

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

AGENDA - REGULAR MEETING

10:00 a.m., Thursday, May 10, 2018

System Office, Regents Boardroom, Ground Level, 61 Woodland Street, Hartford, CT

1. **Call to Order, Roll Call and Declaration of Quorum**
2. **Adoption of Agenda**
3. **Opportunity to Address the Board ***
4. **Faculty Advisory Committee** (*report to follow*)
5. **Board of Regents Chair Matt Fleury**
6. **CSCU President Mark E. Ojakian**
7. **Approval of [April 5, 2018 Meeting Minutes](#)**
8. **Consent Agenda**
 - a) **Discontinuations**
 - i. Early Childhood – Advanced - Master of Science (non-certification) – ECSU 2
 - ii. Elementary Education – Advanced - Master of Science (non-certification) – ECSU 4
 - iii. Reading Language Arts – Advanced - Master of Science (non-certification) – ECSU 6
 - iv. Secondary Education – Advanced - Master of Science (non-certification) – ECSU 8
 - v. Accounting for Small Business Option – AA – HCC.....10
 - vi. Business Office Technology: Executive Asst. Option – AA – HCC.....12
 - vii. Computer Technology – AS – MCC14
 - viii. Justice Administration – MS – WCSU16
 - b) **Modifications**
 - i. CSCU Pathway Transfer Degree: Early Childhood Teacher Credential Studies
AA [Designation change – AA to AS]18
 - c) **New Programs**
 - i. Industrial Design – AA – HCC20
 - ii. Cybersecurity – AS – QVCC22
 - d) **College of Technology (COT) Program Replications** – Tunxis CC24
 - e) **Promotions and Tenures** – State Universities26
 - f) **Accreditation of Licensed Programs**
 - i. TESOL – 6th Year Certificate – WCSU36
 - ii. Teaching – MAT (Secondary Education) & Certificate – WCSU38
9. **Academic & Student Affairs Committee – Merle Harris, Chair** *No Exhibit*
10. **Audit Committee – Eleese Wright, Chair** *No Report/No Exhibit*

***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 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).

11. Finance & Infrastructure Committee – Richard J. Balducci, Chair**a) Informational Items**

- i. **Fiscal implications of bargaining unit agreements**41
 - SEBAC
- ii. **Impact of increases in wages and fringe benefit rates**42
 - FY 2019 impact on operating funds
 - Projections through FY 2021

12. HR & Administration Committee – Naomi Cohen, Chair*No Report/No Exhibits***13. Executive Committee – Matt Fleury, Chair***No Exhibits***14. Executive Session****15. Adjourn**

***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 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).

Consent Agenda

8. Consent Agenda

- a) **Discontinuations**
 - i. Early Childhood – Advanced - Master of Science (non-certification) – ECSU
 - ii. Elementary Education – Advanced - Master of Science (non-certification) – ECSU
 - iii. Reading Language Arts – Advanced - Master of Science (non-certification) – ECSU
 - iv. Secondary Education – Advanced - Master of Science (non-certification) – ECSU
 - v. Accounting for Small Business Option – AA – HCC
 - vi. Business Office Technology: Executive Asst. Option – AA – HCC
 - vii. Computer Technology – AS – MCC
 - viii. Justice Administration – MS – WCSU
- b) **Modifications**
 - i. CSCU Pathway Transfer Degree: Early Childhood Teacher Credential Studies AA [Designation change – AA to AS]
- c) **New Programs**
 - i. Industrial Design – AA – HCC
 - ii. Cybersecurity – AS – QVCC
- d) **College of Technology (COT) Program Replications** – Tunxis CC
- e) **Promotions and Tenures** – State Universities
- f) **Accreditation of Licensed Programs**
 - i. TESOL – 6th Year Certificate – WCSU
 - ii. Teaching – MAT (Secondary Education) & Certificate - WCSU

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Early Childhood (non-certification) leading to a Master of Science degree at Eastern Connecticut State University with a phase-out period ending at the conclusion of the 2018 Summer session.

A True Copy:

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

ITEM

Discontinuation of a program in Early Childhood leading to a Master of Science degree at Eastern Connecticut State University

BACKGROUNDSummary

Eastern has established a Master of Science degree program in Educational Studies which affords teachers with state certification the opportunity to fulfill new state requirements of a minimum of 15 graduate credits of content or content pedagogy.

Rationale

The newly established Master of Science degree program in Educational Studies replaces the referenced degree program and three others, as a single degree

Phase-Out/Teach-Out Strategy

All graduate students in the four programs to be discontinued will be provided with the opportunity to complete their degree requirements during the teach-out period through the summer of 2018. Current students will also be afforded the option of transferring to the new program, under advisement. No new students have been enrolled in the programs to be discontinued since Fall 2017.

Resources

No resources are required for the termination of this program.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee

05/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Elementary Education (non-certification) leading to a Master of Science degree at Eastern Connecticut State University with a phase-out period ending at the conclusion of the 2018 Summer session.

A True Copy:

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

ITEM

Discontinuation of a program in Elementary Education leading to a Master of Science degree at Eastern Connecticut State University

BACKGROUNDSummary

Eastern has established a Master of Science degree program in Educational Studies which affords teachers with state certification the opportunity to fulfill new state requirements of a minimum of 15 graduate credits of content or content pedagogy.

Rationale

The newly established Master of Science degree program in Educational Studies replaces the referenced degree program and three others, as a single degree

Phase-Out/Teach-Out Strategy

All graduate students in the four programs to be discontinued will be provided with the opportunity to complete their degree requirements during the teach-out period through the summer of 2018. Current students will also be afforded the option of transferring to the new program, under advisement. No new students have been enrolled in the programs to be discontinued since Fall 2017.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee

05/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Reading Language Arts (non-certification) leading to a Master of Science degree at Eastern Connecticut State University with a phase-out period ending at the conclusion of the 2018 Summer session.

A True Copy:

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

ITEM

Discontinuation of a program in Reading Language Arts leading to a Master of Science degree at Eastern Connecticut State University

BACKGROUNDSummary

Eastern has established a Master of Science degree program in Educational Studies which affords teachers with state certification the opportunity to fulfill new state requirements of a minimum of 15 graduate credits of content or content pedagogy.

Rationale

The newly established Master of Science degree program in Educational Studies replaces the referenced degree program and three others, as a single degree

Phase-Out/Teach-Out Strategy

All graduate students in the four programs to be discontinued will be provided with the opportunity to complete their degree requirements during the teach-out period through the summer of 2018. Current students will also be afforded the option of transferring to the new program, under advisement. No new students have been enrolled in the programs to be discontinued since Fall 2017.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Secondary Education (non-certification) leading to a Master of Science degree at Eastern Connecticut State University with a phase-out period ending at the conclusion of the 2018 Summer session.

A True Copy:

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

ITEM

Discontinuation of a program in Secondary Education leading to a Master of Science degree at Eastern Connecticut State University

BACKGROUNDSummary

Eastern has established a Master of Science degree program in Educational Studies which affords teachers with state certification the opportunity to fulfill new state requirements of a minimum of 15 graduate credits of content or content pedagogy.

Rationale

The newly established Master of Science degree program in Educational Studies replaces the referenced degree program and three others, as a single degree

Phase-Out/Teach-Out Strategy

All graduate students in the four programs to be discontinued will be provided with the opportunity to complete their degree requirements during the teach-out period through the summer of 2018. Current students will also be afforded the option of transferring to the new program, under advisement. No new students have been enrolled in the programs to be discontinued since Fall 2017.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee

05/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Accounting leading to an Associate in Arts degree with an Accounting for Small Business Option at Housatonic Community College.

A True Copy:

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

ITEM

Discontinuation of a program in Accounting leading to an Associate in Arts degree with an Accounting for Small Business Option at Housatonic Community College.

BACKGROUNDSummary

Housatonic has effectively ended the referenced program, with no advertisement and advisement.

Rationale

The program's courses were not transferrable; thus, they had no appeal to potential students who largely indicated they wanted that option.

Phase-Out/Teach-Out Strategy

No students have been enrolled in this program for the last two years.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee

05/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the immediate discontinuation of a program in Business Office Technology leading to an Associate in Arts degree with an Executive Assistant Option at Housatonic Community College.

A True Copy:

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

ITEM

Discontinuation of a program in Business Office Technology leading to an Associate in Arts degree at Housatonic Community College.

BACKGROUNDSummary

The total lack of student interest in the referenced program has lead the institution to seek its discontinuation.

Rationale

Potential students have chosen to enroll in related business degree and certificate programs that offer employable skill sets.

Phase-Out/Teach-Out Strategy

No students have been enrolled in this program for several years.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee

05/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Computer Technology leading to an Associate of Science degree at Manchester Community College with a phase out period to end June 1, 2019.

A True Copy:

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

ITEM

Discontinuation of a program in Computer Technology leading to an Associate of Science degree at Manchester Community College

BACKGROUNDSummary

Potential employers have advised the institution that they would rather not hire graduates of this program which offers students introductory courses in multiple aspects of computer technology, wherein students do not acquire sufficient skill levels or expertise in any specific area. Eliminating Computer Technology will end the confusion as to which program students should pursue.

Rationale

Manchester has concluded that students interested in computer programming should, instead of the referenced program, enroll in its Internet Programming or Computer Science programs. The institution offers specialized programs for students interested in web design or networking, as well.

Phase-Out/Teach-Out Strategy

There is no need for a teach out strategy as all courses required for the referenced program will still be offered as they are required for other degrees and certificates; the phase out period will end June 1, 2019.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee
05/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Program Discontinuation

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the discontinuation of a program in Justice Administration leading to a Master of Science degree at Western Connecticut State University with a phase out period of two years.

A True Copy:

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

ITEM

Discontinuation of a program in Justice Administration leading to a Master of Science degree at Western Connecticut State University

BACKGROUNDSummary

Due to declining admissions to the referenced program lead to discussions regarding its discontinuation in 2015. Admission to the program was suspended in 2016. After a thorough review of the program, the faculty determined that the program should be closed.

Rationale

The University Senate approved closure of the program at its February 21, 2018 meeting.

Phase-Out/Teach-Out Strategy

All students remaining in the program will be allowed to complete their coursework. When the last student has completed the degree, all program material and courses will be archived.

Resources

No resources are required for the discontinuation of this program.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee
05/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Modification of a Program

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the modification (designation change) of a degree program – the CSCU Pathway Transfer Degree in Early Childhood Teacher Credential Studies from an Associate of Arts degree to an Associate of Science degree.

A True Copy:

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

ITEM

Modification of the CSCU Pathway Transfer Degree: Early Childhood Teacher Credential Studies from A.A. to A.S.

BACKGROUNDSummary

Although some of the colleges have criteria for assigning A.A. or A.S. designations to programs, currently there are no standard, system-wide criteria. Because at least half of the credits in all CSCU Pathway Transfer Degrees meet general education requirements, they have been designated as A.A. degrees. Existing Early Childhood Teacher Credential Studies programs, which are credentialed by the Connecticut Office of Early Childhood, are designated as A.S. degrees. Changing the designation of the CSCU Pathways Transfer Degree: Early Childhood Teacher Credential Studies establishes consistency.

Rationale

The change to A.S. designation will help to avoid confusion among students, faculty, and staff and ensure consistency in the designation for state credentialing of the program.

Resources

No resources are required for this change.

RECOMMENDATION

The System's Provost and Senior Vice President for Academic and Student Affairs recommends that the Board of Regents approve this program modification.

4/27/2018 – BOR Academic & Student Affairs Committee

5/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Approval of a New Program

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure of an Industrial Design program leading to an Associate in Art degree at Housatonic Community College for a period of three years.

A True Copy:

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

ITEM

Licensure of a new Industrial Design program leading to an Associate in Art degree at Housatonic Community College

BACKGROUNDSummary

The Industrial Design Program is a combination of design and technology. This program provides a path for students who want to plan, design, and construct models, products, and systems that optimize form and function, value, and appearance for the benefit of the user and manufacturer. Industrial designers improve current designs and create new designs.

Rationale

The Bureau of Labor and Statistics publishes an Occupational Outlook Handbook online that states the number of jobs in Industrial Design in 2014 is 38,400. From 2014-2024 there will be a 2% growth in jobs each year. The median pay as of May 2015 is \$32.28 per hour with no related occupational work experience. The Occupational Handbook states that the consumer demand for new products and styles should sustain the demand for industrial designers.

Resources

Housatonic Community College has the instructors, software, and resources to start this program without additional funds. No new faculty are required, 50% of the program courses will be taught by current full-time instructors from the Computer Science, Manufacturing, Engineering, and Design Departments. No additional facilities are required.

Projected revenue for the proposed program significantly exceeds projected expenditures in each year for the first three years of the program.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee

05/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Approval of a New Program

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of a Cybersecurity program leading to an Associate in Science degree at Quinebaug Valley Community College for a period of three years.

A True Copy:

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

ITEM

Licensure and accreditation of a new Cybersecurity program leading to an Associate in Science degree at Quinebaug Valley Community College

BACKGROUNDSummary

The proposed program will provide students with the specific skills necessary to achieve those information technology positions related to information and computer security. Graduates will be able to acquire higher earnings and potentially transfer to a four-year degree for further educational and professional advancement.

Rationale

Information security related jobs are in high demand in the state and nationally as well. The state Labor Department reports Information Security Analysts have a projected 16.3% employment growth rate between 2014 and 2024; one of the fastest growing occupations in the state. The program is aligned with two highly sought after industry certifications. Graduates will be proficient in demonstrating the program's learning objectives and in understanding the security technologies necessary to pass both of these certification examinations.

Resources

Enrollment is expected to be high. The institution will eventually hire one full-time faculty member and purchase minimal equipment and software.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee

05/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Replication of a College of Technology Program

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the licensure and accreditation of Technology Studies degree options in Machine Technology and Manufacturing Electro-Mechanical Maintenance Technology with certificate offerings at Tunxis Community College as replication of Technology Studies at Asnuntuck Community College.

A True Copy:

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

ITEM

Licensure and accreditation of new options in Technology Studies leading to Associate of Science degrees or certificates in either Machine Technology or Manufacturing Electro-Mechanical Maintenance Technology at Tunxis Community College

BACKGROUNDSummary

The Board of Regents approved a modified application to establish a new program and a new program approval process for the replication of previously approved programs in the College of Technology, affording community colleges rapid response to local industry needs by providing graduates prepared with the necessary knowledge and skills for employment.

Rationale

Tunxis proposes to establish an Advance Manufacturing Technology Center (AMTC) by duplicating the well-established AMTC at Asnuntuck Community College. Initially, Tunxis proposes to expand its existing roster of Technology Studies degree options and certificates by replicating the two referenced Technology Studies degree options and certificates at Asnuntuck. Three other degree options and their certificates within the Asnuntuck AMTC will be considered for replication by the Tunxis AMTC in the near future. Personnel at Asnuntuck will continue to lend their collective expertise to the licensure of the program at its sister institution. The program at Tunxis will also benefit from an existing partnership between the two colleges, resulting from having a single chief executive preside over both campuses. This collaboration has led to significant savings and efficiencies being realized across both campuses and includes the areas of enrollment management, marketing, institutional research and information technology.

Resources

Projected revenue for the proposed programs significantly exceeds projected expenditures for the first three years.

RECOMMENDATION

The System's Provost and Senior Vice President for Academic and Student Affairs recommends that the Board of Regents approve the licensure of these degree options.

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Promotions and Tenures

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the 2018 promotions and tenures recommended by the presidents of the Connecticut State Universities.

A True Copy:

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

ITEM

Approval of the 2018 promotions and tenures recommended by the presidents of the Connecticut State Universities

BACKGROUND

In accordance with the CSU-AAUP Collective Bargaining Agreement, the Board of Regents awards promotion and tenure to faculty at the four institutions of the Connecticut State University. The contract prescribes a thorough, multi-level review process at the institutions. Recommendations forwarded to the Board have been approved by the respective university president and provost. The Board of Regents acts upon the presidents' recommendations. The letters of recommendation are attached.

04/27/2018 – BOR Academic & Student Affairs Committee


05/10/2018 – Board of Regents



Central Connecticut State University

MEMORANDUM

TO: Mark E. Ojakian, President
Connecticut State Colleges & Universities

FROM: Zulma R. Toro, President 

DATE: April 18, 2018

SUBJECT: Promotion and Tenure

I am pleased to present my recommendations for instructional faculty promotion and tenure to be effective with the Academic Year 2018-19:

To Professor:

Shaun Green, Athletics
Diana Cohen, Political Science
Marianne Fallon, Psychological Science
Lynda Valerie, Literacy, Elementary & Early Childhood Education
Reza Ghodsi, Engineering
Jacob Kovel, Manufacturing & Construction Management
Linda Reeder, Manufacturing & Construction Management
Hassan Shibly, Manufacturing & Construction Management
David Sianez, Technology & Engineering Education
Haoyu Wang, Manufacturing & Construction Management
Thomas Vasko, Engineering

To Associate Professor:

Steven Block, Criminology & Criminal Justice
Rebecca Boncoddio, Psychological Science
Rocio Fuentes, Modern Languages
Andrea June, Psychological Science
Yunliang Meng, Geography
Heather Rodriguez, Sociology
Amy Gagnon, Physical Education & Human Performance
Wangari Gichiru, Educational Leadership, Policy & Instructional Technology
Leona Konieczny, Nursing
Luz Amaya-Bower, Engineering
Alicia Bray, Biology
Sarah Maurer, Chemistry & Biochemistry
Oluyinka Oyewumi, Geological Sciences
Mohammad Rahman, Manufacturing & Construction Management

To Coach I:

Patrick Hall, Athletics

David Kelly, Athletics

To Associate Librarian:

Kristin D'Amato, Library

Renata Vickrey, Library

The following will be granted tenure:

Steven Block, Criminology & Criminal Justice

Rebecca Boncoddio, Psychological Science

Ted Efremoff, Art

Rocio Fuentes, Modern Languages

Andrea June, Psychological Science

Elena Koulidobrova, English

Yunliang Meng, Geography

Heather Rodriguez, Sociology

Leanne Zalewski, Art

Youngseon Kim, Marketing

Kristin D'Amato, Library

Martha Kruey, Library

Amy Gagnon, Physical Education & Human Performance

Wangari Gichiru, Educational Leadership, Policy & Instructional Technology

Leona Konieczny, Nursing

Catherine Thomas, Nursing

Marian Anton, Mathematical Sciences

Alicia Bray, Biology

Haji Naik Dharavath, Computer Electronics & Graphics Technology

Sarah Maurer, Chemistry & Biochemistry

Oluyinka Oyewumi, Geological Sciences

Hassan Shibly, Manufacturing & Construction Management


/sm

c: A. Suski-Lenczewski



EASTERN CONNECTICUT STATE UNIVERSITY
A Liberal Education. Practically Applied.

Office of the President

DATE: April 17, 2018
TO: Mark Ojakian
President, Connecticut State Colleges and Universities
FROM: Elsa M. Núñez
President 
SUBJECT: RECOMMENDATIONS FOR PROMOTION AND TENURE

I recommend the following individuals for promotion and/or tenure for action by the Board of Regents at its May 2018 meeting. The effective date for all actions is August 27, 2018.

For Tenure:

Ms. Marianne Ciardullo, Counseling and Psychological Services Department
Mr. Bryce Crapser, Counseling and Psychological Services Department
Dr. Bradley Davis, History Department
Dr. Kristen Epp, Biology Department
Dr. Matthew Graham, Biology Department
Dr. Amy Groth, Biology Department
Dr. Megan Heenehan, Mathematical Sciences Department
Dr. Mihyan Kang, Communication Department
Dr. Paul Torcellini, Environmental Earth Sciences Department
Dr. Emiliano Villanueva, Business Administration Department

For Promotion to the rank of Professor, in rank order:

Dr. Caitlin Carenen, History Department
Dr. James Diller, Psychological Science Department
Dr. Maureen McDonnell, English Department
Dr. Jennifer J. Cobb, Performing Arts Department
Dr. Paul Torcellini, Environmental Earth Sciences Department
Dr. Steven Ferruci, English Department
Dr. Kehan Gao, Computer Science Department
Dr. Lindsay Lanagan-Leitzel, Psychological Science Department
Dr. Andrew Utterback, Communication Department

Page – 2
President Mark Ojakian
April 17, 2018

For Promotion to the rank of Associate Professor, in rank order:

Dr. Matthew Graham, Biology Department
Dr. Kristen Epp, Biology Department *
Dr. Megan Heenehan, Mathematical Sciences Department*
Dr. Bradley Davis, History Department

For Promotion to the rank of Associate Professor, in rank order cont.:

Dr. Brendan Cunningham, Economics Department*
Dr. Mark Fabrizi, Education Department*
Dr. Emiliano Villanueva, Business Administration Department

*Signifies tie for rankings.

For Promotion to the rank of Assistant Counselor:

Ms. Andrea Pedraza, Counseling and Psychological Services Department

DSP/hjr
c: File

April 13, 2018

Mr. Mark Ojakian
President, Board of Regents for Higher Education
Connecticut State Colleges and Universities
61 Woodland Street
Hartford, CT 06105-2237

Dear Mr. Ojakian:

The following are my recommendations for Promotion and Tenure, which will be effective August 27, 2018:

TENURE

Dr. Siobhan Carter-David (History)	Dr. Aujke Lamonica (Public Health)
Dr. Luke Eilderts (World Languages and Literatures)	Dr. Elaine Martin (Nursing)
Joanne Gil (Journalism)	Dr. Cassie Meyerhoffer (Sociology)
Dr. Robert Gregory (Exercise Science)	Dr. Mina Park (Management/MIS)
Dr. Mehdi Hossain (Marketing)	Dr. Sebastian Perumbilly (Social Work)
Dr. Md Shafaeat Hossain (Computer Science)	Michael Skinner (Theatre)
Dr. Elizabeth Kalbfleisch (English)	Dr. Kenneth Walters (Psychology)
Dr. Maria Krol (Nursing)	Dr. Miaowei Weng (World Languages and Literatures)

PROMOTION

From Assistant to Associate Professor:

Dr. Ericka Barnes (Chemistry)	Dr. Aujke Lamonica (Public Health)
Dr. Siobhan Carter-David (History)	Dr. Elaine Martin (Nursing)
Dr. Miranda Dunbar (Biology)	Dr. Cassie Meyerhoffer (Sociology)
Dr. Luke Eilderts (World Languages and Literatures)	Dr. Mina Park (Management/MIS)
Joanne Gil (Journalism)	Dr. Sebastian Perumbilly (Social Work)
Dr. Robert Gregory (Exercise Science)	Michael Skinner (Theatre)
Dr. Md Shafaeat Hossain (Computer Science)	Dr. Kenneth Walters (Psychology)
Dr. Elizabeth Kalbfleisch (English)	Dr. Miaowei Weng (World Languages and Literatures)
Dr. Maria Krol (Nursing)	

From Associate to Full Professor:

Dr. Corinne Blackmer (English)	Dr. Heidi Lockwood (Philosophy)
Dr. Laura Bower-Phipps (Curriculum and Learning)	Dr. Kenneth McGill (Anthropology)
Dr. Sandip Dutta (Economics and Finance)	Cynthia Simoneau (Journalism)
Dr. Mary Beth Fede (Exercise Science)	Dr. Melissa Talheim (English)
Dr. Scott Graves (Environ. Geography & Marine Sci)	Dr. Judith Terpstra (Special Education and Reading)
Dr. C. Patrick Heidkamp (Environ. Geo. & Marine Sci)	Dr. Chulguen Yang (Management/MIS)

page 2-
Promotion and Tenure-
April 13, 2018

Promotion to Coach I:

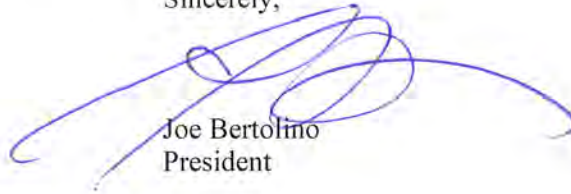
Matthew Almeida (Athletics)
Edward Bethke (Athletics)
Stephanie Hiriak (Athletics)
Christopher Moran (Athletics)

Promotion to Coach IV:

Scott Burrell (Athletics)
Kate Lynch (Athletics)

Please let me know if you have any questions.

Sincerely,

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke extending to the right.

Joe Bertolino
President

cc: R. Prezant, Provost and Vice President for Academic Affairs



OFFICE OF THE PRESIDENT
DR. JOHN B. CLARK

To: Mark E. Ojakian
President
Connecticut State Colleges & Universities

From: Dr. John B. Clark

A handwritten signature in black ink, appearing to read "John B. Clark".

Date: April 5, 2018

Re: WCSU Promotion & Tenure Recommendations

I support and concur with the recommendations of Provost Missy Alexander that the following faculty members receive promotion and tenure:

Tenure

Darby Cardonsky, Art Department
Stuart Dalton, Philosophy & Humanistic Studies Department
Surekha Davies, History & Non-Western Culture Department
William DeFeo, Division of Justice & Law Administration
Cory Ganschow, Music Department
Bernard Gee, Psychology Department
Xiaoqi Han, Marketing Department
Christine Hegel-Cantarella, Social Sciences Department
Tim Howard, Theatre Arts Department
Xiaowen Jiang, Accounting Department
Laurel Larsen, Music Department
Michelle Monette, Biology & Environmental Sciences Department
Jennifer Ort, Nursing Department
Helena Prieto, Chemistry Department
Jack Tom, Art Department
Sharon Young, Social Work Department

Mark E. Ojakian
April 5, 2018
Page 2

Promotion to Professor

David Burns, Mathematics Department
Theresa Canada, Education & Educational Psychology Department
Jennifer Duffy, History & Non-Western Culture Department
Jessica Eckstein, Communication & Media Arts Department
Senan Hayes, Mathematics Department
Patrick Ryan, Writing, Linguistics & Creative Process Department
Divya Sharma, Division of Justice & Law Administration
Emily Stevens, Health Promotion & Exercise Science Department

Promotion to Associate Professor

Surekha Davies, History & Non-Western Culture Department
Bernard Gee, Psychology Department
Tim Howard, Theatre Arts Department
Michelle Monette, Biology & Environmental Sciences Department
Jennifer Ort, Nursing Department

c: M. Alexander, Academic Affairs
F. Cratty, Human Resources
W. Petkanas, Promotion & Tenure Committee

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Accreditation of a Licensed Program

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the accreditation of a licensed program in TESOL leading to a Sixth Year Certificate at Western Connecticut State University.

A True Copy:

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

ITEM

Accreditation of a licensed program in TESOL leading to a Sixth Year Certificate at Western Connecticut State University

BACKGROUNDSummary

The referenced program was approved by the Board of Regents. The program was also approved by the Connecticut State Department of Education for licensure. The program is cohort-based with the goal of 15 part-time graduate students enrolling in Spring 2019. The program will take 18 months to complete.

Rationale

Licensure of a new program is normally granted by the Board for a three-year period and institutions are expected to seek accreditation by the Board in a timely fashion prior to the expected date of the program's first graduation. Given the short time to completion, accreditation of the new certificate is sought at this time.

Resources

There are no changes in the projected program revenue and program expenditures.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee

05/10/2018 – Board of Regents

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

Accreditation of a Licensed Program

May 10, 2018

RESOLVED: That the Board of Regents for Higher Education approve the accreditation of a Master of Arts in Teaching licensed program at Western Connecticut State University.

A True Copy:

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

ITEM

Accreditation of a Master of Arts in Teaching licensed program at Western Connecticut State University

BACKGROUNDSummary

The referenced program was approved by the Board of Regents. The program was also approved by the Connecticut State Department of Education for licensure. The program is cohort-based with a planned enrollment of 15 part-time graduate students Fall 2018. The program will take 18 months to complete.

Rationale

Licensure of a new program is normally granted by the Board for a three-year period and institutions are expected to seek accreditation by the Board in a timely fashion prior to the expected date of the program's first graduation. Given the short time to completion, accreditation of the new degree program is sought at this time.

Resources

There are no changes in the projected program revenue and program expenditures.

RECOMMENDATION

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

04/27/2018 – BOR Academic & Student Affairs Committee

05/10/2018 – Board of Regents

11. Finance & Infrastructure

a) Informational Items

- i. **Fiscal implications of bargaining unit agreements**
 - SEBAC
- ii. **Impact of increases in wages and fringe benefit rates**
 - FY 2019 impact on operating funds
 - Projections through FY 2021

Fiscal Implications of SEBAC

2017 SEBAC AGREEMENT

Compensation, Salary, and Employment Security Provisions:

- ✓ FY 17 0%
- ✓ FY 18 0%
- ✓ FY 19 \$2,000 lump sum payment (pro-rated for part-timers)
- ✓ FY 20 5.5% ATB
- ✓ FY 21 5.5% ATB

Employment security provisions remain in place through June 30, 2021

FY19 Proj vs FY18 Fringe Benefits Rates

3-Mar-18

	FY17	Initial Rates		REVISED	Variance	
		FY18 FB Rates	FY18 FB Rates	FINAL (10/1/17) per SEBAC	FY19 Proj vs FY18 FINAL	
Fringe Benefits Rates				FY19 Proj Rates *	% Inc(Dec)	Basis Points Inc(Dec)
Est. AVG Medical Insurance as a % of Total PS	15.89%	16.8%	15.47%	16.24%	5.0%	0.8%
Unemployment Compensation	0.06%	0.26%	0.26%	0.25%	-3.9%	0.0%
FICA Social Security	6.20%	6.20%	6.20%	6.20%	0.0%	0.0%
FICA Medicare	1.45%	1.45%	1.45%	1.45%	0.0%	0.0%
Employer SERS Regular Retirement	54.99%	56.22%	56.58%	67.60%	19.5%	11.0%
Employer SERS Hazardous Duty Retirement	69.94%	83.15%	81.75%	89.20%	9.1%	7.5%
Employer Alternative Retirement Program	11.93%	15.61%	14.50%	14.95%	3.1%	0.5%
Employer Teacher's Retirement	9.87%	27.45%	27.41%	48.70%	77.7%	21.3%
Workers Comp	0.70%	0.55%	0.55%	0.55%	0.0%	0.0%
Total FB rates for SERS Regular Employees (excluding Med Ins)	63.40%	64.68%	65.04%	76.05%	16.9%	11.0%
Total FB rates for SERS Regular Employees (including Med Ins)	79.29%	81.46%	80.51%	92.29%	14.6%	11.8%
Total FB rates for ARP Employees (excluding Med Ins)	20.34%	24.07%	22.96%	23.40%	1.9%	0.4%
Total FB rates for ARP Employees (including Med Ins)	36.23%	40.85%	38.43%	39.64%	3.2%	1.2%

* FY19 Proj Rates based on OSC preliminary forecast

Connecticut State Colleges and Universities
 Calculation of FY19 Fringe Benefits based on OSC projected rates

		OF is Impact to our Bottom Line								
		GF			OF			TOTAL		
	PS	Fringe	Fringe%	PS	Fringe	Fringe%	PS	Fringe	Fringe%	
FY18 Est. based on YTD actual (18 PPE)										
CSU	134,159,221	117,577,140	87.64%	172,162,195	64,486,766	37.46%	306,321,416	182,063,906	59.44%	
CCC	143,474,996	114,414,910	79.75%	92,316,859	31,776,324	34.42%	235,791,855	146,191,235	62.00%	
	277,634,217	231,992,050	83.56%	264,479,054	96,263,090	36.40%	542,113,271	328,255,140	60.55%	
FY19 Proj with BU increase in PS (\$2K plus 2 LNGV pays)										
CSU	138,303,424	127,999,818	92.55%	179,456,933	73,383,349	40.89%	317,760,357	201,383,167	63.38%	
CCC	140,293,547	121,857,663	86.86%	105,713,245	48,072,366	45.47%	246,006,792	169,930,029	69.08%	
	278,596,971	249,857,481	89.68%	285,170,178	121,455,715	42.59%	563,767,149	371,313,196	65.86%	
FY19 Proj without increase in PS										
CSU	138,303,424	127,999,818	92.55%	167,853,701	67,044,362	39.94%	306,157,125	195,044,180	63.71%	
CCC	140,293,547	121,857,663	86.86%	96,007,440	43,032,500	44.82%	236,300,987	164,890,163	69.78%	
	278,596,971	249,857,481	89.68%	263,861,141	110,076,862	41.72%	542,458,112	359,934,342	66.35%	
VARIANCE FY19 Proj without Increase in Pay vs. FY18 Est.										
CSU	4,144,203	10,422,678		(4,308,493)	2,557,596		(164,290)	12,980,274		
CCC	(3,181,449)	7,442,752		3,690,581	11,256,176		509,132	18,698,928		
	962,754	17,865,430		(617,913)	13,813,772		344,841	31,679,202		
% Change	0.3%	7.7%		-0.2%	14.4%	0.0%	0.1%	9.7%		
VARIANCE FY19 Proj with BU increase in Pay vs. FY18 Est.										
CSU	4,144,203	10,422,678		7,294,738	8,896,583		11,438,941	19,319,261		
CCC	(3,181,449)	7,442,752		13,396,386	16,296,042		10,214,937	23,738,794		
	962,754	17,865,430		20,691,124	25,192,625		21,653,878	43,058,056		
% Change	0.3%	7.7%		7.8%	26.2%		4.0%	13.1%		

A FY18 Estimate

B FY19 Projections w/ Wage Increases + New Fringe Rates

C FY19 Projections - Flat Wages + New Fringe Rates

E = C - A = Impact of Fringe Rate Increase Only

D = B - A = Total Impact of Wages and Fringe Rate Increases

**NEW PROJECTIONS WITH INCREASED FRINGE
CONNECTICUT STATE COLLEGES & UNIVERSITIES - 4 YEAR PROJECTIONS**

Updated 3-29-18

	FY17 Final	FY18 Projection	FY19 Est	FY20 Est	FY21 Est	Comments
State Funding General Fund	308,049,577	280,184,199	280,797,514	280,797,514	280,797,514	(1)
State Fringe Benefits	245,861,314	236,568,392	252,115,238	252,115,238	252,115,238	(2)
State Funding Operating Funds	10,489,115	10,382,878	10,114,729	10,114,729	10,114,729	(3)
Tuition and Fees	521,777,910	529,542,670	540,801,206	552,333,419	564,146,398	(4)
Housing & Food	99,111,730	102,011,986	102,011,986	102,011,986	102,011,986	(5)
Other	21,608,928	20,464,237	20,464,237	20,464,237	20,464,237	(6)
Total Revenue	1,206,898,574	1,179,154,362	1,206,304,910	1,217,837,123	1,229,650,102	
Salaries and Wages	574,638,485	562,540,713	583,595,369	595,673,688	628,435,740	(7)
Fringe Benefits	329,835,752	339,957,305	383,431,280	391,300,462	412,821,987	(8)
Institutional Aid & Waivers	66,779,048	72,780,667	74,403,639	76,006,421	77,648,418	(9)
Debt Service	36,588,490	34,643,894	34,643,894	34,643,894	34,643,894	(10)
Other	184,226,658	183,110,226	181,620,078	181,620,078	181,620,078	(11)
Total Expenses	1,192,068,433	1,193,032,805	1,257,694,261	1,279,244,543	1,335,170,118	
Net Results	14,830,141	(13,878,443)	(51,389,351)	(61,407,420)	(105,520,016)	(12)
Students First Savings, Net of Implementation			1,452,085	10,748,629	13,942,294	(13)
Net of Students First	14,830,141	(13,878,443)	(49,937,266)	(50,658,791)	(91,577,722)	
Unrestricted/Undesignated Reserves	99,461,734	85,583,291	35,646,026	(15,012,766)	(106,590,488)	

- (1) The fiscal year 2019 state funding is set by the Governor's mid term report. Flat funding thereafter.
- (2) FY19 Fringe rate adjusted for March 2, 2018 communication from OSC raising rates. Rates are flat thereafter. State reimbursed fringe is calculated by person for FY19.
- (3) Developmental Education and Outcomes Based Funding as appropriated in FY19 and flat thereafter.
- (4) Assumes tuition and fee rate increase at FY19 rates and that enrollments decline in accordance with Fall Enrollment Census.
- (5) Assumes housing and food revenue is flat in accordance with enrollment assumptions.
- (6) Other net Revenue is kept flat.
- (7) SEBAC negotiations concluded in late FY 2017; the contract was ratified by the Legislature in early FY 2018, and includes:
 - a. A three year wage freeze, beginning in fiscal year 2017 (in arrears)
 - b. A \$2,000 one-time payment to each full time member, prorated for part time members, in fiscal year 2019. We've estimated this cost to CSCU at approximately \$14 million in fiscal year 2019.
 - c. 5.5% increases in fiscal years 2020 and 2021; the agreement expires on June 30, 2021
 - d. Layoff protection which expires on June 30, 2021.
 - e. "Longevity" payments totaling \$5 million were deferred from fiscal year 2018 to fiscal year 2019. This does not get included in base pay (all 3 constituent units included).
- (8) FY19 Fringe rate adjusted for March 2, 2018 communication from OSC raising rates. Rates are flat thereafter.
- (9) Institutional Aid & Waivers vary with tuition.
- (10) Debt service assumed to be flat.
- (11) Other expenses are held flat.
- (12) Net results are negative beginning in fiscal year 2018 and get worse each year thereafter.
- (13) Full impact of students first will not be realized until fiscal year 2022.

**NEW PROJECTIONS WITH INCREASED FRINGE
CONNECTICUT COMMUNITY COLLEGES - 4 YEAR PROJECTIONS**

Updated 3-29-18

		FY18					
	FY17 Final	Projection	FY19 Est	FY20 Est	FY21 Est		Comments
State Funding General Fund	157,410,403	143,839,222	140,293,547	140,293,547	140,293,547		(1)
State Fringe Benefits	118,750,872	115,761,014	121,857,663	121,857,663	121,857,663		(2)
State Funding Operating Funds	8,483,500	8,374,525	8,174,828	8,174,828	8,174,828		(3)
Tuition and Fees	175,416,703	179,066,265	180,856,928	182,665,497	184,492,152		(4)
Other	6,335,695	7,249,228	7,249,228	7,249,228	7,249,228		(5)
Total Revenue	466,397,173	454,290,254	458,432,194	460,240,763	462,067,418		
Salaries and Wages	244,185,554	240,085,158	249,537,873	253,289,842	267,220,783		(6)
Fringe Benefits	142,831,938	146,603,555	170,342,349	172,903,560	182,413,256		(7)
Institutional Aid & Waivers	22,317,347	23,599,437	23,894,430	24,133,374	24,374,708		(8)
Other	47,519,731	51,364,704	49,874,556	49,874,556	49,874,556		(9)
Total Expenses	456,854,570	461,652,854	493,649,208	500,201,333	523,883,303		
Net Results	9,542,603	(7,362,600)	(35,217,014)	(39,960,570)	(61,815,886)		(10)
Students First Savings, Net of Implementation			1,452,085	10,748,629	13,942,294		(11)
Net of Students First	9,542,603	(7,362,600)	(33,764,929)	(29,211,941)	(47,873,592)		
Unrestricted/Undesignated Reserves	45,729,805	38,367,205	4,602,276	(24,609,665)	(72,483,256)		
Annual Operating Expenses (net of Dep)	563,580,000						
Months in Reserve		0.97					(12)

- (1) The fiscal year 2019 state funding is set by the Governor's mid term report. Flat funding thereafter.
- (2) FY19 Fringe rate adjusted for March 2, 2018 communication from OSC raising rates. Rates are flat thereafter. State reimbursed fringe is calculated by person for FY19.
- (3) Developmental Education and Outcomes Based Funding as appropriated in FY19 and flat thereafter.
- (4) Assumes tuition and fee rate increase 2.5% and enrollment decline 1.5% (Fall 2017 Census) (net 1.0%)
- (5) Other net Revenue is kept flat.
- (6) SEBAC negotiations concluded in late FY 2017; the contract was ratified by the Legislature in early FY 2018, and includes:
 - a. A three year wage freeze, beginning in fiscal year 2017 (in arrears)
 - b. A \$2,000 one-time payment to each full time member, prorated for part time members, in fiscal year 2019. We've estimated this cost to the CCCs at \$7 million in fiscal year 2019.
 - c. 5.5% increases in fiscal years 2020 and 2021; the agreement expires on June 30, 2021
 - d. Layoff protection which expires on June 30, 2021.
 - e. "Longevity" payments totaling \$2.5 million were deferred from fiscal year 2018 to fiscal year 2019. This does not get included in base pay.
- (7) FY19 Fringe rate adjusted for March 2, 2018 communication from OSC raising rates. Rates are flat thereafter.
- (8) Institutional Aid & Waivers vary with tuition.
- (9) Other expenses are held flat.
- (10) Net results are negative beginning in fiscal year 2018 and get worse each year thereafter.
- (11) Full impact of students first will not be realized until fiscal year 2022.

**NEW PROJECTIONS WITH INCREASED FRINGE
CONNECTICUT STATE UNIVERSITIES - 4 YEAR PROJECTIONS**

Updated 3-29-18

	FY18					
	FY17 Final	Projection	FY19 Est	FY20 Est	FY21 Est	Comments
State Funding General Fund	148,263,330	134,159,221	138,303,424	138,303,424	138,303,424	(1)
State Fringe Benefits	124,971,452	118,730,910	127,999,818	127,999,818	127,999,818	(2)
State Funding Operating Funds	1,892,509	1,921,618	1,873,075	1,873,075	1,873,075	(3)
Tuition and Fees	336,171,797	340,455,536	349,647,835	359,088,327	368,783,712	(4)
Housing & Food	99,111,730	102,011,986	102,011,986	102,011,986	102,011,986	(5)
Other	13,429,775	11,417,265	11,417,265	11,417,265	11,417,265	(6)
Total Revenue	723,840,593	708,696,536	731,253,403	740,693,895	750,389,280	
Salaries and Wages	321,379,434	313,383,597	324,822,538	332,812,930	351,117,641	(7)
Fringe Benefits	182,054,324	188,154,747	207,474,008	212,577,714	224,269,488	(8)
Institutional Aid & Waivers	44,254,704	49,008,650	50,331,884	51,690,844	53,086,497	(9)
Debt Service	36,588,490	34,643,894	34,643,894	34,643,894	34,643,894	(10)
Other	134,570,367	129,410,190	129,410,190	129,410,190	129,410,190	(11)
Total Expenses	718,847,319	714,601,078	746,682,514	761,135,572	792,527,710	
Net Results	4,993,274	(5,904,542)	(15,429,110)	(20,441,677)	(42,138,430)	(12)
Unrestricted/Undesignated Reserves	52,940,929	47,036,387	31,607,277	11,165,600	(30,972,830)	
Annual Operating Expenses (net of Dep)	811,164,987					
Months in Reserve	0.78					(13)

- (1) The fiscal year 2019 state funding is set by the Governor's mid term report. Flat funding thereafter.
- (2) FY19 Fringe rate adjusted for March 2, 2018 communication from OSC raising rates. Rates are flat thereafter. State reimbursed fringe is calculated by person for FY19.
- (3) Developmental Education and Outcomes Based Funding as appropriated in FY19 and flat thereafter.
- (4) Assumes tuition and fee rate increase 3.9% (FY19 rate); enrollment flat in accordance with Fall 2017 Enrollment Census.
- (5) Assumes housing and food revenue is flat in accordance with enrollment assumptions.
- (6) Other net Revenue is kept flat.
- (7) SEBAC negotiations concluded in late FY 2017; the contract was ratified by the Legislature in early FY 2018, and includes:
 - a. A three year wage freeze, beginning in fiscal year 2017 (in arrears)
 - b. A \$2,000 one-time payment to each full time member, prorated for part time members, in fiscal year 2019. We've estimated this cost to the CSUs at \$7 million in fiscal year 2019.
 - c. 5.5% increases in fiscal years 2020 and 2021; the agreement expires on June 30, 2021
 - d. Layoff protection which expires on June 30, 2021.
 - e. "Longevity" payments totaling \$2.46 million were deferred from fiscal year 2018 to fiscal year 2019. This does not get included in base pay.
- (8) FY19 Fringe rate adjusted for March 2, 2018 communication from OSC raising rates. Rates are flat thereafter.
- (9) Institutional Aid & Waivers vary with tuition.
- (10) Debt service assumed to be flat.
- (11) Other expenses are held flat.
- (12) Net results are negative beginning in fiscal year 2018 and get worse each year thereafter.

**NEW PROJECTIONS WITH INCREASED FRINGE
CHARTER OAK STATE COLLEGE - 4 YEAR PROJECTIONS**

Updated 3-29-18

	FY17 Final	FY18 Projection	FY19 Est	FY20 Est	FY21 Est	Comments
State Funding General Fund	2,375,844	2,185,756	2,200,543	2,200,543	2,200,543	(1)
State Fringe Benefits	2,138,990	2,076,468	2,257,757	2,257,757	2,257,757	(2)
State Funding Operating Funds	113,106	86,735	66,826	66,826	66,826	(3)
Tuition and Fees	10,189,410	10,020,869	10,296,443	10,579,595	10,870,534	(4)
Other	1,843,458	1,797,744	1,797,744	1,797,744	1,797,744	(5)
Total Revenue	16,660,808	16,167,572	16,619,313	16,902,465	17,193,404	
Salaries and Wages	9,073,497	9,071,958	9,234,958	9,570,916	10,097,316	(6)
Fringe Benefits	4,949,490	5,199,003	5,614,923	5,819,188	6,139,243	(7)
Institutional Aid & Waivers	206,997	172,580	177,326	182,202	187,213	(8)
Other	2,136,560	2,335,332	2,335,332	2,335,332	2,335,332	(9)
Total Expenses	16,366,544	16,778,873	17,362,539	17,907,639	18,759,104	
Net Results	294,264	(611,301)	(743,226)	(1,005,174)	(1,565,700)	(10)
Unrestricted/Undesignated Reserves	791,000	179,699	(563,527)	(1,568,701)	(3,134,401)	
Annual Operating Expenses (net of Dep)	18,122,000					
Months in Reserve	0.52					(11)

- (1) The fiscal year 2019 state funding is set by the Governor's mid term report. Flat funding thereafter.
- (2) FY19 Fringe rate adjusted for March 2, 2018 communication from OSC raising rates. Rates are flat thereafter. State reimbursed fringe is calculated by person for FY19.
- (3) Developmental Education and Outcomes Based Funding as appropriated in FY19 and flat thereafter.
- (4) Assumes tuition and fee rate increase of 4% and enrollment decline of 1.25% (net 2.75%)
- (5) Other net Revenue is kept flat.
- (6) SEBAC negotiations concluded in late FY 2017; the contract was ratified by the Legislature in early FY 2018, and includes:
 - a. A three year wage freeze, beginning in fiscal year 2016 (in arrears)
 - b. A \$2,000 one-time payment to each full time member, prorated for part time members, in fiscal year 2019. We've estimated this cost to COSC at \$126,000 in fiscal year 2019.
 - c. 5.5% increases in fiscal years 2020 and 2021; the agreement expires on June 30, 2021
 - d. Layoff protection which expires on June 30, 2021.
 - e. "Longevity" payments totaling \$37,000 were deferred from fiscal year 2018 to fiscal year 2019. This does not get included in base pay.
- (7) FY19 Fringe rate adjusted for March 2, 2018 communication from OSC raising rates. Rates are flat thereafter.
- (8) Institutional Aid & Waivers vary with tuition.
- (9) Other expenses are held flat.
- (10) Net results are negative beginning in fiscal year 2018 and get worse each year thereafter.