Energy Center Critical Maintenance/Repairs	(3,000,000)	-	-	-	NA
Miscellaneous Transfers	(71,460)	-	-	-	NA
<b>Total Transfers and Commitments</b>	<b>(23,036,534)</b>	<b>(2,437,720)</b>	<b>(2,271,541)</b>	<b>166,179</b>	<b>-6.8%</b>
<b>Net Change</b>	<b>13,304,203</b>	<b>13,496,343</b>	<b>20,108,771</b>	<b>6,612,428</b>	<b>49.0%</b>

Note:

\* One Time Funding

# **EASTERN CONNECTICUT STATE UNIVERSITY**

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)  
FY24 Mid-year Projection vs. Budget, FY23 Actual

## **ATTACHMENT B**

	FY23 Actual	FY24 Budget	FY24 Mid-year Projection	FY24 Mid-year Proj vs. Budget Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	21,256,967	21,120,877	21,102,648	(18,229)	-0.1%
Part Time Tuition (Gross)	1,275,231	1,280,724	1,280,724	-	0.0%
General University Fee (PT students)	1,386,518	1,397,900	1,397,900	-	0.0%
University General Fee (excluding Accident Ins.)	16,925,868	17,137,543	17,103,660	(33,883)	-0.2%
University Fee (DS)	3,238,408	3,247,380	3,240,960	(6,420)	-0.2%
Extension Fee (Gross)	2,374,502	2,395,029	2,095,029	(300,000)	-12.5%
All Other Student Fees	550,150	443,618	525,350	81,732	18.4%
Accident Insurance	165,363	143,560	143,560	-	0.0%
State Appropriations	31,959,807	31,526,935	31,526,935	-	0.0%
Additl State Appropriation (Dev Education and IMRP)	430,286	436,612	436,612	-	0.0%
Fringe Benefits Paid By State	31,648,957	-	-	-	NA
Additional OF Fringe Paid by State	4,039,105	379,547	379,547	(0)	0.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	2,397,526	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	831,124	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	11,019,398	16,977,029	16,977,029	-	0.0%
Housing	20,247,649	20,334,511	20,735,690	401,179	2.0%
Food Service	6,389,847	6,572,014	6,366,001	(206,013)	-3.1%
All Other Revenue	3,350,989	3,027,692	4,137,544	1,109,852	36.7%
Less: Contra Revenue	(731,625)	(721,390)	(656,287)	65,103	-9.0%
<b>Total Revenue</b>	<b>158,756,070</b>	<b>125,699,581</b>	<b>126,792,901</b>	<b>1,093,321</b>	<b>0.9%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	<b>48,910,394</b>	<b>48,754,195</b>	<b>48,155,902</b>	<b>(598,293)</b>	<b>-1.2%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	5,223,347	5,510,541	4,293,444	(1,217,097)	-22.1%
Lecturers (NCLs)	582,293	394,227	363,602	(30,625)	-7.8%
Perm/Intermit PT	236,336	284,000	242,625	(41,375)	-14.6%
University Assistants	811,754	1,205,841	886,386	(319,455)	-26.5%
Graduate Assistants	216,550	280,000	200,501	(79,499)	-28.4%
Student Labor	2,074,130	2,609,426	2,320,806	(288,620)	-11.1%
Other Part Time	694,341	413,052	508,852	95,800	23.2%
<b>Total Part Time</b>	<b>9,838,751</b>	<b>10,697,087</b>	<b>8,816,216</b>	<b>(1,880,871)</b>	<b>-17.6%</b>
Overtime	991,867	1,074,000	1,045,000	(29,000)	-2.7%
All Other Personnel Services	1,573,953	1,660,852	2,062,745	401,893	24.2%
Subtotal Personnel Services	61,314,965	62,186,134	60,079,863	(2,106,271)	-3.4%
Fringe Benefits	44,016,376	15,533,676	15,036,694	(496,982)	-3.2%
Worker's Comp. Recovery	155,791	178,126	171,227	(6,899)	-3.9%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>105,487,132</b>	<b>77,897,936</b>	<b>75,287,784</b>	<b>(2,610,152)</b>	<b>-3.4%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	15,161,876	14,439,000	14,154,000	(285,000)	-2.0%
Waivers	1,391,485	1,515,049	1,528,647	13,598	0.9%
Utilities	4,311,673	4,560,047	4,482,852	(77,195)	-1.7%
All Other Expenses	18,560,709	19,896,128	20,369,701	473,573	2.4%
<b>Total Other Expenses</b>	<b>39,425,743</b>	<b>40,410,224</b>	<b>40,535,200</b>	<b>124,976</b>	<b>0.3%</b>
<b>Total Expenditures</b>	<b>144,912,875</b>	<b>118,308,161</b>	<b>115,822,984</b>	<b>(2,485,177)</b>	<b>-2.1%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>13,843,195</b>	<b>7,391,420</b>	<b>10,969,917</b>	<b>3,578,498</b>	<b>48.4%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(3,203,617)	(3,247,380)	(3,206,142)	41,238	-1.3%
Debt Service Residence Halls	(2,551,835)	(2,573,280)	(2,573,280)	-	0.0%
Debt Service Parking Garage	(387,393)	-	-	-	NA
Auxiliary Renewal and Replacement	(1,293,500)	(875,331)	(1,355,085)	(479,754)	54.8%
<b>Total Designated Transfers</b>	<b>(7,436,345)</b>	<b>(6,695,991)</b>	<b>(7,134,507)</b>	<b>(438,516)</b>	<b>6.5%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF/OF swap	(1,195,234)	(1,596,900)	(1,596,900)	-	-
Reserved for IT Equip (CISCO Financing Funds set aside)	(4,500,000)	901,471	-	(901,471)	-100.0%
* ARPA Funding	506,638	-	-	-	NA
<b>Total Transfers and Commitments</b>	<b>(5,188,596)</b>	<b>(695,429)</b>	<b>(1,596,900)</b>	<b>(901,471)</b>	<b>129.6%</b>
<b>Net Change</b>	<b>1,218,254</b>	<b>(0)</b>	<b>2,238,510</b>	<b>2,238,511</b>	<b>-475826843.2%</b>

### Note:

\* One Time Funding

**SOUTHERN CONNECTICUT STATE UNIVERSITY**

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)  
FY24 Mid-year Projection vs. Budget, FY23 Actual

**ATTACHMENT B**

	FY23 Actual	FY24 Budget	FY24 Mid-year Projection	FY24 Mid-year Proj vs. Budget Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	42,371,802	42,382,819	44,475,066	2,092,247	4.9%
Part Time Tuition (Gross)	10,092,313	10,083,937	10,069,918	(14,019)	-0.1%
General University Fee (PT students)	10,452,778	10,440,449	10,203,483	(236,966)	-2.3%
University General Fee (excluding Accident Ins.)	27,780,007	27,778,636	29,094,400	1,315,764	4.7%
University Fee (DS)	5,917,156	5,916,701	6,182,505	265,804	4.5%
Extension Fee (Gross)	12,092,133	13,129,683	12,294,333	(835,350)	-6.4%
All Other Student Fees	2,073,133	2,200,000	2,200,000	-	0.0%
Accident Insurance	248,501	250,000	260,681	10,681	4.3%
State Appropriations	50,659,360	50,055,641	50,055,641	-	0.0%
Additl State Appropriation (Dev Education and IMRP)	430,286	436,612	436,612	0	0.0%
Fringe Benefits Paid By State	50,166,562	-	-	-	NA
Additional OF Fringe Paid by State	10,416,466	751,048	751,048	0	0.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	4,665,861	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	1,617,462	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	21,445,013	33,594,135	33,594,135	-	0.0%
Housing	15,833,215	16,118,274	17,398,647	1,280,373	7.9%
Food Service	8,230,394	8,231,028	9,307,149	1,076,121	13.1%
All Other Revenue	6,791,090	4,200,000	8,581,192	4,381,192	104.3%
Less: Contra Revenue	(4,933,938)	(4,500,000)	(4,500,000)	-	0.0%
<b>Total Revenue</b>	<b>276,349,594</b>	<b>221,068,962</b>	<b>230,404,810</b>	<b>9,335,848</b>	<b>4.2%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	<b>94,529,659</b>	<b>95,034,293</b>	<b>94,640,670</b>	<b>(393,623)</b>	<b>-0.4%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	15,800,102	14,733,096	14,733,096	0	0.0%
Lecturers (NCLs)	1,464,778	1,437,704	1,514,065	76,361	5.3%
Perm/Intermit PT	744,821	702,049	675,603	(26,446)	-3.8%
University Assistants	1,247,096	1,154,339	1,327,854	173,515	15.0%
Graduate Assistants	1,312,799	1,236,433	1,206,977	(29,456)	-2.4%
Student Labor	3,581,422	2,857,408	3,495,568	638,160	22.3%
Other Part Time	406,812	435,322	435,322	-	0.0%
<b>Total Part Time</b>	<b>24,557,830</b>	<b>22,556,351</b>	<b>23,388,485</b>	<b>832,134</b>	<b>3.7%</b>
Overtime	1,309,297	1,294,785	1,294,785	-	0.0%
All Other Personnel Services	3,695,727	3,958,958	3,958,958	-	0.0%
Subtotal Personnel Services	124,092,513	122,844,387	123,282,898	438,511	0.4%
Fringe Benefits	81,454,159	27,017,543	30,493,730	3,476,187	12.9%
Worker's Comp. Recovery	286,687	-	275,000	275,000	NA
<b>Total P.S. &amp; Fringe Benefits</b>	<b>205,833,359</b>	<b>149,861,930</b>	<b>154,051,628</b>	<b>4,189,698</b>	<b>2.8%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	12,195,522	12,635,395	12,635,395	-	0.0%
Waivers	4,961,960	4,403,229	4,312,773	(90,456)	-2.1%
Utilities	5,858,581	6,000,000	6,000,000	-	0.0%
All Other Expenses	33,404,136	33,809,643	35,058,211	1,248,568	3.7%
<b>Total Other Expenses</b>	<b>56,420,199</b>	<b>56,848,267</b>	<b>58,006,379</b>	<b>1,158,112</b>	<b>2.0%</b>
<b>Total Expenditures</b>	<b>262,253,558</b>	<b>206,710,197</b>	<b>212,058,007</b>	<b>5,347,810</b>	<b>2.6%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>14,096,036</b>	<b>14,358,766</b>	<b>18,346,803</b>	<b>3,988,037</b>	<b>27.8%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(5,842,156)	(5,871,701)	(6,107,505)	(235,804)	4.0%
Debt Service Residence Halls	-	(500,000)	(400,000)	100,000	-20.0%
Debt Service Parking Garage	(904,170)	(900,000)	(900,000)	-	0.0%
Auxiliary Renewal and Replacement	-	-	-	-	NA
<b>Total Designated Transfers</b>	<b>(6,746,326)</b>	<b>(7,271,701)</b>	<b>(7,407,505)</b>	<b>(135,804)</b>	<b>1.9%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF OF swap	(1,195,234)	(1,596,900)	(1,596,900)	-	0.0%
* ARPA Funding	750,000	-	-	-	NA
<b>Total Transfers and Commitments</b>	<b>(445,234)</b>	<b>(1,596,900)</b>	<b>(1,596,900)</b>	<b>-</b>	<b>0.0%</b>
<b>Net Change</b>	<b>6,904,476</b>	<b>5,490,165</b>	<b>9,342,398</b>	<b>3,852,233</b>	<b>70.2%</b>

Note:

\* One Time Funding

**WESTERN CONNECTICUT STATE UNIVERSITY**

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)  
FY24 Mid-year Projection vs. Budget, FY23 Actual

**ATTACHMENT B**

	FY23 Actual	FY24 Budget	FY24 Mid-year Projection	FY24 Mid-year Proj vs. Budget	
				Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	20,663,654	20,704,310	20,511,481	(192,829)	-0.9%
Part Time Tuition (Gross)	4,823,109	4,795,208	4,750,548	(44,660)	-0.9%
General University Fee (PT students)	3,914,667	3,948,181	3,931,317	(16,864)	-0.4%
University General Fee (excluding Accident Ins.)	14,288,437	14,325,652	14,264,464	(61,188)	-0.4%
University Fee (DS)	3,064,053	3,058,688	3,045,624	(13,064)	-0.4%
Extension Fee (Gross)	3,444,098	3,541,180	3,541,180	-	0.0%
All Other Student Fees	1,149,196	1,480,000	1,473,679	(6,321)	-0.4%
Accident Insurance	63,905	64,000	64,000	-	0.0%
State Appropriations	31,920,946	31,453,284	31,453,284	-	0.0%
Additl State Appropriation (Dev Education and IMRP)	430,286	436,612	436,612	-	0.0%
Fringe Benefits Paid By State	31,610,474	-	-	-	NA
Additional OF Fringe Paid by State	3,699,153	378,070	378,070	(0)	0.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	2,392,812	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	829,490	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	10,997,732	16,910,977	16,910,977	-	0.0%
Housing	8,487,216	8,890,913	8,615,687	(275,226)	-3.1%
Food Service	4,370,940	4,165,762	4,133,577	(32,185)	-0.8%
All Other Revenue	3,795,383	3,279,850	3,403,639	123,789	3.8%
Less: Contra Revenue	(935,042)	(632,852)	(632,852)	0	0.0%
<b>Total Revenue</b>	<b>149,010,509</b>	<b>116,799,834</b>	<b>116,281,286</b>	<b>(518,548)</b>	<b>-0.4%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	<b>49,632,161</b>	<b>49,713,588</b>	<b>48,733,693</b>	<b>(979,895)</b>	<b>-2.0%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	6,885,828	7,017,701	5,792,982	(1,224,719)	-17.5%
Lecturers (NCLs)	771,501	343,071	558,086	215,015	62.7%
Perm/Intermit PT	168,376	89,358	89,358	0	0.0%
University Assistants	621,996	912,896	704,895	(208,001)	-22.8%
Graduate Assistants	269,393	208,800	228,672	19,872	9.5%
Student Labor	1,923,820	2,253,929	2,067,962	(185,967)	-8.3%
Other Part Time	505,755	551,845	551,845	-	0.0%
<b>Total Part Time</b>	<b>11,146,669</b>	<b>11,377,600</b>	<b>9,993,800</b>	<b>(1,383,800)</b>	<b>-12.2%</b>
Overtime	868,246	894,942	888,578	(6,364)	-0.7%
All Other Personnel Services	1,721,850	1,747,500	1,747,500	-	0.0%
Subtotal Personnel Services	63,368,926	63,733,630	61,363,571	(2,370,059)	-3.7%
Fringe Benefits	42,477,778	17,428,144	16,025,187	(1,402,957)	-8.0%
Worker's Comp. Recovery	102,701	42,000	42,000	-	0.0%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>105,949,405</b>	<b>81,203,775</b>	<b>77,430,758</b>	<b>(3,773,017)</b>	<b>-4.6%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	5,126,408	7,011,773	6,304,988	(706,785)	-10.1%
Waivers	1,303,492	1,065,560	1,065,560	0	0.0%
Utilities	3,988,970	4,440,241	4,244,939	(195,302)	-4.4%
All Other Expenses	20,156,403	28,211,672	25,075,751	(3,135,921)	-11.1%
<b>Total Other Expenses</b>	<b>30,575,273</b>	<b>40,729,246</b>	<b>36,691,238</b>	<b>(4,038,008)</b>	<b>-9.9%</b>
<b>Total Expenditures</b>	<b>136,524,678</b>	<b>121,933,021</b>	<b>114,121,996</b>	<b>(7,811,025)</b>	<b>-6.4%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>12,485,831</b>	<b>(5,133,186)</b>	<b>2,159,290</b>	<b>7,292,477</b>	<b>-142.1%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(3,025,239)	(3,058,688)	(3,058,688)	-	0.0%
Debt Service Residence Halls	(1,325,263)	(1,422,941)	(1,422,941)	0	0.0%
Debt Service Parking Garage	(690,971)	(751,453)	(751,453)	0	0.0%
Debt Service WS Parking Garage	(62,117)	(67,205)	(67,205)	(0)	0.0%
Auxiliary Renewal and Replacement	(256,373)	-	-	-	NA
<b>Total Designated Transfers</b>	<b>(5,359,963)</b>	<b>(5,300,287)</b>	<b>(5,300,287)</b>	<b>0</b>	<b>0.0%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF OF swap	(1,195,234)	(1,596,900)	(1,596,900)	-	0.0%
* ARPA Funding	506,639	-	-	-	NA
Other Request (for urgent plant-related expenses)	(400,000)	-	-	-	NA
<b>Total Transfers and Commitments</b>	<b>(1,088,595)</b>	<b>(1,596,900)</b>	<b>(1,596,900)</b>	<b>-</b>	<b>0.0%</b>
<b>Net Change</b>	<b>6,037,273</b>	<b>(12,030,374)</b>	<b>(4,737,897)</b>	<b>7,292,477</b>	<b>-60.6%</b>

Note:

\* One Time Funding

**SYSTEM OFFICE/SYSTEMWIDE/MANDATES**

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)  
FY24 Mid-year Projection vs. Budget, FY23 Actual

**ATTACHMENT B**

	FY23 Actual	FY24 Budget	FY24 Mid-year Projection	FY24 Mid-year Proj vs. Budget	
				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	8,304,343	8,304,343	-	0.0%
Additl State Appropriation (Dev Education and IMRP)	-	-	-	-	NA
Fringe Benefits Paid By State	3,632,693	-	-	-	NA
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	-	(250,000)	-100.0%
Less: Contra Revenue	-	-	-	-	NA
<b>Total Revenue</b>	<b>9,924,874</b>	<b>8,554,343</b>	<b>8,304,343</b>	<b>(250,000)</b>	<b>-2.9%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
<b>Total Full Time</b>	5,571,855	6,574,597	5,982,220	(592,377)	-9.0%
<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	69,509	35,551	60,608	25,057	70.5%
<b>Total Part Time</b>	69,509	35,551	60,608	25,057	70.5%
Overtime	-	-	-	-	NA
All Other Personnel Services	156,953	-	-	-	NA
Subtotal Personnel Services	5,798,317	6,610,148	6,042,828	(567,320)	-8.6%
Fringe Benefits	3,550,966	1,694,195	1,229,369	(464,826)	-27.4%
Worker's Comp. Recovery	-	500	500	-	0.0%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>9,349,283</b>	<b>8,304,842</b>	<b>7,272,697</b>	<b>(1,032,145)</b>	<b>-12.4%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	3,940,669	6,637,101	6,792,531	155,430	2.3%
<b>Total Other Expenses</b>	<b>3,940,669</b>	<b>6,637,101</b>	<b>6,792,531</b>	<b>155,430</b>	<b>2.3%</b>
<b>Total Expenditures</b>	<b>13,289,952</b>	<b>14,941,943</b>	<b>14,065,228</b>	<b>(876,715)</b>	<b>-5.9%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(3,365,078)</b>	<b>(6,387,600)</b>	<b>(5,760,885)</b>	<b>626,715</b>	<b>-9.8%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF OF swap	4,780,936	6,387,600	6,387,600	-	0.0%
Misc. Transfers to Universities	(197,718)	-	-	-	NA
<b>Total Transfers and Commitments</b>	<b>4,583,218</b>	<b>6,387,600</b>	<b>6,387,600</b>	<b>-</b>	<b>0.0%</b>
<b>Net Change</b>	<b>1,218,140</b>	<b>(0)</b>	<b>626,715</b>	<b>626,715</b>	<b>-136242491.0%</b>

Note:

\* One Time Funding

**Connecticut State Community College**  
**Expenditure Plan General & Operating Funds**  
**FY24 Mid-year Projection vs. Budget, FY23 Actual**

**ATTACHMENT C**

Consolidated		FY24 Mid-year Projection vs. Budget				
Account Name		FY23 Actual	FY24 Budget	FY24 Mid-year Projection	Inc (Dec)	
					Dollars (\$)	Percent %
Revenue:						
	Tuition (Gross)	98,601,185	100,821,126	104,228,469	3,407,343	3.4%
	Fees	51,936,263	50,536,207	51,468,727	932,520	1.8%
	State Appropriations	172,456,307	168,514,962	168,514,962	-	0.0%
	Addtl State Appropriation (Dev Edu and Outcomes)	9,510,954	9,649,964	9,649,964	-	0.0%
	GF Fringe Benefits Paid by State	158,014,651	-	-	-	NA
	OF Fringe Benefits Paid by State	38,365,000	39,980,379	39,980,379	-	0.0%
*	Deficiency Funding for Wages (Leg. Source ARPA FY23)	9,000,000	-	-	-	NA
*	Provide Support for Salary Cost of the 27th Payroll	4,866,346	-	-	-	NA
*	Provide Operations Support Through Short-Term Recovery Funds	50,736,268	83,555,222	83,555,222	-	0.0%
	Private Gifts, Grants and Contracts	67,807	100,125	125	(100,000)	-99.9%
	Sales of Educational Activities	815,943	970,128	850,207	(119,921)	-12.4%
	All Other Revenue	8,425,193	2,022,645	2,549,422	526,777	26.0%
	Less Contra Revenue	(5,121,242)	(5,547,353)	(11,126,778)	(5,579,425)	100.6%
	Total Revenue	597,674,675	450,603,405	449,670,699	(932,706)	-0.2%
Expenditures:						
Personnel Services:						
	Full Time (601000)	191,254,009	196,260,668	184,417,599	(11,843,069)	-6.0%
	Continuing Part Time (601100)	-	451,465	-	(451,465)	-100.0%
	Temporary Part Time (601200, 02, 03, 04, 601303)	14,081,630	12,201,900	10,472,176	(1,729,724)	-14.2%
	Clinical EA (601201)	6,809,184	6,838,322	6,700,833	(137,489)	-2.0%
	Contractual PTL (601302)	48,169,367	49,426,649	44,328,195	(5,098,454)	-10.3%
	Contractual NCL (601300)	4,214,823	6,374,222	4,990,728	(1,383,494)	-21.7%
	Contractual ECL (601301)	10,034,364	9,370,182	8,724,316	(645,866)	-6.9%
	Student Labor (601400, 01, 02, 601406)	2,101,583	2,524,384	2,406,574	(117,810)	-4.7%
	Overtime (601501, 601502)	1,155,835	1,106,033	926,764	(179,269)	-16.2%
	All Other Personnel Services	4,314,403	5,741,407	6,166,391	424,984	7.4%
	Subtotal Personnel Services	282,135,198	290,295,231	269,133,576	(21,161,655)	-7.3%
	Fringe Benefits	195,177,607	86,738,901	66,292,797	(20,446,104)	-23.6%
	Total P.S. & Fringe Benefits	477,312,805	377,034,132	335,426,373	(41,607,759)	-11.0%
Other Expenses:						
	Inst. Financial Aid/Match	16,646,875	14,425,133	14,857,629	432,496	3.0%
	Waivers	2,918,210	3,553,637	3,698,244	144,607	4.1%
	Utilities	8,870,266	11,058,605	10,989,677	(68,928)	-0.6%
	All Other Expenses	51,215,248	78,169,968	69,497,775	(8,672,193)	-11.1%
	Total Other Expenses	79,650,599	107,207,343	99,043,325	(8,164,018)	-7.6%
	Total Expenditures	556,963,404	484,241,475	434,469,698	(49,771,777)	-10.3%
	Addition to (Use of) Funds Before Transfers	40,711,271	(33,638,070)	15,201,001	48,839,071	-145.2%
Transfers, Additional Funds and Commitments						
	Transfer in	25,086,047	30,541,279	34,205,226	3,663,947	12.0%
	Transfer out	(25,086,047)	(30,541,279)	(32,484,874)	(1,943,595)	6.4%
	HEERF Institutional	12,388,467	-	-	-	NA
	Contingency reserve	-	-	(8,633,635)	(8,633,635)	NA
	ARPA Funding	2,433,172	-	-	-	NA
	Total Transfers, Additional Funds and Commitments	14,821,639	-	(6,913,283)	(6,913,283)	NA
	Net Change	55,532,910	(33,638,070)	8,287,718	41,925,788	-124.6%

Note:

\* One Time Funding

Account Name	CSCC Consolidated	CSCC	Shared Services	System Office
<b>Revenue:</b>				
Tuition (Gross)	104,228,469	104,228,469	-	-
Fees	51,468,727	51,468,727	-	-
State Appropriations	168,514,962	139,971,975	22,882,150	5,660,837
Addtl State Appropriation (Dev Edu and Outcomes)	9,649,964	9,649,964	-	-
GF Fringe Benefits Paid by State	-	-	-	-
OF Fringe Benefits Paid by State	39,980,379	39,980,379	-	-
OTF Provide Operations Support Through Short-Term Recovery	83,555,222	83,555,222	-	-
Private Gifts, Grants and Contracts	125	125	-	-
Sales of Educational Activities	850,207	850,207	-	-
All Other Revenue	2,549,422	2,549,422	-	-
Less Contra Revenue	(11,126,778)	(11,126,778)	-	-
<b>Total Revenue</b>	<b>449,670,699</b>	<b>421,127,712</b>	<b>22,882,150</b>	<b>5,660,837</b>
<b>Expenditures:</b>				
<b><u>Personnel Services:</u></b>				
Full Time (601000)	184,417,599	165,123,216	15,479,632	3,814,751
Continuing Part Time (601100)	-	-	-	-
Temporary Part Time (601200, 02, 03, 04, 601303)	10,472,176	10,295,056	97,724	79,396
Clinical EA (601201)	6,700,833	6,700,833	-	-
Contractual PTL (601302)	44,328,195	44,328,195	-	-
Contractual NCL (601300)	4,990,728	4,990,728	-	-
Contractual ECL (601301)	8,724,316	8,724,316	-	-
Student Labor (601400, 01, 02, 601406)	2,406,574	2,406,574	-	-
Overtime (601501, 601502)	926,764	926,764	-	-
All Other Personnel Services	6,166,391	5,982,668	176,859	6,864
Subtotal Personnel Services	269,133,576	249,478,350	15,754,215	3,901,011
<b>Total Personnel Services</b>	<b>269,133,576</b>	<b>249,478,350</b>	<b>15,754,215</b>	<b>3,901,011</b>
Fringe Benefits	66,292,797	61,087,688	4,466,921	738,188
<b>Total P.S. &amp; Fringe Benefits</b>	<b>335,426,373</b>	<b>310,566,038</b>	<b>20,221,136</b>	<b>4,639,199</b>
<b><u>Other Expenses:</u></b>				
Inst. Financial Aid/Match	14,857,629	14,857,629	-	-
Waivers	3,698,244	3,383,244	315,000	-
Utilities	10,989,677	10,988,677	1,000	-
All Other Expenses	69,497,775	45,821,157	21,378,774	2,297,844
<b>Total Other Expenses</b>	<b>99,043,325</b>	<b>75,050,707</b>	<b>21,694,774</b>	<b>2,297,844</b>
<b>Total Expenditures</b>	<b>434,469,698</b>	<b>385,616,745</b>	<b>41,915,910</b>	<b>6,937,043</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>15,201,001</b>	<b>35,510,967</b>	<b>(19,033,760)</b>	<b>(1,276,206)</b>
<b>Transfers, Additional Funds and Commitments</b>				
Transfer In	34,205,226	3,663,947	28,243,435	2,297,844
Transfer Out	(32,484,874)	(30,541,279)	(1,943,595)	-
HEERF Institutional	-	-	-	-
Contingency reserve	(8,633,635)	(8,633,635)	-	-
ARPA Funding	-	-	-	-
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(6,913,283)</b>	<b>(35,510,967)</b>	<b>26,299,840</b>	<b>2,297,844</b>
<b>Net Change</b>	<b>8,287,718</b>	<b>0</b>	<b>7,266,080</b>	<b>1,021,638</b>

Account Name	CSCC Consolidated	CSCC	Shared Services	System Office
<b>Revenue:</b>				
Tuition (Gross)	100,821,126	100,821,126	-	-
Fees	50,536,207	50,536,207	-	-
State Appropriations	168,514,962	139,971,975	22,882,150	5,660,837
Addtl State Appropriation (Dev Edu and Outcomes)	9,649,964	9,649,964	-	-
GF Fringe Benefits Paid by State	-	-	-	-
OF Fringe Benefits Paid by State	39,980,379	39,980,379	-	-
OTF Provide Operations Support Through Short-Term Recovery	83,555,222	83,555,222	-	-
Private Gifts, Grants and Contracts	100,125	100,125	-	-
Sales of Educational Activities	970,128	970,128	-	-
All Other Revenue	2,022,645	2,022,645	-	-
Less Contra Revenue	(5,547,353)	(5,547,353)	-	-
<b>Total Revenue</b>	<b>450,603,405</b>	<b>422,060,418</b>	<b>22,882,150</b>	<b>5,660,837</b>
<b>Expenditures:</b>				
<b><u>Personnel Services:</u></b>				
Full Time (601000)	196,260,668	174,711,291	17,165,494	4,383,883
Continuing Part Time (601100)	451,465	451,465	-	-
Temporary Part Time (601200, 02, 03, 04, 601303)	12,201,900	12,056,075	56,472	89,352
Clinical EA (601201)	6,838,322	6,838,322	-	-
Contractual PTL (601302)	49,426,649	49,426,649	-	-
Contractual NCL (601300)	6,374,222	6,374,222	-	-
Contractual ECL (601301)	9,370,182	9,370,182	-	-
Student Labor (601400, 01, 02, 601406)	2,524,384	2,524,384	-	-
Overtime (601501, 601502)	1,106,033	1,106,033	-	-
All Other Personnel Services	5,741,407	5,384,860	343,726	12,821
Subtotal Personnel Services	290,295,231	268,243,483	17,565,692	4,486,056
<b>Total Personnel Services</b>	<b>290,295,231</b>	<b>268,243,483</b>	<b>17,565,692</b>	<b>4,486,056</b>
Fringe Benefits	86,738,901	80,247,662	5,316,458	1,174,781
<b>Total P.S. &amp; Fringe Benefits</b>	<b>377,034,132</b>	<b>348,491,145</b>	<b>22,882,150</b>	<b>5,660,837</b>
<b><u>Other Expenses:</u></b>				
Inst. Financial Aid/Match	14,425,133	14,425,133	-	-
Waivers	3,553,637	3,238,637	315,000	-
Utilities	11,058,605	11,058,605	-	-
All Other Expenses	78,169,968	47,943,689	28,848,210	1,378,069
<b>Total Other Expenses</b>	<b>107,207,343</b>	<b>76,666,064</b>	<b>29,163,210</b>	<b>1,378,069</b>
<b>Total Expenditures</b>	<b>484,241,475</b>	<b>425,157,209</b>	<b>52,045,360</b>	<b>7,038,906</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(33,638,070)</b>	<b>(3,096,791)</b>	<b>(29,163,210)</b>	<b>(1,378,069)</b>
<b>Transfers, Additional Funds and Commitments</b>				
Transfer In	30,541,279	-	29,163,210	1,378,069
Transfer Out	(30,541,279)	(30,541,279)	-	-
HEERF Institutional	-	-	-	-
ARPA Funding	-	-	-	-
<b>Total Transfers, Additional Funds and Commitments</b>	<b>-</b>	<b>(30,541,279)</b>	<b>29,163,210</b>	<b>1,378,069</b>
<b>Net Change</b>	<b>(33,638,070)</b>	<b>(33,638,070)</b>	<b>0</b>	<b>(0)</b>



Account Name	CSCC Consolidated	CSCC	Shared Services	System Office
<b>Revenue:</b>				
Tuition (Gross)	98,601,185	98,601,185	-	-
Fees	51,936,263	51,936,263	-	-
State Appropriations	172,456,307	152,070,759	16,506,023	3,879,525
Addtl State Appropriation (Dev Edu and Outcomes)	9,510,954	9,510,954	-	-
GF Fringe Benefits Paid by State	158,014,651	142,309,317	13,289,381	2,415,953
OF Fringe Benefits Paid by State	38,365,000	38,365,000	-	-
OTF Deficiency Funding for Wages (Leg. Source ARPA FY23)	9,000,000	9,000,000	-	-
OTF Provide Support for Salary Cost of the 27th Payroll	4,866,346	4,866,346	-	-
OTF Provide Operations Support Through Short-Term Recovery	50,736,268	50,736,268	-	-
Private Gifts, Grants and Contracts	67,807	67,807	-	-
Sales of Educational Activities	815,943	815,943	-	-
All Other Revenue	8,425,193	8,425,193	-	-
Less Contra Revenue	(5,121,242)	(5,121,242)	-	-
<b>Total Revenue</b>	<b>597,674,675</b>	<b>561,583,793</b>	<b>29,795,404</b>	<b>6,295,478</b>
<b>Expenditures:</b>				
<b><u>Personnel Services:</u></b>				
Full Time (601000)	191,254,009	172,023,365	15,537,295	3,693,349
Continuing Part Time (601100)	-	-	-	-
Temporary Part Time (601200, 02, 03, 04, 601303)	14,081,630	13,279,309	679,346	122,975
Clinical EA (601201)	6,809,184	6,809,184	-	-
Contractual PTL (601302)	48,169,367	48,169,367	-	-
Contractual NCL (601300)	4,214,823	4,214,823	-	-
Contractual ECL (601301)	10,034,364	10,034,364	-	-
Student Labor (601400, 01, 02, 601406)	2,101,583	2,101,583	-	-
Overtime (601501, 601502)	1,155,835	1,116,640	39,195	-
All Other Personnel Services	4,314,403	4,001,015	250,187	63,201
Subtotal Personnel Services	282,135,198	261,749,650	16,506,023	3,879,525
<b>Total Personnel Services</b>	<b>282,135,198</b>	<b>261,749,650</b>	<b>16,506,023</b>	<b>3,879,525</b>
Fringe Benefits	195,177,607	179,472,273	13,289,381	2,415,953
<b>Total P.S. &amp; Fringe Benefits</b>	<b>477,312,805</b>	<b>441,221,923</b>	<b>29,795,404</b>	<b>6,295,478</b>
<b><u>Other Expenses:</u></b>				
Inst. Financial Aid/Match	16,646,875	16,646,875	-	-
Waivers	2,918,210	2,651,749	266,461	-
Utilities	8,870,266	8,869,308	958	-
All Other Expenses	51,215,248	36,580,538	13,377,305	1,257,405
<b>Total Other Expenses</b>	<b>79,650,599</b>	<b>64,748,470</b>	<b>13,644,724</b>	<b>1,257,405</b>
<b>Total Expenditures</b>	<b>556,963,404</b>	<b>505,970,393</b>	<b>43,440,128</b>	<b>7,552,883</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>40,711,271</b>	<b>55,613,400</b>	<b>(13,644,724)</b>	<b>(1,257,405)</b>
<b>Transfers, Additional Funds and Commitments</b>				
Transfer In	25,086,047	3,797,535	20,031,107	1,257,405
Transfer Out	(25,086,047)	(21,194,453)	(3,891,594)	-
HEERF Institutional	12,388,467	12,388,467	-	-
ARPA Funding	2,433,172	2,433,172	-	-
<b>Total Transfers, Additional Funds and Commitments</b>	<b>14,821,639</b>	<b>(2,575,279)</b>	<b>16,139,513</b>	<b>1,257,405</b>
<b>Net Change</b>	<b>55,532,910</b>	<b>53,038,121</b>	<b>2,494,789</b>	<b>-</b>

**Connecticut State Community College**  
**Expenditure Plan General & Operating Funds**  
**FY24 Mid-year Projection vs. Budget, FY23 Actual**

**ATTACHMENT C**

College:

Account Name	FY23 Actual	FY24 Budget	FY24 Mid-year Projection	FY24 Mid-year Projection vs. Budget	
				Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	98,601,185	100,821,126	104,228,469	3,407,343	3.4%
Fees	51,936,263	50,536,207	51,468,727	932,520	1.8%
State Appropriations	152,070,759	139,971,975	139,971,975	-	0.0%
Addtl State Appropriation (Dev Edu and Outcomes)	9,510,954	9,649,964	9,649,964	-	0.0%
GF Fringe Benefits Paid by State	142,309,317	-	-	-	NA
OF Fringe Benefits Paid by State	38,365,000	39,980,379	39,980,379	-	0.0%
* Deficiency Funding for Wages (Leg. Source ARPA FY23)	9,000,000	-	-	-	NA
* Provide Support for Salary Cost of the 27th Payroll	4,866,346	-	-	-	NA
* Provide Operations Support Through Short-Term Recovery Funds	50,736,268	83,555,222	83,555,222	-	0.0%
Private Gifts, Grants and Contracts	67,807	100,125	125	(100,000)	-99.9%
Sales of Educational Activities	815,943	970,128	850,207	(119,921)	-12.4%
All Other Revenue	8,425,193	2,022,645	2,549,422	526,777	26.0%
Less Contra Revenue	(5,121,242)	(5,547,353)	(11,126,778)	(5,579,425)	100.6%
<b>Total Revenue</b>	<b>561,583,793</b>	<b>422,060,418</b>	<b>421,127,712</b>	<b>(932,706)</b>	<b>-0.2%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (601000)	172,023,365	174,711,291	165,123,216	(9,588,075)	-5.5%
Continuing Part Time (601100)	-	451,465	-	(451,465)	-100.0%
Temporary Part Time (601200, 02, 03, 04, 601303)	13,279,309	12,056,075	10,295,056	(1,761,019)	-14.6%
Clinical EA (601201)	6,809,184	6,838,322	6,700,833	(137,489)	-2.0%
Contractual PTL (601302)	48,169,367	49,426,649	44,328,195	(5,098,454)	-10.3%
Contractual NCL (601300)	4,214,823	6,374,222	4,990,728	(1,383,494)	-21.7%
Contractual ECL (601301)	10,034,364	9,370,182	8,724,316	(645,866)	-6.9%
Student Labor (601400, 01, 02, 601406)	2,101,583	2,524,384	2,406,574	(117,810)	-4.7%
Overtime (601501, 601502)	1,116,640	1,106,033	926,764	(179,269)	-16.2%
All Other Personnel Services	4,001,015	5,384,860	5,982,668	597,808	11.1%
<b>Subtotal Personnel Services</b>	<b>261,749,651</b>	<b>268,243,483</b>	<b>249,478,350</b>	<b>(18,765,133)</b>	<b>-7.0%</b>
Fringe Benefits	179,472,273	80,247,662	61,087,688	(19,159,974)	-23.9%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>441,221,924</b>	<b>348,491,145</b>	<b>310,566,038</b>	<b>(37,925,107)</b>	<b>-10.9%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	16,646,875	14,425,133	14,857,629	432,496	3.0%
Waivers	2,651,749	3,238,637	3,383,244	144,607	4.5%
Utilities	8,869,308	11,058,605	10,988,677	(69,928)	-0.6%
All Other Expenses	36,580,538	47,943,689	45,821,157	(2,122,532)	-4.4%
<b>Total Other Expenses</b>	<b>64,748,470</b>	<b>76,666,064</b>	<b>75,050,707</b>	<b>(1,615,357)</b>	<b>-2.1%</b>
<b>Total Expenditures</b>	<b>505,970,394</b>	<b>425,157,209</b>	<b>385,616,745</b>	<b>(39,540,464)</b>	<b>-9.3%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>55,613,399</b>	<b>(3,096,791)</b>	<b>35,510,967</b>	<b>38,607,758</b>	<b>-1246.7%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	3,797,535	-	3,663,947	3,663,947	NA
Transfer out	(21,194,453)	(30,541,279)	(30,541,279)	-	0.0%
HEERF Institutional	12,388,467	-	-	-	NA
Contingency reserve	-	-	(8,633,635)	(8,633,635)	NA
* ARPA Funding	2,433,172	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(2,575,279)</b>	<b>(30,541,279)</b>	<b>(35,510,967)</b>	<b>(4,969,688)</b>	<b>16.3%</b>
<b>Net Change</b>	<b>53,038,120</b>	<b>(33,638,070)</b>	<b>0</b>	<b>33,638,070</b>	<b>-100.0%</b>

Note:

\* One Time Funding

Shared Services

Account Name	FY23 Actual	FY24 Budget	FY24 Mid-year Projection	FY24 Mid-year Projection vs. Budget	
				Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)				-	NA
Fees				-	NA
State Appropriations	16,506,023	22,882,150	22,882,150	-	0.0%
Addtl State Appropriation (Dev Edu and Outcomes)		-	-	-	NA
GF Fringe Benefits Paid by State	13,289,381	-	-	-	NA
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
<b>Total Revenue</b>	<b>29,795,404</b>	<b>22,882,150</b>	<b>22,882,150</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (601000)	15,537,295	17,165,494	15,479,632	(1,685,862)	-9.8%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	679,346	56,472	97,724	41,252	73.0%
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)	39,195			-	NA
All Other Personnel Services	250,187	343,726	176,859	(166,867)	-48.5%
<b>Subtotal Personnel Services</b>	<b>16,506,023</b>	<b>17,565,692</b>	<b>15,754,215</b>	<b>(1,811,477)</b>	<b>-10.3%</b>
Fringe Benefits	13,289,381	5,316,458	4,466,921	(849,537)	-16.0%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>29,795,404</b>	<b>22,882,150</b>	<b>20,221,136</b>	<b>(2,661,014)</b>	<b>-11.6%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	266,461	315,000	315,000	-	0.0%
Utilities	958	-	1,000	1,000	NA
All Other Expenses	13,377,305	28,848,210	21,378,774	(7,469,436)	-25.9%
<b>Total Other Expenses</b>	<b>13,644,724</b>	<b>29,163,210</b>	<b>21,694,774</b>	<b>(7,468,436)</b>	<b>-25.6%</b>
<b>Total Expenditures</b>	<b>43,440,128</b>	<b>52,045,360</b>	<b>41,915,910</b>	<b>(10,129,450)</b>	<b>-19.5%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(13,644,724)</b>	<b>(29,163,210)</b>	<b>(19,033,760)</b>	<b>10,129,450</b>	<b>-34.7%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	20,031,107	29,163,210	28,243,435	(919,775)	-3.2%
Transfer out	(3,891,594)	-	(1,943,595)	(1,943,595)	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>16,139,513</b>	<b>29,163,210</b>	<b>26,299,840</b>	<b>(2,863,370)</b>	<b>-9.8%</b>
<b>Net Change</b>	<b>2,494,789</b>	<b>0</b>	<b>7,266,080</b>	<b>7,266,080</b>	<b>3302763554.3%</b>

Connecticut State Community College  
Expenditure Plan General & Operating Funds  
FY24 Mid-year Projection vs. Budget, FY23 Actual

ATTACHMENT C

System Office

Account Name	FY23 Actual	FY24 Budget	FY24 Mid-year Projection	FY24 Mid-year Projection vs. Budget	
				Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	-	-	-	-	NA
Fees	-	-	-	-	NA
State Appropriations	3,879,525	5,660,837	5,660,837	-	0.0%
Addtl State Appropriation (Dev Edu and Outcomes)	-	-	-	-	NA
GF Fringe Benefits Paid by State	2,415,953	-	-	-	NA
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
<b>Total Revenue</b>	<b>6,295,478</b>	<b>5,660,837</b>	<b>5,660,837</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (601000)	3,693,349	4,383,883	3,814,751	(569,132)	-13.0%
Continuing Part Time (601100)	-	-	-	-	NA
Temporary Part Time (601200, 02, 03, 04, 601303)	122,975	89,352	79,396	(9,956)	-11.1%
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	63,201	12,821	6,864	(5,957)	-46.5%
<b>Subtotal Personnel Services</b>	<b>3,879,525</b>	<b>4,486,056</b>	<b>3,901,011</b>	<b>(585,045)</b>	<b>-13.0%</b>
Fringe Benefits	2,415,953	1,174,781	738,188	(436,593)	-37.2%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>6,295,478</b>	<b>5,660,837</b>	<b>4,639,199</b>	<b>(1,021,638)</b>	<b>-18.0%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	1,257,405	1,378,069	2,297,844	919,775	66.7%
<b>Total Other Expenses</b>	<b>1,257,405</b>	<b>1,378,069</b>	<b>2,297,844</b>	<b>919,775</b>	<b>66.7%</b>
<b>Total Expenditures</b>	<b>7,552,883</b>	<b>7,038,906</b>	<b>6,937,043</b>	<b>(101,863)</b>	<b>-1.4%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(1,257,405)</b>	<b>(1,378,069)</b>	<b>(1,276,206)</b>	<b>101,863</b>	<b>-7.4%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	1,257,405	1,378,069	2,297,844	919,775	66.7%
Transfer out	-	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>1,257,405</b>	<b>1,378,069</b>	<b>2,297,844</b>	<b>919,775</b>	<b>66.7%</b>
<b>Net Change</b>	<b>-</b>	<b>(0)</b>	<b>1,021,638</b>	<b>1,021,638</b>	<b>-537704312.0%</b>

HEADCOUNT Enrollment  
Undergraduate

State Universities  
Community Colleges  
Charter Oak  
Total Undergraduate

Graduate

State Universities  
Charter Oak  
Total Graduate

Total Undergraduate & Graduate

State Universities  
Community Colleges  
Charter Oak  
Total Headcount

Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Variance					
									Enrollment Headcount FY24 Projection vs. Budget					
FY23 Actual			FY24 Budget			FY24 Projection			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)
17,033	4,563	21,596	16,690	4,495	21,185	17,157	4,033	21,190	467	2.8%	(462)	-10.3%	5	0.0%
10,853	23,714	34,567	10,734	23,018	33,752	10,599	22,905	33,504	(135)	-1.3%	(113)	-0.5%	(248)	-0.7%
436	1,125	1,561	453	1,170	1,623	531	1,176	1,707	78	17.2%	6	0.5%	84	5.2%
28,322	29,402	57,724	27,877	28,683	56,560	28,287	28,114	56,401	410	1.5%	(569)	-2.0%	(159)	-0.3%
1,417	2,991	4,408	1,398	2,944	4,342	1,541	2,985	4,526	143	10.2%	41	1.4%	184	4.2%
8	84	92	9	87	96	14	74	88	5	55.6%	(13)	-14.9%	(8)	-8.3%
1,425	3,075	4,500	1,407	3,031	4,438	1,555	3,059	4,614	148	10.5%	28	0.9%	176	4.0%
18,450	7,554	26,004	18,088	7,439	25,527	18,698	7,018	25,716	610	3.4%	(421)	-5.7%	189	0.7%
10,853	23,714	34,567	10,734	23,018	33,752	10,599	22,905	33,504	(135)	-1.3%	(113)	-0.5%	(248)	-0.7%
444	1,209	1,653	462	1,257	1,719	545	1,250	1,795	83	18.0%	(7)	-0.6%	76	4.4%
29,747	32,477	62,224	29,284	31,714	60,998	29,842	31,173	61,015	558	1.9%	(541)	-1.7%	17	0.0%

FTE Enrollment  
Undergraduate

State Universities  
Community Colleges  
Charter Oak  
Total Undergraduate

Graduate

State Universities  
Charter Oak  
Total Graduate

Total Undergraduate & Graduate

State Universities  
Community Colleges  
Charter Oak  
Total FTE

FTE - Avg Fall and Spring Semesters									Variance					
									FTE Enrollment FY24 Projection vs. Budget					
FY23 Actual			FY24 Budget			FY24 Projection			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)
16,475	1,803	18,278	16,142	1,777	17,919	16,679	1,626	18,305	537	3.3%	(151)	-8.5%	386	2.2%
9,635	10,205	19,840	9,285	9,391	18,676	9,442	10,049	19,491	157	1.7%	658	7.0%	815	4.4%
369	442	811	384	459	843	452	482	934	68	17.7%	23	5.0%	91	10.8%
26,479	12,450	38,929	25,811	11,627	37,438	26,573	12,157	38,730	762	3.0%	530	4.6%	1,292	3.5%
1,277	1,241	2,518	1,260	1,220	2,480	1,391	1,263	2,654	131	10.4%	43	3.5%	174	7.0%
7	39	46	7	41	48	12	34	46	5	71.4%	(7)	-17.1%	(2)	-4.2%
1,284	1,280	2,564	1,267	1,261	2,528	1,403	1,297	2,700	136	10.7%	36	2.9%	172	6.8%
17,752	3,044	20,796	17,402	2,997	20,399	18,070	2,889	20,959	668	3.8%	(108)	-3.6%	560	2.7%
9,635	10,205	19,840	9,285	9,391	18,676	9,442	10,049	19,491	157	1.7%	658	7.0%	815	4.4%
376	481	857	391	500	891	464	516	980	73	18.7%	16	3.2%	89	10.0%
27,763	13,730	41,493	27,078	12,888	39,966	27,976	13,454	41,430	898	3.3%	566	4.4%	1,464	3.7%

# CONNECTICUT STATE UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

ATTACHMENT D

FY24 Projection vs. Budget

									Variance						
Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Enrollment Headcount FY24 Projection vs. Budget						
FY23 Actual			FY24 Budget			FY24 Projection			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>															
CCSU	5,764	1,630	7,394	5,764	1,630	7,394	6,044	1,575	7,619	280	4.9%	(55)	-3.4%	225	3.0%
ECSU	3,184	672	3,856	3,083	672	3,755	3,085	679	3,764	2	0.1%	7	1.0%	9	0.2%
SCSU	5,078	1,585	6,663	4,926	1,537	6,463	5,159	1,251	6,410	233	4.7%	(286)	-18.6%	(53)	-0.8%
WCSU	3,007	676	3,683	2,917	656	3,573	2,869	528	3,397	(48)	-1.6%	(128)	-19.5%	(176)	-4.9%
CSU Total Undergraduate	17,033	4,563	21,596	16,690	4,495	21,185	17,157	4,033	21,190	467	2.8%	(462)	-10.3%	5	0.0%
<b>Graduate</b>															
CCSU	452	1,334	1,786	452	1,334	1,786	494	1,278	1,772	42	9.3%	(56)	-4.2%	(14)	-0.8%
ECSU	81	71	152	89	71	160	84	94	178	(5)	-5.6%	23	32.4%	18	11.3%
SCSU	812	1,071	1,883	787	1,039	1,826	893	1,100	1,993	106	13.5%	61	5.9%	167	9.1%
WCSU	72	515	587	70	500	570	70	513	583	-	0.0%	13	2.6%	13	2.3%
CSU Total Graduate	1,417	2,991	4,408	1,398	2,944	4,342	1,541	2,985	4,526	143	10.2%	41	1.4%	184	4.2%
<b>Total</b>															
CCSU	6,216	2,964	9,180	6,216	2,964	9,180	6,538	2,853	9,391	322	5.2%	(111)	-3.7%	211	2.3%
ECSU	3,265	743	4,008	3,172	743	3,915	3,169	773	3,942	(3)	-0.1%	30	4.0%	27	0.7%
SCSU	5,890	2,656	8,546	5,713	2,576	8,289	6,052	2,351	8,403	339	5.9%	(225)	-8.7%	114	1.4%
WCSU	3,079	1,191	4,270	2,987	1,156	4,143	2,939	1,041	3,980	(48)	-1.6%	(115)	-9.9%	(163)	-3.9%
CSU Total Headcount	18,450	7,554	26,004	18,088	7,439	25,527	18,698	7,018	25,716	610	3.4%	(421)	-5.7%	189	0.7%

	FTE - Avg Fall and Spring Semesters									Variance					
	FTE FY24 Projection vs. Budget														
	FY23 Actual			FY24 Budget			FY24 Projection			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>															
CCSU	5,551	746	6,297	5,551	746	6,297	5,828	715	6,543	277	5.0%	(31)	-4.2%	246	3.9%
ECSU	3,154	182	3,336	3,054	182	3,236	3,054	179	3,233	-	0.0%	(3)	-1.6%	(3)	-0.1%
SCSU	4,871	588	5,459	4,725	571	5,296	5,012	496	5,508	287	6.1%	(75)	-13.1%	212	4.0%
WCSU	2,899	287	3,186	2,812	278	3,090	2,785	236	3,021	(27)	-1.0%	(42)	-15.1%	(69)	-2.2%
<b>CSU Total Undergraduate</b>	16,475	1,803	18,278	16,142	1,777	17,919	16,679	1,626	18,305	537	3.3%	(151)	-8.5%	386	2.2%
<b>Graduate</b>															
CCSU	397	527	924	397	527	924	436	518	954	39	9.8%	(9)	-1.7%	30	3.2%
ECSU	69	28	97	76	28	104	73	37	110	(3)	-3.9%	9	32.1%	6	5.8%
SCSU	739	445	1,184	717	432	1,149	813	469	1,282	96	13.4%	37	8.6%	133	11.6%
WCSU	72	241	313	70	233	303	69	239	308	(1)	-1.4%	6	2.6%	5	1.7%
<b>CSU Total Graduate</b>	1,277	1,241	2,518	1,260	1,220	2,480	1,391	1,263	2,654	131	10.4%	43	3.5%	174	7.0%
<b>Total</b>															
CCSU	5,948	1,273	7,221	5,948	1,273	7,221	6,264	1,233	7,497	316	5.3%	(40)	-3.1%	276	3.8%
ECSU	3,223	210	3,433	3,130	210	3,340	3,127	216	3,343	(3)	-0.1%	6	2.9%	3	0.1%
SCSU	5,610	1,033	6,643	5,442	1,003	6,445	5,825	965	6,790	383	7.0%	(38)	-3.8%	345	5.4%
WCSU	2,971	528	3,499	2,882	511	3,393	2,854	475	3,329	(28)	-1.0%	(36)	-7.0%	(64)	-1.9%
<b>CSU Total FTE</b>	17,752	3,044	20,796	17,402	2,997	20,399	18,070	2,889	20,959	668	3.8%	(108)	-3.6%	560	2.7%

**CONNECTICUT COMMUNITY COLLEGES**

ENROLLMENT - HEADCOUNT & FTE

ATTACHMENT D

**FY24 Projection vs. Budget**

										Variance					
	Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Enrollment Headcount FY24 Projection vs. Budget					
	FY23 Actual			FY24 Budget			FY24 Projection			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>Total Headcount</b>	10,853	23,714	34,567	10,734	23,018	33,752	10,599	22,905	33,504	(135)	-1.3%	(113)	-0.5%	(248)	-0.7%

										Variance					
	FTE - Avg Fall and Spring Semesters									FTE FY24 Projection vs. Budget					
	FY23 Actual			FY24 Budget			FY24 Projection			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>Total FTE</b>	9,635	10,205	19,840	9,285	9,391	18,676	9,442	10,049	19,491	157	1.7%	658	7.0%	815	4.4%

CHARTER OAK STATE COLLEGE

ENROLLMENT - HEADCOUNT & FTE  
FY24 Projection vs. Budget

ATTACHMENT D

HEADCOUNT Enrollment	Enrollment HEADCOUNT - Avg Fall and Spring Semesters									Variance					
										Enrollment Headcount FY24 Projection vs. Budget					
	FY23 Actual			FY24 Budget			FY24 Projection			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)
Undergraduate															
Charter Oak	436	1,125	1,561	453	1,170	1,623	531	1,176	1,707	78	17.2%	6	0.5%	84	5.2%
Graduate															
Charter Oak	8	84	92	9	87	96	14	74	88	5	55.6%	(13)	-14.9%	(8)	-8.3%
Total Headcount	444	1,209	1,653	462	1,257	1,719	545	1,250	1,795	83	18.0%	(7)	-1%	76	4.4%

FTE Enrollment	FTE - Avg Fall and Spring Semesters									Variance					
										FTE FY24 Projection vs. Budget					
	FY23 Actual			FY24 Budget			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)
Undergraduate															
Charter Oak	369	442	811	384	459	843	452	482	934	68	17.7%	23	5.0%	91	10.8%
Graduate															
Charter Oak	7	39	46	7	41	48	12	34	46	5	71.4%	(7)	-17.1%	(2)	-4.2%
Total FTE	376	481	857	391	500	891	464	516	980	73	18.7%	16	3.2%	89	10.0%