

BOARD OF REGENTS FOR HIGHER EDUCATION

AGENDA – REGULAR MEETING

10:00 a.m., Thursday, June 20, 2013

61 Woodland Street, Lower Level Community Room, Hartford, CT

1. Call to Order
2. Roll Call and Declaration of Quorum
3. Board of Regents Chairman, Lewis J. Robinson, Esq.
4. Board of Regents interim President, Dr. Philip E. Austin
5. [Approval of May 16, 2013 Meeting Minutes](#)
6. Consent Calendar
1. Academic Program Approvals
 - a) **Terminations**
 - i. Retail Business Management (undergraduate certificate – C2) – Tunxis 1
 - ii. Business Administration Option in Accounting (Option-A) – Tunxis 2
 - iii. Business Administration Option in eCommerce (Option-A) Tunxis 3
 - iv. Business Administration Option in Finance (Option-A) Tunxis 4
 - v. Business Administration Option in Marketing Management (Option-A) Tunxis 5
 - vi. Business Administration Option in Retail Business Management (Option-A) Tunxis 6
 - vii. General Science (BS) – Central 7
 - viii. Business Office Technology: Admin Assistant-Foreign Language Option (Option-A) Gateway 9
 - ix. Early Childhood Education: Special Education Option (Option-A) Housatonic 10
 - b) **Licensure**
 - i. Veterinary Technology (AS) - Norwalk 12
 - c) **Licensure and Accreditation**
 - i. Digital Media and Design (MA/MFA) UConn 17
 - ii. Health Care Administration (BS) - Charter Oak 30
 - d) **Program Modifications**
 - i. Latin American Studies (MA) name change to Latino and Latin American Studies (MA) UConn 37
 - ii. Sport Management concentration in Social Science of Sport (BS) change to a separate program in Sport Management (BS) UConn 38
 - iii. Sport Management concentration in Kinesiology (MS) change to a separate program in Sport Management (MS) UConn 40
 - iv. Sport Management concentration in Learning, Leadership, and Educational Policy (PhD) UConn 42
 - v. Early Childhood Education (AS) – name change to Early Childhood Inclusive Education Housatonic 45
 - vi. Dietetic Technology (AS) – name change to Nutrition and Dietetics - Gateway 46
 - vii. Reading (MS, SYC, and GR Teacher Cert) –offered at Newtown High School - Southern 48
2. Approval of Holder of American Savings Endowed Chair – Central 49
3. Extension of Institutional Accreditation - Middlesex 51
4. Approval of Center for Center for Compassion, Creativity and Innovation – Western 52
5. Authorizing BOR President to implement a process to expedite the development, approval and promulgation of standards, procedures and guidelines in connection with information security 58

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| 7. | Academic & Student Affairs Committee – Dr. Merle Harris, Committee Chair | |
| a) | Developmental Education Placement Policy – Community Colleges | 60 |
| 8. | Administration Committee, Naomi Cohen, Committee Chair | |
| a) | Policy to address business-related expenses incurred by ConnSCU Presidents | 66 |
| b) | Policy to address salary grade minimums and maximums as they apply to Management and Confidential Professional Employees of the Board of Regents for Higher Education | 69 |
| c) | Revision to “Human Resources Policies for Management and Confidential Employees of the Board of Regents for Higher Education” to address the notice period applicable to the non-continuation of campus academic officers at the level of Dean or Provost | 71 |
| d) | Authorizing a general wage increase in Fiscal Year 14 for Management and Confidential Professional Employees of the Board of Regents for Higher Education | 73 |
| 9. | Finance Committee –Gary Holloway, Committee Chair | |
| a) | FY2014 Spending Plans for the Connecticut State Colleges & Universities | 79 |
| 10. | Audit Committee – Craig Lappen, Committee Chair | <i>no report/no exhibit</i> |
| 11. | Special Committees | |
| a) | Strategic Planning - Rene Lerer, Special Committee Chair | |
| i. | Distinct missions of the Connecticut Community Colleges, Charter Oak State College, and the Connecticut State Universities | 112 |
| ii. | Mission Statement - Connecticut State Colleges and Universities | 117 |
| iii. | Metrics for the Strategic Plan | 120 |
| b) | Information Technology, Nicholas Donofrio, Special Committee Chair | - |
| 12. | Executive Session | |
| 13. | Executive Committee – Lewis Robinson, Chair | |
| a) | Bylaws Revision (<i>authority to appoint BOR President in conformity with PA 13-4</i>) | 125 |
| b) | Appointment of Interim President of Asnuntuck Community College | 126 |
| 14. | Adjourn | |

Opportunity to Address the Board
Students followed by
Faculty & Staff

ITEM

Termination of a program in Retail Business Management leading to an undergraduate certificate (C2) at Tunxis Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve at the request of the institution to terminate a program in Retail Business Management leading to an undergraduate certificate (C2) at Tunxis Community College, effective July 1, 2014

BACKGROUND

Tunxis Community College has requested to terminate a program in Retail Business Management leading to an undergraduate certificate (C2). Termination of an academic program must receive approval from the Board of Regents, following the policy for academic program approval adopted in January 2012.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

Justification for termination of this certificate program, which is linked to a corresponding option of the same name in the Business Administration AS program, is threefold. Elimination of these options and this corresponding certificate program will

1. Assist in meeting the Transfer and Articulation Policy requirements
2. Eliminate confusion with student advisement
3. Create flexibility for students who change their focus partially through their degree program without need to change “options”

Fall enrollment and completions in the program

| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-----------------|---------|---------|---------|---------|---------|
| Fall enrollment | 2 | 1 | | 3 | 2 |
| Completions | 2 | 1 | 2 | 1 | 0 |

Similar degree certificate programs exist at Gateway Community College and Three Rivers Community College.

RESOURCES

No resources are required to make this change. All of the courses in the option will still be offered for students pursuing the business administration degree and/or certificates.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Termination of an Accounting Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve at the request of the institution to terminate an Accounting Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College, effective July 1, 2014

BACKGROUND

Tunxis Community College has requested to terminate an Accounting Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College. Termination of an academic program must receive approval from the Board of Regents, following the policy for academic program approval adopted in January 2012.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

Justification for termination of this option in the AS in Business Administration program is threefold. Elimination of this option will

1. Assist in meeting the Transfer and Articulation Policy requirements
2. Eliminate confusion with student advisement
3. Create flexibility for students who change their focus partially through their degree program without need to change "options"

Fall enrollment and completions in the program

| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-----------------|---------|---------|---------|---------|---------|
| Fall enrollment | 152 | 153 | 144 | 159 | 143 |
| Completions | 28 | 20 | 22 | 21 | 29 |

The regular AS in Business Administration without an option remains an active program.

RESOURCES

No resources are required to make this change. All of the courses in the option will still be offered for students pursuing the business administration degree and/or certificates.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13-- Board of Regents

ITEM

Termination of an eCommerce Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve at the request of the institution to terminate an eCommerce Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College, effective July 1, 2014

BACKGROUND

Tunxis Community College has requested to terminate an eCommerce Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College. Termination of an academic program must receive approval from the Board of Regents, following the policy for academic program approval adopted in January 2012.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

Justification for termination of this option in the AS in Business Administration program is threefold. Elimination of this option will

1. Assist in meeting the Transfer and Articulation Policy requirements
2. Eliminate confusion with student advisement
3. Create flexibility for students who change their focus partially through their degree program without need to change “options”

Fall enrollment and completions in the program

| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-----------------|---------|---------|---------|---------|---------|
| Fall enrollment | | | 2 | 7 | 8 |
| Completions | | | 0 | 0 | 0 |

The regular AS in Business Administration without an option remains an active program.

RESOURCES

No resources are required to make this change. All of the courses in the option will still be offered for students pursuing the business administration degree and/or certificates.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Termination of a Finance Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve at the request of the institution to terminate a Finance Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College, effective July 1, 2014

BACKGROUND

Tunxis Community College has requested to terminate a Finance Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College. Termination of an academic program must receive approval from the Board of Regents, following the policy for academic program approval adopted in January 2012.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

Justification for termination of this option in the AS in Business Administration program is threefold. Elimination of this option will

1. Assist in meeting the Transfer and Articulation Policy requirements
2. Eliminate confusion with student advisement
3. Create flexibility for students who change their focus partially through their degree program without need to change "options"

Fall enrollment and completions in the program

| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-----------------|---------|---------|---------|---------|---------|
| Fall enrollment | | 13 | 25 | 36 | 32 |
| Completions | | 0 | 0 | 1 | 3 |

The regular AS in Business Administration without an option remains an active program.

RESOURCES

No resources are required to make this change. All of the courses in the option will still be offered for students pursuing the business administration degree and/or certificates.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Termination of a Marketing Management Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve at the request of the institution to terminate a Marketing Management Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College, effective July 1, 2014

BACKGROUND

Tunxis Community College has requested to terminate a Marketing Management Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College. Termination of an academic program must receive approval from the Board of Regents, following the policy for academic program approval adopted in January 2012.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

Justification for termination of this option in the AS in Business Administration program is threefold. Elimination of this option will

1. Assist in meeting the Transfer and Articulation Policy requirements
2. Eliminate confusion with student advisement
3. Create flexibility for students who change their focus partially through their degree program without need to change “options”

Fall enrollment and completions in the program

| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-----------------|---------|---------|---------|---------|---------|
| Fall enrollment | 71 | 91 | 86 | 83 | 81 |
| Completions | 7 | 8 | 9 | 18 | 8 |

The regular AS in Business Administration without an option remains an active program.

RESOURCES

No resources are required to make this change. All of the courses in the option will still be offered for students pursuing the business administration degree and/or certificates.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Termination of a Retail Business Management Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve at the request of the institution to terminate a Retail Business Management Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College, effective July 1, 2014

BACKGROUND

Tunxis Community College has requested to terminate a Retail Business Management Option in a program in Business Administration leading to an Associate of Science (A.S.) degree at Tunxis Community College. Termination of an academic program must receive approval from the Board of Regents, following the policy for academic program approval adopted in January 2012.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

Justification for termination of this option in the AS in Business Administration program is threefold. Elimination of this option will

1. Assist in meeting the Transfer and Articulation Policy requirements
2. Eliminate confusion with student advisement
3. Create flexibility for students who change their focus partially through their degree program without need to change “options”

Fall enrollment and completions in the program

| | 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|-----------------|---------|---------|---------|---------|---------|
| Fall enrollment | 37 | 27 | 25 | 23 | 20 |
| Completions | 2 | 4 | 4 | 2 | 0 |

The regular AS in Business Administration without an option remains an active program.

RESOURCES

No resources are required to make this change. All of the courses in the option will still be offered for students pursuing the business administration degree and/or certificates.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Termination of a program in General Science leading to the Bachelor of Science (B.S.) degree at Central Connecticut State University

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve at the request of the institution the termination of a program in General Science leading to the Bachelor of Science (B.S.) degree at Central Connecticut State University, with an extended phase out date until July 1, 2018

BACKGROUND

Central Connecticut State University has requested to terminate the program in General Science leading to the Bachelor of Science (B.S.) degree. Termination of an academic program must receive approval from the Board of Regents, following the policy for academic program approval adopted in January 2012.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

The BS in General Science has three specializations: General Science (Teaching Certificate), Physical Science, and Environmental Interpretation.

The General Science degree that leads to a teaching certificate should be eliminated for the following reasons: 1) approximately only one student graduates per academic year; 2) the School of Education and Professional Studies does not offer a middle school program which was the primary reason for the general science major; 3) general science majors are limited to teaching middle school science; 4) students who major in biology, chemistry, earth science, and physics can still obtain a general science certification by completing a minor in General Science or a cross endorsement (taking the Praxis Test in General Science); 5) students majoring in biology, chemistry, earth science and physics are more marketable.

The BS in General Science with specializations in Physical Science and Environmental Interpretation should be eliminated due to low enrollment (fewer than two students per academic year). Students are also limited to the type of job they could obtain since this degree is too general. Students could improve their skills if they pursue a degree from one of the major science disciplines such as biology, chemistry, earth science, or physics and/or choose a minor in a major science content area. They still would be able to pursue a Minor in General Science.

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|-----------------|---------|---------|---------|---------|---------|
| Fall enrollment | 20 | 24 | 25 | 12 | 11 |
| Completions | 2 | 4 | 2 | 8 | 3 |

Phase Out Strategy

Presently, there are eight students in the BS General Science program with a specialization in General Science (Teaching). For the Physical Science Specialization, there is one student in the pipeline. For the Environmental Interpretation specialization, there are two students in the pipeline.

The strategy to phase out this program will be to continue to offer courses in the program for four more years with no additional students being accepted into the program. The 11 students that remain in all specializations of the BS General Science program will be given two options for completion. They will be encouraged to switch their major to one of the other science disciplines (e.g. biology, chemistry, earth science, and physics). This typically requires students to take an additional two to three courses in their science discipline (some majors are higher) but does not require them to take any more credits than required to graduate from among the programs. If they do not choose to switch programs, then they will be told they must complete the program in four years.

The science education coordinator will monitor the progress of the General Science and Physical Science specializations and the Biology Chair will monitor students enrolled in the Environmental Interpretation specialization to ensure all students switch programs or complete the general science program(s).

RESOURCES

No special resources are required to make this change.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Termination of an Administrative Assistant Foreign Language Option in a program in Business Office Technology leading to the Associate of Science (A.S.) degree at Gateway Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve at the request of the institution the termination of an Administrative Assistant Foreign Language Option in a program in Business Office Technology leading to the Associate of Science (A.S.) degree at Gateway Community College, with a phase-out period until December 31, 2013

BACKGROUND

Gateway Community College has requested to terminate an Administrative Assistant Foreign Language Option in a program in Business Office Technology leading to an Associate of Science (A.S.) degree. Termination of an academic program must receive approval from the Board of Regents, following the policy for academic program approval adopted in January 2012.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

The Administrative Assistant-Foreign Language Option in Business Office Technology has had continued low enrollment. Due to the low enrollment and at the recommendation of the Business Office Technology Advisory Board, termination is recommended.

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|-----------------|---------|---------|---------|---------|---------|
| Fall enrollment | 0 | 1 | 0 | 0 | 1 |
| Completions | 2 | 4 | 2 | 8 | 3 |

PHASE OUT STRATEGY

No specific provisions are necessary for students who are currently enrolled to be able to complete the program; two students will graduate in May 2013, and there are no other students currently enrolled in this program. Discontinuing this program in the Fall will ensure that no students enroll in this program.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Termination of an Option in Special Education in a program in Early Childhood Education leading to an Associate of Science (A.S.) degree at Housatonic Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED, That the Board of Regents for Higher Education approve at the request of the institution termination of an Option in Special Education in a program in Early Childhood Education leading to an Associate of Science (A.S.) degree at Housatonic Community College, with a phase out date until July 1, 2015

BACKGROUND

Housatonic Community College has requested to terminate an Option in Special Education in its program in Early Childhood Education leading to an Associate of Science (A.S.) degree. (The official name of the accredited program for discontinuation is “Early Childhood Education: Special Education Option”). Termination of an academic program must receive approval from the Board of Regents, following the policy for academic program approval adopted in January 2012.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

The discontinuation of this program is planned in conjunction with the modification of the College’s Early Childhood Education program to rename it Early Childhood Inclusive Education. The developing field of early childhood education no longer divides simply between children with special needs and children who are typically developing. Young children are not always identified as having special needs during the first 5 years of their lives. Indeed, children develop at different rates in different domains. It is now recognized within the profession that all children have individual needs that must be recognized and addressed by well-trained, early childhood caregivers.

In response, the College’s faculty in Early Childhood Education has infused all program courses with theories, methods, and activities that will enable HCC students to understand and use approaches to working with children as individuals with individual needs. The goal of these modifications is to make the regular degree program inclusive of all the information, ideas, and practices that best meet the needs of the early childhood education workforce and the children and families they serve.

With all relevant course material in the Special Education Option embedded into the content of the Early Childhood Inclusive Education program, there will no longer be a need for a separate Special Education option at Housatonic Community College.

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|-----------------|---------|---------|---------|---------|---------|
| Fall enrollment | 36 | 37 | 35 | 28 | 32 |
| Completions | 3 | 13 | 4 | 8 | 2 |

PHASE OUT STRATEGY

There are currently 33 students in the ECE Special Education option. The plan is to cease admitting new students to the program as of January 2013 but to allow until July 2015 any currently enrolled students to complete the Special Education Option. In addition, because there are many similarities between the Option and the renamed Early Childhood Inclusive Education program, students in the Option will be individually advised about transferring to the parent program where deemed appropriate.

5/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Licensure of a program in Veterinary Technology leading to the Associate of Science (A.S.) degree at Norwalk Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education license a program in Veterinary Technology leading to the Associate of Science (A.S.) degree at Norwalk Community College for a period of three years until June 30, 2016, and be it further

RESOLVED: That the Veterinary Technology program leading to the Associate of Science (A.S.) degree at Norwalk Community College may include up to 70 credit hours, in exemption from Community College Board of Trustees policy 3.3.3.

BACKGROUND

Norwalk Community College has requested licensure of a program in Veterinary Technology leading to an Associate of Science (A.S.) degree. The College will be seeking initial accreditation from the American Veterinary Medical Association Committee on Veterinary Technician Education and Activities. The program will prepare graduates to sit for the Veterinary Technician National Examination, an independent assessment of knowledge in seven core competencies: pharmacy and pharmacology; surgical prep and assisting; dentistry; laboratory procedures; animal care and nursing; diagnostic imaging; and, anesthesia and analgesia. Presently, Veterinary Technician is not a licensed occupation in the State of Connecticut; however, many specialty veterinary hospitals require licensure of their technicians. Also, this program will prepare graduates for licensure in other states.

Degree programs offered by public institutions in Connecticut must receive approval to operate through licensure by the Board of Regents and must receive accreditation from the Board of Regents to confer degrees (CGS 10a-34 and 10a-35a).

Community College Board of Trustees policy 3.3.3 defines an associate's degree to contain a minimum of sixty semester credit hours and a maximum of sixty-eight semester credit hours. The College has requested an exemption from this policy in order to accomplish the learning outcomes that will be required of the national accreditor.

Staff review of the proposal has determined that the program is consistent with the standards for planning and quality set forth in the Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning.

The program will be considered by the statewide Advisory Committee for Accreditation (ACA) on June 6, 2013 and will forward a recommendation to the Board of Regents. Action from the BOR-ASA is contingent upon a favorable recommendation from ACA.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

04/10/13 – ConnSCU Academic Council

06/06/13 – Advisory Committee on Accreditation

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

PLANNING ASSESSMENT

Conformance with institutional mission

The program is consistent with the College's mission and fits into a portfolio of other clinical and medical-related programs including medical office management, health office information physical therapist assistant, respiratory care, mental health, human services, and nursing.

Need

Over 140 veterinarians practice in Fairfield County and rely on veterinarian assistants and technicians to perform a variety of specialized tasks. Local veterinarians are very enthusiastic about a program that would provide them with trained technicians and reduce their burden to provide this training in-house. The Connecticut Department of Labor projects an increase in veterinary technician positions from 1,110 in 2010 to 1,645 in 2020, an annual increase of 4.95% or 54 positions each year; total openings will total 73 per year, placing the occupation in the Department's "In demand openings" category. In 2010-11, a total of 20 completions in veterinary technology were recorded state-wide, and 17 completions were registered in 2011-12.

Unnecessary duplication of programs

The program does not unnecessarily duplicate existing programs. Only two programs in the state offer the associate's degree in Veterinary Technology. Middlesex Community College's program was licensed just in 2012, and completions are not anticipated until at least 2014. Completions at Northwestern Community College have ranged between 9 and 20 the past five years.

Associate's Degree Completions in Veterinary Technology in Connecticut

| Institution / Program Name | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|-----------------------------|---------|---------|---------|---------|---------|
| Middlesex CC* | | | | | |
| Northwestern Connecticut CC | 11 | 10 | 9 | 20 | 17 |

*Licensed in 2012

Cost effectiveness:

The program is projected to cost \$142,620 in the first year, \$168,921 in the second, and \$174,008 in the third. Direct revenues generated by the program. Revenues directly generated by the program are projected to amount to \$93,836 in the first year, \$186,502 in the second, and \$217,128 in the third. In addition, the NCC has pledged three years of financial support for the Director's salary and benefits in the amount of \$62,613 each year.

Availability of adequate resources

With the additional support from the foundation of \$187,839 over three years, the program will not run in deficit, and adequate resources appear to be available to launch the program. At the institution level, [third quarter financial results](#) for the college project the college to run a deficit of \$396,816, however, this amount is less than half of the budgeted deficit of \$825,592, and largely is attributable to transfer policies established by the former Board of Trustees. Estimated revenues for FY13 are projected to be \$44.7 million, \$0.3 million above FY12 revenues. Total expenses for FY13 are projected to be \$44.6 million, \$1.6 million above the FY12 level of \$45.0 million for FY12.

QUALITY ASSESSMENT

Purpose and Objectives

The Associate Degree program for Veterinary Technician will prepare students for immediate employment in veterinary offices, biological research facilities, stables, dairies, drug and feed manufacturing companies, the animal husbandry industry, as well as, transfer into 4-year institutions that house Animal Science bachelor degree programs. The objective of the program is to provide the classroom, laboratory, and field experience that will prepare students for entry-level job opportunities, career advancement at their current employers, or transfer into a 4-year Animal Science bachelor program. Graduates will be eligible to sit for the Veterinary Technician National Exam. The program will be offered in collaboration with Cornell University Specialists (CUVs) and the Veterinary Cancer Center (VCC). General education courses will be administered at the College's main campus, while those courses requiring specialized laboratories, equipment, and hands-on practical experience will be held at our collaborator's facilities.

Learning Outcomes

Learning outcomes in the program will focus on the following areas. These areas mirror those in the program recently licensed by Middlesex Community College.

1. Office and hospital procedures, client relations, and communication
2. Pharmacy and pharmacology
3. Animal care and nursing
4. Anesthesia, Analgesia, and Surgical Nursing
5. Veterinary laboratory procedures
6. Diagnostic imaging
7. Dentistry

Following hiring of the program director, these learning outcomes may be adjusted to suit local needs.

Administration

A full-time Director will be responsible for teaching 3 credits per semester and for program administration, as well as, oversight of the required Externship component. The college expects to conduct a formal search to have a Director on board during the fall 2013 semester. The Director should hold the degree of Doctor of Veterinary Medicine in order for the program to gain accreditation.

Admissions and Enrollment

Veterinary Technician will be a selective admissions program. Enrollment will be restricted due to a limited number of laboratory seats, clinical facilities, and externship locations. Program applicants must have completed a total of 11 credits in biology, chemistry, and English; provide evidence of competency (through standardized test scores and/or additional coursework) in College Algebra and Basic Computing Skills; and, provide evidence of a recent physical examination and rabies vaccination certificate. All admissions prerequisites will help to fulfill the college's General Education requirements.

The College projects 24 new students to enroll in the first year, and an additional 24 to enroll in each subsequent year. The program is anticipated to grow to a size of just over 50 students.

Enrollment Projections

| Projected Enrollment | Fall 2013 | | Fall 2014 | | Fall 2015 | |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| Internal Transfers | | | | | | |
| New Students | 22 | 2 | 22 | 2 | 22 | 2 |
| Returning Students | | | 18 | 3 | 20 | 8 |
| Total Projected | 22 | 2 | 40 | 5 | 42 | 10 |

Curriculum

In addition to the 11 credits of prerequisites, the program consists of 13 credits of additional liberal arts courses; 11 credits of classroom-based, program-specific courses; 32 credits of intensive, laboratory-based clinical application courses; and, a 3-credit Externship experience which will be selected in close consultation between each student and the Program Director.

Students must earn grades of “C” or better in all VET* designated courses. All VET* and BIO* courses must be completed within five years of admission to the Veterinary Technician program.

| Course Number | Course Title | Credits |
|---|---|---------|
| Prerequisites | | 11 |
| Semester 1, Fall | | |
| MED* 125 | Medical Terminology | 3 |
| VET* 100 | Introduction to Animal Care | 2 |
| VET* 101 | Introduction to Veterinary Technology | 3 |
| ENG 102 | Literature and Composition | 3 |
| VET* 201 | Vet Anatomy & Physiology I with Lab | 4 |
| | | 15 |
| Semester 2, Spring | | |
| VET* 151 | Small Animal Veterinary Technology with Lab | 4 |
| VET* 152 | Large Animal Veterinary Technology with Lab | 4 |
| VET* 202 | Vet Anatomy & Physiology II with Lab | 4 |
| VET* 250 | Principles of Pharmacology for Vet Tech | 3 |
| | | 15 |
| Semester 3, Fall | | |
| ALL THREE VET* COURSES MUST BE TAKEN TOGETHER | | |
| VET* 205 | Veterinary Laboratory Procedures | 3 |
| VET* 212 | Principles of Imaging with Lab | 1 |
| VET* 230 | Vet Anesthesia and Surgical Nursing w/Lab | 4 |
| | Humanities Elective (IDS Elective) | 3 |
| | Social Science Elective | 3 |
| | | 14 |
| Semester 4, Spring | | |
| BIO* 235 | Microbiology | 4 |
| BIO* 238 | Parasitology | 3 |
| VET* 220 | Animal Pathology | 3 |

| Course Number | Course Title | Credits |
|---------------|---------------------------------|----------|
| VET* 240 | Periodontology & Oral Radiology | 2 |
| VET* 280 | Vet Tech Externship | 1 |
| VET*281 | Vet Tech Externship | 2 |
| | | <hr/> 15 |
| | Total credits | <hr/> 70 |

RESOURCE SUPPORT

Faculty

Two full-time faculty members will be hired. One program director will be hired in fall 2013, pending program approval. A second full-time faculty member will be hired in spring 2014 with minimum qualifications of a Master's Degree in Animal Science or a related field; preferably a Certified Veterinary Technician.

Special Resources

Several program courses will utilize equipment and materials found in a typical college biology lab: microscopes, prepared tissue/blood microscope slides, preserved specimens, etc. The College will reallocate some existing equipment, request support from the NCC Foundation to obtain instructional technology resources, and create a new budget line-item for consumable supplies and accreditation fees. Other courses will require the use of specialized facilities such as a veterinary surgical suite, diagnostic imaging equipment, hematology and parasitology analysis devices, etc. Students and faculty will have access to these types of facilities through a special contractual arrangement with Cornell University Specialists (CUVS) in Stamford, CT and the Veterinary Cancer Center (VCC) in Norwalk, CT. Doing so will give the program access to facilities and equipment that the College currently does not have at this time or may not be feasible to have/house at NCC.

ITEM

Licensure and accreditation of a program in Digital Media and Design, leading to the Master of Arts (M.A.) degree or Master of Fine Arts (M.F.A.) degree at the University of Connecticut

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education license and accredit a program in Digital Media and Design, leading to the Master of Arts (M.A.) degree or Master of Fine Arts (M.F.A.) degree at the University of Connecticut for a period of time concurrent with institutional accreditation

BACKGROUND

The University of Connecticut (UConn) has applied for licensure and accreditation of a program in Digital Media and Design leading to the Master of Arts (M.A.) degree or the Master of Fine Arts (M.F.A.) degree to be housed in its School of Fine Arts (SFA). The program is interdisciplinary in nature and brings together coursework from a number of departments to deliver the program. The University has a well-established and far-reaching array of undergraduate offerings.

Degree programs offered by public institutions in Connecticut must receive approval to operate through licensure by the Board of Regents and must receive accreditation from the Board of Regents to confer degrees (CGS 10a-34 and 10a-35a).

Staff review of the proposal has determined that the program is consistent with the standards for planning and quality set forth in the Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning.

The program will be considered by the statewide Advisory Committee for Accreditation (ACA) on June 6, 2013 and will forward a recommendation to the Board of Regents. Action from the BOR-ASA is contingent upon a favorable recommendation from ACA.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

PLANNING ASSESSMENT

Conformance with institutional mission

The program is consistent with the University's mission and complements other graduate offerings of the University. In recognition of the emergence of this important new field of digital media, the UCONN Board of Trustees approved the creation of a Digital Media Center in 2010, to facilitate research, continuing education, and outreach to the state and nation. In 2012, The Board of Trustees approved the creation of a new Digital Media& Design (DMD) academic department to educate students in this new technology.

Need

By offering these graduate degrees, the University of Connecticut seeks to expand its national leadership role in the field of Digital Media & Design through an active agenda of education and research.

A wide range of market statistics about growth of digital video and internet use also support the need for professionals with these credentials, including

- 1 billion Facebook users
- 604 million mobile users
- More than 42 million web pages and 9 million apps
- Youtube records 800 million users with 4 billion views per day
- Twitter has 500 million total users
- Google has 400 million registered users with 135 million active daily

UCONN plans for its graduate programs in these fields to be leaders in the Northeast and nationally, and will compete for students and faculty from outside of Connecticut.

Unnecessary duplication of programs

The program falls in the category of digital communication and media/multimedia (CIP 09.0702). No programs in this category exist at the master's level in the state, although more general programs in Communication or Communications are offered at UCONN, Central Connecticut State University, the University of Hartford, Fairfield University, Sacred Heart University, and Western Connecticut State University. The University of Bridgeport offers a master's program in Global Media and Communication Studies (on ground and online).

Western Connecticut State University was the only institution to offer public comment about the proposed program. WCSU supported UCONN's request for licensure and accreditation, but noted it was developing its own program and observed both would be needed to meet workforce needs.

Cost effectiveness

The University estimates the program will cost \$1.7 million to operate (\$1.3 million are for faculty); these costs include the undergraduate program. The graduate degree programs in Digital Media & Design will be fully supported by the so-called "Ledger 2" funds, consisting of General Fund or Student Tuition Fund monies. While future offerings in Digital Media & Design through

Certificate programs may be fee-funded, the graduate degree program entire budget is based on Ledger 2 monies.

Availability of adequate resources

A review of proposed funding and expenses as well as the overall financial health of the University indicate that financial resources to support the program are available.

**QUALITY ASSESSMENT
DESCRIPTION**

Purpose and Objectives

The Master of Fine Arts (M.F.A.) in Digital Media & Design is intended to provide rigorous training and experiential learning opportunities for students interested in a specific area of study within Digital Media. The program is structured to develop an in-depth understanding of digital media aesthetics, technology, procedures, practice, design, implementation and research techniques employed in the areas of STEM, Business, Digital Humanities/Social Sciences and Arts/Entertainment. Within the M.F.A. program of study, emphasis is placed on experiential learning through collaborations with external commercial entities and digital industries and through student participation in funded projects and research grants directed by DMD research faculty.

The M.F.A and M.A. will be housed in the Digital Media & Design Department, which, along with the University's Digital Media Center, forms a focal point for investigation and discovery in four areas of research and academic content:

- Creative (Ideation, design, development and production)
- STEM (Science, Technology, Engineering, and Mathematics)
- Business (Marketing, Branding, Advertising, ePublishing, and Entrepreneurship)
- Digital Humanities and Digital Social Sciences (Visualization of information and knowledge)

The Master of Arts degree (M.A.) in Digital Media & Design is intended to provide educational training for students interested in a specific area of practice within the Digital Media space. The program is structured to develop a broad understanding of digital media aesthetics, technology, procedures, practice, design, implementation and research techniques employed in the areas of STEM, Business, Digital Humanities/Social Sciences and Entertainment.

Both the M.A. and M.F.A. graduate degrees will enable students to develop skills and tools they can employ in a variety of research, business, or educational settings facilitating their ability to envision and create high-quality visual communication vehicles, artifacts and methodologies as required by businesses operating in these cutting-edge media spaces.

The anticipated Student Learning Outcomes in the Graduate Digital Media & Design Programs will enable students to:

- a. Demonstrate an intensive, multidisciplinary approach to the practice of digital media and design, drawing from history and culture of digital media, 2D and 3D animation practice, interactive media design, and digital game theory and implementation.
- b. Demonstrate a deep intellectual and philosophical commitment to the digital concentration selected by the student including the ability to ideate, conceive, produce, test, critique, and implement digital media programs, artifacts and systems that contribute to a deeper understanding of digital practices within the students specific area of interest;
- c. A strong understanding of criticism, theory, and history as it relates to digital culture and digital production that informs the student's work as a maker, developer and director of digital disciplines.
- d. A thorough familiarity with the industry and its best practices today, fostered by experiential and studio learning environments, intensive ideation and production classes, and by collaborating in a research environment alongside faculty members and visiting lecturers, artists, and guests with extensive experience in the digital media field.

Additionally, M.A. students will develop a broad set of skills within a particular field (selected from the categories of Entertainment & Art, Engineering & Science, Business, or the Digital Humanities & Social Sciences) through guided research and independent study under the guidance of a faculty member of DMD or a department related to their area of interest. The M.A. program of research will serve to better prepare students for the job market connected to the field more broadly, and their area of expertise more specifically.

M.F.A. candidates will also work in a secondary field under the category of Entertainment & Art, Engineering & Science, Business, or the Digital Humanities & Social Sciences. They will undertake a large-scale project that will be the product of working extensively with an advisor either in the DMD department or in the department associated with their secondary field and area of expertise. This project will combine cutting-edge technical skills and digital platforms with a profound familiarity with their secondary field and content drawn from this area of expertise. M.F.A. students will graduate with a an extensive portfolio, a number of real-world collaborative research projects, and a competitive reel that showcases their area of study. They will be equipped with the intellectual, artistic and business management practices that can give them better access to the digital media job market, as well as to competitive PhD programs or teaching opportunities in the field.

The metrics used to analyze mastery of these expected outcomes within individual courses will be developed by the DMD and allied faculty. The methods of assessment of mastery of these learning outcomes may include achievement of individual project goals, completion of individual or group projects at a level in consonance with the expectations of a faculty member or a non-university entity for which the student(s) has (have) been working, and demonstrated knowledge by ability to create digital artifacts in real-time on tests. Finally, job placement upon graduation will be a relevant metric gauging success of our programs while being useful for program promotion and recruiting.

Administration

The Digital Media & Design M.F.A. and M.A. programs will be administered through the Department of Digital Media & Design, located within the Schools of Fine Arts and Business. The Department Head, Professor Tim Hunter, and the Digital Media Center's Administrative

Coordinator will be responsible for the academic and operational activities of the department and its majors. The DMD labs and equipment utilization will be supervised by Extension Instructor and Associate Department Head Michael Vertefeuille.

The department head of the DMD Department will have responsibility and authority with respect to the following aspects of the program:

- a. All new/modified courses will be approved by the curriculum committee of the DMD department, the Curriculum and Courses Committee of the School of Fine Arts (SFA) and the SFA faculty at large through presentation at the faculty meeting.
- b. Faculty administration and governance including performance evaluation will be under the authority and responsibility of the DMD department head.
- c. All teaching assignments of the program will be the authority and responsibility of the DMD department head.
- d. All academic policies and issues related to the program will be guided by relevant University policies and fully ratified by the DMD department faculty and SFA faculty, where appropriate.

The DMD Department, with assistance and guidance from the Dean of the School of Fine Arts, will be responsible for the following matters relating to the program:

- a. All recruitment initiatives and admission decisions of the program;
- b. Scheduling of all courses and registration of students;
- c. Counseling of students and guiding them with the requirements of the major leading to graduation;
- d. All routine matters relating to student governance (organizing open houses, meeting during open houses, attendance in classes, conduct in the classroom, transfer credits, routine grading issues, payments of fees and any adjustments thereof, work study, etc.)
- e. All internships and placement services;
- f. All promotional and advertising programs and campaigns of the major among business community;
- g. Arrange visits by business professionals to the classes, and visits by students to regional businesses;
- h. Maintain regular contact and liaison with Digital Media businesses and professionals throughout the State of Connecticut and nation, to ensure the relevance of the major to the society, and prepare students for careers in the digital media field.

Enrollment Projections

The Digital Media & Design department proposes to initially support six (6) MFA candidates and up to six (6) MA candidates on an annual basis. It would be our hope that as the department grows and expands it could ultimately accommodate approximately eighteen (18) MFA candidates and twenty-four (24) MA candidates on an annual basis.

Curriculum

The M.A. and M.F.A programs both require students to complete a combination of credits across three categories: DMD credits within the department, courses in the students' secondary field taken in a different department, and personalized, independent study courses that allow them to develop high-quality products and projects tailored to their specific interests and professional

goals. The credits completed within the department will provide graduate students with an extensive foundation in advanced ideation, design implementation and technical skills. The courses chosen for this foundation will vary according to students' prior experience and knowledge. Their secondary field will be chosen from one of the following areas: Entertainment & Art, Engineering & Science, Business, and the Digital Humanities & Social Sciences. The students' selection of a secondary field will be determined before they begin the program, and will depend largely upon their previous academic and professional experience as well as the kind of projects, disciplines, and careers they plan on pursuing during and after their studies at UConn.

These two degree programs are different, however, in respect to the distribution of credits across these areas and the amount of credits that must be completed. The program of study for the M.A. requires one year of full-time resident graduate study. A minimum of 30 graduate level credits will be required to graduate, as well as a final project that demonstrates the candidate's personal strengths and vision within his or her specific area of study. M.A. students will complete 12 credits within the department, 9 within their secondary field at a different department, and will devote 9 credits towards independent study and focused research.

The M.F.A in Digital Media & Design will require a two-year commitment of full-time resident graduate study. A minimum of 48 graduate level credits will be required to graduate and the program of study will follow the Graduate School's "Plan B" (no thesis). However, the M.F.A. candidate will work with their main advisor to develop a rigorous "M.F.A. Project" within their specific area of study. Students will be required to complete 12 credits within the department and 9 in their secondary field in a different department. Additionally, they will devote 18 credits towards independent research: 12 will be independent study courses that allow them to develop skills under the guidance of faculty members in their field, and 6 will be dedicated specifically to the completion of their M.F.A. project.

The full set of curricula for both degrees appears in the appendix to this report.

RESOURCE SUPPORT

Faculty

Faculty members teaching in the program hold appointments in other departments. All faculty hold terminal degrees. See appendix for departmental affiliations and degrees.

Library and Learning Resources

The university does not anticipate that additional library resources will be required to deliver this academic program.

Facilities and Equipment

The digital media program, as the name implies, is heavily dependent on technology for teaching, research and experiential learning opportunities for students. The Digital Media and Design department is spread through a few spaces across the Storrs campus.

Currently at Storrs the faculty and staff have offices in the School of Business, School of Fine Arts, and Bishop Center. There are 3 computer labs, two in the new Bishop Center space and one in the Art Building room 228. The department is building upon its server cluster for video rendering. Lastly, the students have access to a number of video and audio technologies used in a number of classes for projects and experiential learning.

A Digital Media lab also exists at the Stamford campus, housed within the School of Business' Stamford Learning Accelerator.

Computer Labs. It is the eventual goal for the department to require students to come prepared with appropriate laptop technology and be able to access centrally hosted software and virtual services. While the department grows though, we have needed to outfit 3 computer labs at Storrs, as well as one in Stamford. The 3 Storrs labs combined have 35 Apple computers and 17 PC computers. All the machines are at an advanced configuration level due the extreme demands that video and animation software place on them. In addition to the lab machines themselves, the classrooms have high performance video projectors and high definition media servers for use in teaching projection design topics. One of the labs is also outfitted with a Smart board and a color laser printer. The Stamford Digital Media Lab has 19 Apple computer stations, advanced configuration levels, large format video monitor, a Smartboard and laser printer.

Innovation Lab. The new Storrs Bishop Center space also has a small lab for students and faculty to work on cutting edge experiential learning projects. This lab is outfitted with multiple computers, projectors, and plasma screens. It is this space that is used to house a number of the video cameras, audio components, and other items used by the agency classes and other digital projects.

Render Farm. 2D and 3D animation and video compositing rely heavily on high performance computers to "render" video. The creation of images from computer models can be extremely demanding on systems. Our current cluster consists of 15 Dell Server nodes, as well as aging Angstrom rendering farms that were donated from a corporate partner. We have recently added a modular expandable GPU based high performance compute system that will greatly enhance our ability to offer rendering for student projects, research, outreach, and experiential learning. In addition, our labs serve as backup nodes that can be used during off hours.

Via fiber connections, the Stamford Digital Media lab can access the Storrs based render facility for remote render needs in Stamford.

Faculty

Departmental Faculty, Faculty Joint-Appointments (proposed), and Staff

Departmental Faculty:

- Tim Hunter - Department Head and Director, Digital Media Center
- Mike Vertefeuille – Associate Department Head, Extensions Instructor: Technology Systems Integration and Development, Technology and Operations Management
- Samantha Olschan - In-Res appt.: 2D Motion Graphics, Student Agency, History of DM

- Perry Harovas - In-Res appt.: 3D Animation, DM Ideation, DM Production
- Search Underway- Assistant Professor, Game Design and Development
- Search Underway- Assistant Professor, History and Anthropology of Digital Culture
- Search Underway- Assistant Professor, Interaction Design
- Search Underway- Assistant Professor-In-Residence, Digital Graphic Design/Marketing
- Matthew Worwood: Adjunct Faculty, Game Design and Development
- Andrew Bacon: Adjunct Faculty, Web Design
- William Congdon: Adjunct Faculty, Student Agency

Staff Appointments

Stacy Webb – Digital Media Center Administrative Coordinator

Proposed Joint Appointments:

- Michael Anania - SFA, Department of Dramatic Arts: PhotoShop Design
- Roger Travis - CLAS, Department of LCL: Digital Humanities
- Anke Finger - CLAS, Department of LCL: Media Studies
- Kristine Nowack - CLAS, Department of Communication Science (Head): Computer Media and Human Computer Interaction
- James Watt - CLAS, Professor Emeritus, Department of Communication Sciences: Game Design and Construction
- Mark Hamilton - CLAS, Department of Communication Sciences: Human Communications
- Alex Wang - CLAS (Stamford Campus) - Department of Communication Sciences: Digital Marketing and Perception
- Robin Coulter - Business, Department of Marketing (Head): Marketing
- Susan Spiggle - Business, Department of Marketing: Digital Marketing and Student Agency
- Tom Peters - Engineering, Department of Computer Science: Visualization
- Aggelos Kiayias – Engineering, Department of Computer Science: Visualization
- Horea Ilias - Engineering, Department of Mechanical Engineering: Interactive Technology
- Tim Gifford – CHIP: 3D Visualization

APPENDIX I A PLANS of STUDY

PLAN OF STUDY: M.F.A. - Digital Media & Design

SCHOOL OF FINE ARTS

2013-2014 Catalog

MFA in DMD

Degree plan must reflect 48 successfully completed credits

(Excluding Pass/Fail courses).

DMD Common Courses, 18 credits from:

| | |
|--|---|
| DMD 5010 Digital Culture | DMD 5310 Modeling 1 |
| DMD 5070 Web Design | DMD 5320 Lighting & Rendering 1 |
| DMD 5030 Narrative Workshop | DMD 5301 Animation 2 |
| DMD 5050 Visible Language | DMD 5305 History of Computer Graphics |
| DMD 5090 Student Agency | DMD 5311 Modeling, Lighting & Rendering 2 |
| DMD 5200 Motion Graphics I | DMD 5350 Simulations |
| DMD 5210 Moving Image & Sequence | DMD 5315 Character Rigging |
| DMD 5201 Motion Graphics II | DMD 5340 Compositing For Visual Effects |
| DMD 5205 History of Animation | DMD 5500 Intro to Digital Game Design |
| DMD 5211 Experimental & Alternative Techniques | DMD 5530 Virtual World & Simulations |
| DMD 5220 Broadcast Graphics & Title Sequence | DMD 5522 Stories in Video Games |
| DMD 5230 Cinematic Storytelling | DMD 5560 Advanced Digital Game Design & Development |
| DMD 5300 3D Animation I | |

Secondary Field Courses (12 credits):

From department of choice within the student's area of expertise (Arts & Entertainment, Engineering & Science, Business, CANR, or Digital Humanities & Digital Social Sciences)

Independent Study for Research (12 credits):

Taken with faculty member of either DMD or the department affiliated with student's secondary field

Final Project Development (6 credits)

In the form of independent study directed by student's advisor, who will be a faculty member either of DMD or the department affiliated with student's secondary field

APPENDIX I B PLANS of STUDY

PLAN OF STUDY: M.A. - Digital Media & Design

SCHOOL OF FINE ARTS

2013-2014 Catalog

MA in DMD

Degree plan must reflect 30 successfully completed credits

(Excluding Pass/Fail courses).

DMD Common Courses, 12 credits from:

| | |
|--|---|
| DMD 5010 Digital Culture | DMD 5320 Lighting & Rendering 1 |
| DMD 5070 Web Design | DMD 5301 Animation 2 |
| DMD 5030 Narrative Workshop | DMD 5305 History of Computer Graphics |
| DMD 5050 Visible Language | DMD 5311 Modeling, Lighting & Rendering 2 |
| DMD 5090 Student Agency | DMD 5350 Simulations |
| DMD 5200 Motion Graphics I | DMD 5315 Character Rigging |
| DMD 5210 Moving Image & Sequence | DMD 5340 Compositing For Visual Effects |
| DMD 5201 Motion Graphics II | DMD 5500 Intro to Digital Game Design |
| DMD 5205 History of Animation | DMD 5530 Virtual World & Simulations |
| DMD 5211 Experimental & Alternative Techniques | DMD 5522 Stories in Video Games |
| DMD 5220 Broadcast Graphics & Title Sequence | DMD 5560 Advanced Digital Game Design & Development |
| DMD 5230 Cinematic Storytelling | |
| DMD 5300 3D Animation I | |
| DMD 5310 Modeling I | |

Secondary Field Courses (9 credits):

From department of choice within the student's area of expertise (Arts & Entertainment, Engineering & Science, Business, CANR, or Digital Humanities & Digital Social Sciences)

Independent Study for Research (9 credits):

Taken with faculty member of either DMD or the department affiliated with student's secondary field

MA and MFA in Digital Media & Design at UCONN

Having reviewed the entire proposal, WCSU feels that graduate programs in Digital Media & Design are an asset to the state of Connecticut and surrounding region and will add to the opportunities for graduate study for our students. While WCSU is currently developing undergraduate and graduate programs in digital media, we feel that in order to meet the workforce needs of the state and region, access to such programs is critical. WCSU supports the licensure and accreditation request by UCONN, but reserves the right to submit proposals for undergraduate and graduate programs in digital media in the future.

At Western, we offer an array of strong fine arts programs, including two MFA degrees; one in professional writing and one in visual arts. We are well-versed in the research and practice surrounding digital media. Our undergraduates are creating new opportunities by tying together expertise in fine arts, computer science, professional writing, and media arts. In response to student demand, digital media is now a minor and is developing into a major at WCSU.

Like UCONN, Western has many interdisciplinary offerings that connect fine arts with computer science, communication, media production, music, business, marketing, and public service. Among the many opportunities available to our students are:

Undergraduate Degrees

- Art: Graphic Design, Illustration
- Computer Science
- Interactive Marketing
- Media Arts: Media Production
- Music: Audio and Music Production
- Professional Writing: Public Relations and Journalism

Minors

- Broadcast Journalism
- Digital Media
- Interactive Marketing
- Journalism
- Professional Writing

Facilities

- WCSU will open a new \$97 million Visual and Performing Arts Center in the Fall of 2014. This facility will be equipped with state-of-the-art digital media technology, including a recording studio as well as performance spaces with digital A/V capability. At the core of the recording studio will be a Solid State Logic Duality console, connected to performance facilities through Multichannel Audio Digital Interface (MADI). This new facility will house much of the

audio/visual technology necessary for Western's digital media arts programs when brought on line.

- A proposed Digital Media Arts Center will house the remainder of the facilities for WCSU's digital media arts programs. The proposal includes computer labs, production studios, and broadcast facilities.

Faculty

- Art (Graphic Design & Illustration): Terry Wells, Jack Tom, David Skora
- Computer Science, Bill Joel
- Interactive Marketing, John J. Cronin
- Media Arts: Media Production, J.C. Barone, Karen Saunders
- Music (Audio and Music Production) Douglas O'Grady
- Professional Writing: Public Relations and Journalism, Casey Rudkin

Interdisciplinary Experiences

- Annual Webisodes Contest: Connects professional writing with media production, evaluated by highly successful industry professionals.
- Election Connection: Brings together live and packaged election coverage, political science and writing students, and employs current Adobe Software for animation, effects and editing.
- Community Service: Students in media arts production frequently produce promotional videos for local non-profit organizations, using digital media production techniques.
- Our Center for Graphics Research allows students to participate in animation projects as well as contribute to research on human computer interaction.

Internships and Employment

Students are also participating in prestigious internships at NBC, MTV, ESPN, CondeNast, and Redbook, often securing employment at these firms at graduation. Our local businesses will benefit from these skills and our proximity to New York City enhances our students' internship and employment opportunities. Our location also makes it easy to attract talented professionals working in digital media to teach or meet with our students.

We fully anticipate that graduates of Western will be highly qualified applicants to the UCONN Digital Media & Design Programs. As our undergraduate offerings in digital media and our interdisciplinary focus continues to grow, UCONN will offer a nice option for students who wish to go on for advanced degrees. We do expect that market demand for the critical, creative, and technical skills embedded in these programs to grow alongside student demand for these degrees. It will be important for the State of Connecticut to continue to support access to programs like these so that all talented students have the opportunity to develop their knowledge of digital media. With this in mind, as WCSU develops undergraduate and graduate programs in digital media, we expect similar support from UCONN in our application for licensure and accreditation.

In sum, UCONN's interdisciplinary approach echoes our own initiatives and we believe it to be the best way to bring together higher order thinking and technological innovations. This is a growth area in higher education and the global economy and the proposed programs at UCONN offer a good opportunity for our students should they wish to pursue an advanced degree in the field.

Dr. Jane McBride Gates, Provost and VP of Academic Affairs

Dr. Missy Alexander, Dean of the School of Arts and Sciences

Dr. Dan Goble, Dean of the School of Visual and Performing Arts

Dr. Allen Morton, Dean of the Ansell School of Business

ITEM

Licensure and accreditation of a program in Health Care Administration leading to the Bachelor of Science (A.S.) degree at Charter Oak State College, to be offered online

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education license and accredit a program in Health Care Administration leading to the Bachelor of Science (A.S.) degree at Charter Oak State College, to be offered online for a period of time concurrent with institutional accreditation

BACKGROUND

Charter Oak State College has requested licensure and accreditation of a program in Health Care Administration leading to a Bachelor of Science (B.S.) degree to be offered online. The College is transforming an existing concentration in its General Liberal Arts and Sciences bachelor's program into a separate degree program. The proposed degree program will provide professionals working in the health care industry with the knowledge required to create, implement and efficiently administer programs and services delivered by health care organizations.

Degree programs offered by public institutions in Connecticut must receive approval to operate through licensure by the Board of Regents and must receive accreditation from the Board of Regents to confer degrees (CGS 10a-34 and 10a-35a). Because the program is already in operation as a concentration, students are expected to complete the program in the upcoming academic year and so simultaneous licensure and accreditation has been requested.

Staff review of the proposal has determined that the program is consistent with the standards for planning and quality set forth in the Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning.

The program will be considered by the statewide Advisory Committee for Accreditation (ACA) on June 6, 2013 and will forward a recommendation to the Board of Regents. Action from the BOR-ASA is contingent upon a favorable recommendation from ACA.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

04/10/13 – ConnSCU Academic Council
06/06/13 – Advisory Committee on Accreditation
06/07/13 – BOR-Academic and Student Affairs Committee
06/20/13 – Board of Regents

PLANNING ASSESSMENT

Conformance with institutional mission

The program is consistent with the College's mission. The college offers an online BS in General Liberal Arts and Sciences with concentrations in Health Care Administration and Health Studies and credit certificates in Health Insurance Customer Services and Leadership in Health Care Administration. The College also offers an online BS program in Health Care Information Management. Charter Oak State College is Connecticut's only public online college. The degrees and certificates allow for flexibility in earning the degree; however, Charter Oak offers all of the courses required for the current Health Care Administration concentration and for the proposed major in Health Care Administration.

Need

The program is for people already working in the health care industry. The Connecticut Department of Labor projects an increase of 22% for medical and health service manager occupations between 2010 and 2010, with annual growth of 6,800 positions. This increase is faster than average. Median wages for individuals in this occupation are \$84,270 per year. Entry level education requirements are a bachelor's degree. The College already has 114 students enrolled in the Health Care Administration concentration.

Unnecessary duplication of programs

The proposed program is classified in the general category of Health/Health Care Administration/Management (CIP 51.0701).¹ The University of Connecticut is the only Bachelor's program in the state in this area. Recent completions have ranged between 16 and 33 each year.

| Institution / Program Name | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|----------------------------|---------|---------|---------|---------|---------|
| University of Connecticut | | | | | |
| Health Care Management | 20 | 20 | 16 | 26 | 33 |

Cost effectiveness:

There are no budget implications. All the courses are developed and are currently being delivered online. Faculty members are paid per student, so if additional sections of each course would be needed, additional faculty cost is covered by tuition.

Availability of adequate resources

As an existing concentration, adequate resources for offering the program as a major already exist including: 5-8 adjunct faculty that teach yearly; current library resources; designated academic advisors; online tutoring; and two full time administrators with academic background in business administration and health care administration.

¹ A program that prepares individuals to develop, plan, and manage health care operations and services within health care facilities and across health care systems. Includes instruction in planning, business management, financial management, public relations, human resources management, health care systems operation and management, health care resource allocation and policy making, health law and regulations, and applications to specific types of health care services.

QUALITY ASSESSMENT

DESCRIPTION

The Health Care Administration program leading to a Bachelor of Science (B.S.) degree is designed to provide students with management education in the health care industry for the purposes of career advancement; it is expected that most students will already be working in the health care industry. The program is consistent with the College's mission. The college offers an online BS in General Liberal Arts and Sciences with concentrations in Health Care Administration and Health Studies and credit certificates in Health Insurance Customer Services and Leadership in Health Care Administration. The College also offers an online BS program in Health Care Information Management. Charter Oak State College is Connecticut's only public online college. The degrees and certificates allow for flexibility in earning the degree; however, Charter Oak offers all of the courses required for the current Health Care Administration concentration and for the proposed major in Health Care Administration.

The program is for people already working in the health care industry. The Connecticut Department of Labor projects an increase of 22% for medical and health service manager occupations between 2010 and 2020, with annual growth of 6,800 positions. This increase is faster than average. Median wages for individuals in this occupation are \$84,270 per year. Entry level education requirements are a bachelor's degree. The College already has 114 students enrolled in the Health Care Administration concentration.

Purpose and Objectives

The Health Care Administration (HCA) concentration is one of Charter Oak's most selected subject-area concentrations. It is unique in that there are no other undergraduate concentrations or majors in HCA at the other CT state institutions. Changing it to a major will increase the value of the degree to the students. Students in the program are currently employed in the health care or related field and use it to advance professionally.

Learning Outcomes

1. Describe the different types of health care delivery systems and services, including how health care quality is delivered, measured and monitored using research methods to assess customer service and client satisfaction
2. Discuss human service management, behaviors, diversity, policies and procedures, including teamwork, leadership skills and competencies
3. Review legal and ethical responsibilities in the healthcare organization as they relate to patient/client rights
4. Describe economic factors and payment sources that influence health care decisions of the population served
5. Explain financial risk and risk to the organization through evaluation and interpretation of appropriate data and performance reports
6. Identify and apply regulatory and voluntary accrediting standards, process improvement accepts and principle and application to health care.
7. Identify and apply strategic management principles and concepts

Administration

Charter Oak does not have departments. The program will be housed in Academic Affairs, under the direct supervision of the Academic Dean and administered jointly with the Health Information Management program coordinator. The Academic Dean holds a B.A. in Psychology from CCSU, M.A. in Counseling from Fairfield University, and an Ed.D. in Organizational Leadership from Nova Southeastern. The program administrator holds a Doctorate of Business Administration (DBA) from Nova Southeastern with a specialization in Health Information Technology Management, M.S. in Management from University of Kansas, and a B.B.B. from Drexel. Courses he has taught at various undergraduate and graduate programs include: The American Healthcare System, Healthcare Information Technologies, Managerial Economics, Accounting, and Statistics. He is currently working on his post-baccalaureate certificate in HIM to fulfill requirements to sit for licensure exam for the Registered Health Information Administrator (RHIA).

Admissions and Enrollment

Admission requirements are the same as the general admissions requirements for all programs at Charter Oak State College. Students must have a minimum of 9 college credits with a 2.0 or higher for admission.

Enrollment Projections

| Projected Enrollment | Fall 2013 | | Fall 2014 | | Fall 2015 | |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| Internal Transfers | | | | | | |
| New Students | 10 | 20 | 15 | 25 | 15 | 25 |
| Returning Students | 10 | 46 | 15 | 51 | 15 | 55 |
| Total Projected | 20 | 66 | 30 | 76 | 30 | 80 |

Curriculum

| Course | Title | Credits |
|--------------------------|---|-----------|
| General Education | | 40 |
| Required Courses | | 24 |
| HCA 101 | Health Care Systems and Administration | 3 |
| HCA 201 | Health Care Quality Concepts and Principles | 3 |
| HCA 211 | Health Care Finance/Business Finance | 3 |
| HCA 311 | Health Care Economics | 3 |
| HCA 301 | Contemporary Ethical Issues in Health and Health Care | 3 |
| HCA 401 | Regulatory & Accrediting Requirements | 3 |
| ACC 101 | Financial Accounting (prereq for HCA 211) | 3 |
| HRM 301 | Human Resource Management | 3 |

| Course | Title | Credits |
|---|--|------------|
| Program Elective (one course chosen from): | | 3 |
| HCA 450 | Leadership in Health Care Administration | |
| MGT 450 | Leadership Practices | |
| MGT 451 | Team Leadership | |
| Electives in Business, Management, MIS, Informatics, Health Care or in an approved related field | | 6 |
| Capstone | | 3 |
| HCA 499 | Strategic Management in Health Care Capstone | 3 |
| Co-Reqs | | 6 |
| HCA 105 | Medical Terminology | 3 |
| MAT 105 | Statistics | 3 |
| Total Major | | 42 |
| Other credits | | 38 |
| Degree Total | | 120 |

RESOURCE SUPPORTFaculty

By statute, Charter Oak State College is authorized to offer programs of higher learning without use of full-time faculty (CGS §10a-143(a) and (e)). Faculty listed below are part-time.

| Faculty Name | Education/Credentials | |
|---------------------------------|---|---|
| Janice Dobbins Andrews (P/T) | RN, BSN, MSN, CTN-A Certificates in transcultural nursing Teaches Transcultural Competency in HCA | University of North Carolina University of Northern Colorado and University of Nebraska |
| Rene Antonisse (P/T) | MHA Teaches Health Care Quality Concepts and Principles | Golden Gate University |
| Stacey Bottone (P/T) | Ph.D.(Certified medical reimbursement specialist and certified professional coder) Teaches Claim Environment | Walden University |

| Faculty Name | Education/Credentials | |
|------------------------|--|--|
| Cynthia Conrad (P/T) | Ph.D (public health) Teaches Health Care Practicum | University of Texas |
| Paul Creech (P/T) | J.D. MPH Teaches Health Care Law | Western New England College School of Law University of Massachusetts |
| Jeff Dykes (P/T) | M. Sci Teaches Medical Terminology | University of Washington |
| Cheri Goretti (P/T) | MA Biological Science BS Medical Technology Teaches Medical Records Science | Anna Maria College Fitchburg State College |
| Michael Hartwig (P/T) | Ph.D. (ethics) Contemporary Issues in HCA | Southern Methodist University |
| Sorinu O. Vlaicu (P/T) | Ph.D. Public Policy MPH MD Teaches Quality Improvement In HCA | George Mason University George Washington University Carol Davila University of Medicine and Pharmacy, Romania |
| Neil Mathur (P/T) | Ph.D in Business and Health Care Admin Teaches Health Care Finance | Union Institute University |
| Shawn McKay (P/T) | MA Disaster and Emergency management Teaches Terrorism and Disaster Management | American Public University |
| Brandon Munson (P/T) | MBA Long Term Health Care Certificate BS in Health Services Administration Teaches Health Care Economics | Amberton University |
| Thomas Paterna (P/T) | ABD .Organizational Management MSM Teaches Leadership in HCA | Capella University Albertus Magnus |
| Alaisen Reed (P/T) | Ed.D. Master of Health Administration BS in Health Care Management Teaches Health Care Systems and Administration | University of Southern California University of LaVerne University of LaVerne |

| Faculty Name | Education/Credentials | |
|----------------------|---|---|
| Clotilde Smith (P/T) | Ed.D. Educational Mangement MPA Public Administration/Health Care Teaches Strategic Management Capstone | University of Bridgeport University of New Haven |
| Leona Saunders (P/T) | Doctor of Law and Policy (LPD) MPH MSc (Regulatory Affairs) BSs in Health Management Teaches Regulatory and Accrediting Agencies | Northeastern University Florida International University Northeastern University Northeastern University |

Library and Learning Resources

The College has recently increased its on line library holdings to support the program. There are no facilities or other learning resources required.

Charter Oak State College's electronic library (ebrary) hosts multiple health related journals needed for students to conduct research. Charter Oak recently purchased additional databases to support the B.S. in Health Care Administration below:

- HealthSource: Nursing/Academic - include access to Medline.
- <http://www.ebscohost.com/academic/health-source-nursing-academic-edition>
- Medline Complete
- <http://www.ebscohost.com/academic/medline-complete>

Facilities and Equipment

The College is fully online and no equipment or special facilities are necessary to support this program.

ITEM

Modification of a program in Latin American Studies leading to the Master of Arts (M.A.) degree at the University of Connecticut to change the program name to Latino and Latin American Studies

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve a modification of a program in Latin American Studies leading to the Master of Science (M.A.) degree at the University of Connecticut to change the program name to Latino and Latin American Studies

BACKGROUND

The University of Connecticut (UConn) has requested to modify its exiting program in Latin American Studies leading to the Master of Arts (M.A.) degree to add the word “Latino” to the program and name it “Latino and Latin American Studies.” No curricular changes are requested.

The Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning stipulates that modification of accredited programs, including name changes, require approval by the Board of Regents for Higher Education (10a-34-3(c)).

Staff review of the proposal has determined that the program is consistent with the standards for planning and quality set forth in the Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

The University of Connecticut’s Center for Latin American and Caribbean Studies (CLACS) began offering an M.A. degree in 1981. Since then, hundreds of students have graduated and gone on to work in education, administration, cultural, business, government, and not-for-profit organizations, and many go on to pursue a Ph.D. and other advanced degrees. In the past decades, over half of CLAC’s M.A. students have taken courses and conducted research in both U.S. Latina/o Studies and Comparative Transnational Latin(o) American Studies. The addition of the word “Latino” to the M.A.’s concentration title acknowledges that research trend and moves to accurately reflect the study plan and content of the graduate degree to future applicants and students.

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Modification of a program in Social Science of Sport leading to the Bachelor of Science (B.S.) degree with a concentration in Sport Management at the University of Connecticut to establish a separate program in Sport Management leading to the Bachelor of Science (B.S.) degree

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve modification of a program in Social Science of Sport leading to the Bachelor of Science (B.S.) degree with a concentration in Sport Management at the University of Connecticut to establish a separate program in Sport Management leading to the Bachelor of Science (B.S.) degree

BACKGROUND

The University of Connecticut has requested that the concentration in Sport Management under the currently accredited program in Social Science of Sport leading to the Bachelor of Science (B.S.) degree be transformed into a self-standing major. This change is requested as a result of a departmental reorganization. No curricular changes are requested and the Social Science of Sport program will remain in existence, although the concentration in Sport Management will no longer be offered.

The Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning stipulated that modification of accredited programs, including name changes, require approval by the Board of Regents (10a-34-3(c)).

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

The Sport Management Program is designed to provide an educational experience that includes an effective blend of classroom, research and field experiences in an effort to provide each student the opportunity to gain disciplinary knowledge and to develop the necessary practical skills to be successful in any area of the sport industry. The faculty members who teach all courses within the Sport Management concentration have moved within the Neag School of Education from the Department of Kinesiology to the Department of Educational Leadership. The move from Kinesiology to Educational Leadership follows the evolution of the Sport Management program as a social science degree with an emphasis on the critical analysis of sport and recognition of sport as a vehicle for positive social change.

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

CURRICULUM

The Sport Management program prepares students for employment in the marketing, promotion, and/or management of sport-related enterprises. Such areas can include community, college/university, professional and corporate sport organizations. The curriculum for the new major in Sport Management is the same as the existing curriculum for the concentration of the same name under the Social Science of Sport major.

A. General Education Requirements

The General Education Requirement listed in the Academic Regulations of the University of Connecticut Undergraduate Catalog 2013-2014 include:

- Content Area I – Arts and Humanities 6 credits
- Content Area II – Social Science 6 credits
- Content Area III – Science & Technology 6-7 credits
- Content Area IV – Diversity & Multicultural 6 credits

B. Kinesiology Requirements

| | | |
|------------|---|-----------|
| EKIN 1160 | 2 Activity Courses | 2 credits |
| EKIN 3090 | Directed Observation/Participation | 3 credit |
| EKIN 3091 | Internship | 6 credits |
| EKIN 3300W | Sport in Society | 3 credits |
| EKIN 3310 | Introduction to Sport Management | 3 credits |
| EKIN 3320 | Introduction to Sport and Exercise Psychology | 3 credits |
| EKIN 3325 | Sport Facility and Event Management | 3 credits |
| EKIN 3335 | Sport Law | 3 credits |
| EKIN 3340 | Introduction to Sport Marketing | 3 credits |
| EKIN 3350 | Introduction to Sport Communication | 3 credits |
| EKIN 3547W | Introduction to Sport Based Youth Development | 3 credits |

C. Related Requirements:

ACCT 2001; BADM 2710, BADM 3750, BADM 4895; COMM 1100, ECON 1202, ECON 1201; MATH 1070Q, MATH 1071Q; PSYC 1100; PSYC 1101 or PSYC 1103, SOCI 1001 or SOCI 1251; STAT 1000Q or STAT 1100Q.

Electives: Students will select at least 12 credits of advisor approved 2000-level or higher major related courses outside of Kinesiology.

Earn at least 120 credits with a minimum total grade point average of 2.2.

ITEM

Modification of a program in Kinesiology (Sport Management) leading to the Master of Science (M.S.) degree at the University of Connecticut to change the name to Sport Management

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve modification of a program in Kinesiology (Sport Management) leading to the Master of Science (M.S.) degree at the University of Connecticut to change the name to Sport Management

BACKGROUND

The University of Connecticut has requested that the name of its currently accredited program in Kinesiology (Sport Management) be changed to Sport Management. This change is requested as a result of a departmental reorganization. No curricular changes are requested.

The Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning stipulated that modification of accredited programs, including name changes, require approval by the Board of Regents (10a-34-3(c)).

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

The Sport Management Program is designed to provide an educational experience that includes an effective blend of classroom, research and field experiences in an effort to provide each student the opportunity to gain disciplinary knowledge and to develop the necessary practical skills to be successful in any area of the sport industry. The faculty members who teach all courses within the Sport Management concentration have moved within the Neag School of Education from the Department of Kinesiology to the Department of Educational Leadership. The move from Kinesiology to Educational Leadership follows the evolution of the Sport Management program as a social science degree with an emphasis on the critical analysis of sport and recognition of sport as a vehicle for positive social change.

06/07/13 – BOR-Academic and Student Affairs Committee
06/20/13 – Board of Regents

CURRICULUM

The M.S. degree in Sport Management prepare students in the theoretical, research, and where appropriate, applied dimensions of the field of study. Graduates can apply the skills, knowledge, and values they develop in the M.S. program to a wide variety of areas within the sport industry.

The M.S. degree in Sport Management allows students to select either a thesis or non-thesis option.

- 15 credit hours of sport management core courses
- 6-9 credit hours of statistics/research methods courses
- 6 credit hours of cognate elective courses

Thesis option: 9 credit hours of thesis research

Non-thesis option: Comprehensive exam, 6 credit hours of internship or special project following the completion of all coursework

M.S. Plan of Study

- **Sport Management Major Courses** (15 credits)
 - EDLR 5300 Management of Sport Services
 - EDLR 5310 Sport Marketing
 - EDLR 5325 Legal Aspects of Sport
 - EDLR 5315 Sport in Society
 - EDLR 5340 Sport Facility and Event Management
- **Research and Statistics** (6-9 credits)
 - EPSY 5601 Principles and Methods in Educational Research [required]
 - EPSY 5605 Quantitative Methods in Educational Research I [required]
 - (Also recommended for students selecting the thesis option)
 - EPSY 5607 Quantitative Methods in Educational Research II
 - or-
 - EDCI 6000 Qualitative Methods in Educational Research I
- **Cognate Electives** (6 credits)
 - Two 5000 level courses to be taken from outside the Sport Management Major Courses. Discuss with major advisor.
- **Additional elective available in EDLR**
 - EDLR 5518 Introduction to Sport Based Youth Development
- **Option A** (non-thesis option):
 - EDLR 5091 Internship (6 credits)
 - EDLR 5085 Research Project (6 credits)
 - To be taken after the satisfactory completion of all coursework and successful completion of the comprehensive examination.
- **Option B** (thesis option):
 - GRAD 5950 Thesis Research (9 credits)

ITEM

Modification of a program in Learning, Leadership, and Educational Policy leading to the Doctor of Philosophy (Ph.D.) degree to add a concentration in Sport Management at the University of Connecticut

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve modification of a program in Learning, Leadership, and Educational Policy leading to the Doctor of Philosophy (Ph.D.) degree to add a concentration in Sport Management at the University of Connecticut

BACKGROUND

The University of Connecticut has requested that the concentration in Sport Management be added to an existing accredited program in Learning, Leadership, and Educational Policy leading to the Doctor of Philosophy (Ph.D.) degree. This change is requested as a result of a departmental reorganization.

The Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning stipulated that modification of accredited programs, including name changes and substantive changes to the curriculum, require approval by the Board of Regents (10a-34-3(c)).

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

The Sport Management Program is designed to provide an educational experience that includes an effective blend of classroom, research and field experiences in an effort to provide each student the opportunity to gain disciplinary knowledge and to develop the necessary practical skills to be successful in any area of the sport industry. The faculty members who teach all courses within the Sport Management concentration have moved within the Neag School of Education from the Department of Kinesiology to the Department of Educational Leadership. The move from Kinesiology to Educational Leadership follows the evolution of the Sport Management program as a social science degree with an emphasis on the critical analysis of sport and recognition of sport as a vehicle for positive social change.

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

CURRICULUM

Ph.D. in Learning, Leadership, and Education Policy concentration in Sport Management

The Ph.D. degree in Learning, Leadership, and Education Policy concentration in Sport Management is a program designed around the theoretical frameworks of these disciplines, as well as the applied nature of sport in our society. Core courses are determined in conjunction with the student's major advisor.

- 18 credit hours of core courses in Learning, Leadership, and Education Policy
- 9 credits hours of Sport Management core courses
- At least 12 credit hours of statistics/research methods course
- 9 credit hours in a cognate area. Students have chosen cognate areas in such disciplines as Anthropology, Sociology, Psychology, Marketing, Management, and Finance.
- 15 credit hours of Dissertation Research, completion of a comprehensive examination, and successful dissertation defense

Ph.D. Plan of Study

Learning, Leadership, and Education Policy Courses (18 credits)

18 credit hours of core courses for LLEP

- EDLR 6313 – Educational Policy and Politics
- EDLR 5204 – Organizational Learning
- EDLR 5201 – Influences on Adult Learning
- EDLR 6467 – Social Justice Leadership, Equity, and Change
- EDLR 6050 – Proposal/Prospectus Development I
- EDLR 6051 – Proposal/Prospectus Development II

Sport Management Courses (9 credits)

- EDLR 6300 - Organizational Theory in Sport
- EDLR 6310 - Organizational Behavior in Sport
- EDLR 6315 - Current Research in Sport Management

Research Methods and Statistics (minimum 12 credits beyond the master's degree of research methods in both qualitative and quantitative courses offered by EDCI, EDLR, and EPSY)

Cognate Area(s) (9 credits)

- Courses to be taken from outside the Dept. of Educational Leadership
Courses may be taken, with the consent of the major advisor and the student's advisory committee from management, marketing, sociology, psychology, anthropology, educational leadership, management and finance, among others.

Graduate School Required Doctoral Dissertation Research credits (15 credits minimum)

- GRAD 6950 Doctoral Dissertation Research

In addition, students must pass a General Examination to progress to doctoral candidacy. A written dissertation proposal must be orally defended prior to beginning the dissertation phase.

ITEM

Modification of a program in Early Childhood Education leading to the Associate of Science (A.S.) degree at Housatonic Community College to change the name of the program to Early Childhood Inclusive Education

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve modification of a program in Early Childhood Education leading to the Associate of Science (A.S.) degree at Housatonic Community College to change the name of the program to Early Childhood Inclusive Education

BACKGROUND

Housatonic Community College has requested that the name of its program in Early Childhood Education leading to the Associate of Science (A.S.) degree be changed to a program in Early Childhood Inclusive Education. This change is requested to illustrate to students and the early childhood community the strength of components of inclusion, individual needs, and diverse learners in the program of study.

The Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning stipulated that modification of accredited programs, including name changes, require approval by the Board of Regents (10a-34-3(c)).

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

The College justifies this change on the premise that every early childhood classroom serves children with varying abilities; some children with challenges have been, or are in the process of being identified as having special needs and others have not. Early childhood educators need to understand evidence-based strategies to support all learners, to be able to collaborate with early childhood special education professionals when there are concerns about children's needs for special education services, including facilitating referrals and assisting professionals in the assessment process.

Course contents in the renamed program will be the same but infused with current resources and references that will focus the student on the individual needs of young children at all stages of development. The content will be drawn from textbooks such as "Special Education" by Marilyn Friend, The National Professional Development Center on Inclusion, UCONN Disability Center Training Facility, the Council for Exceptional Children, and other regionally and nationally acknowledged experts in the field of inclusive early childhood education.

The College asserts that even though the changes may appear minor on paper, they represent a major commitment to infusing inclusive learning opportunities and resource materials in all our courses.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Modification of a program in Dietetic Technology leading to the Associate of Science (A.S.) degree at Gateway Community College to change the name of the program to Nutrition and Dietetics

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve modification of a program in Dietetic Technology leading to the Associate of Science (A.S.) degree at Gateway Community College to change the name of the program to Nutrition and Dietetics

BACKGROUND

Gateway Community College has requested that the name of its program in Dietetic Technology leading to the Associate of Science (A.S.) degree be changed to a program in Nutrition and Dietetics. This change is requested because the program's accrediting body has changed its name from the American Dietetic Association to the Academy of Nutrition and Dietetics.

The Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning stipulated that modification of accredited programs, including name changes, require approval by the Board of Regents (10a-34-3(c)).

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

The program's accrediting body, the American Dietetic Association, has changed its name to the Academy of Nutrition and Dietetics. The College considers it appropriate for the name of its program in this field to mirror that of the national body. In addition, including "nutrition" in the program's title will better communicate content to the public in a way that "dietetics" does not. The program's Advisory Committee unanimously supports this name change.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Modification of a program in Reading leading to the Master of Science (M.S.) degree, a program in Reading leading to a sixth-year certificate, and a program in Special Subjects, Fields or Instructional Areas - K-12 (Remedial RDG/Remedial Lang.Arts) leading to a graduate teaching certificate at Southern Connecticut State University to be offered at the Newtown Public School District

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education approve modification of a program in Reading leading to the Master of Science (M.S.) degree, a program in Reading leading to a sixth-year certificate, and a program in Special Subjects, Fields or Instructional Areas - K-12 (Remedial RDG/Remedial Lang.Arts) leading to a graduate teaching certificate at Southern Connecticut State University to be offered at an additional location at Newtown High School

BACKGROUND

Southern Connecticut State University has requested to offer three graduate reading programs at a location at Newtown High School. These programs are a program in Reading leading to the Master of Science (M.S.) degree, a program in Reading leading to a sixth-year certificate, and a program in Special Subjects, Fields or Instructional Areas - K-12 (Remedial RDG/Remedial Lang.Arts) leading to a graduate teaching certificate. The administration of Newtown Public Schools requested SCSU offer these programs on a cohort basis.

The Connecticut Regulations for Licensure and Accreditation of Institutions and Programs of Higher Learning stipulated that modification of accredited programs, including name changes, require approval by the Board of Regents (10a-34-3(c)).

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

RATIONALE

Early in the fall of 2012 the assistant superintendent of Newtown Public Schools contacted Dr. Nancy Boyles, Coordinator of our Reading program at SCSU to explore the possibility of initiating a cohort program hosted by Newtown to provide teachers in that district and other districts in the northwestern part of Connecticut with a graduate level program in Reading that would lead to a master's or sixth year degree with Reading certification. This is an underserved area of the state with regard to opportunities for reading certification.

This program is modeled on the fast-track cohort program SCSU initiated in East Lyme two years ago. The program offers candidates the exact same courses with the same requirements and rigor as those we offer on the main campus. For consistency, classes are taught by a combination of full-time and adjunct faculty—the same instructors who would teach the courses on campus. The difference is that the program is offered on Saturdays with both a morning and afternoon class, allowing candidates to complete their coursework in approximately half the time required by part-time study in our on-campus program. Reading teachers have been listed as a critical shortage area in K-12 staffing for several years.

05/08/13 – ConnSCU Academic Council

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Designation of Mr. Peter J. Sposito to fill the American Savings Foundation Endowed Chair in Finance at Central Connecticut State University

RECOMMENDED MOTION FOR FULL BOARD

- WHEREAS Through Board Resolution #03-10, the former Board of Trustees for the Connecticut State University System established the American Savings Foundation Endowed Chair in Finance at Central Connecticut State University, and
- WHEREAS President Jack W. Miller of Central Connecticut State University, upon consultation with Selection Committee in the School of Business, the Dean of the School of Business, and the Provost has recommended that the endowed chair be filled by Mr. Peter J. Sposito, and
- WHEREAS Mr. Sposito is a renowned leader in the area of finance, is highly credentialed in this field, and will therefore bring a wealth of experience to the campus community, and
- WHEREAS Mr. Sposito will be responsible for teaching, lecture series organization, outreach, and publicity at Central Connecticut State University that will benefit CCSU, its students and the greater New Britain community, therefore be it
- RESOLVED That the Board of Trustees for the Connecticut State University System designates Mr. Peter J. Sposito to fill the American Savings Foundation Endowed Chair in Finance at Central Connecticut State University for the 2013-14 and 2014-15 academic years.

BACKGROUND

Central Connecticut State University has requested that Mr. Peter J. Sposito be named to fill the American Savings Foundation Endowed Chair in Finance at Central Connecticut State University. The Board of Regents acting as the Board of Trustees for the Connecticut State Universities may appoint individuals to Endowed Chairs following the policy and procedures approved by the former Board of Trustees under Board Resolution #03-10.

While Section 10a-20a of the Connecticut General Statutes provides for matching funds through the Endowed Chair Investment Fund, appropriations have not been directed to this fund in several years, and more recently established Endowed Chairs, including the American Savings Foundation Endowed Chair in Finance at Central Connecticut State University, are not supported by this state fund but only by the endowment of the specific donor(s) establishing the Endowed Chair.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

6/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

RATIONALE

In October 2002, the ASF awarded a multi-year grant of one million dollars to Central Connecticut State University (CCSU) to establish the ASF Endowed Chair in Banking and Finance. The primary purpose of this position is to provide both academic and outreach activities in banking and finance that benefit the CCSU community. The first holder of the ASF Endowed Chair was Mr. Brian Charlebois who served for two years, starting September 2006. Mr. Charlebois brought an extensive and impressive record of service in the banking and finance industry to the position.

In fall 2010, the School of Business and the ASF agreed to revisit the desired qualifications and expected duties for the ASF Endowed Chair. It was jointly decided and approved by the ASF Board and the School of Business that the Chair holder will be expected to foster collaborative interactions between CCSU and the banking and finance industry by engaging in the activities listed below.

- **Teaching-** Offer one class each semester tentatively entitled "Current Issues in Banking and Finance." The seminar course will feature weekly guest lectures by executives in the banking and finance industries
- **Distinguished Banking and Finance Lecture Series-** Organize an annual public lecture by a prominent banker, financier, or media personality to talk about current issues in banking and finance. Earnings from the endowment of the ASF Chair in Banking and Finance would support this lecture series
- **Networking-** Foster closer relationships between the School of Business and local, regional, and national banks
- **Publicity-** Work collaboratively with the Dean of the School of Business and Vice President for Institutional Advancement to publicize and celebrate all activities of the endowed chair

In recruiting holders for the ASF Chair, priority is given to practitioners with a record of distinguished accomplishment in banking or finance, such as retired executives. An ideal candidate for the position would be a practitioner with distinguished industry experience at a CEO level, who could adequately meet the prestige and expectations of an Endowed Chair.

President Sposito has made a commitment to engage significantly with the local and regional community to bridge the gap between academia and practitioners in the areas of banking and finance. He will prepare a proposal to establish an Institute of Banking and Finance as was originally stipulated in the agreement between CCSU and the ASF.

The term of the appointment would be for the 2013-14 and 2014-15 academic years, to commence on August 26, 2013.

ITEM

Extension of Institutional Accreditation of Middlesex Community College

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED: That the Board of Regents for Higher Education extend the accreditation of Middlesex Community College until October 31, 2014

BACKGROUND

Public institutions of higher learning in Connecticut require accreditation by the Board of Regents for Higher Education in order to operate and award degrees (C.G.S. 10a-34(a)). The Board shall accept regional or, where appropriate, national accreditation, in satisfaction of the requirements for accreditation unless the Board finds cause not to rely upon such accreditation (C.G.S. 10a-34(d)).

RATIONALE

Middlesex Community College was last accredited by the Board of Governors for Higher Education in June 2008 until June 30, 2013, following the acceptance of the College's fifth-year interim report to the New England Association of Schools and Colleges (NEASC) Commission on Higher Education, the institution's regional accreditor. NEASC has granted the College an extension of its regional accreditation to accommodate the College's presidential transition.

The comprehensive NEASC evaluation visit will be conducted during the 2013-14 academic year. The extension of the College's state accreditation until October 31, 2014 will allow for the actions of the Commission to be reported with sufficient time for the Board of Regents to take action on the state accreditation of the College.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

ITEM

Center for Compassion, Creativity and Innovation at Western Connecticut State University

RECOMMENDED MOTION FOR FULL BOARD

WHEREAS Section 10a-25h(a) of the Connecticut General Statutes provides that Board of Regents for Higher Education acting as the board of trustees for constituent units is authorized to establish and administer centers to be known as Connecticut higher education centers of excellence, and

WHEREAS The Connecticut State University Board of Trustees Resolution #01-87 provides a policy and procedures to establish Connecticut higher education centers of excellence, and

WHEREAS Centers of excellence established under these procedures are to go out of existence on December 31 five years after their inception unless action to the contrary is taken by the Board, therefore be it

RESOLVED: That the Board of Regents for Higher Education establishes the Center for Compassion, Creativity and Innovation at Western Connecticut State University to exist until December 31, 2018, unless approved for continuance pursuant to Board policy

BACKGROUND

Western Connecticut State University has requested that the Board of Regents establish a Center for Compassion, Creativity and Innovation at the University as allowed under CGS 10a-25h and through procedures established by the former CSU Board of Trustees (BR#01-87).

Staff review of the proposal indicates it is consistent with the statutory definition of a center of excellence as well as the mission of WCSU. As required by Board policy, the materials provided by the University make a case for need, identify objectives and faculty resources, present a plan for financial support, and outline an evaluation and assessment plan. The plan for sufficient financial support of the center includes a financial contribution from His Holiness the Dalai Lama and includes a close relationship with Do Ngak Kunphen Ling, Tibetan Buddhist Center for Universal Peace (DNKL).

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted approval, with one abstention, to forward recommendation to the full Board.

06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

RATIONALE**Need**

WCSU's vision for the Center establishes compassion as an ethical concept shared by both religious and secular societies that entails building networks of understanding, from the family to the community to the region to the nation and finally to the globe. Creativity and its close cousin innovation, for purposes of the Center, describe the power to fashion new ideas, procedures, objects or

relationships in a way that brings value to others. When combined with compassion, creativity means the creative process and the associated skills involved in engaging in projects that innovate and renew in order to improve the world. The University asserts that the need to research and join in the mind these important concepts has never been greater. Solving the complex problems facing the world in the 21st century requires not only a highly educated population but a creative and compassionate one.

Objectives

The Center will raise awareness, foster, encourage, publish and execute research into the conjunction of these vital human impulses, and help bring the results to bear on WCSU's educational mission. It will conduct research into the great potential that can be released by linking compassion, creativity and innovation in different areas such as, but not restricted to, business, education, the arts, health care, community and family life.

Specifically, the Center will:

- Create awareness within the university as well as the regional and global communities about the importance of compassion, creativity and innovation in daily and professional life.
- Maintain a forum where faculty, students, staff and people from all traditions such as, but not restricted to, artistic, religious, philosophical, cultural, political and business traditions can come together to investigate the conjunction of compassion, creativity and innovation through dialogue, research and activities.
- Publish and disseminate creative products of the Center (such as conference proceedings, research, music, etc.) through appropriate format and media (such as online, print, concerts, etc.).
- Seek to enrich the activities, research, and curricula in all disciplines of the university by supporting faculty, students and staff who wish to inquire into issues of compassion, creativity and innovation.
- Sponsor activities, events, conferences and forums related to issues of compassion, creativity and innovation.
- Engage with other centers and organizations on other projects consistent with the Center's mission.

The primary driver of the Center for meeting the need will be a continued voluntary cooperation between the faculty, staff and students of WCSU and Do Ngak Kunphen Ling, Tibetan Buddhist Center for Universal Peace (DNKL).

Faculty and Staff Involvement

Administration

The Center shall be managed by a Director and Governing Board under the supervision of the Provost/Vice President of Academic Affairs. The Director will be Dr. Christopher L. Kukk, Professor of Political Science.

As Director-Designee of the Center for Compassion, Creativity and Innovation, Dr. Kukk is a Fulbright Scholar, faculty advisor for Western Connecticut State University and the City of Danbury on compassion initiatives, Director of the Honors Program, founder of the University's Debate Team, and a member of Phi Beta Kappa. He received his Ph.D. in political science from Boston College and his B.A. in political science from Boston University. He was also an international security fellow at

Harvard University's Belfer Center for Science and International Affairs. His research and publications focus on education issues, the political economy of natural resources and the creation and sustainability of civil society. Dr. Kukk was also a counter-intelligence agent for the United States Army, a research associate for Cambridge Energy Research Associates, and has provided the Associated Press, National Public Radio, The Economist magazine, NBC-TV, CableVision, and Connecticut media with analysis regarding American politics and U.S. foreign policy.

Other faculty and staff

The involvement of WCSU faculty and staff in the Center's activities will be on a voluntary basis. The Center will work with interested faculty at the university to develop community outreach, curricula and programs that align with the Center's mission.

DNKL Involvement in the Center

It is the vision of DNKL to promote universal peace through creating enlightened world citizens who work toward the happiness of all by means of philosophical studies and meditation. Generally, the essence of this philosophy is the practice of altruism benefitting all based on both a clearer understanding of oneself and the world, and universal compassion.

It is the mission of DNKL to promote this vision through classes, retreats, public talks, festivals and events, and humanitarian activities. The Center will provide an opportunity for DNKL to fulfill its goals in the area of humanitarian activities through the study, discussion and research of the philosophy of compassion as it intersects with various disciplines and through the activities that will be undertaken or sponsored by the new Center.

- Location for Activities and Events: DNKL is located in Redding, Conn., about six miles from WCSU's Midtown campus. DNKL's buildings and facilities will be available for use by the Center.
- Personnel: DNKL faculty will participate in activities of the Center. DNKL's resident teachers hold both American Master's degrees and Geshe degrees in Buddhist studies (equivalent to a Ph.D.). Members of the DNKL community include professionals in many fields such as prominent musicians, writers, actors and business leaders. DNKL members will contribute their time and expertise to the activities and projects of the Center.

Budget

Revenue to support the Center comes from a \$107,000 donation from His Holiness, The Dalai Lama following his appearances at the WCSU campus in October 2012. The University expects to raise an additional \$50,000 each year in support from private giving. Additional revenue will come from conference fees and some publication revenues.

Expenses are forecast to include a part-time University Assistant and an adjunct instructor to take on the teaching load of the 3-credits of reassigned time for the Director. Costs will also be incurred for an annual conference and publications. Construction or renovation of facilities is not anticipated. CCCI staff will occupy existing office space and make use of existing phone, computer, and related equipment. This will impose only minimal incremental indirect costs on WCSU, as represented by the estimate of \$1,000 annually for the indirect cost line item.

Five-Year Revenues and Expenses

| BUDGET CATEGORIES | Year 1 (FY14) | Year 2 (FY15) | Year 3 (FY16) | Year 4 (FY17) | Year 5 (FY18) | TOTAL |
|--|------------------|------------------|------------------|------------------|------------------|-----------|
| REVENUE | | | | | | |
| 1. Gifts/Grant Support ^a | \$107,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$307,000 |
| 2. General Fund ^b | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 3. Operating Fund ^c | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4. Other Revenue ^d | \$11,500 | \$11,500 | \$11,500 | \$11,500 | \$11,500 | \$57,500 |
| 5. TOTAL REVENUE (lines 1-4) | \$118,500 | \$61,500 | \$61,500 | \$61,500 | \$61,500 | \$364,500 |
| | | | | | | |
| EXPENSES | | | | | | |
| 1. Personnel ^e | \$15,000 | \$20,981 | \$21,230 | \$22,230 | \$22,230 | \$101,672 |
| 2. Fringe Benefits (at WCSU FY14 average rate) | \$6,548 | \$9,158 | \$9,267 | \$9,703 | \$9,703 | \$44,380 |
| 3. Travel | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$10,000 |
| 4. Equipment & Supplies | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$10,000 |
| 5. Contractual | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 6. Construction ^f | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 7. Other | \$20,999 | \$20,999 | \$20,999 | \$20,999 | \$20,999 | \$104,995 |
| 8. Total Direct Costs (lines 1-8) | \$46,547 | \$55,138 | \$55,496 | \$56,933 | \$56,933 | \$271,046 |
| 9. Indirect Costs ^g | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$5,000 |
| 10. TOTAL COSTS (lines 8-9) | \$47,547 | \$56,138 | \$56,496 | \$57,933 | \$57,933 | \$276,046 |
| | | | | | | |
| NET | | | | | | |
| 1. TOTAL REVENUE - TOTAL COSTS | \$70,954 | \$5,362 | \$5,004 | \$3,567 | \$3,567 | \$88,454 |
| surplus / (deficit) | | | | | | |
| 2. OPERATIONAL BALANCE | | | | | | |
| from previous year | \$0 | \$70,954 | \$76,315 | \$81,319 | \$84,886 | |

NOTES:

- Include and break out revenues from foundations and gift/nonoperational revenues from other sources. Provide description in Budget Narrative.
- Include revenues for support of Center/Institute from block grant (e.g. Reassigned time for faculty supported on block grant)
- Include revenues for support of Center/Institute from operating funds (e.g. tuition and fees).
- Other revenue includes operating revenue (fees charged to participants, event fees, etc.) and/or other sources not listed above. Provide description in Budget Narrative.
- Include breakout and costs for faculty reassigned time and costs for other personnel. Provide detail and FTE estimate in proposal narrative on faculty and staff involvement.
- Include breakout and costs for new construction and costs for renovation or upgrade of existing facility/space.
- Estimate costs for facilities use, utilities consumption, etc.

Assessment and Evaluation Plan

| Objectives/Criteria | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-------------------------------------|---|---|---|---|---|
| 1. Interdisciplinary Courses | Develop and implement at least one interdisciplinary course, involving at least two departments, every two years. | | Develop and implement at least one interdisciplinary course, involving at least two departments, every two years. | | Develop and implement at least one interdisciplinary course, involving at least two departments, every two years. |
| 2. Community Service | Organize at least one student community service opportunity that has compassion and/or creativity as its primary theme. | Organize at least one student community service opportunity that has compassion and/or creativity as its primary theme. | Organize at least one student community service opportunity that has compassion and/or creativity as its primary theme. | Organize at least one student community service opportunity that has compassion and/or creativity as its primary theme. | Organize at least one student community service opportunity that has compassion and/or creativity as its primary theme. |
| 3. Joint Projects with DNKL | Execute at least one joint project with DNKL to provide students with opportunities for cooperative learning | Execute at least one joint project with DNKL to provide students with opportunities for cooperative learning | Execute at least one joint project with DNKL to provide students with opportunities for cooperative learning | Execute at least one joint project with DNKL to provide students with opportunities for cooperative learning | Execute at least one joint project with DNKL to provide students with opportunities for cooperative learning |
| 4. Ethics Awareness | Facilitate at least one lecture or workshop that focuses on ethical behavior. | Facilitate at least one lecture or workshop that focuses on ethical behavior. | Facilitate at least one lecture or workshop that focuses on ethical behavior. | Facilitate at least one lecture or workshop that focuses on ethical behavior. | Facilitate at least one lecture or workshop that focuses on ethical behavior. |

Center for Compassion, Creativity and Innovation
Mission Objectives / Criteria for Assessment and Evaluation

| Objectives/Criteria | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|--|--|--|--|--|
| 5. Primary, Secondary & Higher Education | Encourage educators throughout the PK-20 pipeline to explore roles that compassion, creativity and innovation can play in their curricula. | Encourage educators throughout the PK-20 pipeline to explore roles that compassion, creativity and innovation can play in their curricula. | Encourage educators throughout the PK-20 pipeline to explore roles that compassion, creativity and innovation can play in their curricula. | Encourage educators throughout the PK-20 pipeline to explore roles that compassion, creativity and innovation can play in their curricula. | Encourage educators throughout the PK-20 pipeline to explore roles that compassion, creativity and innovation can play in their curricula. |
| 6. Global Cultural Perspectives | Host at least one event that is global in nature and involves diverse cultural perspectives. | Host at least one event that is global in nature and involves diverse cultural perspectives. | Host at least one event that is global in nature and involves diverse cultural perspectives. | Host at least one event that is global in nature and involves diverse cultural perspectives. | Host at least one event that is global in nature and involves diverse cultural perspectives. |
| 7. Creativity & Innovation Projects | Designate at least one event/activity focused specifically on the subject of innovation, creativity and creative process. | Designate at least one event/activity focused specifically on the subject of innovation, creativity and creative process. | Designate at least one event/activity focused specifically on the subject of innovation, creativity and creative process. | Designate at least one event/activity focused specifically on the subject of innovation, creativity and creative process. | Designate at least one event/activity focused specifically on the subject of innovation, creativity and creative process. |

ITEM

Authorize the BOR President to implement a process to expedite the development, approval and promulgation of standards, procedures and guidelines in connection with information security.

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED, that the Board of Regents hereby authorize the BOR President to implement a process to expedite the development, approval, and promulgation of standards, procedures, and guidelines in connection with information security.

BACKGROUND

The security standards across the constituent units are inconsistent and at times contradictory. Without a set of security standards that is consistent across all BOR constituent units, the BOR is unable to implement a comprehensive assurance program. The current IT policy/standard development, review, and approval process takes 12-18 months per standard. The Information Security Program Office has identified a set of high priority security standards and majority of them have yet to be developed. To mitigate the risks, we need to expedite the development, approval, and promulgation of standards, procedures, and guidelines in connection with information security.

Information Security standards/procedures/guidelines are clustered into several areas, for organizational purposes. These standards should be viewed as an integrated whole, rather than as individual unrelated standards. The following security standards are considered high priority.

1. General Information and Technology

- 1.1. Overview and Common Provisions
- 1.2. Employee Responsibilities for Information Security Practices
- 1.3. Information Security Awareness and Training
- 1.4. Security Assurance, Monitoring and Enforcement

2. Infrastructure Management

- 2.1. Change Management
- 2.2. Network Management
- 2.3. Mobile Computing and Storage Device

3. Account Management

- 3.1. Acceptable Use
- 3.2. Electronic Communications
- 3.3. Password Management

4. Data Management

- 4.1. Confidential Data Management
- 4.2. Data Classification
- 4.3. Data Management Roles and Responsibilities
- 4.4. Access Control, Authentication and Authorization Process

5. Vulnerability and Incident Management

- 5.1. Vulnerability Management
- 5.2. Incident Reporting and Response
- 5.3. Investigation and Correction of Security Incidents

6/7/13 IT Committee
6/14/13 Admin Committee
6/20/13 BO

ITEM

Suspension of Community College Policy for Assessment of Skills and Competencies of Entering Students

RECOMMENDED MOTION FOR FULL BOARD

WHEREAS Public Act 12-40 requires public institutions to determine readiness for college level courses, intensive college readiness programs, or a semester of remedial support by means of multiple commonly accepted measures of skill level by Fall 2014, and

WHEREAS The Community College Policy 3.19 Policy for Assessment of Skills and Competencies of Entering Students requires use of the Accuplacer and sets specific cut scores for placement, therefore be it

RESOLVED That the Board of Regents for Higher Education suspend Policy 3.19 Policy for Assessment of Skills and Competencies of Entering Students to allow institutions to develop, test, and refine a range of placement methods that will allow for compliance with Public Act 12-40, and be it further

RESOLVED That institutions shall determine readiness for coursework using commonly accepted measures of skill level, which may include but are not limited to administration of the Accuplacer computerized adaptive test, and be it further

RESOLVED That institutions using commonly accepted measures of skill level other than the Accuplacer computerized adaptive test shall also administer the Accuplacer to a sample sufficient in size and scope to determine the statistical relationship between the alternative measure(s) and the Accuplacer, and be it further

RESOLVED That the President or his designee will conduct a study of placement methods and outcomes to identify guidelines for a placement policy that uses multiple measures and may provide for consistent placements across institutions. The President will report on the findings of this study no later than December 2015.

BACKGROUND

Public Act 12-40 An Act Concerning College Readiness and Completion requires use of multiple commonly accepted measures of skill level to evaluate college readiness and to place students into college-level courses as well as those below the college-level. A single Accuplacer cutoff score is insufficient to meet this requirement, and institutions have begun experimentation with alternative means of placement. This resolution suspends the policy of the former Community College Board of Trustees requiring placement using Accuplacer in order to authorize and encourage institutional experimentation with additional placement methods that will optimize student success.

Because there is some value in a consistent level of competency for any given placement level, the resolution calls for a report to be submitted to the Board no later than December 2015 to

examine how placement standards may re-converge following this period of experimentation and analysis.

The Academic and Student Affairs Committee reviewed an initial recommendation from management on May 3, 2013 and requested provisions be added to the policy to ensure that institutions had some directive to conduct placement. Additions to the resolution (represented in underlined text) are designed to:

1. Require use of a placement method that would satisfy the provision of PA 12-40 of being “commonly accepted” – this could be another placement test, a writing sample, high school performance, portfolio evaluation, or other technique. Accuplacer is still included as an acceptable placement method.
2. Require institutions assess a sample of students with Accuplacer even if an alternative method is used in order to determine a statistical relationship between the placement methods.

The Academic and Student Affairs Committee of the Board of Regents reviewed the motion and voted unanimously to forward recommendation to the full Board.

04/10/13 – ConnSCU Academic Council

05/03/13, 06/07/13 – BOR-Academic and Student Affairs Committee

06/20/13 – Board of Regents

COMMUNITY COLLEGE BOARD OF TRUSTEES POLICY3.19 Assessment – Entering Students**ASSESSMENT OF SKILLS AND COMPETENCIES OF ENTERING STUDENTS**

Consistent with its statutory mandate and mission, the Board of Trustees of Community-Technical Colleges has endorsed and promoted a host of system planning efforts rooted in recognition of

- the need to extend to an increasingly diverse student clientele access to educational opportunity
- the need to provide a wide variety of instructional and student support services to assist students to achieve their objectives
- the need to enhance the quality of Community College system programs and services.

Accordingly and within this context, the board of trustees approves the following recommendations for implementation of a systemwide program for assessment of the skills and competencies of students who enter a Community College:

1. The Accuplacer computerized adaptive test shall be used for purposes of assessment placing of entering Community College students.
2. Each college shall use, at a minimum, the reading comprehension, sentence skills and the algebra sections of the test.
 - a. In order for students to place into ENG* 101 Composition, a minimum score of 88 on Accuplacer Sentence Skills and a minimum score of 83 on Accuplacer English Comprehension must be attained. Students may challenge the outcome of these specific tests by requesting an essay prompt. The prompt will require the student to read, summarize, and respond to a text. It will be scored using the New Jersey rubric.
 - b. An alternative method to place into ENG* 101 Composition will be a score of 450 or higher on the SAT Verbal or SAT Essay, or a score of 21 or higher on the ACT English portion or a score of 47 or higher on the ACT English and Reading portions.
 - c. All students will begin the Accuplacer Math test with the Elementary Algebra subtest. An Arithmetic score should be available adaptively, for students placing below MAT* 095, to allow selection into an array of developmental courses, which are configured differently at different colleges.
 - d. To place out of developmental courses into Intermediate Algebra, the minimum Elementary Algebra score will be in the band between 54 and 66.
 - e. An alternative method of placement into Intermediate Algebra will be a score between 500-549 on the SAT Math section, or a score of 18-21 on the ACT Math test.
 - f. Placement out of Intermediate Algebra into some, but not all, higher-level courses will require a score of 40 or higher on the College Level math portion of Accuplacer.
 - g. An alternative method of placement out of Intermediate Algebra will be a score of 550 or higher on the Math section of the SAT, or a score of 22 or higher on the

ACT Math test. These scores would place students into some, but not all, courses above Intermediate Algebra in the system.

3. Students seeking Ability to Benefit (ATB) in order to qualify for Federal financial assistance shall be tested, at a minimum, in the reading comprehension, sentence skills, and arithmetic sections of the Accuplacer test.
4. The Chancellor is authorized to develop an alternative assessment program to pilot the validity of testing instruments such as certain state tests to be used for student academic assessment at the point of entry to a Community College. Colleges designated to participate in an alternative assessment program will be required to follow the standards established for the program and to report the research findings for systemwide use.
5. Students with previous college-level English and/or Mathematics credits with a grade of C (2.0) or better will be exempt from placement testing in that specific discipline, except in situations where specialized accreditation or licensure standards pertain, or in situations where the prior credit is not relevant to the student's program of study.
6. Resources shall be made available to assist colleges in implementation of the testing program and for appropriate research studies.
7. Working towards common standards and sequences of courses across the system, each college will establish prerequisites at the developmental level for those college-level courses which require writing, reading, and mathematics.
8. All courses offered at the developmental level (courses with an initial number of "0" whose credits do not count towards graduation) must be pre-collegiate, defined as part of a sequence of courses which lead to college-level work. Courses deemed to be basic skills which are not pre-collegiate, as defined in this section, cannot be offered as part of the developmental sequence.
9. Consistent with these prerequisites, entering students who need courses at the developmental level will be strongly advised by the college to enroll during their first year of matriculation in the necessary developmental English and Mathematics courses.

(Adopted May 16, 1988; amended May 16, 2005;
amended May 19, 2008; amended May 23, 2011;
amended June 20, 2011)

PUBLIC ACT NO. 12-40

[AN ACT CONCERNING COLLEGE READINESS AND COMPLETION.](#)

Be it enacted by the Senate and House of Representatives in General Assembly convened:

Section 1. (NEW) (Effective July 1, 2012) (a) For purposes of sections 1 to 3, inclusive, of this act: (1) "Connecticut's P-20 Council" means the state-wide council of educators, business leaders and civic officials formed by Executive Order Number 2A by Governor M. Jodi Rell in 2009 to build stronger ties among educators and policymakers at all levels of education in this state, from preschool to graduate school; and (2) "public institution of higher education" means those constituent units identified in subdivisions (2) and (3) of section 10a-1 of the general statutes.

(b) Not later than the start of the fall semester of 2014 and for each semester thereafter, if a public institution of higher education determines, by use of multiple commonly accepted

measures of skill level, that a student is likely to succeed in college level work with supplemental support, the public institution of higher education shall offer such student remedial support that is embedded with the corresponding entry level course in a college level program. Such embedded support shall be offered during the same semester as and in conjunction with the entry level course for purposes of providing the student with supplemental support in the entry level course.

(c) Not later than the start of the fall semester of 2014 and for each semester thereafter, if a public institution of higher education determines, by use of multiple commonly accepted measures of skill level, that a student is below the skill level required for success in college level work, the public institution of higher education shall offer such student the opportunity to participate in an intensive college readiness program before the start of the next semester. Such student shall complete such intensive college readiness program prior to receiving embedded remedial support, as provided in subsection (b) of this section. The Board of Regents for Higher Education, in consultation with Connecticut's P-20 Council and the faculty advisory committee to the Board of Regents for Higher Education, shall develop options for an intensive college readiness program.

(d) Not later than the start of the fall semester of 2014 and for each semester thereafter, no public institution of higher education shall offer any remedial support, including remedial courses, that is not embedded with the corresponding entry level course, as required pursuant to subsection (b) of this section, or offered as part of an intensive college readiness program, except such institution may offer a student a maximum of one semester of remedial support that is not embedded, provided (1) such support is intended to advance such student toward earning a degree, and (2) the program of remedial support is approved by the Board of Regents for Higher Education.

(e) Not later than the start of the fall semester of 2014, the Board of Regents for Higher Education, in consultation with Connecticut's P-20 Council, shall report, in accordance with the provisions of section 11-4a of the general statutes, to the joint standing committee of the General Assembly having cognizance of matters relating to higher education regarding (1) its recommendations concerning the successful transition of adults returning to or first enrolling in a higher education program at a public institution of higher education after spending time in the workforce, and (2) the application of the provisions of sections 1 to 3, inclusive, of this act to each higher education program for hearing impaired or deaf students offered by a public institution of higher education.

Sec. 2. (NEW) (Effective July 1, 2012) Not later than the start of the fall semester of 2016 and for each semester thereafter, each public high school and public institution of higher education shall complete curricular alignment to enable the successful completion of the high school mathematics and language arts curricula, as described in Connecticut's Common Core State Standards adopted by the State Board of Education, to be the indicator of readiness for college level work. A public institution of higher education may use available evaluation instruments to assess adults, who are returning to or first enrolling in a higher education program at a public institution of higher education after spending time in the workforce, for readiness for college level work.

Sec. 3. (NEW) (Effective July 1, 2012) Not later than the start of the school year commencing July 1, 2014, and for each school year thereafter, the Board of Regents for Higher Education, in consultation with Connecticut's P-20 Council, as defined in subsection (a) of section 1 of this act, shall ensure that each public institution of higher education works with the Department of Education and the local and regional school districts to (1) use available evaluation methods for early assessment of the potential for college readiness of each student enrolled in the eighth and tenth grades in a public school, and (2) share the results of such assessment with such student, such student's parents or legal guardian and the public school in which such student is enrolled.

Approved May 31, 2012

ITEM

Policy to address business-related expenses incurred by College and University Presidents.

RECOMMENDED RESOLUTION FOR FULL BOARD

- WHEREAS, The Administration Committee was tasked with examining current practices relative to business-related expenses incurred by College and University Presidents in the performance of their duties, and
- WHEREAS, As a function of this examination, the Committee determined that revisions to current practices are appropriate in order to create a logical and transparent system that meets the test of sound management, and
- WHEREAS, The Board, having reviewed the Committee's recommended policy revisions, be it
- RESOLVED, That upon the submission of satisfactory documentation, subject to applicable state rules, and with the approval of the Board of Regents President or designee, Community College Presidents and the President of Charter Oak State College shall be eligible for reimbursement of up to \$12,205 in business-related expenses not otherwise reimbursable by the colleges and which are incurred in the performance of their duties in each fiscal year. For the purposes of this policy, the term "business-related expenses" shall specifically include auto expense, any premiums paid to purchase optional employee benefits including, but not limited to, long term care insurance, supplemental life insurance, and short and long term disability insurance. Business-related expenses so reimbursed shall continue to be payable from the budget of each campus and shall not be considered taxable income in accordance with relevant federal and state tax regulations, and be it further
- RESOLVED, That the President of the Board of Regents, or the President's designee, shall develop and administer the process by which such expenses shall be documented and reimbursed, and be it further
- RESOLVED, That the amounts currently allocated to University Presidents as Housing , Accommodation or Development Accounts shall remain unchanged and is granted in lieu of campus housing which shall not be provided, In each fiscal year, this Allowance is intended to fund the cost of gatherings and meetings that further each University's mission, as well as for community outreach, building donor support, continuing connections with alumni, and similar matters. Correspondingly, the format for annual appraisals shall be amended to evaluate each President's effectiveness in utilizing this Allowance to advance institutional agendas. This Allowance shall continue to be paid from the budget of each campus and reported as ordinary income in accordance with relevant federal and state tax regulations, and be it further.
- RESOLVED, That the policy revisions set forth above shall take effect upon the conclusion of disbursement of expenses and allowances attributable to Fiscal Year 13.

BACKGROUND

As part of its charge, the Administration Committee was tasked with examining current practices relative to business-related expenses incurred by College and University Presidents in the performance of their duties. To that end, the Committee engaged staff resources to review and summarize existing policies, met with the Campus Presidents, and followed-up by meeting with the Chairs of the Legislature's Higher Education Committee.

The former Board of Trustees for the Community Colleges, the former Board for State Academic Awards, and the former Board of Trustees for the State Universities established policies, which changed over time, governing business-related expenses incurred by campus Presidents in the performance of their duties.

As these policies currently stand, College Presidents are entitled to receive an annual distribution, referred to as an Executive Allowance, of \$12,205. This distribution consists of three components: (1) auto allowance of \$5,705; (2) optional expense allowance of \$3,250; and (3) optional benefits allowance of \$3,250. These components notwithstanding, the entire amount is distributed on a non-receipted basis and, for tax purposes, treated as ordinary income.

The President of Charter Oak State College receives an annual distribution of \$11,040. This distribution consists of two components: (1) optional benefits allowance of \$5,040; and (2) optional expense allowance of \$6,000. These components notwithstanding, the entire amount is distributed on a non-receipted basis and, for tax purposes, treated as ordinary income.

Historically, University Presidents have received allowances in lieu of University housing as a condition of their employment. Three University Presidents receive an annual Accommodation Account of \$25,000; the fourth receives an annual Housing Allowance in \$35,000 in lieu of an Accommodation Account. In all four cases, funds are distributed on a non-receipted basis and, for tax purposes, treated as ordinary income.

To create a logical and transparent system that meets the test of sound management, the Committee recommends the adoption of the following policy to address business-related expenses incurred by Campus Presidents in the performance of their duties, effective upon the conclusion of disbursement of expenses and allowances attributable to Fiscal Year 13.:

- Upon the submission of satisfactory documentation in accordance with a process proscribed by the President of the Board of Regents or the President's designee, Community College Presidents and the President of Charter Oak State College shall be eligible for reimbursement of up to \$12,205 in business-related expenses incurred in the performance of their duties in each fiscal year. For the purposes of this policy, the term "business-related expenses" shall specifically include auto expenses, any premiums paid to purchase optional employee benefits including, but not limited to, long term care insurance, supplemental life insurance and short and long term disability insurance. Business-related so reimbursed shall be paid from the budget of each campus. Such expenses shall not be considered as ordinary income and therefore will be excluded from each President's taxable income in accordance with relevant federal and state tax regulations.

- The amounts currently allocated to University Presidents will remain unchanged and shall be provided in lieu of campus housing. In each fiscal year, this Allowance is intended to fund the cost of gatherings and meetings that further each University's mission, as well as for community outreach, building donor support, continuing connections with alumni, and similar matters. Correspondingly, the format for performance appraisals shall be amended to evaluate each President's effectiveness in utilizing this Allowance to advance institutional agendas. This Allowance shall continue to be paid from the budget of each campus and reported as ordinary income to each University President in accordance with relevant federal and state tax regulations.

6/14/13 Administration Committee

6/20/13 BOR

ITEM

Policy to address salary grade minimums and maximums as they apply to Management and Confidential Professional Employees of the Board of Regents of Higher Education.

RECOMMENDED RESOLUTION FOR FULL BOARD

WHEREAS, At its December 20, 2012 meeting, the Committee on Administration received and noted a report, entitled: "Special Compensation Analysis", that had been commissioned previously from Owen-Pottier, Inc., and

WHEREAS, Owen-Pottier observed that, of eighteen positions under review, one had a salary below the minimum of its assigned grade and another was being paid a salary above the maximum for the grade, and

WHEREAS, An examination was conducted by the ConnSCU Human Resources Office subsequent to the Owen-Pottier report, and

WHEREAS, Currently one position has been determined to be outside the existing minimum and maximum applicable salary ranges, and

WHEREAS, The Administration Committee has received a recommendation from the President of the Board of Regents for a remediation proposal for this position and any future positions that fall below the minimum or above the maximum of applicable salary ranges, and a proposal for placement of future hires within applicable salary grades, and

WHEREAS, The Board, having reviewed the Committee's policy recommendations and action steps, be it

RESOLVED, That, as a matter of salary administration for management/confidential employees, compensation shall not be set below the minimum or above the maximum for the applicable grade absent, and be it further

RESOLVED, That, consistent with the policy set forth above, the salary for the incumbent Director of Employee Relations & Internal Administration shall be raised to the minimum for the applicable grade, effective upon the Committee's receipt of the Owen-Pottier report, December 20, 2012 and be it further

RESOLVED, That newly-hired management/confidential professional employees may be placed by administrative action at any point in the applicable salary grade up to and including the median of the applicable salary grade. By exception, on a case by case basis, the President may seek Board of Regents approval for the hiring of a management/confidential employee at a salary above the median of the applicable salary grade.

BACKGROUND

At its December 20, 2012 meeting, the Committee on Administration received and noted a report, entitled: "Special Compensation Analysis", which had been commissioned previously from Owen-Pottier, Inc. Among other things, the Owen-Pottier report analyzed certain compensation adjustments awarded earlier in the year to twenty-one management/confidential employees stationed at the Board of Regents offices in Hartford. The analysis reviewed eighteen positions because one individual had left the system and two individuals had been granted salary adjustments by vote of the full Board of Regents.

In the course of performing the analysis requested by the Committee, Owen-Pottier observed that, of the positions under review, one had a salary below the minimum of its assigned grade and another was being paid a salary above the maximum for the grade. Committee members in their discussion of this aspect of the report directed that a remediation proposal be developed for consideration, as reflected in the following excerpt from the meeting minutes of December 20, 2012:

For two positions determined to be outside the existing minimum and maximum applicable salary ranges, the Committee directed the administration to develop a remediation proposal for implementation, subject to appropriate review and approval.

Subsequently, Human Resources Office staff examined the salaries of all BOR management/confidential employees (approximately three hundred) and measured their congruence with applicable salary grade minima and maxima. This examination revealed that the two positions identified in the Owen-Pottier report constitute the sole occurrences of compensation rates below the minimum or above the maximum of the applicable salary grade within the entire group of management/confidential employees. Subsequent to that report, only one of two positions remains below the minimum of the salary grade. That position is Director of Employee Relations & Internal Administration; the minimum of the grade is \$124,200; the incumbent's annual salary is \$116,200; the difference is \$8,000 yearly. Within this context, the Committee received the recommendation of the Administration for the following policy recommendations and action steps for approval by the Board:

- As a matter of salary administration for management/confidential employees, compensation shall not be set below the minimum or above the maximum for the applicable grade; and

Consistent with the policy recommendation set forth above: (1) the salary for the incumbent Director of Employee Relations & Internal Administration shall be raised to the minimum for the applicable grade, effective upon the Committee's receipt of the Owen-Pottier report, December 20, 2012

- Newly-hired management/confidential professional employees may be placed by administrative action at any point in the applicable salary grade up to and including to the median. By exception, on a case by case basis, the President may seek Board approval for the hiring of a management/confidential employee at a salary above the median of the applicable salary grade.

6/14/13 Administration Committee
6/20/13 BOR

ITEM

Revision to “Human Resources Policies for Management and Confidential Employees of the Board of Regents for Higher Education”, to address the notice period applicable to the non-continuation of campus academic officers at the level of Dean or Provost.

RECOMMENDED RESOLUTION FOR FULL BOARD

- WHEREAS, The Administration Committee has determined that there is a need to amend the language of the Human Resources Policies to increase length of the notice period applicable to the non-continuation of campus academic officers at the level of Dean or Provost, and
- WHEREAS, The Academic Affairs Committee recommends that this notice period be increased to twelve months, and
- WHEREAS, The Board of Regents retains the right to terminate campus academic officers at the level of Dean or Provost for non-performance of duties, now be it
- RESOLVED, That Article 8, Section 8.1 of the “Human Resources Policies for Management and Confidential Employees of the Board of Regents for Higher Education” is hereby amended to read as follows:

Article 8 – Non-continuation, Discipline, Reprimand, Suspension and Termination

8.1 Non-continuation

Presidents may be non-continued only by an action of the Board. Other management and confidential professional employees may be non-continued in their current positions without cause or explanation, at the option[,] of the President of the Board, for System Office employees; or Presidents, for College and University employees. **Permanent [E] employees [below the rank of President,] hired on or after January 1, 2013 shall receive three (3) months’ notice, except for employees hired as campus Presidents whose notice periods shall be established in their initial appointment letters. Campus academic officers at the level of Dean or Provost shall receive twelve (12) months’ notice.** Permanent employees hired prior to January 1, 2013 shall have the greater of three months’ notice or the notice provisions covered by the policy that was previously in effect for their respective employer (e.g. BOR/DHE, CCC, CSU or Charter Oak). The Board retains the authority to offer payment of salary in lieu of service or notice.

[Bracketed] text to be deleted.

Underscored text to be added.

BACKGROUND

At its May 16, 2013 meeting, the Board accepted the Committee’s recommendation and adopted human resources policies which govern the terms and conditions of employment for all non-represented management and confidential employees. Within these policies, Article 8, Section 8.1 addresses the notice period associated with the non-continuation of a permanent employee. Specifically, Section 8.1 grandparents employees hired prior to January 1, 2013 and preserves for them the notice period established by their predecessor employers; that is, the State University

System, the Community-Technical College System, Charter Oak State College, or the Department of Higher Education, as the case may be. For permanent employees hired on and after January 1, 2013, Section 8.1 provides for a three month notice period, except for campus presidents. The exception created for campus presidents is intended to provide greater flexibility in the recruitment and selection process, and was recommended by the Committee after extensive discussion with the Interim President of the Board, among others.

The Interim President also strongly suggested to the Committee that, for the same reasons, a similar exception to the three month notice period should be created for campus academic officers at the level of Dean or Provost. In order to give the Interim President's suggestion full consideration, it was referred for input to the Academic Affairs Committee. As part of her presentation to the Board on May 16, the Committee Chair advised that this matter was under current review, and that she anticipated returning with a recommendation to revise this notice period.

Subsequently, the Chair of the Academic Affairs Committee advised that its members concurred with the Interim President's suggestion and, to that end, recommended a twelve month notice period for the non-continuation of campus academic officers at the level of Dean or Provost.

Accordingly, the following revision to the HR Policies, Article 8, Section 8.1 is recommended:

Article 8 – Non-continuation, Discipline, Reprimand, Suspension and Termination

8.1 Non-continuation

Presidents may be non-continued only by an action of the Board. Other management and confidential professional employees may be non-continued in their current positions without cause or explanation, at the option [,] of the President of the Board, for System Office employees; or Presidents, for College and University employees. **Permanent [E] employees [below the rank of President,] hired on or after January 1, 2013 shall receive three (3) months' notice, except for employees hired as campus Presidents whose notice periods shall be established in their initial appointment letters. Campus academic officers at the level of Dean or Provost shall receive twelve (12) months' notice.**

Permanent employees hired prior to January 1, 2013 shall have the greater of three months' notice or the notice provisions covered by the policy that was previously in effect for their respective employer (e.g. BOR/DHE, CCC, CSU or Charter Oak). The Board retains the authority to offer payment of salary in lieu of service or notice.

[Bracketed] text to be deleted.

Underscored text to be added.

6/14/13 Administration Committee
6/20/13 BOR

ITEM

Authorizing a general wage increase in Fiscal Year 14 for Management and Confidential Professional Employees of the Board of Regents for Higher Education.

RECOMMENDED RESOLUTION FOR FULL BOARD

WHEREAS, The biennial budget adopted by the General Assembly includes a general wage increase of 3.0% for management and confidential employees, including management and confidential professional employees of the Board of Regents, in Fiscal Year 14 and Fiscal Year 15, now be it

RESOLVED, That a general wage increase of 3.0% shall be administered in Fiscal Year 14 to Management and Confidential Professional Employees of the Board pursuant to the provisions of Article 6 of the Human Resources Policies, and be it further

RESOLVED, That, coincident with the administration of this general wage increase, the minimums and maximums of all salary ranges shall be increased by 3.0%.

BACKGROUND

Article 6, Section 6.5, Subsection B of the Human Resources Policies for Management and Confidential Professional Employees of the Board of Regents for Higher Education provides as follows:

Salary Adjustments for Management and Confidential Professional Employees

Salary adjustments for Management and Confidential Professional Employees shall be pursuant to Board policy. All salaries fall within ranges established by the Board. The effective date for salary adjustments shall be the beginning of the pay period which includes July 1. No one employed less than six (6) months in such position shall be eligible for consideration of such a salary increase. Anyone who will not be employed in a Management or Confidential Professional position as of the September 1, for any reason shall not be eligible for the salary adjustment. Salary adjustments for Management and Confidential Professional Employees shall not exceed but may match the average salary increase given to bargaining units. Subject to the approval of the Board, a President may adjust a salary of Management and Confidential Professional Employees due to changes in function or other substantiated reason.

A copy of Article 6 in its entirety is attached hereto as Exhibit "A".

As referenced above, BOR Human Resources Policies provide that salary adjustments for management and confidential professional employees "shall not exceed but may match the average salary increase given to bargaining units." The average Fiscal Year 14 salary adjustment for represented faculty and staff within the six vertical bargaining units assigned to the BOR is

approximately 5.0%. As budgeted by the General Assembly, administration of a 3.0% general wage increase to management and confidential professional employee in Fiscal Year 14 would be consistent with BOR Human Resources Policies.

Accordingly, the following recommendation is made to the Committee:

- A general wage increase of 3.0% shall be administered in Fiscal Year 14 to Management and Confidential Professional Employees pursuant to the provisions of Article 6 of the Human Resources Policies.
- Coincident with the administration of this general wage increase, the minimums and maximums of all salary ranges shall be increased by 3.0%.

6/14/13 Administration Committee

6/20/13 BOR

Article 6 – Evaluation, Personnel Files, Compensation and Benefits

6.1 Evaluation of the President of the Board of Regents

The President of the Board of Regents shall be evaluated in conformance with Board policy.

6.2 Evaluation of the College and University Presidents

The College and University Presidents shall be evaluated by the President of the Board of Regents in conformance with Board policy.

6.3 Evaluation of Management and Confidential Professional Employees

The President(s) shall evaluate those employees who report directly to the Office of the President. Designees of the President(s) shall evaluate the performance of Management and Confidential Professional employees who report to them. Such evaluations shall take place annually, except that more frequent evaluations may occur at the discretion of the evaluator. Evaluations will be based upon objectives established for the period since the last evaluation and upon the individual's accomplishments and areas for development during that period of time. The evaluation schedule and instrument shall be determined by the President of the Board of Regents.

Each employee shall be shown the original evaluation and shall sign and date such evaluation indicating that the document has been reviewed. Employees may append statements to evaluations within a ten-day period following their signature on the evaluation.

6.4 Personnel Files

Personnel files shall be maintained in accordance with all applicable laws and regulations. Personnel files shall be located in the Human Resources Office in a secure location. These files shall include, but not be limited to, the application for employment and supporting documentation, recommendations, evaluations, disciplinary actions, payroll and benefits-related forms and correspondence reasonably related to an employee's personal status. These files shall be maintained under the direction of the Human Resource Director.

Each employee file shall contain a log of every instance of access to that file except by the President, Human Resource Director or the staff charged with Human Resources responsibilities.

Employees shall have access to their personnel file at the mutual convenience of the Human Resource Office staff and the employee. Nothing may be added, removed or altered in a personnel file by the employee except upon the written agreement of the Human Resource Director or his/her designee.

Upon an employee's request, a copy of any document (s) within the file shall be given to the employee within a reasonable period of time.

Employees wishing to contest the accuracy, completeness or relevancy of documents in the personnel file shall submit a request for addition, deletion or correction, in writing to the Human Resource Director. The dated request shall provide detailed reasons for the proposed change. The decision in the matter by the Human Resource Director shall be final, binding and issued within thirty (30) days of the initial written request. Contents of the Chief Human Resource Officer's file may only be changed upon the agreement of the President.

An employee's file may be opened to an outside party pursuant to and in accordance with the Freedom of Information Act and other relevant laws. An affected employee shall be promptly notified of any such request.

6.5 Salary Ranges

Each Management and Confidential Professional title is assigned to a salary range. The assignment of new titles to ranges and the reassignment of existing titles to new ranges shall be pursuant to the Classification and Compensation Policy.

A. Salary Adjustment Policy

The Board recognizes the dedication and professional accomplishments of the Management and Confidential Professional employees and is committed to compensating such persons fairly. Salary adjustments shall be administered in accordance with the Classification and Compensation policies.

B. Salary Adjustments for Management and Confidential Professional Employees
Salary adjustments for Management and Confidential Professional Employees shall be pursuant to Board policy. All salaries fall within ranges established by the Board. The effective date for annual salary adjustments shall be the beginning of the pay period which includes July 1. No one employed less than six (6) months in such a position shall be eligible for consideration of such a salary increase. Anyone who will not be employed in a Management or Confidential Professional position as of the September 1, for any reason shall not be eligible for the salary adjustment.

Salary adjustments for Management and Confidential Professional Employees shall not exceed but may match the average salary increases given to bargaining units. Subject to the approval of the Board, a President may adjust a salary of Management and Confidential Professional Employees due to change in function or other substantiated reason.

C. Reporting Salary Adjustments

All salary adjustments for Management and Confidential Professional Employees within the System Office shall be reported to and approved by the Board on a form prescribed by the President of the Board of Regents.

6.10 ARP Disability Plan

Management and Confidential Professional Employees who are members of the Alternate Retirement Plan (ARP) shall be covered at no expense by a group disability plan.

6.11 Group Life Insurance

Employees shall continue to be eligible to participate in the state's group life insurance plan pursuant to Connecticut General Statutes.

6.12 Overpayment Recovery

When the System Office or an institution determines that an employee has been overpaid, the human resources office shall give reasonable notice to the employee of the fact and reasons therefore. Overpayments or other unauthorized payments may be involuntarily recovered by payroll deduction. Such biweekly recovery deduction(s) shall not exceed the amount of the overpayment(s). The deduction shall begin promptly provided:

- The individual employee has not agreed, in the opinion of the Human Resource Director, to an alternative reasonable payment schedule;
- There is no pending litigation related to the issue; and
- The recovery rate shall not exceed five (5) percent of the employee's gross biweekly salary.

6.13 Course Privileges

Subject to the approval of the College or University offering the instruction, a full-time non-temporary System Office employee hired under these policies or their spouse and unmarried dependents under the age of 25 may take courses only at either the Community Colleges or the State Universities on a space available basis without payment of tuition. Upon making an election of either university or college, System Office employees may not change their election.

Full-time non-temporary Community College employees or their spouses and unmarried dependents may take courses only at any of the colleges. Full-time non-temporary State University employees or their spouses and unmarried dependents may take courses only at any of the state universities. System Office employees hired prior to the adoption of this policy shall be allowed course privileges in accord with the policy that was previously in effect for their respective employer.

If attending a state university the following fees may be waived: State University Fee or General University Fee for full-time students and Extension Fee and Registration Fee. If attending a community college the following fees may be waived: application fee, program enrollment fee, college services fee and student activity fee. Course privileges may be granted provided that participation in courses does not interfere with the employee's professional obligations. Course privileges do not include waivers for credit extension course work. This benefit shall also be available to the above-mentioned spouse and dependents surviving a deceased employee (death having occurred on or after July 1, 1990, during the employee's active service) who had accumulated ten (10) years of State service.

Full-time Charter Oak employees may take one free course per calendar year at Charter Oak State College.

6.14 Moving Expenses

The President(s) are authorized to offer reimbursement for out-of-state moving expenses for prospective employees when, in their judgment, such offer would be in the best interests of the Board of Regents. Such offers must be in writing and conform to current Board Policy.

6.15 Consulting

Management and Confidential Professional employees may be compensated for performance of research, consulting or similar activities which are beyond the scope of their normal duties provided:

- Notification and approval has been granted by the direct supervisor and the Human Resource Director.
- That no conflict of interest results, and that such activities can be accomplished on personal time in such a way as not to conflict with normal duties; and
- That payment is made directly to the employee.

6.16 Teaching

Management personnel may teach courses within the Board of Regents so long as the course does not interfere with their normal duties and that compensation for such course is in accordance with collective bargaining rates for the affected institution. Internal or external teaching assignments may be undertaken only with prior approval of the appropriate President.

ITEM

Approval of FY 2014 budget allocations and spending plans for the Connecticut State Colleges & Universities.

RECOMMENDED MOTION FOR FULL BOARD

RESOLVED, that the Board of Regents hereby approves the FY 2014 budget allocations and spending plans for the Connecticut State Colleges & Universities as described in attachment A.

BACKGROUND

The Board of Regents, under Public Act 11-48, has the authority to approve the allocation of state appropriations received as separate block grants for the state universities and community technical colleges. State appropriations to Charter Oak State College are approved by the Connecticut General Assembly, as are direct appropriations to the Board of Regents.

The Board of Regents is authorized also to approve the annual spending plans submitted by institutions within the state universities and community technical colleges.

ANALYSIS

The State of Connecticut has increased the funding for FY 2014 for the Connecticut State Colleges & Universities from the FY 2013 budget amount of \$288,110,527 to \$300,417,771 in FY 2014. This represents an overall increase of \$12,307,244 or 4.3%. While student enrollments remain relatively flat, the tuition rate and fee increases approved for system institutions by the Board will create new revenue to help institutions address critical needs. FY 2014 also includes pay increases for employees who did not receive any increases in FY 2012 or FY 2013.

During April, BOR leadership met with each university and college president to review budget requirements and issues. Concern was expressed that the level of revenue produced, combined with their portion of the of State General Fund, would not be enough to keep pace with the pay increases and rising fringe benefits costs. Overall enrollments are projected to be flat. When combined with some personal services costs being shifted from general fund to institutional operating funds, this places greater pressure on tuition. Some of those concerns have been minimized with the removal of the remaining 2% rescission from FY 2013 and additional funding provided for remediation support, additional faculty and counselors. The removal of the 2% rescission provided \$2,863,920 to the Colleges and \$2,823,893 to the Universities. The Colleges and Universities are expected to use 10% for counselors and the remaining for faculty positions, which were frozen last year when the 5% rescission was announced. In addition, the Colleges will receive \$2.0 million for 20 positions dedicated to remediation, while the Universities will receive \$4.0 million for 40 additional faculty and \$1.0 million for 10 academic counselor positions. The additional funding is currently being held in each System Office and will be released as the positions are approved.

The fiscal year 2014 state general fund appropriations to the ConnSCU system total to \$300,417,771. This represents an increase of 4.3% above the appropriation budget for FY 2013. The state appropriations are distributed as follows:

| | |
|--|-------------------|
| Connecticut State Universities | \$148,631,924 |
| Connecticut Community & Technical Colleges | \$148,745,337 |
| Charter Oak State College | \$ 2,377,493 |
| Board of Regents | <u>\$ 663,017</u> |
| Total | \$300,417,771 |

The budget allocation recommendations presented today do not depart from prior budget allocation methodologies. Studies were conducted in FY 2013, but did not reach a conclusion in time to be used for the FY 2014 budget. This will need to be a priority for the coming year as the current allocation formula used by the Colleges is not transparent. However, we believe that the resultant allocation could cause a significant reduction in funding for some colleges.

Attachment A provides a summary of revenues and expenses for each institution by source. The information provided on attachment A represents the operating budget funded by both general fund and operating fund and excludes any funds provided by grants. On a consolidated basis, the operating budget for FY 2014 provides a revenue stream of \$1,107,515,911 and a budgeted operating loss of \$366,198 with most units budgeting to breakeven.

Specific recommendations are as follows:

- While all Colleges and Universities strive to provide a breakeven budget, it is becoming more difficult for some to achieve. Several Colleges have identified the need to limit some of their student services to reduce expenses.
- The budget does allow for limited use of reserves for one-time only costs, (subject to approval by the System Office) as provided by current policy and procedure.
- Colleges and Universities will be requesting the funds provided for additional faculty and counselors early in the year and as they are approved the budget and allocation of funds will be transferred from the System Office to the respective College or University.

**Connecticut State Colleges & Universities
Board of Regents for Higher Education
FY2013-14 Operating Budget**

| | TOTAL REVENUE | PS | FRINGE | OTHER EXPENSES | LIBRARY | EQUIPMENT | TOTAL EXPENDITURES | DEBT SERVICE | OTHER TRANSFERS | TRANSFERS IN / OUT | NET |
|--|----------------------|--------------------|--------------------|--------------------|------------------|------------------|----------------------|---------------------|--------------------|--------------------|------------------|
| State Universities | | | | | | | | | | | |
| Central Connecticut State University | 201,355,582 | 93,843,424 | 40,740,667 | 50,943,223 | 1,909,170 | 2,555,000 | 189,991,484 | (9,442,092) | (1,491,755) | n/a | 430,251 |
| Eastern Connecticut State University | 120,055,876 | 54,119,789 | 27,220,741 | 28,683,575 | 902,052 | 550,000 | 111,476,157 | (8,048,245) | (531,474) | n/a | - |
| Southern Connecticut State University | 199,123,088 | 94,187,095 | 42,958,193 | 48,222,567 | 1,899,975 | 1,302,042 | 188,569,872 | (10,797,701) | 244,485 | n/a | - |
| Western Connecticut State University | 115,331,939 | 53,917,050 | 24,180,542 | 28,458,456 | 984,000 | 300,000 | 107,840,048 | (7,176,206) | (315,685) | n/a | - |
| CSU System Office | 23,487,822 | 13,025,130 | 6,080,063 | 3,333,407 | 407,000 | 20,000 | 22,865,600 | - | (622,222) | n/a | - |
| State Universities Total | 659,354,307 | 309,092,488 | 141,180,206 | 159,641,228 | 6,102,197 | 4,727,042 | 620,743,161 | (35,464,244) | (2,716,651) | - | 430,251 |
| Community Technical Colleges | | | | | | | | | | | |
| Asnuntuck Community College | 15,971,695 | 9,068,521 | 4,562,022 | 2,604,621 | - | - | 16,235,164 | n/a | - | 263,469 | - |
| Capital Community College | 31,430,044 | 18,215,423 | 8,947,824 | 5,667,975 | 96,200 | - | 32,927,422 | n/a | - | 1,497,378 | - |
| Gateway Community College | 50,892,703 | 28,372,437 | 12,524,553 | 10,022,144 | 97,291 | - | 51,016,425 | n/a | - | 123,722 | - |
| Housatonic Community College | 36,522,733 | 18,875,175 | 9,793,487 | 7,367,517 | 40,000 | - | 36,076,179 | n/a | - | (446,554) | - |
| Manchester Community College | 52,984,309 | 27,804,929 | 14,387,175 | 7,257,556 | 52,000 | - | 49,501,660 | n/a | - | (3,482,649) | - |
| Middlesex Community College | 21,139,580 | 11,460,576 | 4,969,357 | 4,154,206 | 16,627 | 46,000 | 20,646,766 | n/a | - | (492,814) | - |
| Naugatuck Valley Community College | 52,154,688 | 28,946,243 | 14,727,839 | 6,826,951 | - | - | 50,501,033 | n/a | - | (1,653,655) | - |
| Northwestern Community College | 14,298,748 | 8,562,565 | 4,384,508 | 1,887,032 | 56,000 | - | 14,890,105 | n/a | - | 591,357 | - |
| Norwalk Community College | 46,182,203 | 24,618,814 | 11,472,532 | 7,956,126 | 80,000 | 50,000 | 44,177,472 | n/a | - | (2,004,731) | - |
| Quinebaug Valley Community College | 15,710,446 | 8,876,044 | 4,245,900 | 2,509,524 | 107,517 | - | 15,738,985 | n/a | - | 28,539 | - |
| Three Rivers Community College | 32,868,591 | 18,171,640 | 9,198,988 | 5,433,807 | 10,000 | - | 32,814,435 | n/a | - | (54,156) | - |
| Tunxis Community College | 33,177,299 | 18,631,082 | 9,586,014 | 4,798,727 | 77,400 | - | 33,093,223 | n/a | - | (881,181) | (797,105) |
| CCC System Office | 29,060,564 | 19,449,263 | 10,147,624 | 7,096,206 | - | - | 36,693,093 | n/a | - | 7,632,529 | - |
| Community Technical College Total | 432,393,603 | 241,052,712 | 118,947,823 | 73,582,392 | 633,035 | 96,000 | 434,311,962 | - | - | 1,121,254 | (797,105) |
| Charter Oak State College | 14,760,215 | 8,627,436 | 3,680,587 | 2,381,536 | - | 70,000 | 14,759,559 | n/a | - | - | 656 |
| Board of Regents | 1,007,786 | 922,043 | 479,462 | - | - | - | 1,401,505 | n/a | - | 393,719 | - |
| Connecticut State Colleges & Universities Total | 1,107,515,911 | 559,694,679 | 264,288,078 | 235,605,156 | 6,735,232 | 4,893,042 | 1,071,216,187 | (35,464,244) | (2,716,651) | 1,514,973 | (366,198) |

**Connecticut State Colleges & Universities
Board of Regents for Higher Education
FY2012-13 Operating Budget**

| | TOTAL REVENUE | PS | FRINGE | OTHER EXPENSES | LIBRARY | EQUIPMENT | TOTAL EXPENDITURES | DEBT SERVICE | OTHER TRANSFERS | TRANSFERS IN / OUT | NET |
|--|----------------------|--------------------|--------------------|--------------------|------------------|------------------|----------------------|---------------------|--------------------|--------------------|------------------|
| State Universities | | | | | | | | | | | |
| Central Connecticut State University | 192,897,783 | 92,127,647 | 34,898,271 | 49,565,725 | 2,190,000 | 2,155,000 | 180,936,643 | (9,269,126) | (2,692,014) | n/a | - |
| Eastern Connecticut State University | 114,723,722 | 52,765,607 | 22,906,952 | 28,616,825 | 902,052 | 700,000 | 105,891,436 | (7,999,027) | (833,259) | n/a | - |
| Southern Connecticut State University | 195,114,040 | 91,351,569 | 39,333,968 | 49,861,092 | 1,999,975 | 1,302,041 | 183,848,645 | (12,119,192) | 853,797 | n/a | - |
| Western Connecticut State University | 113,737,157 | 53,930,223 | 22,050,797 | 29,637,973 | 1,034,000 | 564,749 | 107,217,742 | (7,353,339) | 833,924 | n/a | - |
| CSU System Office | 11,910,088 | 5,654,380 | 1,890,071 | 2,658,637 | 407,000 | 50,000 | 10,660,088 | - | (1,250,000) | n/a | - |
| State Universities Total | 628,382,790 | 295,829,426 | 121,080,059 | 160,340,252 | 6,533,027 | 4,771,790 | 588,554,554 | (36,740,684) | (3,087,552) | - | - |
| Community Technical Colleges | | | | | | | | | | | |
| Asnuntuck Community College | 14,105,433 | 8,502,201 | 3,452,259 | 2,360,465 | - | 8,000 | 14,322,925 | n/a | - | 217,492 | - |
| Capital Community College | 29,638,215 | 17,545,940 | 6,835,398 | 7,542,308 | - | 257,662 | 32,181,308 | n/a | - | 2,543,093 | - |
| Gateway Community College | 47,922,938 | 29,220,436 | 10,351,632 | 9,714,773 | 78,463 | - | 49,365,304 | n/a | - | 1,442,366 | - |
| Housatonic Community College | 33,811,394 | 17,604,629 | 7,356,663 | 8,649,167 | - | 45,617 | 33,656,076 | n/a | - | (155,318) | - |
| Manchester Community College | 49,001,929 | 28,143,967 | 11,078,340 | 6,524,771 | 93,587 | 106,412 | 45,947,077 | n/a | - | (3,054,852) | - |
| Middlesex Community College | 20,110,126 | 10,922,102 | 4,470,320 | 4,325,705 | - | 22,500 | 19,740,627 | n/a | - | (369,499) | - |
| Naugatuck Valley Community College | 46,751,927 | 27,232,842 | 10,805,821 | 8,013,146 | - | - | 46,051,809 | n/a | - | (700,118) | - |
| Northwestern Community College | 13,481,137 | 8,227,574 | 3,481,889 | 1,924,296 | 56,257 | - | 13,690,016 | n/a | - | 208,879 | - |
| Norwalk Community College | 43,567,573 | 22,112,209 | 9,157,936 | 11,341,072 | 80,000 | 50,764 | 42,741,981 | n/a | - | (825,592) | - |
| Quinebaug Valley Community College | 14,626,797 | 8,946,886 | 3,355,456 | 2,699,224 | - | - | 15,001,566 | n/a | - | 374,769 | - |
| Three Rivers Community College | 30,641,912 | 17,629,564 | 7,613,098 | 5,228,125 | 12,200 | 56,519 | 30,539,506 | n/a | - | (102,406) | - |
| Tunxis Community College | 30,469,448 | 18,449,966 | 7,142,763 | 4,212,227 | 77,400 | - | 29,882,356 | n/a | - | (587,092) | - |
| CCC System Office | 21,579,314 | 13,189,179 | 7,324,490 | 4,370,684 | - | - | 24,884,353 | n/a | - | 3,305,039 | - |
| Community Technical College Total | 395,708,143 | 227,727,495 | 92,426,065 | 76,905,963 | 397,907 | 547,474 | 398,004,904 | - | - | 2,296,761 | - |
| Charter Oak State College | | | | | | | | | | | |
| | 13,204,618 | 8,171,184 | 2,826,922 | 2,426,122 | - | 158,165 | 13,582,393 | n/a | - | - | (377,775) |
| Board of Regents | | | | | | | | | | | |
| | 1,888,939 | 1,263,453 | 625,252 | 234 | - | - | 1,888,939 | n/a | - | - | - |
| Connecticut State Colleges & Universities Total | 1,039,184,490 | 532,991,558 | 216,958,298 | 239,672,571 | 6,930,934 | 5,477,429 | 1,002,030,790 | (36,740,684) | (3,087,552) | 2,296,761 | (377,775) |

**Connecticut State Colleges & Universities
Board of Regents for Higher Education
FY2012-13 Estimate**

| | TOTAL REVENUE | PS | FRINGE | OTHER EXPENSES | LIBRARY | EQUIPMENT | TOTAL EXPENDITURES | DEBT SERVICE | OTHER TRANSFERS | TRANSFERS IN / OUT | NET |
|--|----------------------|--------------------|--------------------|--------------------|------------------|------------------|----------------------|---------------------|--------------------|--------------------|--------------------|
| State Universities | | | | | | | | | | | |
| Central Connecticut State University | 190,697,559 | 88,553,429 | 37,659,089 | 47,627,814 | 2,314,072 | 3,181,136 | 179,335,540 | (9,110,969) | (2,251,050) | n/a | - |
| Eastern Connecticut State University | 113,570,466 | 51,595,344 | 23,335,776 | 27,892,990 | 902,052 | 550,000 | 104,276,162 | (7,885,985) | (833,259) | n/a | 575,060 |
| Southern Connecticut State University | 189,802,111 | 88,802,672 | 39,518,951 | 47,364,088 | 1,999,975 | 1,302,042 | 178,987,728 | (11,340,643) | 526,260 | n/a | - |
| Western Connecticut State University | 108,172,174 | 51,820,763 | 21,337,373 | 29,214,180 | 827,790 | 350,000 | 103,550,106 | (6,737,381) | 2,115,313 | n/a | - |
| CSU System Office | 11,721,259 | 5,986,517 | 2,366,182 | 2,871,113 | 407,584 | 50,000 | 11,681,396 | - | (1,250,000) | n/a | (1,210,137) |
| State Universities Total | 613,963,569 | 286,758,725 | 124,217,371 | 154,970,185 | 6,451,473 | 5,433,178 | 577,830,932 | (35,074,978) | (1,692,736) | - | (635,077) |
| Community Technical Colleges | | | | | | | | | | | |
| Asnuntuck Community College | 14,886,791 | 8,823,789 | 4,287,515 | 2,496,712 | - | 4,481 | 15,612,497 | n/a | - | 379,716 | (345,990) |
| Capital Community College | 30,047,048 | 17,706,389 | 8,358,141 | 6,598,255 | 105,233 | 5,312 | 32,773,330 | n/a | - | 2,847,218 | 120,936 |
| Gateway Community College | 47,178,012 | 28,581,044 | 12,297,424 | 9,876,766 | 97,291 | - | 50,852,525 | n/a | - | 2,174,596 | (1,499,917) |
| Housatonic Community College | 34,381,422 | 17,912,623 | 8,467,811 | 8,679,198 | - | 46,295 | 35,105,927 | n/a | - | 97,565 | (626,940) |
| Manchester Community College | 50,705,029 | 27,611,907 | 13,991,159 | 7,808,746 | 50,129 | 52,757 | 49,514,698 | n/a | - | (1,190,331) | - |
| Middlesex Community College | 19,256,440 | 10,836,339 | 4,327,685 | 4,331,461 | 16,627 | 43,451 | 19,555,563 | n/a | - | (271,624) | (570,747) |
| Naugatuck Valley Community College | 49,505,713 | 27,888,668 | 14,502,793 | 6,849,523 | 73,000 | 24,602 | 49,338,586 | n/a | - | (143,642) | 23,485 |
| Northwestern Community College | 13,968,930 | 8,364,680 | 4,454,193 | 1,773,884 | 56,257 | - | 14,649,014 | n/a | - | 680,084 | - |
| Norwalk Community College | 44,512,054 | 25,229,155 | 10,343,954 | 9,336,072 | 93,777 | 44,245 | 45,047,203 | n/a | - | (396,816) | (931,965) |
| Quinebaug Valley Community College | 14,847,453 | 8,969,642 | 4,248,923 | 2,562,763 | - | - | 15,781,328 | n/a | - | 581,776 | (352,099) |
| Three Rivers Community College | 31,501,748 | 17,582,103 | 8,900,548 | 5,181,723 | 6,000 | - | 31,670,374 | n/a | - | 192,710 | 24,084 |
| Tunxis Community College | 31,869,668 | 18,222,517 | 9,247,801 | 4,931,077 | 67,400 | - | 32,468,795 | n/a | - | (257,326) | (856,453) |
| CCC System Office | 20,357,920 | 10,511,153 | 5,781,134 | 4,199,928 | - | 28,201 | 20,520,416 | n/a | - | (994,359) | (1,156,855) |
| Community Technical College Total | 403,018,228 | 228,240,009 | 109,209,081 | 74,626,108 | 565,714 | 249,344 | 412,890,256 | - | - | 3,699,567 | (6,172,461) |
| Charter Oak State College | 13,496,340 | 8,055,439 | 3,234,373 | 2,053,624 | - | 4,628 | 13,348,064 | n/a | - | - | 148,276 |
| Board of Regents | 1,820,397 | 1,194,911 | 625,252 | 234 | - | - | 1,820,397 | n/a | - | - | - |
| Connecticut State Colleges & Universities Total | 1,032,298,534 | 524,249,084 | 237,286,077 | 231,650,151 | 7,017,187 | 5,687,150 | 1,005,889,649 | (35,074,978) | (1,692,736) | 3,699,567 | (6,659,262) |

Board of Regents for Higher Education

Expenditure Plan General & Operating Funds

FY2014 Budget, FY2013 Estimate, FY2013 Budget and FY2012 Actual

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|----------------|----------------------|----------------|----------------------|------------------|----------------------|----------------|----------------------|--|----------------------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Percent % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 316,243,564 | | 331,385,009 | | 321,771,378 | | 338,963,918 | 17,192,540 | 5.30% |
| Student Fees | | 161,301,908 | | 165,962,920 | | 162,035,689 | | 170,841,338 | 8,805,649 | 5.40% |
| State Appropriations | | 290,289,626 | | 288,110,527 | | 276,709,815 | | 303,427,940 | 26,718,125 | 9.70% |
| Fringe Benefits Paid By State | | 157,068,692 | | 148,574,198 | | 167,338,957 | | 185,943,885 | 18,604,928 | 11.10% |
| Housing | | 55,104,280 | | 56,827,062 | | 55,722,846 | | 58,148,141 | 2,425,295 | 4.40% |
| Food | | 28,488,670 | | 30,102,533 | | 29,168,435 | | 30,195,133 | 1,026,698 | 3.50% |
| All Other Revenue | | 24,957,678 | | 24,008,301 | | 25,003,072 | | 25,608,211 | 605,139 | 2.40% |
| Less: Contra Revenue | | (5,724,000) | | (5,786,060) | | (5,451,658) | | (5,612,655) | (160,997) | 3.00% |
| Total Revenue | | <u>1,027,730,418</u> | | <u>1,039,184,490</u> | | <u>1,032,298,534</u> | | <u>1,107,515,911</u> | <u>75,217,377</u> | <u>7.30%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time | - | 426,813,067 | - | 403,201,565 | 5,462 | 382,501,630 | 5,599 | 418,930,620 | (138) | (36,428,990) -9.50% |
| Part Time (Graduate Assist & University Assist) | - | 20,767,095 | - | 16,758,111 | 941 | 27,737,939 | 921 | 27,324,223 | 21 | 413,716 1.50% |
| Lecturers | - | 68,172,605 | - | 70,127,412 | 4,530 | 84,618,707 | 4,423 | 85,455,480 | 107 | (836,773) -1.00% |
| Student Labor | - | 1,766,464 | - | 1,502,340 | 32 | 2,305,320 | 42 | 2,031,252 | (10) | 274,068 11.90% |
| Overtime | - | 3,761,527 | - | 3,686,287 | | 4,134,118 | | 3,624,774 | - | 509,344 12.30% |
| All Other Personal Services (Students and Other PT) | - | 21,346,384 | - | 37,715,844 | 2,211 | 22,951,370 | 2,149 | 22,328,330 | 62 | 623,040 2.70% |
| Subtotal Personal Services | - | <u>542,627,142</u> | - | <u>532,991,558</u> | <u>13,176</u> | <u>524,249,084</u> | <u>13,133</u> | <u>559,694,679</u> | <u>42</u> | <u>(35,445,595) -6.80%</u> |
| Fringe Benefits | | 219,259,692 | | 216,958,298 | | 237,286,077 | | 264,288,078 | | (27,002,001) -11.40% |
| Total P.S. & Fringe Benefits | | <u>761,886,834</u> | | <u>749,949,856</u> | | <u>761,535,161</u> | | <u>823,982,757</u> | | <u>(62,447,596) -8.20%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 49,954,514 | | 54,065,313 | | 54,123,501 | | 55,205,125 | | (1,081,624) -2.00% |
| All Other Expenses | | 169,856,852 | | 185,607,258 | | 177,526,650 | | 180,400,031 | | (2,873,381) -1.60% |
| Total Other Expenses | | <u>219,811,366</u> | | <u>239,672,571</u> | | <u>231,650,151</u> | | <u>235,605,156</u> | | <u>(3,955,005) -1.70%</u> |
| Library Expenses | | <u>6,024,650</u> | | <u>6,930,934</u> | | <u>7,017,188</u> | | <u>6,735,232</u> | | <u>281,956 4.00%</u> |
| Total Equipment (excludes Library) | | 8,046,947 | | 5,477,429 | | 5,687,150 | | 4,893,042 | | 794,108 14.00% |
| Total Expenditures | | <u>995,769,796</u> | | <u>1,002,030,790</u> | | <u>1,005,889,649</u> | | <u>1,071,216,187</u> | | <u>(65,326,538) -6.50%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>31,960,622</u> | | <u>37,153,700</u> | | <u>26,408,885</u> | | <u>36,299,724</u> | | <u>9,890,839 37.50%</u> |
| Designated Transfers Per BOR Policies | | | | | | | | | | |
| CSU Debt Service (University Fee) | | (25,639,560) | | (26,559,988) | | (25,727,053) | | (26,625,963) | | (898,910) -3.50% |
| CSU Debt Service Residence Halls | | (5,004,448) | | (5,680,410) | | (5,383,706) | | (5,191,232) | | 192,474 3.60% |
| CSU Debt Service Parking Garage | | (5,013,768) | | (4,500,286) | | (3,964,219) | | (3,647,049) | | 317,170 8.00% |
| CSU Designated Transfers per BOR Policies | | (3,975,436) | | (3,441,267) | | (3,039,080) | | (2,598,840) | | 440,240 14.50% |
| CSU Other Designated Transfers | | (1,253,298) | | 353,715 | | 1,346,344 | | (117,811) | | (1,464,155) -108.80% |
| Total CSU Designated Transfers | | <u>(40,886,510)</u> | | <u>(39,828,236)</u> | | <u>(36,767,714)</u> | | <u>(38,180,895)</u> | | <u>(1,413,181) -3.80%</u> |
| CCC Transfer in | | 5,961,055 | | 10,036,471 | | 13,813,117 | | 10,879,688 | | (2,933,429) -21.20% |
| CCC Transfer out | | (5,440,406) | | (7,739,710) | | (10,113,550) | | (9,364,715) | | 748,835 -7.40% |
| Total CCC Designated Transfers | | <u>520,649</u> | | <u>2,296,761</u> | | <u>3,699,567</u> | | <u>1,514,973</u> | | <u>(2,184,594) -59.00%</u> |
| Net Change | | <u>(8,405,239)</u> | | <u>(377,775)</u> | | <u>(6,659,262)</u> | | <u>(366,198)</u> | | <u>6,293,064 94.50%</u> |

State Universities
Expenditure Plan General & Operating Funds
FY2013-14 Budget

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate | | |
|---|----------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|---|--------------|---------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Favorable (Unfavorable) Dollars (\$) | Percent % | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | 187,546,490 | | 196,238,424 | | 188,851,302 | | 198,519,945 | 9,668,643 | 5.10% | |
| Student Fees | | 111,662,057 | | 115,992,581 | | 112,880,437 | | 119,188,368 | 6,307,931 | 5.60% | |
| State Appropriations | | 142,044,999 | | 141,194,660 | | 135,658,493 | | 150,155,489 | 14,496,996 | 10.70% | |
| Fringe Benefits Paid By State | | 77,100,259 | | 76,838,133 | | 79,522,145 | | 91,257,352 | 11,735,207 | 14.80% | |
| Housing | | 55,104,280 | | 56,827,062 | | 55,722,846 | | 58,148,141 | 2,425,295 | 4.40% | |
| Food | | 28,488,670 | | 30,102,533 | | 29,168,435 | | 30,195,133 | 1,026,698 | 3.50% | |
| All Other Revenue | | 17,544,385 | | 16,975,457 | | 17,611,569 | | 17,502,534 | (109,035) | -0.60% | |
| Less: Contra Revenue | | (5,724,000) | | (5,786,060) | | (5,451,658) | | (5,612,655) | (160,997) | 3.00% | |
| Total Revenue | | 613,767,140 | | 628,382,790 | | 613,963,569 | | 659,354,307 | 45,390,738 | 7.40% | |
| Expenditures: | | | | | | | | | | | |
| Personal Services: | | | | | | | | | | | |
| Full Time | 3142 | 231,645,972 | 3249 | 235,609,954 | 3187 | 226,713,030 | 3270 | 249,486,017 | (83) | (22,772,987) | -10.00% |
| Part Time (Graduate Assist & University Assist) | 660 | 6,866,848 | 614 | 6,852,776 | 590 | 7,031,997 | 589 | 7,647,142 | 1 | (615,145) | -8.70% |
| Lecturers | 1883 | 32,900,316 | 1855 | 31,624,998 | 1787 | 30,845,128 | 1710 | 30,058,556 | 77 | 786,572 | 2.60% |
| Student Labor | | | | | | | | | - | - | NA |
| Overtime | | 2,914,534 | | 2,754,633 | | 2,988,188 | | 2,741,246 | - | 246,942 | 8.30% |
| All Other Personal Services (Students and Other PT) | 2447 | 18,753,516 | 2208 | 18,987,065 | 2211 | 19,180,382 | 2149 | 19,159,527 | 62 | 20,855 | 0.10% |
| Subtotal Personal Services | 8132 | 293,081,186 | 7926 | 295,829,426 | 7775 | 286,758,725 | 7718 | 309,092,488 | 57 | (22,333,763) | -7.80% |
| Fringe Benefits | | 113,858,867 | | 121,080,059 | | 124,217,371 | | 141,180,206 | (16,962,835) | -13.70% | |
| Total P.S. & Fringe Benefits | | 406,940,053 | | 416,909,485 | | 410,976,096 | | 450,272,694 | (39,296,598) | -9.60% | |
| Other Expenses: | | | | | | | | | | | |
| Inst. Financial Aid/Match | | 29,419,455 | | 30,061,498 | | 30,123,415 | | 30,659,240 | (535,825) | -1.80% | |
| All Other Expenses | | 117,471,079 | | 130,278,754 | | 124,846,770 | | 128,981,988 | (4,135,218) | -3.30% | |
| Total Other Expenses | | 146,890,534 | | 160,340,252 | | 154,970,185 | | 159,641,228 | (4,671,043) | -3.00% | |
| Library Expenses | | 5,655,054 | | 6,533,027 | | 6,451,473 | | 6,102,197 | 349,276 | 5.40% | |
| Total Equipment (excludes Library) | | 6,656,492 | | 4,771,790 | | 5,433,178 | | 4,727,042 | 706,136 | 13.00% | |
| Total Expenditures | | 566,142,133 | | 588,554,554 | | 577,830,932 | | 620,743,161 | (42,912,229) | -7.40% | |
| Addition to (Use of) Funds Before Designated Items | | 47,625,007 | | 39,828,236 | | 36,132,637 | | 38,611,146 | 2,478,509 | 6.90% | |
| Designated Transfers Per BOR Policies | | | | | | | | | | | |
| CSU Debt Service (University Fee) | | (25,639,560) | | (26,559,988) | | (25,727,053) | | (26,625,963) | (898,910) | -3.50% | |
| CSU Debt Service Residence Halls | | (5,004,448) | | (5,680,410) | | (5,383,706) | | (5,191,232) | 192,474 | 3.60% | |
| CSU Debt Service Parking Garage | | (5,013,768) | | (4,500,286) | | (3,964,219) | | (3,647,049) | 317,170 | 8.00% | |
| CSU Designated Transfers per BOR Policies | | (3,975,436) | | (3,441,267) | | (3,039,080) | | (2,598,840) | 440,240 | 14.50% | |
| CSU Other Designated Transfers | | (1,253,298) | | 353,715 | | 1,346,344 | | (117,811) | (1,464,155) | -108.80% | |
| Total CSU Designated Transfers | | (40,886,510) | | (39,828,236) | | (36,767,714) | | (38,180,895) | (1,413,181) | -3.80% | |
| CCC Transfer in | | - | | - | | - | | - | - | NA | |
| CCC Transfer out | | - | | - | | - | | - | - | NA | |
| Total CCC Designated Transfers | | - | | - | | - | | - | - | NA | |
| Net Change | | 6,738,497 | | - | | (635,077) | | 430,251 | 1,065,328 | 167.70% | |

Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate | | |
|---|----------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|---|--------------------------------------|---------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Favorable (Unfavorable) Percent % | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | 122,093,478 | | 127,987,995 | | 125,770,076 | | 132,993,973 | 7,223,897 | 5.70% | |
| Student Fees | | 48,706,963 | | 48,852,510 | | 48,305,252 | | 50,602,970 | 2,297,718 | 4.80% | |
| State Appropriations | | 144,504,819 | | 143,196,097 | | 137,522,898 | | 150,231,941 | 12,709,043 | 9.20% | |
| Fringe Benefits Paid By State | | 79,026,843 | | 70,166,088 | | 86,221,095 | | 93,348,523 | 7,127,428 | 8.30% | |
| Housing | | - | | - | | - | | - | - | NA | |
| Food | | - | | - | | - | | - | - | NA | |
| All Other Revenue | | 5,982,388 | | 5,505,453 | | 5,198,907 | | 5,216,196 | 17,289 | 0.30% | |
| Less: Contra Revenue | | - | | - | | - | | - | - | NA | |
| Total Revenue | | 400,314,491 | | 395,708,143 | | 403,018,228 | | 432,393,603 | 29,375,375 | 7.30% | |
| Expenditures: | | | | | | | | | | | |
| Personal Services: | | | | | | | | | | | |
| Full Time | - | 188,446,626 | - | 161,013,618 | 2,190 | 149,475,065 | 2,247 | 163,029,981 | (57) | (13,554,916) | -9.10% |
| Part Time (Graduate Assist & University Assist) | - | 13,565,872 | - | 9,660,055 | 341 | 20,335,816 | 321 | 19,305,837 | 21 | 1,029,979 | 5.10% |
| Lecturers | - | 33,193,084 | - | 36,062,696 | 2,442 | 51,474,176 | 2,399 | 53,035,428 | 43 | (1,561,252) | -3.00% |
| Student Labor | - | 1,604,192 | - | 1,330,694 | - | 2,114,290 | - | 1,697,066 | - | 417,224 | 19.70% |
| Overtime | - | 846,993 | - | 931,654 | - | 1,145,930 | - | 883,528 | - | 262,402 | 22.90% |
| All Other Personal Services (Students and Other PT) | - | 2,539,132 | - | 18,728,779 | - | 3,694,732 | - | 3,100,872 | - | 593,860 | 16.10% |
| Subtotal Personal Services | - | 240,195,899 | - | 227,727,495 | 4,973 | 228,240,009 | 4,966 | 241,052,712 | 7 | (12,812,703) | -5.60% |
| Fringe Benefits | | 102,478,006 | | 92,426,065 | | 109,209,081 | | 118,947,823 | (9,738,742) | | -8.90% |
| Total P.S. & Fringe Benefits | | 342,673,905 | | 320,153,560 | | 337,449,090 | | 360,000,535 | (22,551,445) | | -6.70% |
| Other Expenses: | | | | | | | | | | | |
| Inst. Financial Aid/Match | | 20,535,059 | | 24,003,815 | | 24,000,086 | | 24,545,885 | (545,799) | | -2.30% |
| All Other Expenses | | 50,221,277 | | 52,902,148 | | 50,626,022 | | 49,036,507 | 1,589,515 | | 3.10% |
| Total Other Expenses | | 70,756,336 | | 76,905,963 | | 74,626,108 | | 73,582,392 | 1,043,716 | | 1.40% |
| Library Expenses | | 369,596 | | 397,907 | | 565,715 | | 633,035 | 349,276 | | 61.70% |
| Total Equipment (excludes Library) | | 1,187,300 | | 547,474 | | 249,344 | | 96,000 | 153,344 | | 61.50% |
| Total Expenditures | | 414,987,136 | | 398,004,904 | | 412,890,256 | | 434,311,962 | (21,421,706) | | -5.20% |
| Addition to (Use of) Funds Before Designated Items | | (14,672,645) | | (2,296,761) | | (9,872,028) | | (1,918,359) | 7,953,669 | | 80.60% |
| Designated Transfers Per BOR Policies | | | | | | | | | | | |
| CSU Debt Service (University Fee) | | n/a | | n/a | | n/a | | n/a | n/a | | n/a |
| CSU Debt Service Residence Halls | | n/a | | n/a | | n/a | | n/a | n/a | | n/a |
| CSU Debt Service Parking Garage | | n/a | | n/a | | n/a | | n/a | n/a | | n/a |
| CSU Designated Transfers per BOR Policies | | n/a | | n/a | | n/a | | n/a | n/a | | n/a |
| CSU Other Designated Transfers | | n/a | | n/a | | n/a | | n/a | n/a | | n/a |
| Total CSU Designated Transfers | | - | | - | | - | | - | - | | 0.00% |
| CCC Transfer in | | 5,961,055 | | 10,036,471 | | 13,813,117 | | 10,485,969 | (3,327,148) | | -24.10% |
| CCC Transfer out | | (5,440,406) | | (7,739,710) | | (10,113,550) | | (9,364,715) | 748,835 | | -7.40% |
| Total CCC Designated Transfers | | 520,649 | | 2,296,761 | | 3,699,567 | | 1,121,254 | (2,578,313) | | -69.70% |
| Net Change | | (14,151,996) | | (0) | | (6,172,461) | | (797,105) | 5,375,356 | | 87.10% |

Charter Oak State College and CT Distance Learning Consortium
Expenditure Plan General & Operating Funds
FY2013-14 Budget

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | | |
|---|----------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|--|-------------|-----------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Percent % | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | 6,603,596 | | 7,158,590 | | 7,150,000 | | 7,450,000 | 300,000 | 4.20% | |
| Student Fees | | 932,888 | | 1,117,829 | | 850,000 | | 1,050,000 | 200,000 | 23.50% | |
| State Appropriations | | 2,475,265 | | 2,456,083 | | 2,333,279 | | 2,377,493 | 44,214 | 1.90% | |
| Fringe Benefits Paid By State | | 941,590 | | 944,725 | | 970,465 | | 993,241 | 22,776 | 2.30% | |
| Housing | | - | | - | | - | | - | - | NA | |
| Food | | - | | - | | - | | - | - | NA | |
| All Other Revenue | | 1,430,905 | | 1,527,391 | | 2,192,596 | | 2,889,481 | 696,885 | 31.80% | |
| Less: Contra Revenue | | - | | - | | - | | - | - | NA | |
| Total Revenue | | 12,384,244 | | 13,204,618 | | 13,496,340 | | 14,760,215 | 1,263,875 | 9.40% | |
| Expenditures: | | | | | | | | | | | |
| Personal Services: | | | | | | | | | | | |
| Full Time | 74 | 5,618,423 | 0 | 5,314,540 | 73 | 5,118,624 | 75 | 5,492,579 | (2) | (373,955) | -7.30% |
| Part Time (Graduate Assist & University Assist) | 10 | 334,375 | 0 | 245,280 | 10 | 370,126 | 11 | 371,244 | (1) | (1,118) | -0.30% |
| Lecturers | 287 | 2,079,205 | 0 | 2,439,718 | 301 | 2,299,403 | 314 | 2,361,496 | (13) | (62,093) | -2.70% |
| Student Labor | 19 | 162,272 | 0 | 171,646 | 32 | 191,030 | 42 | 334,186 | (10) | (143,156) | -74.90% |
| Overtime | | - | | - | | - | | - | - | - | NA |
| All Other Personal Services (Students and Other PT) | | 53,736 | | - | | 76,256 | | 67,931 | - | 8,325 | 10.90% |
| Subtotal Personal Services | 390 | 8,248,011 | 0 | 8,171,184 | 416 | 8,055,439 | 442 | 8,627,436 | (26) | (571,997) | -7.10% |
| Fringe Benefits | | 2,922,819 | | 2,826,922 | | 3,234,373 | | 3,680,587 | | (446,214) | -13.80% |
| Total P.S. & Fringe Benefits | | 11,170,830 | | 10,998,106 | | 11,289,812 | | 12,308,023 | | (1,018,211) | -9.00% |
| Other Expenses: | | | | | | | | | | | |
| Inst. Financial Aid/Match | | - | | - | | - | | - | | - | NA |
| All Other Expenses | | 2,016,869 | | 2,426,122 | | 2,053,624 | | 2,381,536 | | (327,912) | -16.00% |
| Total Other Expenses | | 2,016,869 | | 2,426,122 | | 2,053,624 | | 2,381,536 | | (327,912) | -16.00% |
| Library Expenses | | | | | | | | | | | |
| | | - | | - | | - | | - | | 349,276 | NA |
| Total Equipment (excludes Library) | | 188,285 | | 158,165 | | 4,628 | | 70,000 | | (65,372) | -1412.50% |
| Total Expenditures | | 13,375,984 | | 13,582,393 | | 13,348,064 | | 14,759,559 | | (1,411,495) | -10.60% |
| Addition to (Use of) Funds Before Designated Items | | (991,740) | | (377,775) | | 148,276 | | 656 | | (147,620) | -99.60% |
| Designated Transfers Per BOR Policies | | | | | | | | | | | |
| CSU Debt Service (University Fee) | | | | | | | | | | - | #VALUE! |
| CSU Debt Service Residence Halls | | | | | | | | | | - | #VALUE! |
| CSU Debt Service Parking Garage | | | | | | | | | | - | #VALUE! |
| CSU Designated Transfers per BOR Policies | | | | | | | | | | - | #VALUE! |
| CSU Other Designated Transfers | | | | | | | | | | - | NA |
| Total CSU Designated Transfers | | - | | - | | - | | - | | - | #VALUE! |
| CCC Transfer in | | - | | - | | - | | - | | - | NA |
| CCC Transfer out | | - | | - | | - | | - | | - | NA |
| Total CCC Designated Transfers | | - | | - | | - | | - | | - | NA |
| Net Change | | (991,740) | | (377,775) | | 148,276 | | 656 | | (147,620) | 99.60% |

BOR System Office
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: BOR System Office

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | | |
|---|----------------|------------------|----------------|------------------|------------------|------------------|----------------|------------------|--|------------------|----------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Percent (%) | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | - | | - | | - | | - | - | NA | |
| Fees | | - | | - | | - | | - | - | NA | |
| State Appropriations | | 1,264,543 | | 1,263,687 | | 1,195,145 | | 663,017 | (532,128) | -44.50% | |
| Fringe Benefits Paid By State | | - | | 625,252 | | 625,252 | | 344,769 | (280,483) | -44.90% | |
| Sales of Educational Activities | | - | | - | | - | | - | - | NA | |
| All Other Revenue | | - | | - | | - | | - | - | NA | |
| Total Revenue | | <u>1,264,543</u> | | <u>1,888,939</u> | | <u>1,820,397</u> | | <u>1,007,786</u> | <u>(812,611)</u> | <u>-44.60%</u> | |
| Expenditures: | | | | | | | | | | | |
| <u>Personal Services:</u> | | | | | | | | | | | |
| Full Time | - | 1,102,046 | - | 1,263,453 | 11.6 | 1,194,911 | 7.64 | 922,043 | 4 | 272,868 | 22.80% |
| Part Time | - | - | - | - | 0 | - | 0 | - | - | - | NA |
| Student Labor | | - | | - | | - | | - | - | - | NA |
| Overtime | - | - | - | - | 0 | - | 0 | - | - | - | NA |
| All Other Personal Services | - | - | - | - | 0 | - | 0 | - | - | - | NA |
| Subtotal Personal Services | <u>-</u> | <u>1,102,046</u> | <u>-</u> | <u>1,263,453</u> | <u>11.6</u> | <u>1,194,911</u> | <u>7.64</u> | <u>922,043</u> | <u>4</u> | <u>272,868</u> | <u>22.80%</u> |
| Fringe Benefits | | - | | 625,252 | | 625,252 | | 479,462 | | 145,790 | 23.30% |
| Total P.S. & Fringe Benefits | | <u>1,102,046</u> | | <u>1,888,705</u> | | <u>1,820,163</u> | | <u>1,401,505</u> | | <u>418,658</u> | <u>23.00%</u> |
| <u>Other Expenses:</u> | | | | | | | | | | | |
| Inst. Financial Aid/Match | | - | | - | | - | | - | | - | NA |
| All Other Expenses | | 147,627 | | 234 | | 234 | | - | | 234 | 100.00% |
| Total Other Expenses | | <u>147,627</u> | | <u>234</u> | | <u>234</u> | | <u>-</u> | | <u>234</u> | <u>100.00%</u> |
| <u>Library Expenses:</u> | | | | | | | | | | | |
| Books | | - | | - | | - | | - | | - | NA |
| Periodicals | | - | | - | | - | | - | | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | | - | NA |
| All Other Library Equipment | | - | | - | | - | | - | | - | NA |
| Library Expenses: | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | <u>NA</u> |
| Total Equipment (excludes Library) | | 14,870 | | - | | - | | - | | - | NA |
| Total Expenditures | | <u>1,264,543</u> | | <u>1,888,939</u> | | <u>1,820,397</u> | | <u>1,401,505</u> | | <u>418,892</u> | <u>23.00%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>(393,719)</u> | | <u>(393,719)</u> | <u>NA</u> |
| Designated Transfers Per BOT Policies | | | | | | | | | | | |
| Transfer in | | - | | - | | - | | 393,719 | | 393,719 | NA |
| Transfer out | | - | | - | | - | | - | | - | NA |
| Total Designated Transfers | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>393,719</u> | | <u>393,719</u> | <u>NA</u> |
| Net Change | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | <u>NA</u> |

CONNECTICUT STATE UNIVERSITIES

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

FY14 Budget, FY13 Estimated, FY13 Budget and FY12 Actual

| | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | | |
|---|----------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|--|--------------|----------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Percent % | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | 117,404,103 | | 122,677,892 | | 117,845,757 | | 125,261,893 | 7,416,136 | 6.30% | |
| PT Part Time Tuition (Gross) | | 22,099,127 | | 23,211,260 | | 22,870,704 | | 23,744,798 | 874,094 | 3.80% | |
| PT General University Fee | | 21,750,637 | | 22,774,078 | | 22,565,729 | | 23,179,862 | 614,133 | 2.70% | |
| University General Fee (excluding Accident Ins.) | | 68,103,178 | | 70,224,526 | | 68,840,738 | | 73,183,072 | 4,342,334 | 6.30% | |
| University Fee | | 26,042,986 | | 27,050,056 | | 26,140,945 | | 27,107,423 | 966,478 | 3.70% | |
| PT Extension Fee (Gross) | | 26,292,623 | | 27,575,194 | | 25,569,112 | | 26,333,392 | 764,280 | 3.00% | |
| All Other Student Fees | | 11,305,533 | | 11,797,661 | | 11,464,624 | | 11,976,365 | 511,741 | 4.50% | |
| Accident Insurance | | 6,210,360 | | 6,920,338 | | 6,434,130 | | 6,921,508 | 487,378 | 7.60% | |
| Telecom Revenue | | 1,399,816 | | 1,450,060 | | 1,419,619 | | 1,436,140 | 16,521 | 1.20% | |
| State Appropriations | | 142,044,999 | | 141,194,660 | | 135,658,493 | | 150,155,489 | 14,496,996 | 10.70% | |
| Fringe Benefits Paid By State | | 77,100,259 | | 76,838,133 | | 79,522,145 | | 91,257,352 | 11,735,207 | 14.80% | |
| Housing | | 55,104,280 | | 56,827,062 | | 55,722,846 | | 58,148,141 | 2,425,295 | 4.40% | |
| Food Service | | 28,488,670 | | 30,102,533 | | 29,168,435 | | 30,195,133 | 1,026,698 | 3.50% | |
| All Other Revenue | | 16,144,569 | | 15,525,397 | | 16,191,950 | | 16,066,394 | (125,556) | -0.80% | |
| Less: Contra Revenue | | (5,724,000) | | (5,786,060) | | (5,451,658) | | (5,612,655) | (160,997) | 3.00% | |
| Total Revenue | | 613,767,140 | | 628,382,790 | | 613,963,569 | | 659,354,307 | 45,390,738 | 7.40% | |
| Expenditures: | | | | | | | | | | | |
| Personal Services: | | | | | | | | | | | |
| Total Full Time | 3142 | 231,645,972 | 3249 | 235,609,954 | 3187 | 226,713,030 | 3270 | 249,486,017 | (83) | (22,772,987) | -10.00% |
| Part Time: | | | | | | | | | | | |
| Lecturers | 1883 | 32,900,316 | 1855 | 31,624,998 | 1787 | 30,845,128 | 1710 | 30,058,556 | 77 | 786,572 | 2.60% |
| Perm/Intermit PT | 46 | 1,498,096 | 39 | 1,391,063 | 47 | 1,667,816 | 46 | 2,088,079 | 1 | (420,263) | -25.20% |
| University Assistants | 430 | 3,827,618 | 392 | 3,810,441 | 390 | 3,785,679 | 390 | 3,889,391 | - | (103,712) | -2.70% |
| Graduate Assistants | 184 | 1,541,134 | 183 | 1,651,272 | 153 | 1,578,502 | 153 | 1,669,672 | - | (91,170) | -5.80% |
| Other Part Time | 2447 | 8,652,002 | 2208 | 8,773,751 | 2211 | 8,780,269 | 2149 | 8,483,882 | 62 | 296,387 | 3.40% |
| Total Part Time | 4990 | 48,419,166 | 4677 | 47,251,525 | 4588 | 46,657,394 | 4448 | 46,189,580 | 140 | 467,814 | 1.00% |
| Overtime | | 2,914,534 | | 2,754,633 | | 2,988,188 | | 2,741,246 | - | 246,942 | 8.30% |
| All Other Personal Services | | 10,101,514 | | 10,213,314 | | 10,400,113 | | 10,675,645 | - | (275,532) | -2.60% |
| Subtotal Personal Services | | 293,081,186 | | 295,829,426 | | 286,758,725 | | 309,092,488 | - | (22,333,763) | -7.80% |
| Fringe Benefits | | 112,258,208 | | 119,634,247 | | 122,777,236 | | 139,682,329 | - | (16,905,093) | -13.80% |
| Worker's Comp. Recovery | | 1,600,659 | | 1,445,812 | | 1,440,135 | | 1,497,877 | - | (57,742) | -4.00% |
| Total P.S. & Fringe Benefits | 8132 | 406,940,053 | 7926 | 416,909,485 | 7775 | 410,976,096 | 7718 | 450,272,694 | 57 | (39,296,598) | -9.60% |
| Other Expenses: | | | | | | | | | | | |
| Inst. Financial Aid/Match | | 29,419,455 | | 30,061,498 | | 30,123,415 | | 30,659,240 | | (535,825) | -1.80% |
| Waivers | | 6,101,845 | | 6,258,165 | | 6,389,678 | | 6,565,433 | | (175,755) | -2.80% |
| Bad Debt Expense | | 389,098 | | 1,193,808 | | 688,321 | | 844,400 | | (156,079) | -22.70% |
| All Other Expenses | | 109,590,523 | | 120,357,584 | | 116,005,832 | | 120,488,337 | | (4,482,505) | -3.90% |
| Telecom Expense | | 1,389,613 | | 2,469,197 | | 1,762,939 | | 1,083,818 | | 679,121 | 38.50% |
| Total Other Expenses | | 146,890,534 | | 160,340,252 | | 154,970,185 | | 159,641,228 | | (4,671,043) | -3.00% |
| Library Expenses: | | | | | | | | | | | |
| Books | | 681,344 | | 939,915 | | 740,242 | | 889,915 | | (149,673) | -20.20% |
| Periodicals | | 1,451,769 | | 2,592,673 | | 2,383,360 | | 2,320,318 | | 63,042 | 2.60% |
| Electronic Periodicals / Subscriptions | | 2,793,496 | | 2,657,195 | | 2,700,178 | | 2,591,720 | | 108,458 | 4.00% |
| All Other Library Equipment | | 728,445 | | 343,244 | | 627,693 | | 300,244 | | 327,449 | 52.20% |
| Total Non-P.S. Library Expense | | 5,655,054 | | 6,533,027 | | 6,451,473 | | 6,102,197 | | 349,276 | 5.40% |
| Total Equipment (excludes Library) | | 6,656,492 | | 4,771,790 | | 5,433,178 | | 4,727,042 | | 706,136 | 13.00% |
| Total Expenditures | | 566,142,133 | | 588,554,554 | | 577,830,932 | | 620,743,161 | | (42,912,229) | -7.40% |
| Addition to (Use of) Funds Before Designated Items | | 47,625,007 | | 39,828,236 | | 36,132,637 | | 38,611,146 | | 2,478,509 | 6.90% |
| Designated Transfers Per BOT Policies | | | | | | | | | | | |
| Debt Service (University Fee) | | (25,639,560) | | (26,559,988) | | (25,727,053) | | (26,625,963) | | (898,910) | -3.50% |
| Debt Service Residence Halls | | (5,004,448) | | (5,680,410) | | (5,383,706) | | (5,191,232) | | 192,474 | 3.60% |
| Debt Service Parking Garage | | (5,013,768) | | (4,500,286) | | (3,964,219) | | (3,647,049) | | 317,170 | 8.00% |
| Auxiliary Renewal and Replacement | | (2,475,436) | | (2,841,267) | | (2,416,328) | | (2,203,482) | | 212,846 | 8.80% |
| Transfer to Required per BOT Fund Guidelines | | (1,500,000) | | (600,000) | | (600,000) | | (600,000) | | - | 0.00% |
| Transfer from SO for Legal Fees (ECSU) | | - | | 350,000 | | 350,000 | | - | | 350,000 | 100.00% |
| Transfer to ECSU for Legal Fees from (SO) | | - | | (350,000) | | (350,000) | | - | | (350,000) | -100.00% |
| Debt Service WS Parking Garage | | - | | - | | (22,752) | | (73,136) | | (50,384) | -221.40% |
| Transfer from Reserves for Maguire Contract | | - | | - | | - | | 277,778 | | 277,778 | NA |
| Total Designated Transfers per BOR Policies | | (39,633,212) | | (40,181,951) | | (38,114,058) | | (38,063,084) | | 50,974 | 0.10% |
| Other Designated Fund Requests | | | | | | | | | | | |
| Debt Service Prefunding | | (431,819) | | (418,014) | | - | | - | | - | NA |
| 27th Payroll | | 3,019,338 | | - | | - | | - | | - | NA |
| RIP Payout - Transfer from Reserve | | - | | 1,086,062 | | 49,459 | | 293,944 | | 244,485 | 494.30% |
| Reimb for 2 BOR Positions from SO (SCSU) | | - | | - | | 151,260 | | - | | (151,260) | -100.00% |
| Other Transfer - Prefund Debt Service (CCSU) | | (2,666,898) | | (1,230,000) | | (1,230,000) | | (411,755) | | 818,245 | 66.50% |
| Delai Lama Reserve (WCSU) | | (123,919) | | 305,000 | | 123,919 | | - | | (123,919) | -100.00% |
| Other Transfer - Parking Garage (WCSU) | | (800,000) | | - | | - | | - | | - | NA |
| Other Transfer - Document Imaging (WCSU) | | (250,000) | | - | | - | | - | | - | NA |
| Data Vulnerability Incident Expense (WCSU) | | - | | - | | 1,392,493 | | - | | (1,392,493) | -100.00% |
| Transfer to Waterbury Reserves (WCSU) | | - | | 400,000 | | 700,000 | | - | | (700,000) | -100.00% |
| FY13 Nursing EdD Offset & FY14 - 3 Ancel positions (WCSU) | | - | | 210,667 | | 159,213 | | - | | (159,213) | -100.00% |
| Total Other Designated Fund Requests | | (1,253,298) | | 353,715 | | 1,346,344 | | (117,811) | | (1,464,155) | -108.80% |
| Addition to (Use of) Funds | | 6,738,497 | | - | | (635,077) | | 430,251 | | 1,065,328 | 167.70% |

CENTRAL CONNECTICUT STATE UNIVERSITY
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)

| | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY 2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | | |
|--|----------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|---|--------------|----------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Percent % | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | 36,904,489 | | 38,315,772 | | 37,875,665 | | 40,038,461 | 2,162,796 | 5.70% | |
| PT Part Time Tuition (Gross) | | 9,176,956 | | 9,428,464 | | 9,212,413 | | 9,878,203 | 665,790 | 7.20% | |
| PT General University Fee | | 8,969,465 | | 9,171,610 | | 9,006,720 | | 9,520,328 | 513,608 | 5.70% | |
| University General Fee (excluding University Fee | | 20,661,679 | | 20,951,000 | | 20,938,105 | | 21,748,000 | 809,895 | 3.90% | |
| PT Extension Fee (Gross) | | 8,240,943 | | 8,546,000 | | 8,435,328 | | 8,749,000 | 313,672 | 3.70% | |
| All Other Student Fees | | 8,858,154 | | 9,554,252 | | 9,000,318 | | 9,278,290 | 277,972 | 3.10% | |
| Accident Insurance | | 3,343,088 | | 3,585,000 | | 3,684,350 | | 3,617,750 | (66,600) | -1.80% | |
| Telecom Revenue | | 2,024,478 | | 2,221,000 | | 2,081,785 | | 2,263,000 | 181,215 | 8.70% | |
| State Appropriations | | 325,680 | | 328,320 | | 319,644 | | 324,000 | 4,356 | 1.40% | |
| Fringe Benefits Paid By State | | 40,423,362 | | 40,371,937 | | 38,761,064 | | 41,061,592 | 2,300,528 | 5.90% | |
| Housing | | 24,313,730 | | 24,436,346 | | 25,347,567 | | 27,888,573 | 2,541,006 | 10.00% | |
| Food Service | | 11,796,251 | | 12,047,892 | | 11,775,074 | | 12,436,854 | 661,780 | 5.60% | |
| All Other Revenue | | 8,546,399 | | 8,835,712 | | 8,646,037 | | 9,160,860 | 514,823 | 6.00% | |
| Less: Contra Revenue | | 6,933,689 | | 7,245,000 | | 7,656,294 | | 7,497,200 | (159,094) | -2.10% | |
| | | (2,160,389) | | (2,140,522) | | (2,042,805) | | (2,106,529) | (63,724) | 3.10% | |
| Total Revenue | | 188,357,974 | | 192,897,783 | | 190,697,559 | | 201,355,582 | 10,658,023 | 5.60% | |
| Expenditures: | | | | | | | | | | | |
| Personal Services: | | | | | | | | | | | |
| Total Full Time | 975 | 70,311,939 | 975 | 74,342,620 | 971 | 70,400,175 | 971 | 76,375,465 | - | (5,975,290) | -8.50% |
| Part Time: | | | | | | | | | | | |
| Lecturers | 576 | 9,960,087 | 578 | 9,614,827 | 580 | 9,623,919 | 570 | 9,079,559 | 10 | 544,360 | 5.70% |
| Perm/Intermit PT | 12 | 406,082 | 11 | 335,000 | 9 | 375,000 | 9 | 354,000 | - | 21,000 | 5.60% |
| University Assistants | 123 | 1,156,474 | 111 | 1,124,000 | 100 | 1,196,586 | 98 | 1,180,000 | 2 | 16,586 | 1.40% |
| Graduate Assistants | 88 | 293,169 | 87 | 317,000 | 65 | 335,366 | 63 | 325,400 | 2 | 9,966 | 3.00% |
| Other Part Time | 1127 | 4,168,251 | 962 | 4,017,000 | 902 | 4,025,829 | 890 | 3,972,000 | 12 | 53,829 | 1.30% |
| Total Part Time | 1926 | 15,984,063 | 1749 | 15,407,827 | 1656 | 15,556,700 | 1630 | 14,910,959 | 26 | 645,741 | 4.20% |
| Overtime | | 455,833 | | 401,700 | | 700,100 | | 550,000 | | 150,100 | 21.40% |
| All Other Personal Services | | 1,808,918 | | 1,975,500 | | 1,896,454 | | 2,007,000 | | (110,546) | -5.80% |
| Subtotal Personal Services | | 88,560,753 | | 92,127,647 | | 88,553,429 | | 93,843,424 | | (5,289,995) | -6.00% |
| Fringe Benefits | | 33,164,623 | | 34,429,947 | | 37,203,048 | | 40,248,885 | | (3,045,837) | -8.20% |
| Worker's Comp. Recovery | | 509,526 | | 468,324 | | 456,041 | | 491,782 | | (35,741) | -7.80% |
| Total P.S. & Fringe Benefits | | 122,234,902 | | 127,025,918 | | 126,212,518 | | 134,584,091 | | (8,371,573) | -6.60% |
| Other Expenses: | | | | | | | | | | | |
| Inst. Financial Aid/Match | | 10,165,544 | | 10,510,589 | | 10,561,179 | | 11,116,096 | | (554,917) | -5.30% |
| Waivers | | 2,095,728 | | 2,145,449 | | 2,191,992 | | 2,273,400 | | (81,408) | -3.70% |
| Bad Debt Expense | | (42,143) | | 327,582 | | 10,428 | | 100,000 | | (89,572) | -859.00% |
| All Other Expenses | | 32,880,062 | | 35,322,285 | | 33,601,485 | | 36,186,277 | | (2,584,792) | -7.70% |
| Telecom Expense | | 1,279,454 | | 1,259,820 | | 1,262,730 | | 1,267,450 | | (4,720) | -0.40% |
| Total Other Expenses | | 46,378,645 | | 49,565,725 | | 47,627,814 | | 50,943,223 | | (3,315,409) | -7.00% |
| Library Expenses: | | | | | | | | | | | |
| Books | | 119,959 | | 70,000 | | 96,410 | | 70,000 | | 26,410 | 27.40% |
| Periodicals | | 981,420 | | 1,650,000 | | 1,814,062 | | 1,400,000 | | 414,062 | 22.80% |
| Electronic Periodicals / Subscriptions | | 373,311 | | 439,000 | | 364,700 | | 401,170 | | (36,470) | -10.00% |
| All Other Library Equipment | | 16,246 | | 31,000 | | 38,900 | | 38,000 | | 900 | 2.30% |
| Total Non-P.S. Library Expense | | 1,490,936 | | 2,190,000 | | 2,314,072 | | 1,909,170 | | 404,902 | 17.50% |
| Total Equipment (excludes Library) | | 3,664,484 | | 2,155,000 | | 3,181,136 | | 2,555,000 | | 626,136 | 19.70% |
| Total Expenditures | | 173,768,967 | | 180,936,643 | | 179,335,540 | | 189,991,484 | | (10,655,944) | -5.90% |
| Addition to (Use of) Funds Before | | 14,589,007 | | 11,961,140 | | 11,362,019 | | 11,364,098 | | 2,079 | 0.00% |
| Designated Transfers Per BOT Policies | | | | | | | | | | | |
| Debt Service (University Fee) | | (8,073,564) | | (8,396,000) | | (8,293,656) | | (8,594,000) | | (300,344) | -3.60% |
| Debt Service Residence Halls | | - | | - | | - | | - | | - | NA |
| Debt Service Parking Garage | | (928,347) | | (873,126) | | (817,313) | | (848,092) | | (30,779) | -3.80% |
| Auxiliary Renewal and Replacement | | (1,006,468) | | (1,044,000) | | (1,021,050) | | (1,080,000) | | (58,950) | -5.80% |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Total Designated Transfers | | (10,008,379) | | (10,313,126) | | (10,132,019) | | (10,522,092) | | (390,073) | -3.80% |
| Other Designated Fund Requests | | | | | | | | | | | |
| Debt Service Prefunding | | (431,819) | | (418,014) | | - | | - | | - | NA |
| 27th Payroll | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Prefund Debt Service - New Residence Hall | | (2,666,898) | | (1,230,000) | | (1,230,000) | | (411,755) | | 818,245 | 66.50% |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Total Other Designated Fund Requests | | (3,098,717) | | (1,648,014) | | (1,230,000) | | (411,755) | | 818,245 | 66.50% |
| Addition to (Use of) Funds | | 1,481,911 | | - | | - | | 430,251 | | 430,251 | NA |

EASTERN CONNECTICUT STATE UNIVERSITY
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)

| | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY 2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | | |
|--|----------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|---|-------------|----------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Percent % | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | 20,018,459 | | 20,863,712 | | 20,368,359 | | 21,756,516 | 1,388,157 | 6.80% | |
| PT Part Time Tuition (Gross) | | 1,784,339 | | 1,681,444 | | 1,805,670 | | 1,819,320 | 13,650 | 0.80% | |
| PT General University Fee | | 1,947,925 | | 1,924,946 | | 2,054,560 | | 2,097,778 | 43,218 | 2.10% | |
| University General Fee (excluding University Fee | | 13,191,437 | | 13,844,586 | | 13,771,715 | | 15,005,942 | 1,234,227 | 9.00% | |
| PT Extension Fee (Gross) | | 4,491,535 | | 4,676,514 | | 4,563,472 | | 4,771,233 | 207,761 | 4.60% | |
| All Other Student Fees | | 3,420,636 | | 3,316,329 | | 3,469,897 | | 3,154,914 | (314,983) | -9.10% | |
| Accident Insurance | | 1,738,089 | | 1,619,697 | | 1,617,201 | | 1,867,962 | 250,761 | 15.50% | |
| Telecom Revenue | | 1,086,759 | | 1,200,650 | | 1,121,568 | | 1,231,212 | 109,644 | 9.80% | |
| State Appropriations | | 402,991 | | 411,200 | | 410,423 | | 414,400 | 3,977 | 1.00% | |
| Fringe Benefits Paid By State | | 26,055,756 | | 26,021,923 | | 24,953,660 | | 25,957,038 | 1,003,378 | 4.00% | |
| Housing | | 12,704,809 | | 12,768,842 | | 13,181,625 | | 14,509,391 | 1,327,766 | 10.10% | |
| Food Service | | 17,430,888 | | 18,549,486 | | 18,505,279 | | 19,485,584 | 980,305 | 5.30% | |
| All Other Revenue | | 6,399,091 | | 6,832,246 | | 6,782,300 | | 7,088,100 | 305,800 | 4.50% | |
| Less: Contra Revenue | | 2,387,743 | | 2,260,775 | | 2,156,469 | | 2,156,469 | - | 0.00% | |
| | | (1,069,672) | | (1,248,628) | | (1,191,732) | | (1,259,983) | (68,251) | 5.70% | |
| Total Revenue | | 111,990,785 | | 114,723,722 | | 113,570,466 | | 120,055,876 | 6,485,410 | 5.70% | |
| Expenditures: | | | | | | | | | | | |
| Personal Services: | | | | | | | | | | | |
| Total Full Time | 583 | 41,834,112 | 604 | 41,730,366 | 588 | 40,431,853 | 594 | 42,222,327 | (6) | (1,790,474) | -4.40% |
| Part Time: | | | | | | | | | | | |
| Lecturers | 283 | 5,110,477 | 300 | 5,292,034 | 279 | 4,918,099 | 259 | 4,936,514 | 20 | (18,415) | -0.40% |
| Perm/Intermit PT | 4 | 108,945 | 5 | 105,000 | 9 | 335,124 | 9 | 729,291 | - | (394,167) | -117.60% |
| University Assistants | 57 | 828,370 | 58 | 825,000 | 61 | 875,000 | 63 | 904,640 | (2) | (29,640) | -3.40% |
| Graduate Assistants | 5 | 66,090 | 8 | 70,000 | 5 | 25,239 | 7 | 105,000 | (2) | (79,761) | -316.00% |
| Other Part Time | 3 | 31,083 | 2 | 25,000 | 0 | 40,977 | 0 | 30,131 | - | 10,846 | 26.50% |
| Total Part Time | 352 | 6,144,965 | 373 | 6,317,034 | 354 | 6,194,439 | 338 | 6,705,576 | 16 | (511,137) | -8.30% |
| Overtime | | 699,209 | | 780,000 | | 765,000 | | 787,950 | | (22,950) | -3.00% |
| All Other Personal Services | | 4,051,959 | | 3,938,207 | | 4,204,052 | | 4,403,936 | | (199,884) | -4.80% |
| Subtotal Personal Services | | 52,730,245 | | 52,765,607 | | 51,595,344 | | 54,119,789 | | (2,524,445) | -4.90% |
| Fringe Benefits | | 20,036,528 | | 22,690,613 | | 23,067,553 | | 26,939,349 | | (3,871,796) | -16.80% |
| Worker's Comp. Recovery | | 284,075 | | 216,339 | | 268,223 | | 281,392 | | (13,169) | -4.90% |
| Total P.S. & Fringe Benefits | | 73,050,848 | | 75,672,559 | | 74,931,120 | | 81,340,530 | | (6,409,410) | -8.60% |
| Other Expenses: | | | | | | | | | | | |
| Inst. Financial Aid/Match | | 4,250,866 | | 4,530,050 | | 4,700,000 | | 4,679,835 | | 20,165 | 0.40% |
| Waivers | | 1,286,270 | | 1,365,830 | | 1,383,075 | | 1,455,617 | | (72,542) | -5.20% |
| Bad Debt Expense | | 242,720 | | 375,404 | | 367,746 | | 388,329 | | (20,583) | -5.60% |
| All Other Expenses | | 19,688,434 | | 21,242,341 | | 20,339,266 | | 20,992,694 | | (653,428) | -3.20% |
| Telecom Expense | | 1,060,201 | | 1,103,200 | | 1,102,903 | | 1,167,100 | | (64,197) | -5.80% |
| Total Other Expenses | | 26,528,491 | | 28,616,825 | | 27,892,990 | | 28,683,575 | | (790,585) | -2.80% |
| Library Expenses: | | | | | | | | | | | |
| Books | | 244,185 | | 251,071 | | 251,071 | | 251,071 | | - | 0.00% |
| Periodicals | | 365,626 | | 398,876 | | 376,521 | | 376,521 | | - | 0.00% |
| Electronic Periodicals / Subscriptions | | 254,007 | | 232,560 | | 254,915 | | 254,915 | | - | 0.00% |
| All Other Library Equipment | | 21,332 | | 19,545 | | 19,545 | | 19,545 | | - | 0.00% |
| Total Non-P.S. Library Expense | | 885,150 | | 902,052 | | 902,052 | | 902,052 | | - | 0.00% |
| Total Equipment (excludes Library) | | 432,091 | | 700,000 | | 550,000 | | 550,000 | | - | 0.00% |
| Total Expenditures | | 100,896,580 | | 105,891,436 | | 104,276,162 | | 111,476,157 | | (7,199,995) | -6.90% |
| Addition to (Use of) Funds Before | | 11,094,205 | | 8,832,286 | | 9,294,304 | | 8,579,719 | | (714,585) | -7.70% |
| Designated Transfers Per BOT Policies | | | | | | | | | | | |
| Debt Service (University Fee) | | (4,435,723) | | (4,676,514) | | (4,563,472) | | (4,771,233) | | (207,761) | -4.60% |
| Debt Service Residence Halls | | (2,755,178) | | (2,788,519) | | (2,788,519) | | (2,789,237) | | (718) | 0.00% |
| Debt Service Parking Garage | | (533,932) | | (533,994) | | (533,994) | | (487,775) | | 46,219 | 8.70% |
| Auxiliary Renewal and Replacement | | (414,412) | | (1,183,259) | | (1,183,259) | | (531,474) | | 651,785 | 55.10% |
| Transfer to Required per BOT Fund Guidelines | | (900,000) | | - | | - | | - | | - | NA |
| Transfer from SO for Legal Fees | | - | | 350,000 | | 350,000 | | - | | (350,000) | -100.00% |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Total Designated Transfers | | (9,039,245) | | (8,832,286) | | (8,719,244) | | (8,579,719) | | 139,525 | 1.60% |
| Other Designated Fund Requests | | | | | | | | | | | |
| Debt Service Prefunding | | - | | - | | - | | - | | - | NA |
| 27th Payroll | | - | | - | | - | | - | | - | NA |
| RIP Payout - Transfer from Reserve | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Other Transfer | | - | | - | | - | | - | | - | NA |
| Total Other Designated Fund Requests | | - | | - | | - | | - | | - | NA |
| Addition to (Use of) Funds | | 2,054,960 | | - | | 575,060 | | - | | (575,060) | -100.00% |

SOUTHERN CONNECTICUT STATE UNIVERSITY
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)

| | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|-----------------------|---------------------|-----------------------|---------------------|-------------------------|---------------------|-----------------------|---------------------|---|---------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Percent % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 38,164,877 | | 40,018,645 | | 38,116,323 | | 39,857,192 | 1,740,869 | 4.60% |
| PT Part Time Tuition (Gross) | | 7,382,323 | | 8,220,351 | | 7,804,242 | | 8,021,768 | 217,526 | 2.80% |
| PT General University Fee | | 7,437,456 | | 8,143,408 | | 7,694,127 | | 7,805,013 | 110,886 | 1.40% |
| University General Fee (excluding University Fee | | 22,114,919 | | 22,722,719 | | 22,084,011 | | 23,481,584 | 1,397,573 | 6.30% |
| PT Extension Fee (Gross) | | 8,375,777 | | 8,658,596 | | 8,377,617 | | 8,538,551 | 160,934 | 1.90% |
| All Other Student Fees | | 9,435,455 | | 10,477,706 | | 9,694,716 | | 10,002,410 | 307,694 | 3.20% |
| Accident Insurance | | 3,924,285 | | 4,246,342 | | 3,862,856 | | 4,047,337 | 184,481 | 4.80% |
| Telecom Revenue | | 2,020,204 | | 2,222,963 | | 2,159,807 | | 2,215,392 | 55,585 | 2.60% |
| State Appropriations | | 432,163 | | 469,740 | | 469,740 | | 469,740 | - | 0.00% |
| Fringe Benefits Paid By State | | 39,012,107 | | 38,942,051 | | 37,384,453 | | 39,306,118 | 1,921,665 | 5.10% |
| Housing | | 24,257,506 | | 24,379,610 | | 25,279,521 | | 27,814,628 | 2,535,107 | 10.00% |
| Food Service | | 15,985,778 | | 16,071,966 | | 16,071,966 | | 16,403,590 | 331,624 | 2.10% |
| All Other Revenue | | 8,142,452 | | 8,759,695 | | 8,759,695 | | 9,035,750 | 276,055 | 3.20% |
| Less: Contra Revenue | | 4,010,555 | | 3,209,252 | | 3,393,037 | | 3,393,037 | 110,000 | 3.20% |
| | | (1,450,195) | | (1,429,004) | | (1,350,000) | | (1,379,022) | (29,022) | 2.10% |
| Total Revenue | | <u>189,245,662</u> | | <u>195,114,040</u> | | <u>189,802,111</u> | | <u>199,123,088</u> | <u>9,320,977</u> | <u>4.90%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Total Full Time | 932 | 70,378,502 | 1007 | 70,425,060 | 955 | 68,586,163 | 977 | 74,097,882 | (22) (5,511,719) | -8.00% |
| Part Time: | | | | | | | | | | |
| Lecturers | 649 | 12,032,574 | 608 | 11,204,770 | 567 | 10,604,770 | 537 | 10,715,009 | 30 (110,239) | -1.00% |
| Perm/Intermit PT | 22 | 685,794 | 19 | 773,249 | 19 | 773,249 | 19 | 800,467 | - (27,218) | -3.50% |
| University Assistants | 185 | 1,338,011 | 162 | 1,129,179 | 162 | 1,019,179 | 162 | 1,129,179 | - (110,000) | -10.80% |
| Graduate Assistants | 36 | 961,731 | 44 | 1,016,752 | 44 | 1,016,752 | 44 | 1,016,752 | - | 0.00% |
| Other Part Time | 560 | 3,152,201 | 592 | 3,291,368 | 592 | 3,291,368 | 542 | 3,041,368 | 50 250,000 | 7.60% |
| Total Part Time | <u>1452</u> | <u>18,170,311</u> | <u>1425</u> | <u>17,415,318</u> | <u>1384</u> | <u>16,705,318</u> | <u>1304</u> | <u>16,702,775</u> | <u>80 2,543</u> | <u>0.00%</u> |
| Overtime | | 850,862 | | 721,356 | | 721,356 | | 596,603 | 124,753 | 17.30% |
| All Other Personal Services | | 2,634,052 | | 2,789,835 | | 2,789,835 | | 2,789,835 | - | 0.00% |
| Subtotal Personal Services | | <u>92,033,727</u> | | <u>91,351,569</u> | | <u>88,802,672</u> | | <u>94,187,095</u> | <u>(5,384,423)</u> | <u>-6.10%</u> |
| Fringe Benefits | | 37,264,503 | | 38,895,968 | | 39,080,951 | | 42,520,193 | (3,439,242) | -8.80% |
| Worker's Comp. Recovery | | 489,647 | | 438,000 | | 438,000 | | 438,000 | - | 0.00% |
| Total P.S. & Fringe Benefits | | <u>129,787,877</u> | | <u>130,685,537</u> | | <u>128,321,623</u> | | <u>137,145,288</u> | <u>(8,823,665)</u> | <u>-6.90%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 10,298,196 | | 9,863,030 | | 9,863,030 | | 9,751,192 | 111,838 | 1.10% |
| Waivers | | 1,742,624 | | 1,702,325 | | 1,822,262 | | 1,776,857 | 45,405 | 2.50% |
| Bad Debt Expense | | (358,976) | | 205,675 | | 25,000 | | 50,000 | (25,000) | -100.00% |
| All Other Expenses | | 32,209,392 | | 36,600,322 | | 34,647,396 | | 35,638,118 | (990,722) | -2.90% |
| Telecom Expense | | 687,184 | | 1,489,740 | | 1,006,400 | | 1,006,400 | - | 0.00% |
| Total Other Expenses | | <u>44,578,420</u> | | <u>49,861,092</u> | | <u>47,364,088</u> | | <u>48,222,567</u> | <u>(858,479)</u> | <u>-1.80%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | 281,882 | | 367,443 | | 367,443 | | 317,443 | 50,000 | 13.60% |
| Periodicals | | 43,396 | | 121,450 | | 121,450 | | 121,450 | - | 0.00% |
| Electronic Periodicals / Subscriptions | | 1,575,981 | | 1,470,344 | | 1,470,344 | | 1,420,344 | 50,000 | 3.40% |
| All Other Library Equipment | | 17,558 | | 40,738 | | 40,738 | | 40,738 | - | 0.00% |
| Total Non-P.S. Library Expense | | <u>1,918,817</u> | | <u>1,999,975</u> | | <u>1,999,975</u> | | <u>1,899,975</u> | <u>100,000</u> | <u>5.00%</u> |
| Total Equipment (excludes Library) | | 1,787,018 | | 1,302,041 | | 1,302,042 | | 1,302,042 | - | 0.00% |
| Total Expenditures | | <u>178,072,132</u> | | <u>183,848,645</u> | | <u>178,987,728</u> | | <u>188,569,872</u> | <u>(9,582,144)</u> | <u>-5.40%</u> |
| Addition to (Use of) Funds Before | | 11,173,530 | | 11,265,395 | | 10,814,383 | | 10,553,216 | (261,167) | -2.40% |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Debt Service (University Fee) | | (8,233,009) | | (8,473,596) | | (8,202,617) | | (8,363,551) | (160,934) | -2.00% |
| Debt Service Residence Halls | | (1,411,659) | | (1,410,120) | | (1,261,704) | | (961,704) | 300,000 | 23.80% |
| Debt Service Parking Garage | | (2,128,167) | | (2,235,476) | | (1,876,322) | | (1,472,446) | 403,876 | 21.50% |
| Auxiliary Renewal and Replacement | | - | | - | | 375,000 | | - | 375,000 | 100.00% |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Total Designated Transfers | | <u>(11,772,835)</u> | | <u>(12,119,192)</u> | | <u>(10,965,643)</u> | | <u>(10,797,701)</u> | <u>167,942</u> | <u>1.50%</u> |
| Other Designated Fund Requests | | | | | | | | | | |
| Debt Service Prefunding | | - | | - | | - | | - | - | NA |
| 27th Payroll (set aside from 2011) | | 599,305 | | - | | - | | - | - | NA |
| RIP Payout - Transfer from Reserve | | - | | 853,797 | | - | | 244,485 | 244,485 | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Reimb for 2 BOR Positions from SO | | - | | - | | 151,260 | | - | (151,260) | -100.00% |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Total Other Designated Fund Requests | | <u>599,305</u> | | <u>853,797</u> | | <u>151,260</u> | | <u>244,485</u> | <u>93,225</u> | <u>61.60%</u> |
| Addition to (Use of) Funds | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | <u>-</u> | <u>NA</u> |

WESTERN CONNECTICUT STATE UNIVERSITY
Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)

| | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY 2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|--|-----------------------|--------------------|-----------------------|--------------------|-------------------------|--------------------|-----------------------|--------------------|--|----------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Percent % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 22,316,278 | | 23,479,763 | | 21,485,410 | | 23,609,724 | 2,124,314 | 9.90% |
| PT Part Time Tuition (Gross) | | 3,755,509 | | 3,881,001 | | 4,048,379 | | 4,025,507 | (22,872) | -0.60% |
| PT General University Fee | | 3,395,791 | | 3,534,114 | | 3,810,322 | | 3,756,743 | (53,579) | -1.40% |
| University General Fee (excluding University Fee | | 12,135,143 | | 12,706,221 | | 12,046,907 | | 12,947,546 | 900,639 | 7.50% |
| PT Extension Fee (Gross) | | 4,934,731 | | 5,168,946 | | 4,764,528 | | 5,048,639 | 284,111 | 6.00% |
| All Other Student Fees | | 4,578,378 | | 4,226,907 | | 3,404,181 | | 3,897,778 | 493,597 | 14.50% |
| Accident Insurance | | 2,300,071 | | 2,346,622 | | 2,300,217 | | 2,443,316 | 143,099 | 6.20% |
| Telecom Revenue | | 1,078,919 | | 1,275,725 | | 1,070,970 | | 1,211,904 | 140,934 | 13.20% |
| State Appropriations | | 238,982 | | 240,800 | | 219,812 | | 228,000 | 8,188 | 3.70% |
| Fringe Benefits Paid By State | | 25,586,863 | | 25,577,079 | | 24,477,646 | | 25,895,178 | 1,417,532 | 5.80% |
| Housing | | 13,581,408 | | 13,649,912 | | 14,110,009 | | 15,529,390 | 1,419,381 | 10.10% |
| Food Service | | 9,891,363 | | 10,157,718 | | 9,370,527 | | 9,822,113 | 451,586 | 4.80% |
| All Other Revenue | | 5,400,728 | | 5,674,880 | | 4,980,403 | | 4,910,423 | (69,980) | -1.40% |
| Less: Contra Revenue | | 2,775,013 | | 2,785,375 | | 2,949,984 | | 2,872,799 | (77,185) | -2.60% |
| Total Revenue | | <u>(1,043,744)</u> | | <u>(967,906)</u> | | <u>(867,121)</u> | | <u>(867,121)</u> | - | 0.00% |
| | | <u>110,925,433</u> | | <u>113,737,157</u> | | <u>108,172,174</u> | | <u>115,331,939</u> | <u>7,159,765</u> | <u>6.60%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Total Full Time | 598 | 42,669,877 | 612 | 43,457,528 | 614 | 41,342,205 | 601 | 43,798,741 | 13 (2,456,536) | -5.90% |
| Part Time: | | | | | | | | | | |
| Lecturers | 375 | 5,797,178 | 369 | 5,513,367 | 361 | 5,698,340 | 344 | 5,327,474 | 17 370,866 | 6.50% |
| Perm/Intermit PT | 5 | 153,748 | 4 | 177,814 | 6 | 150,715 | 6 | 170,793 | - (20,078) | -13.30% |
| University Assistants | 65 | 504,763 | 61 | 732,262 | 67 | 694,914 | 67 | 675,572 | - 19,342 | 2.80% |
| Graduate Assistants | 55 | 220,144 | 44 | 247,520 | 39 | 201,145 | 39 | 222,520 | - (21,375) | -10.60% |
| Other Part Time | 757 | 1,300,467 | 652 | 1,440,383 | 717 | 1,422,095 | 717 | 1,440,383 | - (18,288) | -1.30% |
| Total Part Time | <u>1257</u> | <u>7,976,300</u> | <u>1130</u> | <u>8,111,346</u> | <u>1190</u> | <u>8,167,209</u> | <u>1173</u> | <u>7,836,742</u> | <u>17 330,467</u> | <u>4.00%</u> |
| Overtime | | 908,630 | | 851,577 | | 801,577 | | 806,693 | - (5,116) | -0.60% |
| All Other Personal Services | | 1,606,585 | | 1,509,772 | | 1,509,772 | | 1,474,874 | - 34,898 | 2.30% |
| Subtotal Personal Services | | <u>53,161,392</u> | | <u>53,930,223</u> | | <u>51,820,763</u> | | <u>53,917,050</u> | <u>(2,096,287)</u> | <u>-4.00%</u> |
| Fringe Benefits | | 19,590,014 | | 21,733,818 | | 21,065,140 | | 23,898,796 | (2,833,656) | -13.50% |
| Worker's Comp. Recovery | | 313,733 | | 316,979 | | 272,233 | | 281,746 | (9,513) | -3.50% |
| Total P.S. & Fringe Benefits | | <u>73,065,139</u> | | <u>75,981,020</u> | | <u>73,158,136</u> | | <u>78,097,592</u> | <u>(4,939,456)</u> | <u>-6.80%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 4,704,849 | | 5,157,829 | | 4,999,206 | | 5,112,117 | (112,911) | -2.30% |
| Waivers | | 977,223 | | 1,044,561 | | 992,349 | | 1,059,559 | (67,210) | -6.80% |
| Bad Debt Expense | | 547,497 | | 285,147 | | 285,147 | | 306,071 | (20,924) | -7.30% |
| All Other Expenses | | 20,954,289 | | 22,059,636 | | 22,037,478 | | 21,430,709 | 606,769 | 2.80% |
| Telecom Expense | | 851,852 | | 1,090,800 | | 900,000 | | 550,000 | 350,000 | 38.90% |
| Total Other Expenses | | <u>28,035,710</u> | | <u>29,637,973</u> | | <u>29,214,180</u> | | <u>28,458,456</u> | <u>755,724</u> | <u>2.60%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | 35,318 | | 251,401 | | 25,318 | | 251,401 | (226,083) | -893.00% |
| Periodicals | | 61,327 | | 422,347 | | 71,327 | | 422,347 | (351,020) | -492.10% |
| Electronic Periodicals / Subscriptions | | 219,508 | | 108,291 | | 202,635 | | 108,291 | 94,344 | 46.60% |
| All Other Library Equipment | | 673,309 | | 251,961 | | 528,510 | | 201,961 | 326,549 | 61.80% |
| Total Non-P.S. Library Expense | | <u>989,462</u> | | <u>1,034,000</u> | | <u>827,790</u> | | <u>984,000</u> | <u>(156,210)</u> | <u>-18.90%</u> |
| Total Equipment (excludes Library) | | 613,656 | | 564,749 | | 350,000 | | 300,000 | 50,000 | 14.30% |
| Total Expenditures | | <u>102,703,967</u> | | <u>107,217,742</u> | | <u>103,550,106</u> | | <u>107,840,048</u> | <u>(4,289,942)</u> | <u>-4.10%</u> |
| Addition to (Use of) Funds Before | | 8,221,466 | | 6,519,415 | | 4,622,068 | | 7,491,891 | 2,869,823 | 62.10% |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Debt Service (University Fee) | | (4,897,264) | | (5,013,878) | | (4,667,308) | | (4,897,179) | (229,871) | -4.90% |
| Debt Service Residence Halls | | (837,611) | | (1,481,771) | | (1,333,483) | | (1,440,291) | (106,808) | -8.00% |
| Debt Service Parking Garage | | (1,423,322) | | (857,690) | | (736,590) | | (838,736) | (102,146) | -13.90% |
| Auxiliary Renewal and Replacement | | (754,556) | | (314,008) | | (287,019) | | (292,008) | (4,989) | -1.70% |
| Debt Service WS Parking Garage | | - | | - | | (22,752) | | (73,136) | (50,384) | -221.40% |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Total Designated Transfers | | <u>(7,912,753)</u> | | <u>(7,667,347)</u> | | <u>(7,047,152)</u> | | <u>(7,541,350)</u> | <u>(494,198)</u> | <u>-7.00%</u> |
| Other Designated Fund Requests | | | | | | | | | | |
| Debt Service Prefunding | | - | | - | | - | | - | - | NA |
| 27th Payroll | | 2,420,033 | | - | | - | | - | - | NA |
| RIP Payout - Transfer from Reserve | | - | | 232,265 | | 49,459 | | 49,459 | - | 0.00% |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Delai Lama Reserve | | (123,919) | | 305,000 | | 123,919 | | - | (123,919) | -100.00% |
| Other Transfer - Parking Garage | | (800,000) | | - | | - | | - | - | NA |
| Other Transfer - Document Imaging | | (250,000) | | - | | - | | - | - | NA |
| Data Vulnerability Incident Expense | | - | | - | | 1,392,493 | | - | (1,392,493) | -100.00% |
| Transfer to Waterbury Reserves | | - | | 400,000 | | 700,000 | | - | (700,000) | -100.00% |
| Nursing Edd Offset | | - | | 210,667 | | 159,213 | | - | (159,213) | -100.00% |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Total Other Designated Fund Requests | | <u>1,246,114</u> | | <u>1,147,932</u> | | <u>2,425,084</u> | | <u>49,459</u> | <u>(2,375,625)</u> | <u>-98.00%</u> |
| Addition to (Use of) Funds | | <u>1,554,827</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | <u>-</u> | <u>NA</u> |

SYSTEM OFFICE/SYSTEMWIDE/MANDATES

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

| | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|--|-----------------------|-------------------|-----------------------|--------------------|-------------------------|--------------------|-----------------------|-------------------|---|------------------------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Percent % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | - | | - | | - | | - | - | NA |
| PT Part Time Tuition (Gross) | | - | | - | | - | | - | - | NA |
| PT General University Fee | | - | | - | | - | | - | - | NA |
| University General Fee (excluding | | - | | - | | - | | - | - | NA |
| University Fee | | - | | - | | - | | - | - | NA |
| PT Extension Fee (Gross) | | - | | - | | - | | - | - | NA |
| All Other Student Fees | | - | | - | | - | | - | - | NA |
| Accident Insurance | | - | | - | | - | | - | - | NA |
| Telecom Revenue | | - | | - | | - | | - | - | NA |
| State Appropriations | | 10,966,911 | | 10,281,670 | | 10,081,670 | | 17,935,563 | 7,853,893 | 77.90% |
| Fringe Benefits Paid By State | | 2,242,806 | | 1,603,423 | | 1,603,423 | | 5,515,370 | 3,911,947 | 244.00% |
| Housing | | - | | - | | - | | - | - | NA |
| Food Service | | - | | - | | - | | - | - | NA |
| All Other Revenue | | 37,569 | | 24,995 | | 36,166 | | 36,889 | 723 | 2.00% |
| Less: Contra Revenue | | - | | - | | - | | - | - | NA |
| Total Revenue | | <u>13,247,286</u> | | <u>11,910,088</u> | | <u>11,721,259</u> | | <u>23,487,822</u> | <u>11,766,563</u> | <u>100.40%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Total Full Time | 54 | 6,451,542 | 51 | 5,654,380 | 59 | 5,952,634 | 127 | 12,991,602 | (68) | (7,038,968) -118.20% |
| Part Time: | | | | | | | | | | |
| Lecturers | - | - | - | - | - | - | - | - | - | NA |
| Perm/Intermit PT | 3 | 143,527 | - | - | 4 | 33,728 | 3 | 33,528 | 1 | 200 0.60% |
| University Assistants | - | - | - | - | - | - | - | - | - | NA |
| Graduate Assistants | - | - | - | - | - | - | - | - | - | NA |
| Other Part Time | - | - | - | - | - | - | - | - | - | NA |
| Total Part Time | <u>3</u> | <u>143,527</u> | <u>-</u> | <u>0</u> | <u>4</u> | <u>33,728</u> | <u>3</u> | <u>33,528</u> | <u>1</u> | <u>200 0.60%</u> |
| Overtime | | - | | - | | 155 | | - | - | 155 100.00% |
| All Other Personal Services | | - | | - | | - | | - | - | NA |
| Subtotal Personal Services | | 6,595,069 | | 5,654,380 | | 5,986,517 | | 13,025,130 | - | (7,038,613) -117.60% |
| Fringe Benefits | | 2,202,540 | | 1,883,901 | | 2,360,544 | | 6,075,106 | - | (3,714,562) -157.40% |
| Worker's Comp. Recovery | | 3,678 | | 6,170 | | 5,638 | | 4,957 | - | 681 12.10% |
| Total P.S. & Fringe Benefits | | <u>8,801,287</u> | | <u>7,544,451</u> | | <u>8,352,699</u> | | <u>19,105,193</u> | <u>-</u> | <u>(10,752,494) -128.70%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | - | | - | | - | | - | - | NA |
| Waivers | | - | | - | | - | | - | - | NA |
| Bad Debt Expense | | - | | - | | - | | - | - | NA |
| All Other Expenses | | 3,858,346 | | 5,133,000 | | 5,380,207 | | 6,240,539 | (860,332) | -16.00% |
| Telecom Expense | | (2,489,078) | | (2,474,363) | | (2,509,094) | | (2,907,132) | 398,038 | -15.90% |
| Total Other Expenses | | <u>1,369,268</u> | | <u>2,658,637</u> | | <u>2,871,113</u> | | <u>3,333,407</u> | <u>(462,294)</u> | <u>-16.10%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | - | | - | | - | | - | - | NA |
| Periodicals | | - | | - | | - | | - | - | NA |
| Electronic Periodicals / Subscriptions | | 370,689 | | 407,000 | | 407,584 | | 407,000 | 584 | 0.10% |
| All Other Library Equipment | | - | | - | | - | | - | - | NA |
| Total Non-P.S. Library Expense | | <u>370,689</u> | | <u>407,000</u> | | <u>407,584</u> | | <u>407,000</u> | <u>584</u> | <u>0.10%</u> |
| Total Equipment (excludes Library) | | 159,243 | | 50,000 | | 50,000 | | 20,000 | 30,000 | 60.00% |
| Total Expenditures | | <u>10,700,487</u> | | <u>10,660,088</u> | | <u>11,681,396</u> | | <u>22,865,600</u> | <u>(11,184,204)</u> | <u>-95.70%</u> |
| Addition to (Use of) Funds Before | | 2,546,799 | | 1,250,000 | | 39,863 | | 622,222 | 582,359 | 1460.90% |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer to Required per BOT Fund Guidelines | | (600,000) | | (600,000) | | (600,000) | | (600,000) | - | 0.00% |
| Debt Service Residence Halls | | - | | - | | - | | - | - | NA |
| Debt Service Parking Garage | | - | | - | | - | | - | - | NA |
| Auxiliary Renewal and Replacement | | (300,000) | | (300,000) | | (300,000) | | (300,000) | - | 0.00% |
| Transfer from SO for Legal Fees | | - | | (350,000) | | (350,000) | | - | 350,000 | 100.00% |
| Transfer from Reserves for Maguire Contract | | - | | - | | - | | 277,778 | 277,778 | NA |
| Other Transfers | | - | | - | | - | | - | - | NA |
| Total Designated Transfers | | <u>(900,000)</u> | | <u>(1,250,000)</u> | | <u>(1,250,000)</u> | | <u>(622,222)</u> | <u>627,778</u> | <u>50.20%</u> |
| Other Designated Fund Requests | | | | | | | | | | |
| Debt Service Prefunding | | - | | - | | - | | - | - | NA |
| 27th Payroll | | - | | - | | - | | - | - | NA |
| RIP Payout - Transfer from Reserve | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Other Transfer | | - | | - | | - | | - | - | NA |
| Total Other Designated Fund Requests | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | <u>-</u> | <u>NA</u> |
| Addition to (Use of) Funds | | <u>1,646,799</u> | | <u>-</u> | | <u>(1,210,137)</u> | | <u>-</u> | <u>1,210,137</u> | <u>100.00%</u> |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Consolidated

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|----------------|---------------------|----------------|--------------------|------------------|--------------------|----------------|--------------------|--|----------------------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 122,093,478 | | 127,987,995 | | 125,770,076 | | 132,993,973 | 7,223,897 | 5.70% |
| Fees | | 48,706,963 | | 48,852,510 | | 48,305,252 | | 50,602,970 | 2,297,718 | 4.80% |
| State Appropriations | | 144,504,819 | | 143,196,097 | | 137,522,898 | | 150,231,941 | 12,709,043 | 9.20% |
| Fringe Benefits Paid By State | | 79,026,843 | | 70,166,088 | | 86,221,095 | | 93,348,523 | 7,127,428 | 8.30% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | (700) | | 134,960 | | 102,329 | | 99,577 | (2,752) | -2.70% |
| Sales of Educational Activities | | 618,206 | | 600,140 | | 619,860 | | 764,129 | 144,269 | 23.30% |
| All Other Revenue | | 5,364,881 | | 4,770,353 | | 4,476,718 | | 4,352,489 | (124,229) | -2.80% |
| Total Revenue | | <u>400,314,491</u> | | <u>395,708,143</u> | | <u>403,018,228</u> | | <u>432,393,603</u> | <u>29,375,375</u> | <u>7.30%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time (6101) | | 188,446,626 | | 161,013,618 | 2,189.9 | 149,475,065 | 2,246.5 | 163,029,981 | (56.7) | (13,554,916) -9.10% |
| Continuing Part Time (6111) | | 939,229 | | 972,994 | 34.6 | 1,246,765 | 33.6 | 1,193,311 | 1.0 | 53,454 4.30% |
| Temporary Part Time (6102, B, D, G) | | 12,626,642 | | 8,687,061 | 306.6 | 19,089,051 | 286.9 | 18,112,527 | 19.7 | 976,524 5.10% |
| Contractual PTL (6103D) | | 26,529,118 | | 30,006,299 | 1,942.3 | 42,540,878 | 1,893.0 | 43,747,466 | 49.3 | (1,206,588) -2.80% |
| Contractual NCL (6103E) | | 2,777,546 | | 2,527,405 | 241.5 | 3,376,643 | 252.3 | 3,416,364 | (10.8) | (39,721) -1.20% |
| Contractual ECL (6103F) | | 3,886,420 | | 3,528,992 | 258.3 | 5,556,655 | 253.5 | 5,871,598 | 4.8 | (314,943) -5.70% |
| Student Labor (6104, H) | | 1,604,192 | | 1,330,694 | - | 2,114,290 | - | 1,697,066 | - | 417,224 19.70% |
| Overtime (6107) | | 846,993 | | 931,654 | - | 1,145,930 | - | 883,528 | - | 262,402 22.90% |
| All Other Personal Services | | 2,539,132 | | 18,728,779 | - | 3,694,732 | - | 3,100,872 | - | 593,860 16.10% |
| Subtotal Personal Services | - | <u>240,195,899</u> | - | <u>227,727,495</u> | 4,973.1 | <u>228,240,009</u> | 4,965.7 | <u>241,052,712</u> | 7.4 | <u>(12,812,703) -5.60%</u> |
| Fringe Benefits | | 102,478,006 | | 92,426,065 | | 109,209,081 | | 118,947,823 | | (9,738,742) -8.90% |
| Total P.S. & Fringe Benefits | | <u>342,673,904</u> | | <u>320,153,560</u> | | <u>337,449,090</u> | | <u>360,000,535</u> | | <u>(22,551,445) -6.70%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 20,535,059 | | 24,003,815 | | 24,000,086 | | 24,545,885 | | (545,799) -2.30% |
| All Other Expenses | | 50,221,277 | | 52,902,148 | | 50,626,022 | | 49,036,507 | | 1,589,515 3.10% |
| Total Other Expenses | | <u>70,756,336</u> | | <u>76,905,963</u> | | <u>74,626,108</u> | | <u>73,582,392</u> | | <u>1,043,716 1.40%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | 247,095 | | 347,043 | | 462,836 | | 470,318 | | (7,482) -1.60% |
| Periodicals | | - | | - | | - | | - | | NA |
| Electronic Periodicals / Subscriptions | | 47,792 | | 50,864 | | 102,878 | | 151,070 | | (48,192) -46.80% |
| All Other Library Equipment | | 74,709 | | - | | - | | 11,647 | | (11,647) NA |
| Total Non-P.S. Library Expense | | <u>369,596</u> | | <u>397,907</u> | | <u>565,714</u> | | <u>633,035</u> | | <u>(67,321) -11.90%</u> |
| Total Equipment (excludes Library) | | 1,187,300 | | 547,474 | | 249,344 | | 96,000 | | 153,344 61.50% |
| Total Expenditures | | <u>414,987,136</u> | | <u>398,004,904</u> | | <u>412,890,256</u> | | <u>434,311,962</u> | | <u>(21,421,706) -5.20%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>(14,672,645)</u> | | <u>(2,296,761)</u> | | <u>(9,872,028)</u> | | <u>(1,918,359)</u> | | <u>7,953,669 -80.60%</u> |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | 5,961,055 | | 10,036,471 | | 13,813,117 | | 10,485,969 | | (3,327,148) -24.10% |
| Transfer out | | (5,440,406) | | (7,739,710) | | (10,113,550) | | (9,364,715) | | 748,835 -7.40% |
| Total Designated Transfers | | <u>520,649</u> | | <u>2,296,761</u> | | <u>3,699,567</u> | | <u>1,121,254</u> | | <u>(2,578,313) -69.70%</u> |
| Net Change | | <u>(14,151,996)</u> | | <u>0</u> | | <u>(6,172,461)</u> | | <u>(797,105)</u> | | <u>5,375,356 -87.10%</u> |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: System Office

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | | |
|---|----------------|--------------------|----------------|--------------------|------------------|--------------------|----------------|--------------------|--|--------------------|----------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | - | | - | | - | | - | - | NA | |
| Fees | | 20,375 | | - | | 200,000 | | - | (200,000) | -100.00% | |
| State Appropriations | | 13,987,802 | | 14,482,761 | | 13,024,660 | | 18,912,940 | 5,888,280 | 45.20% | |
| Fringe Benefits Paid By State | | 3,492,937 | | 7,096,553 | | 7,096,553 | | 10,147,624 | 3,051,071 | 43.00% | |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA | |
| Private Gifts, Grants and Contracts | | - | | - | | - | | - | - | NA | |
| Sales of Educational Activities | | - | | - | | - | | - | - | NA | |
| All Other Revenue | | 51,708 | | - | | 36,707 | | - | (36,707) | -100.00% | |
| Total Revenue | | <u>17,552,822</u> | | <u>21,579,314</u> | | <u>20,357,920</u> | | <u>29,060,564</u> | <u>8,702,644</u> | <u>42.70%</u> | |
| Expenditures: | | | | | | | | | | | |
| Personal Services: | | | | | | | | | | | |
| Full Time (6101) | 0 | 11,966,646 | 0 | 13,110,799 | 84.56 | 10,511,153 | 151.22 | 19,449,263 | (67) | (8,938,110) | -85.00% |
| Continuing Part Time (6111) | 0 | - | 0 | - | 0 | - | 0 | - | - | - | NA |
| Temporary Part Time (6102, B, D, G) | 0 | - | 0 | - | 0 | - | 0 | - | - | - | NA |
| Contractual PTL (6103D) | 0 | - | 0 | - | 0 | - | 0 | - | - | - | NA |
| Contractual NCL (6103E) | 0 | - | 0 | - | 0 | - | 0 | - | - | - | NA |
| Contractual ECL (6103F) | 0 | - | 0 | - | 0 | - | 0 | - | - | - | NA |
| Student Labor (6104, H) | | - | | - | | - | | - | - | - | NA |
| Overtime (6107) | 0 | - | 0 | - | 0 | - | 0 | - | - | - | NA |
| All Other Personal Services | 0 | - | 0 | 78,380 | 0 | - | 0 | - | - | - | NA |
| Subtotal Personal Services | <u>0</u> | <u>11,966,646</u> | <u>0</u> | <u>13,189,179</u> | <u>84.56</u> | <u>10,511,153</u> | <u>151.22</u> | <u>19,449,263</u> | <u>(67)</u> | <u>(8,938,110)</u> | <u>-85.00%</u> |
| Fringe Benefits | | 3,876,984 | | 7,324,490 | | 5,781,134 | | 10,147,624 | (4,366,490) | -75.50% | |
| Total P.S. & Fringe Benefits | | <u>15,843,630</u> | | <u>20,513,669</u> | | <u>16,292,287</u> | | <u>29,596,887</u> | <u>(13,304,600)</u> | <u>-81.70%</u> | |
| Other Expenses: | | | | | | | | | | | |
| Inst. Financial Aid/Match | | 318 | | - | | - | | - | - | - | NA |
| All Other Expenses | | 4,529,858 | | 4,370,684 | | 4,199,928 | | 7,096,206 | (2,896,278) | -69.00% | |
| Total Other Expenses | | <u>4,530,176</u> | | <u>4,370,684</u> | | <u>4,199,928</u> | | <u>7,096,206</u> | <u>(2,896,278)</u> | <u>-69.00%</u> | |
| Library Expenses: | | | | | | | | | | | |
| Books | | - | | - | | - | | - | - | - | NA |
| Periodicals | | - | | - | | - | | - | - | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | - | - | NA |
| All Other Library Equipment | | - | | - | | - | | - | - | - | NA |
| Total Non-P.S. Library Expense | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | <u>-</u> | <u>-</u> | <u>NA</u> |
| Total Equipment (excludes Library) | | (55,805) | | - | | 28,201 | | - | 28,201 | 100.00% | |
| Total Expenditures | | <u>20,318,001</u> | | <u>24,884,353</u> | | <u>20,520,416</u> | | <u>36,693,093</u> | <u>(16,172,677)</u> | <u>-78.80%</u> | |
| Addition to (Use of) Funds Before Designated Items | | <u>(2,765,179)</u> | | <u>(3,305,039)</u> | | <u>(162,496)</u> | | <u>(7,632,529)</u> | <u>(7,470,033)</u> | <u>4597.10%</u> | |
| Designated Transfers Per BOT Policies | | | | | | | | | | | |
| Transfer in | | - | | 5,249,872 | | 4,884,829 | | 7,632,529 | 2,747,700 | 56.20% | |
| Transfer out | | (1,933,328) | | (1,944,833) | | (5,879,188) | | - | 5,879,188 | -100.00% | |
| Total Designated Transfers | | <u>(1,933,328)</u> | | <u>3,305,039</u> | | <u>(994,359)</u> | | <u>7,632,529</u> | <u>8,626,888</u> | <u>-867.60%</u> | |
| Net Change | | <u>(4,698,507)</u> | | <u>-</u> | | <u>(1,156,855)</u> | | <u>-</u> | <u>1,156,855</u> | <u>-100.00%</u> | |

Footnote 1: FY14 Transfer In includes \$830,097 from Reserves to cover Maguire Associates and Sightlines contracts.

Footnote 2: FY14 Full Time salaries include \$2M and 20 positions for remediation; and \$2.8M and 28 positions for 2% returned from OPM.

Footnote 3: FY14 Appropriation includes RIP payment of 1.4M due from OPM.

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Manchester Community College

**FY2013-14 Budget
vs. FY 2012-13 Estimate**

Favorable (Unfavorable)

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | Favorable (Unfavorable) | |
|--|----------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|-------------------------|---------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 15,491,355 | | 16,466,485 | | 16,053,254 | | 16,896,050 | 842,796 | 5.30% |
| Fees | | 6,686,210 | | 6,864,097 | | 6,852,274 | | 7,182,822 | 330,548 | 4.80% |
| State Appropriations | | 17,440,772 | | 16,843,117 | | 16,266,581 | | 17,063,180 | 796,599 | 4.90% |
| Fringe Benefits Paid By State | | 10,226,594 | | 8,253,127 | | 10,898,609 | | 11,379,485 | 480,876 | 4.40% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | - | | - | | - | | - | - | NA |
| Sales of Educational Activities | | 11,764 | | 13,443 | | 13,443 | | 13,443 | - | 0.00% |
| All Other Revenue | | 834,363 | | 561,660 | | 620,868 | | 449,329 | (171,539) | -27.60% |
| Total Revenue | | 50,691,058 | | 49,001,929 | | 50,705,029 | | 52,984,309 | 2,279,280 | 4.50% |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time (6101) | 286.66 | 18,942,510 | 286.66 | 18,448,238 | 280.32 | 18,216,178 | 280.32 | 18,850,857 | - (634,679) | -3.50% |
| Continuing Part Time (6111) | 4.08 | 274,691 | 4.08 | 245,979 | 3.42 | 204,784 | 3.42 | 166,684 | - 38,100 | 18.60% |
| Temporary Part Time (6102, B, D, G) | 25.42 | 1,732,767 | 21.91 | 1,501,363 | 22.34 | 1,527,802 | 14.10 | 1,020,903 | 8.24 506,899 | 33.20% |
| Contractual PTL (6103D) | 158.24 | 5,457,411 | 162.35 | 5,599,104 | 157.44 | 5,429,848 | 154.65 | 5,600,780 | 2.79 (170,932) | -3.10% |
| Contractual NCL (6103E) | 0.00 | 490,409 | 0.00 | 495,000 | - | 412,391 | - | 450,000 | - (37,609) | -9.10% |
| Contractual ECL (6103F) | 32.20 | 1,110,354 | 31.84 | 1,098,061 | 29.98 | 1,033,969 | 29.26 | 1,059,803 | 0.72 (25,834) | -2.50% |
| Student Labor (6104, H) | 0.00 | 340,660 | 0.00 | 321,266 | - | 372,266 | - | 254,802 | - 117,464 | 31.60% |
| Overtime (6107) | 0.00 | 106,660 | 0.00 | 114,000 | - | 94,507 | - | 94,100 | - 407 | 0.40% |
| All Other Personal Services | 0.00 | 644,389 | 0.00 | 320,956 | - | 320,162 | - | 307,000 | - 13,162 | 4.10% |
| Subtotal Personal Services | 506.59 | 29,099,851 | 506.83 | 28,143,967 | 493.50 | 27,611,907 | 481.75 | 27,804,929 | 11.75 (193,022) | -0.70% |
| Fringe Benefits | | 13,303,337 | | 11,078,340 | | 13,991,159 | | 14,387,175 | (396,016) | -2.80% |
| Total P.S. & Fringe Benefits | | 42,403,188 | | 39,222,307 | | 41,603,066 | | 42,192,104 | (589,038) | -1.40% |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 2,803,447 | | 2,817,997 | | 2,935,052 | | 3,081,640 | (146,588) | -5.00% |
| All Other Expenses | | 4,918,236 | | 3,706,774 | | 4,873,694 | | 4,175,916 | 697,778 | 14.30% |
| Total Other Expenses | | 7,721,683 | | 6,524,771 | | 7,808,746 | | 7,257,556 | 551,190 | 7.10% |
| Library Expenses: | | | | | | | | | | |
| Books | | - | | 93,587 | | 50,129 | | 52,000 | (1,871) | -3.70% |
| Periodicals | | - | | - | | - | | - | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | - | NA |
| All Other Library Equipment | | - | | - | | - | | - | - | NA |
| Total Non-P.S. Library Expense | | - | | 93,587 | | 50,129 | | 52,000 | (1,871) | -3.70% |
| Total Equipment (excludes Library) | | 84,686 | | 106,412 | | 52,757 | | - | 52,757 | 100.00% |
| Total Expenditures | | 50,209,557 | | 45,947,077 | | 49,514,698 | | 49,501,660 | 13,038 | 0.00% |
| Addition to (Use of) Funds Before Designated Items | | 481,501 | | 3,054,852 | | 1,190,331 | | 3,482,649 | 2,292,318 | 192.60% |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | - | | - | | 544,521 | | 200,000 | (344,521) | -63.30% |
| Transfer out | | (2,541,150) | | (3,054,852) | | (1,734,852) | | (3,682,649) | (1,947,797) | 112.30% |
| Total Designated Transfers | | (2,541,150) | | (3,054,852) | | (1,190,331) | | (3,482,649) | (2,292,318) | 192.60% |
| Net Change | | (2,059,649) | | (0) | | - | | (0) | (0) | NA |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Northwestern Connecticut Community College

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|----------------|-------------------|----------------|-------------------|------------------|-------------------|----------------|-------------------|--|-------------------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 3,117,164 | | 3,215,816 | | 3,085,571 | | 3,247,565 | 161,994 | 5.30% |
| Fees | | 1,148,642 | | 1,000,600 | | 1,087,971 | | 1,112,901 | 24,930 | 2.30% |
| State Appropriations | | 6,305,875 | | 6,090,383 | | 5,882,602 | | 6,170,478 | 287,876 | 4.90% |
| Fringe Benefits Paid By State | | 3,671,053 | | 2,984,288 | | 3,741,495 | | 3,598,724 | (142,771) | -3.80% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | (700) | | 95,000 | | 86,780 | | 86,580 | (200) | -0.20% |
| Sales of Educational Activities | | (788) | | - | | - | | - | - | NA |
| All Other Revenue | | 124,511 | | 95,050 | | 84,511 | | 82,500 | (2,011) | -2.40% |
| Total Revenue | | <u>14,365,757</u> | | <u>13,481,137</u> | | <u>13,968,930</u> | | <u>14,298,748</u> | <u>329,818</u> | <u>2.40%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time (6101) | 0 | 6,824,310 | 97.00 | 6,562,261 | 96.00 | 6,465,937 | 94.00 | 6,500,991 | 2.00 | (35,054) -0.50% |
| Continuing Part Time (6111) | 0 | 24,468 | 0.50 | 19,937 | 0.50 | 19,937 | 0.50 | 20,813 | - | (876) -4.40% |
| Temporary Part Time (6102, B, D, G) | 0 | 330,483 | - | 192,673 | 3.51 | 224,125 | 4.05 | 392,639 | (0.54) | (168,514) -75.20% |
| Contractual PTL (6103D) | 0 | 1,163,534 | 31.00 | 1,069,128 | 31.80 | 1,096,848 | 31.95 | 1,157,223 | (0.15) | (60,375) -5.50% |
| Contractual NCL (6103E) | 0 | 113,714 | - | 71,000 | - | 71,365 | - | 72,000 | - | (635) -0.90% |
| Contractual ECL (6103F) | 0 | 130,672 | 3.77 | 130,000 | 4.03 | 138,966 | 3.87 | 140,000 | 0.16 | (1,034) -0.70% |
| Student Labor (6104, H) | 0 | 20,170 | - | 35,288 | - | 12,272 | - | 11,000 | - | 1,272 10.40% |
| Overtime (6107) | 0 | 27,642 | - | 27,000 | - | 27,000 | - | 27,000 | - | - 0.00% |
| All Other Personal Services | 0 | 147,482 | - | 120,288 | - | 308,230 | - | 240,900 | - | 67,330 21.80% |
| Subtotal Personal Services | <u>0</u> | <u>8,782,474</u> | <u>132.27</u> | <u>8,227,574</u> | <u>135.84</u> | <u>8,364,680</u> | <u>134.37</u> | <u>8,562,565</u> | <u>1.47</u> | <u>(197,885) -2.40%</u> |
| Fringe Benefits | | 4,214,631 | | 3,481,889 | | 4,454,193 | | 4,384,508 | 69,685 | 1.60% |
| Total P.S. & Fringe Benefits | | <u>12,997,105</u> | | <u>11,709,463</u> | | <u>12,818,873</u> | | <u>12,947,073</u> | <u>(128,200)</u> | <u>-1.00%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 722,165 | | 719,423 | | 733,546 | | 768,577 | (35,031) | -4.80% |
| All Other Expenses | | 1,212,049 | | 1,204,873 | | 1,040,338 | | 1,118,455 | (78,117) | -7.50% |
| Total Other Expenses | | <u>1,934,214</u> | | <u>1,924,296</u> | | <u>1,773,884</u> | | <u>1,887,032</u> | <u>(113,148)</u> | <u>-6.40%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | 7,861 | | 5,393 | | 5,393 | | 5,000 | 393 | 7.30% |
| Periodicals | | - | | - | | - | | - | - | NA |
| Electronic Periodicals / Subscriptions | | 47,792 | | 50,864 | | 50,864 | | 51,000 | (136) | -0.30% |
| All Other Library Equipment | | - | | - | | - | | - | - | NA |
| Total Non-P.S. Library Expense | | <u>55,653</u> | | <u>56,257</u> | | <u>56,257</u> | | <u>56,000</u> | <u>257</u> | <u>0.50%</u> |
| Total Equipment (excludes Library) | | 4,410 | | - | | - | | - | - | NA |
| Total Expenditures | | <u>14,991,382</u> | | <u>13,690,016</u> | | <u>14,649,014</u> | | <u>14,890,105</u> | <u>(241,091)</u> | <u>-1.60%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>(625,625)</u> | | <u>(208,879)</u> | | <u>(680,084)</u> | | <u>(591,357)</u> | <u>88,727</u> | <u>-13.00%</u> |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | 528,618 | | 208,879 | | 680,084 | | 591,357 | (88,727) | -13.00% |
| Transfer out | | - | | - | | - | | - | - | NA |
| Total Designated Transfers | | <u>528,618</u> | | <u>208,879</u> | | <u>680,084</u> | | <u>591,357</u> | <u>(88,727)</u> | <u>-13.00%</u> |
| Net Change | | <u>(97,007)</u> | | <u>(0)</u> | | <u>(0)</u> | | <u>(0)</u> | <u>(0)</u> | <u>13.00%</u> |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Norwalk

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY 2013-14 Budget vs. FY 2012-13 Estimate | | |
|--|----------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|--|-------------|----------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Favorable (Unfavorable) | | |
| | | | | | | | | | Dollars (\$) | Pct % | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | 14,926,276 | | 15,400,551 | | 15,351,173 | | 16,031,740 | 680,567 | 4.40% | |
| Fees | | 6,208,639 | | 6,081,367 | | 6,269,550 | | 6,420,691 | 151,141 | 2.40% | |
| State Appropriations | | 14,567,435 | | 14,399,097 | | 13,839,703 | | 14,586,996 | 747,293 | 5.40% | |
| Fringe Benefits Paid By State | | 7,907,703 | | 7,055,558 | | 8,314,773 | | 8,507,376 | 192,603 | 2.30% | |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA | |
| Private Gifts, Grants and Contracts | | - | | - | | - | | - | - | NA | |
| Sales of Educational Activities | | 259,904 | | 240,000 | | 220,000 | | 205,000 | (15,000) | -6.80% | |
| All Other Revenue | | 449,953 | | 391,000 | | 516,856 | | 430,400 | (86,456) | -16.70% | |
| Total Revenue | | 44,319,910 | | 43,567,573 | | 44,512,054 | | 46,182,203 | 1,670,149 | 3.80% | |
| Expenditures: | | | | | | | | | | | |
| Personal Services: | | | | | | | | | | | |
| Full Time (6101) | 232 | 16,285,790 | 232 | 17,341,357 | 220 | 15,650,275 | 217 | 15,920,957 | 3 | (270,682) | -1.70% |
| Continuing Part Time (6111) | 2 | 138,354 | 2 | - | 2 | 106,771 | 2 | 111,809 | - | (5,038) | -4.70% |
| Temporary Part Time (6102, B, D, G) | 62 | 2,343,196 | 62 | - | 72 | 2,788,172 | 59 | 2,295,974 | 13 | 492,198 | 17.70% |
| Contractual PTL (6103D) | 265 | 4,569,194 | 256 | - | 274 | 4,728,017 | 256 | 4,631,974 | 18 | 96,044 | 2.00% |
| Contractual NCL (6103E) | 161 | 495,319 | 161 | - | 169 | 501,308 | 169 | 525,000 | - | (23,692) | -4.70% |
| Contractual ECL (6103F) | 62 | 1,063,149 | 32 | - | 32 | 553,313 | 32 | 578,600 | - | (25,287) | -4.60% |
| Student Labor (6104, H) | 0 | 339,319 | 0 | 35,888 | 0 | 390,000 | 0 | 232,905 | - | 157,095 | 40.30% |
| Overtime (6107) | 0 | 43,369 | 0 | - | 0 | 57,263 | 0 | 51,500 | - | 5,763 | 10.10% |
| All Other Personal Services | 0 | 394,616 | 0 | 4,734,964 | 0 | 454,036 | 0 | 270,095 | - | 183,941 | 40.50% |
| Subtotal Personal Services | 784 | 25,672,305 | 745 | 22,112,209 | 769 | 25,229,155 | 735 | 24,618,814 | 34 | 610,342 | 2.40% |
| Fringe Benefits | | 10,445,128 | | 9,157,936 | | 10,343,954 | | 11,472,532 | | (1,128,578) | -10.90% |
| Total P.S. & Fringe Benefits | | 36,117,433 | | 31,270,145 | | 35,573,109 | | 36,091,346 | | (518,237) | -1.50% |
| Other Expenses: | | | | | | | | | | | |
| Inst. Financial Aid/Match | | 2,700,939 | | 2,455,877 | | 2,841,774 | | 2,581,874 | | 259,900 | 9.10% |
| All Other Expenses | | 6,099,673 | | 8,885,195 | | 6,494,298 | | 5,374,252 | | 1,120,046 | 17.20% |
| Total Other Expenses | | 8,800,612 | | 11,341,072 | | 9,336,072 | | 7,956,126 | | 1,379,946 | 14.80% |
| Library Expenses: | | | | | | | | | | | |
| Books | | 84,538 | | 80,000 | | 93,777 | | 80,000 | | 13,777 | 14.70% |
| Periodicals | | - | | - | | - | | - | | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | | - | NA |
| All Other Library Equipment | | - | | - | | - | | - | | - | NA |
| Total Non-P.S. Library Expense | | 84,538 | | 80,000 | | 93,777 | | 80,000 | | 13,777 | 14.70% |
| Total Equipment (excludes Library) | | 24,984 | | 50,764 | | 44,245 | | 50,000 | | (5,755) | -13.00% |
| Total Expenditures | | 45,027,567 | | 42,741,981 | | 45,047,203 | | 44,177,472 | | 869,732 | 1.90% |
| Addition to (Use of) Funds Before Designated Items | | (707,657) | | 825,592 | | (535,149) | | 2,004,731 | | 2,539,880 | -474.60% |
| Designated Transfers Per BOT Policies | | | | | | | | | | | |
| Transfer in | | 120,554 | | - | | 428,776 | | - | | (428,776) | -100.00% |
| Transfer out | | (882,858) | | (825,592) | | (825,592) | | (2,004,731) | | (1,179,139) | 142.80% |
| Total Designated Transfers | | (762,304) | | (825,592) | | (396,816) | | (2,004,731) | | (1,607,915) | 405.20% |
| Net Change | | (1,469,961) | | - | | (931,965) | | 0 | | 931,966 | -100.00% |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Housatonic

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|----------------|--------------------|----------------|-------------------|------------------|-------------------|----------------|-------------------|--|-----------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 13,277,598 | | 13,525,343 | | 13,405,000 | | 14,100,536 | 695,536 | 5.20% |
| Fees | | 4,047,787 | | 3,952,788 | | 4,010,235 | | 4,224,991 | 214,756 | 5.40% |
| State Appropriations | | 10,925,556 | | 10,569,761 | | 10,256,850 | | 10,995,647 | 738,797 | 7.20% |
| Fringe Benefits Paid By State | | 6,283,802 | | 5,179,183 | | 6,190,337 | | 6,609,872 | 419,535 | 6.80% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | - | | - | | - | | - | - | NA |
| Sales of Educational Activities | | 125,728 | | 109,000 | | 109,000 | | 235,000 | 126,000 | 115.60% |
| All Other Revenue | | 456,957 | | 475,319 | | 410,000 | | 356,687 | (53,313) | -13.00% |
| Total Revenue | | <u>35,117,428</u> | | <u>33,811,394</u> | | <u>34,381,422</u> | | <u>36,522,733</u> | <u>2,141,311</u> | <u>6.20%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time (6101) | 203 | 12,104,948 | 196 | 11,818,305 | 196 | 11,332,648 | 198 | 12,524,592 | (2) (1,191,944) | -10.50% |
| Continuing Part Time (6111) | 4 | 104,748 | 3 | 89,000 | 3 | 91,900 | 3 | 109,143 | - (17,243) | -18.80% |
| Temporary Part Time (6102, B, D, G) | 61 | 1,713,642 | 27 | 550,000 | 37 | 651,936 | 37 | 558,813 | - 93,123 | 14.30% |
| Contractual PTL (6103D) | 831 | 4,843,364 | 753 | 4,522,000 | 799 | 4,852,059 | 804 | 5,011,627 | (5) (159,568) | -3.30% |
| Contractual NCL (6103E) | 6 | 72,328 | 6 | 75,000 | 9 | 89,919 | 15 | 90,000 | (6) (81) | -0.10% |
| Contractual ECL (6103F) | 142 | 583,279 | 99 | 266,000 | 137 | 431,049 | 136 | 371,000 | 1 60,049 | 13.90% |
| Student Labor (6104, H) | 0 | 285,844 | 0 | 100,000 | 0 | 86,826 | 0 | 60,000 | - 26,826 | 30.90% |
| Overtime (6107) | 0 | 73,778 | 0 | 75,000 | 0 | 84,975 | 0 | 50,000 | - 34,975 | 41.20% |
| All Other Personal Services | 0 | 275,577 | 0 | 109,324 | 0 | 291,311 | 0 | 100,000 | - 191,311 | 65.70% |
| Subtotal Personal Services | <u>1247</u> | <u>20,057,508</u> | <u>1084</u> | <u>17,604,629</u> | <u>1181</u> | <u>17,912,623</u> | <u>1193</u> | <u>18,875,175</u> | <u>(12) (962,552)</u> | <u>-5.40%</u> |
| Fringe Benefits | | 8,425,251 | | 7,356,663 | | 8,467,811 | | 9,793,487 | (1,325,676) | -15.70% |
| Total P.S. & Fringe Benefits | | <u>28,482,759</u> | | <u>24,961,292</u> | | <u>26,380,434</u> | | <u>28,668,662</u> | <u>(2,288,228)</u> | <u>-8.70%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 2,639,045 | | 3,444,162 | | 2,676,086 | | 2,553,524 | 122,562 | 4.60% |
| All Other Expenses | | 6,357,638 | | 5,205,005 | | 6,003,112 | | 4,813,993 | 1,189,119 | 19.80% |
| Total Other Expenses | | <u>8,996,683</u> | | <u>8,649,167</u> | | <u>8,679,198</u> | | <u>7,367,517</u> | <u>1,311,681</u> | <u>15.10%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | - | | - | | - | | 40,000 | (40,000) | NA |
| Periodicals | | - | | - | | - | | - | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | - | NA |
| All Other Library Equipment | | - | | - | | - | | - | - | NA |
| Total Non-P.S. Library Expense | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>40,000</u> | <u>(40,000)</u> | <u>NA</u> |
| Total Equipment (excludes Library) | | 639,925 | | 45,617 | | 46,295 | | - | 46,295 | 100.00% |
| Total Expenditures | | <u>38,119,367</u> | | <u>33,656,076</u> | | <u>35,105,927</u> | | <u>36,076,179</u> | <u>(970,252)</u> | <u>-2.80%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>(3,001,939)</u> | | <u>155,318</u> | | <u>(724,505)</u> | | <u>446,554</u> | <u>1,171,059</u> | <u>-161.60%</u> |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | 56,400 | | - | | 252,883 | | | (252,883) | -100.00% |
| Transfer out | | - | | (155,318) | | (155,318) | | (446,554) | (291,236) | 187.50% |
| Total Designated Transfers | | <u>56,400</u> | | <u>(155,318)</u> | | <u>97,565</u> | | <u>(446,554)</u> | <u>(544,119)</u> | <u>-557.70%</u> |
| Net Change | | <u>(2,945,539)</u> | | <u>-</u> | | <u>(626,940)</u> | | <u>-</u> | <u>626,940</u> | <u>-100.00%</u> |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Middlesex

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|----------------|-------------------|----------------|-------------------|------------------|-------------------|----------------|-------------------|--|---------------------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 6,177,140 | | 6,460,440 | | 6,398,007 | | 6,733,902 | 335,895 | 5.30% |
| Fees | | 2,609,888 | | 3,048,289 | | 2,638,010 | | 3,026,506 | 388,496 | 14.70% |
| State Appropriations | | 7,169,929 | | 6,931,575 | | 6,664,336 | | 7,022,595 | 358,259 | 5.40% |
| Fringe Benefits Paid By State | | 3,882,729 | | 3,396,472 | | 3,308,217 | | 4,095,693 | 787,476 | 23.80% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | - | | - | | 12,349 | | 12,997 | 648 | 5.30% |
| Sales of Educational Activities | | 6,511 | | 5,000 | | 58,342 | | 61,405 | 3,063 | 5.30% |
| All Other Revenue | | 249,259 | | 268,350 | # | 177,179 | | 186,481 | 9,302 | 5.30% |
| Total Revenue | | <u>20,095,456</u> | | <u>20,110,126</u> | | <u>19,256,440</u> | | <u>21,139,580</u> | <u>1,883,140</u> | <u>9.80%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time (6101) | 0 | 11,961,000 | 116 | 8,031,814 | 116 | 7,216,662 | 115 | 7,906,213 | 1 | (689,551) -9.60% |
| Continuing Part Time (6111) | 0 | - | 10 | 77,396 | 10 | 115,274 | 9 | 87,432 | 1 | 27,842 24.20% |
| Temporary Part Time (6102, B, D, G) | 0 | - | 0 | 330,000 | 0 | 482,505 | 0 | 507,836 | - | (25,331) -5.20% |
| Contractual PTL (6103D) | 0 | - | 53 | 1,842,099 | 55 | 2,288,453 | 55 | 2,169,272 | - | 119,181 5.20% |
| Contractual NCL (6103E) | 0 | - | 0 | 150,000 | 0 | 171,477 | 0 | 120,000 | - | 51,477 30.00% |
| Contractual ECL (6103F) | 0 | - | 0 | 315,000 | 0 | 384,323 | 0 | 384,323 | - | - 0.00% |
| Student Labor (6104, H) | 0 | - | 0 | 88,482 | 0 | 151,744 | 0 | 204,499 | - | (52,755) -34.80% |
| Overtime (6107) | 0 | - | 0 | 15,000 | 0 | 25,901 | 0 | 25,000 | - | 901 3.50% |
| All Other Personal Services | 0 | - | 0 | 72,311 | 0 | - | 0 | 56,001 | - | (56,001) NA |
| Subtotal Personal Services | <u>0</u> | <u>11,961,000</u> | <u>179</u> | <u>10,922,102</u> | <u>181</u> | <u>10,836,339</u> | <u>179</u> | <u>11,460,576</u> | <u>2</u> | <u>(624,237) -5.80%</u> |
| Fringe Benefits | | 4,920,513 | | 4,470,320 | | 4,327,685 | | 4,969,357 | | (641,672) -14.80% |
| Total P.S. & Fringe Benefits | | <u>16,881,513</u> | | <u>15,392,422</u> | | <u>15,164,024</u> | | <u>16,429,933</u> | | <u>(1,265,909) -8.30%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 621,219 | | 1,096,387 | | 1,178,757 | | 1,222,653 | | (43,896) -3.70% |
| All Other Expenses | | 2,978,060 | | 3,229,318 | | 3,152,704 | | 2,931,553 | | 221,151 7.00% |
| Total Other Expenses | | <u>3,599,279</u> | | <u>4,325,705</u> | | <u>4,331,461</u> | | <u>4,154,206</u> | | <u>177,255 4.10%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | | | | | 16,627 | | 16,627 | | - 0.00% |
| Periodicals | | - | | - | | - | | - | | - NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | | - NA |
| All Other Library Equipment | | - | | - | | - | | - | | - NA |
| Total Non-P.S. Library Expense | | <u>-</u> | | <u>-</u> | | <u>16,627</u> | | <u>16,627</u> | | <u>- 0.00%</u> |
| Total Equipment (excludes Library) | | 79,354 | | 22,500 | | 43,451 | | 46,000 | | (2,549) -5.90% |
| Total Expenditures | | <u>20,560,146</u> | | <u>19,740,627</u> | | <u>19,555,563</u> | | <u>20,646,766</u> | | <u>(1,091,203) -5.60%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>(464,690)</u> | | <u>369,499</u> | | <u>(299,123)</u> | | <u>492,814</u> | | <u>791,937 -264.80%</u> |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | 24,583 | | - | | - | | - | | - NA |
| Transfer out | | - | | (369,499) | | (271,624) | | (492,814) | | (221,190) 81.40% |
| Total Designated Transfers | | <u>24,583</u> | | <u>(369,499)</u> | | <u>(271,624)</u> | | <u>(492,814)</u> | | <u>(221,190) 81.40%</u> |
| Net Change | | <u>(440,107)</u> | | <u>-</u> | | <u>(570,747)</u> | | <u>(0)</u> | | <u>570,747 -100.00%</u> |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: CAPITAL COMMUNITY COLLEGE

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|----------------|--------------------|----------------|--------------------|------------------|--------------------|----------------|--------------------|--|-----------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 9,603,379 | | 9,892,243 | | 9,447,928 | | 9,957,036 | 509,108 | 5.40% |
| Fees | | 4,132,705 | | 3,852,489 | | 3,866,399 | | 3,939,697 | 73,298 | 1.90% |
| State Appropriations | | 10,640,329 | | 10,270,794 | | 10,003,383 | | 10,405,395 | 402,012 | 4.00% |
| Fringe Benefits Paid By State | | 5,903,170 | | 5,032,689 | | 6,424,722 | | 6,682,916 | 258,194 | 4.00% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | - | | - | | - | | - | - | NA |
| Sales of Educational Activities | | 24,392 | | 26,500 | | 20,411 | | 25,000 | 4,589 | 22.50% |
| All Other Revenue | | 285,530 | | 563,500 | | 284,205 | | 420,000 | 135,795 | 47.80% |
| Total Revenue | | <u>30,589,505</u> | | <u>29,638,215</u> | | <u>30,047,048</u> | | <u>31,430,044</u> | <u>1,382,996</u> | <u>4.60%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time (6101) | 0 | 18,635,093 | 172 | 11,121,771 | 172 | 11,267,530 | 172 | 11,720,603 | - (453,073) | -4.00% |
| Continuing Part Time (6111) | 0 | - | 1.5 | 71,585 | 2 | 56,575 | 2 | 59,404 | - (2,829) | -5.00% |
| Temporary Part Time (6102, B, D, G) | 0 | - | 0 | - | 0 | 2,156,792 | 0 | 2,456,750 | - (299,958) | -13.90% |
| Contractual PTL (6103D) | 0 | - | 0 | - | 0 | 2,885,592 | 0 | 2,864,985 | - 20,607 | 0.70% |
| Contractual NCL (6103E) | 0 | - | 0 | - | 0 | 343,054 | 0 | 330,870 | - 12,184 | 3.60% |
| Contractual ECL (6103F) | 0 | - | 0 | - | 0 | 464,799 | 0 | 448,380 | - 16,419 | 3.50% |
| Student Labor (6104, H) | 0 | - | 0 | 74,323 | 0 | 111,151 | 0 | 90,000 | - 21,151 | 19.00% |
| Overtime (6107) | 0 | - | 0 | 50,548 | 0 | 79,318 | 0 | 75,000 | - 4,318 | 5.40% |
| All Other Personal Services | 0 | - | 0 | 6,227,713 | 0 | 341,578 | 0 | 169,431 | - 172,147 | 50.40% |
| Subtotal Personal Services | <u>0</u> | <u>18,635,093</u> | <u>173.5</u> | <u>17,545,940</u> | <u>174</u> | <u>17,706,389</u> | <u>174.0</u> | <u>18,215,423</u> | <u>- (509,034)</u> | <u>-2.90%</u> |
| Fringe Benefits | | 7,688,865 | | 6,835,398 | | 8,358,141 | | 8,947,824 | (589,683) | -7.10% |
| Total P.S. & Fringe Benefits | | <u>26,323,958</u> | | <u>24,381,338</u> | | <u>26,064,530</u> | | <u>27,163,247</u> | <u>(1,098,717)</u> | <u>-4.20%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 2,327,070 | | 1,999,451 | | 2,236,458 | | 2,184,894 | 51,564 | 2.30% |
| All Other Expenses | | 5,274,858 | | 5,542,857 | | 4,361,797 | | 3,483,081 | 878,716 | 20.10% |
| Total Other Expenses | | <u>7,601,928</u> | | <u>7,542,308</u> | | <u>6,598,255</u> | | <u>5,667,975</u> | <u>930,280</u> | <u>14.10%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | - | | - | | 53,219 | | 30,000 | 23,219 | 43.60% |
| Periodicals | | - | | - | | - | | - | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | 52,014 | | 66,200 | (14,186) | -27.30% |
| All Other Library Equipment | | - | | - | | - | | - | - | NA |
| Total Non-P.S. Library Expense | | <u>-</u> | | <u>-</u> | | <u>105,233</u> | | <u>96,200</u> | <u>9,033</u> | <u>8.60%</u> |
| Total Equipment (excludes Library) | | 181,823 | | 257,662 | | 5,312 | | - | 5,312 | 100.00% |
| Total Expenditures | | <u>34,107,709</u> | | <u>32,181,308</u> | | <u>32,773,330</u> | | <u>32,927,422</u> | <u>(154,092)</u> | <u>-0.50%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>(3,518,204)</u> | | <u>(2,543,093)</u> | | <u>(2,726,282)</u> | | <u>(1,497,378)</u> | <u>1,228,904</u> | <u>-45.10%</u> |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | 3,310,267 | | 2,543,093 | | 2,847,218 | | 1,497,378 | (1,349,840) | -47.40% |
| Transfer out | | - | | - | | - | | - | - | NA |
| Total Designated Transfers | | <u>3,310,267</u> | | <u>2,543,093</u> | | <u>2,847,218</u> | | <u>1,497,378</u> | <u>(1,349,840)</u> | <u>-47.40%</u> |
| Net Change | | <u>(207,937)</u> | | <u>-</u> | | <u>120,936</u> | | <u>0</u> | <u>(120,936)</u> | <u>-100.00%</u> |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Naugatuck Valley Community College

FY2013-14 Budget
vs. FY 2012-13 Estimate

Favorable (Unfavorable)

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | Favorable (Unfavorable) | | |
|--|----------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|-------------------------|-------------|----------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | 15,716,751 | | 16,208,389 | | 16,237,035 | | 17,092,176 | 855,142 | 5.30% | |
| Fees | | 6,279,143 | | 5,962,809 | | 6,419,947 | | 6,605,209 | 185,262 | 2.90% | |
| State Appropriations | | 16,672,170 | | 16,140,209 | | 15,630,117 | | 16,638,497 | 1,008,380 | 6.50% | |
| Fringe Benefits Paid By State | | 10,257,190 | | 7,908,702 | | 10,603,213 | | 11,287,556 | 684,343 | 6.50% | |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA | |
| Private Gifts, Grants and Contracts | | - | | - | | - | | - | - | NA | |
| Sales of Educational Activities | | 57,101 | | 70,000 | | 68,000 | | 100,000 | 32,000 | 47.10% | |
| All Other Revenue | | 645,187 | | 461,818 | | 547,401 | | 431,250 | (116,151) | -21.20% | |
| Total Revenue | | 49,627,543 | | 46,751,927 | | 49,505,713 | | 52,154,688 | 2,648,976 | 5.40% | |
| Expenditures: | | | | | | | | | | | |
| 380 | | | | | | | | | | | |
| Personal Services: | | | | | | | | | | | |
| Full Time (6101) | 280 | 18,618,497 | 280 | 19,499,249 | 293 | 19,104,158 | 288 | 18,883,899 | 5 | 220,259 | 1.20% |
| Continuing Part Time (6111) | 0 | 342,875 | 0 | - | 0 | - | 0 | - | - | - | NA |
| Temporary Part Time (6102, B, D, G) | 49 | 2,955,837 | 49 | 971,484 | 58.32 | 2,211,763 | 54 | 2,446,419 | 4 | (234,656) | -10.60% |
| Contractual PTL (6103D) | 138 | 4,766,348 | 146 | 5,046,000 | 143 | 4,924,071 | 138 | 5,275,275 | 5 | (351,204) | -7.10% |
| Contractual NCL (6103E) | 42 | 491,427 | 42 | 440,000 | 35 | 452,133 | 37 | 474,740 | (2) | (22,607) | -5.00% |
| Contractual ECL (6103F) | 21 | 721,624 | 20 | 690,020 | 15 | 508,753 | 11 | 712,691 | 4 | (203,938) | -40.10% |
| Student Labor (6104, H) | 0 | 219,768 | 0 | 55,665 | 0 | 166,986 | 0 | 112,054 | - | 54,932 | 32.90% |
| Overtime (6107) | 0 | 314,374 | 0 | 275,000 | 0 | 265,000 | 0 | 236,250 | - | 28,750 | 10.80% |
| All Other Personal Services | 0 | 575,437 | 0 | 255,424 | 0 | 255,804 | 0 | 804,915 | - | (549,111) | -214.70% |
| Subtotal Personal Services | 530 | 29,006,186 | 537 | 27,232,842 | 544 | 27,888,668 | 528 | 28,946,243 | 16 | (1,057,575) | -3.80% |
| Fringe Benefits | | 13,368,688 | | 10,805,821 | | 14,502,793 | | 14,727,839 | | (225,046) | -1.60% |
| Total P.S. & Fringe Benefits | | 42,374,874 | | 38,038,663 | | 42,391,461 | | 43,674,082 | | (1,282,621) | -3.00% |
| Other Expenses: | | | | | | | | | | | |
| Inst. Financial Aid/Match | | 2,408,323 | | 2,624,004 | | 2,680,216 | | 2,840,495 | | (160,279) | -6.00% |
| All Other Expenses | | 4,370,995 | | 5,389,142 | | 4,169,307 | | 3,986,456 | | 182,851 | 4.40% |
| Total Other Expenses | | 6,779,318 | | 8,013,146 | | 6,849,523 | | 6,826,951 | | 22,572 | 0.30% |
| Library Expenses: | | | | | | | | | | | |
| Books | | - | | - | | 73,000 | | - | | 73,000 | 100.00% |
| Periodicals | | - | | - | | - | | - | | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | | - | NA |
| All Other Library Equipment | | - | | - | | - | | - | | - | NA |
| Total Non-P.S. Library Expense | | - | | - | | 73,000 | | - | | 73,000 | 100.00% |
| Total Equipment (excludes Library) | | 111,729 | | - | | 24,602 | | - | | 24,602 | 100.00% |
| Total Expenditures | | 49,265,920 | | 46,051,809 | | 49,338,586 | | 50,501,033 | | (1,162,447) | -2.40% |
| Addition to (Use of) Funds Before Designated Items | | 361,622 | | 700,118 | | 167,127 | | 1,653,655 | | 1,486,529 | 889.50% |
| Designated Transfers Per BOT Policies | | | | | | | | | | | |
| Transfer in | | 15,049 | | - | | 413,836 | | - | | (413,836) | -100.00% |
| Transfer out | | | | (700,118) | | (557,478) | | (1,653,655) | | (1,096,177) | 196.60% |
| Total Designated Transfers | | 15,049 | | (700,118) | | (143,642) | | (1,653,655) | | (1,510,013) | 1051.20% |
| Net Change | | 376,671 | | 0 | | 23,485 | | 0 | | (23,484) | -100.00% |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Gateway Community College

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate | |
|---|----------------|--------------------|----------------|--------------------|------------------|--------------------|----------------|-------------------|---|-----------------------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Favorable (Unfavorable) Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 15,517,925 | | 17,605,552 | | 17,225,975 | | 18,676,025 | 1,450,050 | 8.40% |
| Fees | | 5,779,644 | | 6,535,097 | | 5,305,108 | | 6,013,101 | 707,993 | 13.30% |
| State Appropriations | | 14,144,018 | | 15,525,172 | | 14,951,019 | | 15,728,536 | 777,517 | 5.20% |
| Fringe Benefits Paid By State | | 7,923,996 | | 7,607,334 | | 9,121,617 | | 9,751,692 | 630,075 | 6.90% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | - | | - | | - | | - | - | NA |
| Sales of Educational Activities | | 18,620 | | 22,197 | | 15,506 | | 16,281 | 775 | 5.00% |
| All Other Revenue | | 733,629 | | 627,586 | | 558,787 | | 707,068 | 148,281 | 26.50% |
| Total Revenue | | <u>44,117,832</u> | | <u>47,922,938</u> | | <u>47,178,012</u> | | <u>50,892,703</u> | <u>3,714,691</u> | <u>7.90%</u> |
| | | | | - | | | | | | |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time (6101) | 0.0 | 16,504,711 | 259.0 | 17,376,770 | 236.0 | 16,264,402 | 235.0 | 16,555,361 | 1.0 | (290,959) -1.80% |
| Continuing Part Time (6111) | 0.0 | 54,094 | 2.06 | 61,804 | 2.06 | 70,824 | 2.06 | 50,027 | - | 20,797 29.40% |
| Temporary Part Time (6102, B, D, G) | 0.0 | 3,550,717 | - | 3,394,131 | 0.0 | 3,721,726 | 0.0 | 3,366,807 | 0.0 | 354,919 9.50% |
| Contractual PTL (6103D) | 166.1 | 5,729,267 | 181.8 | 6,268,424 | 184.2 | 6,351,914 | 180.1 | 6,520,775 | 4 | (168,861) -2.70% |
| Contractual NCL (6103E) | 0.0 | 1,114,350 | - | 869,522 | 0.0 | 232,946 | 0.0 | 232,946 | 0.0 | - 0.00% |
| Contractual ECL (6103F) | 8.0 | 277,343 | 8.5 | 291,902 | 18.8 | 646,913 | 19.6 | 709,137 | (0.8) | (62,224) -9.60% |
| Student Labor (6104, H) | 0.0 | 398,432 | - | 315,050 | 0.0 | 446,929 | 0.0 | 402,297 | - | 44,632 10.00% |
| Overtime (6107) | 0.0 | 281,170 | - | 325,131 | - | 389,709 | - | 208,518 | - | 181,191 46.50% |
| All Other Personal Services | 0.0 | 501,631 | - | 317,702 | - | 455,681 | - | 326,569 | - | 129,112 28.30% |
| Subtotal Personal Services | <u>174.2</u> | <u>28,411,714</u> | <u>451.3</u> | <u>29,220,436</u> | <u>441.0</u> | <u>28,581,044</u> | <u>436.7</u> | <u>28,372,437</u> | <u>4.3</u> | <u>208,607</u> <u>0.70%</u> |
| Fringe Benefits | | 11,020,911 | | 10,351,632 | | 12,297,424 | | 12,524,553 | (227,129) | -1.80% |
| Total P.S. & Fringe Benefits | | <u>39,432,625</u> | | <u>39,572,068</u> | | <u>40,878,468</u> | | <u>40,896,990</u> | <u>(18,522)</u> | <u>0.00%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 2,835,581 | | 3,256,970 | | 3,031,256 | | 3,565,997 | (534,741) | -17.60% |
| All Other Expenses | | 4,461,074 | | 6,457,803 | | 6,845,510 | | 6,456,147 | 389,363 | 5.70% |
| Total Other Expenses | | <u>7,296,655</u> | | <u>9,714,773</u> | | <u>9,876,766</u> | | <u>10,022,144</u> | <u>(145,378)</u> | <u>-1.50%</u> |
| | | | | - | | | | | | |
| Library Expenses: | | | | | | | | | | |
| Books | | 77,064 | | 78,463 | | 97,291 | | 97,291 | - | 0.00% |
| Periodicals | | - | | - | | - | | - | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | - | NA |
| All Other Library Equipment | | - | | - | | - | | - | - | NA |
| Total Non-P.S. Library Expense | | <u>77,064</u> | | <u>78,463</u> | | <u>97,291</u> | | <u>97,291</u> | <u>-</u> | <u>0.00%</u> |
| Total Equipment (excludes Library) | | - | | - | | - | | - | - | NA |
| | | | | | | | | | | |
| Total Expenditures | | <u>46,806,344</u> | | <u>49,365,304</u> | | <u>50,852,525</u> | | <u>51,016,425</u> | <u>(163,900)</u> | <u>-0.30%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>(2,688,512)</u> | | <u>(1,442,366)</u> | | <u>(3,674,513)</u> | | <u>(123,722)</u> | <u>3,550,791</u> | <u>-96.60%</u> |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | 598,931 | | 1,442,366 | | 2,174,596 | | 123,722 | (2,050,874) | -94.30% |
| Transfer out | | - | | - | | - | | - | - | NA |
| Total Designated Transfers | | <u>598,931</u> | | <u>1,442,366</u> | | <u>2,174,596</u> | | <u>123,722</u> | <u>(2,050,874)</u> | <u>-94.30%</u> |
| | | | | | | | | | | |
| Net Change | | <u>(2,089,581)</u> | | <u>-</u> | | <u>(1,499,917)</u> | | <u>-</u> | <u>1,499,917</u> | <u>-100.00%</u> |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Tunxis

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|----------------|--------------------|----------------|-------------------|------------------|-------------------|----------------|-------------------|--|-----------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 9,984,123 | | 10,326,828 | | 10,009,990 | | 10,536,326 | 526,336 | 5.30% |
| Fees | | 4,483,021 | | 4,299,870 | | 4,666,962 | | 4,636,954 | (30,008) | -0.60% |
| State Appropriations | | 10,228,314 | | 10,300,849 | | 9,985,170 | | 10,435,881 | 450,711 | 4.50% |
| Fringe Benefits Paid By State | | 6,401,620 | | 5,047,416 | | 6,789,188.00 | | 7,138,138 | 348,950 | 5.10% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | - | | 39,960 | | 3,200 | | - | (3,200) | -100.00% |
| Sales of Educational Activities | | 114,974 | | 114,000 | | 115,158 | | 108,000 | (7,158) | -6.20% |
| All Other Revenue | | 354,838 | | 340,525 | | 300,000 | | 322,000 | 22,000 | 7.30% |
| Total Revenue | | <u>31,566,890</u> | | <u>30,469,448</u> | | <u>31,869,668</u> | | <u>33,177,299</u> | <u>1,307,631</u> | <u>4.10%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time (6101) | 0 | 19,195,851 | 160 | 11,632,138 | 160 | 11,189,038 | 160 | 11,515,421 | (326,383) | -2.90% |
| Continuing Part Time (6111) | 0 | - | 6.58 | 407,293 | 6.58 | 354,794 | 6.58 | 353,167 | 1,627 | 0.50% |
| Temporary Part Time (6102, B, D, G) | 0 | - | 5.69 | - | 23.78 | 1,482,016 | 23.78 | 1,327,970 | 154,046 | 10.40% |
| Contractual PTL (6103D) | 0 | - | 76 | - | 78.59 | 3,441,155 | 78.59 | 3,584,159 | (143,004) | -4.20% |
| Contractual NCL (6103E) | 0 | - | 0 | - | 0 | 534,390 | 0 | 534,441 | (51) | 0.00% |
| Contractual ECL (6103F) | 0 | - | 0 | - | 0 | 689,169 | 0 | 715,129 | (25,960) | -3.80% |
| Student Labor (6104, H) | 0 | - | 0 | 143,873 | 0 | 117,726 | 0 | 110,646 | 7,080 | 6.00% |
| Overtime (6107) | 0 | - | 0 | 38,275 | 0 | 36,300 | 0 | 36,160 | 140 | 0.40% |
| All Other Personal Services | 0 | - | 0 | 6,228,387 | 0 | 377,929 | 0 | 453,989 | (76,060) | -20.10% |
| Subtotal Personal Services | <u>0</u> | <u>19,195,851</u> | <u>248.27</u> | <u>18,449,966</u> | <u>268.95</u> | <u>18,222,517</u> | <u>268.95</u> | <u>18,631,082</u> | <u>(408,565)</u> | <u>-2.20%</u> |
| Fringe Benefits | | 8,728,259 | | 7,142,763 | | 9,247,801 | | 9,586,014 | (338,213) | -3.70% |
| Total P.S. & Fringe Benefits | | <u>27,924,110</u> | | <u>25,592,729</u> | | <u>27,470,318</u> | | <u>28,217,096</u> | <u>(746,778)</u> | <u>-2.70%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 1,766,959 | | 1,756,602 | | 1,755,994 | | 1,803,343 | (47,349) | -2.70% |
| All Other Expenses | | 2,811,185 | | 2,455,625 | | 3,175,083 | | 2,995,384 | 179,699 | 5.70% |
| Total Other Expenses | | <u>4,578,144</u> | | <u>4,212,227</u> | | <u>4,931,077</u> | | <u>4,798,727</u> | <u>132,350</u> | <u>2.70%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | 77,632 | | 77,400 | | 67,400 | | 77,400 | (10,000) | -14.80% |
| Periodicals | | - | | - | | - | | - | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | - | NA |
| All Other Library Equipment | | - | | - | | - | | - | - | NA |
| Total Non-P.S. Library Expense | | <u>77,632</u> | | <u>77,400</u> | | <u>67,400</u> | | <u>77,400</u> | <u>(10,000)</u> | <u>-14.80%</u> |
| Total Equipment (excludes Library) | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | <u>-</u> | <u>NA</u> |
| Total Expenditures | | <u>32,579,886</u> | | <u>29,882,356</u> | | <u>32,468,795</u> | | <u>33,093,223</u> | <u>(624,428)</u> | <u>-1.90%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>(1,012,996)</u> | | <u>587,092</u> | | <u>(599,127)</u> | | <u>84,076</u> | <u>683,203</u> | <u>-114.00%</u> |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | - | | - | | 329,766 | | 148,975 | ERIP 1 (180,791) | -54.80% |
| Transfer out | | (83,070) | | (587,092) | | (587,092) | | (1,030,156) | (443,064) | 75.50% |
| Total Designated Transfers | | <u>(83,070)</u> | | <u>(587,092)</u> | | <u>(257,326)</u> | | <u>(881,181)</u> | <u>(623,855)</u> | <u>242.40%</u> |
| Net Change | | <u>(1,096,066)</u> | | <u>-</u> | | <u>(856,453)</u> | | <u>(797,105)</u> | <u>59,348</u> | <u>-6.90%</u> |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Three Rivers

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|----------------|-------------------|----------------|-------------------|------------------|-------------------|----------------|-------------------|--|-------------------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 10,535,950 | | 10,860,741 | | 10,574,763 | | 11,129,938 | 555,175 | 5.20% |
| Fees | | 3,541,493 | | 3,457,656 | | 3,325,448 | | 3,461,120 | 135,672 | 4.10% |
| State Appropriations | | 10,873,242 | | 10,507,191 | | 10,235,355 | | 10,702,797 | 467,442 | 4.60% |
| | | | | | | | | | | |
| Fringe Benefits Paid By State | | 6,549,084 | | 5,148,524 | | 6,699,849 | | 6,906,386 | 206,537 | 3.10% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | - | | - | | - | | - | - | NA |
| Sales of Educational Activities | | - | | - | | - | | - | - | NA |
| All Other Revenue | | 733,215 | | 667,800 | | 666,333 | | 668,350 | 2,017 | 0.30% |
| Total Revenue | | <u>32,232,984</u> | | <u>30,641,912</u> | | <u>31,501,748</u> | | <u>32,868,591</u> | <u>1,366,843</u> | <u>4.30%</u> |
| | | | | | | | | | | |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time (6101) | 0 | 19,233,659 | 0 | 11,095,516 | 168 | 11,290,250 | 170 | 11,572,258 | (2) | (282,008) -2.50% |
| Continuing Part Time (6111) | 0 | - | 0 | - | 0 | - | 0 | - | - | NA |
| Temporary Part Time (6102, B, D, G) | 0 | - | 0 | 1,209,797 | 30.67 | 1,689,848 | 39.96 | 1,774,340 | (9) | (84,492) -5.00% |
| Contractual PTL (6103D) | 0 | - | 0 | 4,359,544 | 149 | 3,619,123 | 129.24 | 4,002,927 | 20 | (383,804) -10.60% |
| Contractual NCL (6103E) | 0 | - | 0 | 176,883 | 0 | 98,379 | 2.8 | 103,298 | (3) | (4,919) -5.00% |
| Contractual ECL (6103F) | 0 | - | 0 | 513,009 | 8.75 | 294,111 | 8.75 | 308,817 | - | (14,706) -5.00% |
| Student Labor (6104, H) | 0 | - | 0 | 124,521 | 0 | 162,616 | 0 | 170,000 | - | (7,384) -4.50% |
| Overtime (6107) | 0 | - | 0 | - | 0 | 32,459 | 0 | 40,000 | - | (7,541) -23.20% |
| All Other Personal Services | 0 | - | 0 | 150,294 | 0 | 395,317 | 0 | 200,000 | - | 195,317 49.40% |
| Subtotal Personal Services | <u>0</u> | <u>19,233,659</u> | <u>0</u> | <u>17,629,564</u> | <u>356.42</u> | <u>17,582,103</u> | <u>350.75</u> | <u>18,171,640</u> | <u>6</u> | <u>(589,537) -3.40%</u> |
| | | | | | | | | | | |
| Fringe Benefits | | 8,570,446 | | 7,613,098 | | 8,900,548 | | 9,198,988 | (298,440) | -3.40% |
| Total P.S. & Fringe Benefits | | <u>27,804,105</u> | | <u>25,242,662</u> | | <u>26,482,651</u> | | <u>27,370,628</u> | <u>(887,977)</u> | <u>-3.40%</u> |
| | | | | | | | | | | |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | - | | 2,204,877 | | 2,181,723 | | 2,233,807 | (52,084) | -2.40% |
| All Other Expenses | | 4,008,409 | | 3,023,248 | | 3,000,000 | | 3,200,000 | (200,000) | -6.70% |
| Total Other Expenses | | <u>4,008,409</u> | | <u>5,228,125</u> | | <u>5,181,723</u> | | <u>5,433,807</u> | <u>(252,084)</u> | <u>-4.90%</u> |
| | | | | | | | | | | |
| Library Expenses: | | | | | | | | | | |
| Books | | - | | 12,200 | | 6,000 | | 10,000 | (4,000) | -66.70% |
| Periodicals | | - | | - | | - | | - | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | - | NA |
| All Other Library Equipment | | - | | - | | - | | - | - | NA |
| Total Non-P.S. Library Expense | | <u>-</u> | | <u>12,200</u> | | <u>6,000</u> | | <u>10,000</u> | <u>(4,000)</u> | <u>-66.70%</u> |
| | | | | | | | | | | |
| Total Equipment (excludes Library) | | <u>67,476</u> | | <u>56,519</u> | | <u>-</u> | | <u>-</u> | <u>-</u> | <u>NA</u> |
| | | | | | | | | | | |
| Total Expenditures | | <u>31,879,990</u> | | <u>30,539,506</u> | | <u>31,670,374</u> | | <u>32,814,435</u> | <u>(1,144,061)</u> | <u>-3.60%</u> |
| | | | | | | | | | | |
| Addition to (Use of) Funds Before Designated Items | | <u>352,994</u> | | <u>102,406</u> | | <u>(168,626)</u> | | <u>54,156</u> | <u>222,782</u> | <u>-132.10%</u> |
| | | | | | | | | | | |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | 496,765 | | - | | 295,116 | | - | (295,116) | -100.00% |
| Transfer out | | - | | (102,406) | | (102,406) | | (54,156) | 48,250 | -47.10% |
| Total Designated Transfers | | <u>496,765</u> | | <u>(102,406)</u> | | <u>192,710</u> | | <u>(54,156)</u> | <u>(246,866)</u> | <u>-128.10%</u> |
| | | | | | | | | | | |
| Net Change | | <u>849,759</u> | | <u>-</u> | | <u>24,084</u> | | <u>0</u> | <u>(24,084)</u> | <u>-100.00%</u> |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Quinebaug Valley Community College

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY 2013-14 Budget vs. FY 2012-13 Estimate | | |
|--|----------------|--------------|----------------|--------------|------------------|--------------|----------------|--------------|--|-----------|---------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Favorable (Unfavorable) | | |
| | | | | | | | | | Dollars (\$) | Pct % | |
| Revenue: | | | | | | | | | | | |
| Tuition (Gross) | | 4,169,193 | | 4,337,920 | | 4,280,284 | | 4,697,275 | 416,991 | 9.70% | |
| Fees | | 1,832,962 | | 1,917,448 | | 1,777,181 | | 1,574,100 | (203,081) | -11.40% | |
| State Appropriations | | 5,714,285 | | 5,495,761 | | 5,333,360 | | 5,855,578 | 522,218 | 9.80% | |
| Fringe Benefits Paid By State | | 3,103,317 | | 2,692,923 | | 3,303,490 | | 3,415,069 | 111,579 | 3.40% | |
| Government Grants & Contracts | | | | | | | | - | - | NA | |
| Private Gifts, Grants and Contracts | | | | | | | | - | - | NA | |
| Sales of Educational Activities | | - | | - | | - | | - | - | NA | |
| All Other Revenue | | 215,530 | | 182,745 | | 153,138 | | 168,424 | 15,286 | 10.00% | |
| Total Revenue | | 15,035,287 | | 14,626,797 | | 14,847,453 | | 15,710,446 | 862,993 | 5.80% | |
| Expenditures: | | | | | | | | | | | |
| Personal Services: | | | | | | | | | | | |
| Full Time (6101) | 0 | 9,104,137 | 0 | 8,940,536 | 78 | 5,454,539 | 77 | 5,711,644 | 1 | (257,105) | -4.70% |
| Continuing Part Time (6111) | 0 | - | 0 | - | 3 | 164,010 | 3 | 169,841 | - | (5,831) | -3.60% |
| Temporary Part Time (6102, B, D, G) | 0 | - | 0 | - | 24 | 897,314 | 20 | 852,206 | 4 | 45,108 | 5.00% |
| Contractual PTL (6103D) | 0 | - | 0 | - | 33.5 | 1,660,744 | 28.5 | 1,600,000 | 5 | 60,744 | 3.70% |
| Contractual NCL (6103E) | 0 | - | 0 | - | 16.5 | 203,716 | 16.5 | 204,225 | - | (509) | -0.20% |
| Contractual ECL (6103F) | 0 | - | 0 | - | 6 | 181,982 | 6 | 202,945 | - | (20,963) | -11.50% |
| Student Labor (6104, H) | 0 | - | 0 | 6,350 | 0 | 66,815 | 0 | 24,183 | - | 42,632 | 63.80% |
| Overtime (6107) | 0 | - | 0 | - | 0 | 32,000 | 0 | 30,000 | - | 2,000 | 6.30% |
| All Other Personal Services | 0 | - | 0 | - | 0 | 308,522 | 0 | 81,000 | - | 227,522 | 73.70% |
| Subtotal Personal Services | 0 | 9,104,137 | 0 | 8,946,886 | 161 | 8,969,642 | 151 | 8,876,044 | 10 | 93,598 | 1.00% |
| Fringe Benefits | | 3,842,905 | | 3,355,456 | | 4,248,923 | | 4,245,900 | 3,023 | 0.10% | |
| Total P.S. & Fringe Benefits | | 12,947,042 | | 12,302,342 | | 13,218,565 | | 13,121,944 | 96,621 | 0.70% | |
| Other Expenses: | | | | | | | | | | | |
| Inst. Financial Aid/Match | | 921,803 | | 905,740 | | 944,209 | | 906,439 | 37,770 | 4.00% | |
| All Other Expenses | | 1,483,189 | | 1,793,484 | | 1,618,554 | | 1,603,085 | 15,469 | 1.00% | |
| Total Other Expenses | | 2,404,992 | | 2,699,224 | | 2,562,763 | | 2,509,524 | 53,239 | 2.10% | |
| Library Expenses: | | | | | | | | | | | |
| Books | | - | | - | | - | | 62,000 | (62,000) | NA | |
| Periodicals | | - | | - | | - | | - | - | NA | |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | 33,870 | (33,870) | NA | |
| All Other Library Equipment | | 74,709 | | - | | - | | 11,647 | (11,647) | NA | |
| Total Non-P.S. Library Expense | | 74,709 | | - | | - | | 107,517 | (107,517) | NA | |
| Total Equipment (excludes Library) | | - | | - | | - | | - | - | NA | |
| Total Expenditures | | 15,426,743 | | 15,001,566 | | 15,781,328 | | 15,738,985 | 42,343 | 0.30% | |
| Addition to (Use of) Funds Before Designated Items | | (391,456) | | (374,769) | | (933,875) | | (28,539) | 905,336 | -96.90% | |
| Designated Transfers Per BOT Policies | | | | | | | | | | | |
| Transfer in | | 272,771 | | 374,769 | | 581,776 | | 28,539 | (553,237) | -95.10% | |
| Transfer out | | - | | - | | - | | - | - | NA | |
| Total Designated Transfers | | 272,771 | | 374,769 | | 581,776 | | 28,539 | (553,237) | -95.10% | |
| Net Change | | (118,685) | | - | | (352,099) | | - | 352,099 | -100.00% | |

Connecticut Community Colleges
Expenditure Plan General & Operating Funds
FY2013-14 Budget

Worksheet 7-B

College: Asnuntuck Community College

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|----------------|-------------------|----------------|-------------------|------------------|-------------------|----------------|-------------------|--|--------------------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 3,576,624 | | 3,687,687 | | 3,701,097 | | 3,895,404 | 194,307 | 5.20% |
| Fees | | 1,936,454 | | 1,880,000 | | 1,886,167 | | 2,404,878 | 518,711 | 27.50% |
| State Appropriations | | 5,835,092 | | 5,639,427 | | 5,449,762 | | 5,713,421 | 263,659 | 4.80% |
| Fringe Benefits Paid By State | | 3,423,648 | | 2,763,319 | | 3,729,032 | | 3,827,992 | 98,960 | 2.70% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | - | | - | | - | | - | - | NA |
| Sales of Educational Activities | | - | | - | | - | | - | - | NA |
| All Other Revenue | | 230,201 | | 135,000 | | 120,733 | | 130,000 | 9,267 | 7.70% |
| Total Revenue | | <u>15,002,019</u> | | <u>14,105,433</u> | | <u>14,886,791</u> | | <u>15,971,695</u> | <u>1,084,904</u> | <u>7.30%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time (6101) | 0 | 9,069,474 | 90 | 6,034,864 | 90 | 5,512,295 | 89 | 5,917,921 | 1 | (405,626) -7.40% |
| Continuing Part Time (6111) | 0 | - | 0 | - | 2 | 61,896 | 2 | 64,991 | - | (3,095) -5.00% |
| Temporary Part Time (6102, B, D, G) | 0 | - | 35 | 537,613 | 35 | 1,255,052 | 35 | 1,111,870 | - | 143,182 11.40% |
| Contractual PTL (6103D) | 0 | - | 38 | 1,300,000 | 37 | 1,263,054 | 37 | 1,328,470 | - | (65,416) -5.20% |
| Contractual NCL (6103E) | 0 | - | 12 | 250,000 | 12 | 265,565 | 12 | 278,844 | - | (13,279) -5.00% |
| Contractual ECL (6103F) | 0 | - | 7 | 225,000 | 7 | 229,308 | 7 | 240,773 | - | (11,465) -5.00% |
| Student Labor (6104, H) | 0 | - | 0 | 29,988 | 0 | 28,959 | 0 | 24,680 | - | 4,279 14.80% |
| Overtime (6107) | 0 | - | 0 | 11,700 | 0 | 21,498 | 0 | 10,000 | - | 11,498 53.50% |
| All Other Personal Services | 0 | - | 0 | 113,036 | 0 | 186,162 | 0 | 90,972 | - | 95,190 51.10% |
| Subtotal Personal Services | <u>0</u> | <u>9,069,474</u> | <u>182</u> | <u>8,502,201</u> | <u>183</u> | <u>8,823,789</u> | <u>182</u> | <u>9,068,521</u> | <u>1</u> | <u>(244,732) -2.80%</u> |
| Fringe Benefits | | 4,072,088 | | 3,452,259 | | 4,287,515 | | 4,562,022 | | (274,507) -6.40% |
| Total P.S. & Fringe Benefits | | <u>13,141,562</u> | | <u>11,954,460</u> | | <u>13,111,304</u> | | <u>13,630,543</u> | | <u>(519,239) -4.00%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | 788,190 | | 722,325 | | 805,015 | | 802,642 | | 2,373 0.30% |
| All Other Expenses | | 1,716,053 | | 1,638,140 | | 1,691,697 | | 1,801,979 | | (110,282) -6.50% |
| Total Other Expenses | | <u>2,504,243</u> | | <u>2,360,465</u> | | <u>2,496,712</u> | | <u>2,604,621</u> | | <u>(107,909) -4.30%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | - | | - | | - | | - | | NA |
| Periodicals | | - | | - | | - | | - | | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | | NA |
| All Other Library Equipment | | - | | - | | - | | - | | NA |
| Total Non-P.S. Library Expense | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>NA</u> |
| Total Equipment (excludes Library) | | 48,718 | | 8,000 | | 4,481 | | - | 4,481 | 100.00% |
| Total Expenditures | | <u>15,694,523</u> | | <u>14,322,925</u> | | <u>15,612,497</u> | | <u>16,235,164</u> | | <u>(622,667) -4.00%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>(692,504)</u> | | <u>(217,492)</u> | | <u>(725,706)</u> | | <u>(263,469)</u> | | <u>462,237 -63.70%</u> |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | 537,117 | | 217,492 | | 379,716 | | 263,469 | | (116,247) -30.60% |
| Transfer out | | - | | - | | - | | - | | NA |
| Total Designated Transfers | | <u>537,117</u> | | <u>217,492</u> | | <u>379,716</u> | | <u>263,469</u> | | <u>(116,247) -30.60%</u> |
| Net Change | | <u>(155,387)</u> | | <u>-</u> | | <u>(345,990)</u> | | <u>-</u> | | <u>345,990 -100.00%</u> |

Charter Oak State College and CT Distance Learning Consortium
Expenditure Plan General & Operating Funds
FY2013-14 Budget

College: Combined COSC and CTDLC

Worksheet 7-B

| Account Name | FY 2012 Actual | | FY 2013 Budget | | FY 2013 Estimate | | FY 2014 Budget | | FY2013-14 Budget vs. FY 2012-13 Estimate Favorable (Unfavorable) | |
|---|----------------|-------------------|----------------|-------------------|------------------|-------------------|----------------|-------------------|--|-------------------------|
| | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Pos | Dollars (\$) | Dollars (\$) | Pct % |
| Revenue: | | | | | | | | | | |
| Tuition (Gross) | | 6,603,596 | | 7,158,590 | | 7,150,000 | | 7,450,000 | 300,000 | 4.20% |
| Fees | | 932,888 | | 1,117,829 | | 850,000 | | 1,050,000 | 200,000 | 23.50% |
| State Appropriations | | 2,475,265 | | 2,456,053 | | 2,309,593 | | 2,406,766 | 97,173 | 4.20% |
| Fringe Benefits Paid By State | | 941,590 | | 944,725 | | 970,465 | | 993,241 | 22,776 | 2.30% |
| Government Grants & Contracts | | - | | - | | - | | - | - | NA |
| Private Gifts, Grants and Contracts | | - | | - | | - | | 50,000 | 50,000 | NA |
| Sales of Educational Activities | | - | | - | | 399,897 | | 405,000 | 5,103 | 1.30% |
| All Other Revenue | | 1,430,905 | | 1,527,391 | | 1,792,699 | | 2,434,481 | 641,782 | 35.80% |
| Total Revenue | | <u>12,384,244</u> | | <u>13,204,588</u> | | <u>13,472,654</u> | | <u>14,789,488</u> | <u>1,316,834</u> | <u>9.80%</u> |
| Expenditures: | | | | | | | | | | |
| Personal Services: | | | | | | | | | | |
| Full Time | 74 | 5,618,423 | 0 | 5,314,540 | 73 | 5,118,624 | 75 | 5,492,579 | (2) | (373,955) -7.30% |
| Part Time | 10 | 334,375 | 0 | 245,280 | 10 | 370,126 | 11 | 371,244 | (1) | (1,118) -0.30% |
| Temporary | 287 | 2,079,205 | 0 | 2,439,718 | 301 | 2,299,403 | 314 | 2,361,496 | (13) | (62,093) -2.70% |
| Student Labor | 19 | 162,272 | 0 | 171,646 | 32 | 191,030 | 42 | 334,186 | (10) | (143,156) -74.90% |
| Overtime | 0 | - | 0 | - | 0 | - | 0 | - | - | - NA |
| All Other Personal Services | 0 | 53,736 | 0 | - | 0 | 76,256 | 0 | 67,931 | - | 8,325 10.90% |
| Subtotal Personal Services | <u>390</u> | <u>8,248,011</u> | <u>0</u> | <u>8,171,184</u> | <u>416</u> | <u>8,055,439</u> | <u>442</u> | <u>8,627,436</u> | <u>(26)</u> | <u>(571,997) -7.10%</u> |
| Fringe Benefits | | 2,922,819 | | 2,826,922 | | 3,234,373 | | 3,680,587 | (446,214) | -13.80% |
| Total P.S. & Fringe Benefits | | <u>11,170,830</u> | | <u>10,998,106</u> | | <u>11,289,812</u> | | <u>12,308,023</u> | <u>(1,018,211)</u> | <u>-9.00%</u> |
| Other Expenses: | | | | | | | | | | |
| Inst. Financial Aid/Match | | - | | - | | - | | - | - | NA |
| All Other Expenses | | 2,016,869 | | 2,426,122 | | 2,053,624 | | 2,381,536 | (327,912) | -16.00% |
| Total Other Expenses | | <u>2,016,869</u> | | <u>2,426,122</u> | | <u>2,053,624</u> | | <u>2,381,536</u> | <u>(327,912)</u> | <u>-16.00%</u> |
| Library Expenses: | | | | | | | | | | |
| Books | | - | | - | | - | | - | - | NA |
| Periodicals | | - | | - | | - | | - | - | NA |
| Electronic Periodicals / Subscriptions | | - | | - | | - | | - | - | NA |
| All Other Library Equipment | | - | | - | | - | | - | - | NA |
| Total Non-P.S. Library Expense | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | <u>-</u> | <u>NA</u> |
| Total Equipment (excludes Library) | | 188,285 | | 158,165 | | 4,628 | | 70,000 | (65,372) | -1412.50% |
| Total Expenditures | | <u>13,375,984</u> | | <u>13,582,393</u> | | <u>13,348,064</u> | | <u>14,759,559</u> | <u>(1,411,495)</u> | <u>-10.60%</u> |
| Addition to (Use of) Funds Before Designated Items | | <u>(991,740)</u> | | <u>(377,805)</u> | | <u>124,590</u> | | <u>29,929</u> | <u>(94,661)</u> | <u>-76.00%</u> |
| Designated Transfers Per BOT Policies | | | | | | | | | | |
| Transfer in | | - | | - | | - | | - | - | NA |
| Transfer out | | - | | - | | - | | - | - | NA |
| Total Designated Transfers | | <u>-</u> | | <u>-</u> | | <u>-</u> | | <u>-</u> | <u>-</u> | <u>NA</u> |
| Net Change | | <u>(991,740)</u> | | <u>(377,805)</u> | | <u>124,590</u> | | <u>29,929</u> | <u>(94,661)</u> | <u>-76.00%</u> |

Compare General Fund FY 2013 to Budget FY 2014
Excludes ERIP Reimbursements

| | ConnSCU | BOR * | Charter Oak | Colleges | Universities |
|---------------------------------------|----------------|--------------|--------------------|-----------------|---------------------|
| FY 2013 Budget | 288,110,527 | 1,263,687 | 2,456,083 | 143,196,097 | 141,194,660 |
| FY 2013 Actual | 273,699,646 | 1,195,145 | 2,333,279 | 136,036,294 | 134,134,928 |
| FY 14 Governor's Recommendation | 456,529,122 | 1,321,815 | 3,287,900 | 227,795,428 | 224,123,979 |
| Reduce for Fringe | (168,769,164) | (598,798) | (910,407) | (83,914,011) | (83,345,948) |
| Governor's Excluding Fringe | 287,759,958 | 723,017 | 2,377,493 | 143,881,417 | 140,778,031 |
| Rescission 2% Returned | 5,687,813 | - | - | 2,863,920 | 2,823,893 |
| Remediation | 2,000,000 | | | 2,000,000 | |
| University Faculty | 4,000,000 | | | | 4,000,000 |
| University Academic Counselors | 1,000,000 | | | | 1,000,000 |
| HB 6292 | 30,000 | | | | 30,000 |
| Implementer Change for staff transfer | | (60,000) | | | |
| | 300,417,771 | 663,017 | 2,377,493 | 148,745,337 | 148,631,924 |
| From FY 2013 Budget | | | | | |
| Increase (Decrease) \$ | 12,307,244 | (600,670) | (78,590) | 5,549,240 | 7,437,264 |
| Increase (Decrease) % | 4.27% | -47.53% | -3.20% | 3.88% | 5.27% |
| From FY 2013 Actual | | | | | |
| Increase (Decrease) \$ | 26,718,125 | (532,128) | 44,214 | 12,709,043 | 14,496,996 |
| Increase (Decrease) % | 9.76% | -44.52% | 1.89% | 9.34% | 10.81% |
| From FY 2014 Governor's | | | | | |
| Increase (Decrease) \$ | 12,657,813 | (60,000) | - | 4,863,920 | 7,853,893 |
| Increase (Decrease) % | 4.40% | -8.30% | 0.00% | 3.38% | 5.58% |

* BOR Reduction in FY 2014 represents a transfer out of staff

Grant Activity

| | FY 13 Budget | | | | FY 13 Projection | | | | FY 14 Budget | | | |
|---------------|--------------|---------------|--------------|----------|------------------|---------------|--------------|----------|--------------|---------------|--------------|----------|
| | Total | Financial Aid | Other Grants | % F. Aid | Total | Financial Aid | Other Grants | % F. Aid | Total | Financial Aid | Other Grants | % F. Aid |
| Central | 19,689,000 | 15,249,000 | 4,440,000 | 77.4% | 21,217,696 | 16,316,696 | 4,901,000 | 76.9% | 17,863,800 | 15,525,000 | 2,338,800 | 86.9% |
| Eastern | 8,277,510 | 7,119,352 | 1,158,158 | 86.0% | 8,736,954 | 6,697,325 | 2,039,629 | 76.7% | 8,078,429 | 6,899,325 | 1,179,104 | 85.4% |
| Southern | 21,877,537 | 15,600,000 | 6,277,537 | 71.3% | 16,775,415 | 14,650,415 | 2,125,000 | 87.3% | 18,398,177 | 16,077,537 | 2,320,640 | 87.4% |
| Western | 8,864,631 | 7,912,030 | 952,601 | 89.3% | 8,905,011 | 7,905,537 | 999,474 | 88.8% | 8,793,959 | 7,903,264 | 890,695 | 89.9% |
| System Office | - | - | - | - | - | - | - | - | - | - | - | - |
| | 58,708,678 | 45,880,382 | 12,828,296 | 78.1% | 55,635,076 | 45,569,973 | 10,065,103 | 81.9% | 53,134,365 | 46,405,126 | 6,729,239 | 87.3% |
| Manchester | 12,400,493 | 10,328,596 | 2,071,897 | 83.3% | 12,109,438 | 10,694,718 | 1,414,720 | 88.3% | 11,940,853 | 10,368,248 | 1,572,605 | 86.8% |
| Northwestern | 2,959,132 | 1,973,778 | 985,354 | 66.7% | 2,959,131 | 1,973,778 | 985,353 | 66.7% | 2,600,291 | 1,950,000 | 650,291 | 75.0% |
| Norwalk | 8,000,000 | 6,500,000 | 1,500,000 | 81.3% | 11,311,016 | 9,338,796 | 1,972,220 | 82.6% | 11,184,360 | 9,400,000 | 1,784,360 | 84.0% |
| Housatonic | 12,109,731 | 11,090,854 | 1,018,877 | 91.6% | 12,672,584 | 11,803,449 | 869,135 | 93.1% | 12,260,549 | 11,501,976 | 758,573 | 93.8% |
| Middlesex | 3,569,903 | 3,439,134 | 130,769 | 96.3% | 4,469,641 | 4,020,798 | 448,843 | 90.0% | 4,314,717 | 4,174,420 | 140,297 | 96.7% |
| Capital | 11,681,609 | 10,089,016 | 1,592,593 | 86.4% | 12,358,475 | 9,927,297 | 2,431,178 | 80.3% | 13,509,561 | 10,375,928 | 3,133,633 | 76.8% |
| Naugatuck | 11,643,214 | 10,123,731 | 1,519,483 | 86.9% | 14,763,258 | 10,775,844 | 3,987,414 | 73.0% | 13,135,906 | 9,850,000 | 3,285,906 | 75.0% |
| Gateway | 13,669,512 | 12,815,441 | 854,071 | 93.8% | 16,797,978 | 15,171,726 | 1,626,252 | 90.3% | 18,014,794 | 14,655,827 | 3,358,967 | 81.4% |
| Tunxis | 5,569,862 | 5,291,245 | 278,617 | 95.0% | 6,557,730 | 6,138,028 | 419,702 | 93.6% | 6,383,216 | 6,045,566 | 337,650 | 94.7% |
| Three Rivers | 8,360,787 | 7,549,792 | 810,995 | 90.3% | 8,608,507 | 7,690,338 | 918,169 | 89.3% | 8,650,000 | 7,693,312 | 956,688 | 88.9% |
| Quinebaug | 3,772,280 | 3,187,755 | 584,525 | 84.5% | 4,850,574 | 3,690,130 | 1,160,444 | 76.1% | 3,825,000 | 3,139,275 | 685,725 | 82.1% |
| Asnuntuck | 2,447,058 | 2,266,095 | 180,963 | 92.6% | 2,745,586 | 2,455,871 | 289,715 | 89.4% | 2,517,058 | 2,306,095 | 210,963 | 91.6% |
| | 96,183,581 | 84,655,437 | 11,528,144 | 88.0% | 110,203,918 | 93,680,773 | 16,523,145 | 85.0% | 108,336,305 | 91,460,647 | 16,875,658 | 84.4% |
| System Office | 5,386,738 | 1,282,224 | 4,104,514 | 23.8% | 3,216,401 | 992,922 | 2,223,479 | 30.9% | - | - | - | - |
| | 101,570,319 | 85,937,661 | 15,632,658 | 84.6% | 113,420,319 | 94,673,695 | 18,746,624 | 83.5% | 108,336,305 | 91,460,647 | 16,875,658 | 84.4% |
| BOR | 6,430,390 | 2,500,000 | 3,930,390 | 38.9% | 5,236,620 | 2,500,000 | 2,736,620 | 47.7% | 4,927,350 | 2,500,000 | 2,427,350 | 50.7% |
| Charter Oak | - | - | - | - | - | - | - | - | - | - | - | - |
| Total | 166,709,387 | 134,318,043 | 32,391,344 | 80.6% | 174,292,015 | 142,743,668 | 31,548,347 | 81.9% | 166,398,020 | 140,365,773 | 26,032,247 | 84.4% |

Note:

This shows the significant amount of grant activity that is a pass through to the student. Over all less than 20% of the total is for other than Financial Aid

ITEM

Adoption of Mission Statements for the Connecticut State Universities, the Connecticut Community Colleges, and Charter Oak State College

RECOMMENDED MOTION FOR THE BOARD

WHEREAS Section 10a-1c of the Connecticut General Statutes require the Board of Regents for Higher Education to develop and implement a plan for maintaining the distinct missions of the Connecticut State University System, the regional community-technical college system and Charter Oak State College, and

WHEREAS The Board of Regents for Higher Education on December 20, 2011 adopted a plan to preserve these distinct missions that included feedback from the Council of Presidents, the Faculty Advisory Committee and the Student Advisory Committee, and

WHEREAS Draft mission statements were received from the Council of Presidents on June 18, 2012, and

WHEREAS Draft mission statements were received from the Faculty Advisory Committee on April 24, 2013, and

WHEREAS Feedback from the full Student Advisory Committee was received during its meeting of November 30, 2012 and from an ad hoc Committee for Strategic Planning of the Student Advisory Committee on April 12, 2013, be it

RESOLVED: That the Board of Regents for Higher Education adopt the following mission statements:

Connecticut Community Colleges

As part of the Connecticut State Colleges & Universities (ConnSCU) system, the twelve Connecticut Community Colleges share a mission to make excellent higher education and lifelong learning affordable and accessible. Through unique and comprehensive degree and certificate programs, non-credit life-long learning opportunities and job skills training programs, they advance student aspirations to earn career-oriented degrees and certificates and to pursue their further education. The Colleges nurture student learning and success to transform students and equip them to contribute to the economic, intellectual, civic, cultural and social well-being of their communities. In doing so, the Colleges support the state, its businesses and other enterprises and its citizens with a skilled, well-trained and educated workforce.

Charter Oak State College

As part of the Connecticut State Colleges & Universities (ConnSCU) system, Charter Oak State College, the state's only public, online, degree-granting institution, provides affordable, diverse and alternative opportunities for adults to

earn undergraduate and graduate degrees and certificates. The College's mission is to validate learning acquired through traditional and non-traditional experiences, including its own courses. The college rigorously upholds standards of high quality and seeks to inspire adults with the self-enrichment potential of non-traditional higher education.

Connecticut State Universities

As part of the Connecticut State Colleges & Universities (ConnSCU) system, the four Connecticut State Universities offer exemplary and affordable undergraduate and graduate instruction leading to degrees in the liberal arts, sciences, fine arts, applied fields, and professional disciplines. They advance and extend knowledge, research, learning and culture while preparing students to enter the workforce and to contribute to the civic life of Connecticut's communities. Through a variety of living and learning environments, the Universities ensure access and diversity to meet the needs of a broad range of students. They support an atmosphere of inter-campus learning, the exploration of technological and global influences and the application of knowledge to promote economic growth and social justice.

BACKGROUND AND RATIONALE

Public Act 11-48 that established the Board of Regents for Higher Education included a provision to preserve the distinctive missions of the constituent units. This language is now a part of Section [10a-1c](#) of the Connecticut General Statutes:

Sec. 10a-1c. Plan for maintaining distinct missions of Connecticut State University System, regional community-technical college system and Charter Oak State College. Report. The Board of Regents for Higher Education shall develop and implement, not later than December 1, 2011, a plan for maintaining the distinct missions of the Connecticut State University System, the regional community-technical college system and Charter Oak State College and report on such plan to the joint standing committees of the General Assembly having cognizance of matters relating to higher education and appropriations in accordance with the provisions of section 11-4a not later than January 1, 2012, and annually thereafter.

To address this requirement, the Board adopted on December 20, 2011 [a plan to preserve these missions](#). The plan included the BOR staff providing a compilation of existing mission statements and a matrix of common issues raised across statements to the Councils of Presidents, the Student Advisory Committee and the Faculty Advisory Committee in early spring 2012. Each group was to have completed a draft of the three mission statements by June 1, 2012, with approval by the Board envisioned in October 2012.

Draft mission statements from the Council of Presidents were received on June 18, 2012. The Faculty Advisory Committee discussed mission statements on [November 16, 2012](#), [December 14, 2012](#), [January 11, 2013](#), [February 12, 2013](#), [March 15, 2013](#), and [April 12, 2013](#). The faculty Advisory Committee delivered its draft of the three mission statements along with a suggested set of revisions to the ConnSCU mission statement to BOR management on April 24, 2013.

The Student Advisory Committee discussed this issue at its meeting on [November 30, 2012](#). Co-Chair Michael Fraser established an ad hoc Committee for Strategic Planning of the Student Advisory Committee which met with Braden Hosch and Tom Clark who facilitated a discussion on April 12, 2013 to elicit feedback.

Revisions of the statements from the Council of Presidents were drafted with input from Chairman Lerer and re-presented to the Faculty Advisory Council on April 12, 2013 and the Council of Presidents on April 15, 2013. The final versions that appear in the resolution incorporate this feedback from all three groups as well as the formal statements submitted by the FAC on April 24, 2013.

The Strategic Planning Committee reviewed these statements at its meeting on June 3, 2013. Stephen Adair, co-chair of the Faculty Advisory Committee, was extended an invitation to address the Committee. He requested the SPC consider adding the word “research” into the second sentence of the mission, and the SPC amended the CSU mission to adopt this suggestion. The SPC unanimously recommended these mission statements for adoption.

DRAFT MISSION STATEMENTS FROM THE COUNCIL OF PRESIDENTS

Received June 18, 2012

Connecticut State Universities Mission Statement

The four Connecticut State Universities that are part of the Connecticut State Colleges and Universities (ConnSCU) system offer exemplary undergraduate and graduate instruction leading to degrees in the liberal arts, sciences, fine arts, applied fields, and professional disciplines. They advance and extend knowledge, learning and culture while preparing students to enter the workforce and to contribute to the civic life of Connecticut’s diverse communities. To ensure access and diversity and to meet the needs of a broad range of students, the schools provide varying living and learning environments, from rural residential campuses to urban locations and online instruction. With state-of-the-art facilities and exceptional faculty, the four Connecticut State Universities support an atmosphere of inter-campus learning, the exploration of technological and global influences and the application of knowledge to promote economic growth and social justice.

Connecticut Community Colleges Mission Statement

The twelve comprehensive Connecticut Community Colleges that are part of the Connecticut State Colleges and Universities (ConnSCU) system share a mission to make excellent higher education and lifelong learning affordable and accessible to all Connecticut citizens. The colleges enrich the intellectual, civic, cultural and social environments of the communities they serve through a wide range of credit transfer and career programs leading to associate degrees and certificates and non-credit life-long learning opportunities and job skills training programs. The colleges support the economic growth of the state and its citizens through programs and partnerships that supply business and industry with a skilled, well-trained work force. All of the colleges offer an array of programs and support services that nurture student success.

Charter Oak State College Mission Statement

Charter Oak State College, the state’s only public, online, degree-granting institution, and part of the Connecticut State Colleges and Universities (ConnSCU) system, provides diverse and alternative opportunities for adults to earn undergraduate and graduate degrees and certificates.

Relying on the judgment of professional educators, Charter Oak State College validates learning acquired through examinations, independent study, work experience, non-collegiate-sponsored instruction, technology-mediated learning, and traditional study, including through Charter Oak State College's own courses. In all of its activities, the college rigorously upholds standards of high quality and seeks to inspire adults with the self-enrichment potential of non-traditional higher education.

DRAFT MISSION STATEMENTS FROM THE FACULTY ADVISORY COMMITTEE

Received April 24, 2013

ConnSCU System Mission (49 words)

Connecticut State Colleges and Universities contribute to the creation of knowledge and the economic and cultural growth of the state of Connecticut by providing rigorous, innovative and affordable programs in learning environments that transform students and facilitate an increasing number of students to achieve their personal and career goals.

Connecticut State Universities Mission Statement (112 words)

As part of the Connecticut State Colleges and Universities (ConnSCU) system, the four Connecticut State Universities offer exemplary undergraduate and graduate instruction leading to degrees in the liberal arts, sciences, fine arts, applied fields, and professional disciplines. They advance and extend knowledge, learning, and culture while preparing students to enter the workforce and to contribute to the civic life of Connecticut's communities. Through a variety of living and learning environments, the Universities ensure access and diversity to meet the needs of a broad range of students. They support an atmosphere of inter-campus learning, the exploration of technological and global influences and the application of knowledge to promote economic growth and social justice.

Community Colleges Mission Statement (104 words)

As part of the Connecticut State Colleges and Universities (ConnSCU) system, the twelve Connecticut Community Colleges share a mission to make excellent higher education and lifelong learning affordable and accessible. Through unique and comprehensive programs, they advance student aspirations to earn career-oriented degrees and certificates and to pursue their education at other institutions. Nurturing student learning and success produces transformational experiences for many students that contribute to the economic, intellectual, civic, cultural and social well-being of their communities. In doing so, the Connecticut Community Colleges support the state, its businesses and other enterprises and its citizens with a skilled, well-trained and educated work force.

Charter Oak State College Mission Statement (77 words)

As part of the Connecticut State Colleges and Universities (ConnSCU) system, Charter Oak State College, the state's only public, online, degree-granting institution, will provide diverse and alternative opportunities for adults to earn undergraduate and graduate degrees and certificates. The College's mission is to validate learning acquired through traditional and non-traditional experiences, including its own courses. The college rigorously upholds standards of high quality and seeks to inspire adults with the self-enrichment potential of non-traditional higher education.

FEEDBACK FROM AD HOC COMMITTEE FOR STRATEGIC PLANNING OF THE STUDENT ADVISORY COMMITTEE

Meeting on April 12, 2013

The SAC Subcommittee held a meeting at 39 Woodland Street to review the missions as well as to discuss a way to develop a mission for the SAC as a group. Discussion was facilitated by Braden Hosch and Tom Clark. The Subcommittee had intended to bring their recommendations to the full SAC, but a subsequent meeting has not been held. The feedback generated in the meeting has been integrated into the proposed mission statements. Comments refer to original statements drafted by the Council of Presidents. As an overarching comment, the group wanted to see the word “affordable” in each statement.

Connecticut Community Colleges

- Sentence 1. Delete the final four words: “to make excellent higher education and lifelong learning affordable and accessible to all Connecticut citizens.” The deletion was requested to indicate service to include undocumented students and students from other states.
- Sentence 2. Delete the phrase “will strive to” to indicate the colleges actually facilitate student aspirations and promote student-centeredness; they don’t just try to.
- Sentence 3. Capitalize “Colleges” and use present tense for “will enrich”

Charter Oak State College

- Sentence 1. Add the word “affordable”

Connecticut State Universities

- Sentence 1. Add the word “affordable”
- Sentence 3. Delete “and diversity” because “diverse communities appears already in the previous sentence.

06/03/13 – BOR-Strategic Planning Committee

06/20/13 – Board of Regents

ITEM

Revisions to the Connecticut State Colleges and Universities Mission Statement

RECOMMENDED MOTION FOR THE BOARD

WHEREAS Elements of a strategic plan that include a Vision for Connecticut, a Vision for the Connecticut State Colleges & Universities (ConnSCU), a Mission Statement, and five Goal statements were adopted on September 25, 2013, and

WHEREAS The President of the Board was directed to discuss the vision, mission and goals (VMG) with the Faculty Advisory Committee, the Student Advisory Committee, the Council of Presidents and other stakeholders, and

WHEREAS Feedback has been received about these elements of the Strategic Plan and reviewed by the Strategic Planning Committee, be it

RESOLVED: That the Board of Regents for Higher Education approve modifications to the Mission Statement for the Connecticut State Colleges and Universities to read as follows:

The Connecticut State Colleges & Universities (ConnSCU) contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovative, and rigorous programs. Our learning environments transform students and facilitate an ever increasing number of individuals to achieve their personal and career goals.

BACKGROUND

The Board began a strategic planning process in April 2012 and adopted a Vision for Connecticut, a Vision for the Connecticut State Colleges and Universities, a Mission Statement, and five Goal statements on September 25. In addition, three related directives were also issued:

1. Discuss the vision, mission and goals (VMG) with the Faculty Advisory Committee, the Student Advisory Committee, the Council of Presidents and other stakeholders; and
2. Form a working group to develop strategic indicators for each of the five goals; and
3. Form five working groups (one for each of the above ConnSCU goal areas) to identify the high level strategies that drive success on that goal.

Feedback received in these discussions resulted in a number of suggestions for adjustment to the language of the mission statement.

The Strategic Planning Committee reviewed this feedback and the suggested revisions at its meeting on June 3, 2013 and unanimously recommended adoption of the revisions.

RATIONALE

The originally adopted mission statement is:

Connecticut State Colleges and Universities provide affordable, innovative and rigorous programs in settings that permit an ever increasing number of students to achieve their personal and career goals as well as contribute to the economic growth of the state of Connecticut.

Dr. René Lerer, Chair of the Strategic Planning Committee, met with Faculty Advisory Committee members Dr. Stephen Adair (Co-Chair) and Prof. Mary Jean Thornton on April 5, 2013 to discuss concerns raised by the Faculty Advisory Committee in communications from late 2012 and early 2013.

The Faculty Advisory Committee on April 24, 2013 provided a formal suggestion for adjustments to the mission.

Connecticut State Colleges and Universities contribute to the creation of knowledge and the economic and cultural growth of the state of Connecticut by providing rigorous, innovative and affordable programs in learning environments that transform students and facilitate an increasing number of students to achieve their personal and career goals

The new statement adopts a significant number of the modifications recommended by the Faculty Advisory Committee:

Connecticut State Colleges and Universities contribute to the creation of knowledge and the economic growth of the state of Connecticut by providing affordable, innovative and rigorous programs. Our learning environments transform students and facilitate an ever increasing number of individuals to achieve their personal and career goals

ITEM

Metrics to monitor progress on goals of the Strategic Plan

RECOMMENDED MOTION FOR THE BOARD

WHEREAS Elements of a strategic plan that include a Vision for Connecticut, a Vision for the Connecticut State Colleges and Universities, a Mission Statement, and five Goal statements were adopted on September 25, 2012, and

WHEREAS The President of the Board was directed to form a working group to develop strategic indicators for each of the five goals, and

WHEREAS The working group issued a report recommending a set of metrics and a communication plan for structured comment, and

WHEREAS 159 faculty, staff, and student leaders were invited to comment on metrics and provide feedback, and this feedback has been incorporated into recommendations from the working group, be it

RESOLVED: That the metrics presented in Attachment A are adopted to monitor progress on goals of the Strategic Plan, and be it further

RESOLVED: That the President of the Board of Regents, in consultation with faculty and staff, prior to December 31, 2013 define metrics for (1) post-graduation outcomes, including employment, earnings, and further study; and (2) overall out-of-pocket costs per student. Once metrics are defined further study will be done to identify analytics that will generate additional data for review, and be it further

RESOLVED: That the President of the Board of Regents, in consultation with faculty and staff, following December 31, 2013 report annually on progress to identify and implement metrics for (1) student learning and (2) credit completion and grade point averages of first-time students and/or all students, and be it further

RESOLVED: That the President of the Board of Regents may establish technical definitions and make technical adjustments to these metrics as needed and report such definitions and adjustments to the Board, and be it further

RESOLVED: That performance on these metrics at the institution level and constituent unit level shall be benchmarked against groups of similar institutions determined by the President of the Board of Regents in consultation with the president of each institution.

ATTACHMENT A – METRICS RECOMMENDED FOR ADOPTION**Goal 1: A Successful First Year**

Increase the number of students who successfully complete a first year of college

- 1.1 One-year retention rate of first-time degree- or certificate-seeking students
 - 1.1.1 Entering full-time
 - 1.1.2 Entering part-time
- 1.2 First-time students completing college-level English and math within one year
 - 1.2.1 Number
 - 1.2.2 Percent

Goal 2: Student Success

Graduate more students with the knowledge and skills to achieve their life and career goal

- 2.1 Undergraduate completions per 100 undergraduate degree-seeking full-time equivalent enrollment
- 2.2 Graduate completions per 100 full-time equivalent graduate enrollment
- 2.3 Transfers from 2-year institutions to 4-year institutions per 100 full-time equivalent enrollment
- 2.4 Graduation rate of full-time, first-time degree- or certificate-seeking students
 - 2.4.1 150% normal time for 4-year institutions
 - 2.4.2 200% of normal time for 2-year institutions
- 2.5 Average time (years) to degree for students entering full-time
 - 2.5.1 First-time students
 - 2.5.2 Transfer students
- 2.6 Post-graduation outcomes [to be identified by December 31, 2013]
 - 2.6.1 Employment
 - 2.6.2 Earnings
 - 2.6.3 Further study after graduation

Goal 3: Affordability and Sustainability

Maximize access to higher education by making attendance affordable and our institutions financially sustainable

- 3.1 Nonfederal government appropriations
 - 3.1.1 per completion
 - 3.1.2 per full-time equivalent enrollment
- 3.2 Education and related expenses
 - 3.2.1 Per completion
 - 3.2.2 Per full-time equivalent enrollment
- 3.3 Instructional expenditures as a percent of education and related expenses
- 3.4 Total annual voluntary support per full-time equivalent enrollment
- 3.5 Percent of tuition and required fees not covered by grant aid
- 3.6 Out-of-pocket costs per student [to be defined by December 31, 2013]

Goal 4: Innovation and Economic Growth

Create educational environments that cultivate innovation and prepare students for successful careers in a fast changing world.

- 4.1 Percent of seniors who worked on a research project with a faculty member outside of course or program requirements
- 4.2 Total research expenditures per full-time faculty
- 4.3 Completions in fields with high workforce demand
 - 4.3.1 Science, Technology, Engineering & Math (STEM)
 - 4.3.2 Health
 - 4.3.3 Education
- 4.4 Campus-level annual report on innovation

Goal 5: Equity

Eliminate achievement disparities among different ethnic/racial, economic, and gender groups.

Disaggregate by:

- 5.1 Race/ethnicity*
 - 5.1.1 Asian and Native Hawaiian or Pacific Islander
 - 5.1.2 Black or African American
 - 5.1.3 Hispanic or Latino
 - 5.1.4 White
- 5.2 Gender
 - 5.2.1 Men
 - 5.2.2 Women
- 5.3 Socioeconomic Status – Pell Recipients

*Additional breakout of ethnicity is available

BACKGROUND AND RATIONALE

The Board began a strategic planning process in April 2012 and adopted a Vision for Connecticut, a Vision for the Connecticut State Colleges and Universities, a Mission Statement, and five Goal statements on September 25. In addition, three related directives were also issued:

1. Discuss the vision, mission and goals (VMG) with the Faculty Advisory Committee, the Student Advisory Committee, the Council of Presidents and other stakeholders; and
2. Form a working group to develop strategic indicators for each of the five goals; and
3. Form five working groups (one for each of the above ConnSCU goal areas) to identify the high level strategies that drive success on that goal.

The metrics work group met three times: November 19, December 12, and February 27. At the first meeting, the group reviewed 13 accountability measures approved by the Higher Education Coordinating Council in November 2012 because of their close alignment with the strategic plan. The group also proposed 81 additional indicators for consideration. These indicators were placed into an online survey tool, and group members were asked to rate each indicator. This list was ranked and returned to the group to focus discussion in the December and February meetings. The group arrived at three to five recommended metrics for goals 1-4 and six disaggregations for goal 5.

Principles used to guide consideration of metrics were that metrics should:

- Be meaningful – provide a limited number of high-level information points to decision makers
- Be indicative – show progress but not necessarily exhaustive; may not provide full diagnostics
- Be valid – measure what claimed to represent
- Be reliable – provide consistent results over time, have consistent definitions that allow for independent measurement or validation
- Have readily available comparative data
- Provide information for which the value is equal to or greater than the cost for collection
- Be sensitive to institutional actions – actions taken by institutions must be able to affect the metric

A full report of recommendations was provided to the Strategic Planning Committee for review in April 2013. The Strategic Planning Committee identified three additional items of interest:

- employment outcomes, earnings, and future study of graduates (Goal 2 – Student Success)
- fundraising per full-time equivalent enrollment (Goal 3 – Affordability and Sustainability)
- an annual report on innovation on campus (Goal 4 – Innovation and Economic Growth)

The metrics group's recommended metrics plus these three additional metrics were forwarded to 159 individuals in the following groups for comment: the Student Advisory Committee, the

Faculty Advisory Committee, faculty and college senate leaders, campus presidents, campus academic officers, campus student affairs officers, campus finance officers, and central office executive staff. Twenty-four people entered their names into the survey, and 13 of them offered comments or suggested additional or alternative metrics.

Based on this feedback, a list of metrics for monitoring progress on the strategic plan has been refined. Principles for metric selection were considered in this refinement and some proposed metrics which are undeveloped, untested, or may not provide valid and reliable results from which decisions could be made were removed from the final list. The recommended resolution, however, calls for further study of four areas of interest and importance for possible inclusion in the future. These areas are:

- (1) student learning, with special attention to the Transfer and Articulation Policy
- (2) credit completion and grade-point averages of first-time students and/or all students
- (3) post-graduation outcomes, including employment, earnings, and further study
- (4) overall out-of-pocket costs per student

It is likely that in the course of generating the first set of data for the metrics that some technical definitions may need to be refined. The recommended resolution allows for the President of the Board of Regents to establish such technical definitions and refinements as necessary.

Finally, a process to identify groups of comparison institutions was initiated in April 2013. The original plan had included Board approval of these comparison group lists. Both the timing of this process and the need to allow for occasional revision of these lists has prompted a recommendation to place authority for the approval of the comparison group with the President of the Board of Regents in consultation with campus presidents.

The Strategic Planning Committee reviewed the final recommended metrics at its meeting on June 3, 2013 and through deliberations recommended adjustments to require the BOR President to identify and implement metrics for post-graduation outcomes (employment, earnings, and further study) as well as out-of-pocket costs by December 31, 2013. Metrics to measure student learning and credit completion should be established subsequently as reliable indicators are developed. The SPC unanimously recommended the Board adopt these metrics.

ITEM

Amendment to Bylaws of Board of Regents for Higher Education – Section 2, Officers of the Board (President) and Section 3, Duties of the Officers (President)

BACKGROUND

The recent revision to state statutes allowing for the Board of Regents (vs. the Governor) to appoint the BOR President requires a revision to existing Board bylaws..

In accordance with Board bylaws, this recommendation was brought before the Board on May 16, 2013, as an informational item.

RECOMMENDED MOTION

RESOLVED, that the Board of Regents for Higher Education approves the following amendments to Board Bylaws:

SECTION 2 - OFFICERS OF THE BOARD

- D. The President shall be appointed by the ~~Governor~~ **Board of Regents and shall serve at the pleasure of the Board** pursuant to Subsection (a) of Section 1 of PA 13-4.

SECTION 3 - DUTIES OF THE OFFICERS**A. PRESIDENT**

Pursuant to Section ~~212~~ 1 of PA ~~11-48~~ 13-4:

The president shall be the chief executive officer of the Board of Regents for Higher Education and shall administer, coordinate and supervise the activities of the board in accordance with the policies established by the board. The President shall (1) have the ~~responsibility for implementing~~ **authority to implement** the policies and directives **and rules** of the board and any additional responsibilities as the board may prescribe,

5/16/13 Board of Regents meeting; on agenda for *information only*

6/20/13 Board of Regents meeting; on agenda for *action*

BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

CONCERNING THE APPOINTMENT OF AN INTERIM PRESIDENT OF ASNUNTUCK COMMUNITY COLLEGE

June 20, 2013

WHEREAS, there exists a current need to appoint an Interim President of Asnuntuck Community College, and

WHEREAS, the Interim President of the Board of Regents, Dr. Philip E. Austin, after due deliberation, has presented a recommendation on such appointment for the Board's consideration; now, therefore, be it

RESOLVED, that, consistent with the recommendation made by Dr. Austin, the Board of Regents for Higher Education hereby appoints James P. Lombella as Interim President of Asnuntuck Community College, effective from July 1, 2013 to December 31, 2013 or until such time as a President is appointed by the Board, whichever occurs later; and be it further

RESOLVED, that for service as Interim President of Asnuntuck Community College, Mr. Lombella shall receive a monthly stipend in the amount of \$2,500, payable on a bi-weekly basis, in addition to his annual salary for services performed as Dean of Administration at Asnuntuck; and be it further

RESOLVED, that for the duration of this appointment, Mr. Lombella shall perform the duties of Interim President along with his regular duties as Dean of Administration at Asnuntuck Community College.

True Copy of Board Resolution

Erin A. Fitzgerald, Secretary
Board of Regents for Higher Education

James Lombella

Summary of Qualifications

Asnuntuck Community College

Enfield, CT

2009 – Present

CFO / Dean of Administration

Industry Segment – Public Sector – Higher Education

- Report directly to the College President; serve as both the Chief Fiscal and Administrative Officer of the College. Responsibilities include the supervision of the Business Office, IT and Maintenance Departments. Direct and oversee all aspects of the institutions fiscal management, budget preparation, procurement of materials and equipment, physical facilities (acquisition and maintenance), funding and income operations, health and safety, ancillary services including bookstore, divisional and college-wide strategic planning, and staff development. Additional responsibilities include developing, implementing, and managing construction/master planning projects.

Associate Dean of Workforce Development & Continuing Education

Director of Workforce Development & Continuing Education

- Lead and supervise the operations of the Workforce Development, Continuing Education, Business & Industry and Marketing division of the College. Responsible for development and implementation of credit and non-credit programming and overall leadership for the DOC (Department of Corrections) programs, Extension Credit, Facility Rental division, and the Campus Marketing /PR divisions.
- Continuing Education Division Achievements:
 - 32% growth 2009/2010
 - Sustained 30% of growth through AY2010/2011
 - From 2010 to 2012, Continuing Education grew from 3 Allied Health Programs to 13 Allied Health Programs
 - Achieved over 90% of the Allied Health Programs to include externships focusing on employer skills/training
 - Achieved over 80% job placement for Allied Health Programs
 - Secured over 50 community partnerships / affiliations in the healthcare sector and 6 local hospitals
- Business & Industry Division Achievements:
 - Increased DOC grant funding over \$100k in 2012
- Responsible for the identification of the educational needs of current and prospective employers in the College's service area and development of programs that allow students to gain the skills necessary to become and/or remain gainfully employed.
- Evaluate the effectiveness of non-credit and credit programs and services ACC offers the Workforce and Continuing Education students.
- Evaluate programs (non-credit and credit) and staff associated with Workforce Development and Continuing Education, Business and Industry, Marketing, Facility Rental and Department of Corrections Programs.
- Direct the recruiting and contracting processes for all adjunct instructors and trainers to ensure proper negotiation and administration of contracts.
- Develop marketing plans and facilitate the delivery of such plans to promote all of ACC offerings advertised. Create an image of learning that is attractive to potential students and businesses.
- Review and evaluate ACC programs effectiveness.
- Develop new programs and courses to address ongoing academic and training needs of the region; targeting insurance, financial and manufacturing industries as well as expanding Allied Health Program scopes.
- Responsible for designing and developing educational program assessment instruments to begin collecting and analyzing data on learning results in comparison to program goals and expectations.

- Collect and analyze data for cost benefit analysis of current programs and course offerings.
- Started groundwork for Banner finance training to all areas to ensure a fiscally sound budget including rationales regarding expected results to be achieved from expenditures. This will allow monitoring expenditures compared to budget.
- Focus on developing operational relationships among members of the department, cabinet, staff and faculty throughout the College.
- Continue reaching out and collaborating with the Academic Division to help develop transparent communication throughout the College.

Adjunct Instructor

Asnuntuck Community College

Enfield, CT

- Teach Statistics 3-credits to manufacturing students in the Manufacturing Level 1 & Level 2 Programs

SMART Roving Mentor

Asnuntuck Community College

Enfield, CT

(Skills for Manufacturing & Related Technologies)

- Guide / Coach and direct SMART Grant recipients in the Manufacturing Technology Programs at ACC.
- Work with Capital Workforce Partners' officials and establish a combination Internship / OJT (On The Job Training) program for graduates
- Identify employment opportunities for graduates and develop relationships with local industry businesses.
- Develop brochures, materials and other marketing systems to enhance and advance student employment and retention.
- Develop Systems during the program for: counseling, job coaching, internships, OJT, placements, follow-ups, etc.
- Develop Systems (Post –Program) for Follow up Systems to gauge graduates success with placements.
- Develop a job bank students can access and be aware of job opportunities that exist and what skill sets are required.
- Develop a Speaker Program who will engage 2nd semester students and discuss employment and skills and what employers are looking for and why.

Pepperidge Farm / Campbell Soup Co.

Bloomfield, CT

2007 – 2009

Operations Manager

Lead Trainer for SAP Inventory Coordination

Executive Staff Steering Team Member

Manufacturing Industry Segment – Consumer Food Industry

- Lead operations for the Bloomfield, CT Pepperidge Farm flagship plant. Pepperidge Farm is a subsidiary of Campbell Soup, a leading fortune 200 company.
- Areas of responsibility included: track and use of key performance metrics, develop and direct a \$32MM operating budget, act as primary plant contact to external business and customer stakeholders, managed multiple priorities and capital projects.
- Directed production and training of operations for a 300+ personnel facility. Directed activities for maintenance, engineering, logistics, customer service, purchasing and HR.
- Successfully directed and implemented the training programs for the SAP initiative for the Bloomfield facility.
- Director and Trainer of the SAP Inventory Coordinator Team.
- Director and Trainer of the Kaizen and Reliability Managers and Teams.
- Implemented and designed the training program for cycle counting procedures in accordance with all SOX compliance.
- Directed all Product Managers and Supervisors for a 24/7 high speed food manufacturing facility.
- Directed and developed work force skills with targeted succession planning and training programs.

Plastipak Packaging Inc. East Longmeadow, MA 2000 – 2007

Operations Manager (Conversion Manager)

Quality Assurance Manager

ISO Management Rep

Environmental Health & Safety Manager

Manufacturing Industry Segment – Rigid Containers – Beverage – Food Industry

- Directed and trained all production, maintenance, engineering, ISO, customer service and budget personnel.
- Implemented, directed and managed the training, discipline and safety of 157 personnel on all shifts (24/7 operation) for compliance to ISO 9001 standards, budgetary disciplines, 5s, GMP, HACCP, AIB and safety compliance.
- Train all associates and oversee all safety programs, targets, measures and leading indicators.
- Scheduled, overseen, designed and trained on all procedures for the Environmental Health and Safety programs for compliance to EPA / OSHA and all state and local compliances.
- Overseen all customer contacts, customer complaints, root cause analysis, corrective actions, customer visits and customer specifications control.
- Scheduled, overseen and directed all external customer and third party compliance audits.

Jen Coat Inc. Westfield, MA 1995 - 2000

Quality Control Technician & Internal ISO 9000 Lead Auditor

Manufacturing Industry Segment - Flexible Packaging

- Experienced in extrusion coating of paper, fabric, foil and film base materials
- Technical expert in testing the performance measurements of paper, fabric, foil and film base materials.
- Paper Performance Testing - Dealing with papers from 10lb tissues – 70lb stock - Ink Jet / Gloss surface testing.
- Assisted in the development and maintenance of an ISO Quality System and Internal Audit System. Assured that the facility had the capability of consistently producing and supplying product of a SPECIFIC QUALITY LEVEL in accordance with the requirements of the ISO 9000.
- ISO 9000 Lead Auditor (Registered) - managed a team of auditors to audit to the ISO 9000 Quality System.
- Reported facts, issued corrective action requests and designed preventative actions using Statistical Process Control.
- Implemented and managed the ISO 9000 Internal Audits through successful ISO 9000 Registration.
- Responsible for testing, approving and releasing all raw material (paper, fabric, foil, films and resins).
- Analyzed raw material supplier COA's and customer specifications.
- Assured customer specifications and reviewed test reports.
- Benched top equipment calibration.

Owner & Operator of a Retail Establishment & Service Establishment 1989 –1996

Retail Industry Segment - Consumer / Retail

- Customer Service / Customer Relations
- Wholesale Purchasing / Distributor Relations
- Inventory Control / Retail Sales Team Supervisor
- Interviewing Techniques / Employee Orientation / Safety Training
- All aspects of Bookkeeping / Record Retention

Education

Graduate Degree

MM (Master of Management)

Cambridge College

Cambridge Massachusetts - 2008

Undergraduate Degree

AS in Business Management

Holyoke Community College

Holyoke Massachusetts

Includes an additional 1 year understudy certificate in Microcomputer Technology

Additional Education:

- **OSHA Trainer for compliance and regulations to 29-CFR 1910**
- **Certified Microcomputer Technician** “Software and Hardware”
- **IQA Registration Board**
 - Certified Lead Auditor** and trainer “ISO 9000 Lead Assessor and Auditing Principles”
Competency in the necessary skills required to plan and conduct Quality System Audits to the ISO 9000: 1994 Standards.
 - RE-Certified Lead Auditor** and trainer “ISO 9000 –2001 Lead Assessor and Auditing Principles”
Competency in the necessary skills required to plan and conduct Quality System Audits to the ISO 9000: 2001 Standards.