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
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      ii. Elementary Education – Advanced - Master of Science (non-certification) – ECSU ......... 4
      iii. Reading Language Arts – Advanced - Master of Science (non-certification) – ECSU ......... 6
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9. Academic & Student Affairs Committee – Merle Harris, Chair No Exhibit
10. Audit Committee – Elease 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
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12. HR & Administration Committee – Naomi Cohen, Chair

13. Executive Committee – Matt Fleury, Chair

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).
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
      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
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

BACKGROUND

Summary
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.
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.

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

BACKGROUND

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

BACKGROUND

Summary
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.
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

BACKGROUND

Summary
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.
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.

BACKGROUND

Summary
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.
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.

BACKGROUND

Summary
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.
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

BACKGROUND

Summary
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.
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

BACKGROUND

Summary
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.
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.

BACKGROUND

Summary
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.
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

BACKGROUND
Summary
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.
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

BACKGROUND
Summary
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.
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.
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

BACKGROUND
Summary
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.
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.
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 Valcric, 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 Boncodo, Psychological Science
Rocio Fuentes, Modern Languages
Andrea June, Psychological Science
Yunliang Meng, Geography
Heather Rodriguez, Sociology
Amy Gagnon, Physical Education & Human Performance
Wangari Gichuru, Educational Leadership, Policy & Instructional Technology
Leona Koniecny, 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 Boncoddo, Psychological Science
Ted Efremoff, Art
Rocio Fuentes, Modern Languages
Andrea June, Psychological Science
Elena Koulibrova, English
Yunliang Meng, Geography
Heather Rodriguez, Sociology
Leanne Zalewski, Art
Younseon Kim, Marketing
Kristin D’Amato, Library
Martha Krui, Library
Amy Gagnon, Physical Education & Human Performance
Wangari Gichiru, Educational Leadership, Policy & Instructional Technology
Leona Koniecny, 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
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
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
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. Luke Eilderts (World Languages and Literatures)  
- Joanne Gil (Journalism)  
- Dr. Robert Gregory (Exercise Science)  
- Dr. Mehdi Hossain (Marketing)  
- Dr. Md Shafaaet Hossain (Computer Science)  
- Dr. Elizabeth Kalbfleisch (English)  
- Dr. Maria Krol (Nursing)  
- Dr. Aujke Lamonica (Public Health)  
- Dr. Elaine Martin (Nursing)  
- Dr. Cassie Meyerhoffier (Sociology)  
- Dr. Mina Park (Management/MIS)  
- Dr. Sebastian Perumbilly (Social Work)  
- Michael Skinner (Theatre)  
- Dr. Kenneth Walters (Psychology)  
- Dr. Miaowei Weng (World Languages and Literatures)

**PROMOTION**

**From Assistant to Associate Professor:**

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

**From Associate to Full Professor:**

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

Joe Bertolino
President

cc: R. Prezant, Provost and Vice President for Academic Affairs
To: Mark E. Ojakian  
    President  
    Connecticut State Colleges & Universities

From: Dr. 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
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
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

BACKGROUND

Summary
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.
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

BACKGROUND
Summary
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

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

* 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*

<table>
<thead>
<tr>
<th></th>
<th>GF</th>
<th>OF</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PS</td>
<td>Fringe</td>
<td>Fringe%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FY18 Est. based on YTD actual (18 PPE)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSU</td>
<td>134,159,221</td>
<td>117,577,140</td>
<td>87.64%</td>
</tr>
<tr>
<td>CCC</td>
<td>143,474,996</td>
<td>114,414,910</td>
<td>79.75%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>277,634,217</td>
<td>231,992,050</td>
<td>83.56%</td>
</tr>
<tr>
<td><strong>FY19 Proj with BU increase in PS ( $2K plus 2 LNGV pays)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSU</td>
<td>138,303,424</td>
<td>127,999,818</td>
<td>92.55%</td>
</tr>
<tr>
<td>CCC</td>
<td>140,293,547</td>
<td>121,857,663</td>
<td>86.86%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>278,596,971</td>
<td>249,857,481</td>
<td>89.68%</td>
</tr>
<tr>
<td><strong>FY19 Proj without increase in PS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSU</td>
<td>138,303,424</td>
<td>127,999,818</td>
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<td>140,293,547</td>
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<td><strong>Total</strong></td>
<td>278,596,971</td>
<td>249,857,481</td>
<td>89.68%</td>
</tr>
<tr>
<td><strong>VARIANCE FY19 Proj without Increase in Pay vs. FY18 Est.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSU</td>
<td>4,144,203</td>
<td>10,422,678</td>
<td>(4,308,493)</td>
</tr>
<tr>
<td>CCC</td>
<td>(3,181,449)</td>
<td>7,442,752</td>
<td>3,690,581</td>
</tr>
<tr>
<td>% Change</td>
<td>0.3%</td>
<td>7.7%</td>
<td>-0.2%</td>
</tr>
<tr>
<td><strong>VARIANCE FY19 Proj with BU increase in Pay vs. FY18 Est.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CSU</td>
<td>4,144,203</td>
<td>10,422,678</td>
<td>7,294,738</td>
</tr>
<tr>
<td>CCC</td>
<td>(3,181,449)</td>
<td>7,442,752</td>
<td>13,396,386</td>
</tr>
<tr>
<td>% Change</td>
<td>0.3%</td>
<td>7.7%</td>
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</table>
### CONNECTICUT STATE COLLEGES & UNIVERSITIES - 4 YEAR PROJECTIONS

**Updated 3-29-18**

<table>
<thead>
<tr>
<th></th>
<th>FY17 Final</th>
<th>FY18 Projection</th>
<th>FY19 Est</th>
<th>FY20 Est</th>
<th>FY21 Est</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Funding General Fund</strong></td>
<td>308,049,577</td>
<td>280,184,199</td>
<td>280,797,514</td>
<td>280,797,514</td>
<td>280,797,514</td>
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<tr>
<td><strong>State Fringe Benefits</strong></td>
<td>245,861,314</td>
<td>236,568,392</td>
<td>252,115,238</td>
<td>252,115,238</td>
<td>252,115,238</td>
<td>(2)</td>
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<tr>
<td><strong>State Funding Operating Funds</strong></td>
<td>10,489,115</td>
<td>10,382,878</td>
<td>10,114,729</td>
<td>10,114,729</td>
<td>10,114,729</td>
<td>(3)</td>
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<tr>
<td><strong>Tuition and Fees</strong></td>
<td>521,777,910</td>
<td>529,542,670</td>
<td>540,801,206</td>
<td>552,333,419</td>
<td>564,146,398</td>
<td>(4)</td>
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<tr>
<td><strong>Housing &amp; Food</strong></td>
<td>99,111,730</td>
<td>102,011,986</td>
<td>102,011,986</td>
<td>102,011,986</td>
<td>102,011,986</td>
<td>(5)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>1,206,898,574</td>
<td>1,179,154,362</td>
<td>1,206,304,910</td>
<td>1,217,837,123</td>
<td>1,229,650,102</td>
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</table>

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<tbody>
<tr>
<td><strong>Salaries and Wages</strong></td>
<td>574,638,485</td>
<td>562,540,713</td>
<td>583,595,369</td>
<td>595,673,688</td>
<td>628,435,740</td>
<td>(7)</td>
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<tr>
<td><strong>Fringe Benefits</strong></td>
<td>329,835,752</td>
<td>339,957,305</td>
<td>383,431,280</td>
<td>391,300,462</td>
<td>412,821,987</td>
<td>(8)</td>
</tr>
<tr>
<td><strong>Institutional Aid &amp; Waivers</strong></td>
<td>66,779,048</td>
<td>72,780,667</td>
<td>74,403,639</td>
<td>76,006,421</td>
<td>77,648,418</td>
<td>(9)</td>
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<tr>
<td><strong>Debt Service</strong></td>
<td>36,588,490</td>
<td>34,643,894</td>
<td>34,643,894</td>
<td>34,643,894</td>
<td>34,643,894</td>
<td>(10)</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>184,226,658</td>
<td>181,110,226</td>
<td>181,620,078</td>
<td>181,620,078</td>
<td>181,620,078</td>
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</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>1,192,068,433</td>
<td>1,193,032,805</td>
<td>1,257,694,261</td>
<td>1,279,244,543</td>
<td>1,335,170,118</td>
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</tbody>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Results</strong></td>
<td>14,830,141</td>
<td>(13,878,443)</td>
<td>(51,389,351)</td>
<td>(61,407,420)</td>
<td>(105,520,016)</td>
<td>(12)</td>
</tr>
<tr>
<td>Students First Savings, Net of Implementation</td>
<td>1,452,085</td>
<td>10,748,629</td>
<td>13,942,294</td>
<td></td>
<td></td>
<td></td>
</tr>
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<table>
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<th>FY21 Est</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Net of Students First</strong></td>
<td>14,830,141</td>
<td>(13,878,443)</td>
<td>(49,937,266)</td>
<td>(50,658,791)</td>
<td>(91,577,722)</td>
<td>(13)</td>
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<th>FY21 Est</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted/Undesignated Reserves</td>
<td>99,461,734</td>
<td>85,583,291</td>
<td>35,646,026</td>
<td>(15,012,766)</td>
<td>(106,590,488)</td>
<td></td>
</tr>
</tbody>
</table>

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.
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

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

**Annual Operating Expenses (net of Dep)**

<table>
<thead>
<tr>
<th></th>
<th>563,580,000</th>
</tr>
</thead>
</table>

**Months in Reserve**

|                         | 0.97        |

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.
3. State reimbursed fringe is calculated by person for FY19.
4. Developmental Education and Outcomes Based Funding as appropriated in FY19 and flat thereafter.
5. Assumes tuition and fee rate increase 2.5% and enrollment decline 1.5% (Fall 2017 Census) (net 1.0%)
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 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

<table>
<thead>
<tr>
<th></th>
<th>FY17 Final</th>
<th>FY18 Projection</th>
<th>FY19 Est</th>
<th>FY20 Est</th>
<th>FY21 Est</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Fringe Benefits</td>
<td>124,971,452</td>
<td>118,730,910</td>
<td>127,999,818</td>
<td>127,999,818</td>
<td>127,999,818</td>
<td>(2)</td>
</tr>
<tr>
<td>State Funding Operating Funds</td>
<td>1,892,509</td>
<td>1,921,618</td>
<td>1,873,075</td>
<td>1,873,075</td>
<td>1,873,075</td>
<td>(3)</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>336,171,797</td>
<td>340,455,536</td>
<td>349,647,835</td>
<td>359,088,327</td>
<td>368,783,712</td>
<td>(4)</td>
</tr>
<tr>
<td>Housing &amp; Food</td>
<td>99,111,730</td>
<td>102,011,986</td>
<td>102,011,986</td>
<td>102,011,986</td>
<td>102,011,986</td>
<td>(5)</td>
</tr>
<tr>
<td>Other</td>
<td>13,429,775</td>
<td>11,417,265</td>
<td>11,417,265</td>
<td>11,417,265</td>
<td>11,417,265</td>
<td>(6)</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>723,840,593</td>
<td>708,696,536</td>
<td>731,253,403</td>
<td>740,693,895</td>
<td>750,389,280</td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>321,379,434</td>
<td>313,833,597</td>
<td>324,822,538</td>
<td>332,812,930</td>
<td>351,117,641</td>
<td>(7)</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>182,054,324</td>
<td>188,154,747</td>
<td>207,474,008</td>
<td>212,577,714</td>
<td>224,269,488</td>
<td>(8)</td>
</tr>
<tr>
<td>Institutional Aid &amp; Waivers</td>
<td>44,254,704</td>
<td>49,008,650</td>
<td>50,331,884</td>
<td>51,690,844</td>
<td>53,086,497</td>
<td>(9)</td>
</tr>
<tr>
<td>Debt Service</td>
<td>36,588,490</td>
<td>34,643,894</td>
<td>34,643,894</td>
<td>34,643,894</td>
<td>34,643,894</td>
<td>(10)</td>
</tr>
<tr>
<td>Other</td>
<td>134,570,367</td>
<td>129,410,190</td>
<td>129,410,190</td>
<td>129,410,190</td>
<td>129,410,190</td>
<td>(11)</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>718,847,319</td>
<td>714,601,078</td>
<td>746,682,514</td>
<td>761,135,572</td>
<td>792,527,710</td>
<td></td>
</tr>
<tr>
<td><strong>Net Results</strong></td>
<td>4,993,274</td>
<td>(5,904,542)</td>
<td>(15,429,110)</td>
<td>(20,441,677)</td>
<td>(42,138,430)</td>
<td>(12)</td>
</tr>
<tr>
<td><strong>Unrestricted/Undesignated Reserves</strong></td>
<td>52,940,929</td>
<td>47,036,387</td>
<td>31,607,277</td>
<td>11,165,600</td>
<td>(30,972,830)</td>
<td>(13)</td>
</tr>
</tbody>
</table>

| Annual Operating Expenses (net of Dep) | 811,164,987 |          |          |          |          |
| Months in Reserve             | 0.78        |          |          |          |          |

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.
3. State reimbursed fringe is calculated by person for FY19.
4. Developmental Education and Outcomes Based Funding as appropriated in FY19 and flat thereafter.
5. Assumes tuition and fee rate increase 3.9% (FY19 rate); enrollment flat in accordance with Fall 2017 Enrollment Census.
6. Assumes housing and food revenue is flat in accordance with enrollment assumptions.
7. Other net Revenue is kept flat.
8. FY19 Fringe rate adjusted for March 2, 2018 communication from OSC raising rates. Rates are flat thereafter.
9. 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.
10. Institutional Aid & Waivers vary with tuition.
11. Debt service assumed to be flat.
12. Other expenses are held flat.
13. 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

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

(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.