



# Board of Regents

## AGENDA - REGULAR MEETING

10:00 a.m., Thursday, June 20 2019

CSCU SYSTEM OFFICE, REGENTS BOARDROOM

61 WOODLAND ST., HARTFORD, CT 06105

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1. Call to Order
  2. Roll Call and Declaration of Quorum
  3. Adoption of Agenda
  4. Opportunity to Address the Board\*
  7. Board of Regents Chair Matt Fleury
  8. CSCU President Mark E. Ojikian
  9. [Approval of May 9, 2019 Meeting Minutes](#)
  10. Consent Agenda
    - A. CT State University Centers and Institutes - Discontinuation
      - i. Institute of Technology and Business Development – Central CSU ..... 1
    - B. Academic Programs
      - i. Suspensions
        - a. Secondary Education: Earth & Planetary Sciences Option – BS – Western CS..... 28
      - ii. Modifications
        - a. Business Administration – AS – Housatonic CC ..... 30
      - iii. New
        - a. Child Studies – BS – Charter Oak SC ..... 32
        - b. Data Science – Certificate – Northwestern CT CC ..... 34
    - C. Appointment of CSU Professor – Michèle Bacholle – ECSU ..... 36
    - D. Revision to CSCU HR Policies for Mgmt. & Conf. Professional Personnel (Art. 7, Section 7.1) ... 41
  11. Academic & Student Affairs Committee – Merle Harris, Chair
    - A. Retroactive Accreditation of Academic Programs – CSCU ..... 43
    - B. Amendment to Satisfactory Progress Policy ..... 47

**\*Opportunity to Address the Board:** 30 minutes total; no more than three minutes per speaker. There will be two separate sign-up lists: one for students and another for faculty, staff and the public. Students will address the Board first, for up to 15 minutes total, followed by up to 15 minutes total for the faculty, staff and public. The lists will be available in the meeting room for sign-up beginning at 8:30 am. Only one sign up per person (one person may not sign up for a group of individuals). Individuals who wish to address the Board **must sign-up prior to 10 am**. Speakers will be recognized from each list in the order of signing up (adherence to time limits will be required).

- |     |  |                    |
|-----|--|--------------------|
| 12. | <b>Audit Committee – Eleese Wright, Chair</b>                              | <i>No Exhibits</i> |
| 13. | <b>Finance &amp; Infrastructure Committee – Richard J. Balducci, Chair</b> |                    |
|     | A. Fiscal Year 2020 Spending Plan .....                                    | 51                 |
|     | B. <i>Information Item – Students First Update</i> .....                   | 101                |
| 14. | <b>HR &amp; Administration Committee – Naomi Cohen, Chair</b>              | No Exhibits        |
| 15. | <b>Executive Committee – Matt Fleury, Chair</b>                            | No Exhibits        |
| 16. | <b>Executive Session</b>   |                    |
| 18. | <b>Adjourn</b>   |                    |

NEXT REGULARLY SCHEDULED MEETING OF THE FULL BOARD OF REGENTS FOR HIGHER EDUCATION IS  
10 AM., THURSDAY, SEPTEMBER 19, 2019  
CSCU SYSTEM OFFICE, 61 WOODLAND ST., HARTFORD, CT

**\* Opportunity to Address the Board:** 30 minutes total; no more than three minutes per speaker. There will be two separate sign-up lists: one for students and another for faculty, staff and the public. Students will address the Board first, for up to 15 minute's total, followed by up to 15 minutes total for the faculty, staff and public. The lists will be available in the meeting room for sign-up beginning at 8:30 am. Only one sign up per person (one person may not sign up for a group of individuals). Individuals who wish to address the Board **must sign-up prior to 10 am.** Speakers will be recognized from each list in the order of signing up (adherence to time limits will be required).

**CT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

Discontinuation of a Center

June 20, 2109

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of the Institute of Technology and Business Development at Central Connecticut State University, effective June 30, 2019.

A True Copy:

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

**ITEM**

Discontinuation of the Institute of Technology and Business Development at Central Connecticut State University

**BACKGROUND**

The Board of Regents established a new Policy for the Establishment of Centers and Institutes in the Connecticut State Colleges and University System on September 19, 2017. That Policy requires the chief administrative officer of each center or institute in the System to undertake an evaluation of the entity in terms of its achieving its goals and objectives, and to submit a Sunset Report or Review for Continuation every seven years.

The Institute of Technology and Business Development was originally established as the Institute for Industrial and Engineering Technology on July 23, 1993 (BR 93-60) by the CSU Board of Trustees and renamed in October 2002. The Institute was authorized by the Board of Regents on November 21, 2013 to continue until December 31, 2018. The mission of the Institute is to support Connecticut businesses and business related organizations with training, technology assistance, student interns, conferencing services and business incubation.

In the Institute's 2018 Sunset Report / Review for Continuation, President Zulma R. Toro recommended that the BOR authorize its continuation for only a six-month period. She commented further that Central will conduct a strategic planning process to transition the Institute into a new entity that will fully serve the needs of CCSU students, faculty, industrial partners and clients. The BOR accepted her recommendation and approved the Institute's continuation until June 30, 2019.

**RECOMMENDATION**

President Toro has forwarded a memorandum to Dr. Jane Gates that summarized the recommendations of the work group she established to conduct a plan for the Institute's future. That summary follows:

- Discontinue all ITBD operations effective June 30, 2019.
- Transition the maintenance of ITBD existing commitments, contracts and operations to the Office of Continuing Education (CE).
- To accomplish the transition to CE, the Business Development and Training Coordinator position for ITBD will be transferred to CE.
- Any funding that remains in the ITBD accounts, at the conclusion of this fiscal year, will be used to assist CE in covering any costs associated with the transition and the start-up of the new entity.
- ITBD's assets housed in the CCSU Foundation, Inc. will be used to support the new entity.

To that end, Dr. Toro recommends that the Board of Regents approves discontinuation of the Institute of Technology and Business Development, effective June 30, 2019.

The referenced documents are attached:


06/07/19 – BOR-Academic and Student Affairs Committee

06/20/19 – Board of Regents



## MEMORANDUM

**TO:** Dr. Jane Gates, Provost and Senior Vice President, Academic and Student Affairs  
Connecticut State Colleges and Universities

**FROM:** Dr. Zulma R. Toro, President  
Central Connecticut State University 

**DATE:** April 24, 2019

**RE:** Institute of Technology and Business Development

On October 18, 2018, the Connecticut State Colleges and Universities Board of Regents for Higher Education (BOR) approved continuation of the Institute of Technology and Business Development (ITBD) at Central Connecticut State University (CCSU) until June 30, 2019.

I appointed a work group with representation from faculty, community partners and administration to provide a recommendation to me addressing the BOR's action described above. In addition, the work group was charged with designing an entity that will facilitate innovation, creativity, enterprise engagement and entrepreneurship. The recommendations submitted by the work group regarding the continuation of ITBD are included in the attached report and are summarized as follows:

- Discontinue all ITBD operations effective June 30, 2019.
- Transition the maintenance of ITBD existing commitments, contracts and operations to the Office of Continuing Education (CE).
- To accomplish the transition to CE, the Business Development and Training Coordinator position for ITBD will be transferred to CE.
- Any funding that remains in the ITBD accounts, at the conclusion of this fiscal year, will be used to assist CE in covering any costs associated with the transition and the start-up of the new entity.
- ITBD's assets housed in the CCSU Foundation, Inc. will be used to support the new entity.

I fully support the recommendations from the work group and am asking the BOR to approve the five recommendations listed above. Furthermore, as soon as the work group submits the recommendations on a new entity that will fully serve the needs of CCSU students, faculty, industrial partners and clients, I will seek approval from the BOR to create it.



## MEMORANDUM

**To:** Zulma R. Toro  
President

**From:** Innovation, Enterprise Management, and Entrepreneurship Work Group

**Date:** April 9, 2019

**Re:** Continuation of the Institute of Technology and Business Development (ITBD)

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The Connecticut State Colleges and Universities (CSCU) Board of Regents for Higher Education (BOR), on October 18, 2018, approved the continuation of ITBD until June 30, 2019.

In collaboration with you, the work group developed the following charge:

Provide a report by April 1, 2019 that addresses the Board of Regents' continuation of the Institute of Technology and Business Development to June 30, 2019.

Design an entity that will facilitate innovation, creativity, enterprise engagement, and entrepreneurship.

The goals of this entity will include:

- Serving the workforce development needs of businesses and organizations;
- Creating an ecosystem on campus and in the community that fosters economic and social development;
- Providing faculty, students, and staff opportunities for multi-disciplinary collaborations to address pressing needs facing communities;
- Serving as an "Innovation Lab" where faculty, students, staff, and alumni will freely, without restrictions, develop ideas;
- Celebrating and encouraging the entrepreneurial spirit of faculty, students, staff, alumni, and our community partners; and
- Engaging our faculty members in the knowledge sharing process.



This memo addresses the first part of the charge: a recommendation pertaining to the continuation of ITBD. The work group intends to have a proposal for the new entity in the coming months.

The ITBD was created over 30 years ago and has grown to offer a diversified set of services, including conference hosting, incubator space, and training. During that time, dramatic changes in the milieu for entities like ITBD has occurred, for example:

1. Incubators and co-working spaces have cropped up all around Connecticut (<https://www.metrohartford.com/blog/metrohartford-alliance/2018/06/22/directory-of-connecticut-accelerators-incubators-co-working-spaces>).
2. Conference centers have multiplied (<http://www.cvent.com/rfp/hartford-ct-event-venues-f4b9228e958fa4587ab8df84e8b69d20e.aspx>)
3. Training companies have established a presence (e.g., <https://www.onlc.com/training/business-analysis/hartford-downtown-ct.htm>)
4. Faculty and student needs at CCSU have changed, with more involvement in the above areas being needed. Additionally, there is a greater focus on innovation that is aligned with academics.

All of the above examples, along with our findings below, lead us to the recommendations in this document.

## Recommendation

The work group recommends that all ITBD operations be discontinued effective June 30, 2019.

This was not an easy decision given the history of ITBD, but the last six years have been especially challenging from a financial perspective. ITBD's business model relies primarily on generating revenue to cover expenses, including some of the maintenance of 185 Main Street (New Britain, CT), which proved problematic over time and required ITBD to severely deplete reserves to cover expenses.

Dramatic changes in the business environment, such as reduced funding for training and development, certainly have had an impact on ITBD's finances. The inability to effectively keep pace with the needs of the business community and the cost of doing business, in particular personnel-related expenses, have also impacted the financial picture.

As Table 1 highlights, ITBD operated at a loss in the five fiscal years leading up to fiscal year 2018. It is important to note that the University (Administrative Affairs) has incurred facility expenses associated with 185 Main Street not reflected in Table 1. In fiscal year 2018, Administrative Affairs contributed approximately \$300,000 to facility expenses at 185 Main Street. The inclusion of this figure in Table 1 (FY18) would make the financial picture much more troubling.

Table 1: ITBD Revenue and Expenses (summation)

Description	FY13	FY14	FY15	FY16	FY17	FY18	Total
Revenues	1,144,880	1,067,206	1,170,181	1,485,729	1,465,378	1,328,421	7,661,796
Expenses	1,252,541	1,298,511	1,406,991	1,746,229	1,579,525	1,286,880	8,570,677
Net Income	(107,661)	(231,305)	(236,809)	(260,500)	(114,146)	41,541	(908,881)

Table 2 highlights revenue generated through conference rentals, incubation/tenants, and training. Conference rentals have been a significant source of revenue but this revenue stream will cease to exist for ITBD as the University considers a more centralized model for facilities rental and the possibility of reduced space exists. The incubation/tenant program has declined through the years. The incubation program has dropped dramatically and morphed into a tenant initiative offering, in some cases, below market rental rates. The tenant business, not of particular interest to the University, has also suffered as more University offices have relocated downtown impacting the possible acquisition of paying tenants. Training continues to be a major driver of revenue for ITBD.

Table 2: ITBD Revenue (detail) with Expenses

Description	FY04-FY15	FY16	FY17	FY18	FY19 as of 3/1/19	Total
Conference	6,424,144	543,458	478,200	450,605	328,804	8,225,210
Incubator/Tenant	2,981,194	151,483	135,210	55,262	37,369	3,360,518
Training	9,148,854	790,789	851,969	822,554	370,151	11,984,316
Grant O/H	168,982	0	0	0	0	168,982
						0
TOTAL REVENUES	18,723,174	1,485,729	1,465,378	1,328,421	736,323	23,739,026
TOTAL EXPENSES	18,206,672	1,746,229	1,579,525	1,286,880	819,794	23,639,100
NET INCOME	516,502	(260,500)	(114,147)	41,541	(83,471)	99,926

As noted in Table 3, a significant portion of ITBD's expenses are related to ITBD's three full-time employees. Despite efforts to control personnel costs and contain operating and building and maintenance, expenses continue to exceed revenue. As previously mentioned, the University's Administrative Affairs Division covered approximately \$300,000 in facility expenses for 185 Main Street during fiscal year 2018, a figure not reflected in the Net Income in the Tables. In an effort to improve ITBD's financial position, CCSU invested in more robust marketing and equipment for the Education and Innovation Center, but these cash outlays did not translate into more revenue.

Table 3: ITBD Expenses (detail) with Revenue

Description	FY16	FY17	FY18	Totals
Total ITBD Revenues & Accounts Receivable	1,485,729	1,465,378	1,328,421	4,279,528
ITBD Personnel Expenses	986,620	868,080	651,661	2,506,361
ITBD Operating Expenses	532,904	453,558	397,199	1,383,662
Sub-Total ITBD Expenses	1,519,524	1,321,638	1,048,860	3,890,022
ITBD Operating Income	(33,795)	143,740	279,561	389,506
				0
Building & Maintenance Expenses (ITBD)	226,705	257,887	238,021	722,613
Total Net Income	(260,500)	(114,147)	41,540	(333,107)

As Table 4 indicates, ITBD reserves have been severely depleted. The staff of ITBD is projecting a \$50,000 surplus for fiscal year 2019. Based on the progress toward ITBD's revenue forecast for fiscal year 2019 this surplus may not be obtainable, once again drawing down on reserves.



Table 4: ITBD Reserves

Description	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
ITBD30	(104,547)	89,771	(47,660)	328,613	317,697	160,707	125,810	148,862
ITBD39	0	0	0	3,824	40,437	103,400	19,680	1,640
Net Income	(104,547)	89,771	(47,660)	332,437	358,134	264,107	145,490	150,502

FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	TOTALS
(95,953)	(107,661)	(231,305)	(236,809)	(260,500)	(114,146)	41,541	(83,471)	(69,054)
0	0	0	0	0	0	0	0	168,982
(95,953)	(107,661)	(231,305)	(236,809)	(260,500)	(114,146)	41,541	(83,471)	99,928

### Conclusion and Transition

The financial picture of ITBD continues to deteriorate. Operating as a “break-even” entity is no longer viable. In reality, ITBD has not broken even in six of the last seven fiscal years. Relying on reserves to cover any overages is a practice that will eventually end as this pool of money will be depleted. In May 2018, the staff of ITBD submitted a plan to address its overall sustainability. The plan went through two iterations and was subsequently rejected.

To maintain service to ITDB clients, the work group recommends that the Office of Continuing Education (CE) take over the maintenance of existing commitments, contracts, and operations. To ensure the continuation of service, the Business Development and Training Coordinator position will be transferred to CE (remaining as a soft money position). The remaining full-time positions (Director and Business Manager) will be discontinued.

Any funding that remains in the ITBD accounts, at the conclusion of the fiscal year, will be used to assist CE and be set aside for the new initiative.

ITBD's assets housed in the CCSU Foundation, Inc. (approximately \$120,000) will be used to support future initiatives related to the new entity. Any funding received for a specific purpose will continue to be used in the appropriate manner.

The work group's recommendation to discontinue ITBD was not easy. We understand the overall impact. But with Connecticut's rapidly shifting business culture, the University must create a more nimble entity that can engage with the Central family and meet the economic, social and workforce needs of the region and beyond.

### Timeline for Discontinuation

- April 24, 2019 Submission to Academic Council
- May 8, 2019 Academic Council
- June 7, 2019 Academic and Student Affairs Committee
- June 20, 2019 Board of Regents

No substantial notice is required for individuals occupying soft money positions. The work group does recommend at least 30 days' notice to the staff of ITBD (pending approval of this recommendation by the Board of Regents).

#### **Work Group Members**

Mary Collins, Professor, English

Michele Dischino, Professor, Technology and Engineering Education

Michael Gendron, Professor, Management Information Systems

Christopher Galligan, Vice President for Institutional Advancement

Kimberly Kostelis, Interim Dean, School of Education and Professional Studies

John Patrick, President and Chief Executive Officer, Farmington Bank, Retired

**Connecticut State Colleges & Universities**  
Center/Institute Report – Seven-Year Sunset Report / Review for Continuation

*This report must be completed and submitted electronically to the Connecticut Board of Regents for Higher Education, Office of Academic Affairs by September 1 of the year in which the authorization for the Center/Institute lapses. Please email to Arthur Poole ([APoole@commnet.edu](mailto:APoole@commnet.edu)) with a copy to Patricia Ryiz ([PRyiz@commnet.edu](mailto:PRyiz@commnet.edu)).*

Name of University:	Central Connecticut State University
Name of Center/Institute:	Institute of Technology and Business Development
Director/Coordinator:	Rick Mullins
Date of Original Approval:	Fall 1985 Center for Industrial and Engineering Technology
Date of Last Approval:	October 18, 2018
Board Resolution of Last Approval:	October 18, 2018
Sunset Date:	June 30, 2019

**Recommendation from President:**

I have reviewed the attached report and the following is my recommendation to the Board of Regents:

☐ I recommend continuation of this Center/Institute

☒ I recommend discontinuation of this Center/Institute

Signature of President

Comments (OPTIONAL):

# CONNECTICUT STATE COLLEGES & UNIVERSITIES

## Connecticut State Universities

### Center/Institute Report – Seven-Year Sunset Report/Review for Continuation

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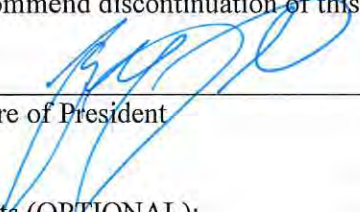
Name of University:	Central Connecticut State University
Name of Center/Institute:	Institute of Technology and Business Development
Director/Coordinator:	Richard C. Mullins, Jr.
Date of Original Approval:	Fall 1985 Center for Industrial and Engineering Technology
Date of Last Approval:	November 21, 2013
Board Resolution of Last Approval:	November 21, 2013
Sunset Date:	December 31, 2018

#### Recommendation from President:

I have reviewed the attached report and the following is my recommendation to the Board of Regents:

☒ I recommend continuation of this Center/Institute *for six months. Please see attached memorandum.*

☐ I recommend discontinuation of this Center/Institute

  
Signature of President

*9/10/2018*

Comments (OPTIONAL):

See attached memorandum.

#### Mission:

*(Provide the mission of the Center/Institute; note any changes from the most recent approval)*

Central Connecticut State University's Institute of Technology and Business Development (ITBD) supports Connecticut businesses and business related organizations with training, technology assistance, student interns, conferencing services and business incubation.

#### Needs Assessment:

*(Describe why this Center/Institute was created)*

The ITBD was created to link Connecticut's business needs in technology development and implementation using skilled faculty and student interns in multiple disciplines including: manufacturing, accounting & financial services, healthcare, Information Technology and Stage 1 Mixed Use business incubation and tenant space.



# CONNECTICUT STATE COLLEGES & UNIVERSITIES

## Connecticut State Universities

### Center/Institute Report – Seven-Year Sunset Report/Review for Continuation

Connecticut is facing a serious workforce shortage due to the graying of the workforce and the retiring baby boomers. Connecticut is recognized as a leader in Aerospace, Medical and Military manufacturing. Thirty-one percent of the businesses in the Knowledge Corridor (New Haven to Springfield, MA) plan on expanding their businesses. Twenty-one percent state there is a shortage of skilled talent in the region. Thirty-three percent will expand facilities. They anticipate their workforces to grow by sixty percent. Many of these businesses are family owned legacy businesses which are part of the supply chain for the industries mention herein. Fifty percent of these businesses hire workers from area institutions. Forty-eight percent offer internships to local students. Sixty percent of the twenty fastest growing occupations in CT require a minimum of a Bachelor's or Master's degree and have salaries approaching \$75,000 annually. Source CBIA Economic Summits.

#### **Needs Modification:**

*(Describe how the need for this Center/Institute may have changed)*

The core service and revenue driver of ITBD is workforce training and development. Regular meetings with our industry clients, professional organizations, surveys, outreach and meetings with members of the Advisory Board drive our workforce training programs in support of their emerging business needs. The conference center is financially the second driver of the ITBD. Current up to date classrooms and a computer laboratory are used for training programs, community and industry association meetings. The Mixed Use Business Incubation and Tenant Space is used to launch Stage One businesses. To date ITBD has served over 100 businesses owned by students, faculty and private sector entrepreneurs. These entrepreneurs have offered CCSU students scholarships, internships and full time career opportunities. On such Faculty/Student incubator CCSU C.A.R.E.S. - "Go Baby Go" has refurbished wheelchairs for the needy and reconfigured children driven battery operated vehicles for disabled toddlers. ITBD has offered and supported the development of their business model to make the program sustainable. Additionally, the launch of the Education and Innovation Center (3D Design/Printing/Scanning/Modeling) has engaged CCSU students, faculty, local business and youth in New Britain's Consolidated School District in many projects including a 3D campus map, a medical device, a valve body component of a vehicle fuel delivery system, fixturing tools and a financial industry trade model in forensic accounting.

The area of most significant change is the Mixed Use Business Incubator. In September of 2017 a campus decision was made to ready space in the downtown campus for Charter Oak College. This move was expected to take 50% of the building space. In anticipation of the move all but five companies did not receive lease renewals. One incubator client EnterpriseMD, LLC and five remaining tenants; American Savings Foundation, CT Breast Health Initiative, CT Judicial Court Support Services Training Academy, and CT Mortgage Bankers Association all have a strategic alliance with CCSU.

#### **Goals, Objectives, and Principal Activities:**

*(List goals, objectives and principal activities of the Center/Institute)*

The primary goal of the ITBD is to support CCSU's mission in supporting CT's business community in training and technology deployment, workforce development, business growth & incubation using faculty and students and conference center rentals. This supports CT's business community in achieving growth and thriving in world markets.

# CONNECTICUT STATE COLLEGES & UNIVERSITIES

## Connecticut State Universities

### Center/Institute Report – Seven-Year Sunset Report/Review for Continuation

#### **Principal Accomplishments:**

*(List the Center/Institute's principal accomplishments since its last report. Attach a chronological list of the Center/Institute major activities over the course of the past five years; under specific, relevant categories such as research, papers, conferences, presentations, workshops, sponsored events, exhibits, etc.) FY14-18*

**Exhibit "A" is attached to this report is a detailed summary by year of activities of the ITBD.**

#### **General –**

The Institute of Technology and Business Development is the only such program in the CT State College and University System. It is not part of the general fund and earns revenue on a fee for service basis by prospecting opportunities across the state. It is uniquely linked to manufacturing associations and chambers of commerce across the state.

ITBD has built strong institutional relationships with companies like Eversource, Stanley Black and Decker and TD Bank, Peter Paul Electronics, Acme Monaco, Medtronics and many others. Below are just a few examples of organizations that supported ITBD and helped to fund ITBD programs:

- **Eversource:** ITBD Programs, Business Plan Competition, Athletics Event, Ana Grace Project, Air Bridge Project, Storm Catastrophic Lineperson Housing and client service referrals. (Over \$10,000 in support to date).
- **Stauley Black and Decker:** Roughly \$50,000 a year for the past (3) years \$15,000 in scholarships for CCSU students, \$25,000 for the Business Plan Competition, Ana Grace Project, Tech it Out Project and Woman of Leadership activities.
- **TD Bank:** Executive Breakfast Funding, Education & Innovation Center (3) years \$25,000 each, University Center (3) years \$10,000

ITBD works with Career Advising Center and Faculty in the School of Engineering, Science and Technology and the School of Business in relaying job opportunities and career job fairs for students. Our Faculty in Residence program has had faculty and students engaged in over 30 projects.

ITBD has supported and recruited organizations for the CCSU Connected Campaign.

#### **Faculty, Staff, and Responsibilities:**

*(Specify Director/Coordinator, Departments/Disciplines of Members, and Time Commitment for each and changes of personnel over time)*

The ITBD reports to Institutional Advancement, led by Dr. Christopher Galligan. The ITBD is led by CCSU Alumnus Rick Mullins. Mullins oversees the daily and fiscal operations of the ITBD. He is the primary business development person at ITBD. Mullins has been engaged with ITBD since its early start in the role of Training Center Director and the Director of the ITBD. He is responsible for much of the growth and transition of the ITBD since 1993. Sue Davis is the Business Development Coordinator of the Training Center. She has been in this role since 1993 as well. Sue handles the open enrollment workforce development programs and operationally the contracted training initiatives of ITBD. She interfaces with



# CONNECTICUT STATE COLLEGES & UNIVERSITIES

## Connecticut State Universities

### Center/Institute Report – Seven-Year Sunset Report/Review for Continuation

faculty, students and clients of the ITBD. Thru her skilled awareness of Industry needs she markets a very successful open enrollment program listing many of the non-credit course offerings of the ITBD. James Bruner serves as the Business and Conference Center Manager of ITBD. In his role he interfaces with clients renting rooms, billing of the incubators/tenants, weekly collects/reports the fiscal operations of the ITBD and interfaces with CCSU's Business office. In the period since our last assessment, ITBD has had three retirees. These include; a Procurement Technical Assistance Coordinator, a Conference Center Manager and a Sales Manager. We have not refilled these positions permanently. We did fill a Sales Coordinator position however the recipient returned to the private sector the position has not been filled. ITBD also had a Youth Program Coordinator. As funding in the youth programs area declined the Youth Program Coordinator accepted another position on campus.

An investment was made in an Education and Innovation Center at ITBD. Similar to a Maker Space, this area has 3D CAD, printing and scanning capacity. We have raised funding to staff the area with campus faculty. We collaborate with the Academic Affairs TRiO program in afterschool learning activities for Middle and High School students. Recently we offered free open enrollment training for CCSU faculty, students and Alums in this technology area which has been well received.

#### **Student Involvement and Student Outcomes:**

*(If applicable, discuss Center/Institute's impact upon the university's students; specifically, what was the nature of student involvement and how many students were involved with Center/Institute activities; what were the resultant student outcomes of that involvement stated numerically. Student outcomes may include such measures as learning outcomes, achievement, persistence, graduation, employment and graduate school placements. Along with or without student involvement and student outcome; a focus of the Center/Institute's mission might be public engagement/outreach. If so, that construct should be discussed here.)*

ITBD made a business decision to change from outside contracted security services to using CCSU Event Management students in the lobby. Working with Event Management we have 4-6 students at the reception desk during building operations. Students learn strong customer service skills in the role and meet various business and industry professionals attending events at the downtown campus. ITBD has also hired students to work in the Education and Innovation Center to assist with student, faculty and industry activities related to Additive Manufacturing and entrepreneurialism. ITBD acquired a \$400,000 grant to assist companies with business transitions from the Department of Economic and Community Development. The grant provides funding for faculty to do a business and technology assessment project at manufacturing companies. The outcome is a 6-9 month Faculty in Residence program at the company working on one of the high priority business needs. Faculty identify students from their classes to work beside them leading to full time employment for the student. Some of the activities qualify for a student internships or senior project as well. In the two years of the grant we have had over 30 engagements with clients and close to 25 students engaged in these projects.

ITBD has supported University\CSUS and Community involvement at ITBD by working with the Community Central, supporting the New Britain EMS Training Academy and its link with the CCSU School of Education Nursing\Athletic Training\Continuing Education programs. Additionally, the School

# CONNECTICUT STATE COLLEGES & UNIVERSITIES

## Connecticut State Universities

### Center/Institute Report – Seven-Year Sunset Report/Review for Continuation

of Engineering and Technology Summer Robotics Institute was offered at the NB Boy's and Girl's Club for the second year. A similar ACE Construction Program was launched this spring with 5 NB construction companies, (12) area HS students, (3) CCSU students and a State Construction Association involved. The ITBD Annual Golf outing has contributed to student scholarships for 10 years. Last year on our 20<sup>th</sup> Anniversary of the outing \$10,000 was raised for 10 CCSU scholarships for the fall of 2018.

ITBD remains active in the New Britain Lions, the BOD of the NB Boy's and Girl's Club, the NB Network Group, the School District's - Technology and Future Workforce Initiatives - Finance Academy and STEM committees, Capital Workforce Partners, the Annual CT Dept. of Labor CT Learns & Works Conference. ITBD continues working with the two Governor Malloy task forces related to workforce development: 1. Talent ID Task Force and 2. Manufacturing Round Table DECD\DO\OWC Taskforce. ITBD serves on the Mayor's Mfg. Taskforce and as the CCSU representative to the Metro Hartford Alliance.

ITBD collaboration with Board of Regents (BOR) included; CCSU Day at the Capitol focused on Workforce Development, Charter Oak College and CTDLC on the development of on-line programs and the Community College System and (2) On-line programs; (1) Introduction to Careers in Mfg. and (2) Introduction to Careers in the Gas Industry. Currently ITBD is working with the BOR in expanding its working relationship with the New Britain and Bristol Boy's and Girl's Clubs.

#### **Assessment and Evaluation:**

*(Describe how progress toward meeting goals and objectives has been measured and include a brief description of lessons learned)*

**ITBD** – Fiscally, ITBD as a whole covers the majority of the operating cost of the building at 185 Main St. This amounts to approximately \$250-300,000 annually. In addition, it covers the salaries and benefits of the three staff. In FY18, ITBD covered \$243,000 in building expense and added \$43,000 to reserves while covering the staff salaries and fringe. In addition, ITBD made decisions to reduce expenses effectively. There are other CCSU offices in the downtown campus that do not contribute to facilities operations. This performance is associated with an excellent rating.

**ITBD** – Programmatically, it is the Training Center that has the largest interface with Companies, Faculty and students. Program design and delivery is led by faculty, consultants and most often in the School of Engineering, Science and Technology and the School of Business. The Faculty in Residence concept is very well received by the business community and has led to part-time and full-time student hires. ITBD has a reputation for being knowledgeable (A Trusted Advisor) and up to date on progressive training initiatives to assist CT business with process and productivity. This is proven by the number of repeating customers to our programs. The programs offered are very pragmatic. The Open Enrollment offerings fill quickly because they are topics and skills necessary for companies and employees to be able and ready to face the globally competitive market. Pricing on training programs is fair. The many grants and funding sources that ITBD has access to makes the course cost very reasonable. The ability to serve companies in the southern part of the state is challenging with faculty teaching schedules and distances traveled. We are a University based service and we are not in the league of high end private consulting practices. Our rates are competitive with other like institutions who offer skills training. The Training Center is strongly

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engaged with multiple business communities across the state. The Training Center is associated with an Excellent rating.

The Conference Center offers a professional environment with current technology that allows clients the opportunity to deliver skills, knowledge and learning in an effective manner. The rooms are well equipped, up to date with technology, and provide for a positive learning, testing or meeting venue. The Conference Center gets a lot of use with minimal staff. In fact, in a cost saving measure we elected not to staff it with students for registrations, intake or ITS support. Parking, by using City facilities, is well addressed and convenient to attendees. The food/refreshments, using local vendors, is adequate. Pricing is reasonable on all levels. The Conference Center has built a good reputation statewide. The Conference Center rating is Very Good.

The Business Incubation 5 Year Life Cycle program is the strongest attribute to our incubation program. It is well structured and well-coordinated with the campus business office and facilities. It provides an effective framework for the entrepreneur to launch a successful business. Its Mixed Use format allows the greatest flexibility to tenants and their business models. The Incubator program rates Very Good.

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### ACTUAL Revenues and Expenses:

(For FY 2018, include encumbrances to the end of the approved period, use estimates where necessary)

BUDGET CATEGORIES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>REVENUE</b>					
1. Gifts/Grant Support <sup>a</sup>					
2. General Fund <sup>b</sup>					
3. Operating Fund <sup>c</sup>					
4. Other Revenue <sup>d</sup>	1,067,206	1,170,181	1,485,729	1,465,378	1,327,837
5. TOTAL REVENUE (lines 1-4)	1,067,206	1,170,181	1,485,729	1,465,378	1,327,837
<b>EXPENSES</b>					
6. Personnel <sup>e</sup>	413,132	487,222	599,480	509,392	370,241
7. Fringe Benefits	231,937	292,940	387,140	355,508	267,542
8. Travel	2,622	3,796	3,850	2,268	1,861
9. Equipment & Supplies	7,488	9,578	13,154	20,864	13,484
10. Contractual	361,964	356,501	515,900	434,573	383,085
11. Construction <sup>f</sup>					
12. Other					
13. Total Direct Costs (lines 6 through 12)	1,017,143	1,150,037	1,519,524	1,322,605	1,036,213
14. Indirect Costs <sup>g</sup>	281,368	256,954	226,705	256,920	248,326
15. TOTAL COSTS (lines 13 + 14)	1,298,511	1,406,991	1,746,229	1,579,525	1,284,539
<b>NET</b>					
16. TOTAL REVENUE - TOTAL COSTS	(231,305)	(236,810)	(260,500)	(114,147)	43,298
surplus / (deficit)					
17. OPERATIONAL BALANCE	753,316	516,506	256,006	141,859	185,157
from previous year	\$ 984,621				

#### 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.

# CONNECTICUT STATE COLLEGES & UNIVERSITIES

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g. Estimate costs for facilities use, utilities consumption, etc.

### PROJECTED Revenues and Expenses:

BUDGET CATEGORIES	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
<b>REVENUE</b>					
1. Gifts/Grant Support <sup>a</sup>					
2. General Fund <sup>b</sup>					
3. Operating Fund <sup>c</sup>					
4. Other Revenue <sup>d</sup>	1,300,000	1,350,000	1,400,000	1,450,000	1,500,000
5. TOTAL REVENUE (lines 1-4)	1,300,000	1,350,000	1,400,000	1,450,000	1,500,000
<b>EXPENSES</b>					
6. Personnel <sup>e</sup>	375,000	390,000	400,000	415,000	430,000
7. Fringe Benefits	270,000	280,000	285,000	290,000	295,000
8. Travel	2,000	2,000	2,000	2,000	2,000
9. Equipment & Supplies	8,000	13,000	18,000	18,000	22,000
10. Contractual	345,000	355,000	370,000	385,000	400,000
11. Construction <sup>f</sup>					
12. Other					
13. Total Direct Costs (lines 6 through 12)	1,000,000	1,040,000	1,075,000	1,110,000	1,150,000
14. Indirect Costs <sup>g</sup>	250,000	260,000	275,000	290,000	300,000
15. TOTAL COSTS (lines 13 + 14)	1,250,000	1,300,000	1,350,000	1,400,000	1,450,000
<b>NET</b>					
16. TOTAL REVENUE - TOTAL COSTS	50,000	50,000	50,000	50,000	50,000
surplus / (deficit)					
17. OPERATIONAL BALANCE	235,157	285,157	335,157	385,157	435,157
from previous year	\$	185,157			

#### 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.

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- f. Include breakout and costs for new construction and costs for renovation or upgrade of existing facility/space.
- g. Estimate costs for facilities use, utilities consumption, etc.



# CONNECTICUT STATE COLLEGES & UNIVERSITIES

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### Center/Institute Report – Seven-Year Sunset Report/Review for Continuation

#### **Budget Narrative:**

*(Provide any important context about ACTUAL and PROJECTED Revenues and Expenses)*

The summary detail in the “Actual Revenues and Expenses” has been supported by the CCSU Business office. The detail for the past three years was collected and reviewed in assessing the impact of Charter Oak moving to the downtown campus. These figures are represented in the table.

The original model of the ITBD was that the operation was supposed to be 100% self-supporting with actual revenues generated by fees from the services ITBD provides. In 2006, the CCSU President changed the model and covered the utility costs. Recent Business Office analysis for the past three years demonstrates that CCSU is covering about one-third of the expenses for ITBD. Two-thirds of expenses are covered by ITBD fee for services and cover ITBD Operating expenses including salaries, fringe benefits, faculty & consultant payments, catering & parking costs, educational supplies, software, books, materials and supplies. In addition ITBD Building expenses are recovered covering janitorial, student worker lobby greeters, building repairs, HVAC maintenance, elevator maintenance, fire and security systems maintenance, snow removal, trash removal, landscaping and garage cleaning. The ITBD Building expenses covers the entire building, which includes ITBD, ITBD Tenants, several other CCSU departments and CT State Auditors. ITBD funds all the building expenses for these numerous other CCSU departments and CT State auditors, without any reimbursement.

When reviewing the three core business functions of ITBD Workforce Training is roughly 62% of the revenue generated at ITBD. Conferencing is 34% and Incubation 9%. Incubation was reduced significantly in FY18 due the planned Charter Oak move at the direction of CCSU Administration.

Future revenues reflect a conservative growth of 4%. These revenues will be from fee for service engagements with customers, clients and tenants. ITBD is very fortunate to have a dedicated client base who have been receiving our services for decades. We generally see transformations in our client base (new customers) as we continue to update and market our services. ITBD will aggressively pursue such. Currently we are seeing interest in updates to the process and productivity standards, quality management systems, interest in Technology 4.0 initiatives in coding, mechatronics, robotics and automation. In addition, the ITBD Education and Innovation Center, supporting STEM activities in Academic Affairs Community Engagement initiatives such TRiO, the Elihu Burritt Library and School of Engineering, Science and Technology and School of Business Entrepreneurial activities. It is providing faculty, student and alumni training in STEM activities. This area has received projects from industry supported by faculty and student worker teams, it also addressed the need of a 3D campus map completed faculty, student worker mentors and TRiO programs in Creativity, Innovation and Entrepreneurialism.

Future expenses for ITBD will still include both the ITBD Operating and ITBD Building expenses. The future Operating expenses will increase as salaries, fringe benefits, consultant fees, catering fees, educational supplies, books, software and supplies all increase annually. The future ITBD Building expenses will increase as the contractors and vendors fees also increase annually.

#### **Exhibit “A” Detailed Summary by Fiscal Year of the Activities of the ITBD.**

# CONNECTICUT STATE COLLEGES & UNIVERSITIES

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The Training Center in FY13 continued its relationship with Eversource and the PRIME program. ITBD was the only educational institution selected to provide LEAN process training and consulting to manufacturers. Often work in this area led to additional opportunities for workforce training in process and productivity. We linked with CT Innovations “Tech Bridge Program” where faculty recommend students as interns and co-ops. We tried to launch a Healthcare Simulation program with Nursing to support the healthcare industry but there wasn’t much interest in the healthcare community. We served many repeat clients. Client satisfaction remained high on all of our program offerings in training. We continued our relationship with the CT Dept. of Labor receiving a \$36,000 training grant to support workforce training,

We renegotiated the Conn/DOT Disadvantaged Business Program for two years. To date we had served about 180 clients in this program. Faculty provided consulting and advising to disadvantaged businesses in CT. Often the companies were looking for talent as well and we connected the companies with the CCSU Construction Management program. As a result about 6 students received internships. Success in this program led to \$30,000 in funding to ITBD by Eversource, TD Bank and the CT Development Authority to support any small business that had interest in assessments and training in business practices. We named this the University Center program. Twenty-three clients were served in the year.

ITBD raised \$25,000 to link with the School of Business, Stanley Black & Decker, Eversource and CT Innovations to develop and Business Plan Competition at CCSU. Scholarship funds were awarded to students who successfully completed the program.

The Training Center Manager retired at the end of 2012. In a cost saving measure and with state hiring restrictions we did not replace the position. The duties were distributed to the existing staff.

**In FY14**, the training center received a \$35,000 grant from the CT Dept. of Labor to support process and productivity improvement at CT manufacturing clients. These funds provided opportunities for faculty to train companies in progress methods and improve their productivity. Faculty often recommend students to these companies for internship, co-ops or hires. The Business Plan program was refunded as mentioned above as well. ITBD launched a collaborative Innovation & Education Center at ITBD. Collaborators in this initiative was the Elihu Burritt Library and Academic Affairs TRiO program. Middle School and High School students were introduced to 3D CAD, Printing, Scanning, Coding, Research and Entrepreneurialism.

In FY14 we completed the last \$150,000 of the Congressional Earmark we received to support CT manufacturers in making their businesses more competitive. Funds were used to finance 50% of the program workforce training cost in advanced manufacturing skills.

In May of 2014 one of the CCSU students working on the ConnDOT program was hired by the CT Minority Supplier Council. Two additional students working the program were hired by disadvantaged businesses as well.

In June of FY14 ITBD delivered the second Hyundai Management program. The program addressed cultural and business topics for executives migrating to North America for a five year period.

## CONNECTICUT STATE COLLEGES & UNIVERSITIES

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Center/Institute Report – Seven-Year Sunset Report/Review for Continuation  
In December of 2014 a Sales Manager was hired to replace the one who retired. This was a great addition to the Training Center. The employee did a great job in expanding our footprint into New Haven and southern CT. Unfortunately after two years in the position the employee left to pursue another opportunity.

**In FY15**, the Training Center assisted the community in building capacity in an understanding of “Disruption”. Funds were raised by the Training Center to host a statewide conference on the subject which was the backbone of the US Federal Reserve Bank’s Working Cities Challenge and CT Innovations CTNext Innovation Places program. CCSU ITBD was an anchor in both initiatives. The Innovation and Education Center programming forged programs in Creativity, Innovation and Entrepreneurship. In a summer TRiO program, students from the local Middle and High School students built a 3D map of the CCSU campus. Faculty and student hires work on 3D projects for industry as well. Items such as a Fuel Delivery Assembly, Periodic Table Element Boxes for a game, a Forensic Account Scale, and a medical device called the Stoma Shield where the inventor pursued a patent.

**In FY16**, the Training Center completed approximately 78 training programs serving approximately 721 attendees. Working closely with referrals from the CT Department of Labor and Department of Economic and Community Development ITDB gained the reputation as a “Trusted Advisor”. Working with the Department of Economic and Community Development ITBD was awarded a two year contract to help CT manufacturers transition their businesses with technology applications. The value of the contract was \$400,000 and required the companies to match the cost of the projects 50%. There were 10 active Faculty in Residence Programs underway, which continued to link companies with faculty and students. Three on-line learning programs were launched. A Six Sigma course and two courses in collaboration between CCSU faculty, the Board of Regents and Charter Oak College staff. The Six Sigma program was not successful. The two with the collaborative partners were more successful because they were free. There was one class developed in Manufacturing and another in Careers in the Natural Gas industry. These were open enrollments course expected to educate the public in these two career areas the Board of Regents institutions could support. ITBD pursued a \$10,000 grant from Farmington Savings Bank to launch a Hispanic Entrepreneurial Program with 30 participants joining the program across the state.

We began to track the number of students in FY16 that we were impacting through projects and programs. The table below is a summary of the impact.

<b>Student Workers Projects</b>	<b># Students</b>	<b>Student Wages Earned</b>
Faculty in Residence Program	10	\$120,000
ConnDOT	6	\$14,400
CCSU Event Mgt	6	\$60,000
<b>Total</b>	<b>22</b>	<b>\$194,000</b>

**In FY17**, the Training Center’s ConnDOT Disadvantaged Business Program funding was eliminated by US Federal Highways ending the program. ITBD continued to receive funding from TD Bank for the University Center program in the amount of \$10,000. Twenty-nine open enrollment courses were

# CONNECTICUT STATE COLLEGES & UNIVERSITIES

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Center/Institute Report – Seven-Year Sunset Report/Review for Continuation delivered. The Faculty in Residence program grew successfully with more clients and new client projects. ITBD pursued a second \$10,000 grant from Farmington Savings Bank to fund a second Hispanic Entrepreneurial Program. The grant was awarded and this time had 40 participants from communities across the state. The Working City Challenge and Innovation Places programs where CCSU ITBD was an anchor participating member were awarded to other communities.

**In FY18**, ITBD continued its onsite and open enrollment training programs with much success. From 2009 to date ITBD has delivered over \$1.5 million in WIA/TAA training thru the regional workforce board Capital Workforce Partners and the CT Dept. of Labor. The CT DOL issued an MOA to ITBD for multiple employer workforce training in the amount of \$100,000. With these funds ITBD had great success in offering open enrollment training. Thirty-five open enrollment courses were delivered. In May and June ITBD delivered four Manufacturing Operations courses to MBA students at Wroclaw and Cracow Universities in Poland using CCSU faculty. This is the first year of a 2 year program in Poland. In June of 2018 the DECD Faculty in Residence program funding expired. We have been asked to make another submittal and we will do so in September. The fee for services model of the Training Center continues to be our largest revenue generator.

### Conference Center –

**In FY13**, we had approximately 25,000 attendees attend events and approximately 225 individual events at ITBD. This volume of attendees and events have been consistent for the past (2) years. ITBD paid approximately, \$80,000 in parking fees to the city from clients attending activities at the downtown campus. The Conference Center successfully developed and delivered the Executive Breakfast program offering up to date business seminars to stimulate interest in the business community that the Training Center often follows up with for on-site training. The Conference Center engaged faculty from the School of Business as a moderator and often sought program sponsors to support the program. The Conference Center is the second largest revenue generating Center at ITBD. The Conference Center has 6 rooms and one computer lab.

**In FY14**, the Conference Center continued the Executive Breakfast program and secured TD Bank as a sponsor. Three sessions were held and facilitated by a School of Business Faculty member. The site was pursued and was qualified for new TEAS state-wide testing for the Nursing and Athletic Training programs. The Conference Center hired faculty to monitor the testing. The site was selected for the new HURST statewide testing site for Nursing exam. It was selected as the site for the Technical High School Administrative quarterly meeting center as well as the UConn Health Center Quarterly STUDUR Training and the Central CT Regional Planning Agency Regional Conference on Business Continuity for Emergency Preparedness and Disaster Recovery. Farmington Bank held its breakfast series during Small Business Week in May of 2014.

**In FY15**, the Conference Center has hosted nearly 500 events with over 42,000 attendees. Occupancy has been nearly 70%.

**In FY16**, performance was very similar to FY15.

**In FY17**, the Conference Center Manager retired. The position was not filled as a cost saving measure. The work load was shared among the three remaining ITBD staff.

# CONNECTICUT STATE COLLEGES & UNIVERSITIES

## Connecticut State Universities

### Center/Institute Report – Seven-Year Sunset Report/Review for Continuation

In FY18, performance remains the same with roughly 500 events and 40,000 attendees.

#### **Business Incubation –**

In FY13, the Incubation Program reached a goal of roughly 90% occupancy. There were eleven incubators and three tenants. Four new incubators were added GN International, Eureka, Dialouce, Kinai – which was student owned. Two incubators expanded Tamion and NB EMS. Four incubator companies left (PV Squared, Klingberg, Quail Run, Milton Jackson). Tamion a Information Data/Analytics company and business incubator won a statewide Small Business Incubator Program grant from DECD in the amount of \$30,000. This was ITBD's 5<sup>th</sup> winner to date. The company hired two students to work part-time in support of the grant. Klingberg Family Center's incubators clinic were actively engaged with CCSU faculty\students\graduates from the Marriage and Family Counseling program. PV Squared, a solar panel system design and installer was reaching their 7<sup>th</sup> year status at ITBD. We worked with them to structure their business model to expand in New England. Ultimately Western, MA was selected. We actively supported their exit strategy from ITBD as they sought another site in CT. In 2013, we updated our incubator lifecycle program to provide more effective company support support, direction and ensuring their reporting and fiscal practices were up to date with CCSU. One of our incubator graduates (Victory Energy Solutions) was inducted into the School of Business Wall of Fame in May. In FY13, the campus began moving offices from the main campus to the downtown campus. Those offices didn't contribute to the building expenses and have not to date in FY20.

In FY14, a new student Incubator program launched with Bankernews, LLC a company that also received assistance with a DECD\CCAT SBIP Grant. One of the CCSU Business Plan Competition winners Grow-It, LLC joined ITBD. Another existing Incubator called Eureka, LLC won a DECD\CCAT SBIP grant to help grow the business. Eureka engaged CCSU MBA students and a faculty member to collect business analytics in the transportation industry.

Three additional DECD\CCAT\CBIN grants amounting to \$30,000 each were awarded to ITBD incubators: Eureka, LLC and Dialouce, LLC and Bankernews, LLC (a CCSU student company).

One of our Alums Mr. Paul Genaris heard about the work of one our incubators CCSU C.A.R.E.S. This is a CCSU School of Engineering & Technology faculty/student Company. The alumnus linked the program with Shriners Hospital and the Hospital for Special Care. Another faculty member showed interest in a faculty student incubator called Café Central. Complications with the space, staffing, hours and liability discouraged further investigation.

A local philanthropic gift was established by the Czepiga family to provide seed money for Student\Alumni Incubators. The grant was for \$5,300. They chose to make (3) \$500 awards two to students one to an alumnus who is a minority and DAV.

FY15 and FY16 available incubation space remained flat. We didn't have space to expand the program. Companies were on time with their rents and looking to move to a Stage 2 incubator or traditional office space. One CCSU Alumni Incubator offered a CCSU School of Business student a \$200.00 scholarship. This was the first incubator to do so in our history.

# CONNECTICUT STATE COLLEGES & UNIVERSITIES

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**FY17 and 18**, many of the incubators began to looking for new space. They had met our 5 year life cycle program at ITBD and began evaluating their next move. To date we have served over 100 companies since 1993, significant number of mixed use incubation clients. In FY17, we were instructed to begin reducing our business incubator footprint in anticipation of Charter Oak College moving into the downtown campus. To date office moves to the 4<sup>th</sup> floor are being made and once that is complete we will reassess the program.

### Summary

For 10 years the funds raised by ITBD's Annual Golf outing has awarded undergraduate and graduate scholarships. In 2018, ITBD awarded 10 student scholarships amounting to \$10,000. ITBD has been responsible for building strong institutional relationships with Stanley Black and Decker, TD Bank, Eversource and many other small and medium sized business in the state (Peter Paul Electronics, Acme Monaco, ebmpapst, etc....). As CT companies return to the United States we are receiving inquiries to assist in automating their facilities and readying them for the Tech 4.0 Industrial Revolution. These relationships transition into faculty classes for tours, semester projects, internships and student hires. Annually ITBD links 20 to 30 students to paying jobs, projects and other activities thru referrals to companies looking for talent, interns, the Faculty in Residence program or supporting faculty requests to assist students in paid internships (Mfg: Gammons & Hoagland, Polar Corporation, Okay Industries, Peter Paul Electronics, Financial Services: F. Marrocco CPA, Mahoney & Sabol, Computer Services: The Computer Company, Walker Group and others). During the 13 years of the CT Dept. of Transportation (ConnDOT) Disadvantaged Business Enterprises (DBE) program which expired in 2017 there were at least 3-6 multidisciplinary students per semester working at ConnDOT or assigned to DBE's. Students were paid thru ConnDOT funding. Recently, one of the companies we work with asked us for recommendations of how other clients are working with our students and providing the students with scholarships while they are employed. These relationships result in funding Foundation scholarships, corporate or community learning, program or center sponsorships impacting activities at ITBD, faculty and students on campus. Community organizations like the New Britain Lions launched a scholarship program in the CCSU Foundation. In the last 3 years we have received grants from TD Bank, Farmington Bank and Eversource go directly into the CCSU Foundation, Inc. to support students and ITBD programs.

ITBD serves as an Ambassador for CCSU committed to supporting increasing enrollment, raising the value of the CCSU Foundation, Inc. and working to achieve the campus goal of 15,000 students.







## MEMORANDUM

TO: Jane Gates, Provost and Senior Vice President for Academic and Student Affairs  
Connecticut State Colleges and Universities

FROM: Zulma R. Toro, President   
Central Connecticut State University

DATE: September 10, 2018

RE: Institute of Technology and Business Development

My recommendation to continue the Institute of Technology and Business Development for six months responds to feedback I received from one of the main funders of the unit, the Connecticut Department of Economic and Community Development, faculty in the School of Business and in the School of Engineering, Science and Technology, and representatives from companies that have received services from the Institute. In addition, we are in the middle of the planning process to move the operations of Charter Oak State College to the building currently occupied by the Institute. This will affect two of the revenue streams of the Institute: the Conference Center and the Mixed Use Business Incubator. Also, there is a significant degree of overlap between the services provided by the Institute and our Office of Continuing Education. Finally, we have identified the need to provide more support for our students and faculty in the area of entrepreneurship.

This unit is supposed to be self-sustainable, however for the last four out of five years their actual expenses have been more than their revenue. In other words, they have been running a deficit per year that ranged from \$114,147 to \$231,305. They were able to finish fiscal year 2018 with a surplus of \$43,290 because two people left the Institute and were not replaced. Evidently, there are reasons to believe that unless significant changes are made to the Institute's operating model, there is a high probability they will face a deficit again in the years to come.

To address the feedback, facts, and needs described above, we will conduct a strategic planning process that should guide us in the creation of a Center or Institute required that will fully serve the needs of CCSU students, faculty, industrial partners and clients. Such a process should not take more than four months, after which we will seek approval from the Board of Regents to transition the Institute of Technology and Business Development into the new entity.



**CT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

Program Suspension

June 20, 2019

RESOLVED: That the Board of Regents for Higher Education approve the suspension of the Earth and Planetary degree option within the Secondary Education program (CIP Code: 40.0601, OHE # 00197) leading to a Bachelor of Science degree at Western Connecticut State University, until Spring Semester 2021.

A True Copy:

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

**ITEM**

Suspension of a degree option within the Secondary Education program at Western Connecticut State University

**BACKGROUND**Summary

Enrollment in the referenced program has been 0-2 students each semester for eight years. Thus, students have been restricted to independent studies for several of the option's requirements. The institution considers such arrangement as not providing a good educational experience.

Rationale

During an academic program review, potential ways to revive the program will be examined or it will be determined to discontinue the program.

Phase-Out/Teach-Out Strategy

There are currently two students enrolled in the degree option. They will have access to independent studies as needed. All requisite courses are available since they are applicable to other programming.

Resources

No resources are required for the suspension of this program.

**RECOMMENDATION**

It is the recommendation of the System's Provost and Senior Vice President for Academic and Students Affairs that the Board of Regents approve suspension of this program.

06/07/2019 – BOR Academic & Student Affairs Committee

06/20/2019 – Board of Regents

**CT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

Program Modification

Jun 20, 2019

RESOLVED: That the Board of Regents for Higher Education approve the modification of a degree program – Business Administration (CIP Code: 52.0101, OHE # 01620) leading to an Associate of Science degree at Housatonic Community College; specifically, adding an online modality for instructional delivery.

A True Copy:

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



**ITEM**

Modification of a degree program, Business Administration at Housatonic Community College

**BACKGROUND**Summary

The institution proposes to add an additional modality of program delivery for the referenced program – a fully online alternative. The institution finds that more students are turning to the flexibility of online programs due to personal/work schedules and conflicts. The institution is nationally and locally approved to teach online programs under State Authorization Reciprocity Agreement (NC-SARA); thus, out-of-state students will be eligible to take this course.

Resources

It is expected that projected revenue will exceed projected expenditures over the course of the program next three years by more than \$650,000.

**RECOMMENDATION**

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

06/07/2019 – BOR Academic & Student Affairs Committee

06/20/2019 – Board of Regents

**CT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

Approval of a New Program

June 20, 2019

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a Child Studies program (CIP Code: 19.0706) leading to a Bachelor of Science degree, requiring 120 course credits delivered via an online modality, at Charter Oak State College; and grant its accreditation for a period of seven semesters beginning with its initiation.

A True Copy:

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

**ITEM**

Establishment of a new program leading to a Bachelor of Science degree in Child Studies at Charter Oak State College

**BACKGROUND**Summary

The referenced program will replace a concentration within the institution's General Studies degree. The Bachelor of Science degree in Child Studies will be an interdisciplinary degree (psychology, sociology, and early childhood) that addresses the state's workforce needs by preparing students at the undergraduate level to work in a variety of positions related to human services, family and youth development, education or special education.

Rationale

As a pre-professional preparation program, students graduating with an undergraduate Child Studies degree will fill important vacancies in hard-to-fill positions related to human services, special education and education. A review of nonprofit job sites reveals open positions for case workers, family engagement staff, clinical supervisors and coordinators, among many others. Currently, there are many job openings posted for case managers, family engagement specialists, peer counselors and substitute teachers in the state's public, private and charter schools. The Child Studies degree can assist nonprofit agencies and schools in meeting their need for degreed professionals.

Resources

Projected revenue for the proposed program significantly exceeds projected expenditures in each year for the first three years of the program. With total annual enrollments in excess of 60 FTE, it is anticipated that the program will generated approximately \$90,000 by the end of year three.

**RECOMMENDATION**

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

06/07/2019 – BOR Academic & Student Affairs Committee

06/20/2019 – Board of Regents

**CT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

Approval of a New Program

June 20, 2019

RESOLVED: That the Board of Regents for Higher Education approve the licensure of a Data Science program (CIP Code: 27.0304) leading to a Certificate, requiring 18-19 course credits delivered via a hybrid or fully online modality, at Northwestern Connecticut Community College; and grant its accreditation for a period of seven semesters beginning with its initiation.

A True Copy:

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

**ITEM**

Establishment of a new program leading to a Certificate in Data Science at Northwestern Connecticut Community College

**BACKGROUND**Summary

The referenced program would provide student with exposure to key elements of data science including data structures and data sources, programming languages, statistical principles, computing and analytics, data management, machine learning tools, and data science applications.

Rationale

This certificate will afford students with more opportunities in the job market by providing them with highly sought-out preferred skills. The use of data scientist teams is becoming more popular in the business industry. While current jobs require a bachelor degree, new jobs are being created at the associate's degree level of entry which allows students to enter this field early while receiving mentorship within these organizations from senior data scientists. Additionally, the market in other parts of the country is moving toward hiring Data Science Technicians with associate degrees and as that trend comes to Connecticut, participating students will be ready to fill those jobs.

Resources

Projected revenue for the proposed program will exceed projected expenditure in each year for the first three years of the program. It is anticipated that the program will generated approximately \$92,000 by the end of year three.

**RECOMMENDATION**

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

06/07/2019 – BOR Academic & Student Affairs Committee

06/20/2019 – Board of Regents

**CT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

AWARD OF THE TITLE

CONNECTICUT STATE UNIVERSITY PROFESSOR

TO

MICHÈLE BACHOLLE

June 20, 2019

WHEREAS, The faculty at Eastern Connecticut State University through its CSU Professorship Advisory Committee has recommended Michèle Bacholle for the title of Connecticut State University Professor; and

WHEREAS, The President of Eastern Connecticut State University, Elsa M. Núñez has endorsed the committee's recommendation to award the title to Professor Bacholle and Connecticut State Colleges and Universities President Mark E. Ojakian has concurred; and

WHEREAS, Professor Bacholle, a highly distinguished teacher, prolific scholar and renowned academic with an international reputation, has served Eastern Connecticut State University since 1999 and is currently a tenured Professor of French Studies in the Department of World Languages & Cultures; and

WHEREAS, Professor Bacholle received the Distinguished Professor of the Year Award for 2018, has recently published her sixth book, and has established Eastern's primacy in the world of French and Francophone literature; therefore, be it

RESOLVED, That the title of Connecticut State University Professor is herewith awarded by the Board of Regents to Michèle Bacholle of Eastern Connecticut State University effective upon the start of the 2019-20 academic year, pursuant to the BOR/AAUP Collective Bargaining Agreement; and be it further

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

A True Copy:

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



**ITEM**

Award of the title Connecticut State University (CSU) Professor to Michèle Bacholle of Eastern Connecticut State University

**BACKGROUND**

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

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

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

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

**RECOMMENDATION**

President Elsa M. Núñez endorses the recommendation of Eastern's nominating committee and request that the Board of Regents award the title CSU Professor to Michèle Bacholle of the Department of World Languages & Cultures. The System President Mark E. Ojakian and Provost Jane M. Gates concur with this recommendation. President Núñez's letter of recommendation is attached.

06/07/2019 – BOR Academic & Student Affairs Committee

06/20/2019 – Board of Regents



## EASTERN CONNECTICUT STATE UNIVERSITY

A Liberal Education. Practically Applied.

*Office of the President*

May 13, 2019

Dr. Jane Gates  
Provost & Senior Vice President for Academic and Student Affairs  
Connecticut State Colleges and Universities  
61 Woodland Street  
Hartford, CT 06105

**RE: CSU Professor**

Dear Dr. Gates,

This spring semester the CSU Professorship Advisory Committee at Eastern Connecticut State University received multiple high-quality nominations of faculty for the title of CSU Professor. From those nominations the committee enthusiastically endorses Professor Michele Bacholle in the World Languages Department for this appointment. Based on Professor Bacholle's distinguished career, I believe she admirably fulfills the requirements for the position of CSU Professor. Pursuant to Article 5.6 of the CSU Collective Bargaining Agreement between the Board of Regents and the American Association of University Professors, I am pleased to endorse the committee's recommendation, and further request that it be effective at the start of the 2019-2020 academic year.

When the Board endorses this recommendation, Dr. Bacholle will serve as one of two CSU Professors at Eastern Connecticut State University. Professor Kirchmann in the History Department will be our other CSU Professor.

Dr. Bacholle is a distinguished faculty member and a renowned academic with an international reputation. She is a prolific scholar who has balanced her research and professional activity with her teaching and service to Eastern and to her department. Her letters of support from colleagues at Eastern and outside letters from scholars in four countries attest to her work and international reputation.

Dr. Bacholle joined the World Languages faculty at Eastern in 1999 as an Assistant Professor and was promoted to Associate Professor in 2003 and Professor in 2008. Her research interests

include French and Francophone studies, exploring social class, migration, exile, and loss. By exploring these themes, Dr. Bacholle exposes the mimetic epidemiology of psychological pain in the hope of breaking down the taboos around issues of suicide, racism, and poverty. Her particular specialties are the authors Annie Ernaux and Linda Le, and she also has a well-established name in the discourse surrounding the Algerian War of Independence.

### **Scholarly Works**

Since beginning her career at Eastern, Dr. Bacholle has published six sole-authored books, forty-six articles and interviews, forty-eight book reviews, has presented at five international conferences, forty-six national conferences, and has begun giving multi-media "counter presentations." She has published in the top journals in her field and her work has been supported by several CSU grants.

Dr. Bacholle's work on living authors, Annie Ernaux and Linda Le, bring acclaim to her as a scholar and Eastern as an institution. She has established the foundations of worldwide academic discussions on two seminal Francophone writers, using an astounding breadth of literary discourse to do so: feminist, psychoanalytic, Marxist, and new historical. In doing so, she has also established Eastern's international primacy in the world of French and Francophone literature.

Dr. Bacholle knows that to remain an internationally recognized scholar, her work needs to be multi-modal. Her more recent books discuss the intersection of art, photography, and literature. Francophone writers have praised her book *Paroles d'auteurs jeunesse*, for its willingness to disrupt paradigms not just culturally, but textually.

### **Contributions to the Profession**

Like her scholarly work, Dr. Bacholle's contributions to the profession extend from Willimantic to the national and international communities. She participates in governing boards, editorial boards, and dissertation committees. She served as an elected member of the Administration Board of the Conseil International d'Etudes Francophone, and on the editorial boards of Curbstone Press and the Canadian journal *Tessera*.

She is an international expert with numerous requests to speak on Ernaux, Le, and Francophone studies throughout North America and Europe. She has served as an external reviewer for twenty-nine prestigious journals and academic presses. Dr. Bacholle's impressive range of scholarly work has also put her in great demand as an external reviewer for promotion and tenure at other institutions, averaging about one promotion and tenure review every two years.

Professor Michele Bacholle is an eminent scholar of international reputation, clearly representing the high quality and continuous professional excellence indicative of the CSU Professor title. Her accomplishments clearly demonstrate that she has a significant body of scholarly work that is recognized internationally. She has published in multiple highly ranked academic presses and has contributed immensely to the discourse around her field of French

and Francophone studies. In fact, she has been a leading scholar in the modern evolution of that field. Based on these considerations, I fully recommend Professor Bacholle to the Board of Regents for the title of CSU Professor.

Sincerely,

A handwritten signature in black ink, appearing to read 'Elsa M. Núñez', with a stylized flourish at the end.

Elsa M. Núñez  
President

c: Mr. Mark E. Ojakian, President  
Board of Regents for Higher Education

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

## **RESOLUTION**

concerning

### **REVISION TO ARTICLE 7, SECTION 7.1, CSCU HUMAN RESOURCES POLICIES FOR MANAGEMENT & CONFIDENTIAL PROFESSIONAL PERSONNEL**

**WHEREAS**, Pursuant to ARTICLE 7, Section 7.1, the Board's existing Human Resources Policies, management and confidential professional employees at Charter Oak State College may accrue a maximum of 60 vacation days (480 hours), and,

**WHEREAS**, Under said policies all other management and confidential professional employees within CSCU may accrue 120 vacation days, Now, Therefore, Be it

**RESOLVED**, Effective July 1, 2019, ARTICLE 7, Section 7.1, paragraph 3, of the Human Resources Policies for Management & Confidential Employees shall read as follows: "Employees may accumulate vacation days with pay from year to year to a maximum of 120 such days (960 hours). The Human Resources Office will notify an employee before the maximum limit is reached and for employees who are at the limit will adjust the balance to remove the overage to such employee's record once a year in January or at the time of separation from State service."

A True Copy:

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

**ITEM****ACCRUED VACATION—CHARTER OAK STATE COLLEGE EMPLOYEES**

Since the creation of the CSCU System in 2011, the Board of Regents has adopted and, from time to time, reviewed and revised the CSCU Human Resources Policies for Management & Confidential Professional Personnel.

This revision to ARTICLE 7, Section 7.1, paragraph 3, provides Charter Oak State College employees who are management and professional personnel with the same accrued vacation benefits as all other management and professional personnel throughout the CSCU System not covered by contract.



**CONNECTICUT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

**Program Accreditation**

**June 20, 2019**

- WHEREAS,** State Statutes require that the Board of Regents grant accreditation of a licensed program prior to its awarding credentials; and
- WHEREAS,** A number of academic programs within Connecticut State Colleges and Universities have been licensed by the BOR yet heretofore have not been granted accreditation due largely to changes in institutional academic leadership and processing oversights; therefore, be it
- RESOLVED:** That the Board of Regents for Higher Education grant accreditation to those academic programs listed in the attached roster, retroactively to the point of each program's initiation.

A True Copy:

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

**ITEM**

Retroactive accreditation of licensed academic programs

**BACKGROUND**

There are various layers of administration and governance at institutional and System levels regarding the establishment of new academic programming. Previously, in applying to the Board of Regents for approval of the establishment of new academic programs, institutional administrators developed and submitted board resolutions and staff reports for the Board's consideration. These instruments were not always constructed in a consistent manner. Additionally, requests for licensure and/or accreditation were sometimes made for specific time periods; yet that span often elapsed without consequential request for appropriate BOR action.

**RATIONALE**

The Office of the Provost has established uniformity for the academic program approval process at the System level through the construction of application and informational forms and procedural guidelines for the various activities of academic programming requiring Board action. Additionally, the academic affairs staffer has assumed responsibility for the construction of related board resolution and staff reports. Nevertheless, corrective action must be taken for those instances in the past where Board action is incomplete.

**ANALYSIS**

A review of BOR agendas from the calendar years of 2011 through 2017 indicate that 42 academic programs have been licensed by the Board; yet, heretofore have not been accredited. This figure represents 26 percent of all programs licensed by the Board during this span. These programs were proposed by 11 of the System's 17 institutions.

Of the 42 programs, the Office of the Provost has received requested data for 28 from nine reporting institutions:

- 2 programs have been discontinued with BOR approval
- 1 program was consolidated with other concentrations
- 1 program will be requested for discontinuation this summer
- 5 programs will be requested for suspension this fall
- 2 other programs meet the Low Completer definition for the '16-'17 to '18-'19 timespan

**RECOMMENDATION**

The System's Provost and Senior Vice President for Academic and Student Affairs recommends that the Board of Regents grant accreditation retroactively to the point of initiation for each academic programs listed on the attached roster.

## **Academic Programs Requiring Retroactive Accreditation**

Per the stipulations of the Academic and Student Affairs Committee in approving the retroactive accreditation of those program listed below, the program have been grouped into four categories noting program's discontinuation or requiring further action by the respective institutions.

List 1: Programs that have or will be terminated or consolidated - these need only retroactive accreditation.

<u>Institution</u>	<u>Program(s)</u>
Capital CC	<b>Computer Information Systems: Mobil Application Developer</b> / AS Degree & Certificate
Capital CC	<b>Health Information Management</b> / AS Degree & Certificate
Eastern CSU	<b>Educational Studies: STEM</b> / MS Degree

List 2: Those programs lacking data or have very low enrollments which have not improved over the past three years - approve but require they come back with a full request for continued accreditation in the Fall.

<u>Institution</u>	<u>Program(s)</u>
Capital CC	<b>Biotechnology</b> / AS Degree
Capital CC	<b>Construction Management</b> / AS Degree & Certificate
Gateway CC	<b>BOT: Electronic Health Records and Coding Option</b> / Certificate
Gateway CC	<b>Firefighting 1 &amp; 2 Certification Academy</b> / Certificate
Gateway CC	<b>Data Security Specialist</b> / AS Degree
Gateway CC	<b>Mobile Application Development</b> / AS Degree
Gateway CC	<b>Public Utilities Management</b> / AS Degree
Gateway CC	<b>Automotive Technology</b> / AS Degree & Certificate
Middlesex CC	<b>Biotechnology</b> / Certificate
Middlesex CC	<b>Manufacturing Engineering Technology</b> / AS Degree
Middlesex CC	<b>Digital Media Production</b> / AAS Degree
Middlesex CC	<b>Audio and Music</b> / Certificate
Middlesex CC	<b>Film and Video</b> / Certificate

List 3: Those programs that are showing enrollment increases but are not near projections - approve with a request for continued accreditation next Spring.

<u>Institution</u>	<u>Program(s)</u>
Asnuntuck CC	<b>Registered Medical Assistant</b> / AS Degree & Certificate
Capital CC	<b>Computer Networking</b> / AS Degree & Certificate
Eastern CSU	<b>Philosophy</b> / BA Degree
Housatonic CC	<b>Paramedic Studies</b> / AS Degree
Manchester CC	<b>Interpersonal and Organizational Communication</b> / AA Degree
Quinebaug Valley CC	<b>Business Administration: Health Services Management</b> / AS Degree
Quinebaug Valley CC	<b>Computer Science: Web Development</b> / AS Degree
Quinebaug Valley CC	<b>Computer Aided Design</b> / Certificate
Three Rivers CC	<b>Graphic Design</b> / AS Degree
Three Rivers CC	<b>Construction Technology</b> / AAS Degree

List 4: Those programs that look “healthy” - grant accreditation for seven semesters as stated in the policy we approved last month.

<u>Institution</u>	<u>Program(s)</u>
Eastern CSU	<b>Health Sciences</b> / BS Degree
Eastern CSU	<b>Liberal Studies</b> / BA Degree
Eastern CSU	<b>New Media Studies</b> / BA Degree
Eastern CSU	<b>Criminology</b> / BA Degree
Housatonic CC	<b>Medical Assisting</b> / AS Degree
Manchester CC	<b>Radiologic Science</b> / AS Degree
Norwalk CC	<b>Software Engineering</b> / AAS Degree
Norwalk CC	<b>Mobile Programming</b> / AAS Degree

**CT BOARD OF REGENTS FOR HIGHER EDUCATION**

**RESOLUTION**

concerning

Policy Amendment: Satisfactory Progress – Statement on Satisfactory Progress

June 20, 2019

WHEREAS: The Satisfactory Progress - Statement on Satisfactory Progress was adopted October 17, 1993 and subsequently amended on four occasions by the Board of Trustees for Connecticut Community Colleges; and

WHEREAS: It is stated therein that: “No course may be repeated for credit more than twice. The highest grade received will be used in calculating the student’s academic average...” and

WHEREAS: Some professional programs and other academic programs are subject to regulatory and/or accreditation standards that are in conflict with this Board Policy; therefore, be it

RESOLVED: That the Board of Regents for Higher Education amends its Satisfactory Progress – Statement on Satisfactory Progress, as detailed below:

Programs with professional and regulatory standards may have different requirements for repeating courses.

A True Copy:

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

**ITEM**

Amendment of the Policy - Satisfactory Progress – Statement on Satisfactory Progress

**BACKGROUND**

The Connecticut Community College Nursing Program (CT-CCNP) Nursing Directors Council has brought it to the attention of the Provost and Senior Vice-President for Academic and Student Affairs for the Connecticut State Colleges and Universities that:

As of academic year 2015-16, the CT-CCNP was mandated to align readmission standards and practices with the Board of Trustees policy that affords students the opportunity to repeat all courses for credit up to two times.

It is instructive to note that selective admission programs such as nursing must report and meet program outcomes such as graduation rates and licensure pass rates to comply with the standards of accrediting and/or governing agencies. Less restrictive readmission standards would potentially jeopardize attainment of desired outcomes and the accreditation status.

Accordingly, the Nursing Directors Council has requested that the referenced policy be amended with the following suggested language:

Programs with professional and regulatory standards may have different requirements for repeating courses.

**RECOMMENDATION**

The System's Provost and Senior Vice President for Academic and Students Affairs concurs with the recommendation of the Nursing Directors Council that the Board of Regents adopts the proposed policy amendment.

The referenced policy statement with the proposed amendment is attached.

06/07/2019 – BOR Academic & Student Affairs Committee

06/20/2019 – Board of Regents



# POLICY MANUAL

## **Board of Trustees of Community-Technical Colleges**

### **Section Three - Academic Affairs**

#### **3.8 Satisfactory Progress**

##### STATEMENT ON SATISFACTORY PROGRESS

1. The grading system employed by each college should accurately reflect the academic achievement of the student. In order to ensure appropriate use of state resources available for the education of its citizens, each college will develop procedures to monitor satisfactory progress through its warning, probation and suspension policy.
2. This policy shall be applicable to all students enrolled for developmental and/or credit courses, no matter the number of credits for which they are enrolled.
3. No course may be repeated for credit more than twice. The highest grade received will be used in calculating the student's academic average. This does not apply to those courses that are designed to be repeated for additional credit.
4. Satisfactory completion of fifty percent of the credits attempted (this phrase means actual continued enrollment beyond the add/drop period) will be the minimum standard for good standing.
5. Students who have completed 11 or fewer credits whose Cumulative Grade Point Average (CGPA) falls below 1.5 will be given a written warning. Students who have completed between 12 and 30 credits inclusive whose CGPA falls below 1.7, and those who have completed 31 or more credits whose CGPA falls below 2.0, will be given a written notice that they are placed on academic probation.
6. Students placed on academic probation will be required to take a reduced course load for one semester.
7. Students who, after being placed on academic probation for one semester and after taking a reduced course load, fail to attain the required CGPA as shown above will be notified in writing that they are suspended for one semester.
8. After the period of suspension, students may be reinstated, either as regular or probationary students, upon application to the college.

9. An appeals process will be established by each college, which provides for due process.
10. College procedures will be included in appropriate publications and communications.

(Adopted October 17, 1993; amended January 28, 2002; amended February 23, 2004; amended September 20, 2004; amended February 14, 2005)

#### AMENDMENT

Programs with professional and regulatory standards may have different requirements for repeating courses.

(Amended by the Board of Regents, June 20, 2019)

BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

FY2019 BUDGET/SPENDING PLAN

THE CONNECTICUT STATE COLLEGES & UNIVERSITIES

June 20, 2019

- WHEREAS, Pursuant to the provisions of Section 10a-8 of the Connecticut General Statutes, "...the Board of Regents for Higher Education shall be deemed the budgeted agency for the Connecticut State University System, the regional community-technical college system and Charter Oak State College. The Board of Regents for Higher Education shall develop a formula or program-based budgeting system to be used by each institution in preparing operating budgets..."; and
- WHEREAS, Each college, university and the System Office has submitted a budget for FY 2020 to the Board of Regents summarized in Attachment A; and
- WHEREAS, The Board of Regents approves an overall spending level for all funds except for federal and private grants, bond funds, and intra/inter agency funds; and
- WHEREAS, Each institution shall adhere to the approved budget; and
- WHEREAS, The FY2020 Budget/Spending has been developed based on the approved state budget and state appropriations to CSCU dated June 5, 2019; and
- WHEREAS, The institutional budgets have incorporated information provided by the Governor's office/OPM, the Office of the State Comptroller, legislative pronouncements, and agreements (including provisions of SEBAC); and
- WHEREAS, The institutions have reduced spending wherever practicable over the past several years as state support has been reduced and wages/fringe benefits have increases; and
- WHEREAS, Nonetheless the FY2020 Budget presents a significant loss position for Community Colleges, and a smaller but significant loss for three of the four universities; and

- WHEREAS, Management has undertaken the Students First plan, which, in conjunction with other anticipated savings and demographic trends, will enable the system to return to sustainable, balanced operations over the next 4 years; and
- WHEREAS, The Board of Regents has reviewed and discussed the budget proposal and determined that the losses reflected in the spending plans submitted by the Community Colleges are so great as to jeopardize the financial viability of the system; and
- WHEREAS, The Board wishes to limit the reduction of reserves in the Community Colleges to no more than \$8 million in FY 2020; therefore, be it
- RESOLVED THAT, The Board of Regents for Higher Education approves the FY2020 Budget/Spending Plan as summarized in Attachment A, subject to reduction in order to limit the use of reserves within the Community Colleges to \$8 million.

A True Copy:

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

**Connecticut State Colleges & Universities  
CONSOLIDATED  
FY2019-20 Operating Budget**

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS AND COMMITMENTS	TRANSFERS IN / OUT	ADDITIONAL FUNDS (Reserves)	NET
<b>State Universities</b>										
Central Connecticut State University	252,264,725	107,854,623	71,390,657	60,102,359	239,347,639	(11,880,500)	(1,036,586)			-
Eastern Connecticut State University	143,335,553	58,940,825	42,160,701	35,931,514	137,033,040	(7,045,446)	(1,036,586)			(1,779,519)
Southern Connecticut State University	237,155,581	105,784,998	69,160,249	55,497,797	230,443,044	(8,946,746)	(1,036,586)			(3,270,795)
Western Connecticut State University	135,941,526	61,262,031	39,389,157	30,805,691	131,456,879	(5,854,381)	(1,036,586)			(2,406,320)
CSU System Office	8,099,910	4,681,216	3,483,496	4,146,344	12,311,056	-	4,146,344			(64,802)
State Universities Total	776,797,295	338,523,693	225,584,260	186,483,705	750,591,658	(33,727,073)	-	-	-	(7,521,436)
<b>Community Technical Colleges</b>										
Asnuntuck Community College	22,779,103	11,566,328	8,155,019	3,003,619	22,724,966	n/a	-	(534,237)		(480,100)
Capital Community College	35,655,464	19,505,199	13,932,148	4,848,499	38,285,846	n/a	-	(929,907)		(3,560,289)
Gateway Community College	62,606,204	31,484,548	20,842,771	9,942,592	62,269,911	n/a	-	(2,131,082)		(1,794,789)
Housatonic Community College	44,091,859	22,673,949	14,930,000	8,222,600	45,826,549	n/a	-	(1,528,736)		(3,263,426)
Manchester Community College	56,874,560	28,505,006	21,093,704	6,221,854	55,820,564	n/a	-	(1,953,996)		(900,000)
Middlesex Community College	24,628,549	13,086,132	7,526,965	4,134,867	24,747,964	n/a	-	(836,448)		(955,863)
Naugatuck Valley Community College	62,742,550	32,369,365	22,981,119	6,863,828	62,214,312	n/a	-	(1,988,548)		(1,460,310)
Northwestern Community College	16,601,991	8,470,872	6,371,754	1,571,001	16,413,627	n/a	-	(388,364)		(200,000)
Norwalk Community College	49,554,807	27,041,601	16,201,450	8,186,612	51,429,663	n/a	-	(1,813,446)		(3,688,302)
Quinebaug Valley Community College	16,984,612	8,951,115	5,807,248	2,155,024	16,913,387	n/a	-	(456,835)		(385,610)
Three Rivers Community College	37,876,247	19,483,150	13,296,620	5,301,885	38,081,655	n/a	-	(1,248,176)		(1,453,584)
Tunxis Community College	38,713,653	19,410,263	14,078,706	4,552,203	38,041,172	n/a	-	(1,172,037)		(499,556)
CCC System Office	21,976,335	15,982,533	9,181,623	11,793,991	36,958,147	n/a	-	14,981,812	(1,000,000)	(1,000,000)
Community Technical College Total	491,085,934	258,530,061	174,399,127	76,798,575	509,727,763	-	-	-	(1,000,000)	(19,641,829)
<b>Charter Oak State College</b>	17,868,092	8,605,808	5,828,728	3,370,390	17,804,926	-	-	-		63,166
<b>Board of Regents</b>	697,987	387,053	310,934	-	697,987	-	-	-	-	-
<b>Total Board of Regents for Higher Education</b>	1,286,449,308	606,046,615	406,123,049	266,652,670	1,278,822,334	(33,727,073)	-	-	(1,000,000)	(27,100,099)

**ITEM**

Approval of FY2019-20 Preliminary Spending Plan and any reductions thereto.

**SUMMARY**

CSCU faces extraordinary fiscal challenges in FY 2020. Declining enrollment, constrained state appropriations, salary increases, and reduced available bond funds will all challenge the system to continue to meet student needs while ensuring the long-term financial health of our institutions.

The base spending plans are presented to you as submitted by the colleges and universities in the system. The system office has reviewed these plans for accuracy and consistency, but they reflect the requests from each campus. These requests will result in operating losses of \$19.6 million for the Community Colleges, \$7.5 million for the State Universities and a breakeven budget for Charter Oak State College, as summarized below:

<b>Net Change by Unit</b>		
	FY2019 Projected	FY2020 Budget
	<u>Net Change</u>	<u>Net Change</u>
Connecticut State Universities	(\$906,396)	(\$7,521,436)
Connecticut Community Colleges	(7,969,259)	(19,641,829)
Charter Oak State College	808,771	63,166
Board of Regents	-	-
CSCU Total	<u>(\$8,066,884)</u>	<u>(\$27,100,099)</u>

The operating losses in the base spending plans submitted by the individual institutions must be covered by some combination of reserves or other management initiatives to reduce spending or, potentially, increase revenue through enrollment management or other means. Covering these losses would amount to a drawdown of 5.3% of current reserves for the CSUs, and 53.2% in the case of the Community Colleges. In the case of the Community Colleges, this drawdown is extremely aggressive and would not be sustainable beyond FY 2020.

In the event that the Board of Regents approves a more limited drawdown of reserves for the Community Colleges, management will undertake efforts to produce corresponding savings to achieve balanced operations in the coming year. In anticipation of a Board-imposed limit on the use of Community College reserves, the system office has developed options that would reduce spending across the community colleges by \$12.5 million, thereby reducing the drawdown of reserves from nearly \$20 million to only \$7.1 million, or 19.2% of current reserves. These options would entail establishing targets for reductions to personnel and other expenses budgets at each campus and the system office.



Note that it is not recommended to impose these options on the state universities or on Charter Oak given the higher reserve levels at the CSUs and Charter Oak's proposal to operate with a small surplus in FY 2019.

The reduction options management may implement, which are described at the end of this report in detail, include:

1. Continuation of hiring freeze. Under this option, the Community Colleges will continue hold vacancies open and only refill critical positions after a thorough evaluation by the system office of the impact on critical services provided to students.
2. Personnel reduction. This could be accomplished by limiting overtime, part-time hours, release time, or overload.
3. Other Expense reduction across the board.

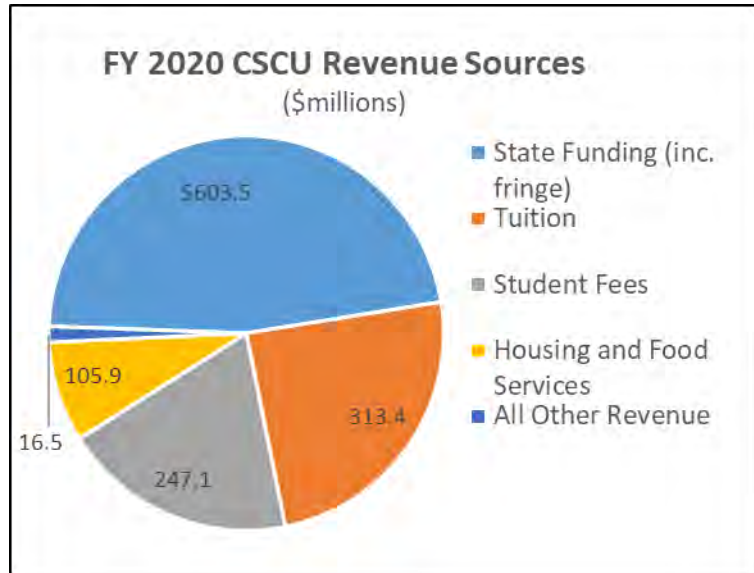
## REVENUES

The proposed spending plan reflects the Governor's budget proposal for State appropriations and relies on the following revenue, including tuition and fees revenue based on the BOR-approved tuition and fee schedules for FY 2020 combined with a projected 1% decline in enrollment.

<u>CSCU Revenue (\$ Millions)</u>	<u>FY19 Proj</u>	<u>FY20 Budget</u>	<u>FY 2020 Bud vs. FY 2019 Proj</u>	
			<u>(\$)</u> Increase	<u>(%)</u> Increase
State Appropriations	\$297.5	\$300.5	\$3.0	1%
Fringe Paid by State	279	303	24	9%
Tuition (FT & PT)	305.0	313.4	\$8.4	3%
Student Fees	238.7	247.1	\$8.4	4%
Housing and Food Services	103.6	105.9	\$2.4	2%
All Other Revenue	17.0	16.5	(\$0.5)	-3%
<i>Total</i>	<u>\$1,240.7</u>	<u>\$1,286.4</u>	<u>\$45.7</u>	<u>4%</u>

The revenue sources are primarily from State support (47%,) tuition (24%,) fees (19%,) and auxiliary services (8%).

The FY 2020 total General Fund allotment of \$328.5 million plus related fringe benefits reflects the adopted FY 2020 state budget, including an adjustment of \$8.2M additional funds towards the Community Colleges Operating Fund Fringe. The adjustments to CSCU FY2020 in the adopted State budget include: \$25,000 increase to Community College block grant for Ansonia students in the College Connections program and \$150,000 increase to CSU block grant for the O'Neill Chair and \$100,000 for the IMRP program at CCSU.



The state appropriation is itemized below. Note that a proposal by the Appropriations Committee to shift some of the CCC and CSU block grants to the Board of Regents line was not included in the adopted budget. Overall, state funding increases by \$11.5 million in FY 2020 and \$28.1 million in FY 2021.

	FY2019	FY2020	FY2021	FY20 vs. FY19 (\$ Inc (Dec))	FY21 vs. FY20 (\$ Inc (Dec))
Connecticut State Universities	\$ 143,675,994	\$ 145,330,562	\$ 153,315,495	\$ 1,654,568	\$ 7,984,933
Connecticut Community Colleges	139,947,626	141,440,942	149,218,817	1,493,316	7,777,875
Charter Oak State College	3,104,715	3,112,823	3,284,028	8,108	171,205
Board of Regents	371,362	387,053	408,341	15,691	21,288
Developmental Services	8,912,702	8,912,702	8,912,702	-	-
Outcomes-Based Funding Incentive	1,202,027	1,202,027	1,202,027	-	-
IMRP	300,000	400,000	400,000	100,000	-
Workers' Compensation	3,289,276	3,289,276	3,289,276	-	-
State Appropriation	\$ 300,803,702	\$ 304,075,385	\$ 320,030,686	\$ 3,271,683	\$ 15,955,301
Fringe Benefit Subsidy to Community Colleges	16,200,000	24,400,000	36,550,000	8,200,000	12,150,000
<b>Total State Appropriation</b>	<b>\$ 317,003,702</b>	<b>\$ 328,475,385</b>	<b>\$ 356,580,686</b>	<b>\$ 11,471,683</b>	<b>\$ 28,105,301</b>

## EXPENDITURES

The table below summarizes changes in overall system expenditures by category under the proposed spending plan.

<u>CSCU Expenditures (\$ Millions)</u>	<u>FY2019 Proj</u>	<u>FY2020 Bud</u>	<u>2020 Bud vs. FY 2019 Proj</u>			<u>% of Total</u>
			<u>(\$)</u>	<u>Increase</u>	<u>(%)</u>	
Salary Cost	\$581	\$606	\$25	4%		46%
Fringe Benefit Cost	376	406	30	8%		31%
Institutional Financial Aid/Match	58.8	60.2	1.4	2%		5%
Waivers	15.8	17.7	1.8	12%		1%
Utilities	31.8	33.1	1.4	4%		3%
All Other Expenses	153.8	155.6	1.8	1%		12%
Debt Service	36.1	33.7	(2.4)	-7%		3%
<b>Total</b>	<b><u>\$1,253</u></b>	<b><u>\$1,313</u></b>	<b><u>\$59</u></b>	<b><u>5%</u></b>		<b><u>100%</u></b>

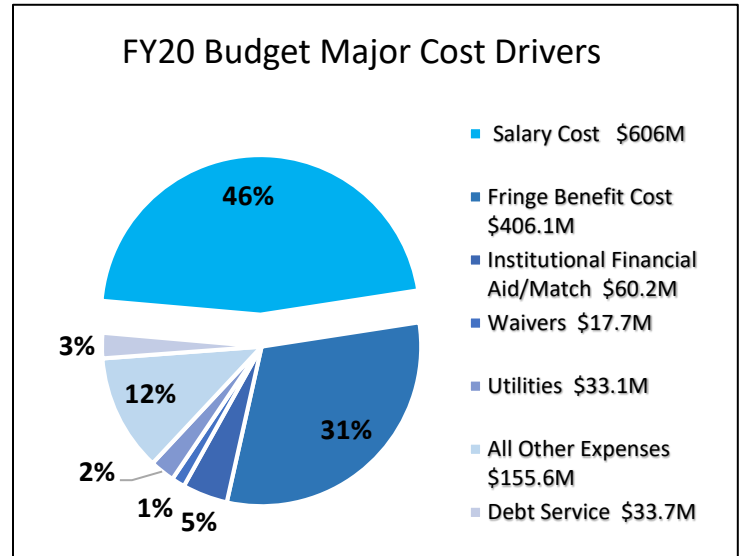
The spending plan for the system office is summarized in the table below:

<b>CSCU System Office Expenses and Expenses on Behalf of Constituent Units, FY 2020</b>					
	<b><u>BOR</u></b>	<b><u>CCC</u></b>	<b><u>CSU</u></b>	<b><u>System Office Total</u></b>	
FTEs	48	85	20	153	
Salary Cost	\$5,911,156	\$9,655,699	\$2,213,826	\$17,780,681	
Fringe Cost	4,511,773	6,778,603	1,679,040	12,969,416	
All Other Expenses	-	11,793,991	4,146,344	15,940,335	
<b>Total</b>	<b><u>\$10,422,929</u></b>	<b><u>\$28,228,293</u></b>	<b><u>\$8,039,210</u></b>	<b><u>\$46,690,432</u></b>	
<b>% of Total</b>	<b>22%</b>	<b>60%</b>	<b>17%</b>		
<b>Description</b>	<i>Includes all System Office staff who perform significant work for both CSU and CCC systems. Includes HR, Legal, Government Relations, and Governance.</i>	<i>Includes staff dedicated exclusively to Community Colleges. Spending is predominantly in the areas of Information Technology, Finance and Facilities. Significant areas of OE include licenses for Banner and other system-wide technology and preparation of financial reports.</i>	<i>Includes staff dedicated exclusively to State Universities. Spending is predominantly in areas of Facilities, Finance, and Information Technology. Significant areas of OE include financial statement preparation and implementation costs for CSCU 2020.</i>		

### Personnel Costs

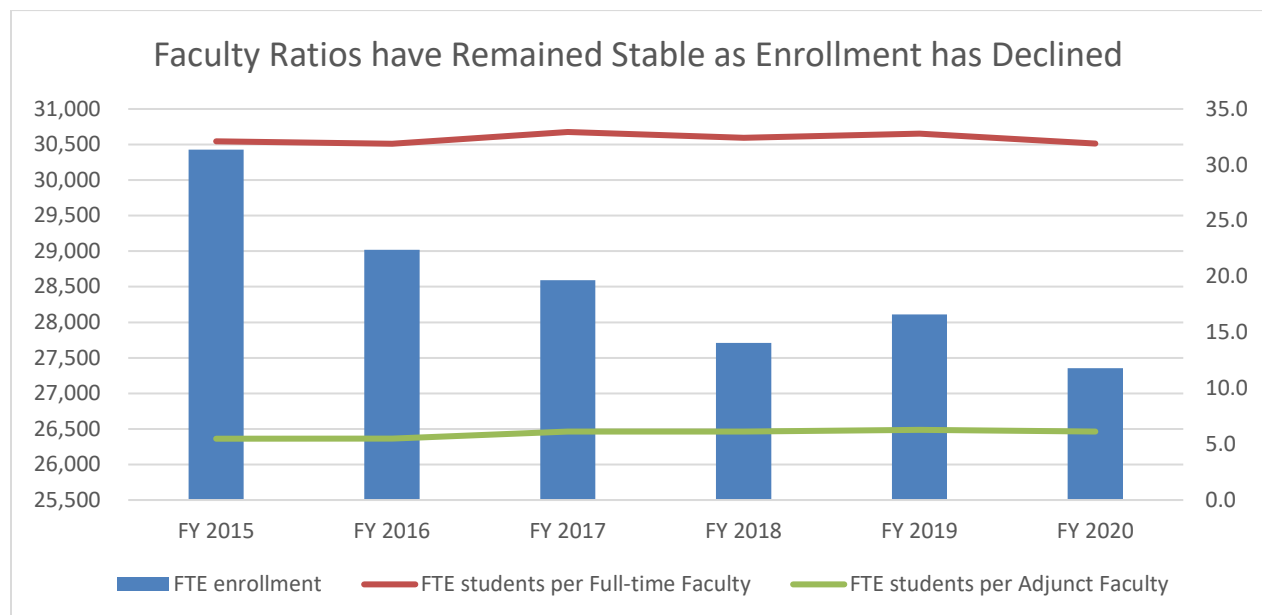
Personnel costs (salary and fringe) account for over 77% of total costs at CSCU, including the 5.5% salary increases driven by the 2017 statewide concession agreement with SEBAC. In FY 2020 the projected fringe benefit cost is 67% of total salary.

Colleges and Universities have shown a more conservative approach in FY 2019 and proposed for FY 2020, with vacancies being held open for longer periods of time and with only the most critical positions being filled, often at a lower salary. For example, CCSU only filled 11 of the 46 vacancies that were budgeted to be filled during FY 2019.



At the Community Colleges, a decline in enrollment has resulted in reduced part-time faculty costs across the board. Retirement is also playing a role, with many institutions electing to forgo replacement of vacancies or delay hiring when vacancies occur. Some colleges are eliminating vacant positions due to lack of funding or department reorganization.

It is worth noting that the recent and budgeted levels of personal services spending have allowed the Community College system to maintain stable student-to-faculty ratios in recent years, as shown below.



Fringe Benefit Costs

Fringe benefit expenses will exceed \$400 million in FY 2020 based on our conservative projection. The fringe benefits cost increase is due to increase in rates, increase in personnel cost and most significantly a large number of eligible employees (696) transitioned from the alternate retirement plan to the state retirement system part of the SAG award. The additional cost due to conversions associated with the SAG award is estimated at \$18.4 million

There are some reasons for optimism that fringe benefit expenses may come in lower than this budget, however. First, the system is making some changes to the methodology by which we allocate fringe benefits between the General and Operating funds. These changes are intended to more effectively maximize the fringe coverage by the Office of the State Comptroller, and could produce savings of more than \$1 million per year. Second, the adopted state budget includes a reduction in SERS unfunded liability costs based on an anticipated agreement with SEBAC to re-amortize those liabilities. This is likely to result in a reduction of the rate assigned for SERS by the Comptroller, saving CSCU money on the employees charged to operating funds.

Other Spending Items

The spending plan before you includes \$1 million from System Office (Community College) reserves to support a system-wide marketing campaign intended to drive enrollment. That effort would accentuate the affordability of Connecticut's community colleges, including the elimination of the application fee, the high proportion of students who pay no tuition out of pocket, and the ease of credit transfer under TAP for those seeking a very affordable path to a Bachelor's degree. This effort would also support the Community Colleges' implementation in FY 2021 of "Debt-free College" that was included in the state budget, and which anticipates robust enrollment growth in that year.

**REDUCTION OPTIONS**

The impact of the reduction options identified above on individual community college campuses is shown below.

**Connecticut Community Colleges****FY2019-20 Reduction Options to Salary, Fringe and All Other Expenses***FY2020 Budget Reduction Options*

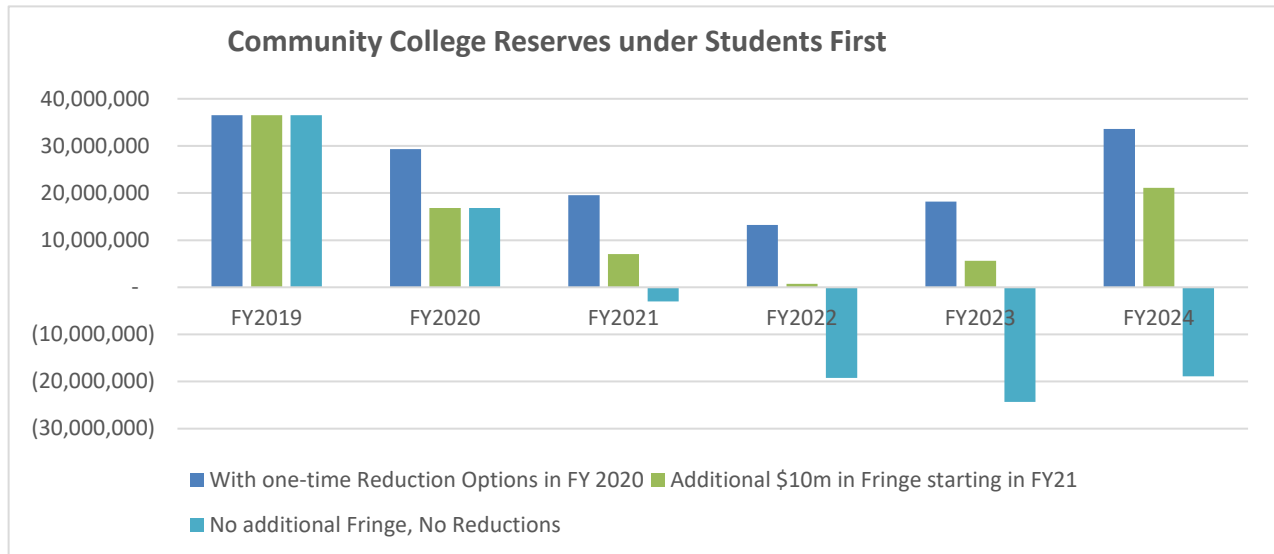
	<i>Option #1: Hiring Freeze Reduction</i>	<i>Option #2: 1% Reduction to Total PS</i>	<i>Fringe Benefit Reduction</i>	<i>Option #3: 3% Reduction to Other Expense</i>	<i>TOTAL Reduction Options</i>
<b>Community Colleges</b>					
Asnuntuck	(98,547)	(114,678)	(150,345)	(58,092)	(421,662)
Capital	(79,508)	(194,257)	(195,550)	(82,201)	(551,516)
Gateway	(1,425,583)	(300,590)	(1,142,727)	(180,000)	(3,048,900)
Housatonic	(242,400)	(224,315)	(307,332)	(135,000)	(909,047)
Manchester	(893,138)	(276,119)	(865,250)	(79,405)	(2,113,912)
Middlesex	(159,750)	(129,264)	(166,241)	(76,624)	(531,879)
Naugatuck Valley	-	(323,694)	(229,823)	(81,085)	(634,602)
Northwestern	-	(84,709)	(63,718)	(14,912)	(163,339)
Norwalk	(517,739)	(265,239)	(469,082)	(128,460)	(1,380,520)
Quinebaug Valley	(140,205)	(88,109)	(148,130)	(41,465)	(417,909)
Three Rivers	(191,288)	(192,919)	(262,221)	(82,343)	(728,771)
Tunxis	(371,982)	(190,383)	(407,883)	(59,973)	(1,030,221)
CCC SO	-	(127,947)	(91,815)	(353,733)	(573,495)
	<b>\$ (4,120,140)</b>	<b>\$ (2,512,223)</b>	<b>\$ (4,500,117)</b>	<b>\$ (1,373,293)</b>	<b>\$ (12,505,773)</b>

The impact of these reductions on the operating results at each community college are shown in the following table:

**Connecticut Community Colleges****FY2019-20 Impact of Reduction Options**

	<i>FY2020 Spending Plan</i>				
	<i>Total Expenditures In Base Spending Plan</i>	<i>Projected Operating Losses</i>	<i>TOTAL Reduction Options</i>	<i>Reduction Options as % of Total Expenditures</i>	<i>Operating Losses after Reduction Options</i>
<b>Community Colleges</b>					
Asnuntuck	22,724,966	(480,100)	(421,662)	-2%	(58,438)
Capital	38,285,846	(3,560,289)	(551,516)	-1%	(3,008,773)
Gateway	62,269,911	(1,794,789)	(3,048,900)	-5%	1,254,111
Housatonic	45,826,549	(3,263,426)	(909,047)	-2%	(2,354,379)
Manchester	55,820,564	(900,000)	(2,113,912)	-4%	1,213,912
Middlesex	24,747,964	(955,863)	(531,879)	-2%	(423,984)
Naugatuck Valley	62,214,312	(1,460,310)	(634,602)	-1%	(825,708)
Northwestern	16,413,627	(200,000)	(163,339)	-1%	(36,661)
Norwalk	51,429,663	(3,688,302)	(1,380,520)	-3%	(2,307,782)
Quinebaug Valley	16,913,387	(385,610)	(417,909)	-2%	32,299
Three Rivers	38,081,655	(1,453,584)	(728,771)	-2%	(724,813)
Tunxis	38,041,172	(499,556)	(1,030,221)	-3%	530,665
CCC SO	36,958,147	(1,000,000)	(573,495)	-2%	(426,505)
	<b>\$ 509,727,763</b>	<b>\$ (19,641,829)</b>	<b>\$ (12,505,773)</b>	<b>-2%</b>	<b>\$ (7,136,056)</b>

While the impact of these identified reductions would be challenging to the colleges, their successful implementation will have a significant impact on the system's solvency over the next few years. In conjunction with savings anticipated and already achieved under Students First, along with the additional \$10 million in fringe benefit support included in the budget for FY 2021, these savings could help to rebuild reserves to current levels by 2024. The impact of these items is shown in the graph below.



## RECOMMENDATION

We request approval by the Committee for the FY 2020 budget presented in Attachment A, subject to any restrictions imposed by the Board on the use of reserves.

### Attachments:

#### For Approval

A – FY 2020 Budget

#### For Information

B - FY 2019 Budget

C - FY 2019 Projection

D - CSU Consolidated FY 2020 Budget and Comparatives

E - CSU Institutional FY 2020 Budget and Comparatives

F - CCC Institutional FY 2020 Budget and Comparatives

G – Institutional Enrollment

H – Financial Aid – Federal, State, Private, and Institutional



**Connecticut State Colleges & Universities  
CONSOLIDATED  
FY2019-20 Operating Budget**

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS AND COMMITMENTS	TRANSFERS IN / OUT	ADDITIONAL FUNDS (Reserves)	NET
<b>State Universities</b>										
Central Connecticut State University	252,264,725	107,854,623	71,390,657	60,102,359	239,347,639	(11,880,500)	(1,036,586)			-
Eastern Connecticut State University	143,335,553	58,940,825	42,160,701	35,931,514	137,033,040	(7,045,446)	(1,036,586)			(1,779,519)
Southern Connecticut State University	237,155,581	105,784,998	69,160,249	55,497,797	230,443,044	(8,946,746)	(1,036,586)			(3,270,795)
Western Connecticut State University	135,941,526	61,262,031	39,389,157	30,805,691	131,456,879	(5,854,381)	(1,036,586)			(2,406,320)
CSU System Office	8,099,910	4,681,216	3,483,496	4,146,344	12,311,056	-	4,146,344			(64,802)
State Universities Total	776,797,295	338,523,693	225,584,260	186,483,705	750,591,658	(33,727,073)	-	-	-	(7,521,436)
<b>Community Technical Colleges</b>										
Asnuntuck Community College	22,779,103	11,566,328	8,155,019	3,003,619	22,724,966	n/a	-	(534,237)		(480,100)
Capital Community College	35,655,464	19,505,199	13,932,148	4,848,499	38,285,846	n/a	-	(929,907)		(3,560,289)
Gateway Community College	62,606,204	31,484,548	20,842,771	9,942,592	62,269,911	n/a	-	(2,131,082)		(1,794,789)
Housatonic Community College	44,091,859	22,673,949	14,930,000	8,222,600	45,826,549	n/a	-	(1,528,736)		(3,263,426)
Manchester Community College	56,874,560	28,505,006	21,093,704	6,221,854	55,820,564	n/a	-	(1,953,996)		(900,000)
Middlesex Community College	24,628,549	13,086,132	7,526,965	4,134,867	24,747,964	n/a	-	(836,448)		(955,863)
Naugatuck Valley Community College	62,742,550	32,369,365	22,981,119	6,863,828	62,214,312	n/a	-	(1,988,548)		(1,460,310)
Northwestern Community College	16,601,991	8,470,872	6,371,754	1,571,001	16,413,627	n/a	-	(388,364)		(200,000)
Norwalk Community College	49,554,807	27,041,601	16,201,450	8,186,612	51,429,663	n/a	-	(1,813,446)		(3,688,302)
Quinebaug Valley Community College	16,984,612	8,951,115	5,807,248	2,155,024	16,913,387	n/a	-	(456,835)		(385,610)
Three Rivers Community College	37,876,247	19,483,150	13,296,620	5,301,885	38,081,655	n/a	-	(1,248,176)		(1,453,584)
Tunxis Community College	38,713,653	19,410,263	14,078,706	4,552,203	38,041,172	n/a	-	(1,172,037)		(499,556)
CCC System Office	21,976,335	15,982,533	9,181,623	11,793,991	36,958,147	n/a	-	14,981,812	(1,000,000)	(1,000,000)
Community Technical College Total	491,085,934	258,530,061	174,399,127	76,798,575	509,727,763	-	-	-	(1,000,000)	(19,641,829)
<b>Charter Oak State College</b>	17,868,092	8,605,808	5,828,728	3,370,390	17,804,926	-	-	-		63,166
<b>Board of Regents</b>	697,987	387,053	310,934	-	697,987	-	-	-	-	-
<b>Total Board of Regents for Higher Education</b>	1,286,449,308	606,046,615	406,123,049	266,652,670	1,278,822,334	(33,727,073)	-	-	(1,000,000)	(27,100,099)

**Connecticut State Colleges & Universities**  
**CONSOLIDATED**  
**FY2018-19 Operating Budget**

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS AND COMMITMENTS	TRANSFERS IN / OUT	ADDITIONAL FUNDS (Reserves)	NET
<b>State Universities</b>										
Central Connecticut State University	243,081,118	105,161,564	67,903,230	57,952,686	231,017,480	(12,194,833)	131,195	n/a		-
Eastern Connecticut State University	139,571,490	58,292,579	40,321,046	35,000,259	133,613,884	(7,030,468)	(348,796)	n/a		(1,421,658)
Southern Connecticut State University	227,762,371	101,511,681	66,737,884	52,594,098	220,843,663	(9,241,589)	2,322,881	n/a		-
Western Connecticut State University	132,627,480	60,182,314	37,093,687	29,295,497	126,571,498	(5,944,956)	(1,336,810)	n/a	1,225,784	-
CSU System Office	6,783,595	4,108,012	2,437,582	4,237,997	10,783,591	-	3,999,996	n/a		-
State Universities Total	749,826,054	329,256,150	214,493,429	179,080,537	722,830,116	(34,411,846)	4,768,466	-	1,225,784	(1,421,658)
<b>Community Technical Colleges</b>										
Asnuntuck Community College	22,031,965	10,728,720	7,485,809	3,561,832	21,776,361	n/a	39,353	(294,957)		-
Capital Community College	34,181,132	17,973,189	12,483,065	5,084,866	35,541,120	n/a	-	(750,884)		(2,110,872)
Gateway Community College	60,828,267	30,207,713	19,937,091	9,545,785	59,690,589	n/a	155,137	(1,292,815)		-
Housatonic Community College	42,286,026	20,811,142	13,429,187	7,876,900	42,117,229	n/a	100,000	(923,444)		(654,647)
Manchester Community College	55,156,438	28,494,342	19,938,744	6,455,193	54,888,279	n/a	149,000	(1,269,333)		(852,174)
Middlesex Community College	24,603,165	12,507,628	7,194,348	4,288,680	23,990,656	n/a	71,018	(642,398)		41,129
Naugatuck Valley Community College	60,146,403	31,367,936	21,336,709	7,105,989	59,810,634	n/a	134,050	(1,547,259)		(1,077,440)
Northwestern Community College	16,175,210	8,319,820	6,459,202	2,089,899	16,868,921	n/a	54,000	(192,576)		(832,287)
Norwalk Community College	49,766,634	26,675,235	14,698,715	8,296,526	49,670,476	n/a	155,000	(1,119,653)		(868,495)
Quinebaug Valley Community College	16,680,069	8,668,154	5,611,356	2,190,860	16,470,370	n/a	-	(311,470)		(101,771)
Three Rivers Community College	35,784,031	18,033,436	11,369,598	5,214,411	34,617,445	n/a	95,009	(962,954)		298,641
Tunxis Community College	36,192,563	18,183,698	12,238,083	4,985,801	35,407,582	n/a	113,392	(773,418)		124,955
CCC System Office	20,098,237	16,597,596	7,356,579	7,561,414	31,515,589	n/a	(896,582)	11,685,710		(628,224)
Community Technical College Total	473,930,140	248,568,609	159,538,486	74,258,156	482,365,251	-	169,377	1,604,549	-	(6,661,185)
<b>Charter Oak State College</b>	16,217,090	7,958,425	5,797,905	2,466,071	16,222,401	-	-	-		(5,311)
<b>Board of Regents</b>	647,587	366,875	280,712	-	647,587	-	-	-	-	-
<b>Total Board of Regents for Higher Education</b>	1,240,620,871	586,150,059	380,110,532	255,804,764	1,222,065,355	(34,411,846)	4,937,843	1,604,549	1,225,784	(8,088,154)

**Connecticut State Colleges & Universities**  
**CONSOLIDATED**  
**FY2018-19 Projection**

	TOTAL REVENUE	PS	FRINGE	OTHER EXPENSES	TOTAL EXPENDITURES	DEBT SERVICE	TRANSFERS and COMMITMENTS	TRANSFERS IN / OUT	ADDITIONAL FUNDS (Reserves) (2)	NET
<b>State Universities</b>										
Central Connecticut State University	244,068,528	102,828,565	64,352,934	61,353,899	228,535,398	(12,911,829)	(2,245,558)	n/a		375,743
Eastern Connecticut State University	140,141,253	57,359,823	38,827,697	35,669,733	131,857,253	(6,896,973)	(1,387,027)	n/a		-
Southern Connecticut State University	228,534,241	101,442,487	66,106,444	53,189,473	220,738,404	(9,710,529)	1,914,692	n/a		-
Western Connecticut State University	130,520,801	58,964,376	36,763,833	29,747,227	125,475,436	(6,630,165)	(692,134)	n/a	1,069,434	(1,207,500)
CSU System Office	6,727,724	4,039,473	2,593,437	4,151,685	10,784,595	-	3,982,232	n/a		(74,639)
State Universities Total	749,992,547	324,634,724	208,644,345	184,112,017	717,391,086	(36,149,496)	1,572,205	-	1,069,434	(906,396)
<b>Community Technical Colleges</b>										
Asnuntuck Community College	21,792,035	11,136,273	7,293,080	3,014,455	21,443,808	n/a		(244,639)		103,588
Capital Community College	33,840,543	18,561,654	12,878,777	5,160,729	36,601,160	n/a		(541,087)		(3,301,704)
Gateway Community College	60,916,549	31,071,832	20,041,332	10,421,444	61,534,608	n/a		(946,883)		(1,564,942)
Housatonic Community College	42,826,909	21,358,358	14,219,000	7,663,982	43,241,340	n/a		(922,499)		(1,336,930)
Manchester Community College	55,396,571	28,312,793	19,735,762	6,227,384	54,275,939	n/a		(1,120,632)		-
Middlesex Community College	24,272,505	12,517,010	7,068,539	3,905,704	23,491,253	n/a		(531,181)		250,071
Naugatuck Valley Community College	60,112,417	31,153,779	21,254,784	6,811,217	59,219,780	n/a		(996,061)		(103,424)
Northwestern Community College	16,355,602	8,448,356	6,011,850	1,820,631	16,280,837	n/a		(105,832)		(31,067)
Norwalk Community College	48,954,450	25,541,838	15,246,760	8,084,235	48,872,833	n/a		(1,089,256)		(1,007,639)
Quinebaug Valley Community College	16,589,313	8,665,689	5,639,543	1,985,463	16,290,695	n/a		28,613		327,231
Three Rivers Community College	35,827,314	18,735,549	12,826,708	4,935,671	36,497,928	n/a		(652,945)		(1,323,559)
Tunxis Community College	36,392,255	18,989,231	11,942,453	4,882,600	35,814,284	n/a		(427,008)		150,963
CCC System Office	19,192,115	13,343,554	7,578,068	7,790,802	28,712,424	n/a		8,688,502	699,960	(131,847)
Community Technical College Total	472,468,578	247,835,916	161,736,656	72,704,317	482,276,889	-	-	1,139,092	699,960	(7,969,259)
<b>Charter Oak State College</b>	17,620,010	8,323,176	5,051,912	3,436,151	16,811,239	-	-	-		808,771
<b>Board of Regents</b>	655,485	371,362	284,123	-	655,485	-	-	-	-	-
<b>Total Board of Regents for Higher Education</b>	1,240,736,620	581,165,178	375,717,036	260,252,485	1,217,134,699	(36,149,496)	1,572,205	1,139,092	1,769,394	(8,066,884)

# CONNECTICUT STATE COLLEGES & UNIVERSITIES

# ATTACHMENT D

## Expenditure Plan General & Operating Funds

FY20 Budget, FY19 Projection and Budget

Account Name	FY19 Budget	FY19 Projection	FY20 Budget	FY20 Bud vs. FY19 Proj	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	Percent %
<b>Revenue:</b>					
Tuition (FT and PT Gross)	305,425,730	304,998,104	313,374,209	8,376,105	2.70%
Student Fees	239,339,806	238,719,090	247,091,577	8,372,487	3.50%
State Appropriations	287,101,024	287,099,697	290,096,380	2,996,683	1.00%
Additional State Approp (Dev Edu, Outcomes, GBTGA and IMRP)	10,564,729	10,414,729	10,414,729	-	0.00%
Fringe Benefits Paid By State	259,867,462	262,745,901	278,614,755	15,868,854	6.00%
CCC (OF) Fringe Benefits Paid by State	16,200,000	16,199,996	24,400,000	8,200,004	50.60%
Accident Insurance	1,334,550	1,369,971	1,179,704	(190,267)	-13.90%
Housing	69,233,963	69,377,799	70,725,911	1,348,112	1.90%
Food	34,595,944	34,183,226	35,204,992	1,021,766	3.00%
All Other Revenue	25,305,644	26,574,593	25,957,380	(617,213)	-2.30%
Less: Contra Revenue	(8,347,980)	(10,946,486)	(10,610,329)	336,157	-3.10%
<b>Total Revenue</b>	<b>1,240,620,872</b>	<b>1,240,736,620</b>	<b>1,286,449,308</b>	<b>45,712,688</b>	<b>3.70%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full-Time	418,565,434	408,129,199	431,142,593	23,013,394	5.60%
Part-Time					
Lecturers (PTLs)	86,050,567	89,898,637	91,507,276	1,608,639	1.80%
Lecturer (NCLs)	7,156,198	7,114,228	7,887,795	773,567	10.90%
Permanent Part-time	3,656,461	2,986,137	3,660,605	674,468	22.60%
Temporary Part-time	25,980,754	28,530,521	29,394,355	863,834	3.00%
CSU University Assistants	4,129,445	4,145,349	4,592,822	447,473	10.80%
CSU Graduate Assistants	1,988,284	2,254,123	2,403,174	149,051	6.60%
Student Labor	13,750,629	13,000,632	13,237,293	236,661	1.80%
Overtime	4,946,785	5,267,423	4,982,407	(285,016)	-5.40%
All Other Personnel Services	19,925,502	19,838,929	17,238,289	(2,600,640)	-13.10%
<b>Subtotal Personnel Services</b>	<b>586,150,059</b>	<b>581,165,178</b>	<b>606,046,609</b>	<b>24,881,431</b>	<b>4.30%</b>
Fringe Benefits	380,110,532	375,717,036	406,123,055	30,406,019	8.10%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>966,260,591</b>	<b>956,882,214</b>	<b>1,012,169,664</b>	<b>55,287,450</b>	<b>5.80%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	59,212,966	58,821,215	60,217,689	1,396,474	2.40%
Waivers	16,692,007	15,817,360	17,665,108	1,847,748	11.70%
Utilities	32,215,093	31,766,077	33,122,067	1,355,990	4.30%
All Other Expenses	147,684,698	153,847,834	155,647,806	1,799,972	1.20%
<b>Total Other Expenses</b>	<b>255,804,764</b>	<b>260,252,486</b>	<b>266,652,670</b>	<b>6,400,184</b>	<b>2.50%</b>
<b>Total Expenditures</b>	<b>1,222,065,355</b>	<b>1,217,134,700</b>	<b>1,278,822,334</b>	<b>61,687,634</b>	<b>5.10%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>18,555,517</b>	<b>23,601,920</b>	<b>7,626,974</b>	<b>(15,974,946)</b>	<b>-67.70%</b>
<b>CSU Transfers</b>					
Debt Service	(34,411,846)	(36,149,496)	(33,727,073)	2,422,423	-6.70%
Auxiliary Renewal and Replacement	(341,208)	(1,781,330)	-	1,781,330	-100.00%
CCSU transfer to Capital Equipment and Telecom Reserves	-	(750,000)	-	750,000	-100.00%
SCSU - Gear Up Set Aside Year 1	1,218,483	1,218,483	-	(1,218,483)	-100.00%
CSU Other Transfers	-	-	-	-	NA
<b>Total CSU Transfers</b>	<b>(33,534,571)</b>	<b>(37,462,343)</b>	<b>(33,727,073)</b>	<b>3,735,270</b>	<b>-10.00%</b>
<b>CCC Transfers</b>					
Transfer in	13,290,259	15,661,318	14,981,812	(679,506)	-4.30%
Transfer out	(11,685,710)	(14,851,285)	(14,981,812)	(130,527)	0.90%
Consolidated Shared Services (reserved funds)	(1,000,000)	-	-	-	NA
<b>Total CCC Transfers</b>	<b>604,549</b>	<b>810,033</b>	<b>-</b>	<b>(810,033)</b>	<b>-100.00%</b>
<b>Commitments</b>					
FY18 LNGV Pay Set Aside for FY19	5,060,568	3,214,112	-	(3,214,112)	-100.00%
<b>Total Commitments</b>	<b>5,060,568</b>	<b>3,214,112</b>	<b>-</b>	<b>(3,214,112)</b>	<b>-100.00%</b>
<b>Net Change Subtotal</b>	<b>(9,313,937)</b>	<b>(9,836,278)</b>	<b>(26,100,099)</b>	<b>(16,263,821)</b>	<b>165.30%</b>
WCSU Foundation Reserves - Tuition Offset	1,225,784	1,069,434	-	(1,069,434)	-100.00%
Restricted CB Reserves (2017 SEBAC)	-	699,960	-	(699,960)	-100.00%
CCC systemwide marketing campaign	-	-	(1,000,000)	(1,000,000)	NA
<b>Net Change</b>	<b>(8,088,153)</b>	<b>(8,066,884)</b>	<b>(27,100,099)</b>	<b>(19,033,215)</b>	<b>235.90%</b>

State Universities  
Expenditure Plan General & Operating Funds  
FY20 Budget, FY19 Projection and Budget

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (FT and PT Gross)	170,670,660	170,258,412	178,265,034	8,006,622	4.70%
Student Fees	181,414,171	179,316,715	186,084,618	6,767,903	3.80%
State Appropriations	144,017,627	143,675,994	145,180,562	1,504,568	1.00%
Additional State Approp (Dev Edu, Outcomes and IMRP)	2,000,052	1,850,052	1,850,052	-	0.00%
Fringe Benefits Paid By State	134,154,321	136,492,196	144,628,877	8,136,681	6.00%
Accident Insurance	1,334,550	1,369,971	1,179,704	(190,267)	-13.90%
Housing	69,233,963	69,377,799	70,725,911	1,348,112	1.90%
Food	34,595,944	34,183,226	35,204,992	1,021,766	3.00%
All Other Revenue	20,752,746	21,693,752	21,510,104	(183,648)	-0.80%
Less: Contra Revenue	(8,347,980)	(8,225,570)	(7,832,559)	393,011	-4.80%
<b>Total Revenue</b>	<b>749,826,054</b>	<b>749,992,547</b>	<b>776,797,295</b>	<b>26,804,748</b>	<b>3.60%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
Full-Time	256,189,885	249,921,041	265,276,099	15,355,058	6.10%
<u>Part-Time</u>					
Lecturers (PTLs)	35,749,833	36,412,207	36,613,547	201,340	0.60%
Lecturers (NCLs)	2,829,103	3,187,806	3,338,650	150,844	4.70%
Perm/Intermit PT	1,643,625	1,257,973	1,383,516	125,543	10.00%
University Assistants	4,129,445	4,145,349	4,592,822	447,473	10.80%
Graduate Assistants	1,988,284	2,254,123	2,403,174	149,051	6.60%
Student Labor	10,104,137	10,302,146	10,605,811	303,665	2.90%
Other Part Time	1,885,676	1,949,955	1,782,629	(167,326)	-8.60%
Overtime	3,771,945	4,008,354	3,771,562	(236,792)	-5.90%
All Other Personnel Services (Vac, Sick, Accr Abs)	10,964,217	11,195,770	8,755,883	(2,439,887)	-21.80%
<b>Subtotal Personnel Services</b>	<b>329,256,150</b>	<b>324,634,724</b>	<b>338,523,693</b>	<b>13,888,969</b>	<b>4.30%</b>
Fringe Benefits	214,493,429	208,644,345	225,584,260	16,939,915	8.10%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>543,749,579</b>	<b>533,279,069</b>	<b>564,107,953</b>	<b>30,828,884</b>	<b>5.80%</b>
<b><u>Other Expenses:</u></b>					
Inst. Financial Aid/Match	41,388,886	42,070,751	43,175,806	1,105,055	2.60%
Waivers	10,365,936	11,291,618	12,959,194	1,667,576	14.80%
Utilities	22,123,124	21,545,094	22,813,871	1,268,777	5.90%
All Other Expenses	105,202,591	109,204,555	107,534,834	(1,669,721)	-1.50%
<b>Total Other Expenses</b>	<b>179,080,537</b>	<b>184,112,018</b>	<b>186,483,705</b>	<b>2,371,687</b>	<b>1.30%</b>
<b>Total Expenditures</b>	<b>722,830,116</b>	<b>717,391,087</b>	<b>750,591,658</b>	<b>33,200,571</b>	<b>4.60%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>26,995,938</b>	<b>32,601,460</b>	<b>26,205,637</b>	<b>(6,395,823)</b>	<b>-19.60%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Debt Service	(34,411,846)	(36,149,496)	(33,727,073)	2,422,423	-6.70%
Auxiliary Renewal and Replacement	(341,208)	(1,781,330)	-	1,781,330	-100.00%
CCSU transfer to Telecom Reserves	-	(250,000)	-	250,000	-100.00%
CCSU transfer to Housing Reserves	-	(500,000)	-	500,000	-100.00%
Gear Up Set Aside Year 1 (SCSU for FY19)	1,218,483	1,218,483	-	(1,218,483)	-100.00%
FY18 LNGV Pay Set Aside for FY19	3,891,191	2,885,053	-	(2,885,053)	-100.00%
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(29,643,380)</b>	<b>(34,577,290)</b>	<b>(33,727,073)</b>	<b>850,217</b>	<b>-2.50%</b>
<b>Net Change Subtotal</b>	<b>(2,647,442)</b>	<b>(1,975,830)</b>	<b>(7,521,436)</b>	<b>(5,545,606)</b>	<b>280.70%</b>
WCSU Foundation Reserves - Tuition Offset	1,225,784	1,069,434	-	(1,069,434)	-100.00%
<b>Net Change</b>	<b>(1,421,658)</b>	<b>(906,396)</b>	<b>(7,521,436)</b>	<b>(6,615,040)</b>	<b>729.80%</b>

Community Colleges  
Expenditure Plan General & Operating Funds  
FY20 Budget, FY19 Projection and Budget

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (FT and PT Gross)	125,263,324	124,426,274	124,455,473	29,199	0.00%
Student Fees	57,253,850	58,662,072	60,297,159	1,635,087	2.80%
State Appropriations	139,765,979	139,947,626	141,415,942	1,468,316	1.00%
Additional State Approp (Dev Edu and Outcomes)	8,564,677	8,564,677	8,564,677	-	0.00%
Fringe Benefits Paid By State	122,629,413	122,958,008	130,624,377	7,666,369	6.20%
OF Fringe Benefits Paid by State	16,200,000	16,199,996	24,400,000	8,200,004	50.60%
All Other Revenue	4,252,898	4,480,841	4,147,276	(333,565)	-7.40%
Less: Contra Revenue	-	(2,770,916)	(2,818,970)	(48,054)	1.70%
<b>Total Revenue</b>	<b>473,930,141</b>	<b>472,468,578</b>	<b>491,085,934</b>	<b>18,617,356</b>	<b>3.90%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full-Time	156,983,043	153,012,120	160,168,044	7,155,924	4.70%
Part-Time					
Lecturers (PTL and ECL, 6103D and 6103F)	48,028,922	50,966,430	52,393,202	1,426,772	2.80%
Contractual (NCL, 6103E)	4,327,095	3,926,422	4,549,145	622,723	15.90%
Permanent Part-time (6111)	1,586,494	1,368,700	1,901,866	533,166	39.00%
Temporary Part-time (6102, B, D, G)	24,095,078	26,359,210	27,390,370	1,031,160	3.90%
Student Labor (6104, H)	3,517,430	2,423,486	2,458,177	34,691	1.40%
Overtime	1,174,840	1,259,069	1,210,845	(48,224)	-3.80%
All Other Personnel Services	8,855,707	8,520,479	8,458,406	(62,073)	-0.70%
<b>Subtotal Personnel Services</b>	<b>248,568,609</b>	<b>247,835,916</b>	<b>258,530,055</b>	<b>10,694,139</b>	<b>4.30%</b>
Fringe Benefits	159,538,486	161,736,656	174,399,133	12,662,477	7.80%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>408,107,095</b>	<b>409,572,572</b>	<b>432,929,188</b>	<b>23,356,616</b>	<b>5.70%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	17,802,444	16,187,638	16,135,059	(52,579)	-0.30%
Waivers	5,967,437	4,501,417	4,670,914	169,497	3.80%
Utilities	10,091,969	10,128,869	10,213,233	84,364	0.80%
All Other Expenses	40,396,306	41,886,393	45,779,369	3,892,976	9.30%
<b>Total Other Expenses</b>	<b>74,258,156</b>	<b>72,704,317</b>	<b>76,798,575</b>	<b>4,094,258</b>	<b>5.60%</b>
<b>Total Expenditures</b>	<b>482,365,251</b>	<b>482,276,889</b>	<b>509,727,763</b>	<b>27,450,874</b>	<b>5.70%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(8,435,110)</b>	<b>(9,808,311)</b>	<b>(18,641,829)</b>	<b>(8,833,518)</b>	<b>90.10%</b>
<b>Transfers, Additional Funds and Commitments</b>					
CCC Transfer in	13,290,259	15,661,318	14,981,812	(679,506)	-4.30%
CCC Transfer out	(11,685,710)	(14,851,285)	(14,981,812)	(130,527)	0.90%
Consolidated Shared Services (reserved funds)	(1,000,000)	-	-	-	NA
FY18 LNGV Pay Set Aside for FY19	1,169,377	329,059	-	(329,059)	-100.00%
<b>Total Transfers, Additional Funds and Commitments</b>	<b>1,773,926</b>	<b>1,139,092</b>	<b>-</b>	<b>(1,139,092)</b>	<b>-100.00%</b>
<b>Net Change Subtotal</b>	<b>(6,661,184)</b>	<b>(8,669,219)</b>	<b>(18,641,829)</b>	<b>(9,972,610)</b>	<b>115.00%</b>
Restricted CB Reserves (2017 SEBAC)	-	699,960	-	(699,960)	-100.00%
CCC systemwide marketing campaign	-	-	(1,000,000)	(1,000,000)	NA
<b>Net Change</b>	<b>(6,661,184)</b>	<b>(7,969,259)</b>	<b>(19,641,829)</b>	<b>(11,672,570)</b>	<b>146.50%</b>

Charter Oak State College and CT Distance Learning Consortium  
Expenditure Plan General & Operating Funds  
FY20 Budget, FY19 Projection and Budget

Account Name	FY19 Budget	FY19 Projection	FY20 Budget	FY20 Bud vs. FY19 Proj Inc (Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	9,491,746	10,313,418	10,653,702	340,284	3.30%
Student Fees	671,785	740,303	709,800	(30,503)	-4.10%
State Appropriations	2,950,543	3,104,715	3,112,823	8,108	0.30%
Additional State Approp (Dev Edu, Outcomes, GBTGA)	-	-	-	-	NA
Fringe Benefits Paid By State	2,803,016	3,011,574	3,050,567	38,993	1.30%
All Other Revenue	300,000	400,000	300,000	(100,000)	-25.00%
Less: Contra Revenue	-	50,000	41,200	(8,800)	-17.60%
<b>Total Revenue</b>	<b>16,217,090</b>	<b>17,620,010</b>	<b>17,868,092</b>	<b>248,082</b>	<b>1.40%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
Full-Time	5,025,631	4,824,676	5,311,397	486,721	10.10%
<b><u>Part-Time</u></b>					
Lecturers	2,271,812	2,520,000	2,500,527	(19,473)	-0.80%
Permanent Part-time	426,342	359,464	375,223	15,759	4.40%
Student Labor	129,062	275,000	173,305	(101,695)	-37.00%
Temporary Part Time	-	221,356	221,356	-	0.00%
Overtime	-	-	-	-	NA
All Other Personnel Services	105,578	122,680	24,000	(98,680)	-80.40%
<b>Subtotal Personnel Services</b>	<b>7,958,425</b>	<b>8,323,176</b>	<b>8,605,808</b>	<b>282,632</b>	<b>3.40%</b>
Fringe Benefits	5,797,905	5,051,912	5,828,728	776,816	15.40%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>13,756,330</b>	<b>13,375,088</b>	<b>14,434,536</b>	<b>1,059,448</b>	<b>7.90%</b>
<b><u>Other Expenses:</u></b>					
Inst. Financial Aid/Match	21,636	562,826	906,824	343,998	61.10%
Waivers	358,634	24,325	35,000	10,675	43.90%
Utilities	-	92,114	94,963	2,849	3.10%
All Other Expenses	2,085,801	2,756,886	2,333,603	(423,283)	-15.40%
<b>Total Other Expenses</b>	<b>2,466,071</b>	<b>3,436,151</b>	<b>3,370,390</b>	<b>(65,761)</b>	<b>-1.90%</b>
<b>Total Expenditures</b>	<b>16,222,401</b>	<b>16,811,239</b>	<b>17,804,926</b>	<b>993,687</b>	<b>5.90%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(5,311)</b>	<b>808,771</b>	<b>63,166</b>	<b>(745,605)</b>	<b>-92.20%</b>
<b>Net Change</b>	<b>(5,311)</b>	<b>808,771</b>	<b>63,166</b>	<b>(745,605)</b>	<b>-92.20%</b>



Connecticut State Colleges & Universities - System Office  
Expenditure Plan General & Operating Funds  
FY20 Budget, FY19 Projection and Budget

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)				-	NA
Fees				-	NA
State Appropriations	366,875	371,362	387,053	15,691	4.20%
Additional State Approp (Dev Edu, Outcomes, GBTGA)	-	-	-	-	NA
Fringe Benefits Paid By State	280,712	284,123	310,934	26,811	9.40%
Sales of Educational Activities				-	NA
All Other Revenue				-	NA
Less: Contra Revenue					
<b>Total Revenue</b>	<b>647,587</b>	<b>655,485</b>	<b>697,987</b>	<b>42,502</b>	<b>6.50%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full-Time	366,875	371,362	387,053	15,691	4.20%
Permanent Part-time	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	-	-	-	-	NA
Overtime	-	-	-	-	NA
All Other Personnel Services	-	-	-	-	NA
Subtotal Personnel Services	366,875	371,362	387,053	15,691	4.20%
Fringe Benefits	280,712	284,123	310,934	26,811	9.40%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>647,587</b>	<b>655,485</b>	<b>697,987</b>	<b>42,502</b>	<b>6.50%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	-	-	-	-	NA
<b>Total Other Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Expenditures</b>	<b>647,587</b>	<b>655,485</b>	<b>697,987</b>	<b>42,502</b>	<b>6.50%</b>
Utilities					
<b>Addition to (Use of) Funds Before Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in				-	NA
Transfer out	-	-	-	-	NA
FY18 LNGV Pay Set Aside for FY19				-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Net Change</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>

# CONNECTICUT STATE UNIVERSITIES

Expenditure Plan (Operating E&G /Auxiliary Services/Self-Supporting)  
FY20 Budget, FY19 Projection and Budget

## ATTACHMENT E

	FY19 Budget	FY19 Projection	FY20 Budget	FY20 Bud vs FY19 Proj Inc (Dec)	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition FT and PT (Gross)	170,670,660	170,258,412	178,265,034	8,006,622	4.70%
Student Fees	181,414,171	179,316,715	186,084,618	6,767,903	3.80%
Accident Insurance	1,334,550	1,369,971	1,179,704	(190,267)	-13.90%
State Appropriations	144,017,627	143,675,994	145,180,562	1,504,568	1.00%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	2,000,052	1,850,052	1,850,052	-	0.00%
Fringe Benefits Paid By State	134,154,321	136,492,196	144,628,877	8,136,681	6.00%
Housing	69,233,963	69,377,799	70,725,911	1,348,112	1.90%
Food Service	34,595,944	34,183,226	35,204,992	1,021,766	3.00%
All Other Revenue	20,752,746	21,693,752	21,510,104	(183,648)	-0.80%
Less: Contra Revenue	(8,347,980)	(8,225,570)	(7,832,559)	393,011	-4.80%
<b>Total Revenue</b>	<b>749,826,054</b>	<b>749,992,547</b>	<b>776,797,295</b>	<b>26,804,748</b>	<b>3.60%</b>
<b>Expenditures:</b>					
<b>Personal Services:</b>					
<b>Total Full Time</b>	<b>256,189,885</b>	<b>249,921,041</b>	<b>265,276,099</b>	<b>15,355,058</b>	<b>6.10%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	35,749,833	36,412,207	36,613,547	201,340	0.60%
Lecturers (NCLs)	2,829,103	3,187,806	3,338,650	150,844	4.70%
Perm/Intermit PT	1,643,625	1,257,973	1,383,516	125,543	10.00%
University Assistants	4,129,445	4,145,349	4,592,822	447,473	10.80%
Graduate Assistants	1,988,284	2,254,123	2,403,174	149,051	6.60%
Student Labor	10,104,137	10,302,146	10,605,811	303,665	2.90%
Other Part Time	1,885,676	1,949,955	1,782,629	(167,326)	-8.60%
<b>Total Part Time</b>	<b>58,330,103</b>	<b>59,509,559</b>	<b>60,720,149</b>	<b>1,210,590</b>	<b>2.00%</b>
Overtime	3,771,945	4,008,354	3,771,562	(236,792)	-5.90%
All Other Personal Services	10,964,217	11,195,770	8,755,883	(2,439,887)	-21.80%
Subtotal Personal Services	329,256,150	324,634,724	338,523,693	13,888,969	4.30%
Fringe Benefits	213,391,051	207,594,975	224,431,290	16,836,315	8.10%
Worker's Comp. Recovery	1,102,378	1,049,370	1,152,970	103,600	9.90%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>543,749,579</b>	<b>533,279,069</b>	<b>564,107,953</b>	<b>30,828,884</b>	<b>5.80%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	41,388,886	42,070,751	43,175,806	1,105,055	2.60%
Waivers	10,365,936	11,291,618	12,959,194	1,667,576	14.80%
Utilities	22,123,124	21,545,094	22,813,871	1,268,777	5.90%
All Other Expenses	105,202,591	109,204,554	107,534,834	(1,669,720)	-1.50%
<b>Total Other Expenses</b>	<b>179,080,537</b>	<b>184,112,017</b>	<b>186,483,705</b>	<b>2,371,688</b>	<b>1.30%</b>
<b>Total Expenditures</b>	<b>722,830,116</b>	<b>717,391,086</b>	<b>750,591,658</b>	<b>33,200,572</b>	<b>4.60%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>26,995,938</b>	<b>32,601,461</b>	<b>26,205,637</b>	<b>(6,395,824)</b>	<b>-19.60%</b>
<b>Designated Transfers</b>					
Debt Service	(34,411,846)	(36,149,496)	(33,727,073)	2,422,423	-6.70%
Auxiliary Renewal and Replacement	(341,208)	(1,781,330)	-	1,781,330	-100.00%
<b>Total Designated Transfers</b>	<b>(34,753,054)</b>	<b>(37,930,826)</b>	<b>(33,727,073)</b>	<b>4,203,753</b>	<b>-11.10%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF/OF swap	-	-	-	-	NA
CCSU Transfer to Housing Reserve	-	(500,000)	-	500,000	-100.00%
CCSU Transfer to Telecome Reserves	-	(250,000)	-	250,000	-100.00%
Gear Up Set Aside Year 1 (SCSU for FY19)	1,218,483	2,100,000	-	(2,100,000)	-100.00%
FY18 Longevity Pay Set Aside for FY19	3,891,191	2,003,535	-	(2,003,535)	-100.00%
<b>Total Transfers and Commitments</b>	<b>5,109,674</b>	<b>3,353,535</b>	<b>-</b>	<b>(3,353,535)</b>	<b>-100.00%</b>
<b>Net Change Subtotal</b>	<b>(2,647,442)</b>	<b>(1,975,830)</b>	<b>(7,521,436)</b>	<b>(5,545,606)</b>	<b>280.70%</b>
WCSU Foundation Reserves - Tuition Offset	1,225,784	1,069,434	-	(1,069,434)	-100.00%
<b>Net Change</b>	<b>(1,421,658)</b>	<b>(906,396)</b>	<b>(7,521,436)</b>	<b>(6,615,040)</b>	<b>729.80%</b>

# CONNECTICUT STATE UNIVERSITIES

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

FY20 Budget

	CSU Total Dollars (\$)	Central Dollars (\$)	Eastern Dollars (\$)	Southern Dollars (\$)	Western Dollars (\$)	System Office Dollars (\$)
<b>Revenue:</b>						
Tuition FT and PT (Gross)	178,265,034	62,951,203	26,870,991	58,271,468	30,171,372	-
Student Fees	186,084,618	63,392,695	29,560,870	61,565,127	31,565,926	-
Accident Insurance	1,179,704	341,000	187,560	469,209	181,935	-
State Appropriations	145,180,562	42,911,250	29,222,133	40,879,589	27,551,177	4,616,413
Addtl State Appropriation (Dev Education, Outcomes and	1,850,052	687,513	387,513	387,513	387,513	-
Fringe Benefits Paid By State	144,628,877	46,169,627	26,069,614	43,747,762	25,158,377	3,483,497
Housing	70,725,911	17,458,807	22,434,475	19,344,974	11,487,655	-
Food Service	35,204,992	12,184,415	7,309,636	9,519,258	6,191,683	-
All Other Revenue	21,510,104	9,259,949	2,349,911	5,385,681	4,514,563	-
Less: Contra Revenue	(7,832,559)	(3,091,734)	(1,057,150)	(2,415,000)	(1,268,675)	-
<b>Total Revenue</b>	<b>776,797,295</b>	<b>252,264,725</b>	<b>143,335,553</b>	<b>237,155,581</b>	<b>135,941,526</b>	<b>8,099,910</b>
<b>Expenditures:</b>						
<b>Personal Services:</b>						
<b>Total Full Time</b>	<b>265,276,099</b>	<b>85,954,021</b>	<b>45,184,513</b>	<b>81,538,652</b>	<b>48,020,903</b>	<b>4,578,010</b>
<b>Part Time:</b>						
Lecturers (PTLs)	36,613,547	11,310,835	5,481,172	12,373,432	7,448,108	-
Lecturers (NCLs)	3,338,650	1,525,835	300,131	1,260,000	252,684	-
Perm/Intermit PT	1,383,516	301,000	234,000	692,847	117,267	38,402
University Assistants	4,592,822	995,000	1,748,891	1,083,406	765,525	-
Graduate Assistants	2,403,174	620,580	290,000	1,275,782	216,812	-
Student Labor	10,605,811	2,742,000	2,910,337	3,087,054	1,866,420	-
Other Part Time	1,782,629	644,000	253,221	461,936	423,472	-
<b>Total Part Time</b>	<b>60,720,149</b>	<b>18,139,250</b>	<b>11,217,752</b>	<b>20,234,457</b>	<b>11,090,288</b>	<b>38,402</b>
Overtime	3,771,562	802,000	1,033,000	1,093,607	842,955	-
All Other Personal Services	8,755,883	2,959,352	1,505,560	2,918,282	1,307,885	64,804
Subtotal Personal Services	338,523,693	107,854,623	58,940,825	105,784,998	61,262,031	4,681,216
Fringe Benefits	224,431,290	71,032,560	41,961,388	68,760,249	39,193,597	3,483,496
Worker's Comp. Recovery	1,152,970	358,097	199,313	400,000	195,560	-
<b>Total P.S. &amp; Fringe Benefits</b>	<b>564,107,953</b>	<b>179,245,280</b>	<b>101,101,526</b>	<b>174,945,247</b>	<b>100,651,188</b>	<b>8,164,712</b>
<b>Other Expenses:</b>						
Inst. Financial Aid/Match	43,175,806	13,820,649	11,444,282	12,304,750	5,606,125	-
Waivers	12,959,194	3,204,591	1,496,704	6,934,620	1,323,279	-
Utilities	22,813,871	6,113,662	5,109,420	7,351,500	4,239,289	-
All Other Expenses	107,534,834	36,963,457	17,881,108	28,906,927	19,636,998	4,146,344
<b>Total Other Expenses</b>	<b>186,483,705</b>	<b>60,102,359</b>	<b>35,931,514</b>	<b>55,497,797</b>	<b>30,805,691</b>	<b>4,146,344</b>
<b>Total Expenditures</b>	<b>750,591,658</b>	<b>239,347,639</b>	<b>137,033,040</b>	<b>230,443,044</b>	<b>131,456,879</b>	<b>12,311,056</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>26,205,637</b>	<b>12,917,086</b>	<b>6,302,513</b>	<b>6,712,537</b>	<b>4,484,647</b>	<b>(4,211,146)</b>
<b>Designated Transfers</b>						
Debt Service	(33,727,073)	(11,880,500)	(7,045,446)	(8,946,746)	(5,854,381)	-
Auxiliary Renewal and Replacement	-	-	-	-	-	-
<b>Total Designated Transfers</b>	<b>(33,727,073)</b>	<b>(11,880,500)</b>	<b>(7,045,446)</b>	<b>(8,946,746)</b>	<b>(5,854,381)</b>	<b>-</b>
<b>Transfers and Additional Commitments</b>						
Transfer to SO - GF/OF swap	-	(1,036,586)	(1,036,586)	(1,036,586)	(1,036,586)	4,146,344
Gear Up Set Aside Year 1 (SCSU for FY19)	-	-	-	-	-	-
<b>Total Transfers and Commitments</b>	<b>-</b>	<b>(1,036,586)</b>	<b>(1,036,586)</b>	<b>(1,036,586)</b>	<b>(1,036,586)</b>	<b>4,146,344</b>
<b>Net Change Subtotal</b>	<b>(7,521,436)</b>	<b>-</b>	<b>(1,779,519)</b>	<b>(3,270,795)</b>	<b>(2,406,320)</b>	<b>(64,802)</b>
WCSU Foundation Reserves - Tuition Offset	-	-	-	-	-	-
<b>Net Change</b>	<b>(7,521,436)</b>	<b>-</b>	<b>(1,779,519)</b>	<b>(3,270,795)</b>	<b>(2,406,320)</b>	<b>(64,802)</b>

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

FY19 Projection

	<b>CSU Total</b>	<b>Central</b>	<b>Eastern</b>	<b>Southern</b>	<b>Western</b>	<b>System Office</b>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
<b>Revenue:</b>						
Tuition FT and PT (Gross)	170,258,412	60,372,309	26,134,974	55,532,716	28,218,413	-
Student Fees	179,316,715	61,609,045	28,784,028	59,010,291	29,913,351	-
Accident Insurance	1,369,971	458,000	220,632	450,239	241,100	-
State Appropriations	143,675,994	42,255,367	29,146,809	40,669,444	27,450,565	4,153,809
Addtl State Appropriation (Dev Education, Outcomes and	1,850,052	687,513	387,513	387,513	387,513	-
Fringe Benefits Paid By State	136,492,196	43,693,977	24,827,454	41,472,760	24,088,260	2,409,745
Housing	69,377,799	17,342,696	22,013,718	18,873,145	11,148,240	-
Food Service	34,183,226	12,009,452	7,159,644	9,153,133	5,860,997	-
All Other Revenue	21,693,752	9,391,391	2,494,181	5,285,000	4,359,010	164,170
Less: Contra Revenue	(8,225,570)	(3,751,222)	(1,027,700)	(2,300,000)	(1,146,648)	-
<b>Total Revenue</b>	<b>749,992,547</b>	<b>244,068,528</b>	<b>140,141,253</b>	<b>228,534,241</b>	<b>130,520,801</b>	<b>6,727,724</b>
<b>Expenditures:</b>						
<b>Personal Services:</b>						
<b>Total Full Time</b>	<b>249,921,041</b>	<b>79,377,192</b>	<b>43,705,338</b>	<b>77,231,515</b>	<b>45,730,086</b>	<b>3,876,910</b>
<b>Part Time:</b>						
Lecturers (PTLs)	36,412,207	11,749,145	5,375,967	12,069,935	7,217,160	-
Lecturers (NCLs)	3,187,806	1,459,121	288,034	1,200,000	240,651	-
Perm/Intermit PT	1,257,973	407,855	132,232	552,183	135,819	29,884
University Assistants	4,145,349	960,000	1,426,226	1,040,530	718,593	-
Graduate Assistants	2,254,123	620,580	221,516	1,242,727	169,300	-
Student Labor	10,302,146	2,654,262	2,765,660	3,087,054	1,795,170	-
Other Part Time	1,949,955	848,456	258,253	439,939	403,307	-
<b>Total Part Time</b>	<b>59,509,559</b>	<b>18,699,419</b>	<b>10,467,888</b>	<b>19,632,368</b>	<b>10,680,000</b>	<b>29,884</b>
Overtime	4,008,354	1,002,000	1,032,869	1,041,530	931,955	-
All Other Personal Services	11,195,770	3,749,954	2,153,728	3,537,074	1,622,335	132,679
<b>Subtotal Personal Services</b>	<b>324,634,724</b>	<b>102,828,565</b>	<b>57,359,823</b>	<b>101,442,487</b>	<b>58,964,376</b>	<b>4,039,473</b>
Fringe Benefits	207,594,975	64,021,822	38,663,809	65,706,444	36,609,463	2,593,437
Worker's Comp. Recovery	1,049,370	331,112	163,888	400,000	154,370	-
<b>Total P.S. &amp; Fringe Benefits</b>	<b>533,279,069</b>	<b>167,181,499</b>	<b>96,187,520</b>	<b>167,548,931</b>	<b>95,728,209</b>	<b>6,632,910</b>
<b>Other Expenses:</b>						
Inst. Financial Aid/Match	42,070,751	13,580,074	11,390,394	11,718,810	5,381,473	-
Waivers	11,291,618	3,073,296	1,399,155	5,572,537	1,246,630	-
Utilities	21,545,094	5,613,662	4,599,754	7,139,978	4,191,700	-
All Other Expenses	109,204,554	39,086,867	18,280,430	28,758,148	18,927,424	4,151,685
<b>Total Other Expenses</b>	<b>184,112,017</b>	<b>61,353,899</b>	<b>35,669,733</b>	<b>53,189,473</b>	<b>29,747,227</b>	<b>4,151,685</b>
<b>Total Expenditures</b>	<b>717,391,086</b>	<b>228,535,398</b>	<b>131,857,253</b>	<b>220,738,404</b>	<b>125,475,436</b>	<b>10,784,595</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>32,601,461</b>	<b>15,533,130</b>	<b>8,284,000</b>	<b>7,795,837</b>	<b>5,045,365</b>	<b>(4,056,871)</b>
<b>Designated Transfers</b>						
Debt Service	(36,149,496)	(12,911,829)	(6,896,973)	(9,710,529)	(6,630,165)	-
Auxiliary Renewal and Replacement	(1,781,330)	(500,000)	(1,281,330)	-	-	-
<b>Total Designated Transfers</b>	<b>(37,930,826)</b>	<b>(13,411,829)</b>	<b>(8,178,303)</b>	<b>(9,710,529)</b>	<b>(6,630,165)</b>	<b>-</b>
<b>Transfers and Additional Commitments</b>						
Transfer to SO - GF/OF swap	-	(995,558)	(995,558)	(995,558)	(995,558)	3,982,232
Other Transfer - Housing Reserve	(500,000)	(500,000)	-	-	-	-
Other Transfer - Telecome Reserves	(250,000)	(250,000)	-	-	-	-
Gear Up Set Aside Year 1 (SCSU for FY19)	2,100,000	-	-	2,100,000	-	-
FY18 Longevity Pay Set Aside for FY19	2,003,535	-	889,861	810,250	303,424	-
<b>Total Transfers and Commitments</b>	<b>3,353,535</b>	<b>(1,745,558)</b>	<b>(105,697)</b>	<b>1,914,692</b>	<b>(692,134)</b>	<b>3,982,232</b>
<b>Net Change Subtotal</b>	<b>(1,975,830)</b>	<b>375,743</b>	<b>-</b>	<b>-</b>	<b>(2,276,934)</b>	<b>(74,639)</b>
WCSU Foundation Reserves - Tuition Offset	1,069,434	-	-	-	1,069,434	-
<b>Net Change</b>	<b>(906,396)</b>	<b>375,743</b>	<b>-</b>	<b>-</b>	<b>(1,207,500)</b>	<b>(74,639)</b>

# **CONNECTICUT STATE UNIVERSITIES**

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

FY19 Original Budget

	<b>CSU Total</b>	<b>Central</b>	<b>Eastern</b>	<b>Southern</b>	<b>Western</b>	<b>System Office</b>
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)	Dollars (\$)
<b>Revenue:</b>						
Tuition FT and PT (Gross)	170,670,660	60,882,396	25,992,710	54,340,016	29,455,538	
Student Fees	181,414,171	61,880,311	29,001,134	59,399,016	31,133,710	
Accident Insurance	1,334,550	468,000	247,980	373,000	245,570	-
State Appropriations	144,017,627	42,343,091	29,223,718	40,755,319	27,521,648	4,173,851
Additl State Appropriation (Dev Education, Outcomes anc	2,000,052	837,513	387,513	387,513	387,513	-
Fringe Benefits Paid By State	134,154,321	42,908,918	24,414,834	40,726,114	23,694,711	2,409,744
Housing	69,233,963	16,853,587	22,259,473	18,992,393	11,128,510	-
Food Service	34,595,944	11,702,283	7,507,434	9,404,000	5,982,227	-
All Other Revenue	20,752,746	8,956,241	2,027,602	5,285,000	4,283,903	200,000
Less: Contra Revenue	(8,347,980)	(3,751,222)	(1,490,908)	(1,900,000)	(1,205,850)	-
<b>Total Revenue</b>	<b>749,826,054</b>	<b>243,081,118</b>	<b>139,571,490</b>	<b>227,762,371</b>	<b>132,627,480</b>	<b>6,783,595</b>
<b>Expenditures:</b>						
<b>Personal Services:</b>						
<b>Total Full Time</b>	<b>256,189,885</b>	<b>83,401,372</b>	<b>44,541,157</b>	<b>77,906,681</b>	<b>46,266,359</b>	<b>4,074,316</b>
<b>Part Time:</b>						
Lecturers (PTLs)	35,749,833	11,315,571	5,302,443	11,600,000	7,531,819	-
Lecturers (NCLs)	2,829,103	1,404,786	228,092	1,000,000	196,225	-
Perm/Intermit PT	1,643,625	407,855	221,810	840,000	140,264	33,696
University Assistants	4,129,445	930,000	1,416,314	1,000,000	783,131	-
Graduate Assistants	1,988,284	320,000	281,472	1,180,000	206,812	-
Student Labor	10,104,137	1,956,262	3,108,455	3,160,000	1,879,420	-
Other Part Time	1,885,676	884,456	245,312	350,000	405,908	-
<b>Total Part Time</b>	<b>58,330,103</b>	<b>17,218,930</b>	<b>10,803,898</b>	<b>19,130,000</b>	<b>11,143,579</b>	<b>33,696</b>
Overtime	3,771,945	806,000	1,122,990	1,050,000	792,955	-
All Other Personal Services	10,964,217	3,735,262	1,824,534	3,425,000	1,979,421	-
Subtotal Personal Services	329,256,150	105,161,564	58,292,579	101,511,681	60,182,314	4,108,012
Fringe Benefits	213,391,051	67,556,820	40,154,261	66,337,884	36,904,504	2,437,582
Worker's Comp. Recovery	1,102,378	346,410	166,785	400,000	189,183	-
<b>Total P.S. &amp; Fringe Benefits</b>	<b>543,749,579</b>	<b>173,064,794</b>	<b>98,613,625</b>	<b>168,249,565</b>	<b>97,276,001</b>	<b>6,545,594</b>
<b>Other Expenses:</b>						
Inst. Financial Aid/Match	41,388,886	13,580,074	11,049,282	11,478,810	5,280,720	-
Waivers	10,365,936	2,898,957	1,450,731	4,738,342	1,277,906	-
Utilities	22,123,124	6,120,191	4,762,428	7,149,589	4,090,916	-
All Other Expenses	105,202,591	35,353,464	17,737,818	29,227,357	18,645,955	4,237,997
<b>Total Other Expenses</b>	<b>179,080,537</b>	<b>57,952,686</b>	<b>35,000,259</b>	<b>52,594,098</b>	<b>29,295,497</b>	<b>4,237,997</b>
<b>Total Expenditures</b>	<b>722,830,116</b>	<b>231,017,480</b>	<b>133,613,884</b>	<b>220,843,663</b>	<b>126,571,498</b>	<b>10,783,591</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>26,995,938</b>	<b>12,063,638</b>	<b>5,957,606</b>	<b>6,918,708</b>	<b>6,055,982</b>	<b>(3,999,996)</b>
<b>Designated Transfers</b>						
Debt Service	(34,411,846)	(12,194,833)	(7,030,468)	(9,241,589)	(5,944,956)	-
Auxiliary Renewal and Replacement	(341,208)	-	-	-	(341,208)	-
<b>Total Designated Transfers</b>	<b>(34,753,054)</b>	<b>(12,194,833)</b>	<b>(7,030,468)</b>	<b>(9,241,589)</b>	<b>(6,286,164)</b>	<b>-</b>
<b>Transfers and Additional Commitments</b>						
Transfer to SO - GF/OF swap	-	(995,602)	(995,602)	(995,602)	(995,602)	3,982,408
Gear Up Set Aside Year 1 (SCSU for FY19)	1,218,483			1,218,483		
FY18 Longevity Pay Set Aside for FY19	3,891,191	1,126,797	646,806	2,100,000	-	17,588
<b>Total Transfers and Commitments</b>	<b>5,109,674</b>	<b>131,195</b>	<b>(348,796)</b>	<b>2,322,881</b>	<b>(995,602)</b>	<b>3,999,996</b>
<b>Net Change Subtotal</b>	<b>(2,647,442)</b>	<b>-</b>	<b>(1,421,658)</b>	<b>-</b>	<b>(1,225,784)</b>	<b>-</b>
WCSU Foundation Reserves - Tuition Offset	1,225,784	-	-	-	1,225,784	-
<b>Net Change</b>	<b>(1,421,658)</b>	<b>-</b>	<b>(1,421,658)</b>	<b>-</b>	<b>-</b>	<b>-</b>

# **CENTRAL CONNECTICUT STATE UNIVERSITY**

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

FY20 Budget, FY19 Projection and Budget

	<b>FY19 Budget</b>	<b>FY19 Projection</b>	<b>FY20 Budget</b>	<b>FY20 Bud vs FY19 Proj</b>	
	<b>Dollars (\$)</b>	<b>Dollars (\$)</b>	<b>Dollars (\$)</b>	<b>Inc (Dec)</b>	
				<b>Dollars (\$)</b>	<b>Percent %</b>
<b>Revenue:</b>					
Tuition (Gross)	48,350,944	47,767,498	49,881,281	2,113,783	4.40%
Part Time Tuition (Gross)	12,531,452	12,604,811	13,069,922	465,111	3.70%
General University Fee (PT students)	11,881,986	11,967,527	12,466,406	498,879	4.20%
University General Fee (excluding Accident Ins.)	28,737,000	28,685,000	29,731,000	1,046,000	3.60%
University Fee (DS)	7,557,000	7,385,000	7,273,000	(112,000)	-1.50%
Extension Fee (Gross)	11,004,000	10,884,010	11,106,331	222,321	2.00%
All Other Student Fees	2,700,325	2,687,508	2,815,958	128,450	4.80%
Accident Insurance	468,000	458,000	341,000	(117,000)	-25.50%
State Appropriations	42,343,091	42,255,367	42,911,250	655,883	1.60%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	837,513	687,513	687,513	-	0.00%
Fringe Benefits Paid By State	42,908,918	43,693,977	46,169,627	2,475,650	5.70%
Housing	16,853,587	17,342,696	17,458,807	116,111	0.70%
Food Service	11,702,283	12,009,452	12,184,415	174,963	1.50%
All Other Revenue	8,956,241	9,391,391	9,259,949	(131,442)	-1.40%
Less: Contra Revenue	(3,751,222)	(3,751,222)	(3,091,734)	659,488	-17.60%
<b>Total Revenue</b>	<b>243,081,118</b>	<b>244,068,528</b>	<b>252,264,725</b>	<b>8,196,197</b>	<b>3.40%</b>
<b>Expenditures:</b>					
<b>Personal Services:</b>					
<b>Total Full Time</b>	<b>83,401,372</b>	<b>79,377,192</b>	<b>85,954,021</b>	<b>6,576,829</b>	<b>8.30%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	11,315,571	11,749,145	11,310,835	(438,310)	-3.70%
Lecturers (NCLs)	1,404,786	1,459,121	1,525,835	66,714	4.60%
Perm/Intermit PT	407,855	407,855	301,000	(106,855)	-26.20%
University Assistants	930,000	960,000	995,000	35,000	3.60%
Graduate Assistants	320,000	620,580	620,580	-	0.00%
Student Labor	1,956,262	2,654,262	2,742,000	87,738	3.30%
Other Part Time	884,456	848,456	644,000	(204,456)	-24.10%
<b>Total Part Time</b>	<b>17,218,930</b>	<b>18,699,419</b>	<b>18,139,250</b>	<b>(560,169)</b>	<b>-3.00%</b>
Overtime	806,000	1,002,000	802,000	(200,000)	-20.00%
All Other Personal Services	3,735,262	3,749,954	2,959,352	(790,602)	-21.10%
Subtotal Personal Services	105,161,564	102,828,565	107,854,623	5,026,058	4.90%
Fringe Benefits	67,556,820	64,021,822	71,032,560	7,010,738	11.00%
Worker's Comp. Recovery	346,410	331,112	358,097	26,985	8.10%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>173,064,794</b>	<b>167,181,499</b>	<b>179,245,280</b>	<b>12,063,781</b>	<b>7.20%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	13,580,074	13,580,074	13,820,649	240,575	1.80%
Waivers	2,898,957	3,073,296	3,204,591	131,295	4.30%
Utilities	6,120,191	5,613,662	6,113,662	500,000	8.90%
All Other Expenses	35,353,464	39,086,867	36,963,457	(2,123,410)	-5.40%
<b>Total Other Expenses</b>	<b>57,952,686</b>	<b>61,353,899</b>	<b>60,102,359</b>	<b>(1,251,540)</b>	<b>-2.00%</b>
<b>Total Expenditures</b>	<b>231,017,480</b>	<b>228,535,398</b>	<b>239,347,639</b>	<b>10,812,241</b>	<b>4.70%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>12,063,638</b>	<b>15,533,130</b>	<b>12,917,086</b>	<b>(2,616,044)</b>	<b>-16.80%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(7,444,000)	(7,272,000)	(7,160,000)	112,000	-1.50%
Debt Service Residence Halls	(4,000,000)	(4,909,797)	(4,000,000)	909,797	-18.50%
Debt Service Parking Garage	(750,833)	(730,032)	(720,500)	9,532	-1.30%
Auxiliary Renewal and Replacement	-	(500,000)	-	500,000	-100.00%
<b>Total Designated Transfers</b>	<b>(12,194,833)</b>	<b>(13,411,829)</b>	<b>(11,880,500)</b>	<b>1,531,329</b>	<b>-11.40%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF/OF swap	(995,602)	(995,558)	(1,036,586)	(41,028)	4.10%
Other Transfer - Housing Reserve	-	(500,000)	-	500,000	-100.00%
Other Transfer - Telecome Reserves	-	(250,000)	-	250,000	-100.00%
FY18 Longevity Pay Set Aside for FY19	1,126,797	-	-	-	NA
<b>Total Transfers and Commitments</b>	<b>131,195</b>	<b>(1,745,558)</b>	<b>(1,036,586)</b>	<b>708,972</b>	<b>-40.60%</b>
<b>Net Change</b>	<b>-</b>	<b>375,743</b>	<b>-</b>	<b>(375,743)</b>	<b>-100.00%</b>

# **EASTERN CONNECTICUT STATE UNIVERSITY**

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

FY20 Budget, FY19 Projection and Budget

	<b>FY19 Budget</b>	<b>FY19 Projection</b>	<b>FY20 Budget</b>	<b>FY20 Bud vs FY19 Proj</b>	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	<b>Inc (Dec)</b>	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	24,176,626	24,364,041	25,102,923	738,882	3.00%
Part Time Tuition (Gross)	1,816,084	1,770,933	1,768,068	(2,865)	-0.20%
General University Fee (PT students)	2,038,593	2,000,753	1,997,565	(3,188)	-0.20%
University General Fee (excluding Accident Ins.)	18,860,688	18,977,512	19,835,512	858,000	4.50%
University Fee (DS)	3,957,158	3,974,174	3,950,130	(24,044)	-0.60%
Extension Fee (Gross)	3,071,630	2,798,892	2,776,294	(22,598)	-0.80%
All Other Student Fees	1,073,065	1,032,697	1,001,369	(31,328)	-3.00%
Accident Insurance	247,980	220,632	187,560	(33,072)	-15.00%
State Appropriations	29,223,718	29,146,809	29,222,133	75,324	0.30%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	387,513	387,513	387,513	-	0.00%
Fringe Benefits Paid By State	24,414,834	24,827,454	26,069,614	1,242,160	5.00%
Housing	22,259,473	22,013,718	22,434,475	420,757	1.90%
Food Service	7,507,434	7,159,644	7,309,636	149,992	2.10%
All Other Revenue	2,027,602	2,494,181	2,349,911	(144,270)	-5.80%
Less: Contra Revenue	(1,490,908)	(1,027,700)	(1,057,150)	(29,450)	2.90%
<b>Total Revenue</b>	<b>139,571,490</b>	<b>140,141,253</b>	<b>143,335,553</b>	<b>3,194,300</b>	<b>2.30%</b>
<b>Expenditures:</b>					
<b>Personal Services:</b>					
<b>Total Full Time</b>	<b>44,541,157</b>	<b>43,705,338</b>	<b>45,184,513</b>	<b>1,479,175</b>	<b>3.40%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	5,302,443	5,375,967	5,481,172	105,205	2.00%
Lecturers (NCLs)	228,092	288,034	300,131	12,097	4.20%
Perm/Intermit PT	221,810	132,232	234,000	101,768	77.00%
University Assistants	1,416,314	1,426,226	1,748,891	322,665	22.60%
Graduate Assistants	281,472	221,516	290,000	68,484	30.90%
Student Labor	3,108,455	2,765,660	2,910,337	144,677	5.20%
Other Part Time	245,312	258,253	253,221	(5,032)	-1.90%
<b>Total Part Time</b>	<b>10,803,898</b>	<b>10,467,888</b>	<b>11,217,752</b>	<b>749,864</b>	<b>7.20%</b>
Overtime	1,122,990	1,032,869	1,033,000	131	0.00%
All Other Personal Services	1,824,534	2,153,728	1,505,560	(648,168)	-30.10%
Subtotal Personal Services	58,292,579	57,359,823	58,940,825	1,581,002	2.80%
Fringe Benefits	40,154,261	38,663,809	41,961,388	3,297,579	8.50%
Worker's Comp. Recovery	166,785	163,888	199,313	35,425	21.60%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>98,613,625</b>	<b>96,187,520</b>	<b>101,101,526</b>	<b>4,914,006</b>	<b>5.10%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	11,049,282	11,390,394	11,444,282	53,888	0.50%
Waivers	1,450,731	1,399,155	1,496,704	97,549	7.00%
Utilities	4,762,428	4,599,754	5,109,420	509,666	11.10%
All Other Expenses	17,737,818	18,280,430	17,881,108	(399,322)	-2.20%
<b>Total Other Expenses</b>	<b>35,000,259</b>	<b>35,669,733</b>	<b>35,931,514</b>	<b>261,781</b>	<b>0.70%</b>
<b>Total Expenditures</b>	<b>133,613,884</b>	<b>131,857,253</b>	<b>137,033,040</b>	<b>5,175,787</b>	<b>3.90%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>5,957,606</b>	<b>8,284,000</b>	<b>6,302,513</b>	<b>(1,981,487)</b>	<b>-23.90%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(3,917,887)	(3,937,926)	(3,914,101)	23,825	-0.60%
Debt Service Residence Halls	(2,730,719)	(2,586,781)	(2,768,130)	(181,349)	7.00%
Debt Service Parking Garage	(381,862)	(372,266)	(363,215)	9,051	-2.40%
Auxiliary Renewal and Replacement	0	(1,281,330)	0	1,281,330	-100.00%
<b>Total Designated Transfers</b>	<b>(7,030,468)</b>	<b>(8,178,303)</b>	<b>(7,045,446)</b>	<b>1,132,857</b>	<b>-13.90%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF/OF swap	(995,602)	(995,558)	(1,036,586)	(41,028)	4.10%
FY18 Longevity Pay Set Aside for FY19	646,806	889,861	-	(889,861)	-100.00%
<b>Total Transfers and Commitments</b>	<b>(348,796)</b>	<b>(105,697)</b>	<b>(1,036,586)</b>	<b>(930,889)</b>	<b>880.70%</b>
<b>Net Change</b>	<b>(1,421,658)</b>	<b>-</b>	<b>(1,779,519)</b>	<b>(1,779,519)</b>	<b>NA</b>

# **SOUTHERN CONNECTICUT STATE UNIVERSITY**

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

FY20 Budget, FY19 Projection and Budget

	<b>FY19 Budget</b>	<b>FY19 Projection</b>	<b>FY20 Budget</b>	<b>FY20 Bud vs FY19 Proj</b>	
	<b>Dollars (\$)</b>	<b>Dollars (\$)</b>	<b>Dollars (\$)</b>	<b>Inc (Dec)</b>	
				<b>Dollars (\$)</b>	<b>Percent %</b>
<b>Revenue:</b>					
Tuition (Gross)	45,990,515	46,374,723	48,693,459	2,318,736	5.00%
Part Time Tuition (Gross)	8,349,501	9,157,993	9,578,009	420,016	4.60%
General University Fee (PT students)	8,404,379	9,151,985	9,745,838	593,853	6.50%
University General Fee (excluding Accident Ins.)	30,249,429	29,138,869	30,595,812	1,456,943	5.00%
University Fee (DS)	7,141,589	7,155,883	7,121,746	(34,137)	-0.50%
Extension Fee (Gross)	10,897,064	10,763,554	11,301,731	538,177	5.00%
All Other Student Fees	2,706,555	2,800,000	2,800,000	-	0.00%
Accident Insurance	373,000	450,239	469,209	18,970	4.20%
State Appropriations	40,755,319	40,669,444	40,879,589	210,145	0.50%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	387,513	387,513	387,513	-	0.00%
Fringe Benefits Paid By State	40,726,114	41,472,760	43,747,762	2,275,002	5.50%
Housing	18,992,393	18,873,145	19,344,974	471,829	2.50%
Food Service	9,404,000	9,153,133	9,519,258	366,125	4.00%
All Other Revenue	5,285,000	5,285,000	5,385,681	100,681	1.90%
Less: Contra Revenue	(1,900,000)	(2,300,000)	(2,415,000)	(115,000)	5.00%
<b>Total Revenue</b>	<b>227,762,371</b>	<b>228,534,241</b>	<b>237,155,581</b>	<b>8,621,340</b>	<b>3.80%</b>
<b>Expenditures:</b>					
<b>Personal Services:</b>					
<b>Total Full Time</b>	<b>77,906,681</b>	<b>77,231,515</b>	<b>81,538,652</b>	<b>4,307,137</b>	<b>5.60%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	11,600,000	12,069,935	12,373,432	303,497	2.50%
Lecturers (NCLs)	1,000,000	1,000,000	1,260,000	60,000	5.00%
Perm/Intermit PT	840,000	552,183	692,847	140,664	25.50%
University Assistants	1,000,000	1,040,530	1,083,406	42,876	4.10%
Graduate Assistants	1,180,000	1,242,727	1,275,782	33,055	2.70%
Student Labor	3,160,000	3,087,054	3,087,054	-	0.00%
Other Part Time	350,000	439,939	461,936	21,997	5.00%
<b>Total Part Time</b>	<b>19,130,000</b>	<b>19,632,368</b>	<b>20,234,457</b>	<b>602,089</b>	<b>3.10%</b>
Overtime	1,050,000	1,041,530	1,093,607	52,077	5.00%
All Other Personal Services	3,425,000	3,537,074	2,918,282	(618,792)	-17.50%
Subtotal Personal Services	101,511,681	101,442,487	105,784,998	4,342,511	4.30%
Fringe Benefits	66,337,884	65,706,444	68,760,249	3,053,805	4.60%
Worker's Comp. Recovery	400,000	400,000	400,000	-	0.00%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>168,249,565</b>	<b>167,548,931</b>	<b>174,945,247</b>	<b>7,396,316</b>	<b>4.40%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	11,478,810	11,718,810	12,304,750	585,940	5.00%
Waivers	4,738,342	5,572,537	6,934,620	1,362,083	24.40%
Utilities	7,149,589	7,139,978	7,351,500	211,522	3.00%
All Other Expenses	29,227,357	28,758,148	28,906,927	148,779	0.50%
<b>Total Other Expenses</b>	<b>52,594,098</b>	<b>53,189,473</b>	<b>55,497,797</b>	<b>2,308,324</b>	<b>4.30%</b>
<b>Total Expenditures</b>	<b>220,843,663</b>	<b>220,738,404</b>	<b>230,443,044</b>	<b>9,704,640</b>	<b>4.40%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>6,918,708</b>	<b>7,795,837</b>	<b>6,712,537</b>	<b>(1,083,300)</b>	<b>-13.90%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(6,966,589)	(6,980,883)	(6,946,746)	34,137	-0.50%
Debt Service Residence Halls	(1,000,000)	(1,200,000)	(1,000,000)	200,000	-16.70%
Debt Service Parking Garage	(1,275,000)	(1,529,646)	(1,000,000)	529,646	-34.60%
Auxiliary Renewal and Replacement	-	-	-	-	NA
<b>Total Designated Transfers</b>	<b>(9,241,589)</b>	<b>(9,710,529)</b>	<b>(8,946,746)</b>	<b>763,783</b>	<b>-7.90%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF OF swap	(995,602)	(995,558)	(1,036,586)	(41,028)	4.10%
Gear Up Set Aside Year 1 (for FY19)	1,218,483	2,100,000	-	(2,100,000)	-100.00%
FY18 Longevity Pay Set Aside for FY19	2,100,000	810,250	-	(810,250)	-100.00%
<b>Total Transfers and Commitments</b>	<b>2,322,881</b>	<b>1,914,692</b>	<b>(1,036,586)</b>	<b>(2,951,278)</b>	<b>-154.10%</b>
<b>Net Change</b>	<b>-</b>	<b>-</b>	<b>(3,270,795)</b>	<b>(3,270,795)</b>	<b>NA</b>



# WESTERN CONNECTICUT STATE UNIVERSITY

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

FY20 Budget, FY19 Projection and Budget

	FY19 Budget	FY19 Projection	FY20 Budget	FY20 Bud vs FY19 Proj	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc (Dec)	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	24,087,551	23,114,676	24,811,114	1,696,438	7.30%
Part Time Tuition (Gross)	5,367,987	5,103,737	5,360,258	256,521	5.00%
General University Fee (PT students)	4,910,533	4,588,896	4,820,849	231,953	5.10%
University General Fee (excluding Accident Ins.)	16,461,069	15,903,842	17,024,216	1,120,374	7.00%
University Fee (DS)	3,870,768	3,709,384	3,769,557	60,173	1.60%
Extension Fee (Gross)	3,740,875	3,738,936	3,906,654	167,718	4.50%
All Other Student Fees	2,150,465	1,972,293	2,044,650	72,357	3.70%
Accident Insurance	245,570	241,100	181,935	(59,165)	-24.50%
State Appropriations	27,521,648	27,450,565	27,551,177	100,612	0.40%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	387,513	387,513	387,513	-	0.00%
Fringe Benefits Paid By State	23,694,711	24,088,260	25,158,377	1,070,117	4.40%
Housing	11,128,510	11,148,240	11,487,655	339,415	3.00%
Food Service	5,982,227	5,860,997	6,191,683	330,686	5.60%
All Other Revenue	4,283,903	4,359,010	4,514,563	155,553	3.60%
Less: Contra Revenue	(1,205,850)	(1,146,648)	(1,268,675)	(122,027)	10.60%
<b>Total Revenue</b>	<b>132,627,480</b>	<b>130,520,801</b>	<b>135,941,526</b>	<b>5,420,725</b>	<b>4.20%</b>
<b>Expenditures:</b>					
<b>Personal Services:</b>					
<b>Total Full Time</b>	<b>46,266,359</b>	<b>45,730,086</b>	<b>48,020,903</b>	<b>2,290,817</b>	<b>5.00%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	7,531,819	7,217,160	7,448,108	230,948	3.20%
Lecturers (NCLs)	196,225	240,651	252,684		
Perm/Intermit PT	140,264	135,819	117,267	(18,552)	-13.70%
University Assistants	783,131	718,593	765,525	46,932	6.50%
Graduate Assistants	206,812	169,300	216,812	47,512	28.10%
Student Labor	1,879,420	1,795,170	1,866,420	71,250	4.00%
Other Part Time	405,908	403,307	423,472	20,165	5.00%
<b>Total Part Time</b>	<b>11,143,579</b>	<b>10,680,000</b>	<b>11,090,288</b>	<b>410,288</b>	<b>3.80%</b>
Overtime	792,955	931,955	842,955	(89,000)	-9.50%
All Other Personal Services	1,979,421	1,622,335	1,307,885	(314,450)	-19.40%
Subtotal Personal Services	60,182,314	58,964,376	61,262,031	2,297,655	3.90%
Fringe Benefits	36,904,504	36,609,463	39,193,597	2,584,134	7.10%
Worker's Comp. Recovery	189,183	154,370	195,560	41,190	26.70%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>97,276,001</b>	<b>95,728,209</b>	<b>100,651,188</b>	<b>4,922,979</b>	<b>5.10%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	5,280,720	5,381,473	5,606,125	224,652	4.20%
Waivers	1,277,906	1,246,630	1,323,279	76,649	6.10%
Utilities	4,090,916	4,191,700	4,239,289	47,589	1.10%
All Other Expenses	18,645,955	18,927,424	19,636,998	709,574	3.70%
<b>Total Other Expenses</b>	<b>29,295,497</b>	<b>29,747,227</b>	<b>30,805,691</b>	<b>1,058,464</b>	<b>3.60%</b>
<b>Total Expenditures</b>	<b>126,571,498</b>	<b>125,475,436</b>	<b>131,456,879</b>	<b>5,981,443</b>	<b>4.80%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>6,055,982</b>	<b>5,045,365</b>	<b>4,484,647</b>	<b>(560,718)</b>	<b>-11.10%</b>
<b>Designated Transfers</b>					
Debt Service (University Fee)	(3,835,931)	(4,543,007)	(3,731,861)	811,146	-17.90%
Debt Service Residence Halls	(1,347,366)	(1,345,282)	(1,370,086)	(24,804)	1.80%
Debt Service Parking Garage	(690,130)	(671,770)	(681,460)	(9,690)	1.40%
Debt Service WS Parking Garage	(71,529)	(70,106)	(70,974)	(868)	1.20%
Auxiliary Renewal and Replacement	(341,208)	-	-	-	NA
<b>Total Designated Transfers</b>	<b>(6,286,164)</b>	<b>(6,630,165)</b>	<b>(5,854,381)</b>	<b>775,784</b>	<b>-11.70%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF OF swap	(995,602)	(995,558)	(1,036,586)	(41,028)	4.10%
FY18 Longevity Pay Set Aside for FY19	-	303,424	-	(303,424)	-100.00%
<b>Total Transfers and Commitments</b>	<b>(995,602)</b>	<b>(692,134)</b>	<b>(1,036,586)</b>	<b>(344,452)</b>	<b>49.80%</b>
<b>Net Change Subtotal</b>	<b>(1,225,784)</b>	<b>(2,276,934)</b>	<b>(2,406,320)</b>	<b>(129,386)</b>	<b>5.70%</b>
WCSU Foundation Reserves - Tuition Offset	1,225,784	1,069,434	-	(1,069,434)	-100.00%
<b>Net Change</b>	<b>-</b>	<b>(1,207,500)</b>	<b>(2,406,320)</b>	<b>(1,198,820)</b>	<b>99.30%</b>

# **SYSTEM OFFICE/SYSTEMWIDE/MANDATES**

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

FY20 Budget, FY19 Projection and Budget

	<b>FY19 Budget</b>	<b>FY19 Projection</b>	<b>FY20 Budget</b>	<b>FY20 Bud vs FY19 Proj</b>	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	<b>Inc (Dec)</b>	
				Dollars (\$)	Percent %
<b>Revenue:</b>					
Tuition (Gross)	-	-	-	-	NA
Part Time Tuition (Gross)	-	-	-	-	NA
General University Fee (PT students)	-	-	-	-	NA
University General Fee (excluding Accident Ins.)	-	-	-	-	NA
University Fee (DS)	-	-	-	-	NA
Extension Fee (Gross)	-	-	-	-	NA
All Other Student Fees	-	-	-	-	NA
Accident Insurance	-	-	-	-	NA
State Appropriations	4,173,851	4,153,809	4,616,413	462,604	11.10%
Additl State Appropriation (Dev Education, Outcomes and IMRP)	-	-	-	-	NA
Fringe Benefits Paid By State	2,409,744	2,409,745	3,483,497	1,073,752	44.60%
Housing	-	-	-	-	NA
Food Service	-	-	-	-	NA
All Other Revenue	200,000	164,170	-	(164,170)	-100.00%
Less: Contra Revenue	-	-	-	-	NA
<b>Total Revenue</b>	<b>6,783,595</b>	<b>6,727,724</b>	<b>8,099,910</b>	<b>1,372,186</b>	<b>20.40%</b>
<b>Expenditures:</b>					
<b>Personal Services:</b>					
<b>Total Full Time</b>	<b>4,074,316</b>	<b>3,876,910</b>	<b>4,578,010</b>	<b>701,100</b>	<b>18.10%</b>
<b>Part Time:</b>					
Lecturers (PTLs)	-	-	-	-	NA
Lecturers (NCLs)	-	-	-	-	NA
Perm/Intermit PT	33,696	29,884	38,402	8,518	28.50%
University Assistants	-	-	-	-	NA
Graduate Assistants	-	-	-	-	NA
Student Labor	-	-	-	-	NA
Other Part Time	-	-	-	-	NA
<b>Total Part Time</b>	<b>33,696</b>	<b>29,884</b>	<b>38,402</b>	<b>8,518</b>	<b>28.50%</b>
Overtime	-	-	-	-	NA
All Other Personal Services	-	132,679	64,804	(67,875)	-51.20%
Subtotal Personal Services	4,108,012	4,039,473	4,681,216	641,743	15.90%
Fringe Benefits	2,437,582	2,593,437	3,483,496	890,059	34.30%
Worker's Comp. Recovery	-	-	-	-	NA
<b>Total P.S. &amp; Fringe Benefits</b>	<b>6,545,594</b>	<b>6,632,910</b>	<b>8,164,712</b>	<b>1,531,802</b>	<b>23.10%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	-	-	-	NA
All Other Expenses	4,237,997	4,151,685	4,146,344	(5,341)	-0.10%
<b>Total Other Expenses</b>	<b>4,237,997</b>	<b>4,151,685</b>	<b>4,146,344</b>	<b>(5,341)</b>	<b>-0.10%</b>
<b>Total Expenditures</b>	<b>10,783,591</b>	<b>10,784,595</b>	<b>12,311,056</b>	<b>1,526,461</b>	<b>14.20%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(3,999,996)</b>	<b>(4,056,871)</b>	<b>(4,211,146)</b>	<b>(154,275)</b>	<b>3.80%</b>
<b>Transfers and Additional Commitments</b>					
Transfer to SO - GF OF swap	3,982,408	3,982,232	4,146,344	164,112	4.10%
Other Transfer - BOR Shortfall	-	-	-	-	NA
FY18 Longevity Pay Set Aside for FY19	17,588	-	-	-	NA
<b>Total Transfers and Commitments</b>	<b>3,999,996</b>	<b>3,982,232</b>	<b>4,146,344</b>	<b>164,112</b>	<b>4.10%</b>
<b>Net Change</b>	<b>-</b>	<b>(74,639)</b>	<b>(64,802)</b>	<b>9,837</b>	<b>-13.20%</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

**ATTACHMENT F**

**Colleges: Consolidated**

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY19 Bud vs. FY18 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	125,263,324	124,426,274	124,455,473	29,199	0.00%
Fees	57,253,850	58,662,072	60,297,159	1,635,087	2.80%
State Appropriations	139,765,979	139,947,626	141,415,942	1,468,316	1.00%
Addtl State Appropriation (Dev Edu and Outcomes)	8,564,677	8,564,677	8,564,677	-	0.00%
GF Fringe Benefits Paid by State	122,629,413	122,958,008	130,624,377	7,666,369	6.20%
OF Fringe Benefits Paid by State	16,200,000	16,199,996	24,400,000	8,200,004	50.60%
Private Gifts, Grants and Contracts	113,200	109,644	109,605	(39)	0.00%
Sales of Educational Activities	497,473	712,808	691,580	(21,228)	-3.00%
All Other Revenue	3,642,225	3,658,389	3,346,091	(312,298)	-8.50%
Less Contra Revenue	-	(2,770,916)	(2,818,970)	(48,054)	1.70%
<b>Total Revenue</b>	<b>473,930,141</b>	<b>472,468,578</b>	<b>491,085,934</b>	<b>18,617,356</b>	<b>3.90%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (6101)	156,983,043	153,012,120	160,168,044	7,155,924	4.70%
Continuing Part Time (6111)	1,586,494	1,368,700	1,368,639	(61)	0.00%
Temporary Part Time (6102, B, D, G)	17,741,176	20,421,988	21,696,275	1,274,287	6.20%
Clinical EA (6102B)	6,353,902	5,937,222	6,227,322	290,100	4.90%
Contractual PTL (6103D)	41,188,902	43,217,972	44,519,254	1,301,282	3.00%
Contractual NCL (6103E)	4,327,095	3,926,422	4,549,145	622,723	15.90%
Contractual ECL (6103F)	6,840,020	7,748,458	7,873,948	125,490	1.60%
Student Labor (6104, H)	3,517,430	2,423,486	2,458,177	34,691	1.40%
Overtime (6107)	1,174,840	1,259,069	1,210,845	(48,224)	-3.80%
All Other Personnel Services	8,855,707	8,520,479	8,458,406	(62,073)	-0.70%
Subtotal Personnel Services	248,568,609	247,835,916	258,530,055	10,694,139	4.30%
Fringe Benefits	159,538,486	161,736,656	174,399,127	12,662,471	7.80%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>408,107,095</b>	<b>409,572,572</b>	<b>432,929,182</b>	<b>23,356,610</b>	<b>5.70%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	17,802,444	16,187,638	16,135,059	(52,579)	-0.30%
Waivers	5,967,437	4,501,417	4,670,914	169,497	3.80%
Utilities	10,091,969	10,128,869	10,216,133	87,264	0.90%
All Other Expenses	40,396,306	41,886,393	45,776,475	3,890,082	9.30%
<b>Total Other Expenses</b>	<b>74,258,156</b>	<b>72,704,317</b>	<b>76,798,581</b>	<b>4,094,264</b>	<b>5.60%</b>
<b>Total Expenditures</b>	<b>482,365,251</b>	<b>482,276,888</b>	<b>509,727,763</b>	<b>27,450,875</b>	<b>5.70%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(8,435,110)</b>	<b>(9,808,311)</b>	<b>(18,641,829)</b>	<b>(8,833,518)</b>	<b>90.10%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	13,290,259	15,661,318	14,981,812	(679,506)	-4.30%
Transfer out	(11,685,710)	(14,851,285)	(14,981,812)	(130,527)	0.90%
FY18 LNGV Pay Set Aside for FY19	1,169,377	329,059	-	(329,059)	-100.00%
Shared Services	(1,000,000)	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>1,773,926</b>	<b>1,139,092</b>	<b>-</b>	<b>(1,139,092)</b>	<b>-100.00%</b>
<b>Net Change Subtotal</b>	<b>(6,661,184)</b>	<b>(8,669,219)</b>	<b>(18,641,829)</b>	<b>(9,972,610)</b>	<b>115.00%</b>
Restricted CB Reserves (2017 SEBAC)	-	699,960	-	(699,960)	-100.00%
CCC systemwide marketing campaign	-	-	(1,000,000)	(1,000,000)	NA
<b>Net Change</b>	<b>(6,661,184)</b>	<b>(7,969,259)</b>	<b>(19,641,829)</b>	<b>(11,672,570)</b>	<b>146.50%</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget**

**All Colleges Consolidating**

<u>Account Name</u>	<b>Consolidated</b>	<b>System Office</b>	<b>Asnuntuck</b>	<b>Capital</b>	<b>Gateway</b>	<b>Housatonic</b>	<b>Manchester</b>	<b>Middlesex</b>	<b>Naugatuck</b>	<b>Norwalk</b>	<b>Northwestern</b>	<b>Quinebaug</b>	<b>Three Rivers</b>	<b>Tunxis</b>
<b>Revenue:</b>														
Tuition (Gross)	124,455,473	-	4,174,449	8,393,540	17,693,558	13,769,000	14,668,142	6,771,695	16,919,489	14,178,341	3,365,375	3,439,155	10,237,101	10,845,628
Fees	60,297,159	-	4,318,483	5,005,657	7,774,553	3,900,000	8,101,172	3,264,387	7,640,996	7,030,041	1,135,651	1,734,074	4,953,695	5,438,450
State Appropriations	141,415,942	12,794,712	6,785,637	9,667,197	16,919,703	12,286,966	14,498,998	7,147,113	16,638,472	13,155,097	5,914,979	5,857,974	9,983,285	9,765,809
Addtl State Appropriation (Dev Edu and Outcom	8,564,677	-	295,107	632,923	1,096,780	855,775	1,121,863	561,734	1,044,070	908,971	240,754	364,632	649,763	792,305
GF Fringe Benefits Paid by State	130,624,377	9,181,623	6,351,135	9,588,285	15,561,446	11,520,582	14,415,827	6,419,701	16,390,510	11,575,534	5,590,143	5,066,624	9,536,814	9,426,153
OF Fringe Benefits Paid by State	24,400,000	-	767,584	2,471,462	3,722,829	1,579,536	4,051,597	433,378	3,948,936	2,515,423	337,513	370,399	2,091,595	2,109,748
Private Gifts, Grants and Contracts	109,605	-	-	-	-	-	-	6,705	-	-	100,000	-	-	2,900
Sales of Educational Activities	691,580	-	9,000	35,000	45,000	130,000	9,000	3,050	127,180	190,000	-	-	-	143,350
All Other Revenue	3,346,091	-	198,750	141,400	165,000	275,000	315,961	205,000	303,645	295,400	56,131	228,500	746,994	414,310
Less Contra Revenue	(2,818,970)	-	(121,042)	(280,000)	(372,665)	(225,000)	(308,000)	(184,214)	(270,748)	(294,000)	(138,555)	(76,746)	(323,000)	(225,000)
<b>Total Revenue</b>	<b>491,085,934</b>	<b>21,976,335</b>	<b>22,779,103</b>	<b>35,655,464</b>	<b>62,606,204</b>	<b>44,091,859</b>	<b>56,874,560</b>	<b>24,628,549</b>	<b>62,742,550</b>	<b>49,554,807</b>	<b>16,601,991</b>	<b>16,984,612</b>	<b>37,876,247</b>	<b>38,713,653</b>
<b>Expenditures:</b>														
<b><u>Personnel Services:</u></b>														
Full Time (6101)	160,168,044	11,911,512	5,224,146	12,604,151	17,655,123	15,137,506	17,846,927	8,789,238	20,429,603	16,870,031	6,523,155	5,606,274	11,078,631	10,491,747
Continuing Part Time (6111)	1,368,639	10,766	39,157	-	60,267	153,900	-	43,249	194,210	205,571	-	334,804	-	326,715
Temporary Part Time (6102, B, D, G)	21,696,275	617,975	3,246,706	1,405,196	2,819,630	1,471,725	2,743,000	598,517	2,249,205	1,397,968	152,663	995,978	1,886,021	2,111,691
Clinical EA (6102B)	6,227,322	-	-	1,462,642	1,128,792	-	102,052	-	1,369,744	941,396	320,060	-	648,869	253,767
Contractual PTL (6103D)	44,519,254	-	1,529,818	2,536,710	6,961,526	4,230,362	4,962,720	2,497,383	6,008,881	4,827,440	1,263,300	1,424,166	3,950,011	4,326,937
Contractual NCL (6103E)	4,549,145	-	441,965	442,000	366,742	195,175	450,000	137,720	415,881	749,365	44,616	196,773	638,170	470,738
Contractual ECL (6103F)	7,873,948	-	862,144	465,500	1,087,638	467,281	1,290,307	506,002	860,052	842,110	107,467	77,176	488,209	820,062
Student Labor (6104, H)	2,458,177	26,080	111,900	38,000	650,000	228,000	250,000	225,843	171,155	332,000	36,129	16,667	231,000	141,403
Overtime (6107)	1,210,845	-	28,200	60,000	316,750	150,000	90,000	25,000	334,562	65,000	20,729	39,586	18,230	62,788
All Other Personnel Services	8,458,406	3,416,194	82,292	491,000	438,080	640,000	770,000	263,180	336,072	810,720	2,753	259,691	544,009	404,415
Subtotal Personnel Services	258,530,055	15,982,527	11,566,328	19,505,199	31,484,548	22,673,949	28,505,006	13,086,132	32,369,365	27,041,601	8,470,872	8,951,115	19,483,150	19,410,263
Fringe Benefits	174,399,127	9,181,623	8,155,019	13,932,148	20,842,771	14,930,000	21,093,704	7,526,965	22,981,119	16,201,450	6,371,754	5,807,248	13,296,620	14,078,706
<b>Total P.S. &amp; Fringe Benefits</b>	<b>432,929,182</b>	<b>25,164,150</b>	<b>19,721,347</b>	<b>33,437,347</b>	<b>52,327,319</b>	<b>37,603,949</b>	<b>49,598,710</b>	<b>20,613,097</b>	<b>55,350,484</b>	<b>43,243,051</b>	<b>14,842,626</b>	<b>14,758,363</b>	<b>32,779,770</b>	<b>33,488,969</b>
<b><u>Other Expenses:</u></b>														
Inst. Financial Aid/Match	16,135,059	-	488,061	1,050,000	2,530,289	1,962,600	2,115,021	1,015,754	1,203,000	1,987,412	264,518	495,204	1,457,106	1,566,094
Waivers	4,670,914	-	172,560	245,000	452,303	460,000	260,000	214,996	1,537,985	657,200	229,820	61,050	200,000	180,000
Utilities	10,216,133	2,900	406,584	813,460	960,000	1,300,000	1,200,000	350,000	1,420,000	1,260,000	579,589	216,600	900,000	807,000
All Other Expenses	45,776,475	11,791,097	1,936,414	2,740,039	6,000,000	4,500,000	2,646,833	2,554,117	2,702,843	4,282,000	497,074	1,382,170	2,744,779	1,999,109
<b>Total Other Expenses</b>	<b>76,798,581</b>	<b>11,793,997</b>	<b>3,003,619</b>	<b>4,848,499</b>	<b>9,942,592</b>	<b>8,222,600</b>	<b>6,221,854</b>	<b>4,134,867</b>	<b>6,863,828</b>	<b>8,186,612</b>	<b>1,571,001</b>	<b>2,155,024</b>	<b>5,301,885</b>	<b>4,552,203</b>
<b>Total Expenditures</b>	<b>509,727,763</b>	<b>36,958,147</b>	<b>22,724,966</b>	<b>38,285,846</b>	<b>62,269,911</b>	<b>45,826,549</b>	<b>55,820,564</b>	<b>24,747,964</b>	<b>62,214,312</b>	<b>51,429,663</b>	<b>16,413,627</b>	<b>16,913,387</b>	<b>38,081,655</b>	<b>38,041,172</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(18,641,829)</b>	<b>(14,981,812)</b>	<b>54,137</b>	<b>(2,630,382)</b>	<b>336,293</b>	<b>(1,734,690)</b>	<b>1,053,996</b>	<b>(119,415)</b>	<b>528,238</b>	<b>(1,874,856)</b>	<b>188,364</b>	<b>71,225</b>	<b>(205,408)</b>	<b>672,481</b>
<b>Transfers, Additional Funds and Commitments</b>														
Transfer in	14,981,812	14,981,812	-	-	-	-	-	-	-	-	-	-	-	-
Transfer out	(14,981,812)	-	(534,237)	(929,907)	(2,131,082)	(1,528,736)	(1,953,996)	(836,448)	(1,988,548)	(1,813,446)	(388,364)	(456,835)	(1,248,176)	(1,172,037)
FY18 LNGV Pay Set Aside for FY19	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Shared Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Transfers, Additional Funds and Commitme</b>	<b>-</b>	<b>14,981,812</b>	<b>(534,237)</b>	<b>(929,907)</b>	<b>(2,131,082)</b>	<b>(1,528,736)</b>	<b>(1,953,996)</b>	<b>(836,448)</b>	<b>(1,988,548)</b>	<b>(1,813,446)</b>	<b>(388,364)</b>	<b>(456,835)</b>	<b>(1,248,176)</b>	<b>(1,172,037)</b>
CCC systemwide marketing campaign	(1,000,000)	(1,000,000)												
<b>Net Change</b>	<b>(19,641,829)</b>	<b>(1,000,000)</b>	<b>(480,100)</b>	<b>(3,560,289)</b>	<b>(1,794,789)</b>	<b>(3,263,426)</b>	<b>(900,000)</b>	<b>(955,863)</b>	<b>(1,460,310)</b>	<b>(3,688,302)</b>	<b>(200,000)</b>	<b>(385,610)</b>	<b>(1,453,584)</b>	<b>(499,556)</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY19 Budget**

**All Colleges Consolidating**

Account Name	Consolidated	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
<b>Revenue:</b>														
Tuition (Gross)	125,263,324	-	4,272,125	8,327,100	17,720,146	13,138,450	15,584,832	6,956,918	16,675,973	15,530,446	2,977,681	3,548,989	9,888,039	10,642,625
Fees	57,253,850	-	4,153,307	4,536,884	7,800,733	3,913,450	7,159,186	3,240,901	7,568,435	7,141,512	1,054,006	1,581,064	4,371,500	4,732,872
State Appropriations	139,765,979	11,542,479	6,587,561	9,798,044	17,036,682	12,051,929	14,641,400	7,185,596	16,562,596	12,986,346	5,932,990	5,922,515	9,885,562	9,632,279
Addtl State Appropriation (Dev Edu and I	8,564,677	1,202,027	228,697	500,065	1,050,232	729,480	1,003,725	397,463	969,445	860,370	185,307	245,957	604,584	587,325
GF Fringe Benefits Paid by State	122,629,413	7,153,731	5,877,491	9,266,324	14,945,911	10,778,208	13,887,106	6,155,730	15,561,388	10,901,068	5,344,460	4,883,244	9,007,390	8,867,361
OF Fringe Benefits Paid by State	16,200,000	-	690,388	1,559,440	1,887,911	1,099,509	2,533,955	472,992	2,516,343	1,869,542	515,766	303,400	1,366,956	1,383,798
Private Gifts, Grants and Contracts	113,200	-	-	-	-	-	-	12,000	-	-	100,000	-	-	1,200
Sales of Educational Activities	497,473	-	21,500	-	38,000	-	9,100	5,000	113,873	200,000	-	-	-	110,000
All Other Revenue	3,642,225	200,000	200,896	193,275	348,652	575,000	337,134	176,565	178,350	277,350	65,000	194,900	660,000	235,103
Less Contra Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>473,930,141</b>	<b>20,098,237</b>	<b>22,031,965</b>	<b>34,181,132</b>	<b>60,828,267</b>	<b>42,286,026</b>	<b>55,156,438</b>	<b>24,603,165</b>	<b>60,146,403</b>	<b>49,766,634</b>	<b>16,175,210</b>	<b>16,680,069</b>	<b>35,784,031</b>	<b>36,192,563</b>
<b>Expenditures:</b>														
<b>Personnel Services:</b>														
Full Time (6101)	156,983,043	11,495,881	5,160,924	11,763,554	17,487,891	13,948,632	18,800,349	8,410,355	19,991,436	16,038,606	6,469,436	5,706,484	10,908,819	10,800,676
Continuing Part Time (6111)	1,586,494	131,005	103,085	35,517	68,127	196,226	24,274	65,000	203,709	128,006	-	328,657	-	302,888
Temporary Part Time (6102, B, D, G)	17,741,176	12,433	2,622,831	1,249,375	2,566,526	1,450,400	1,723,234	513,045	2,054,811	1,766,026	116,178	745,927	1,661,326	1,259,064
Clinical EA (6102B)	6,353,902	-	-	1,534,675	1,168,543	-	96,732	-	1,418,000	877,676	310,660	-	663,447	284,169
Contractual PTL (6103D)	41,188,902	-	1,532,523	1,624,360	6,443,713	3,964,675	4,889,832	2,495,500	5,529,558	5,216,047	1,061,210	1,193,373	3,437,905	3,800,206
Contractual NCL (6103E)	4,327,095	-	527,561	390,003	425,731	185,000	342,030	283,077	416,500	724,915	50,000	223,910	300,000	458,368
Contractual ECL (6103F)	6,840,020	-	499,013	503,565	978,802	350,000	1,180,726	285,765	868,683	851,250	99,780	51,553	470,000	700,883
Student Labor (6104, H)	3,517,430	1,710,830	122,970	12,500	250,000	116,209	250,000	150,000	191,627	330,209	26,186	16,767	204,000	136,132
Overtime (6107)	1,174,840	-	28,150	103,540	290,000	150,000	100,339	25,000	265,800	50,000	45,192	45,062	18,000	53,757
All Other Personnel Services	8,855,707	3,247,447	131,663	756,100	528,380	450,000	1,086,826	279,886	427,812	692,500	141,178	356,421	369,939	387,555
Subtotal Personnel Services	248,568,609	16,597,596	10,728,720	17,973,189	30,207,713	20,811,142	28,494,342	12,507,628	31,367,936	26,675,235	8,319,820	8,668,154	18,033,436	18,183,698
Fringe Benefits	159,538,486	7,356,579	7,485,809	12,483,065	19,937,091	13,429,187	19,938,744	7,194,348	21,336,709	14,698,715	6,459,202	5,611,356	11,369,598	12,238,083
<b>Total P.S. &amp; Fringe Benefits</b>	<b>408,107,095</b>	<b>23,954,175</b>	<b>18,214,529</b>	<b>30,456,254</b>	<b>50,144,804</b>	<b>34,240,329</b>	<b>48,433,086</b>	<b>19,701,976</b>	<b>52,704,645</b>	<b>41,373,950</b>	<b>14,779,022</b>	<b>14,279,510</b>	<b>29,403,034</b>	<b>30,421,781</b>
<b>Other Expenses:</b>														
Inst. Financial Aid/Match	17,802,444	-	585,079	1,120,000	2,540,746	1,824,900	2,256,648	992,572	2,403,146	2,221,037	397,037	507,456	1,402,611	1,551,212
Waivers	5,967,437	-	271,681	600,000	781,839	652,000	540,509	407,643	655,000	723,534	330,770	165,951	537,300	301,210
Utilities	10,091,969	-	413,922	879,300	756,652	1,344,000	1,147,300	376,246	1,370,148	1,242,000	517,497	319,904	850,000	875,000
All Other Expenses	40,396,306	7,561,414	2,291,150	2,485,566	5,466,548	4,056,000	2,510,736	2,512,219	2,677,695	4,109,955	844,595	1,197,549	2,424,500	2,258,379
<b>Total Other Expenses</b>	<b>74,258,156</b>	<b>7,561,414</b>	<b>3,561,832</b>	<b>5,084,866</b>	<b>9,545,785</b>	<b>7,876,900</b>	<b>6,455,193</b>	<b>4,288,680</b>	<b>7,105,989</b>	<b>8,296,526</b>	<b>2,089,899</b>	<b>2,190,860</b>	<b>5,214,411</b>	<b>4,985,801</b>
<b>Total Expenditures</b>	<b>482,365,251</b>	<b>31,515,589</b>	<b>21,776,361</b>	<b>35,541,120</b>	<b>59,690,589</b>	<b>42,117,229</b>	<b>54,888,279</b>	<b>23,990,656</b>	<b>59,810,634</b>	<b>49,670,476</b>	<b>16,868,921</b>	<b>16,470,370</b>	<b>34,617,445</b>	<b>35,407,582</b>
<b>Addition to (Use of) Funds Before Transfe</b>	<b>(8,435,110)</b>	<b>(11,417,352)</b>	<b>255,604</b>	<b>(1,359,988)</b>	<b>1,137,678</b>	<b>168,797</b>	<b>268,159</b>	<b>612,509</b>	<b>335,769</b>	<b>96,158</b>	<b>(693,711)</b>	<b>209,699</b>	<b>1,166,586</b>	<b>784,981</b>
<b>Transfers, Additional Funds and Commitments</b>														
Transfer in	13,290,259	11,685,710	91,521	-	397,939	237,000	286,700	20,000	-	275,000	115,000	57,459	-	123,930
Transfer out	(11,685,710)	-	(386,478)	(750,884)	(1,690,754)	(1,160,444)	(1,556,033)	(662,398)	(1,547,259)	(1,394,653)	(307,576)	(368,929)	(962,954)	(897,348)
FY18 LNGV Pay Set Aside for FY19	1,169,377	103,418	39,353	-	155,137	100,000	149,000	71,018	134,050	155,000	54,000	-	95,009	113,392
Shared Services	(1,000,000)	(1,000,000)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Transfers, Additional Funds and Co</b>	<b>1,773,926</b>	<b>10,789,128</b>	<b>(255,604)</b>	<b>(750,884)</b>	<b>(1,137,678)</b>	<b>(823,444)</b>	<b>(1,120,333)</b>	<b>(571,380)</b>	<b>(1,413,209)</b>	<b>(964,653)</b>	<b>(138,576)</b>	<b>(311,470)</b>	<b>(867,945)</b>	<b>(660,026)</b>
<b>Net Change</b>	<b>(6,661,184)</b>	<b>(628,224)</b>	<b>0</b>	<b>(2,110,872)</b>	<b>0</b>	<b>(654,647)</b>	<b>(852,174)</b>	<b>41,129</b>	<b>(1,077,440)</b>	<b>(868,495)</b>	<b>(832,287)</b>	<b>(101,771)</b>	<b>298,641</b>	<b>124,955</b>

Connecticut Community Colleges  
Expenditure Plan General & Operating Funds  
FY19 Projection

All Colleges Consolidating

Account Name	Consolidated	System Office	Asnuntuck	Capital	Gateway	Housatonic	Manchester	Middlesex	Naugatuck	Norwalk	Northwestern	Quinebaug	Three Rivers	Tunxis
<b>Revenue:</b>														
Tuition (Gross)	124,426,274	-	4,133,181	8,243,796	17,938,599	13,744,880	14,978,455	6,642,803	16,695,685	14,732,387	3,205,120	3,549,180	10,137,691	10,424,497
Fees	58,662,072	-	4,109,952	4,444,294	7,921,327	3,912,438	8,169,702	3,200,379	7,533,256	7,283,229	1,091,572	1,512,780	4,442,712	5,040,431
State Appropriations	139,947,626	11,542,480	6,593,569	9,809,716	17,062,964	12,069,967	14,665,588	7,195,893	16,586,647	13,008,025	5,937,771	5,928,250	9,900,530	9,646,226
Addtl State Appropriation (Dev Edu and	8,564,677	-	295,107	632,923	1,096,780	855,775	1,121,863	561,734	1,044,070	908,971	240,754	364,632	649,763	792,305
GF Fringe Benefits Paid By State	122,958,008	7,356,579	5,882,851	9,277,363	14,968,968	10,794,340	13,910,047	6,164,551	15,583,986	10,954,564	5,348,767	4,814,763	9,021,028	8,880,201
OF Fringe Benefits Paid by State	16,199,996	-	690,388	1,559,440	1,887,911	1,099,509	2,533,955	472,992	2,516,343	1,869,542	515,766	303,396	1,366,956	1,383,798
Private Gifts, Grants and Contracts	109,644	-	-	-	-	-	-	6,705	-	-	100,000	-	-	2,939
Sales of Educational Activities	712,808	-	17,639	36,511	55,000	130,000	9,000	3,050	123,476	195,000	-	-	-	143,132
All Other Revenue	3,658,389	293,056	198,135	116,500	350,000	445,000	315,961	205,000	294,133	289,317	51,028	195,514	628,634	276,111
Less Contra Revenue	(2,770,916)	-	(128,787)	(280,000)	(365,000)	(225,000)	(308,000)	(180,602)	(265,179)	(286,585)	(135,176)	(79,202)	(320,000)	(197,385)
<b>Total Revenue</b>	<b>472,468,578</b>	<b>19,192,115</b>	<b>21,792,035</b>	<b>33,840,543</b>	<b>60,916,549</b>	<b>42,826,909</b>	<b>55,396,571</b>	<b>24,272,505</b>	<b>60,112,417</b>	<b>48,954,450</b>	<b>16,355,602</b>	<b>16,589,313</b>	<b>35,827,314</b>	<b>36,392,255</b>
<b>Expenditures:</b>														
<b><u>Personnel Services:</u></b>														
Full Time (6101)	153,012,120	10,924,369	4,876,886	11,604,763	17,193,972	13,819,315	17,642,369	8,227,772	19,522,981	15,896,436	6,383,576	5,321,521	11,105,730	10,492,430
Continuing Part Time (6111)	1,368,700	52,978	33,931	-	47,786	196,226	16,230	41,189	195,250	170,450	-	298,071	-	316,589
Temporary Part Time (6102, B, D, G)	20,421,988	643,740	3,114,000	1,354,679	2,825,556	1,395,000	2,600,000	570,016	2,161,438	1,313,499	134,317	851,501	1,708,215	1,750,027
Clinical EA (6102B)	5,937,222	-	-	1,398,415	1,082,917	-	96,732	-	1,298,336	919,295	303,374	-	600,805	237,348
Contractual PTL (6103D)	43,217,972	-	1,577,974	2,428,836	6,816,353	4,237,310	4,900,000	2,378,460	5,695,622	4,663,863	1,197,929	1,349,921	3,799,914	4,171,790
Contractual NCL (6103E)	3,926,422	-	418,924	375,405	329,857	185,000	443,462	131,162	378,264	710,298	42,290	184,010	307,781	419,969
Contractual ECL (6103F)	7,748,458	-	812,462	537,317	1,031,336	467,281	1,274,000	481,907	815,215	868,155	107,467	83,218	464,962	805,138
Student Labor (6104, H)	2,423,486	44,085	128,755	82,234	555,000	227,226	250,000	215,089	171,155	298,242	37,261	19,489	220,000	174,950
Overtime (6107)	1,259,069	-	23,027	103,540	290,000	191,000	90,000	22,000	315,327	71,600	27,638	44,850	17,362	62,725
All Other Personnel Services	8,520,479	1,678,382	150,314	676,465	899,055	640,000	1,000,000	449,415	600,191	630,000	214,504	513,108	510,780	558,265
Subtotal Personnel Services	247,835,916	13,343,554	11,136,273	18,561,654	31,071,832	21,358,358	28,312,793	12,517,010	31,153,779	25,541,838	8,448,356	8,665,689	18,735,549	18,989,231
Fringe Benefits	161,736,656	7,578,068	7,293,080	12,878,777	20,041,332	14,219,000	19,735,762	7,068,539	21,254,784	15,246,760	6,011,850	5,639,543	12,826,708	11,942,453
<b>Total P.S. &amp; Fringe Benefits</b>	<b>409,572,572</b>	<b>20,921,622</b>	<b>18,429,353</b>	<b>31,440,431</b>	<b>51,113,164</b>	<b>35,577,358</b>	<b>48,048,555</b>	<b>19,585,549</b>	<b>52,408,563</b>	<b>40,788,598</b>	<b>14,460,206</b>	<b>14,305,232</b>	<b>31,562,257</b>	<b>30,931,684</b>
<b><u>Other Expenses:</u></b>														
Inst. Financial Aid/Match	16,187,638	-	470,452	1,103,550	2,640,746	1,958,982	2,256,648	892,080	1,203,000	1,998,933	258,066	456,710	1,438,737	1,509,734
Waivers	4,501,417	-	168,439	257,404	443,000	460,000	260,000	210,780	1,506,352	546,004	224,215	63,003	200,000	162,220
Utilities	10,128,869	2,750	409,144	872,850	976,925	1,189,000	1,200,000	298,727	1,420,000	1,257,236	565,453	261,533	850,000	825,251
All Other Expenses	41,886,393	7,788,052	1,966,420	2,926,925	6,360,773	4,056,000	2,510,736	2,504,117	2,681,865	4,282,062	772,897	1,204,217	2,446,934	2,385,395
<b>Total Other Expenses</b>	<b>72,704,317</b>	<b>7,790,802</b>	<b>3,014,455</b>	<b>5,160,729</b>	<b>10,421,444</b>	<b>7,663,982</b>	<b>6,227,384</b>	<b>3,905,704</b>	<b>6,811,217</b>	<b>8,084,235</b>	<b>1,820,631</b>	<b>1,985,463</b>	<b>4,935,671</b>	<b>4,882,600</b>
<b>Total Expenditures</b>	<b>482,276,888</b>	<b>28,712,423</b>	<b>21,443,808</b>	<b>36,601,160</b>	<b>61,534,608</b>	<b>43,241,340</b>	<b>54,275,939</b>	<b>23,491,253</b>	<b>59,219,780</b>	<b>48,872,833</b>	<b>16,280,837</b>	<b>16,290,695</b>	<b>36,497,928</b>	<b>35,814,284</b>
<b>Addition to (Use of) Funds Before Transfe</b>	<b>(9,808,311)</b>	<b>(9,520,309)</b>	<b>348,227</b>	<b>(2,760,617)</b>	<b>(618,059)</b>	<b>(414,431)</b>	<b>1,120,632</b>	<b>781,252</b>	<b>892,637</b>	<b>81,617</b>	<b>74,765</b>	<b>298,618</b>	<b>(670,614)</b>	<b>577,971</b>
<b>Transfers, Additional Funds and Commitments</b>														
Transfer in	15,661,318	11,685,710	141,839	213,398	743,871	137,945	442,973	131,217	434,312	312,390	203,055	399,461	215,000	600,147
Transfer out	(14,851,285)	(2,997,208)	(386,478)	(754,485)	(1,690,754)	(1,160,444)	(1,563,605)	(662,398)	(1,564,423)	(1,401,646)	(308,887)	(370,848)	(962,954)	(1,027,155)
FY18 LNGV Pay Set Aside for FY19	329,059	-	-	-	-	100,000	-	-	134,050	-	-	-	95,009	-
<b>Total Transfers, Additional Funds and Co</b>	<b>1,139,092</b>	<b>8,688,502</b>	<b>(244,639)</b>	<b>(541,087)</b>	<b>(946,883)</b>	<b>(922,499)</b>	<b>(1,120,632)</b>	<b>(531,181)</b>	<b>(996,061)</b>	<b>(1,089,256)</b>	<b>(105,832)</b>	<b>28,613</b>	<b>(652,945)</b>	<b>(427,008)</b>
<b>Net Change Subtotal</b>	<b>(8,669,219)</b>	<b>(831,807)</b>	<b>103,588</b>	<b>(3,301,704)</b>	<b>(1,564,942)</b>	<b>(1,336,930)</b>	<b>-</b>	<b>250,071</b>	<b>(103,424)</b>	<b>(1,007,639)</b>	<b>(31,067)</b>	<b>327,231</b>	<b>(1,323,559)</b>	<b>150,963</b>
Restricted CB Reserves (2017 SEBAC)	699,960	699,960	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Change</b>	<b>(7,969,259)</b>	<b>(131,847)</b>	<b>103,588</b>	<b>(3,301,704)</b>	<b>(1,564,942)</b>	<b>(1,336,930)</b>	<b>-</b>	<b>250,071</b>	<b>(103,424)</b>	<b>(1,007,639)</b>	<b>(31,067)</b>	<b>327,231</b>	<b>(1,323,559)</b>	<b>150,963</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: System Office

Account Name	FY19 Budget	FY19 Projection	FY20 Budget	FY20 Bud vs. FY19 Proj	
	Dollars (\$)	Dollars (\$)	Dollars (\$)	Inc(Dec)	
				Dollars (\$)	Percent (%)
Revenue:					
Tuition (Gross)	-	-	-	-	NA
Fees	-	-	-	-	NA
State Appropriations	11,542,479	11,542,480	12,794,712	1,252,232	10.80%
Addtl State Appropriation (Dev Edu and Outcomes)	1,202,027	-	-	-	NA
GF Fringe Benefits Paid by State	7,153,731	7,356,579	9,181,623	1,825,044	24.80%
OF Fringe Benefits Paid by State					
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	200,000	293,056	-	(293,056)	-100.00%
Less Contra Revenue				-	NA
Total Revenue	20,098,237	19,192,115	21,976,335	2,784,220	14.50%
Expenditures:					
Personnel Services:					
Full Time (6101)	11,495,881	10,924,369	11,911,512	987,143	9.00%
Continuing Part Time (6111)	131,005	52,978	10,766	(42,212)	-79.70%
Temporary Part Time (6102, B, D, G)	12,433	643,740	617,975	(25,765)	-4.00%
Clinical EA (6102B)	-	-	-	-	NA
Contractual PTL (6103D)	-	-	-	-	NA
Contractual NCL (6103E)	-	-	-	-	NA
Contractual ECL (6103F)	-	-	-	-	NA
Student Labor (6104, H)	1,710,830	44,085	26,080	(18,005)	-40.80%
Overtime (6107)	-	-	-	-	NA
All Other Personnel Services	3,247,447	1,678,382	3,416,194	1,737,812	103.50%
Subtotal Personnel Services	16,597,596	13,343,554	15,982,527	2,638,973	19.80%
Fringe Benefits	7,356,579	7,578,068	9,181,623	1,603,555	21.20%
Total P.S. & Fringe Benefits	23,954,175	20,921,622	25,164,150	4,242,528	20.30%
Other Expenses:					
Inst. Financial Aid/Match	-	-	-	-	NA
Waivers	-	-	-	-	NA
Utilities	-	2,750	2,900	150	5.50%
All Other Expenses	7,561,414	7,788,052	11,791,097	4,003,045	51.40%
Total Other Expenses	7,561,414	7,790,802	11,793,997	4,003,195	51.40%
Total Expenditures	31,515,589	28,712,423	36,958,147	8,245,724	28.70%
Addition to (Use of) Funds Before Transfers	(11,417,352)	(9,520,309)	(14,981,812)	(5,461,503)	57.40%
Transfers, Additional Funds and Commitments					
Transfer in	11,685,710	11,685,710	14,981,812	3,296,102	28.20%
Transfer out	-	(2,997,208)	-	2,997,208	-100.00%
FY18 LNGV Pay Set Aside for FY19	103,418	-	-	-	NA
Shared Services	(1,000,000)	-	-	-	NA
Total Transfers, Additional Funds and Commitments	10,789,128	8,688,502	14,981,812	6,293,310	72.40%
Net Change Subtotal	(628,224)	(831,807)	-	831,807	-100.00%
Restricted CB Reserves (2017 SEBAC)	-	699,960	-	(699,960)	-100.00%
Use of Unrestricted Reserves for SW Marketing	-	-	(1,000,000)	(1,000,000)	NA
Net Change	(628,224)	(131,847)	(1,000,000)	(868,153)	658.50%

\* Outcomes Based Funding on hold at the SO, funds distribution TBA

\*\* Outcomes Based Funding expenditures are estimated for Student Labor

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: Asnuntuck

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	4,272,125	4,133,181	4,174,449	41,268	1.00%
Fees	4,153,307	4,109,952	4,318,483	208,531	5.10%
State Appropriations	6,587,561	6,593,569	6,785,637	192,068	2.90%
Addtl State Appropriation (Dev Edu and Outcomes)	228,697	295,107	295,107	-	0.00%
GF Fringe Benefits Paid by State	5,877,491	5,882,851	6,351,135	468,284	8.00%
OF Fringe Benefits Paid by State	690,388	690,388	767,584	77,196	11.20%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	21,500	17,639	9,000	(8,639)	-49.00%
All Other Revenue	200,896	198,135	198,750	615	0.30%
Less Contra Revenue	-	(128,787)	(121,042)	7,745	-6.00%
<b>Total Revenue</b>	<b>22,031,965</b>	<b>21,792,035</b>	<b>22,779,103</b>	<b>987,068</b>	<b>4.50%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
Full Time (6101)	5,160,924	4,876,886	5,224,146	347,260	7.10%
Continuing Part Time (6111)	103,085	33,931	39,157	5,226	15.40%
Temporary Part Time (6102, B, D, G)	2,622,831	3,114,000	3,246,706	132,706	4.30%
Clinical EA (6102B)	-	-	-	-	NA
Contractual PTL (6103D)	1,532,523	1,577,974	1,529,818	(48,156)	-3.10%
Contractual NCL (6103E)	527,561	418,924	441,965	23,041	5.50%
Contractual ECL (6103F)	499,013	812,462	862,144	49,682	6.10%
Student Labor (6104, H)	122,970	128,755	111,900	(16,855)	-13.10%
Overtime (6107)	28,150	23,027	28,200	5,173	22.50%
All Other Personnel Services	131,663	150,314	82,292	(68,022)	-45.30%
Subtotal Personnel Services	10,728,720	11,136,273	11,566,328	430,055	3.90%
Fringe Benefits	7,485,809	7,293,080	8,155,019	861,939	11.80%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>18,214,529</b>	<b>18,429,353</b>	<b>19,721,347</b>	<b>1,291,994</b>	<b>7.00%</b>
<b><u>Other Expenses:</u></b>					
Inst. Financial Aid/Match	585,079	470,452	488,061	17,609	3.70%
Waivers	271,681	168,439	172,560	4,121	2.40%
Utilities	413,922	409,144	406,584	(2,560)	-0.60%
All Other Expenses	2,291,150	1,966,420	1,936,414	(30,006)	-1.50%
<b>Total Other Expenses</b>	<b>3,561,832</b>	<b>3,014,455</b>	<b>3,003,619</b>	<b>(10,836)</b>	<b>-0.40%</b>
<b>Total Expenditures</b>	<b>21,776,361</b>	<b>21,443,808</b>	<b>22,724,966</b>	<b>1,281,158</b>	<b>6.00%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>255,604</b>	<b>348,227</b>	<b>54,137</b>	<b>(294,090)</b>	<b>-84.50%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	91,521	141,839	-	(141,839)	-100.00%
Transfer out	(386,478)	(386,478)	(534,237)	(147,759)	38.20%
FY18 LNGV Pay Set Aside for FY19	39,353	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(255,604)</b>	<b>(244,639)</b>	<b>(534,237)</b>	<b>(289,598)</b>	<b>118.40%</b>
<b>Net Change</b>	<b>0</b>	<b>103,588</b>	<b>(480,100)</b>	<b>(583,688)</b>	<b>-563.50%</b>



**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: Capital

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	8,327,100	8,243,796	8,393,540	149,744	1.80%
Fees	4,536,884	4,444,294	5,005,657	561,363	12.60%
State Appropriations	9,798,044	9,809,716	9,667,197	(142,519)	-1.50%
Addtl State Appropriation (Dev Edu and Outcomes)	500,065	632,923	632,923	-	0.00%
GF Fringe Benefits Paid by State	9,266,324	9,277,363	9,588,285	310,922	3.40%
OF Fringe Benefits Paid by State	1,559,440	1,559,440	2,471,462	912,022	58.50%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	36,511	35,000	(1,511)	-4.10%
All Other Revenue	193,275	116,500	141,400	24,900	21.40%
Less Contra Revenue	-	(280,000)	(280,000)	-	0.00%
<b>Total Revenue</b>	<b>34,181,132</b>	<b>33,840,543</b>	<b>35,655,464</b>	<b>1,814,921</b>	<b>5.40%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (6101)	11,763,554	11,604,763	12,604,151	999,388	8.60%
Continuing Part Time (6111)	35,517	-	-	-	NA
Temporary Part Time (6102, B, D, G)	1,249,375	1,354,679	1,405,196	50,517	3.70%
Clinical EA (6102B)	1,534,675	1,398,415	1,462,642	64,227	4.60%
Contractual PTL (6103D)	1,624,360	2,428,836	2,536,710	107,874	4.40%
Contractual NCL (6103E)	390,003	375,405	442,000	66,595	17.70%
Contractual ECL (6103F)	503,565	537,317	465,500	(71,817)	-13.40%
Student Labor (6104, H)	12,500	82,234	38,000	(44,234)	-53.80%
Overtime (6107)	103,540	103,540	60,000	(43,540)	-42.10%
All Other Personnel Services	756,100	676,465	491,000	(185,465)	-27.40%
Subtotal Personnel Services	17,973,189	18,561,654	19,505,199	943,545	5.10%
Fringe Benefits	12,483,065	12,878,777	13,932,148	1,053,371	8.20%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>30,456,254</b>	<b>31,440,431</b>	<b>33,437,347</b>	<b>1,996,916</b>	<b>6.40%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	1,120,000	1,103,550	1,050,000	(53,550)	-4.90%
Waivers	600,000	257,404	245,000	(12,404)	-4.80%
Utilities	879,300	872,850	813,460	(59,390)	-6.80%
All Other Expenses	2,485,566	2,926,925	2,740,039	(186,886)	-6.40%
<b>Total Other Expenses</b>	<b>5,084,866</b>	<b>5,160,729</b>	<b>4,848,499</b>	<b>(312,230)</b>	<b>-6.10%</b>
<b>Total Expenditures</b>	<b>35,541,120</b>	<b>36,601,160</b>	<b>38,285,846</b>	<b>1,684,686</b>	<b>4.60%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(1,359,988)</b>	<b>(2,760,617)</b>	<b>(2,630,382)</b>	<b>130,235</b>	<b>-4.70%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	-	213,398	-	(213,398)	-100.00%
Transfer out	(750,884)	(754,485)	(929,907)	(175,422)	23.30%
FY18 LNGV Pay Set Aside for FY19	-	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(750,884)</b>	<b>(541,087)</b>	<b>(929,907)</b>	<b>(388,820)</b>	<b>71.90%</b>
<b>Net Change</b>	<b>(2,110,872)</b>	<b>(3,301,704)</b>	<b>(3,560,289)</b>	<b>(258,585)</b>	<b>7.80%</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: Gateway

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	17,720,146	17,938,599	17,693,558	(245,041)	-1.40%
Fees	7,800,733	7,921,327	7,774,553	(146,774)	-1.90%
State Appropriations	17,036,682	17,062,964	16,919,703	(143,261)	-0.80%
Addtl State Appropriation (Dev Edu and Outcomes)	1,050,232	1,096,780	1,096,780	-	0.00%
GF Fringe Benefits Paid by State	14,945,911	14,968,968	15,561,446	592,478	4.00%
OF Fringe Benefits Paid by State	1,887,911	1,887,911	3,722,829	1,834,918	97.20%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	38,000	55,000	45,000	(10,000)	-18.20%
All Other Revenue	348,652	350,000	165,000	(185,000)	-52.90%
Less Contra Revenue	-	(365,000)	(372,665)	(7,665)	2.10%
<b>Total Revenue</b>	<b>60,828,267</b>	<b>60,916,549</b>	<b>62,606,204</b>	<b>1,689,655</b>	<b>2.80%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (6101)	17,487,891	17,193,972	17,655,123	461,151	2.70%
Continuing Part Time (6111)	68,127	47,786	60,267	12,481	26.10%
Temporary Part Time (6102, B, D, G)	2,566,526	2,825,556	2,819,630	(5,926)	-0.20%
Clinical EA (6102B)	1,168,543	1,082,917	1,128,792	45,875	4.20%
Contractual PTL (6103D)	6,443,713	6,816,353	6,961,526	145,173	2.10%
Contractual NCL (6103E)	425,731	329,857	366,742	36,885	11.20%
Contractual ECL (6103F)	978,802	1,031,336	1,087,638	56,302	5.50%
Student Labor (6104, H)	250,000	555,000	650,000	95,000	17.10%
Overtime (6107)	290,000	290,000	316,750	26,750	9.20%
All Other Personnel Services	528,380	899,055	438,080	(460,975)	-51.30%
Subtotal Personnel Services	30,207,713	31,071,832	31,484,548	412,716	1.30%
Fringe Benefits	19,937,091	20,041,332	20,842,771	801,439	4.00%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>50,144,804</b>	<b>51,113,164</b>	<b>52,327,319</b>	<b>1,214,155</b>	<b>2.40%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	2,540,746	2,640,746	2,530,289	(110,457)	-4.20%
Waivers	781,839	443,000	452,303	9,303	2.10%
Utilities	756,652	976,925	960,000	(16,925)	-1.70%
All Other Expenses	5,466,548	6,360,773	6,000,000	(360,773)	-5.70%
<b>Total Other Expenses</b>	<b>9,545,785</b>	<b>10,421,444</b>	<b>9,942,592</b>	<b>(478,852)</b>	<b>-4.60%</b>
<b>Total Expenditures</b>	<b>59,690,589</b>	<b>61,534,608</b>	<b>62,269,911</b>	<b>735,303</b>	<b>1.20%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>1,137,678</b>	<b>(618,059)</b>	<b>336,293</b>	<b>954,352</b>	<b>-154.40%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	397,939	743,871	-	(743,871)	-100.00%
Transfer out	(1,690,754)	(1,690,754)	(2,131,082)	(440,328)	26.00%
FY18 LNGV Pay Set Aside for FY19	155,137	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(1,137,678)</b>	<b>(946,883)</b>	<b>(2,131,082)</b>	<b>(1,184,199)</b>	<b>125.10%</b>
<b>Net Change</b>	<b>0</b>	<b>(1,564,942)</b>	<b>(1,794,789)</b>	<b>(229,847)</b>	<b>14.70%</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: Housatonic

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	13,138,450	13,744,880	13,769,000	24,120	0.20%
Fees	3,913,450	3,912,438	3,900,000	(12,438)	-0.30%
State Appropriations	12,051,929	12,069,967	12,286,966	216,999	1.80%
Addtl State Appropriation (Dev Edu and Outcomes)	729,480	855,775	855,775	-	0.00%
GF Fringe Benefits Paid by State	10,778,208	10,794,340	11,520,582	726,242	6.70%
OF Fringe Benefits Paid by State	1,099,509	1,099,509	1,579,536	480,027	43.70%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	130,000	130,000	-	0.00%
All Other Revenue	575,000	445,000	275,000	(170,000)	-38.20%
Less Contra Revenue	-	(225,000)	(225,000)	-	0.00%
<b>Total Revenue</b>	<b>42,286,026</b>	<b>42,826,909</b>	<b>44,091,859</b>	<b>1,264,950</b>	<b>3.00%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
Full Time (6101)	13,948,632	13,819,315	15,137,506	1,318,191	9.50%
Continuing Part Time (6111)	196,226	196,226	153,900	(42,326)	-21.60%
Temporary Part Time (6102, B, D, G)	1,450,400	1,395,000	1,471,725	76,725	5.50%
Clinical EA (6102B)	-	-	-	-	NA
Contractual PTL (6103D)	3,964,675	4,237,310	4,230,362	(6,948)	-0.20%
Contractual NCL (6103E)	185,000	185,000	195,175	10,175	5.50%
Contractual ECL (6103F)	350,000	467,281	467,281	-	0.00%
Student Labor (6104, H)	116,209	227,226	228,000	774	0.30%
Overtime (6107)	150,000	191,000	150,000	(41,000)	-21.50%
All Other Personnel Services	450,000	640,000	640,000	-	0.00%
Subtotal Personnel Services	20,811,142	21,358,358	22,673,949	1,315,591	6.20%
Fringe Benefits	13,429,187	14,219,000	14,930,000	711,000	5.00%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>34,240,329</b>	<b>35,577,358</b>	<b>37,603,949</b>	<b>2,026,591</b>	<b>5.70%</b>
<b><u>Other Expenses:</u></b>					
Inst. Financial Aid/Match	1,824,900	1,958,982	1,962,600	3,618	0.20%
Waivers	652,000	460,000	460,000	-	0.00%
Utilities	1,344,000	1,189,000	1,300,000	111,000	9.30%
All Other Expenses	4,056,000	4,056,000	4,500,000	444,000	10.90%
<b>Total Other Expenses</b>	<b>7,876,900</b>	<b>7,663,982</b>	<b>8,222,600</b>	<b>558,618</b>	<b>7.30%</b>
<b>Total Expenditures</b>	<b>42,117,229</b>	<b>43,241,340</b>	<b>45,826,549</b>	<b>2,585,209</b>	<b>6.00%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>168,797</b>	<b>(414,431)</b>	<b>(1,734,690)</b>	<b>(1,320,259)</b>	<b>318.60%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	237,000	137,945	-	(137,945)	-100.00%
Transfer out	(1,160,444)	(1,160,444)	(1,528,736)	(368,292)	31.70%
FY18 LNGV Pay Set Aside for FY19	100,000	100,000	-	(100,000)	-100.00%
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(823,444)</b>	<b>(922,499)</b>	<b>(1,528,736)</b>	<b>(606,237)</b>	<b>65.70%</b>
<b>Net Change</b>	<b>(654,647)</b>	<b>(1,336,930)</b>	<b>(3,263,426)</b>	<b>(1,926,496)</b>	<b>144.10%</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: **Manchester**

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	15,584,832	14,978,455	14,668,142	(310,313)	-2.10%
Fees	7,159,186	8,169,702	8,101,172	(68,530)	-0.80%
State Appropriations	14,641,400	14,665,588	14,498,998	(166,590)	-1.10%
Addtl State Appropriation (Dev Edu and Outcomes)	1,003,725	1,121,863	1,121,863	-	0.00%
GF Fringe Benefits Paid by State	13,887,106	13,910,047	14,415,827	505,780	3.60%
OF Fringe Benefits Paid by State	2,533,955	2,533,955	4,051,597	1,517,642	59.90%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	9,100	9,000	9,000	-	0.00%
All Other Revenue	337,134	315,961	315,961	-	0.00%
Less Contra Revenue	-	(308,000)	(308,000)	-	0.00%
<b>Total Revenue</b>	<b>55,156,438</b>	<b>55,396,571</b>	<b>56,874,560</b>	<b>1,477,989</b>	<b>2.70%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (6101)	18,800,349	17,642,369	17,846,927	204,558	1.20%
Continuing Part Time (6111)	24,274	16,230	-	(16,230)	-100.00%
Temporary Part Time (6102, B, D, G)	1,723,234	2,600,000	2,743,000	143,000	5.50%
Clinical EA (6102B)	96,732	96,732	102,052	5,320	5.50%
Contractual PTL (6103D)	4,889,832	4,900,000	4,962,720	62,720	1.30%
Contractual NCL (6103E)	342,030	443,462	450,000	6,538	1.50%
Contractual ECL (6103F)	1,180,726	1,274,000	1,290,307	16,307	1.30%
Student Labor (6104, H)	250,000	250,000	250,000	-	0.00%
Overtime (6107)	100,339	90,000	90,000	-	0.00%
All Other Personnel Services	1,086,826	1,000,000	770,000	(230,000)	-23.00%
Subtotal Personnel Services	28,494,342	28,312,793	28,505,006	192,213	0.70%
Fringe Benefits	19,938,744	19,735,762	21,093,704	1,357,942	6.90%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>48,433,086</b>	<b>48,048,555</b>	<b>49,598,710</b>	<b>1,550,155</b>	<b>3.20%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	2,256,648	2,256,648	2,115,021	(141,627)	-6.30%
Waivers	540,509	260,000	260,000	-	0.00%
Utilities	1,147,300	1,200,000	1,200,000	-	0.00%
All Other Expenses	2,510,736	2,510,736	2,646,833	136,097	5.40%
<b>Total Other Expenses</b>	<b>6,455,193</b>	<b>6,227,384</b>	<b>6,221,854</b>	<b>(5,530)</b>	<b>-0.10%</b>
<b>Total Expenditures</b>	<b>54,888,279</b>	<b>54,275,939</b>	<b>55,820,564</b>	<b>1,544,625</b>	<b>2.80%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>268,159</b>	<b>1,120,632</b>	<b>1,053,996</b>	<b>(66,636)</b>	<b>-5.90%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	286,700	442,973	-	(442,973)	-100.00%
Transfer out	(1,556,033)	(1,563,605)	(1,953,996)	(390,391)	25.00%
FY18 LNGV Pay Set Aside for FY19	149,000	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(1,120,333)</b>	<b>(1,120,632)</b>	<b>(1,953,996)</b>	<b>(833,364)</b>	<b>74.40%</b>
<b>Net Change</b>	<b>(852,174)</b>	<b>-</b>	<b>(900,000)</b>	<b>(900,000)</b>	<b>NA</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: Middlesex

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	6,956,918	6,642,803	6,771,695	128,892	1.90%
Fees	3,240,901	3,200,379	3,264,387	64,008	2.00%
State Appropriations	7,185,596	7,195,893	7,147,113	(48,780)	-0.70%
Addtl State Appropriation (Dev Edu and Outcomes)	397,463	561,734	561,734	-	0.00%
GF Fringe Benefits Paid by State	6,155,730	6,164,551	6,419,701	255,150	4.10%
OF Fringe Benefits Paid by State	472,992	472,992	433,378	(39,614)	-8.40%
Private Gifts, Grants and Contracts	12,000	6,705	6,705	-	0.00%
Sales of Educational Activities	5,000	3,050	3,050	-	0.00%
All Other Revenue	176,565	205,000	205,000	-	0.00%
Less Contra Revenue	-	(180,602)	(184,214)	(3,612)	2.00%
<b>Total Revenue</b>	<b>24,603,165</b>	<b>24,272,505</b>	<b>24,628,549</b>	<b>356,044</b>	<b>1.50%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (6101)	8,410,355	8,227,772	8,789,238	561,466	6.80%
Continuing Part Time (6111)	65,000	41,189	43,249	2,060	5.00%
Temporary Part Time (6102, B, D, G)	513,045	570,016	598,517	28,501	5.00%
Clinical EA (6102B)	-	-	-	-	NA
Contractual PTL (6103D)	2,495,500	2,378,460	2,497,383	118,923	5.00%
Contractual NCL (6103E)	283,077	131,162	137,720	6,558	5.00%
Contractual ECL (6103F)	285,765	481,907	506,002	24,095	5.00%
Student Labor (6104, H)	150,000	215,089	225,843	10,754	5.00%
Overtime (6107)	25,000	22,000	25,000	3,000	13.60%
All Other Personnel Services	279,886	449,415	263,180	(186,235)	-41.40%
Subtotal Personnel Services	12,507,628	12,517,010	13,086,132	569,122	4.50%
Fringe Benefits	7,194,348	7,068,539	7,526,965	458,426	6.50%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>19,701,976</b>	<b>19,585,549</b>	<b>20,613,097</b>	<b>1,027,548</b>	<b>5.20%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	992,572	892,080	1,015,754	123,674	13.90%
Waivers	407,643	210,780	214,996	4,216	2.00%
Utilities	376,246	298,727	350,000	51,273	17.20%
All Other Expenses	2,512,219	2,504,117	2,554,117	50,000	2.00%
<b>Total Other Expenses</b>	<b>4,288,680</b>	<b>3,905,704</b>	<b>4,134,867</b>	<b>229,163</b>	<b>5.90%</b>
<b>Total Expenditures</b>	<b>23,990,656</b>	<b>23,491,253</b>	<b>24,747,964</b>	<b>1,256,711</b>	<b>5.30%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>612,509</b>	<b>781,252</b>	<b>(119,415)</b>	<b>(900,667)</b>	<b>-115.30%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	20,000	131,217	-	(131,217)	-100.00%
Transfer out	(662,398)	(662,398)	(836,448)	(174,050)	26.30%
FY18 LNGV Pay Set Aside for FY19	71,018	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(571,380)</b>	<b>(531,181)</b>	<b>(836,448)</b>	<b>(305,267)</b>	<b>57.50%</b>
<b>Net Change</b>	<b>41,129</b>	<b>250,071</b>	<b>(955,863)</b>	<b>(1,205,934)</b>	<b>-482.20%</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: Naugatuck

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	16,675,973	16,695,685	16,919,489	223,804	1.30%
Fees	7,568,435	7,533,256	7,640,996	107,740	1.40%
State Appropriations	16,562,596	16,586,647	16,638,472	51,825	0.30%
Addtl State Appropriation (Dev Edu and Outcomes)	969,445	1,044,070	1,044,070	-	0.00%
GF Fringe Benefits Paid by State	15,561,388	15,583,986	16,390,510	806,524	5.20%
OF Fringe Benefits Paid by State	2,516,343	2,516,343	3,948,936	1,432,593	56.90%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	113,873	123,476	127,180	3,704	3.00%
All Other Revenue	178,350	294,133	303,645	9,512	3.20%
Less Contra Revenue	-	(265,179)	(270,748)	(5,569)	2.10%
<b>Total Revenue</b>	<b>60,146,403</b>	<b>60,112,417</b>	<b>62,742,550</b>	<b>2,630,133</b>	<b>4.40%</b>
<b>Expenditures:</b>					
<b><u>Personnel Services:</u></b>					
Full Time (6101)	19,991,436	19,522,981	20,429,603	906,622	4.60%
Continuing Part Time (6111)	203,709	195,250	194,210	(1,040)	-0.50%
Temporary Part Time (6102, B, D, G)	2,054,811	2,161,438	2,249,205	87,767	4.10%
Clinical EA (6102B)	1,418,000	1,298,336	1,369,744	71,408	5.50%
Contractual PTL (6103D)	5,529,558	5,695,622	6,008,881	313,259	5.50%
Contractual NCL (6103E)	416,500	378,264	415,881	37,617	9.90%
Contractual ECL (6103F)	868,683	815,215	860,052	44,837	5.50%
Student Labor (6104, H)	191,627	171,155	171,155	-	0.00%
Overtime (6107)	265,800	315,327	334,562	19,235	6.10%
All Other Personnel Services	427,812	600,191	336,072	(264,119)	-44.00%
Subtotal Personnel Services	31,367,936	31,153,779	32,369,365	1,215,586	3.90%
Fringe Benefits	21,336,709	21,254,784	22,981,119	1,726,335	8.10%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>52,704,645</b>	<b>52,408,563</b>	<b>55,350,484</b>	<b>2,941,921</b>	<b>5.60%</b>
<b><u>Other Expenses:</u></b>					
Inst. Financial Aid/Match	2,403,146	1,203,000	1,203,000	-	0.00%
Waivers	655,000	1,506,352	1,537,985	31,633	2.10%
Utilities	1,370,148	1,420,000	1,420,000	-	0.00%
All Other Expenses	2,677,695	2,681,865	2,702,843	20,978	0.80%
<b>Total Other Expenses</b>	<b>7,105,989</b>	<b>6,811,217</b>	<b>6,863,828</b>	<b>52,611</b>	<b>0.80%</b>
<b>Total Expenditures</b>	<b>59,810,634</b>	<b>59,219,780</b>	<b>62,214,312</b>	<b>2,994,532</b>	<b>5.10%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>335,769</b>	<b>892,637</b>	<b>528,238</b>	<b>(364,399)</b>	<b>-40.80%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	-	434,312	-	(434,312)	-100.00%
Transfer out	(1,547,259)	(1,564,423)	(1,988,548)	(424,125)	27.10%
FY18 LNGV Pay Set Aside for FY19	134,050	134,050		(134,050)	-100.00%
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(1,413,209)</b>	<b>(996,061)</b>	<b>(1,988,548)</b>	<b>(992,487)</b>	<b>99.60%</b>
<b>Net Change</b>	<b>(1,077,440)</b>	<b>(103,424)</b>	<b>(1,460,310)</b>	<b>(1,356,886)</b>	<b>1312.00%</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: **Norwalk**

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	15,530,446	14,732,387	14,178,341	(554,046)	-3.80%
Fees	7,141,512	7,283,229	7,030,041	(253,188)	-3.50%
State Appropriations	12,986,346	13,008,025	13,155,097	147,072	1.10%
Addtl State Appropriation (Dev Edu and Outcomes)	860,370	908,971	908,971	-	0.00%
GF Fringe Benefits Paid by State	10,901,068	10,954,564	11,575,534	620,970	5.70%
OF Fringe Benefits Paid by State	1,869,542	1,869,542	2,515,423	645,881	34.50%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	200,000	195,000	190,000	(5,000)	-2.60%
All Other Revenue	277,350	289,317	295,400	6,083	2.10%
Less Contra Revenue	-	(286,585)	(294,000)	(7,415)	2.60%
<b>Total Revenue</b>	<b>49,766,634</b>	<b>48,954,450</b>	<b>49,554,807</b>	<b>600,357</b>	<b>1.20%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (6101)	16,038,606	15,896,436	16,870,031	973,595	6.10%
Continuing Part Time (6111)	128,006	170,450	205,571	35,121	20.60%
Temporary Part Time (6102, B, D, G)	1,766,026	1,313,499	1,397,968	84,469	6.40%
Clinical EA (6102B)	877,676	919,295	941,396	22,101	2.40%
Contractual PTL (6103D)	5,216,047	4,663,863	4,827,440	163,577	3.50%
Contractual NCL (6103E)	724,915	710,298	749,365	39,067	5.50%
Contractual ECL (6103F)	851,250	868,155	842,110	(26,045)	-3.00%
Student Labor (6104, H)	330,209	298,242	332,000	33,758	11.30%
Overtime (6107)	50,000	71,600	65,000	(6,600)	-9.20%
All Other Personnel Services	692,500	630,000	810,720	180,720	28.70%
Subtotal Personnel Services	26,675,235	25,541,838	27,041,601	1,499,763	5.90%
Fringe Benefits	14,698,715	15,246,760	16,201,450	954,690	6.30%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>41,373,950</b>	<b>40,788,598</b>	<b>43,243,051</b>	<b>2,454,453</b>	<b>6.00%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	2,221,037	1,998,933	1,987,412	(11,521)	-0.60%
Waivers	723,534	546,004	657,200	111,196	20.40%
Utilities	1,242,000	1,257,236	1,260,000	2,764	0.20%
All Other Expenses	4,109,955	4,282,062	4,282,000	(62)	0.00%
<b>Total Other Expenses</b>	<b>8,296,526</b>	<b>8,084,235</b>	<b>8,186,612</b>	<b>102,377</b>	<b>1.30%</b>
<b>Total Expenditures</b>	<b>49,670,476</b>	<b>48,872,833</b>	<b>51,429,663</b>	<b>2,556,830</b>	<b>5.20%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>96,158</b>	<b>81,617</b>	<b>(1,874,856)</b>	<b>(1,956,473)</b>	<b>-2397.10%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	275,000	312,390	-	(312,390)	-100.00%
Transfer out	(1,394,653)	(1,401,646)	(1,813,446)	(411,800)	29.40%
FY18 LNGV Pay Set Aside for FY19	155,000	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(964,653)</b>	<b>(1,089,256)</b>	<b>(1,813,446)</b>	<b>(724,190)</b>	<b>66.50%</b>
<b>Net Change</b>	<b>(868,495)</b>	<b>(1,007,639)</b>	<b>(3,688,302)</b>	<b>(2,680,663)</b>	<b>266.00%</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: Northwestern

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	2,977,681	3,205,120	3,365,375	160,255	5.00%
Fees	1,054,006	1,091,572	1,135,651	44,079	4.00%
State Appropriations	5,932,990	5,937,771	5,914,979	(22,792)	-0.40%
Addtl State Appropriation (Dev Edu and Outcomes)	185,307	240,754	240,754	-	0.00%
GF Fringe Benefits Paid by State	5,344,460	5,348,767	5,590,143	241,376	4.50%
OF Fringe Benefits Paid by State	515,766	515,766	337,513	(178,253)	-34.60%
Private Gifts, Grants and Contracts	100,000	100,000	100,000	-	0.00%
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	65,000	51,028	56,131	5,103	10.00%
Less Contra Revenue	-	(135,176)	(138,555)	(3,379)	2.50%
<b>Total Revenue</b>	<b>16,175,210</b>	<b>16,355,602</b>	<b>16,601,991</b>	<b>246,389</b>	<b>1.50%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (6101)	6,469,436	6,383,576	6,523,155	139,579	2.20%
Continuing Part Time (6111)	-	-	-	-	NA
Temporary Part Time (6102, B, D, G)	116,178	134,317	152,663	18,346	13.70%
Clinical EA (6102B)	310,660	303,374	320,060	16,686	5.50%
Contractual PTL (6103D)	1,061,210	1,197,929	1,263,300	65,371	5.50%
Contractual NCL (6103E)	50,000	42,290	44,616	2,326	5.50%
Contractual ECL (6103F)	99,780	107,467	107,467	-	0.00%
Student Labor (6104, H)	26,186	37,261	36,129	(1,132)	-3.00%
Overtime (6107)	45,192	27,638	20,729	(6,909)	-25.00%
All Other Personnel Services	141,178	214,504	2,753	(211,751)	-98.70%
Subtotal Personnel Services	8,319,820	8,448,356	8,470,872	22,516	0.30%
Fringe Benefits	6,459,202	6,011,850	6,371,754	359,904	6.00%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>14,779,022</b>	<b>14,460,206</b>	<b>14,842,626</b>	<b>382,420</b>	<b>2.60%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	397,037	258,066	264,518	6,452	2.50%
Waivers	330,770	224,215	229,820	5,605	2.50%
Utilities	517,497	565,453	579,589	14,136	2.50%
All Other Expenses	844,595	772,897	497,074	(275,823)	-35.70%
<b>Total Other Expenses</b>	<b>2,089,899</b>	<b>1,820,631</b>	<b>1,571,001</b>	<b>(249,630)</b>	<b>-13.70%</b>
<b>Total Expenditures</b>	<b>16,868,921</b>	<b>16,280,837</b>	<b>16,413,627</b>	<b>132,790</b>	<b>0.80%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>(693,711)</b>	<b>74,765</b>	<b>188,364</b>	<b>113,599</b>	<b>151.90%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	115,000	203,055	-	(203,055)	-100.00%
Transfer out	(307,576)	(308,887)	(388,364)	(79,477)	25.70%
FY18 LNGV Pay Set Aside for FY19	54,000	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(138,576)</b>	<b>(105,832)</b>	<b>(388,364)</b>	<b>(282,532)</b>	<b>267.00%</b>
<b>Net Change</b>	<b>(832,287)</b>	<b>(31,067)</b>	<b>(200,000)</b>	<b>(168,933)</b>	<b>543.80%</b>



**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: Quinebaug

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	3,548,989	3,549,180	3,439,155	(110,025)	-3.10%
Fees	1,581,064	1,512,780	1,734,074	221,294	14.60%
State Appropriations	5,922,515	5,928,250	5,857,974	(70,276)	-1.20%
Addtl State Appropriation (Dev Edu and Outcomes)	245,957	364,632	364,632	-	0.00%
GF Fringe Benefits Paid by State	4,883,244	4,814,763	5,066,624	251,861	5.20%
OF Fringe Benefits Paid by State	303,400	303,396	370,399	67,003	22.10%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	194,900	195,514	228,500	32,986	16.90%
Less Contra Revenue	-	(79,202)	(76,746)	2,456	-3.10%
<b>Total Revenue</b>	<b>16,680,069</b>	<b>16,589,313</b>	<b>16,984,612</b>	<b>395,299</b>	<b>2.40%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (6101)	5,706,484	5,321,521	5,606,274	284,753	5.40%
Continuing Part Time (6111)	328,657	298,071	334,804	36,733	12.30%
Temporary Part Time (6102, B, D, G)	745,927	851,501	995,978	144,477	17.00%
Clinical EA (6102B)	-	-	-	-	NA
Contractual PTL (6103D)	1,193,373	1,349,921	1,424,166	74,245	5.50%
Contractual NCL (6103E)	223,910	184,010	196,773	12,763	6.90%
Contractual ECL (6103F)	51,553	83,218	77,176	(6,042)	-7.30%
Student Labor (6104, H)	16,767	19,489	16,667	(2,822)	-14.50%
Overtime (6107)	45,062	44,850	39,586	(5,264)	-11.70%
All Other Personnel Services	356,421	513,108	259,691	(253,417)	-49.40%
Subtotal Personnel Services	8,668,154	8,665,689	8,951,115	285,426	3.30%
Fringe Benefits	5,611,356	5,639,543	5,807,248	167,705	3.00%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>14,279,510</b>	<b>14,305,232</b>	<b>14,758,363</b>	<b>453,131</b>	<b>3.20%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	507,456	456,710	495,204	38,494	8.40%
Waivers	165,951	63,003	61,050	(1,953)	-3.10%
Utilities	319,904	261,533	216,600	(44,933)	-17.20%
All Other Expenses	1,197,549	1,204,217	1,382,170	177,953	14.80%
<b>Total Other Expenses</b>	<b>2,190,860</b>	<b>1,985,463</b>	<b>2,155,024</b>	<b>169,561</b>	<b>8.50%</b>
<b>Total Expenditures</b>	<b>16,470,370</b>	<b>16,290,695</b>	<b>16,913,387</b>	<b>622,692</b>	<b>3.80%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>209,699</b>	<b>298,618</b>	<b>71,225</b>	<b>(227,393)</b>	<b>-76.10%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	57,459	399,461	-	(399,461)	-100.00%
Transfer out	(368,929)	(370,848)	(456,835)	(85,987)	23.20%
FY18 LNGV Pay Set Aside for FY19	-	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(311,470)</b>	<b>28,613</b>	<b>(456,835)</b>	<b>(485,448)</b>	<b>-1696.60%</b>
<b>Net Change</b>	<b>(101,771)</b>	<b>327,231</b>	<b>(385,610)</b>	<b>(712,841)</b>	<b>-217.80%</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: Three Rivers

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	9,888,039	10,137,691	10,237,101	99,410	1.00%
Fees	4,371,500	4,442,712	4,953,695	510,983	11.50%
State Appropriations	9,885,562	9,900,530	9,983,285	82,755	0.80%
Addtl State Appropriation (Dev Edu and Outcomes)	604,584	649,763	649,763	-	0.00%
GF Fringe Benefits Paid by State	9,007,390	9,021,028	9,536,814	515,786	5.70%
OF Fringe Benefits Paid by State	1,366,956	1,366,956	2,091,595	724,639	53.00%
Private Gifts, Grants and Contracts	-	-	-	-	NA
Sales of Educational Activities	-	-	-	-	NA
All Other Revenue	660,000	628,634	746,994	118,360	18.80%
Less Contra Revenue	-	(320,000)	(323,000)	(3,000)	0.90%
<b>Total Revenue</b>	<b>35,784,031</b>	<b>35,827,314</b>	<b>37,876,247</b>	<b>2,048,933</b>	<b>5.70%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (6101)	10,908,819	11,105,730	11,078,631	(27,099)	-0.20%
Continuing Part Time (6111)	-	-	-	-	NA
Temporary Part Time (6102, B, D, G)	1,661,326	1,708,215	1,886,021	177,806	10.40%
Clinical EA (6102B)	663,447	600,805	648,869	48,064	8.00%
Contractual PTL (6103D)	3,437,905	3,799,914	3,950,011	150,097	4.00%
Contractual NCL (6103E)	300,000	307,781	638,170	330,389	107.30%
Contractual ECL (6103F)	470,000	464,962	488,209	23,247	5.00%
Student Labor (6104, H)	204,000	220,000	231,000	11,000	5.00%
Overtime (6107)	18,000	17,362	18,230	868	5.00%
All Other Personnel Services	369,939	510,780	544,009	33,229	6.50%
Subtotal Personnel Services	18,033,436	18,735,549	19,483,150	747,601	4.00%
Fringe Benefits	11,369,598	12,826,708	13,296,620	469,912	3.70%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>29,403,034</b>	<b>31,562,257</b>	<b>32,779,770</b>	<b>1,217,513</b>	<b>3.90%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	1,402,611	1,438,737	1,457,106	18,369	1.30%
Waivers	537,300	200,000	200,000	-	0.00%
Utilities	850,000	850,000	900,000	50,000	5.90%
All Other Expenses	2,424,500	2,446,934	2,744,779	297,845	12.20%
<b>Total Other Expenses</b>	<b>5,214,411</b>	<b>4,935,671</b>	<b>5,301,885</b>	<b>366,214</b>	<b>7.40%</b>
<b>Total Expenditures</b>	<b>34,617,445</b>	<b>36,497,928</b>	<b>38,081,655</b>	<b>1,583,727</b>	<b>4.30%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>1,166,586</b>	<b>(670,614)</b>	<b>(205,408)</b>	<b>465,206</b>	<b>-69.40%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	-	215,000	-	(215,000)	-100.00%
Transfer out	(962,954)	(962,954)	(1,248,176)	(285,222)	29.60%
FY18 LNGV Pay Set Aside for FY19	95,009	95,009	-	(95,009)	-100.00%
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(867,945)</b>	<b>(652,945)</b>	<b>(1,248,176)</b>	<b>(595,231)</b>	<b>91.20%</b>
<b>Net Change</b>	<b>298,641</b>	<b>(1,323,559)</b>	<b>(1,453,584)</b>	<b>(130,025)</b>	<b>9.80%</b>

**Connecticut Community Colleges**  
**Expenditure Plan General & Operating Funds**  
**FY20 Budget, FY19 Projection and Budget**

College: Tunxis

Account Name	FY19 Budget Dollars (\$)	FY19 Projection Dollars (\$)	FY20 Budget Dollars (\$)	FY20 Bud vs. FY19 Proj Inc(Dec)	
				Dollars (\$)	Percent (%)
<b>Revenue:</b>					
Tuition (Gross)	10,642,625	10,424,497	10,845,628	421,131	4.00%
Fees	4,732,872	5,040,431	5,438,450	398,019	7.90%
State Appropriations	9,632,279	9,646,226	9,765,809	119,583	1.20%
Addtl State Appropriation (Dev Edu and Outcomes)	587,325	792,305	792,305	-	0.00%
GF Fringe Benefits Paid by State	8,867,361	8,880,201	9,426,153	545,952	6.10%
OF Fringe Benefits Paid by State	1,383,798	1,383,798	2,109,748	725,950	52.50%
Private Gifts, Grants and Contracts	1,200	2,939	2,900	(39)	-1.30%
Sales of Educational Activities	110,000	143,132	143,350	218	0.20%
All Other Revenue	235,103	276,111	414,310	138,199	50.10%
Less Contra Revenue	-	(197,385)	(225,000)	(27,615)	14.00%
<b>Total Revenue</b>	<b>36,192,563</b>	<b>36,392,255</b>	<b>38,713,653</b>	<b>2,321,398</b>	<b>6.40%</b>
<b>Expenditures:</b>					
<b>Personnel Services:</b>					
Full Time (6101)	10,800,676	10,492,430	10,491,747	(683)	0.00%
Continuing Part Time (6111)	302,888	316,589	326,715	10,126	3.20%
Temporary Part Time (6102, B, D, G)	1,259,064	1,750,027	2,111,691	361,664	20.70%
Clinical EA (6102B)	284,169	237,348	253,767	16,419	6.90%
Contractual PTL (6103D)	3,800,206	4,171,790	4,326,937	155,147	3.70%
Contractual NCL (6103E)	458,368	419,969	470,738	50,769	12.10%
Contractual ECL (6103F)	700,883	805,138	820,062	14,924	1.90%
Student Labor (6104, H)	136,132	174,950	141,403	(33,547)	-19.20%
Overtime (6107)	53,757	62,725	62,788	63	0.10%
All Other Personnel Services	387,555	558,265	404,415	(153,850)	-27.60%
Subtotal Personnel Services	18,183,698	18,989,231	19,410,263	421,032	2.20%
Fringe Benefits	12,238,083	11,942,453	14,078,706	2,136,253	17.90%
<b>Total P.S. &amp; Fringe Benefits</b>	<b>30,421,781</b>	<b>30,931,684</b>	<b>33,488,969</b>	<b>2,557,285</b>	<b>8.30%</b>
<b>Other Expenses:</b>					
Inst. Financial Aid/Match	1,551,212	1,509,734	1,566,094	56,360	3.70%
Waivers	301,210	162,220	180,000	17,780	11.00%
Utilities	875,000	825,251	807,000	(18,251)	-2.20%
All Other Expenses	2,258,379	2,385,395	1,999,109	(386,286)	-16.20%
<b>Total Other Expenses</b>	<b>4,985,801</b>	<b>4,882,600</b>	<b>4,552,203</b>	<b>(330,397)</b>	<b>-6.80%</b>
<b>Total Expenditures</b>	<b>35,407,582</b>	<b>35,814,284</b>	<b>38,041,172</b>	<b>2,226,888</b>	<b>6.20%</b>
<b>Addition to (Use of) Funds Before Transfers</b>	<b>784,981</b>	<b>577,971</b>	<b>672,481</b>	<b>94,510</b>	<b>16.40%</b>
<b>Transfers, Additional Funds and Commitments</b>					
Transfer in	123,930	600,147	-	(600,147)	-100.00%
Transfer out	(897,348)	(1,027,155)	(1,172,037)	(144,882)	14.10%
FY18 LNGV Pay Set Aside for FY19	113,392	-	-	-	NA
<b>Total Transfers, Additional Funds and Commitments</b>	<b>(660,026)</b>	<b>(427,008)</b>	<b>(1,172,037)</b>	<b>(745,029)</b>	<b>174.50%</b>
<b>Net Change</b>	<b>124,955</b>	<b>150,963</b>	<b>(499,556)</b>	<b>(650,519)</b>	<b>-430.90%</b>

**CONNECTICUT STATE COLLEGES and UNIVERSITIES**

ENROLLMENT - HEADCOUNT &amp; FTE

FY19 Actual and FY20 Budget

ATTACHMENT G

**HEADCOUNT Enrollment**
**Undergraduate**

 State Universities  
 Community Colleges  
 Charter Oak  
 Total Undergraduate

HEADCOUNT - Avg Fall and Spring Semesters						Variance FY20 Budget vs. FY19 Actual					
FY19 Actual			FY20 Budget			Full Time		Part Time		Total	
Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
21,782	5,005	26,787	21,780	4,965	26,745	(2)	0.0%	(40)	-0.8%	(42)	-0.2%
14,006	32,011	46,017	13,771	31,736	45,507	(235)	-1.7%	(275)	-0.9%	(510)	-1.1%
308	1,267	1,575	314	1,278	1,592	6	1.9%	11	0.9%	17	1.1%
36,096	38,283	74,379	35,865	37,979	73,844	(231)	-0.6%	(304)	-0.8%	(535)	-0.7%
1,389	3,499	4,888	1,369	3,493	4,862	(20)	-1.4%	(6)	-0.2%	(26)	-0.5%
11	84	95	4	69	73	(7)	-63.6%	(15)	-17.9%	(22)	-23.2%
1,400	3,583	4,983	1,373	3,562	4,935	(27)	-1.9%	(21)	-0.6%	(48)	-1.0%
23,171	8,504	31,675	23,149	8,458	31,607	(22)	-0.1%	(46)	-0.5%	(68)	-0.2%
14,006	32,011	46,017	13,771	31,736	45,507	(235)	-1.7%	(275)	-0.9%	(510)	-1.1%
319	1,351	1,670	318	1,347	1,665	(1)	-0.3%	(4)	-0.3%	(5)	-0.3%
37,496	41,866	79,362	37,238	41,541	78,779	(258)	-0.7%	(325)	-0.8%	(583)	-0.7%

**Graduate**

 State Universities Graduate  
 Charter Oak  
 Total Graduate

**Total Undergraduate & Graduate**

 State Universities  
 Community Colleges  
 Charter Oak  
 Total Headcount

**FTE Enrollment**
**Undergraduate**

 State Universities  
 Community Colleges  
 Charter Oak  
 Total Undergraduate

FTE - Avg Fall and Spring Semesters						Variance FY20 Budget vs. FY19 Actual					
FY19 Actual			FY20 Budget			Full Time		Part Time		Total	
Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
21,186	2,130	23,316	21,183	2,117	23,300	(3)	0.0%	(13)	-0.6%	(16)	-0.1%
12,462	13,676	26,138	12,238	13,472	25,710	(224)	-1.8%	(204)	-1.5%	(428)	-1.6%
258	474	731	263	480	743	6	2.1%	7	1.4%	12	1.6%
33,906	16,280	50,185	33,684	16,069	49,753	(222)	-0.7%	(211)	-1.3%	(432)	-0.9%
1,269	1,360	2,629	1,251	1,358	2,609	(18)	-1.4%	(2)	-0.1%	(20)	-0.8%
11	41	52	5	30	35	(6)	-54.5%	(11)	-26.8%	(17)	-32.7%
1,280	1,401	2,681	1,256	1,388	2,644	(24)	-1.9%	(13)	-0.9%	(37)	-1.4%
22,455	3,490	25,945	22,434	3,475	25,909	(21)	-0.1%	(15)	-0.4%	(36)	-0.1%
12,462	13,676	26,138	12,238	13,472	25,710	(224)	-1.8%	(204)	-1.5%	(428)	-1.6%
269	515	783	268	510	778	(1)	-0.2%	(5)	-0.9%	(5)	-0.6%
35,186	17,681	52,866	34,940	17,457	52,397	(246)	-0.7%	(224)	-1.3%	(469)	-0.9%

**Graduate**

 State Universities Graduate  
 Charter Oak  
 Total Graduate

**Total Undergraduate & Graduate**

 State Universities  
 Community Colleges  
 Charter Oak  
 Total FTE

# CONNECTICUT STATE UNIVERSITIES

ENROLLMENT - HEADCOUNT & FTE

FY19 Actual and FY20 Budget

	HEADCOUNT - Avg Fall and Spring Semesters						Variance FY20 Budget vs FY19 Actual					
	FY19 Actual			FY20 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
<b><u>HEADCOUNT Enrollment</u></b>												
<b><u>Undergraduate</u></b>												
CCSU	7,154	1,968	9,122	7,071	1,968	9,039	(83)	-1.2%	-	0.0%	(83)	-0.9%
ECSU	4,093	806	4,899	4,089	766	4,855	(4)	-0.1%	(40)	-5.0%	(44)	-0.9%
SCSU	6,612	1,282	7,894	6,612	1,282	7,894	-	0.0%	-	0.0%	-	0.0%
WCSU	3,923	951	4,874	4,008	951	4,959	85	2.2%	-	0.0%	85	1.7%
CSU Total Undergraduate	21,782	5,005	26,787	21,780	4,965	26,745	(2)	0.0%	(40)	-0.8%	(42)	-0.2%
<b><u>Graduate</u></b>												
CCSU	544	1,685	2,229	538	1,685	2,223	(6)	-1.1%	(1)	0.0%	(7)	-0.3%
ECSU	83	106	189	79	101	180	(4)	-4.8%	(6)	-5.2%	(10)	-5.0%
SCSU	696	1,179	1,875	696	1,179	1,875	-	0.0%	-	0.0%	-	0.0%
WCSU	66	529	595	56	529	585	(10)	-15.2%	-	0.0%	(10)	-1.7%
CSU Total Graduate	1,389	3,499	4,888	1,369	3,493	4,862	(20)	-1.4%	(6)	-0.2%	(26)	-0.5%
<b><u>Total</u></b>												
CCSU	7,698	3,653	11,351	7,609	3,652	11,261	(89)	-1.2%	(1)	0.0%	(90)	-0.8%
ECSU	4,176	912	5,088	4,168	866	5,034	(8)	-0.2%	(46)	-5.0%	(54)	-1.1%
SCSU	7,308	2,461	9,769	7,308	2,461	9,769	-	0.0%	-	0.0%	-	0.0%
WCSU	3,989	1,480	5,469	4,064	1,480	5,544	75	1.9%	-	0.0%	75	1.4%
CSU Total Headcount	23,171	8,504	31,675	23,149	8,458	31,607	(22)	-0.1%	(46)	-0.5%	(68)	-0.2%

	FTE - Avg Fall and Spring Semesters						Variance FY20 Budget vs FY19 Actual					
	FY19 Actual			FY20 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
FTE Enrollment												
Undergraduate												
CCSU	6,899	897	7,796	6,819	897	7,715	(80)	-1.2%	(1)	-0.1%	(81)	-1.0%
ECSU	4,071	255	4,326	4,067	243	4,309	(4)	-0.1%	(13)	-4.9%	(17)	-0.4%
SCSU	6,403	560	6,963	6,403	560	6,962	(1)	0.0%	-	0.0%	(1)	0.0%
WCSU	3,814	419	4,233	3,896	419	4,314	82	2.1%	-	0.0%	82	1.9%
CSU Total Undergraduate	21,186	2,130	23,316	21,183	2,117	23,300	(3)	0.0%	(13)	-0.6%	(16)	-0.1%
Graduate												
CCSU	479	660	1,139	474	660	1,134	(5)	-1.0%	-	0.0%	(5)	-0.4%
ECSU	74	39	113	71	37	108	(3)	-4.1%	(2)	-5.1%	(5)	-4.4%
SCSU	647	450	1,097	647	450	1,097	-	0.0%	-	0.0%	-	0.0%
WCSU	69	211	280	59	211	270	(10)	-14.5%	-	0.0%	(10)	-3.6%
CSU Total Graduate	1,269	1,360	2,629	1,251	1,358	2,609	(18)	-1.4%	(2)	-0.1%	(20)	-0.8%
Total												
CCSU	7,378	1,557	8,935	7,293	1,557	8,849	(85)	-1.2%	(1)	0.0%	(86)	-1.0%
ECSU	4,145	294	4,439	4,138	280	4,417	(7)	-0.2%	(15)	-4.9%	(22)	-0.5%
SCSU	7,050	1,010	8,060	7,050	1,010	8,059	(1)	0.0%	-	0.0%	(1)	0.0%
WCSU	3,883	630	4,513	3,955	630	4,584	72	1.8%	-	0.0%	72	1.6%
CSU Total Headcount	22,455	3,490	25,945	22,434	3,475	25,909	(21)	-0.1%	(15)	-0.4%	(36)	-0.1%

# CONNECTICUT COMMUNITY COLLEGES

ENROLLMENT - HEADCOUNT & FTE

FY19 Actual and FY20 Budget

HEADCOUNT Enrollment	HEADCOUNT - Avg Fall and Spring Semesters						Variance FY20 Budget vs FY19 Actual					
	FY19 Actual			FY20 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
Asnuntuck	557	1,250	1,807	597	1,469	2,066	40	7.2%	219	17.5%	259	14.3%
Capital	606	2,551	3,157	585	2,617	3,202	(21)	-3.5%	66	2.6%	45	1.4%
Gateway	1,874	4,810	6,684	1,801	4,639	6,440	(73)	-3.9%	(171)	-3.6%	(244)	-3.7%
Housatonic	1,487	3,302	4,789	1,457	3,236	4,693	(30)	-2.0%	(66)	-2.0%	(96)	-2.0%
Manchester	1,788	3,894	5,682	1,716	3,738	5,454	(72)	-4.0%	(157)	-4.0%	(228)	-4.0%
Middlesex	825	1,635	2,460	825	1,635	2,460	1	0.1%	(1)	0.0%	-	0.0%
Naugatuck Valley	1,947	4,075	6,022	1,933	4,044	5,977	(14)	-0.7%	(31)	-0.8%	(45)	-0.7%
Northwestern	354	936	1,290	365	965	1,330	11	3.1%	29	3.1%	40	3.1%
Norwalk	1,615	3,600	5,215	1,527	3,402	4,929	(88)	-5.4%	(198)	-5.5%	(286)	-5.5%
Quinebaug Valley	442	908	1,350	437	920	1,357	(5)	-1.1%	12	1.3%	7	0.5%
Three Rivers	1,148	2,645	3,793	1,136	2,618	3,754	(12)	-1.0%	(27)	-1.0%	(39)	-1.0%
Tunxis	1,366	2,408	3,774	1,394	2,456	3,850	28	2.0%	49	2.0%	77	2.0%
<b>CCC Total Headcount</b>	<b>14,006</b>	<b>32,011</b>	<b>46,017</b>	<b>13,771</b>	<b>31,736</b>	<b>45,507</b>	<b>(235)</b>	<b>-1.7%</b>	<b>(275)</b>	<b>-0.9%</b>	<b>(510)</b>	<b>-1.1%</b>

FTE Enrollment	FTE - Avg Fall and Spring Semesters						Variance FY20 Budget vs FY19 Actual					
	FY19 Actual			FY20 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
Asnuntuck	531	479	1,010	534	480	1,013	3	0.6%	1	0.1%	4	0.3%
Capital	523	1,132	1,655	511	1,162	1,672	(12)	-2.3%	30	2.6%	18	1.1%
Gateway	1,656	2,086	3,742	1,597	2,020	3,616	(59)	-3.6%	(67)	-3.2%	(126)	-3.4%
Housatonic	1,305	1,400	2,705	1,279	1,372	2,650	(26)	-2.0%	(29)	-2.0%	(55)	-2.0%
Manchester	1,604	1,667	3,270	1,539	1,600	3,139	(65)	-4.0%	(67)	-4.0%	(131)	-4.0%
Middlesex	735	678	1,412	735	678	1,413	1	0.1%	1	0.1%	1	0.1%
Naugatuck Valley	1,728	1,765	3,493	1,719	1,756	3,475	(9)	-0.5%	(9)	-0.5%	(18)	-0.5%
Northwestern	323	376	699	332	387	719	9	2.8%	12	3.1%	21	2.9%
Norwalk	1,426	1,593	3,019	1,347	1,505	2,852	(79)	-5.5%	(88)	-5.5%	(167)	-5.5%
Quinebaug Valley	398	371	769	397	373	770	(1)	-0.3%	3	0.7%	2	0.2%
Three Rivers	1,035	1,141	2,176	1,025	1,129	2,154	(10)	-1.0%	(12)	-1.0%	(22)	-1.0%
Tunxis	1,201	992	2,193	1,225	1,012	2,237	24	2.0%	21	2.1%	45	2.0%
<b>CCC Total FTE</b>	<b>12,462</b>	<b>13,676</b>	<b>26,138</b>	<b>12,238</b>	<b>13,472</b>	<b>25,710</b>	<b>(224)</b>	<b>-1.8%</b>	<b>(204)</b>	<b>-1.5%</b>	<b>(428)</b>	<b>-1.6%</b>

# CHARTER OAK STATE COLLEGE

ENROLLMENT - HEADCOUNT & FTE

FY19 Actual and FY20 Budget

HEADCOUNT Enrollment	HEADCOUNT - Avg Fall and Spring Semesters						Variance FY20 Budget vs FY19 Actual					
	FY19 Actual			FY20 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
<u>Undergraduate</u>												
Charter Oak	308	1,267	1,575	314	1,278	1,592	6	1.9%	11	0.9%	17	1.1%
<u>Graduate</u>												
Charter Oak	11	84	95	4	69	73	(7)	-63.6%	(15)	-17.9%	(22)	-23.2%

FTE Enrollment	FTE - Avg Fall and Spring Semesters						Variance FY20 Budget vs FY19 Actual					
	FY19 Actual			FY20 Budget			Full Time		Part Time		Total	
	Full Time	Part Time	Total	Full Time	Part Time	Total	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)	#s Inc(Dec)	% Inc(Dec)
College												
<u>Undergraduate</u>												
Charter Oak	258	474	731	263	480	743	6	2.1%	7	1.4%	12	1.6%
<u>Graduate</u>												
Charter Oak	11	41	52	5	30	35	(6)	-54.5%	(11)	-26.8%	(17)	-32.7%

## CONNECTICUT STATE COLLEGES &amp; UNIVERSITIES

## ATTACHMENT H

## Financial Aid

FY 2020 Budget, FY 2019 Projections, FY 2019 Budget

	FY 2019 Budget					FY 2019 Projection					FY 2020 Budget				
	Total Financial Aid	Federal (1) Financial Aid	State (2) Financial Aid	Private (3) Financial Aid	Institutional Aid	Total Financial Aid	Federal (1) Financial Aid	State (2) Financial Aid	Private (3) Financial Aid	Institutional Aid	Total Financial Aid	Federal (1) Financial Aid	State (2) Financial Aid	Private (3) Financial Aid	Institutional Aid
Central	38,429,031	15,620,000	3,230,000	3,100,000	16,479,031	36,480,428	15,762,915	3,355,887	3,781,552	13,580,074	36,101,899	15,851,000	3,037,500	3,392,750	13,820,649
Eastern	27,192,351	7,756,724	864,690	6,070,924	12,500,013	25,694,797	8,071,060	1,997,269	4,236,074	11,390,394	25,854,593	8,571,060	1,803,177	4,036,074	11,444,282
Southern	43,900,684	14,800,224	3,327,088	9,556,220	16,217,152	32,802,682	15,257,874	3,069,778	2,756,220	11,718,810	33,281,782	14,800,224	3,420,588	2,756,220	12,304,750
Western	19,179,068	8,095,568	1,677,444	2,847,430	6,558,626	16,405,235	8,091,176	1,352,259	1,580,327	5,381,473	18,135,427	8,157,402	1,267,500	3,104,400	5,606,125
	\$ 128,701,134	\$ 46,272,516	\$ 9,099,222	\$ 21,574,574	\$ 51,754,822	\$ 111,383,142	\$ 47,183,025	\$ 9,775,193	\$ 12,354,173	\$ 42,070,751	\$ 113,373,701	\$ 47,379,686	\$ 9,528,765	\$ 13,289,444	\$ 43,175,806
Manchester	13,575,173	9,436,768	1,240,464	100,784	2,797,157	13,015,840	9,522,114	1,161,819	75,259	2,256,648	13,287,486	9,862,465	1,235,000	75,000	2,115,021
Northwestern	2,501,919	1,458,238	250,874	65,000	727,807	2,303,526	1,748,059	230,334	67,067	258,066	2,388,116	1,823,264	230,334	70,000	264,518
Norwalk	13,317,027	8,511,888	1,033,568	975,000	2,796,571	12,007,782	7,963,356	1,009,466	1,036,027	1,998,933	11,720,139	7,703,227	1,000,000	1,029,500	1,987,412
Housatonic	13,671,381	9,770,210	1,086,771	337,500	2,476,900	13,155,253	9,772,000	1,086,771	337,500	1,958,982	13,114,723	9,853,123	1,090,000	209,000	1,962,600
Middlesex	5,016,067	3,582,952	27,900	5,000	1,400,215	4,783,987	3,360,082	531,825	-	892,080	4,971,414	3,423,835	531,825	-	1,015,754
Capital	9,781,096	7,137,000	924,096	-	1,720,000	8,571,008	6,767,156	700,302	-	1,103,550	8,530,000	6,780,000	700,000	-	1,050,000
Naugatuck	14,437,730	9,908,618	1,395,966	75,000	3,058,146	13,292,094	10,508,997	1,438,148	141,949	1,203,000	13,195,916	10,412,819	1,438,148	141,949	1,203,000
Gateway	16,587,086	11,820,000	1,350,000	94,501	3,322,585	15,553,480	11,420,200	1,408,604	83,930	2,640,746	15,663,860	11,598,000	1,450,000	85,571	2,530,289
Tunxis	8,995,009	6,272,000	870,587	-	1,852,422	8,363,529	6,055,795	798,000	-	1,509,734	8,874,977	6,467,258	798,000	43,625	1,566,094
Three Rivers	9,055,200	6,201,000	700,000	214,289	1,939,911	8,719,020	6,175,968	775,629	328,686	1,438,737	8,848,912	6,263,806	800,000	328,000	1,457,106
Quinebaug	3,319,864	2,446,457	200,000	-	673,407	3,152,561	2,405,550	233,783	56,518	456,710	3,200,204	2,505,000	200,000	-	495,204
Asnuntuck	3,842,613	2,982,534	275,000	-	585,079	3,777,969	3,010,169	297,348	-	470,452	3,916,206	3,133,947	294,198	-	488,061
	\$ 114,100,165	\$ 79,527,665	\$ 9,355,226	\$ 1,867,074	\$ 23,350,200	\$ 106,696,049	\$ 78,709,446	\$ 9,672,029	\$ 2,126,936	\$ 16,187,638	\$ 107,711,953	\$ 79,826,744	\$ 9,767,505	\$ 1,982,645	\$ 16,135,059
Charter Oak	\$ 8,466,562	\$ 8,066,292	\$ -	\$ 20,000	\$ 380,270	\$ 2,871,792	\$ 2,090,973	\$ 182,993	\$ 35,000	\$ 562,826	\$ 3,285,764	\$ 2,166,523	\$ 175,417	\$ 37,000	\$ 906,824
Total	\$ 251,267,861	\$ 133,866,473	\$ 18,454,448	\$ 23,461,648	\$ 75,485,292	\$ 220,950,984	\$ 127,983,444	\$ 19,630,215	\$ 14,516,109	\$ 58,821,216	\$ 224,371,418	\$ 129,372,953	\$ 19,471,687	\$ 15,309,089	\$ 60,217,689

Notes:

(1) Federal PELL Grant, Federal SEO Grant, Federal TEACH Grant and Federal Work-study Program

(2) Roberta Willis Scholarship Program and CT Scholastic Achievement Grant

(3) Private scholarships, Foundation scholarships and Alumni scholarships



**ITEM**

Update on the Students First Plan

**BACKGROUND**

CSCU Adopted and has subsequently modified the Students First plan to address low completion rates in the Community Colleges while saving over \$20 million through administrative streamlining and consolidation.

**SUMMARY**

This plan continues to be implemented, with the following areas recently completed or underway this summer:

- Purchasing consolidation is underway, with areas for cost savings identified including Copiers and Printers, Janitorial Supplies, Elevators, Office Supplies, and scientific supplies.
- Payroll consolidation will begin this summer with a push for employee self-service.
- Other areas of consolidation, including IT, HR, and IR, are all advancing based on the original timelines.
- Reduction in facilities OT has been achieved, and guidance is forthcoming to campuses to assist in completing this item and ensuring continued savings.

Overall, the system remains on track to achieve over \$20 million in savings by 2024, as shown on the attached projection, which is updated to reflect the new state budget and the preliminary spending plans for the Community Colleges.

In addition, the Legislature's non-partisan Office of Fiscal Analysis completed an independent evaluation of the cost-savings projections for Students First. Their summary of that evaluation, along with a detailed review of the assumptions on which the savings rely, are attached.

**ATTACHMENTS:**

- Students First Projection updated 6/6/19
- OFA Review of Students First (e-mail from Janelle Stevens)
- OFA summary of Students First Assumptions

06/13/19 – Finance & Infrastructure – information item

06/20/19 – BOR – information item

# CONNECTICUT COMMUNITY COLLEGES - 5 YEAR PROJECTIONS

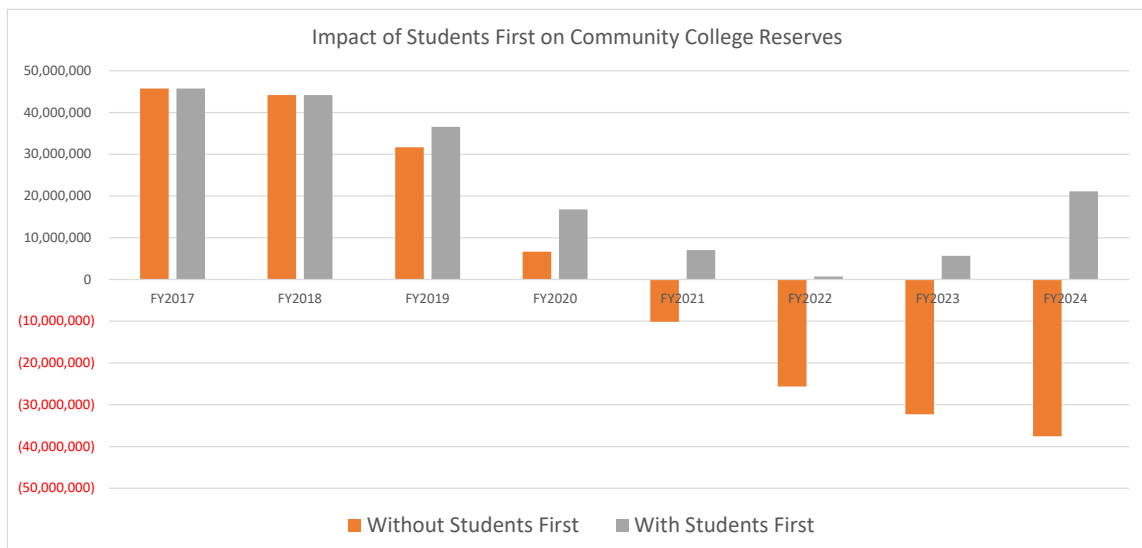
## IMPACT OF STUDENTS FIRST

Revised 6/06/19

Transition to One College

One College

	FY17 Actual	FY18 Actual	FY 19 Estimated	FY 20 Preliminary Budget	FY 21 Projected	FY22 Est	FY23 Est	FY24 Est
<b>REVENUES</b>								
State Funding General Fund	157,410,403	143,839,172	139,947,625	141,415,941	149,193,818	149,193,819	149,193,819	149,193,819
State Fringe Benefits	118,750,872	113,793,841	139,158,008	155,024,377	181,249,154	181,249,155	181,249,155	181,249,155
State Funding Operating Funds	8,483,500	8,289,499	8,113,740	8,564,677	8,564,677	8,564,677	8,564,677	8,564,677
Tuition and Fees	175,416,703	182,903,459	183,088,346	184,752,632	187,062,040	189,400,315	191,767,819	194,164,917
Other	6,335,695	4,963,188	4,799,150	4,147,276	4,147,276	4,250,958	4,357,232	4,466,163
less contra revenue			(2,770,916)	(2,814,970)	(2,814,970)	(2,814,970)	(2,814,970)	(2,814,970)
<b>Total Revenue</b>	<b>466,397,173</b>	<b>453,789,159</b>	<b>472,335,953</b>	<b>491,089,933</b>	<b>527,401,995</b>	<b>529,843,954</b>	<b>532,317,732</b>	<b>534,823,760</b>
<b>EXPENSES</b>								
Salaries and Wages	244,185,554	241,656,677	253,042,471	265,806,352	280,982,317	276,338,920	264,842,875	260,745,953
Fringe Benefits	142,831,938	145,265,346	161,736,656	174,399,133	186,636,780	191,302,700	196,085,267	200,987,399
Institutional Aid & Waivers	22,317,347	22,605,852	20,689,055	20,805,973	21,066,048	25,029,901	25,342,775	25,659,559
Other	47,519,731	47,938,688	51,653,262	55,100,601	55,492,601	52,686,293	52,686,293	52,686,293
<b>Total Expenses</b>	<b>456,854,570</b>	<b>457,466,563</b>	<b>487,121,444</b>	<b>516,112,059</b>	<b>544,177,746</b>	<b>545,357,814</b>	<b>538,957,210</b>	<b>540,079,204</b>
Transfers and One-time		2,102,954	2,303,231					
<b>Net Results (no Students First)</b>	<b>9,542,603</b>	<b>(1,574,450)</b>	<b>(12,482,260)</b>	<b>(25,022,126)</b>	<b>(16,775,751)</b>	<b>(15,513,860)</b>	<b>(6,639,478)</b>	<b>(5,255,444)</b>
<b>STUDENTS FIRST IMPACTS</b>								
<u>Implementation Costs:</u>								
Student Success Center		377,759	397,986	419,325	441,838	465,589	465,589	465,589
Achieving the Dream		0	170,000	1,392,000	746,000	0	0	0
Guided Pathways		448,832	639,498	664,728	539,479	539,479	539,479	539,479
Academic Consolidation		288,314	288,314	304,171	320,901	320,901	0	0
Web Design/Systems		0	192,000	500,000	500,000	0	0	0
<b>Total Implementation Costs</b>		<b>1,114,905</b>	<b>1,687,798</b>	<b>3,280,224</b>	<b>2,548,218</b>	<b>1,325,969</b>	<b>1,005,068</b>	<b>1,005,068</b>
Savings -- eliminated positions		(3,555,329)	(6,555,329)	(9,555,329)	(12,555,329)	(15,555,329)	(21,555,329)	(38,572,342)
Increases -- new positions		0	0	1,000,000	3,000,000	5,000,000	9,000,000	16,871,791
<b>Net Impact of Students First</b>		<b>(2,440,424)</b>	<b>(4,867,531)</b>	<b>(5,275,105)</b>	<b>(7,007,111)</b>	<b>(9,229,360)</b>	<b>(11,550,261)</b>	<b>(20,695,483)</b>
<b>Net Results including Students First</b>	<b>9,542,603</b>	<b>865,974</b>	<b>(7,614,729)</b>	<b>(19,747,021)</b>	<b>(9,768,640)</b>	<b>(6,284,499)</b>	<b>4,910,783</b>	<b>15,440,039</b>
<b>Unrestricted reserves</b>								
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Without Students First</b>	<b>45,729,805</b>	<b>44,155,355</b>	<b>31,673,095</b>	<b>6,650,969</b>	<b>(10,124,782)</b>	<b>(25,638,642)</b>	<b>(32,278,119)</b>	<b>(37,533,563)</b>
<b>With Students First</b>	<b>45,729,805</b>	<b>44,155,355</b>	<b>36,540,626</b>	<b>16,793,605</b>	<b>7,024,965</b>	<b>740,466</b>	<b>5,651,250</b>	<b>21,091,289</b>



**From:** [Stevens, Janelle](#)  
**To:** [Ojakian, Mark](#)  
**Cc:** [Barnes, Benjamin](#); [Beaudoin, Alexandra](#); [Shepard, Alan](#)  
**Subject:** FW: Students First Costs and Savings  
**Date:** Monday, May 20, 2019 10:05:04 AM  
**Attachments:** [Assumptions in the Students First Calculations - 04.29.19.doc](#)

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Dear President Ojakian,

Alan asked me to forward you the response to the legislator who requested a review of the Students First costs and savings. The response is below, and the assumptions (which were specifically requested by the legislator) are attached.

Thank you,  
Janelle

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**From:** Stevens, Janelle  
**Sent:** Monday, April 29, 2019 3:12 PM  
**Cc:** Shepard, Alan  
**Subject:** Students First Costs and Savings

Dear \_\_\_\_\_,

You asked for verification of the Students First costs and savings described in the April 2019 CSCU update to its accreditor.

OFA finds that generally the Students First costs and savings are supported by position-level back-up and/or calculations supplied by CSCU. OFA replicated or otherwise verified the calculations (e.g., salaries of several personnel to be eliminated were checked in OFA's CORE-CT interface). As CSCU acknowledges, there may be slight variation from the costs and savings, especially in these areas:

- Total Planned Eliminations of personnel (corresponding to the chart on pg. 33 of the April update, and the Students First FY 24 "Savings" projection for FY 24 in the five-year projection) may result in higher savings than estimated in the chart, up to roughly a few million dollars, due to the chart's methodology.
- Planned New Positions (again from the pg. 33 chart, and the Students First FY 24 "Increases" projection for FY 24 in the five-year projection) may cost slightly more than anticipated, up to roughly a few million dollars. Actual salaries for the recently hired regional presidents and VP of Enrollment Management have been slightly above estimates, and this trend could continue.

In addition, the net results in the five-year projection may be inexact because of an error in the Salaries and Wages calculations (at the gross community college level, not specific to Students First) for FY 20 and beyond, which affects fringe expenses as well. Consequently, the net results (with and without students first) could be worse than anticipated each year beginning in FY 21. However, because Salaries and Wages, and Fringe Benefits, are large, they are highly sensitive to even small changes in assumptions (e.g., retirements or other

attrition, fringe cost increases); projecting them accurately is challenging. (If you would like to see a version of the five-year projection, please let me know.)

Attached are the assumptions used in CSCU's analysis, which we compiled and have reviewed.

As CSCU has not projected any aspect of its budget beyond FY 24, no analysis could be done of FY 25. The FY 24 estimates in the five-year projection reflect the annualized costs and savings of full implementation of Students First.

I hope this information is helpful. Please contact me if you have questions or would like additional information.

Thank you,  
Janelle

Janelle Stevens  
Office of Fiscal Analysis  
(860) 240-0212

## **Assumptions in the April 2019 Students First Calculations**

April 29, 2019

OFA

### **Students First Personnel Savings and Costs (p. 33 chart)**

1. Fringe benefits costs are estimated at 75% of salary for new personnel.
2. Fringe benefits costs for positions targeted for elimination or eliminated already are actual.
3. No other assumptions apply: the data are calculated using individual positions targeted for elimination, already eliminated, or anticipated to be hired (new).

### **Five-Year Projection (p. 37 chart)**

#### Revenues

1. State Funding General Fund: Governor's recommended funding levels for FY 20 and FY 21, and flat thereafter.
2. State Fringe Benefits: FY 20 estimated by CSCU taking into account the SAG award, and then the same percent (and amount) is projected through FY 24.
3. State Funding Operating Funds: Flat funding per Governor's recommended funding levels.
4. Tuition and Fees: Net increase of 1.25%, considering an annual increase in the rate of 2.5%, and an annual enrollment decline of 1.25%.
5. Other (Net Revenue): Flat

#### Expenses

1. Salaries and Wages: For each of FY 20 and FY 21, increases are due to a 5.5% salary increase over the prior FY. *(An error in the spreadsheet results in an incorrect, lower amount for FY 21; however, this may be offset by attrition unrelated to Students First.)* For FY 22, a 2% decline from FY 21 is anticipated due to retirements. For FY 23, a 5% decline from FY 21 (not from FY 22) is anticipated due to retirements. FY 22 and FY 23 assume no salary increases.
2. Fringe Benefits: Percent of Salaries and Wages which increases by 2-3 percentage points per year
3. Institutional Aid & Waivers: For FY 20 and beyond, set at 13% of tuition and fees revenue, the same percent as projected in FY 19.

#### Students First Impacts

1. Implementation Costs:
  - a. Student Success Center is PS, OE, and fringe for the personnel staffing the center.
  - b. Achieving the Dream is a consulting cost to implement the program.
  - c. Guided Pathways is the PS and fringe for personnel on loan from the colleges who are leading the initiative.
  - d. Academic Consolidation is the projected PS and fringe cost of staff and consultants assisting with curriculum alignment.

- e. Web design and system support: FY 19 is actual cost of web support personnel. In future years, CSCU anticipates costs will rise as stated because special software will be purchased to help advisors track and reach out to students.
2. Savings: Attrition in positions targeted for elimination. Actual for FY 18, projected at slightly less (\$3M annually in additional savings, or approximately 8% annually of the total savings anticipated) for FY 19 through FY 22. *The FY 18 savings may be an underestimate; CSCU reports totaling the annual savings and fringe costs resulted in \$4M. Anticipated to be \$6M in FY 23, and the remainder of the savings would be experienced in FY 24, when the transition to a consolidated college would be complete. More of the savings than listed may come in FY 22, as the SEBAC no-layoff provisions expire on the first day of FY 22. At the same time, pension calculation changes that will take effect the first day of FY 23 may result in higher savings fully experienced in FY 23.*
3. Increases: New positions associated with Students First. Gradually increases, based on anticipated hiring schedule. E.g., the regional presidents will begin in FY 20. Reaches full amount projected in FY 24.

**Other Administrative Savings (p. 34-35 description)**

1. Purchasing power: Save 2% of \$46M for negotiating purchases at CSCU level; another 2% for joint purchasing with UConn and UConn Health. *Figure is savings, not net; it does not include PS and fringe of executive-level manager, estimated by CSCU at \$230K.*
2. IT personnel: Reduce IT staff in the system office by 20%. Figure reflects fringe and PS savings at the gross level.
3. IT operating costs: Printer reduction and support is anticipated to decline by \$560,000 annually.
4. Facilities overtime: Limiting overtime to 2.5% of PS is anticipated to result in \$2,453,074.
5. Tuition and fees revenue: Counted in the “savings” total of \$11.2M. Assumes an FY 20 FTE enrollment loss for the CCs, CSUs, and COSC that is half the projected decline (due to Guided Pathways and the Student Success Center).
6. Not detailed in the NECHE update are savings already generated:
  - a. Internal audit restructuring has saved \$479,162 annually (net of costs), about 88% of the original estimate.
  - b. System office administrative assistant reductions and job combinations have saved \$427,000 annually, about 109% of the original estimate.
  - c. System office cell phone reduction has already resulted in \$104,956 reduction (about one-third of what was anticipated originally).